# CITY OF PORTLAND
# 2000-2002
# BIENNIAL BUDGET



## FISCAL YEAR 2001-2002
## ADOPTED BUDGET

### Volume One

## Bureau Budgets
### Programs and Services

# "GREAT PORT CITY"

## GEORGE JOHANSON, 1992, CERAMIC TILE

**George Johanson was born in Seattle in 1928. He taught painting and printmaking at the Pacific Northwest College of Art for twenty-five years before retiring to spend full time in the studio. He works in a variety of mediums including drawing, painting, and printmaking. He has also done a number of ceramic tile murals throughout the Northwest. In Portland these may be seen on the fourth floor of the Portland Building and at the Peninsula Park Community Center (two 4 x 20 foot murals next to the swimming pool).**

**His work often includes references to the Portland environment. "Great Port City", a black and white tile mural, is a portrait of the city that has many specific references to Portland, but is composed in an imaginative way. The tile is painted with black ceramic underglaze color, the design is scraped into it exposing the white clay, and it is then fired in a kiln.**

**More of Mr. Johanson's work may be seen at the Pulliam Deffenbaugh Gallery in Northwest Portland.**

# Adopted Budget

## City of Portland, Oregon
## 2000-02 Biennial Budget

## Fiscal Year 2001-02
## Volume One

## Bureau Budgets
### Programs and Services

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*Mayor Vera Katz*

*Commissioner Jim Francesconi*

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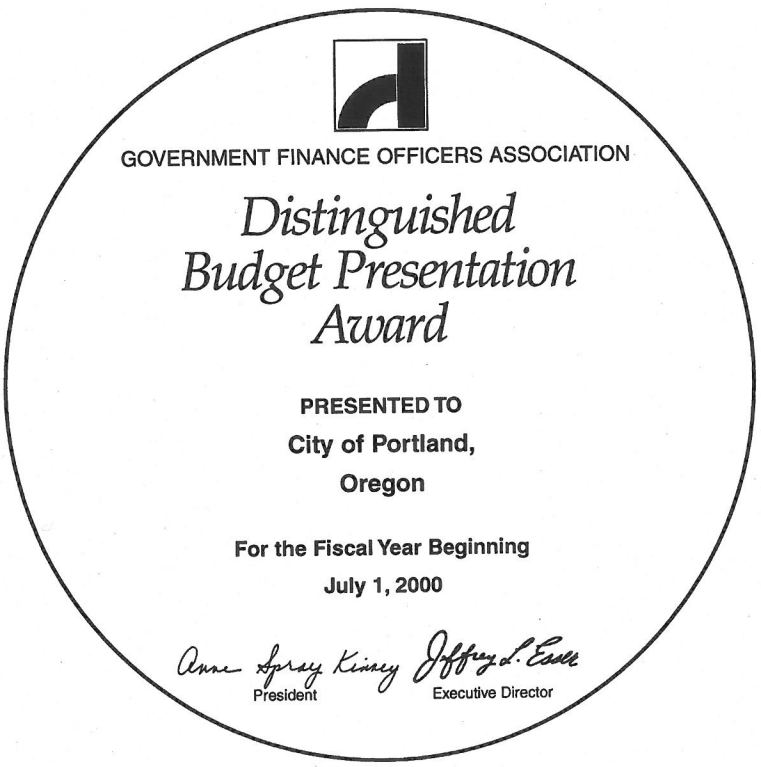
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# Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Portland, Oregon for its budget for the fiscal year beginning July 1, 2000.

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

The award is valid for a period of one year only. The current budget document continues to conform to program requirements and will be submitted to GFOA to determine its eligibility for another award.



# User's Guide

The Adopted Budget document for the City of Portland is undergoing redesign. This years version consists of three (3) separate volumes structured as summarized below. In addition to these documents the city's urban renewal agency, the Portland Development Commission, produces a separate budget document.

## VOLUME 1 - OPERATING BUDGET

**User's Guide:**

This guide presents a primer on the layout and use of the budget documents.

**Mayor's Budget Message**

Mayor Vera Katz' budget message to the citizens highlighting major issues, uncertainties, changes in City services, policies and budget decisions for FY2001-02.

### Overviews

**City Overview**

The City Overview contains a summary description of the City and its government, an organizational chart of the City government, and general trends in the areas of growth, workforce diversity, positions, and operating budget trends. The section also includes a statistical abstract of the City.

**Budget Overview**

An overall summary of budget, this section contains an introduction to the budget including Council goals and priorities, a listing of the year two decisions, a summary of decisions by Council goals and priorities, a General Fund resource summary, a summary of other significant funds, a summary of the capital budget and general information on the budget process and timeline.

**Budget Notes**

Budget Notes express specific Council direction to the bureaus as part of the budget decisions. Budget notes are developed and structured to ensure proper attention is given to work items Council identifies as priorities within the budget cycle.

**Financial Overview**

This section describes the City financial planning process, the General Fund financial forecast and five-year plan and, the financial outlook for other significant funds. This section also presents a primer on City debt management, the City's financial structure, and summaries of supporting financial and planning policies.

### Financial Summaries

**Financial Tables**

Various tables present the budget from different views, a positions summary, and the tax levy computation table, which details the property taxes to be levied and estimated to be received by the City.

## Service Areas

### Service Area Summary

Each service area presents a two page summary. The budget and operations of the city are structured around the following service areas: Public Safety; Parks, Recreation and Culture; Public Utilities; Community and Development Services; Transportation and Parking; and, Legislative, Administrative and Support Services

### Bureau Budgets

Contained within each service area are bureau specific budgets with an organization chart, summary financial information and highlights of changes from the FY 1999-00 budget, performance measures in table and chart format, line item detail and position detail pages, and the Budget Decision page(s) -- which summarize the decisions made through the budget development process affecting the bureau.

## VOLUME 2 - FINANCIAL BUDGET

### Fund Summaries

Presented in the same service area order as Volume 1, this section details the resources and expenditures of each City fund, with brief supporting narrative.

### Financial Plans

This section includes the detailed financial plans for the General Fund and other significant funds such as Sewer, Water and Transportation.

### Financial Policy Resolutions

This section contains the financial polices, adopted by Council resolution, that direct how the City of Portland will conduct business.

### Budget Adopting Ordinances

The ordinances adopting the budget; levying taxes; creating and closing funds and the letter of certification from the Tax Supervising Conservation Commission.

## VOLUME 3 - CAPITAL BUDGET

### Overview of Capital Budgeting

Includes an introduction to the City's Capital Improvement process, explains the decision process for General Fund projects, an overview of the five-year capital budget, highlights of the FY 2001-02 General Fund capital budget, highlights of the FY 2001-02 capital projects for the 'other' funds,

### Citywide Summary

Various tables which present the projects by Service Area, including anticipated changes to operating and maintenance costs. the tables also present a five year forecast of the capital budgets.

### Capital Projects Detail

This section also describes each capital project, its location, five year cost estimates and sources of revenue for the projects, and any change to operating and maintenance costs. The projects are presented by Service Area.

## Questions

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


CITY OF PORTLAND, OREGON
1851



The office of
**Vera Katz**
**Mayor Portland Oregon The City That Works**

# Mayor's Message

## Introduction

It is a great honor for me to present the Adopted Budget for Fiscal Year (FY) 2001-2002 to the City Council, city government employees and the people of the city of Portland. This budget is an update to the City of Portland biennial budget adopted by the Portland City Council on June 28, 2000.

A long-standing list of requirements and community needs, coupled with slower local economic growth over the past year, requires city government to be not only leaner but also smarter in how we pay for and deliver city services. As a result, this budget includes some significant revisions to the City's FY 2000-2002 general fund biennial budget.

*Resource estimates are $4.7 million less than current service level requirements.*

We began the biennium with a balanced budget. Since we adopted the FY 2000-2002 Budget, the General Fund resource picture has deteriorated. Current resource estimates and expenditure estimates result in a gap of $4.7 million, including a reduced forecast of $1.6 million in business license proceeds, $385,000 in transient lodging revenues and a $3.4 million reduction in utility license/franchise fees.

Expenditures remain high due to higher energy costs, labor settlements above previously estimated levels and mid-year Council funding decisions. Expenditures are up $1.4 million from the June forecast. These expenditure rates result in a $1.0 million drop in the beginning balance of the General Fund for FY 2001-02, further reducing resources.

*We have reduced administrative and support services $7.7 million over two years.*

To fill our budget gap we have reduced the cost of city government administrative services by $7.7 million over two years; $4.5 million total in this budget and $2.2 million in the General Fund. We have also reduced non-administrative services in bureau budgets 1.4%, resulting in $4.1 million worth of General Fund savings. Finally, we delayed the start of selected General Fund projects that saved $0.6 million in the General Fund.

Outside the General Fund, the picture does not look any different. Other funds face the same resource and service demand challenges.

Transportation in particular continues to struggle without a reliable source of revenue and a widening gap of unfunded projects. The other primary enterprise funds, water and sewer, must deal with aging infrastructures and increasing regulations. Both of these drive cost increases and therefore rate increases to our citizens. We are working hard to control these increases, but the needs are acute.

*Up to 45 employees may be displaced.*

As a result of our budget reduction efforts in both the General Fund and other city funds, a total of 45 authorized positions will be eliminated under this budget.

Our economists do not expect a turnaround any time soon for any of the following resource areas:

**Business License Tax**

We anticipate very limited growth for the first time in years. This resource budgeted at $52.9 million, represents 15% of our discretionary resources, and is forecasted to grow at 2.9% over the five-year forecast period. Most of the growth occurs in the out years of the forecast after years of growth in excess of 7%.

*The local economic forecast indicates little growth in the immediate future.*

**Franchise Fees**

The rate of franchise fee growth is also lower. Deregulation of electric utilities begins October 1, 2001. This changes the methodology on which our resources are collected. We will experience both an absolute reduction in resources, as well as lower rates of growth, than under the existing methodology. This will drop franchise fee resources $3.6 million per year over the five year forecast period.

**Transient Lodging Taxes:**

The regional economic malaise affected this resource. Growth is also constrained due to the delay in the expansion to the Oregon Convention Center. Revenues are projected to increase at a higher rate upon completion of the Convention Center expansion in 2003.

**Urban Renewal Tax Increment Growth:**

Although not a General Fund resource, the number of urban renewal areas and the property taxes accruing to them will further limit General Fund growth. We have offset this loss to the General Fund by leveraging the tax increment funds for improvements in the urban renewal areas.

## Budget Guiding Principles

In revising the City's FY 2000-2002 budget we used the following principles to guide our decisions:

- Reduce costs of administrative services first, in order to enhance and preserve direct public services;
- Increase fees only after all efforts have been made to find internal savings;
- Maintain the long-term financial stability of city government by insuring that one-time resources are not used to support recurring requirements.
- Maximize investments in livability of our neighborhoods and the economic vitality of the city.

## Budget Approach

Council took several different approaches to balancing the General Fund budget. Bureaus receiving General Fund discretionary resources were initially allocated a 3.0% CPI increase. From this base they were directed to develop two sets of reduction packages.

*The ASR saved $4.7 million in year two.*

### Administrative Service Review (ASR) Reduction

This budget continues the second year of ASR cuts. The target for these reductions was 5.2%, or approximately $6.0 million. The Adopted Budget incorporates $4.7 million in reductions for FY 2001-02 and uses the rest of the savings for one-time investments for future cost control. This level of savings was not enough to sustain current service levels without programmatic reductions.

### 1.4% Programmatic Reductions

*Program reductions will affect the delivery of services to our citizens.*

The second reduction exercise directed the operating bureaus to reduce on-going General Fund discretionary spending by 1.4%, or $4.0 million citywide. This results in initial reductions of over $2.6 million in the Police bureau and over $1.1 million in Fire and Emergency Services. The Parks bureau had to reduce their budget by over $609,000. Other bureaus and agencies were also reduced. These reductions are anticipated to result in service impacts.

*Revenue enhancements were used to mitigate service impacts.*

We then set out to look at new or increased revenues. Within the General Fund, some modest revenue increases assisted in balancing the budget. For example, fees charged for vehicle towing were increased from $15 to $29. The City also assumed responsibility for administering its alarm ordinance, a function previously performed by the Multnomah County sheriff. This increased revenues by $362,000. We also increased false alarm fees to more fully recover costs and realize an additional $200,000. We have invested funds for increased audits of our franchises. These will increase revenues by $150,000. The proposed Transportation Fee also resulted in freeing up close to $1.7 million in general fund discretionary resources that could be used to offset reductions and support other critical services.

Using these principles and approach, Council crafted a budget that maintains, as much as possible, the high levels of service we deliver to our citizens.

## Major Decisions

### Early Childhood Development

We will support early childhood programs with an allocation of $1.0 million in on-going General Fund resources. These funds can be used to leverage programs of our Parks bureau, the schools, and/or Multnomah County.

### Quality Education

Our partners in the Portland Public Schools are under extreme fiscal stress. In an effort to ensure adherence to our Council goal of quality education, the City will take over the schools policing function from the school district. This will enable the schools to focus on the classroom.This will be accomplished with no additional allocation to our Police bureau and is estimated to cost an additional $2.0 million per year. The City Parks bureau will also take over the mowing of school fields.

### Jobs/Economic Development

This budget provides $198,000 in funding for a small business assistance program operated out of the Portland Development Commission (PDC). This program will help small businesses by coordinating and streamlining the businesses related services and resources available through the Portland Development Commission and other City bureaus. This effort is in addition to the continuing efforts to assist small and developing businesses through the Bureau of Housing and Community Development and the PDC.

### Planning

To protect and improve the livability, beauty and uniqueness of Portland's neighborhoods this budget provides a modest but much needed boost to the City's planning efforts. The Proposed Budget uses existing General Fund resources to provide an additional $134,000 in funding to improve areas such as the Sandy and Hollywood neighborhoods. We cannot protect our quality of life without investing in our neighborhoods.

Funds are also provided to complete the Southwest Community Plan and continue the Northwest Industrial Area/NWDA Plan.

### River Clean Up

In addition to ongoing resources budgeted in the FY 2000-2001, we have allocated an additional $437,000 in sewer rate funds to further the investigation and planning of cleanup efforts in the Portland Harbor.

### Transportation

Transportation remains one of our most difficult funding challenges. Needs of the transportation system have significantly outpaced resource growth over the years. We began this budget development cycle in the same way we began prior budget cycles: by having the Office of Transportation reduce expenditures, and therefore services and projects. In past years we have succeeded in finding ways to temporarily balance the budget anticipating that a gas tax increase would be approved. That hasn't happened. We can no longer create budgets based upon "hoped for" future revenue increases. In the absence of legislative action, Portland must respond locally to this issue to prevent the further deterioration of its transportation infrastructure.

We took a "bottom up" approach to the Transportation budget. We examined system needs, programs and expenditures in great depth. It was a difficult process for the bureau and my office. Our review convinced us that we could not squeeze water out of a rock. We have wrung out efficiencies over the previous five years. We faced either significantly reducing service levels and creating future unfunded liabilities, or finding a reliable funding stream to replace decreased gas tax revenues.

*We will implement a transportation utility fee.*

As a result, we will implement a transportation utility fee. The fee, estimated at $1.85 per month for a single-family residence, is still too low to address the full backlog of necessary projects, but it will help us to close the gap. The gap of unfunded projects is large enough to make a $2.00 rate defensible, but I want to keep the fee as low as possible.

Our office worked very hard with the bureau to scale back the projects to ensure we only ask the citizens to fund needs, not aspirations, as such, I propose a lesser fee of $1.85 with a portion of that fee devoted to increasing the use of local transit options.

The fee will be reviewed after three years. The fee will be indexed to increase by inflation each year in order to maintain purchasing power. We consider this fee a temporary, local solution to a regional problem. We look forward to working with our regional partners for a long term, systemic solution.

### Public Safety

The Police bureau budget is reduced $2.6 million. Reductions were obtained without cutting police officers positions. Unfortunately, a reduction in the number of authorized 37 desk clerk position was necessary. We are able to limit the actual number reductions through a combination of revenue enhancements and budget reallocations.

*Revenue enhancements will limit reductions in the Police bureau.*

We were able to restore 16 positions through a combination of revenue enhancements and budget reallocations. Actions include an additional $362,011 for taking over the Burglary Alarm Program from the County; $84,000 reallocation of part-time bureau resources; $199,910 by increasing false alarm fees; and, $150,080 by increasing the fee for providing releases for towed vehicles.

**Parks**

*We continue to increase the Parks maintenance budget.*

The Adopted Budget boosts resources for park maintenance by $540,000 in ongoing funding, $182,00 in one-time and provides nearly $2.1 million for parks capital improvements. We will continue to protect these important assets. We have been able to increase the Parks budget by 6.4%, or over $6.0 million, since FY1996-97.

Parks will reduce other operating expenses by $609,000. This will affect such services as the length of grass in our parks and restroom access hours.

**Arts**

The budget adds $200,000 to support Portland Center Stage with a matching grant. I am proud to report they have already matched this amount on a 2-to-1 basis with private-sector contributions. This allocation continues the City commitment to support our arts organizations through the Regional Arts and Culture Council.

**Citizen Involvement**

We will expand and improve our involvement with our citizens through more effective use of the expertise in the Office of Neighborhood Involvement. The ASR recommendations directed City bureaus to expand their use of this organization to assist with public outreach and coordination of the multitude of meetings scheduled throughout the city. Having reviewed the budget I believe that ONI can provide these services within existing staff levels.

**Police Internal Investigations Auditing Committee (PIIAC)**

*PIIAC will be completely restructured.*

We have completed a major study of the City's systems and processes for dealing with complaints against the Police Bureau and Police officers. The result is our decision to move the committee from under the Mayor's office to the independently elected City Auditor. The committee is also given more financial support, a total of $509,000, and a broader scope to ensure independence and adequacy of the investigations.

**Homeless Outreach - JOIN Funding**

This budget includes the expenditure of $80,000 in ongoing resources to continue enhanced funding for JOIN's programs to assist homeless individuals find permanent housing.

**Utility Rates**

Water and sewer utility rates continue to be a concern for many city residents. Significant rate increases continue in response to regulatory requirements and an aging infrastructure. This budget embodies continued emphasis on cost control through review and oversight by the independent Portland Utilities Review Board and the Bureau of Financial Planning. Next fiscal year, the increase in the average single-family sewer/stormwater bill is estimated at be 9.1 percent. The average single-family residential water bill will increase by 6.9 percent - significantly less than the 8.4 percent requested by the Bureau.

By reallocating resources, reducing budgets, and increasing revenues we were able to rebalance the FY 2001-2002 budget. Although we needed to make many tough decisions, it is important to remember that this budget will still support many services and projects of great importance to our community.

## On-going Accomplishments

This is the second of a two-year budget process. The council made many decisions during last year's budget cycle that will continue next fiscal year. Those decisions include:

### Affordable Housing

The City continues its commitment to affordable housing. We allocated $4.5 million in General Fund support for affordable housing during the two-year budget cycle, of which $493,000 is budgeted as on-going funding. This General Fund contribution is in addition to the $57.3 million budgeted by the Portland Development Commission using federal Housing and Community Development funds and tax increment financing.

We will continue regional efforts to bring affordable housing and homeownership to more Portlanders, especially seniors, those at the lowest income levels, and those at risk of displacement.

### River Cleanup

*We continue major efforts to reclaim the rivers.*

This budget provides resources for three critically important programs that continue the cleanup of the Willamette River and efforts to reclaim fish and wildlife habitats. Approximately $44.0 million is budgeted in the Bureau of Environmental Services to continue the Combined Sewer Overflow (CSO) program, upgrading the City's antiquated sewers. $4.0 million, including nearly $1.2 million in General Fund dollars, and is allocated to address the Endangered Species Act (ESA) listing.

### Jobs/Economic Development

The budget of the Portland Development Commission includes $26.9 million to support programs such as Business Development, Commercial/Industrial Development, Business Services and Targeted Industries Development. In addition to the jobs programs, PDC is supporting local businesses through Neighborhood Commercial efforts funded at $9.5 million and Commercial/Industrial Development.

The City, through the Portland Development Commission, will have spent over $45.3 million to support businesses and jobs programs at the end of this two-year budget cycle.

### Permits

The Office of Planning and Development review will have invested $130,000 to enhance the permit process through the introduction of additional technology.

### Parks and Recreation

The FY2000-01 budget funded efforts to improve the maintenance of our many park facilities. We increased on-going maintenance funding by over $750,000, with an additional $1.75 million in capital improvements for major maintenance or expansion of existing facilities.

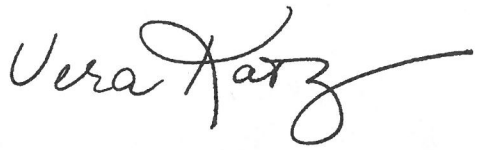
## Conclusion

In developing this budget we have attempted to respond to government requirements and critical community needs. It has been a challenging process that will likely continue. Continued problems with the economy will likely result in the need to further reduce budgets, and therefore services, in the future.

I am also concerned about the impact of budget reductions in Multnomah County that provides services to our residents most in need. Our County partners are an integral part of our public safety system. I am concerned about further budget reductions in our schools, which are so critical the quality of our city. While we have been able to help in past years, our own budgetary plight dictates that we concentrate our resources on our own services. The Port of Portland, one of our economic engines, is also finding the need to reduce its budget. All of us suffer from the volatility of our economy.

I remain concerned about potential legislative actions that may adversely impact City resources and services. Examples include proposed legislation that reduces taxes to the owners of property responsible for harbor cleanup, and legislation directed toward reducing our franchise fee authority.

We need to renew our efforts to adhere to the tested and proven financial policies of the City. We will be called upon to look at existing resources and the reprioritization of existing programs to meet new demands for service. We must be prudent and constrained while deciding how to allocate limited resources to the many high priority needs of our citizens.



Vera Katz

Mayor


CITY OF PORTLAND, OREGON
1851

# Overviews

# City Overview

## Introduction

This section of the FY 2001-02 budget document provides general information on the city of Portland, its demographics, and its government management systems. The information will help the reader understand the environment in which decisions are reached during the budget process. It will also make it easier to examine and understand other sections of this budget document.

*Portland's biennial budget implements Council goals through long-range strategic plans.*

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

## Decision Process

The budget process begins and ends with a policy orientation. The City's strategic plan, Portland Future Focus, continues to provide an overall road map not just for the City, but also for its neighboring governments. It helps ensure budgetary decisions are consistent with Portland's vision for the future. Portland Future Focus will be updated during the next fiscal year.

*Citizen involvement in the budget process is extensive.*

At the outset of the biennial budget process, the City Council reviews overall goals and sets priorities. As part of this work, the Council conducts an extensive public information and survey process, "*Your City-Your Choice*", for direct public input on City service priorities. The information derived from this process is used to finalize the Council's goals, priorities, and action plans for the two-year budget cycle.

The Mayor's Message outlines the Council priorities and how they are incorporated in this budget.

The City's major bureaus also develop strategic plans and five-year financial plans to assist the Council in weighing short-term decisions against long-range requirements. These plans support the City's strategic plan. Council holds work sessions with key bureaus to discuss short and long-term issues to be addressed in the budget process.

*Bureau program budgets have a long-term perspective.*

Council efforts to establish goals and priorities, explore issues, and contemplate long-range financial plans, enable the Council to give direction to the City's major bureaus prior to the submission of formal budget requests. This initial planning ensures each biennial budget also responds to Council priorities over the long-term.

# CITY OF PORTLAND CHARACTERISTICS

## Basic Statistics

The city of Portland, with a population estimate of 536,414 for July 1, 2001, comprises an area of approximately 145 square miles in northwestern Oregon. Located astride the Willamette River at its confluence with the Columbia River, Portland is the center of commerce, industry, transportation, finance, and services for a metropolitan area of more than 1.7 million people. Portland is the largest city in Oregon, the seat of Multnomah County, and the second largest city in the Pacific Northwest.

## Recreation

### Natural Areas

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

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

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

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

The city itself contains many beautiful parks, forests, trails, and wetlands including the 40-Mile Loop (a trail of now much more than 40 miles intended to circle the city) and Forest Park, at 5,000 acres the largest wilderness park in the United States.

### Visitor Opportunities

Because Portland is Oregon's largest city and the center of business and transportation routes in the state, it attracts many tourist and business visitors. A major symphony, the Rose Festival, art and historical museums, the Oregon Museum of Science and Industry, the Western Forestry Center, the Classical Chinese and Japanese Gardens, the International Rose Garden, and the Oregon Zoo are a few of Portland's cultural and recreational attractions.

*Current sports teams delight fans.*

The city hosts the Portland Trail Blazers of the NBA, the Winter Hawks, a professional hockey team, and the Portland Fire, the new professional women's basketball team. The city's newest arena, the Rose Garden, a private and public sector joint venture, opened in October 1995.

A $38.5 million renovation of the city's Civic Stadium, now called PGE Park, has brought Triple A baseball and professional soccer to Portland. The refurbished stadium also provides the city with a modern, updated venue for concerts and community events.

## The Economy

### Shipping and Other Port Facilities

Portland is the leading warehousing and distribution center for the Pacific Northwest, serving a market area of about seven million people. Portland's deep water location on the Columbia River gives it substantial geographic and economic advantages for freight shipping.

The Columbia River ship channel is maintained at a depth of 40 feet from the Portland harbor to the Pacific Ocean, 110 miles downstream. Portland is a regular port-of-call for many shipping lines serving major world trade routes. The Port of Portland, a governmental unit responsible for air and marine port facilities, offers outstanding opportunities for expanding export industries, investments, business and travel.

*The Portland airport continues to grow rapidly.*

Portland International Airport (PDX) is the fastest growing major airport on the West Coast. From 13.8 million passengers in 2000, ridership is expected to grow to 27 million by 2020. To ensure that PDX keeps pace with growth into the next century, more than $100 million has recently been invested by the Port of Portland to improve and expand airport facilities.

### Manufacturing

*A diverse economy is key to the Portland's success.*

Portland's economy has slowly diversified over past decades. Steady growth in non-traditional sectors, such as the manufacture of electrical equipment, instruments, and related products, has placed Portland in an economic structure that shows continued strength, typically exceeding national economic growth. Semiconductor manufacturers, such as Intel and Wacker Siltronic, have established major facilities in the region.

In the last few years, Fujitsu, a large semiconductor manufacturer, expanded its billion dollar facility in Multnomah County and LSI Logic has built a billion dollar facility. Tektronix, Intel, Nike, Boeing, Kaiser Permanente, and Fred Meyer are just a few of the other major employers in the Portland metropolitan area.

### Strong Downtown Core

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

*Downtown has witnessed a building boom in recent years.*

Three major hotels have been built and two more are under construction along the Willamette River. The ODS Tower, a class A office building, and the Fox Towers are complete. Pioneer Place, the major retail anchor of downtown, was recently expanded into a second retail building. The City recently completed a second government office building at the edge of the downtown core, adjacent to Portland State University.

The City of Portland maintains strong historic preservation and multifamily housing programs. This assistance in the preservation of downtown housing and historic structures has created a unique urban atmosphere. The blend of old and modern facilities enhances downtown livability.

## The Region

### The Region and Its Environment

Portland, like other municipalities, works to maintain a high quality of life and a healthy environment. Under the Endangered Species Act, steelhead and salmon within Portland area watersheds were listed as threatened species. In this context, the City is carefully balancing environmental, recreational, and commercial concerns as it develops both banks of the Willamette River through the Willamette Greenway project.

As part of the development of the long neglected east bank, the City recently opened the East Bank Esplanade, a 1.5 mile long trail running along the river opposite the downtown skyline. The trail includes a 1,200 foot long floating walkway, the longest of its kind in the United States. Developed for walkers, joggers, bicyclists, citizens in wheel chairs or on skates, the new esplanade gives visitors unparalleled views of downtown Portland and provides unique perspectives on the river and Portland's eastside.

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

Under Oregon land use law, the Portland area is surrounded by an urban growth boundary. Metro, the country's only elected regional government, manages the boundary and growth within it. Balancing growth with the maintenance of natural amenities is one of the region's major challenges.

Citizens concern for open space was demonstrated through passage of a $135.6 million open space acquisition bond measure in 1995. Metro is using the bond funds to purchase more than 6,000 acres of natural areas, trail corridors, and greenways.

**Mass Transit**

The Tri-County Metropolitan Transportation District (Tri-Met) provides bus service throughout the metropolitan area. Tri-Met operates 101 bus lines and provided 60 million bus rides in 2000. Portland is the only region in the country where transit ridership is growing faster than vehicle miles driven. As of December of 2000, the total system had more than 1.8 million weekly riders.

The centerpiece of the system is the downtown Transit Mall; 47 bus routes go through this 36-block area providing easy connections between buses and light rail. The Transit Mall is at the center of the larger 300 square block Fareless Square. Within two years, Tri-Met will be expanding Fareless Square to the Lloyd Center shopping area on the east side of the Willamette River.

MAX, Tri-Met's nationally recognized light rail system, runs on a 33-mile line between Hillsboro (18 miles to the west of downtown) and Gresham (15 miles to the east). With a growing base of riders, Tri-Met continues to expand the system.

A new 5.5 mile spur from eastside MAX to the Portland airport, built through a public/private partnership, is scheduled to open in the Fall of 2001. An additional Interstate MAX line is being planned from the Rose Quarter, in inner Northeast Portland, to the Expo Center in North Portland. This 5.8 mile extension is anticipated to be in operation by the Fall of 2004. MAX lines have added significant economic value to the region. To date, over $2.4 billion in investments have been developed along MAX corridors.

Working with Tri-Met, the City has recently completed construction of a 2.1 mile streetcar line. The line will begin operating in July of 2001 and will run from Northwest Portland, through the rapidly developing Pearl District, to the new Portland State University urban plaza.

**Post-Secondary Education**

*Portland State University sits near the downtown core.*

Portland State University, one of the three large state universities in Oregon and the largest in the Portland area, is located on a 26-block campus adjacent to the downtown business and commercial district. As part of the general downtown building boom, PSU built a new public administration building within a large urban plaza and has secured funding to build a new $60 million engineering facility nearby.

*Many fine schools dot the Portland landscape.*

The Portland area also hosts many other notable institutions, including public, private, and health-oriented schools. Portland, Mount Hood, and Clackamas Community Colleges provide excellent and affordable two-year programs for many area residents. Private institutions like Lewis and Clark College, Reed College, and the University of Portland have each graduated outstanding leaders in diverse fields. Three of the nation's outstanding health science schools found in Portland are Oregon Health Sciences University, National College of Naturopathic Medicine, and Western States Chiropractic College.

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

## Well-Managed City

*Portland received recognition as one of the best financially managed cities in the United States.*

Financial World's March 1995 edition ranked Portland for the fourth consecutive time as the third best financially managed city in the United States. Another publication, City and State Magazine, for three consecutive years, rated Portland among the top five cities nationally in the area of financial management; in 1993 the magazine ranked Portland the second best. In 1991 the City won the Excellence in City Financial Management Award presented by the U.S. Conference of Mayors.

For the past seventeen years the City has received the Certificate of Achievement for Financial Reporting and for the past eleven years has received the Distinguished Budget Award from the Government Finance Officers Association. In 2000, the City received a special Award for Excellence for its automated budget publishing system.

# A PROFILE OF PORTLAND'S CITIZENS

## General Characteristics

Source: US Census Bureau

| | 1990 | Percent of Total | 2000 | Percent of Total | Growth or Decline |
|---|---|---|---|---|---|
| ***City Population*** | | | | | |
| Total | 437,319 | ---- | 529,121 | ---- | 21.0% |
| Female | 225,405 | 51.5% | 267,556 | 50.6% | 18.7% |
| Male | 211,914 | 48.5% | 261,565 | 49.4% | 23.4% |
| ***Age*** | | | | | |
| Below 5 years | 30,314 | 6.9% | 32,300 | 6.1% | 6.6% |
| 6 to 24 years | 110,264 | 25.2% | 133,715 | 25.3% | 21.3% |
| 25 to 44 years | 159,815 | 36.5% | 183,604 | 34.7% | 14.9% |
| 45 to 64 years | 73,269 | 16.8% | 118,339 | 22.4% | 61.5% |
| 65 years and older | 63,657 | 14.6% | 61,163 | 11.6% | -3.9% |
| ***Race/Ethnic Distribution*** [1,2] | | | | | |
| African American | ---- | ---- | 35,115 | 6.6% | ---- |
| Asian | ---- | ---- | 33,470 | 6.3% | ---- |
| Hispanic | ---- | ---- | 36,058 | 6.8% | ---- |
| White | ---- | ---- | 412,241 | 77.9% | ---- |
| Other | ---- | ---- | 26,340 | 5.0% | ---- |
| ***Education (Age 25 or greater)*** [3] | | | | | |
| High school or less | 125,054 | 42.0% | 129,129 | 37.5% | -10.7% |
| Some college through Associate degree | 95,423 | 32.0% | 105,346 | 30.6% | -4.5% |
| Bachelor's degree | 50,212 | 16.9% | 70,690 | 20.5% | 21.8% |
| Graduate degree | 27,047 | 9.1% | 39,067 | 11.3% | 24.9% |

1. Race and ethnic data before 2000 is not comparable as the US Census Bureau changed its methodology for the 2000 census.
2. Percentages add to more than 100%; some respondents report more than one race or ethnic group.
3. The comparison is 1990 to 1999 data.

## Portland At Work

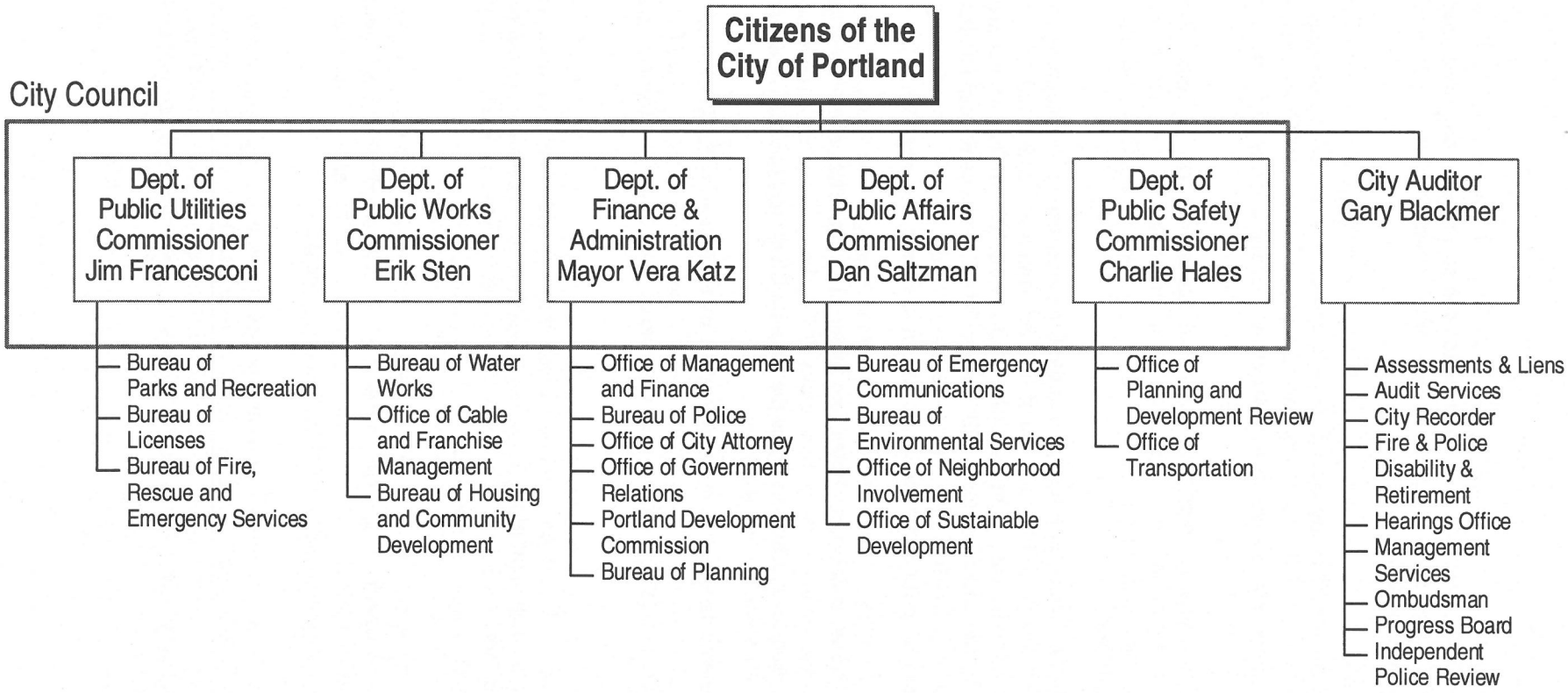
| | 1990 | Percent of Total | 1999 | Percent of Total | Growth or Decline |
|---|---|---|---|---|---|
| ***Occupation*** | | | | | |
| Managerial and professional specialty | ---- | 29.2% | ---- | 33.2% | 13.5% |
| Technical, sales, and administrative support | ---- | 32.0% | ---- | 30.8% | -3.7% |
| Service | ---- | 13.9% | ---- | 12.9% | -6.6% |
| Farming, forestry, and fishing | ---- | 1.1% | ---- | 0.9% | -20.9% |
| Precision production, craft, and repair | ---- | 9.4% | ---- | 9.6% | 2.4% |
| Operators, fabricators, and laborers | ---- | 14.4% | ---- | 12.6% | -12.7% |
| Median household income (1999 dollars) | $34,672 | ---- | $37,858 | ---- | 9.2% |

## Housing in Portland

| | 1990 | Percent of Total | 1999 | Percent of Total | Growth or Decline |
|---|---|---|---|---|---|
| ***Housing Units*** | | | | | |
| Number of owned units | 99,244 | 53.0% | 124,767 | 55.8% | 25.7% |
| Number of rented units | 87,980 | 47.0% | 98,970 | 44.2% | 12.5% |
| Median home price (1999 dollars) | $79,391 | ---- | $150,176 | ---- | 89.2% |
| Building permits issued[4] | 2,562 | ---- | 1,798 | ---- | -29.8% |

4. The comparison is 1990 to 2000 data.

**Figure 1: City Organizational Chart**



## Form of City Government

The city of Portland, incorporated in 1851, is a home rule charter city. The City Charter is the basic law under which the City operates and can be amended only by a vote of the people. In 1913, a modified commission form of government was created, which is rare in cities as large as Portland.

*Portland has a modified commission form of government which is rare in the United States.*

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

*Mayor and Commissioners act as legislators and administrators.*

The Mayor and Commissioners act as legislators and administrators. Thus, Council members are responsible for enacting City laws, enforcing City laws, and administering bureaus under their supervision. Figure 1 on page 19 depicts the City's current organizational chart.

The Mayor is the formal representative of the City, responsible for assigning each of the commissioners responsibilities for one of five departments: Finance and Administration, Public Affairs, Public Safety, Public Utilities and Public Works. The Mayor also decides which agencies the commissioners will manage. These assignments can be changed at any time by the Mayor. Traditionally, the Mayor has been the Commissioner of Finance and Administration. Current assignments are shown in Figure 1 on page 19.

*The City Auditor is an elected position.*

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

The City operates under the provisions of the City Charter and City Code, which are consistent with the Oregon Constitution and State law (the Oregon Revised Statutes). Ordinances are passed by a simple majority vote of three of the five Council members.

## City Trends

The following trends and ten-year comparison charts provide important information to city residents and management of the City. The ten-year trends shown are current through calendar year 1999 because they are updated every two years to coincide with the City's biennial budget process. A review of these trends indicates:

### Rapid Growth

Over the last ten years, primarily as a result of an aggressive annexation program, the City has experienced significant growth. The area served has increased by 7.5%, with residents served increasing by 16.7%. Projections indicate that over the next two decades the Portland metropolitan area can expect over 500,000 new residents.

### Revenue Base Adjusts to Property Tax Limitations

In response to ballot measures that limit property tax growth, City operating revenues have had to diversify to maintain the base necessary to meet citizen service demands. While property taxes have declined as a percentage of operating revenues, user fees and elastic revenues, such as business license and franchise fees, hotel/motel taxes, and building permit fees, have increased.

### Expenditures and Financing Meet Service Demands

Expenditures for services have risen faster than inflation in response to citizen service requests. In particular, community development programs have expanded significantly over the past few years as the City supports its commitment to affordable housing.

Despite an increasing population, more and varied demands for service, and restrictions on the tax base, the City has maintained a healthy cash position. Unreserved fund balances are adequate to meet service needs in an economic downturn or financial emergency, while the City's liquidity ratio remains over 1.0, an indication that the City can meet its short-term obligations.

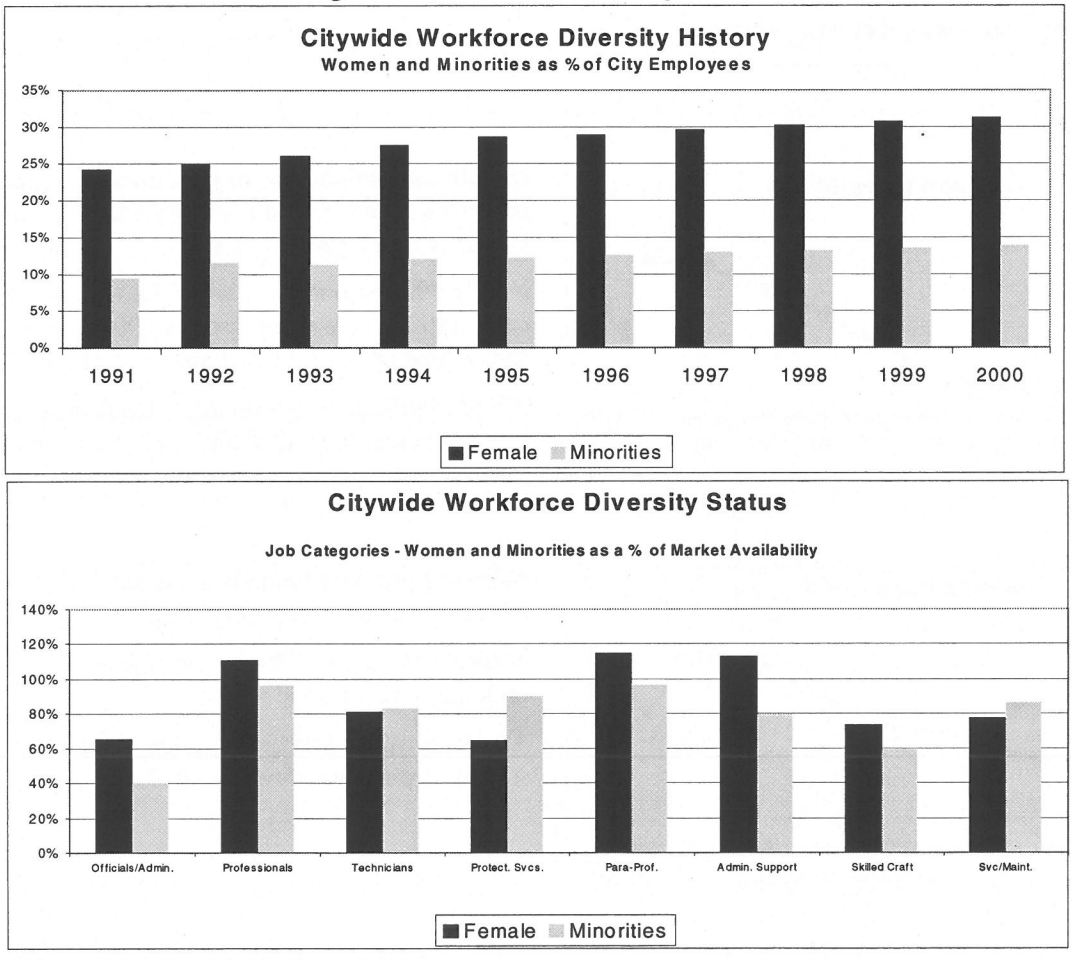
## Workforce Diversity

The Council has directed that all City bureaus develop a workforce reflecting the rich cultural diversity of Portland as a community.

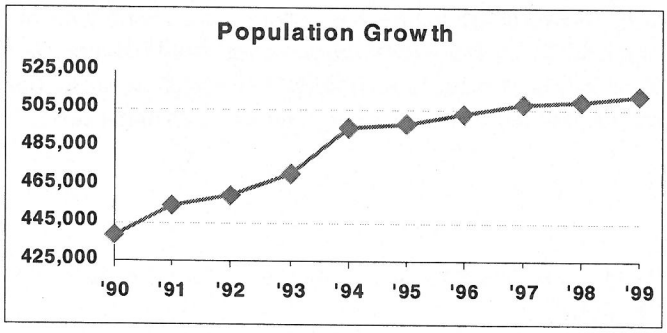
The first chart indicates that both women and minority employees, as a percent of total City employees, have slowly increased over the fiscal years 1991-2000.

The second chart (based upon fiscal year 1999 data) shows that female and minority employment (in the City) approach 100% of market availability in the para-professional and professional categories. Women, however, are noticeably underrepresented in the officials/ administrators and protective services categories. Minorities are underrepresented in the officials/administrators and skilled craft categories.

**Figure 2: Workforce Diversity Trends**

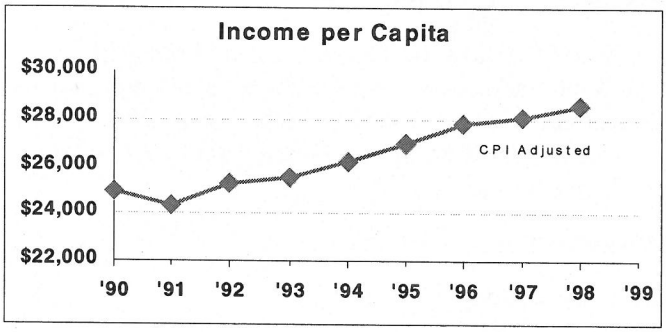


# Demographic Data



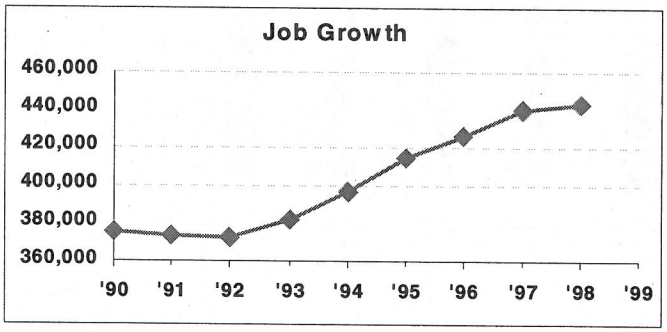

Rapid increases can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue requiring cuts in expenditures.

Total city population has increased about 17% over the past ten years - from 438,802 to 512,395. Annexations have added over 8% or approximately 100,000 residents.




Declining income per capita is a warning trend indicating general economic problems and potential declining ability of citizens to provide tax resources for government services.

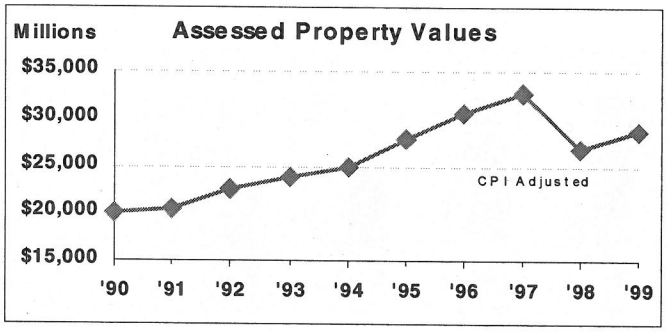
Income per capita has increased yearly since 1991. Total increase is 14% over the ten years. FY 1998-99 figures are not available.




Declines in the number of jobs indicates potential problems with economic vitality and can contribute to higher unemployment rates.

Nearly 69,000 jobs were added in Multnomah County since 1990. There were over 442,000 private and public sector jobs in 1998, more than any time in history.

Job growth has been most significant in services, retail trade, finance, insurance and real estate, and local government.

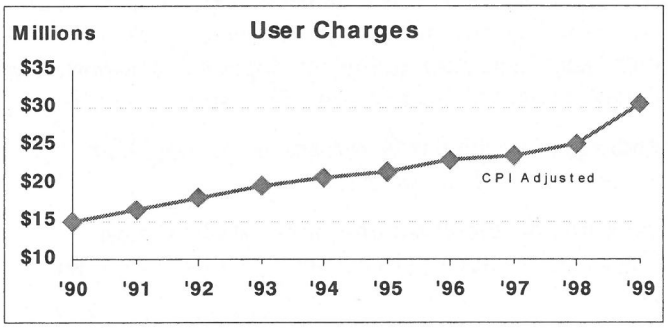



Assessed property value is a measure of the taxable value of real, personal, and utility property in the city.

Market values are an indicator of sales value and can be an indicator of economic vitality.

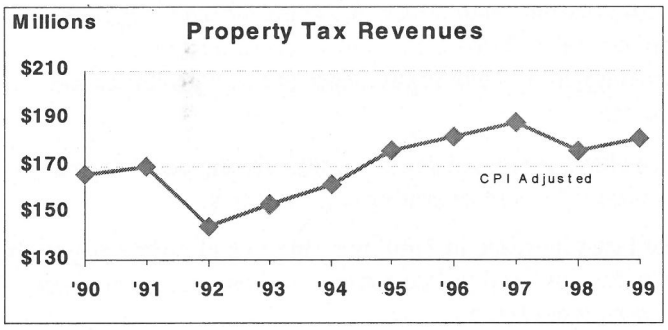
Assessed values mirrored market values and increased steadily from 1990 through 1997.

# Revenue Trends



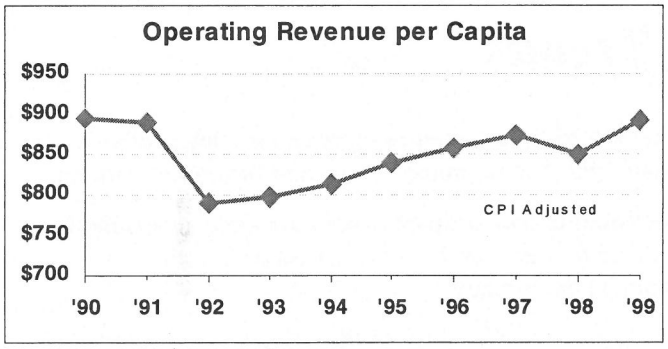

User charges are designed to cover all or part of the costs of services like recreation programs, building permits, and parking control. Such fees should keep pace with inflation.

Per capita, city residents paid an average of $35 in user fees in 1990 and $60 in 1999. Fees for parks and recreation, general administration, and building inspections have grown faster than other user fees.



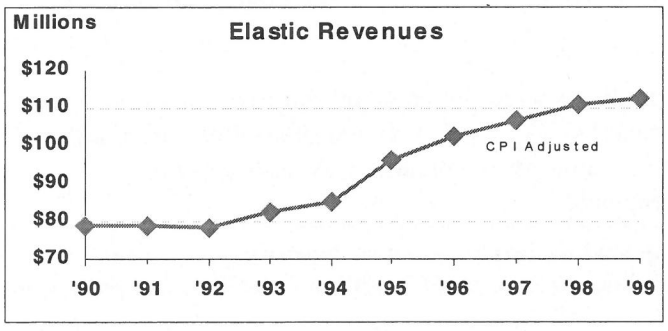

Property taxes are paid on the assessed value of real, personal, and utility property. City property taxes are also generated by separate levies that support police and fire pension benefits and various capital improvements.

Due to property tax limitations measures passed in 1991 and 1997, growth in this type of revenue has been limited. Property taxes now represent about 40% of operating revenues, down from 44% in 1991.




Operating revenues include property and gas taxes, business licenses, user fees, intergovernmental revenues, and other general police, fire, parks, streets, and central administrative revenues.

Declining revenues per capita could signal the City's inability to provide existing services as the population grows. The decline in 1992 is largely the result of passage of Measure 5.

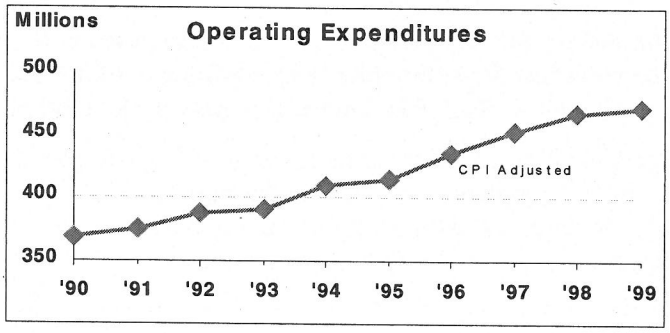



Elastic revenues are those highly responsive to economic conditions. These include business licenses, franchise fees, motel and hotel taxes, and building permits.

Adjusted for inflation, elastic revenues have grown over the past 8 years, increasing by 42% since 1990.

Business license fees are the largest and fastest-growing source of elastic revenue. Overall, these revenues comprise 25% of net operating revenue.

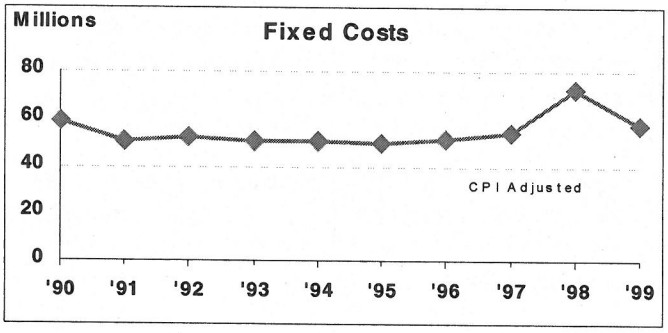
# Expenditure Trends




Operating expenditures include personnel, materials and services, and capital costs for public safety, parks and cultural activities, community development, transportation and parking, and legislative and administrative services.

Spending per capita has grown about 8% more than inflation over the last 10 years.

Community development programs had the largest increase, 107%, due to affordable housing commitments.

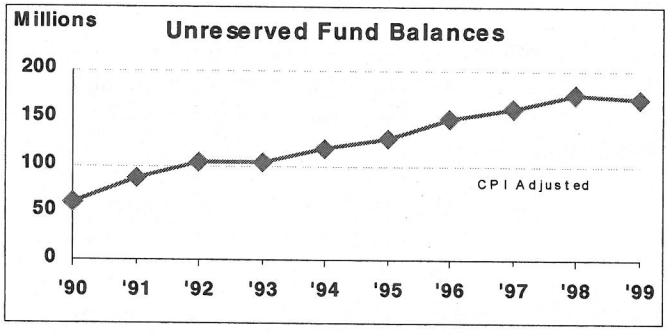



Fixed costs are mandatory expenditures over which the City has little short-term control. Examples include pension benefits and repayments of bond principal and interest.

Costs have remained fairly stable over the past 10 years, averaging 13% of operating expenditures.

The large increase in 1998 was due to a one-time payment to certain fire and police retirees and payments on street improvement bonds.

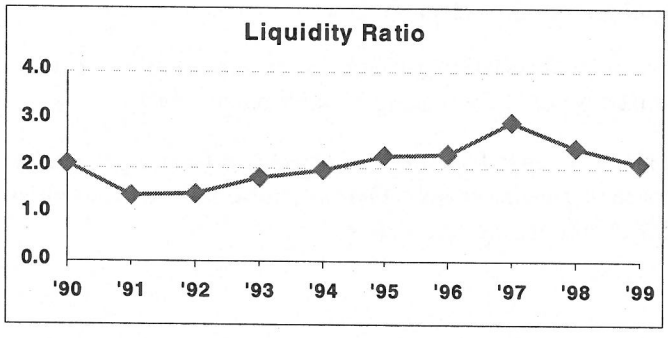
# Financing Trends




Unreserved fund balances represent money available for capital purchases, emergencies, and future obligations.

Declining or low balances may indicate a government is not able to meet service needs in an economic downturn or financial emergency.

At the end of 1999, 44% of the balance was intended to pay possible health, liability, and workers' compensation claims, and to replace vehicles and other equipment.




Liquidity is a ratio of cash and short-term investments to current liabilities and is an indicator of the City's ability to pay its short-term obligations. A ratio above one is acceptable.

Adjusted for inflation, net cash after paying current liabilities grew from $63 million in 1990 to $97 million in 1999, a 54% increase.

# Budget Overview

## INTRODUCTION

Increasing expenditures and limited growth in revenues have combined to make it difficult for the City to maintain current levels of service. This is especially true in the General Fund bureaus of Police, Parks and Fire. To respond to these financial constraints, Council directed all City bureaus to reduce expenditures beyond the initial 10% reductions in administrative and support services.

Working within these limited resources, the following long-term Council priorities have shaped this year's budget:

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

*City bureaus developed two sets of reduction packages.*

City bureaus that receive General Fund discretionary resources were given a 3% CPI increase to establish their funding base. Council then directed bureaus to develop two sets of reductions. The first set was designed to continue the administrative and support services cuts started in the current fiscal year. The target savings from these second-year reductions was approximately $6 million or 5.2% Citywide. These reductions were developed through a process called the Administrative Services Review (ASR).

*Citywide ASR savings total $4.5 million. General Fund ASR savings total $2.45 million.*

In the second set of reductions, bureaus identified 1.4% in cuts to programs for Citywide savings of approximately $4.7 million. Because bureaus had already made administrative cuts, it was expected that the second set of reductions would negatively affect the delivery of services to citizens.

The goal of the ASR cuts was two-fold: make further reductions to achieve the 10% savings over two years as directed by the mayor and Council, and develop a framework plan within each administrative or support service functional area to maintain or improve service levels by organizational changes, realignment, investment or other means. The list below shows the bureaus or functional areas involved in the ASR process:

**Administrative Services Review Functional Areas**

| | |
|---|---|
| Financial Management | Financial Planning |
| Facilities | Human Resources |
| Information Technology | Vehicle Services |
| ComNet (Communications) | Printing and Distribution |
| Purchasing | Legal |
| Auditing | Public Information |
| Government Relations | Risk Management |
| License Bureau | |

It is from this point the Council developed and adopted a budget with targeted reductions in the operating bureaus and restorations for specific programs or projects.

*The net change of the CPI increase and reductions is a increase of $4.7 million, or 1.6%.*

The net effect of the CPI increase, the two sets of reductions and all other budget decisions is a net increase of 1.6% ($4.7 million) to City bureaus. The effect is a gap in the ability to deliver services at current levels.

## GUIDE TO THE OVERVIEW SUMMARIES

This overview generally compares the FY 2001-02 Adopted Budget with the FY 2000-01 Revised Budget. It also discusses any changes to the Current Service Level (CSL), as appropriate.

The City of Portland has a two-year budget process. Under Local Budget Law in the State of Oregon, jurisdictions must adopt and print an annual budget. For this reason this document focuses on FY 2001-02, the second fiscal year of the biennial budget.

The budget document presents budget decisions, financial impacts and information from numerous perspectives and different levels of details. The greatest level of detail is found in the individual bureau sections of this document. The Budget Overview presents the following:

- Total or summary budget figures
- Charts summarizing total City and General Fund resources and expenditures
- Summary of budget decisions by Council priorities
- Summary of year-two decisions with a focus on the General Fund
- The Summary of General Fund Revenue highlighting the major resource categories
- The Summary of Other Funds showing significant funds other than the General Fund
- Highlights of the Capital Improvement Plan

Financial tables for the budget are found in the Financial Summaries section of this volume. The tables present the financial figures from various perspectives.

# BUDGET SUMMARY

## Total City Budget

### Total Legal Budget

State of Oregon Local Budget Law requires reporting of the "total budget", which includes total operating costs and internal transactions between funds. The Adopted Budget for FY 2001-02 equals $1.97 billion, a decrease of $392 million from the FY 2000-01 Revised Budget.

*The total City budget is down by $392.6 million.*

The "total budget" figure overstates actual program expenditures due to the double counting of internal transactions. Internal transactions between funds are typically the result of one City bureau providing a service to another City bureau. Because this technically inflates the budget, the City often refers to the "net budget".

### Total Net Budget

Eliminating the double count from internal transfers, the City's net budget for operating and capital requirements is $1.44 billion. This "net budget" amount represents a $363 million decrease from the FY 2000-01 Revised Budget net amount.

Table 1 in the Financial Tables section provides a more comprehensive numerical summary.

The table below provides a snapshot of the total City budget. Table 2, Operating and Capital budget, in the Financial Tables section of this volume provides a numerical summary.

| | FY2000-01 Revised | FY2001-02 Budgeted | Dollar Change |
|---|---|---|---|
| Total City Budget | $ 2,367,651,977 | $ 1,975,059,709 | $ (392,592,268) |
| Less: Tax Anticipation Notes and Internal Transfers | $ (558,866,405) | $ (529,152,238) | $ 29,714,167 |
| **Total City Net Budget** | **$ 1,808,785,572** | **$ 1,445,907,471** | **$ (362,878,101)** |

## General Fund Budget

The City's General Fund is comprised of resources categorized as discretionary and non-discretionary. Discretionary resources are those the Mayor and Commissioners can allocate to support any service area. In other words, there are few restrictions on how these resources are allocated. The Mayor and Commissioners allocate the resources in accordance with established priorities.

*Discretionary resources equal $284.5 million, 77.8% of the General Fund.*

Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (cigarette and liquor), interest income, and a small amount of miscellaneous revenues and cash transfers into the General Fund.

Discretionary resources exclude grants, contract revenues, service reimbursements, and other revenues dedicated for a specific purpose.

*Total General Fund resources increase $1.16 million from the FY2000-01 Revised Budget.*

General Fund resources are categorized as recurring (on going) or one-time. An example of a one-time resource is an increase in beginning fund balance. An example of a recurring resource is an increase in property tax revenues which is anticipated to be sustained over time. The City's General Fund budget totals $365.5 million in FY 2001-02.

## Total City Budget

The charts present a summary of the total City budget. There are tables in the Financial Tables section of this volume that provide numerical summaries of this information.

Figure 3: City Net Budget - Resources by Major Category

| Resource | | Budget | Percent |
|---|---|---|---|
| Beginning Fund Balance | $ | 434,072,715 | 30.0% |
| Taxes | $ | 273,540,996 | 18.9% |
| Licenses and Permits | $ | 119,246,847 | 8.2% |
| Service Charges and Fees | $ | 319,975,246 | 22.1% |
| Federal Sources | $ | 32,267,994 | 2.2% |
| State Sources | $ | 33,733,410 | 2.3% |
| Local Sources | $ | 51,778,002 | 3.6% |
| Misc. Sources | $ | 181,292,261 | 12.5% |
| Total Net Budget: | $ | 1,445,907,471 | 100.0% |

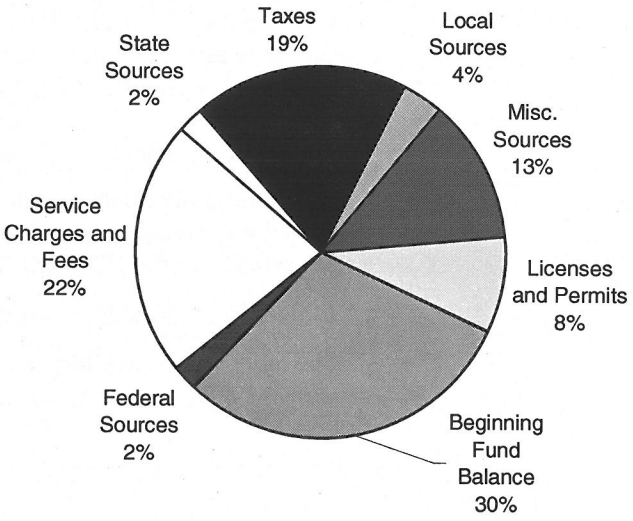
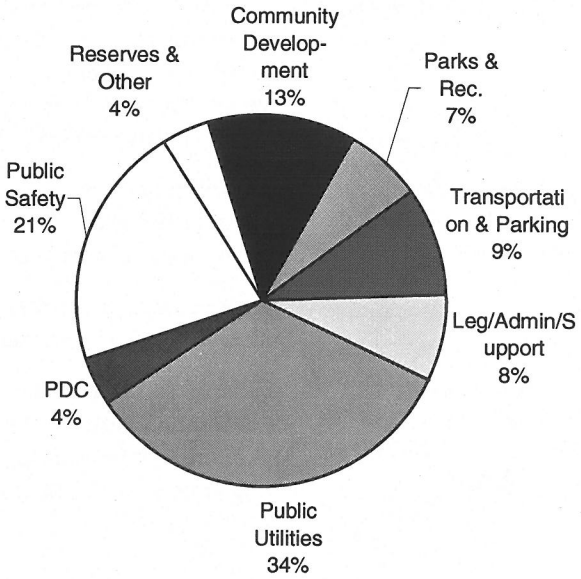



**Figure 4: City Net Budget - Requirements by Service Area**

| Service Area | | Budget | Percent |
|---|---|---|---|
| Leg/Admin/Support | $ | 110,350,903 | 7.6% |
| Community Dvlpmnt | $ | 188,158,027 | 13.0% |
| Portland Development Comm | $ | 62,259,600 | 4.3% |
| Parks | $ | 95,896,302 | 6.6% |
| Public Safety | $ | 306,261,296 | 21.2% |
| Transportation | $ | 134,319,658 | 9.3% |
| Public Utilities | $ | 485,928,997 | 33.6% |
| Reserves | $ | 62,732,688 | 4.3% |
| Total Net Budget: | $ | 1,445,907,471 | 100.0% |



## General Fund Budget

The following presents a summary of the City's General Fund budget. For a numerical summary, refer to Table 3, General Fund, in the Financial Tables section.

**Figure 5: General Fund Budget - Resources by Major Category**

| Resource | | Budget | Percent |
|---|---|---|---|
| Beginning Fund Balance | $ | 11,742,303 | 3.21% |
| Property Taxes | $ | 145,483,147 | 39.80% |
| Lodging Taxes | $ | 11,518,217 | 3.15% |
| Business Licenses | $ | 52,937,681 | 14.48% |
| Utility License Fees | $ | 51,808,869 | 14.17% |
| Services Charges and Other | $ | 29,997,413 | 8.21% |
| Intergovernmental | $ | 25,326,899 | 6.93% |
| Transfers from Other Funds | $ | 36,684,518 | 10.04% |
| Total General Fund Budget: | $ | 365,499,047 | 100.00% |

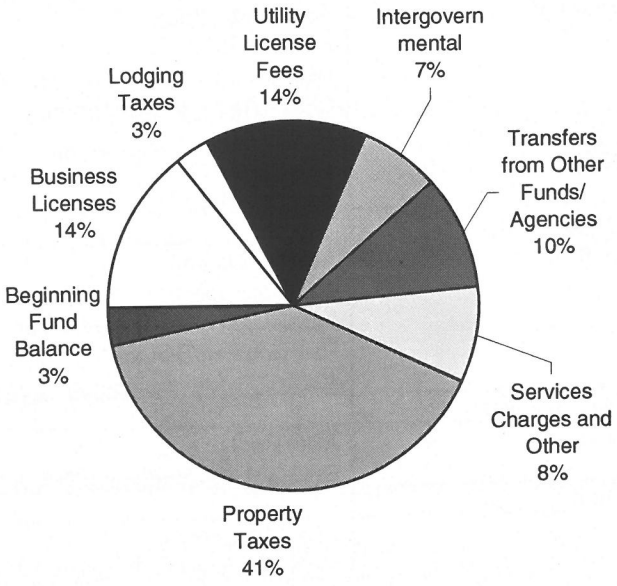
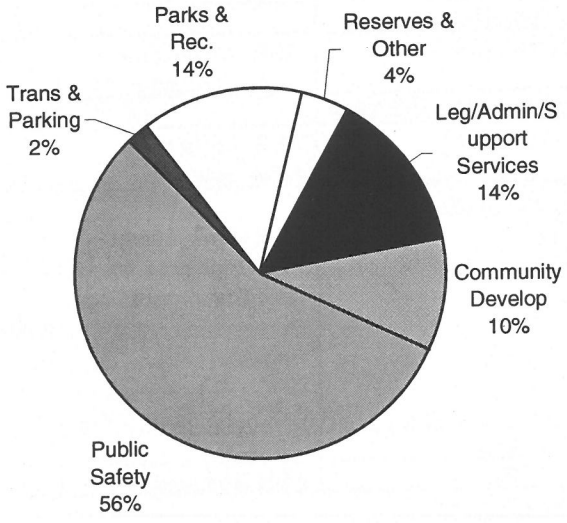



**Figure 6: General Fund Budget - Requirements by Service Area**

| Service Area | | Budget | Percent |
|---|---|---|---|
| Leg/Admin/Support Services | $ | 52,081,081 | 14.25% |
| Community Development | $ | 35,234,277 | 9.64% |
| Parks, Recreation, & Culture | $ | 52,361,563 | 14.33% |
| Public Safety | $ | 203,959,039 | 55.80% |
| Transportation & Parking | $ | 6,914,069 | 1.89% |
| Reserves and Other | $ | 14,949,018 | 4.09% |
| Total General Fund Budget: | $ | 365,499,047 | 100.00% |



## Budget Decision Summary

| Bureau | Title of Package | FTE Gained or (Lost) | Total Package | GF Discretionary |
|---|---|---|---|---|
| Attorney | ASR Reductions | | $ (10,522) | $ (7,911) |
| | Deputy City Attorney III (1/2 Time) | 0.5 | $ (33,867) | $ (20,490) |
| | Paralegal | 1.0 | $ 82,414 | |
| Attorney Total | | 1.5 | $ 38,025 | $ (28,401) |
| Auditor | ASR Reductions | | $ (18,029) | $ (2,316) |
| | PIIAC Expansion | 3.0 | $ 435,051 | $ 435,051 |
| | Police Internal Investigations Auditing Committee (PI | 1.0 | $ 74,085 | $ 34,005 |
| | CRC - Records Management System (E-Files) | | $ 95,000 | $ 95,000 |
| Auditor Total | | 6.0 | $ 586,107 | $ 561,740 |
| BES | ASR Reductions | (4.0) | $ (359,832) | |
| | Portland Harbor | 1.0 | $ 447,681 | |
| BES Total | | (3.0) | $ 87,849 | $ - |
| BHCD | ASR Reductions | (0.1) | $ (10,771) | $ (10,771) |
| | ASR Correction | | $ 11,057 | $ 11,057 |
| | Fair Housing/BOLI - 1.4% cut | | $ (448) | $ (448) |
| | Fair Housing/BOLI add to CSL | | $ 31,966 | $ 31,966 |
| | 1.4% GF - Single Homeless Adults | | $ (37,836) | $ (37,836) |
| BHCD Total | | (0.1) | $ (6,032) | $ (6,032) |
| BOEC | ASR Reductions | (1.0) | $ (33,347) | $ (16,597) |
| | BOEC, 1.4% Reduction Documentation | | $ (195,211) | $ (121,804) |
| BOEC Total | | (1.0) | $ (228,558) | $ (138,401) |
| Cable | ASR Reductions | 1.0 | $ 88,860 | $ 89,214 |
| | 1.4% Reduction - Telecomm Franchise Review | | $ (7,471) | $ (7,471) |
| Cable Total | | 1.0 | $ 81,389 | $ 81,743 |
| Comm. Francesconi | ASR Reductions | | $ (1,416) | $ (602) |
| | 1.4% Reduction | | $ (4,299) | $ (4,299) |
| Comm. Francesconi Total | | | $ (5,715) | $ (4,901) |
| Comm. Hales | ASR Reductions | | $ (194) | $ (77) |
| | 1.4% Reduction | | $ (4,339) | $ (4,339) |
| Comm. Hales Total | | | $ (4,533) | $ (4,416) |
| Comm. Saltzman | ASR Reductions | | $ (775) | $ (325) |
| | 1.4% Reduction | | $ (4,300) | $ (4,300) |
| Comm. Saltzman Total | | | $ (5,075) | $ (4,625) |
| Comm. Sten | ASR Reductions | | $ (743) | $ (311) |
| | 1.4% Reduction | | $ (4,325) | $ (4,325) |
| Comm. Sten Total | | | $ (5,068) | $ (4,636) |
| Fire | ASR Reductions | (2.0) | $ (235,415) | $ (204,608) |
| | Fire Ongoing 1.4% Cut - Placeholder | | | |
| | New Station Staffing | (12.0) | $ (779,295) | $ (779,295) |
| | Bureau option 1.4% reduction | | $ (30,000) | $ (30,000) |
| | Battalion Hdqtrs. Support Staff | (1.0) | $ (48,330) | $ (48,330) |
| | CRC - Fire Apparatus | | $ 1,102,500 | $ 1,102,500 |
| | CRC - Linnton Training Site Clean-up | | $ 35,000 | $ 35,000 |
| Fire Total | | (15.0) | $ 1,089,170 | $ 1,089,170 |
| FPD&R | ASR Reductions | | $ (755) | |
| FPD&R Total | | | $ (755) | $ - |
| General Fund | HIF Transfer | | $ (7,000) | $ (7,000) |
| | Contingency | | $ (111,807) | $ (111,807) |
| | Misc. Transfers | | $ (189) | $ (189) |
| | Transfer to BIT | | $ (5,436) | $ (5,436) |
| | CBD Street Cleaning - Transfer to Trans | | $ (728,037) | $ (728,037) |
| | Street Lighting Operations - Trans to Trans | | $ (250,000) | $ (250,000) |
| General Fund Total | | | $ (1,102,469) | $ (1,102,469) |

| Bureau | Title of Package | FTE Gained or (Lost) | Total Package | GF Discretionary |
|---|---|---|---|---|
| Gov't Relations | ASR Reductions | | $ (1,103) | $ (503) |
| Gov't Relations Total | | | $ (1,103) | $ (503) |
| Licenses | ASR Reductions | (1.0) | $ (44,057) | $ (44,059) |
| | Revenue Position | 1.0 | $ 33,682 | $ 33,682 |
| Licenses Total | | (1.0) | $ (10,375) | $ (10,377) |
| Mayor's Office | ASR Reductions | | $ (1,506) | $ (689) |
| | 1.4% Reduction | | $ (9,066) | $ (9,066) |
| | Mayor's Security | | $ 44,809 | $ 20,829 |
| | PIIAC Transfer | (1.0) | $ (74,085) | $ (34,438) |
| | PIIAC Transfer Correction | | $ 18,521 | $ 8,612 |
| Mayor's Office Total | | (1.0) | $ (21,327) | $ (14,752) |
| Non-City Agencies | ASR Reductions | | $ (5,669) | |
| Non-City Agencies Total | | | $ (5,669) | $ - |
| OMF | ASR Reductions | 11.7 | $ (1,074,367) | $ (660,586) |
| | Pre-Apprenticeship Package - BHR | | $ 65,000 | $ 65,000 |
| | Your City Your Choice | | $ 80,000 | $ 36,000 |
| | CRC - Remodel 13th Floor - Purchasing | | $ 200,000 | $ 200,000 |
| | CRC - Renovate King Neighborhood Center | | $ 275,000 | $ 275,000 |
| OMF Total | | 11.7 | $ (454,367) | $ (84,586) |
| ONI | ASR Reductions | | $ (22,586) | $ (22,586) |
| | | | $ 14,783 | $ 14,783 |
| | Reduce ONI GF Disc by I/A revenues | | $ (15,172) | $ (15,172) |
| ONI Total | | | $ (22,975) | $ (22,975) |
| OPDR | ASR Reductions | (2.0) | $ (198,171) | |
| | Development Services Process Improvements | | $ 130,000 | |
| | General Fund Transfer Reduction | | | $ (47,590) |
| OPDR Total | | (2.0) | $ (68,171) | $ (47,590) |
| Parks | ASR Reductions | (3.0) | $ (265,785) | $ (205,945) |
| | CIP | | $ 4,549,417 | |
| | Field/Gym Use Fee Increase | | | $ (73,000) |
| | Level 4 Reductions | (1.0) | $ (64,000) | $ (64,000) |
| | Level 5 Reductions | | $ (136,675) | $ (167,586) |
| | Reduce restroom availability - subset of Level 2 | | $ (50,000) | $ (50,000) |
| | Reduce Urban Forestry - Park tree maintenance | | $ (10,000) | $ (10,000) |
| | Field Mowing | | $ 221,224 | $ 221,224 |
| | School Facilities use agreement | | $ 265,000 | $ 265,000 |
| | Level 3 Reductions - Partial | | $ (10,000) | $ (10,000) |
| | Apprenticeship Program<br>Restroom Availability<br>Off-leash Dog Park<br>Trail Planner | | $ 175,000 | $ 175,000 |
| | CRC - Columbia Pool HVAC & Light Replacement | | $ 431,000 | $ 431,000 |
| | CRC - Community Music Ctr Tower Seismic Upgdr | | $ 28,200 | $ 28,200 |
| | CRC - Killingsworth Land Acquisition | | $ 125,000 | $ 125,000 |
| | CRC - Lower Macleay Park Restroom & Trailhead | | $ 55,000 | $ 55,000 |
| | CRC - Old OMSI/Children's Museum Renovation | | $ 735,450 | $ 735,450 |
| | CRC - Pittock Mansion Renovation | | $ 253,200 | $ 253,200 |
| | CRC - Pittock Mansion Road & Culvert Repair | | $ 26,000 | $ 26,000 |
| | CRC - Portland Tennis Ctr Repair | | $ 128,000 | $ 128,000 |
| | CRC - University Park Expanded Phase I Renovation | | $ 240,100 | $ 240,100 |
| | CRC - Urban Forestry/HQ Maintenance Facility | | $ 112,500 | $ 112,500 |
| | CRC - Wading Pools Master Plan | | $ 51,000 | $ 51,000 |
| Parks Total | | (4.0) | $ 6,859,631 | $ 2,266,143 |
| PDC | ASR Reductions | | $ (19,946) | |
| PDC Total | | | $ (19,946) | $ - |
| Planning | ASR Reductions | (1.0) | $ (50,844) | $ (45,290) |
| | 1.4% Reduction Package | | $ (60,799) | $ (60,799) |
| Planning Total | | (1.0) | $ (111,643) | $ (106,089) |

| Bureau | Title of Package | FTE Gained or (Lost) | Total Package | GF Discretionary |
|---|---|---|---|---|
| Police | ASR Reductions | (5.0) | $ (1,147,506) | $ (1,147,506) |
| | False Alarm Fee Increase | 4.0 | $ 199,910 | |
| | Alarm Permits Program | | $ 152,989 | |
| | Desk Clerk Program | (37.0) | $ (1,542,753) | $ (1,542,753) |
| | PIIAC Expansion | (2.0) | | |
| | Desk Clerk Add Back - Alarm Permits | 7.0 | $ 212,011 | |
| | Buy back 2 Desk Clerks with Part Time Savings | 2.0 | | |
| | School Police | | $ 509,000 | $ 509,000 |
| | Towing Release Fee Increase | 3.0 | $ 150,080 | |
| Police Total | | (28.0) | $ (1,466,269) | $ (2,181,259) |
| Special Approps | 2040 - Implementation General Fund | | $ 134,226 | $ 134,226 |
| | 2040 Implementation - PDC | | $ (3,735) | $ (3,735) |
| | Block by Block Weatherization | | $ (2,981) | $ (2,981) |
| | Business Development - PDC | | $ (6,655) | $ (6,655) |
| | Business Districts - PDC | | $ (732) | $ (732) |
| | Clean & Safe District | | $ (268) | $ (268) |
| | Downtown Services - PDC | | $ (11,402) | $ (11,402) |
| | Employee Suggestion Program | | $ (8,320) | $ (8,320) |
| | Employee Transit Program | | $ (2,047) | $ (2,047) |
| | Enterprise Zones - PDC | | $ (728) | $ (728) |
| | Holiday Festival | | $ 50,000 | $ 50,000 |
| | HR Transition Costs- 1.4% GF Liability | | $ 180,612 | $ 180,612 |
| | HR Transition Costs- ASR GF Liability | | $ 130,000 | $ 130,000 |
| | Innovations Loan Fund | | $ (5,688) | $ (5,688) |
| | Leader's Roundtable | | $ (147) | $ (147) |
| | Management Council | | $ (80) | $ (80) |
| | MERC/PCPA | | $ (8,400) | $ (8,400) |
| | Oregon Historical Society | | $ 35,000 | $ 35,000 |
| | Pioneer Square Security | | $ 90,000 | $ 90,000 |
| | Portland Center Stage | | $ 200,000 | $ 200,000 |
| | Public Safety Coordinating Council | | $ (408) | $ (408) |
| | RACC | | $ (29,900) | $ (29,900) |
| | RDI - City Contribution | | $ (405) | $ (405) |
| | Storefront Improvements - PDC | | $ (1,463) | $ (1,463) |
| | Targeted Industry Jobs - PDC | | $ (1,700) | $ (1,700) |
| | Waterfront Development - PDC | | $ (6,837) | $ (6,837) |
| | Fair Housing/Civil Rights | | $ (211) | $ (211) |
| | JOIN support | | $ 80,000 | $ 80,000 |
| | Small Business Opportunity | | $ 198,909 | $ 118,909 |
| | Workforce Development | | $ (1,548) | $ (1,548) |
| | Debt Service on School Grant | | $ 937,050 | $ 937,050 |
| Special Approps Total | | | $ 1,942,142 | $ 1,862,142 |
| Sustainable Dev. | ASR Reductions | | $ (24,072) | $ (1,014) |
| | 1.4% Cut | - | $ (4,270) | $ (4,270) |
| | Franchise Negotiations | | $ 50,000 | $ 25,000 |
| Sustainable Dev. Total | | - | $ 21,658 | $ 19,716 |
| Transportation | ASR Reductions | (4.0) | $ (578,436) | $ 82,284 |
| | Street Maintenance Improvement Fee | | $ 5,686,000 | |
| | CRC - Fund One Additional Streetcar | | $ 800,000 | $ 800,000 |
| | CRC - Street Lighting Projects | | $ 500,000 | $ 500,000 |
| Transportation Total | | (4.0) | $ 6,407,564 | $ 1,382,284 |
| Water | ASR Reductions | (3.0) | $ (451,137) | |
| | Powerhouse No.1 Generator Overhaul | | $ 380,000 | |
| Water Total | | (3.0) | $ (71,137) | $ - |
| | | | | |
| **Total Expenditures** | | **(44.9)** | **$ 12,457,639** | **$ 2,487,024** |

## Summary by Council Priorities

This section summarizes the decisions by Council priorities. Many of the decisions support more than one priority which is consistent with the Mayor's and Commissioner's approach to leveraging efforts and funding.

### Maintain a financially stable City

- Invest $130,000 in further enhancements to the development services processes.
- Increase selected fees to recover full cost of service, specifically Alarm Permits, False Alarm fees, and Towing Release fees.
- Reduce administrative and support costs by 10% over 2 years (approximately $10 million) reallocating these savings to programs delivering services to citizens.
  - Centralize Human Resources functions.
  - Centralize Information Technology functions.
  - Reduce all internal service funds – Printing & Distribution, Vehicle Services, ComNet and Facilities
- Manage skyrocketing heath benefit costs through collaborative agreements with employee groups.
- Limit utility rate increases. Average residential increases are adopted at 6.9% (Water) and 9.4% (Environmental Services, Sewer).
- Increase franchise enforcement – enhance revenues through additional investment in audit support.

### Build a livable city through good planning and well-managed growth

- Various neighborhood planning efforts are funded through the Bureau of Planning.
  - $402,395 to continue planning for the Northwest Industrial Area and Northwest District Area.
  - $253,909 in year two to complete the Southwest Community Plan.
  - The St. John's Neighborhood Plan, included in the bureau's base budget, is funded at $212,732.
- The update to the citywide strategic plan, Portland Future Focus, is funded at $300,000 for FY2001-02, carrying over $100,000 not used in FY2000-01.
- Allocate $397,244 in 2040 Implementation funding for use in areas like Gateway, Sandy Boulevard, Hollywood/St. John's or the Civic Stadium (renamed PGE Park) neighborhood.

### Ensure a safe and peaceful community

- Reduce the Police Bureau budget by over $2.5 million. Manage the reductions to keep officers on the street.
- The Police Bureau will take over responsibility for school policing.
- Additional investment in major maintenance for the 800 MHz system; this system includes all emergency communications.
- Consolidate PIIAC, the police complaint function, in the Auditor's Office and expand its scope. This effort will be funded at $509,136 and will include seven positions.

**Build a multi-modal transportation system**

- Implement a street maintenance and improvement fee (SMIF) to ensure a more stable revenue source.
- Fund transit related efforts through the SMIF.
- Allocate $1.86 million over 5 years from the General Fund capital set-aside for the purchase of a seventh streetcar.
- Expand Fareless Square across the river to Lloyd Center.

**Maintain and improve our parks, green spaces, water and air sheds**

- Increase funding for parks maintenance by $542,000.
- Increase General Fund capital allocation for the Parks bureau – over $2.0 million.
- Improve coordination of the City's response to the Endangered Species Act listings through the allocation of funds for a capital coordinator.
- Commit additional funds of $447,681 for clean up of the Portland Harbor.
- $35,000 to continue clean-up of the Linnton Training Site.
- Allocate $50,000 to develop an off-leash dog park at Delta Park.

**Ensure decent, affordable housing**

- The FY 2001-02 budget maintains an annual commitment of $493,00 in General Fund support for affordable housing. The total commitment for affordable housing including support through the Bureau of Housing and Community Development and the Portland Development Commission (PDC) is $68.5 million.
- The budget continues efforts to implement a regional approach to affordable housing.

**Promote economic vitality and access to quality jobs for all**

- Allocate $198,900 to create a Small Business program in PDC to coordinate the business related services and resources available from the City and the PDC.

**Support quality education to produce well-educated citizens**

- The City of Portland will take over the school police function from the Portland Public Schools. This will allow the District to reallocate up to $1.6 million to higher priority educational activities.
- Allocate an additional $615,000 to the Parks Bureau for indirect support of the schools. The Parks Bureau will use the funds to purchase a school property, mow the schools' fields and reimburse the schools for school facilities used for Parks programs.
- Commit $1.0 million from the General Fund to support Early Headstart, Headstart and relief nurseries.

**Promote the inclusion of under-represented neighborhoods and groups in participation in City activities and services**

- Enhance Office of Neighborhood Involvement efforts to improve/increase communication and outreach through centralized meeting coordination/stakeholder administration.
- Fund a position to advance outreach efforts for professional, technical and expert services contracted for by the City.

- Provide $65,000 for a new Pre-apprenticeship Program to engage community college and high schools students.
- Allocate $275,000 to renovate the King Neighborhood Center.
- Allocate $50,000 to leverage private funds supporting a winter holiday festival in downtown Portland.

**Keep the central city vital**

- Provide for transit mall support within the proposed street maintenance and improvement fee.
- Support additional arts organizations through the Regional Arts and Culture Council by allocating $200,00 for Portland Center Stage.
- Assist Portland's downtown Pioneer Square with $90,000 for additional security.
- Commit $35,000 in on going allocation to assist the Oregon Historical Society.

**Become a more effective partner in the region**

- Move forward with efforts to address affordable housing through regional partnerships.
- Continue to investigate a regional water supply system(s).

**Grow as an international city**

- Support the Oregon Museum of Science and Industry through the Portland Development Commission.
- Continue efforts to bring a new major Pacific Rim airline to Portland.

## General Fund Resource Summary

Financial tables of resources and expenses are presented in Table 5, Total Revenues and Expenses by Fund by Fiscal Year, in the Financial Tables section. This section of the Overview will highlight some of the major revenue sources of the General Fund.

### General Fund Resources - Changes from the Previous Fiscal Year

General Fund resources increase by $1.16 million. The following highlights the changes within the major resource categories.

***Beginning Fund Balance:*** The balance drops $4.4 million. This reduction is the result of overall lower revenue growth and continued high expenditures rates within General Fund bureaus. As resources have become more scarce, bureau spending reflects a higher percentage of budgeted amounts than the historical pattern. Balances appeared significantly higher in earlier years reflecting the carryover of matching funds for COPS MORE grants.

*General Fund resources for FY 2001-02 are $1.16 million more than Revised Budget for FY 2000-01.*

***Property taxes:*** Property taxes increase $6.7 million (4.8%). This modest increase confirms the anticipated effects of the last property tax limitation measure. That measure, Measure 50, limits taxable assessed value growth to 3% per year, plus any new construction. Property taxes are now computed as a fixed rate upon the assessed value. The fixed rate is $4.5770 per thousand dollars of assessed value.

***Lodging Taxes:*** Lodging Taxes, charged to guests staying in city hotels and motels, increases a modest $184,000 out of a total $11.5 million. The regional economic malaise has slowed growth considerably. Resource growth is also constrained by the delay in the expansion to the Oregon Convention Center. Revenues are projected to increase at a higher rate upon completion of the convention center expansion in FY 2002-03.

***Business License:*** Businesses in Portland pay a license fee based on net income. Revenues decrease $200,000 (0.03%). This decrease, while negligible, is a very strong indicator that local and regional economic growth has slowed. 2001 and 2002 revenues are higher than 2000 due to one-time collections of delinquent license fees.

***Utility License Fees:*** These are fees charged to private utilities and cable companies. The majority of growth is driven by an expansion of cable franchises within the city. The changes in this resource also incorporate the effects of utility deregulation in the state of Oregon. The probable delay in deregulation, scheduled to become effective October, 2001, results in an increase of $2.7 million for FY 2001-02.

***Internal Revenues:*** Resources from transfers, service agreements and interagency agreements from other funds to General Fund bureaus are increased by $6.2 million. The increase reflects a major change in how human resources costs are recovered. Beginning in FY 2001-02, Human Resources costs are recovered through interagency agreements rather than the overhead cost recovery model.

***Service Charges and Fees:*** Projected revenues are up $1.5 million. Parks and recreation fees continue to increase. This Adopted Budget also incorporates fees tied to taking over the burglary alarm program from Multnomah County, increasing towing release fees, and increasing false alarm fees.

## Summary of Other Funds

This section highlights changes within specific funds. More detailed information on a particular fund is available within the bureau section or fund summaries of this budget document.

### Transportation Operating

The operating fund expenditures decrease $27.8 million. This reflects lower capital expenditures of $38.4 million. Local Improvement District activities are reduced $6.7 million. The transfer from the Parking Facilities Fund drops by $14.7 million reflecting completion of the Portland Streetcar project. Federal grants decline $3.1 million. The street maintenance and improvement fee, new for FY 2001-02, is estimated to generate $5.6 million per year for various projects.

*Fewer construction permits are projected for FY 2001-02.*

### Planning and Development Fund

The Fund increases by $2.5 million. Construction permit fees are expected to increase $1.2 million from FY 2000-01. Increased permit fees, instituted in the winter of 1999, offset the drop in the number of permits being issued. Beginning Fund Balance increases $1.1 million. Because fees are paid to the City in advance, this resource is used to build balance or reserves in healthy years. Balance or reserves are drawn down in future years to ensure a workforce adequate to keep up with work already paid for by citizens.

### Sewer Operating Fund

This enterprise fund's expenditures increase by $38.9 million. The operating budget increases by just under $2.0 million, reflecting increases to labor costs and services provided by other City agencies. The capital program decreases while debt service payments and transfers to the construction fund increase $37 million.

### Water Operating Fund

This enterprise fund's expenditures decrease by $3.5 million. The operating budget increases $380,000 while the capital budget decreases $3.9 million. The slight operating increase is the net result of several changes including a reduction of nearly $500,000 from the City's Administrative Services Review. Major reductions were made in the capital budget to address rate reduction requirements.

### Housing Investment Fund (HIF)

The Adopted Budget includes a $493,000 transfer in ongoing resources from the General Fund for affordable housing. Overall the Fund is reduced $5.5 million down to $9.7 million. These lower figures reflect the spend down of previous years allocations. In FY 2000-01 City Council expanded the use of HIF resources to address involuntary displacement of residents.

### Health Insurance Fund

This fund's contingency drops from $30.3 to $24.1 million. A transfer from the Fund is used to mitigate increased health costs that may otherwise need to paid for by employee co-payment. Current projections anticipate this contingency will be depleted in FY 2003-04, which is years sooner than previous estimates. The City is working now to address this issue during the next budget cycle.

## Capital Improvement Plan

### Overview

The FY 2001-02 CIP budget totals $224.6 million including Portland Development Commission (PDC) City-owned assets. The budget excluding PDC City-owned assets is $187.0 million. This total, excluding PDC, is $94.5 million or 33.6 percent less than the FY 2000-01 Revised CIP budget of $281.5 million.

### Capital Projects of Note

**Selected Capital Projects by Service Area**

| | |
|---|---|
| **PUBLIC SAFETY** | |
| Relocate and Expand Communications Center | $2,167,000 |
| Police Facilities | $831,000 |
| Seismic Upgrades to Fire Stations | $6,331,000 |
| **PARKS, RECREATION AND CULTURE** | |
| OMSI/Children's Museum Renovation | $835,000 |
| Heron Lakes Golf Course Clubhouse | $4,287,000 |
| Columbia South Shore Trail | $320,000 |
| **PUBLIC UTILITIES** | |
| Combined Sewer Overflow Program | $43,032,000 |
| Surface Water Management | $4,852,000 |
| Water Distribution System | $8,022,000 |
| Community Development | |
| Local Improvement Districts | $3,100,000 |
| **PORTLAND DEVELOPMENT COMMISSION** | $37,615,000 |
| King Neighborhood Facility | $275,000 |

| | |
|---|---|
| **TRANSPORTATION** | |
| Centers and Main Street | $2,524,000 |
| Local Street and Neighborhoods | $10,280,000 |
| Parking Facilities | $2,342,000 |
| **LEGISLATIVE, ADMINISTRATIVE, & SUPPORT SERVICES** | |
| Integrated Regional Network Enterprise | $9,281,000 |
| The Portland Building | $1,432,000 |

**Project Costs**

The reduction from FY 2000-01 is primarily due to reductions of $41.9 million (56.5%) in Transportation and Street Lighting and $38.7 million (77.1%) in Parks, Recreation and Culture. The former reduction is due to limited resources. The latter reflects completion of the Civic Stadium (PGE Park) in April 2001.

**Operating Costs**

Operating costs resulting from the capital projects increase $2,313,000. Of this, $1,637,000 (70.8%) is in the Public Utilities service area. All increases are incorporated into bureau operating budgets.

## The Budget Process

**Local Budget Law**

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

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

Budgeting in Oregon is an effort shared by citizens, who receive services funded through the budget, and elected or appointed officials responsible for the provision of the services. Citizens involved in the budget process work to ensure the services they require and want are adequately funded. City officials are responsible for the biennial budget reflecting public interest and being structurally correct.

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

**Citizen Involvement Process**

In 1994, the City moved to a two-year budget cycle. This action was taken to continue emphasis on the budget as a long-range plan, improve the efficiency of the process, and provide more time for in-depth review of City services.

**Your City - Your Choice**

In the first year of the two-year budget process, the City Council significantly expanded opportunities for public input. This process, referred to as "Your City-Your Choice", is a community outreach program directed toward identifying needs to be addressed within the budget. The major elements of this effort can consist of any or all of the following:

- Scientific telephone survey;
- Informal, mass mailing survey of citizens;
- Several community forums.

The scientific telephone survey is constructed to develop base data on the needs, desires, and priorities of citizens for services. Many of the questions are the same from year to year. This survey allows the City to track changes in these priorities from the initial 1994 effort through the latest iteration. The survey also includes a section which is changed from year to year in an effort to elicit responses to specific issues that the citizens or Council may be concerned about during a particular budget cycle.

The informal mass mailing survey (not used in developing the FY 2000-02 budget) is distributed as an insert in the largest circulation local newspaper (over 400,000 households). It contains the same set of questions as the scientific survey. The purpose is to involve as many citizens as possible in the process. While the results are not "scientific", they add another check on the citizens' priorities. This survey adds to the information that the Mayor and Commissioners use in constructing the budget.

*Citizens are invited to sit with elected officials and bureau managers to discuss their interests.*

The community forums are designed to engage citizens in small group discussions with Council members and City service managers. Citizens sit with Council members and mangers to discuss their priorities and ideas for city government.

A "forced choice" survey is administered during these sessions to parallel the types of choices Council must make during budget deliberations. This small survey is constructed to parallel the scientific and informal surveys to further validate data developed on citizen needs, desires, and priorities.

Evaluations have consistently indicated that citizens felt the forums were an excellent opportunity for face to face interaction with City Council members and bureau management.

In addition to the "Your City-Your Choice" public outreach process, other options exist for the public to actively participate in the budget process. The City has a nationally recognized commitment to active participation in its budgetary process. Portland uses the following systems to ensure this high level of citizen involvement:

### Budget Website

*Citizens can participate over the Internet.*

Portland has the capability for citizens to participate in the budget process through the City's website. From the City's home page, `CI.PORTLAND.OR.US`, citizens may access a budget site that contains an on-line version of the survey.

*The website also contains links to the budget documents and other financial reports.*

During the Proposed and Approved stages of the budget development process, citizens are encouraged to enter their questions, thoughts or suggestions about the budget. The input is compiled and communicated to the elected officials. The input is also reviewed by the Financial Planning Division with feedback to participants provided as appropriate.

### Budget Advisory Committees (BACs)

The BACs are made up of citizens appointed by the Commissioner-in-Charge. These committees monitor bureau budgets and operations and identify issues for Council consideration. Initiated in 1974 with five BACs, today Portland continues to be served by BACs in most of the major City bureaus. Additionally, a Budget Advisory Coordinating Committee (BACC) reviews and advises the Council on policy and budget matters and serves as the steering committee for the BAC process. Each of the committees is provided with time during Council budget hearings to present their reports. The BACs will be active partners with the Council, bureaus, and the public during the City's next two-year budget process.

### Portland Utilities Review Board (PURB)

The PURB is an appointed body of 15 interested citizens who provide independent and representative customer review of water, sewer, and solid waste financial plans, budgets, and rates. The PURB operates in an advisory capacity to the City Council. Council expects the PURB to provide common ground between rate makers and rate payers through analysis of financial plans and budgets. As an advisory board, the PURB has the opportunity to review the City's utility operations. The board and its committees meet monthly to ensure a comprehensive understanding and assessment of the workings of the City's utilities.

### Direct Public Testimony

In addition to participating in the budget advisory committees, the PURB and Your City - Your Choice community budget forums described above, citizens have several opportunities to personally testify on bureau budget requests. Specifically, citizens have an opportunity to testify at:

- Annual Budget Hearings -- The Council, sitting as the Budget Committee, holds several public hearings before the budget is approved. The public may testify on any topic during these hearings.
- Tax Supervising and Conservation Commission Hearing (TSCC) -- The TSCC holds a public hearing on the City's Approved budget. Public testimony is taken during those hearings.
- Adopted Budget Hearing -- Testimony is taken at the Council Session for the final adoption of the budget. This typically occurs in mid to late June.

Citizens may also contact the Mayor's or Commissioner's offices directly to provide input to the budget.

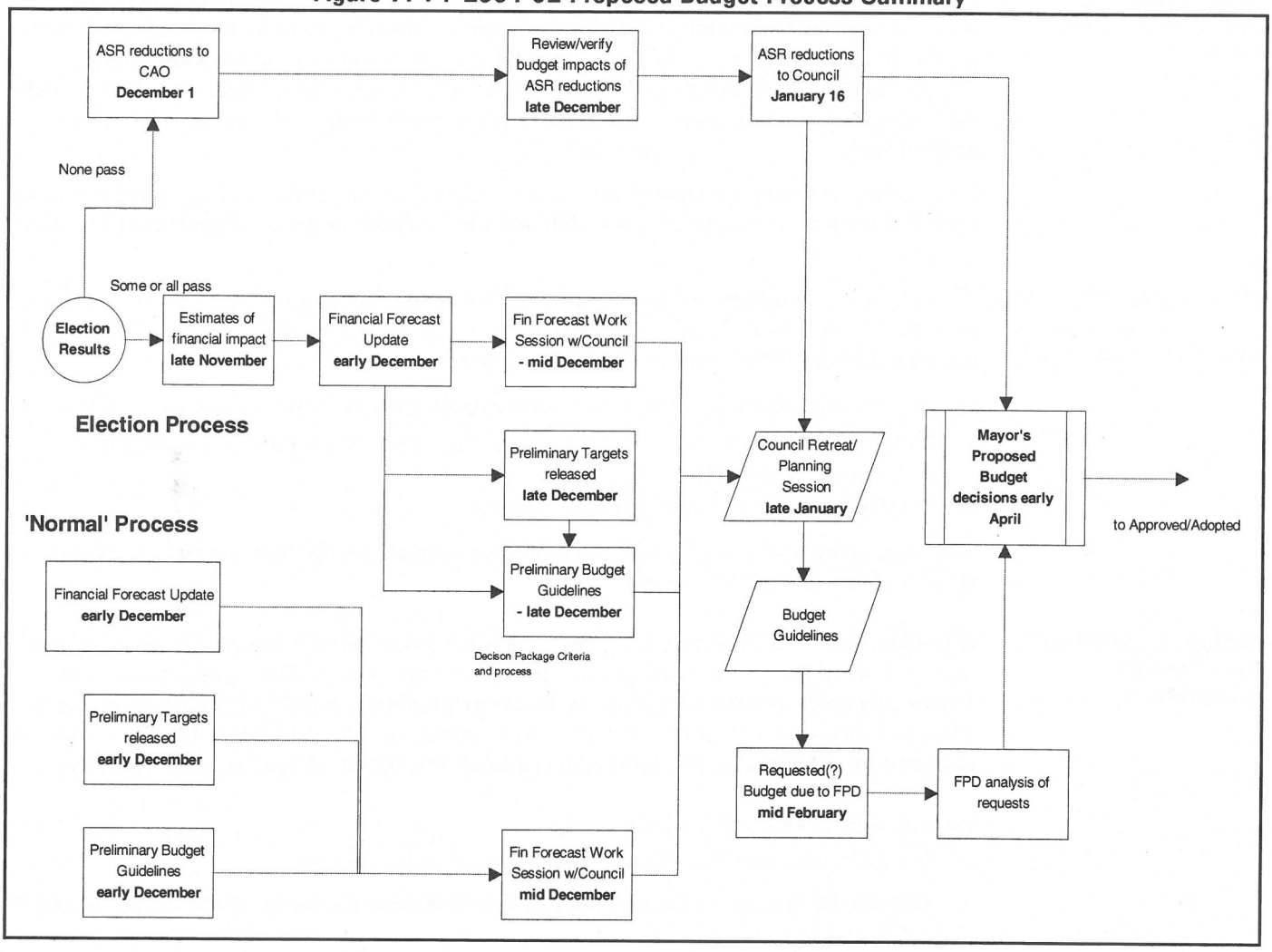
Each year, as part of the Council's budget planning session, the Office of the City Auditor issues a report identifying workload and performance trends for each of the City's major service areas. Part of the report, entitled Service Efforts and Accomplishments (available at WWW.CI.PORTLAND.OR.US/AUDITOR/AUDSER/HTM/SUMMARY270.HTM), is a nationally-recognized public opinion survey for the City overall and for each of the covered service areas. This report represents another form of public input used by the Council during the budget process.

## The Budget Process Time Line and Format

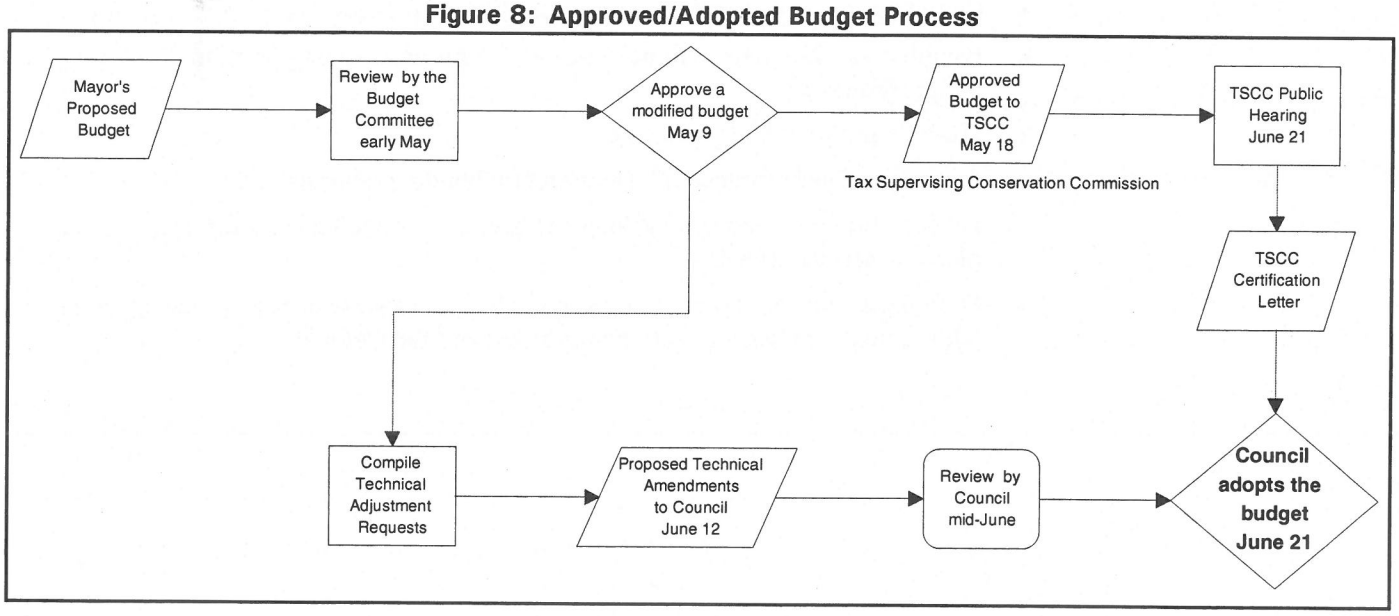
The annual budget schedule is generally published in the fall of each year. The following chart Figure 7 on page 41 outlines the basic budget process and its general timeline. In order to become more efficient and to encourage a long-range perspective, the City converted its budget process to a two-year cycle. The first year is the full budget process with expanded public outreach. The second year of the budget process is normally an abridged process during which Council deliberates and takes public testimony only on modifications to the Adopted two-year budget.

This year the City needed to respond to limited resource growth and so added a parallel process to identify reductions in administrative and support services. The City also defined a process to respond to any election result, primarily initiative, that might have an impact on City resources or requirements.

## Figure 7: FY 2001-02 Proposed Budget Process Summary




## Figure 8: Approved/Adopted Budget Process



## General Budget Directions - Financial Plans

By Council direction, a long-range financial plan must be prepared at the outset of the budget process for all major service funds. Council convenes annually to review these plans which are submitted for the General Fund and the City's other major operating funds: Transportation, Water, Sewer, and Planning and Development. These financial plans provide the Council with a long-range view of the City's expected financial condition for service requirements.

Based upon review of the plans, Council issues directives aimed at ensuring sound financial management and service priorities which provide guidance in the development of annual budget requests.

*The General Fund Financial Forecast receives extensive review from the City Council.*

Because of its significance, the General Fund Financial Forecast receives extensive review from the City Council. The forecast defines the financial limits for the budget. The forecast is adopted by resolution early in the budget process. It also:

- Identifies the shortfall or excess revenue expected for the forthcoming biennial budget
- Identifies the necessary set-asides to cover fund-level needs for service, capital, and compensation increases
- Establishes funding targets for City bureaus

The General Fund Forecast is discussed in greater detail within the Financial Overview section of this budget document.

## Budget Guidelines and Council Directives

In conjunction with the Financial Forecast, budget guidelines are issued. These guidelines, included in the Budget Manual, provide three different types of directives: process and format directives, guidelines for use in developing budgets, and Council service priorities. The combined intent of these three areas is to outline the rules for budget development to be followed by the bureaus. The following is a brief description of each of these categories:

**Process and Format Directives**

- Provide guidance on developing budget requests by bureaus.
- Outline the process for developing a balanced budget. Examples of directives under this category include:
  - Changing to a two-year from a one-year budget process.
  - Establish funding targets to be used by bureaus as a starting point in developing budget requests.
  - Use of a program budget format.
  - Inclusion of performance information in all budget requests.
  - Prepare reduction and add packages to give the Council a basis for decisions or plans on service levels.
  - Define the roles of various groups in the budget process including management, labor, citizen budget advisory committees, and the Council.

### Budget Request Guidelines

Establish the rules to be followed by organizations in the preparation of budget requests, the "do's and don'ts" of budget preparation.

- A requirement for bureaus to clearly identify the criteria, priorities, and guidelines used in developing their budget request
- The definition of bureau-specific and overhead revenues as non-discretionary and the requirement that all proposed new fees and charges be of an on-going rather than a one-time nature.
- The development of quantitative performance measures relevant to the overall evaluation of bureau performance.
- A requirement for trend information in the areas of insurance claims and affirmative action.

# Financial Overview

## City Financial Planning Process

### Background

The first step in the budget process involves preparing an updated financial plan for each major bureau. In addition to the General Fund bureaus, specific plans are prepared for other major City bureaus, including Transportation, Environment Services, the Office of Planning and Development Review, and Water.

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

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

## General Fund Financial Forecast

### Overview

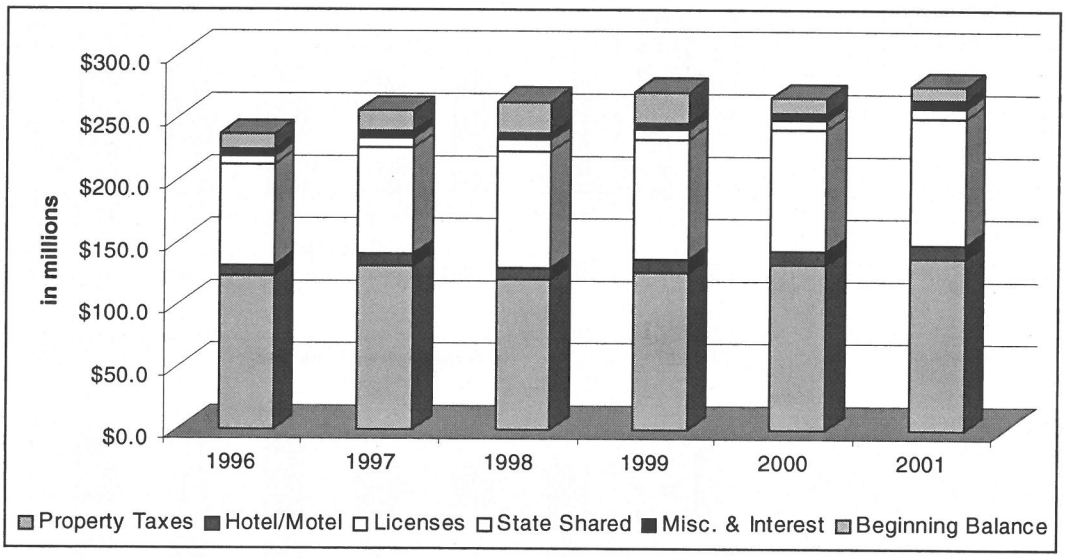
Financial Planning regularly generates five-year estimates of General Fund discretionary resources and requirements for Council. Discretionary resources are those revenues plus beginning balance that are budgeted by Council without restriction, in accordance with Council priorities. Discretionary resources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

The Council's financial planning process starts with the preparation of a five-year revenue forecast that is reviewed by the City's Economic Conditions Panel, composed of experts from the public and private sectors. This group reviews the underlying assumptions that generate the five-year revenue forecast. The Office of Management and Finance issues a five-year revenue forecast document at the conclusion of this process.

The five-year revenue forecast is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining current General Fund service levels. The initial financial forecast was published in December 2000 and formally reviewed by Council and adopted by resolution in January 2001.

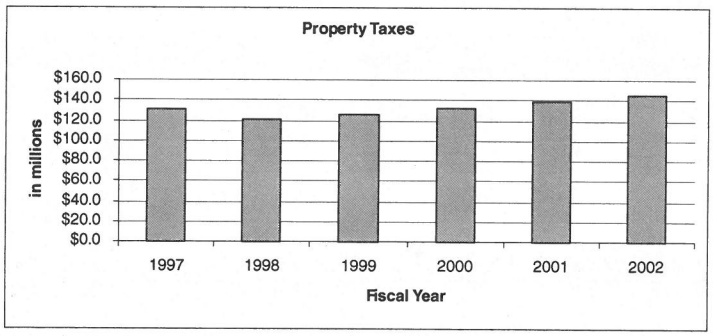
The discretionary beginning balance estimate, a key resource of the General Fund, is updated at the conclusion of each accounting period and published in the Financial Outlook. This report is distributed electronically within the City and to numerous outside recipients. The Outlook provides current information on the General Fund's financial condition with the updated ending fund balance estimate fed into the financial forecast of General Fund resources.

**Figure 9: Historical Resources - Summary Chart**

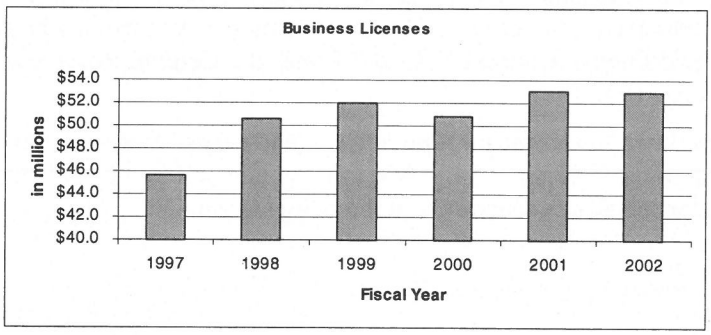



As indicated in the figure above, the City's General fund continues modest but steady revenue growth over the last several years due in large measure to a growing regional economy. General Fund revenues increased at a compound annual growth rate of about 3.8% between FY1995-96 and estimated year-end FY 2000-01. With the exception of the FY1997-98 (the Measure 50 year), this represents slower revenue growth compared to the early 1990's.

*The General Fund property tax rate is fixed.*

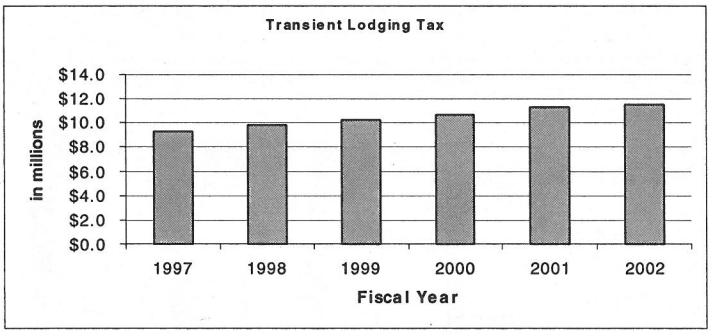



***Property Taxes:*** Revenue growth slowed with the passage of Measure 50 property tax limitation. Property taxes now appear to be growing between 4% and 5% annually. Under Measure 50, assessed value growth on existing properties is limited to 3% per year plus new construction. The General Fund's tax rate is permanently fixed at $4.5770 per $1,000 of Measure 50 assessed value.

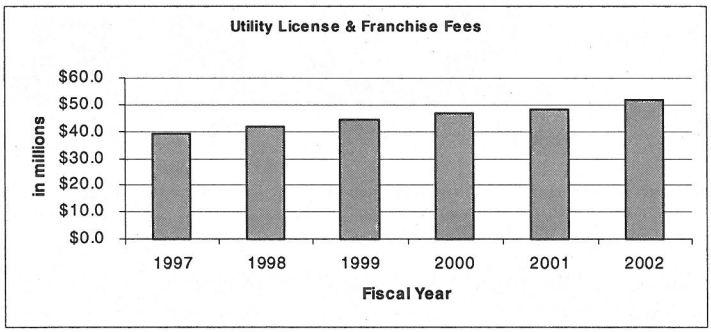



***Business License:***

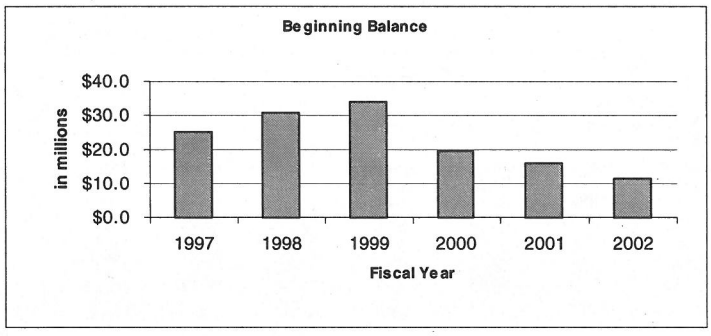
Revenues continue flat to declining and have grown very little over the past three fiscal years. Merger and acquisition activity that resulted in the loss of headquarters, along with a slower regional economy, continue to stifle revenue growth.




***Transient Lodging (Hotel/ Motel) Tax:*** Revenues have grown by about 6% over the period shown, but revenue growth for the past two years has been much slower, between 3% and 4%. Revenue growth during FY 2000-01 is not expected at much above 4%.




***Utility License and Franchise Fees:*** Revenue growth has been strong over the past two years. Northwest Natural, for example, continues to experience strong customer growth and implemented a 20% general revenue and rate increase during the last half of calendar year 2000. This growth will slow due to energy deregulation scheduled to become effective October 1, 2001.




***Beginning Balance:*** The balance drops $4.4 million. This reduction is the result of overall slower revenue growth and higher expenditures rates within General Fund bureaus. As resources have become more scarce, bureau spending reflects a higher percentage of budgeted amounts than the historical pattern. Balances appeared significantly higher in earlier years reflecting the carryover of matching funds for COPS MORE grants.

At the end of FY 2000-01, consistent with Council policy and Council's previous five-year financial plans, the General Reserve Fund is expected to total about $34 million and remain fully funded at the required 10% of revenues (net of borrowing proceeds). Thus, the General Fund goes into FY 2001-02 with the General Reserve at or slightly above the required 10% level.

Some interest income on fund balance and excess reserves above the 10% level will fund a small transfer of about $460,000 into the General Fund. This transfer will help offset one-time expenditures scheduled in the Adopted Budget.

## Key Forecast Assumptions

### Transient Lodging

The transient lodging revenue forecast is unchanged compared to December at about $11.52 million. Current year budget is $11.34 million but year-end revenues are currently forecast at $11.1 million. Thus, budget to budget growth is very weak. A weakening regional economy along with an over supply of hotel rooms and the delayed Convention Center expansion have combined to depress occupancy and room rates. In addition, unlike previous years, there have been no special events over the course of the year to help push up revenues. Revenues are forecast to grow about 4.4% on average over the life of the forecast with most of the growth occurring in the latter years, after expansion of the Convention Center is completed.

### Utility License and Franchise Fee

Utility license fees are virtually unchanged from the December forecast: $50.12 million in December versus budgeted revenues of $51.81 million. Forecast revenues would have been $1.71 million higher for FY 2001-02 and would have averaged about $3.6 million higher over the life of the forecast were it not for energy deregulation now expected to occur some time during late FY 2001-02 or early FY 2002-03. The practical effect of energy deregulation as constructed in Oregon is a reduction in City General Fund revenues.

The forecast at this point is consistent with Senate Bill 1149 as passed by the previous legislature, but assumes an 18 month delay in deregulation. Large energy related rate increases currently being discussed will have a large temporary effect on revenues, but only for FY 2001-02. At present, legislation delaying the onset of deregulation is still under consideration at the State Legislature. The current revenue forecast anticipates the 18 month delay.

### Additional Assumptions in the Forecast

Several other key assumptions were made during the course of developing the General Fund financial forecast:

- Year-to-year assessed value growth of 4.1% within Portland plus an additional 0.3% growth per year in urban renewal released assessed value associated with pre-1996 so-called "Option 3" districts.
- The County's local option library levy is anticipated to continue at current levels (about $0.59 per $1,000 of assessed value) throughout the life of the forecast.
- Continuation of State liquor and cigarette distributions at present levels. These revenues are projected to average about $8 million per year over the life of the forecast.
- Business license fee revenues are expected to start growing again during FY 2001-02. The forecast calls for 2.9% annual growth with most of the growth forecast in the last three years of the forecast.
- The Water and Sewer license fee tax rate is assumed to remain at 7.5% throughout the life of the forecast.

**Summary**

For the present, the regional economy continues to register modest growth and unemployment rates remain low in the 3.5% to 4.5% range. General Fund revenue growth is forecast to be slower than in past years because of problems affecting electric energy related utility license fees (energy deregulation) and stagnant business license fee revenues. In addition, property tax revenue growth remains constrained by Measure 50 mechanics and cannot go much above 4% except during periods of strong construction spending that occurs outside of urban renewal districts.

## Five-Year General Fund Financial Plan

The Council takes a five-year approach to developing its two-year budgets so the budget itself is the first year of Council's five-year financial plan. This ensures the long-range impact of major decisions is considered in developing the budget.

The December financial forecast indicated that Council was faced with a projected resource stream that could not fund General Fund current service levels.

The December financial forecast showed that about $4.06 million of on-going current service level (CSL) reductions would be needed to balance General Fund over the five-year forecast period. About $1 million of reductions were expected to come from Administrative Service Review (ASR)-related reductions.

The December forecast also identified that about $973,195 of forecast resources would be available to fund one-time projects and budgets. A small amount of one-time resources were forecast available during FY 2002-03.

The forecast was updated in March 2001 for the Mayor's Proposed Budget and in early May for the Council Approved Budget. Since May there have been no material changes to forecast revenues, but Beginning Balance is increased by about $1.0 million to accommodate bureau carryover requests. However, in a major departure from past years, carryover requests are budgeted in the General Fund Contingency, not in bureau budgets. Bureaus will request reallocation of the funds in the Fall Budget Monitoring Process. Reallocation to the bureaus will be dependent upon FY 2000-01 year end actual results.

The most current Financial Outlook report indicates that spending remains strong relative to weaker revenue growth, and forecasts an ending balance in the range of $2.0 to $10.0 million.

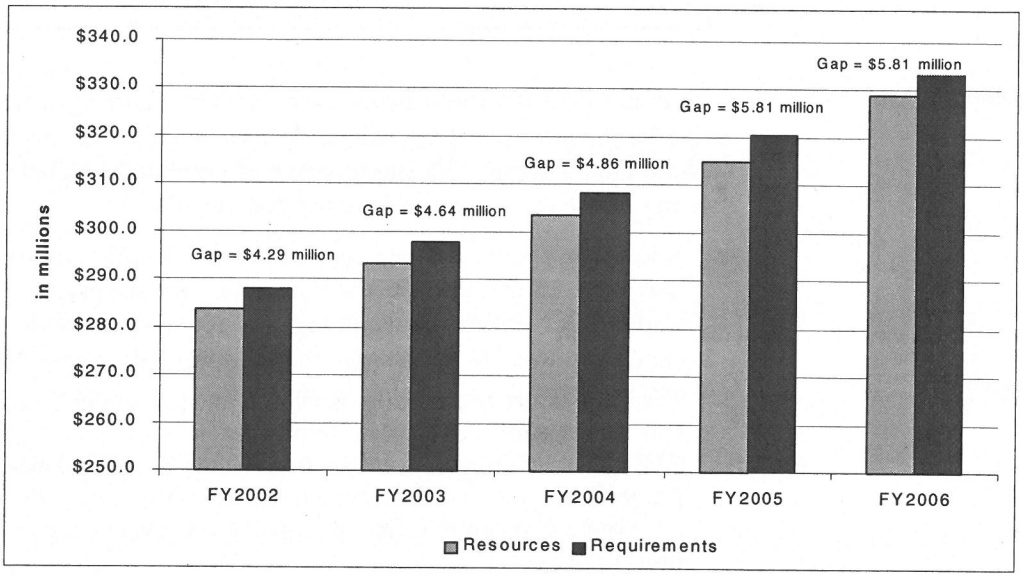
Table 1 shows that recurring General Fund resources are closely aligned with forecast current service level costs throughout the five-year plan. Excess reserve draws, however, will be required in each year of the plan to offset small shortfalls in forecast resources relative to expected costs. The General Reserve Fund will remain fully funded at the 10% level throughout the five-year financial plan period.

**Adopted Five-Year Financial Plan**

| ITEM | Adopted FY2002 | FY2003 | FY2004 | FY2005 | FY2006 |
|---|---|---|---|---|---|
| Total Resources | $284,091,639 | $293,930,884 | $302,852,685 | $314,127,747 | $327,963,316 |
| Transfer In From General Reserve Fund | $460,296 | $0 | $376,438 | $1,244,136 | $219,724 |
| Requirements | | | | | |
| CSL Requirements | $244,255,227 | $250,285,788 | $259,344,821 | $269,343,238 | $279,120,474 |
| Est. New On-Going | ($4,416,832) | $0 | $0 | $0 | $0 |
| One-Time Projects | $3,514,007 | $1,626,754 | $0 | $0 | $1,125,000 |
| Council Set-Asides | $41,199,533 | $42,018,341 | $43,884,303 | $46,028,645 | $47,937,566 |
| Total Requirements: | $284,551,935 | $293,930,883 | $303,229,124 | $315,371,883 | $328,183,040 |
| Difference: | $0 | $0 | ($0) | $0 | ($0) |
| Reserve Fund as a Percent of Net Revenues | 10.3% | 10.3% | 10.4% | 10.3% | 10.4% |

The following figure presents the resources versus requirements gap at the time of the original forecast. This is the basis from which Council made the budgetary decisions.

**Figure 10: Original Forecast Gap**

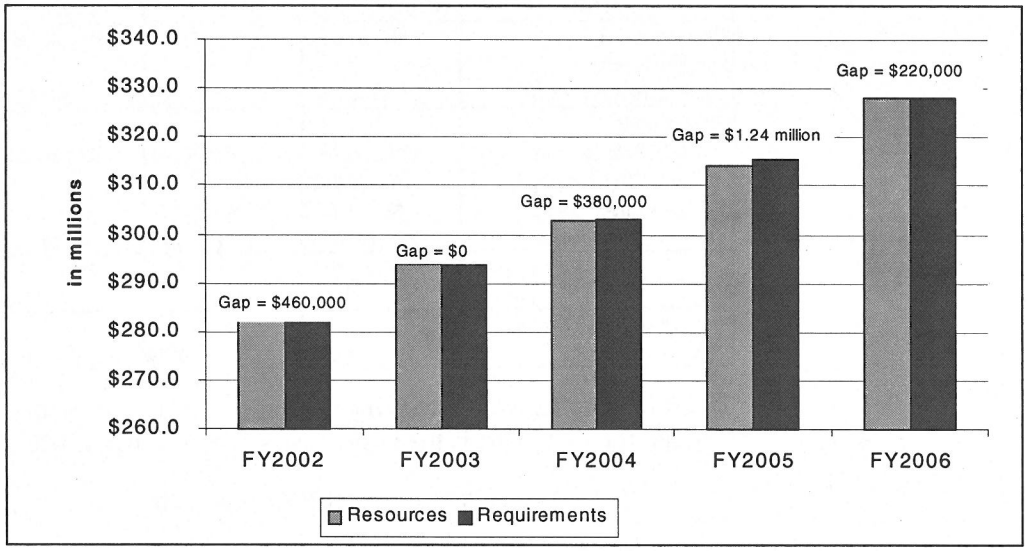



Council's Adopted Budget closed the gap and balanced the General Fund over the five-year forecast period. The financial plan calls for excess reserve draws over the life of the forecast although the General Reserve Fund is not forecast to drop below the required 10% level during the five-year planning horizon. The following chart illustrates the gap after budget adoption.

The gap is the amount that will be transferred from the excess General Reserve Fund to ensure the General Fund remains in balance. This forecast also includes some one-time resources available in the out years of the forecast.

The General Fund is balanced over the five-year plan period but at reduced current service levels. Current service levels are a full $4.4 million below the December financial forecast estimate of $244.3 million.

**Figure 11: Gap After Budget Adoption**




## Uncertainties

In fashioning this five-year budget, increases in recurring costs have been limited to a few areas; for the most part CSL reductions have occurred across-the-board in almost all General Fund bureaus. This approach will provide the Council with more flexibility in meeting future financial uncertainties that include:

- A looming energy shortage may impact the Pacific Northwest over the course of the next 12 to 18 months. This will increase current service level costs Citywide and may lead to a general slowdown in regional economic growth. An energy crisis may be enough by itself to tip the regional economy into recession.
- The Legislature is currently in session and has under consideration bills in three areas that would affect the General Fund's revenue stream if they become law. House Bill (HB) 2010 would create an Environmental Clean-up District that would abate all property taxes within district boundaries. If this becomes law, the financial forecast will have to be updated to reflect a property tax revenue loss expected to average $3.4 million per year.
- Several bills have been introduced that would grant property tax exemptions to special interest groups. Passage of any one of these bills will have an adverse fiscal impact on General Fund property tax revenues.
- The Oregon Supreme Court still has a major urban renewal case under consideration (Hemstereet v Multnomah County). The Oregon Tax Court ruled against the plaintiff, but the case was appealed. If the State Supreme Court reverses the lower court decision and sends the case back to the lower court, urban renewal funding may change dramatically. Any anticipated changes would have a significant impact on the City's General Fund financials, the forecast and therefore future budgets.
- Based on a Ninth Circuit Court decision, one of the City's major private utility companies has given notice they do not intend to pay utility franchise fees. This company pays approximately $6.5 million per year to the City. Successful refusal to pay the franchise fee will have a significant impact on General Fund revenues.

- Both the national and regional economies continue to grow but at a slower rate. Most pundits are forecasting slower growth for the near term (the next 6 to 12 months) with stronger growth expected to reassert itself during the latter half of 2001 or early 2002. The economic news, however, is mixed. It is possible both the national and regional economies are slipping into recession. If this occurs, General Fund revenue growth will slow further. This may require Council to take further actions that reduce General Fund current service level requirements and amend the current five-year financial plan and forecast.

## Economic Outlook

The five-year financial plan assumes the continued health of a regional economy that has grown more or less continuously since the late 1980's. But both regional and national economic growth slowed dramatically during the last quarter of calendar 2000 and growth appears to have remained sluggish during the first quarter and second quarters of calendar 2001. The financial forecast depends on the regional economy avoiding a recession. A recession would require a re-working of the Adopted Budget and five-year financial plan.

Local economic news has not been encouraging. Several large layoffs involving 2,200 workers have occurred in the manufacturing sector, mirroring a natural economic downturn in this sector.

The good news is that the labor market remains in good shape with unemployment hovering around 4.5%. Construction, particularly in the downtown area, also remains very strong. Over the next six months, two new large hotels (one in the Macadam area and one at River Place) will come on-line which should help keep transient lodging revenues growing, albeit more slowly than in the past.

The City's national economic consultant, Economy.Com (formerly RFA) continues to forecast that the U.S. economy will grow slowly for the next 12 to 24 months, skirting recession and with low inflation. The State Economist's most recent forecast similarly calls for very slow growth for the next few quarters with a resumption of stronger growth towards the end of calendar 2001. The probability of a recession remains higher than at any time in the recent past.

### Risks to the Forecast

The principal risk to the Council's Adopted Budget and financial plan is recession. During the recession of the 1980's, Business License revenues fell 20%. This amounted to about a $2 million decline on a revenue base of $10 million. Today, business license revenues are running at a $50 million annual rate. A recession similar to the 1980's would reduce business license revenues by about $10 million per year for an undetermined period of time. This would represent a decline of over 3% in General Fund revenues, making it difficult for Council to continue to fund current service levels even with a judicious use of counter-cyclical reserves.

## Financial Outlook - Other Funds

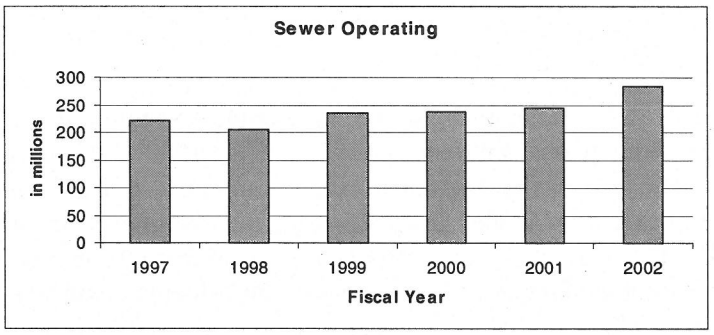
*Financial plans provide a multi-year framework within which revenues, expenditures, and capital financing options are planned.*

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

This budget is based upon bureau financial plans developed using information available through December 2000. The plans were reviewed and adjustments incorporated into the budget. The following is a brief overview of the updated financial outlook for those funds.

## Bureau of Environmental Services (BES)

*The FY 2001-02 budget results in an increase of 9.1% for the average single family customer.*




The five-year financial plan forecasts an increase for the average single family bill of 9.2% in FY 2001-02. However, revenue shortfalls resulting from implementation problems with the billing system and lower expected interest income have resulted in a higher projection of a 9.1% increase.

*Operating costs will have an increased impact on rate changes.*

The BES budget contains operating program expenditures approximately $2.6 million lower than the FY 2000-01 Revised Budget. Personal Services expenditures decrease by about $14,000, almost $1 million lower than the cost-of-living projections dictate. The decrease reflects internal bureau expenditure reductions.

External materials and services decrease by about $2.5 million as a result of Combined Sewer Overflow (CSO) projects moving from the construction phase in the Columbia Slough watershed to the design phase in the Willamette watershed. These decreases are accompanied by cost decreases of $4.2 million in capital outlays. Capital costs continue to be the prime driver behind the level of forecast rate increases, but operating costs will have an increased impact on rate changes now that the Sewer System Rate Stabilization Fund is nearly depleted, as planned.

The largest category of capital costs will be the CSO program, followed by maintenance and reliability projects, and sewage treatment systems. The operating programs continue to emphasize water quality through efforts at pollution prevention, water quality analytical services, drainage system maintenance, watershed improvement programs, and the capital funding mix.

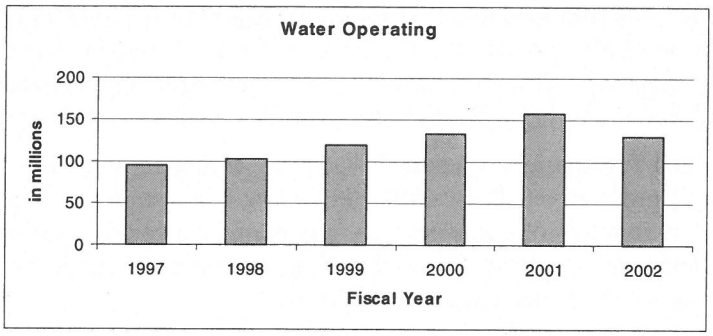
*New Portland Harbor Superfund package*

The budget includes approximately $447,000 to fund a Portland Harbor package as BES, the lead agency for the City, begins the long and complex process of negotiation and clean-up of the Portland Harbor, recently designated a Superfund site by the EPA. The package will fund one position plus professional services as the City begins study, design, and clean-up work on specific city sites: Linnton, Sewer outfalls, and the Pollution Control Lab.

## Bureau of Water Works

*The average water bill for single family residential retail customers will increase 6.9%.*

The preliminary financial plan projected an average retail rate increase of 8.4% in FY 2001-02. Modifications during the budget preparation process resulted in a budgeted average retail rate increase of 6.9 percent in FY 2001-02. Reasons for the rate decrease include ASR reductions of $923,596, a slightly lower inflation factor, and CIP budget reductions.

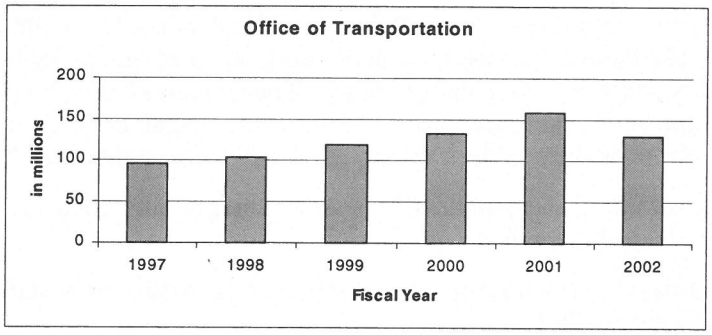



The Operating Budget of $53.5 million is an increase of $400,530 from the FY 2000-01 Revised Budget of $53.1 million. The budget includes a reduction of $276,362 from the Division's Requested Budget. This is primarily a result of cuts related to the City's Administrative Services Review decisions. As part of this review, one full-time position has been eliminated, 13 full-time positions have been transferred to Human Resources and Information Technology, and one additional position has been eliminated due to work restructuring. Full-time positions now total 531.

The Capital Improvement Plan (CIP) budget of $26.0 million reflects a $3.9 million decrease from the FY 2000-01 Revised Budget of $29.9 million. The Bureau's 10-year CIP was 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.

## Office of Transportation

*Transportation shows an increased gap between costs to maintain service levels and revenues.*




Transportation's five-year financial plan continues to exhibit the growing gap between costs to maintain current service levels and anticipated general transportation revenues (GTR). It indicates a deficit of GTR revenues of $4.9 million in FY 2001-02, increasing to $10.6 million by FY 2005-06. The projected gap is primarily the result of gas tax receipts failing to keep pace with inflation, increasing operation and maintenance costs, and high priority capital needs.

*New transportation fee included in budget*

To address this gap, Transportation has proposed a new Street Maintenance and Improvement Fee (SMIF) and the Council has included this fee in the Adopted Budget. Fee revenues are expected to generate $11-12 million annually, with the program anticipated to begin on January 1, 2002.

The fee is based upon transportation trips generated by a given location and will be charged against all residential and commercial entities within the city. For a single family residence, the cost will be $1.85 per month, with ten cents of that revenue specifically dedicated to transit. Fee revenues will fund a variety of needs, including reducing Transportation's reliance upon General Fund support.

The FY 2001-02 Adopted Budget for Transportation is $110 million. This budget is $36.7 million or 25% less than the FY 2000-01 Revised Budget. The capital budget decreased approximately $42.2 million, while the operating budget increased about $5.5 million. The budget contains 715 FTEs, 2 higher that the current year's Revised Budget.

Portland Transportation faces a broad array of demands: growth (including development and vehicle miles traveled), livability (including congestion and speeding), mass transit, alternative forms of transportation, and maintenance of an aging infrastructure. These demands are exacerbated by a changing environment, including higher regional density, environmental concerns, and annexation.

## CITY DEBT MANAGEMENT

The City of Portland issues a variety of debt to raise capital for construction projects, for the acquisition of equipment and facilities and to refinance existing debt. Most of the City's debt is rated by one or more national rating agencies, including Moody's Investors Service and Standard and Poor's Corporation. Bond ratings are based upon an independent analysis by financial market professionals and indicate the confidence that an investor can have in the security of their investment in the City's bonds and other debt obligations. "Aaa" is the highest possible rating, and is based on a thorough analysis of four basic factors: economic condition, debt load, financial condition and overall management of the City. Since 1973, the City's unlimited tax general obligation debt has been rated "Aaa" by Moody's. The City's various revenue bonds are rated between "A" and "Aa1" by Moody's and "A+" by Standard & Poor's.

Moody's currently rates over 36,000 separate debt issues, of which 47% are rated "Aaa", but only 127 issuers, including Portland, have obtained that rating based on their own credit quality and without the use of credit enhancements such as bond insurance. In the 13 Western states, there are only 14 "Aaa" credits obtained on their own merit. Portland is one of only eight cities in the United States with a population over 250,000 holding that rating.

Detailed information on the City's debt management policies is contained in the Volume 2 of the budget document.

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2001.

### General Obligation Debt(GO)

GO debt is backed by the full faith and credit and unlimited taxing power of the City. Under current Oregon law, all general obligation debt (except for refunding bonds) must be approved by the voters.

- $71.9 million in voter-approved general obligation bonds for the Performing Arts Center, PGE Park, previously Civic Stadium, park system improvements, and for emergency facilities improvements.
- $36.0 million in general obligation water bonds. These bonds are repaid from water user charges, but are secondarily backed by the City's general obligation pledge.

### Revenue Bonds

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

- $747.0 million in sewer system revenue bonds
- $99.9 million in water revenue bonds
- $3.6 million in golf revenue bonds

- $12.5 million in arena gas tax revenue bonds
- $11.4 million in gas tax revenue bonds
- $31.1 million in hydropower revenue bonds
- $7.9 million in parking revenue bonds
- $2.5 million in special assessment bonds
- $233.6 million in urban renewal bonds

**General Fund Backed Debt**

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

- $103.3 million in limited tax revenue bonds, full faith and credit obligations and certificates of participation for building improvements and equipment acquisition.
- $19.0 million in arena limited tax and limited tax revenue bonds issued to fund public improvements for the Oregon Arena Project. These bonds are expected to be repaid from user fees and parking revenues derived from the operations of the Arena Project.
- $13.7 million in limited tax improvement bonds.
- $28.5 million in limited tax revenue bonds issued to fund the Portland Central City Streetcar project. These bonds are expected to be repaid from parking revenues, but are additionally secured by the General Fund.
- $137.1 million in limited tax revenue bonds for the Convention Center Expansion Project ($100 million), Civic Stadium Improvement Project ($35 million) and Portland Center for Performing Arts improvements ($2.1 million).

  The City has issued these bonds as part of an intergovernmental agreement known as the Visitor Development Initiative. While ultimately secured by the General Fund, these bonds are expected to be repaid with revenues generated from surcharges on the transient lodging tax and the motor vehicle rental tax.
- $23.2 million in urban renewal lines of credit. It is expected these interim financing obligations will be retired from the proceeds of long-term tax increment bonds.
- $24.2 million in lines of credit used to provide short-term and interim financing for local improvement district projects, housing, parks, capital acquisition and construction projects.
- $300.8 million in limited tax pension obligation bonds, of which approximately $111.7 million is attributed to General Fund bureaus and approximately $189.1 to non-General Fund bureaus.

**Debt Limitation**

Under Oregon law (ORS 287.004), the City's general obligation debt limit is equal to three percent of the City's Real Market Valuation ($46.2 billion), or about $1.387 billion. Certain self-supporting bonds are exempted from this limitation. Currently the City has outstanding $71.9 million in general obligation debt that is subject to the debt limitation.

**Debt Limitation Criteria**

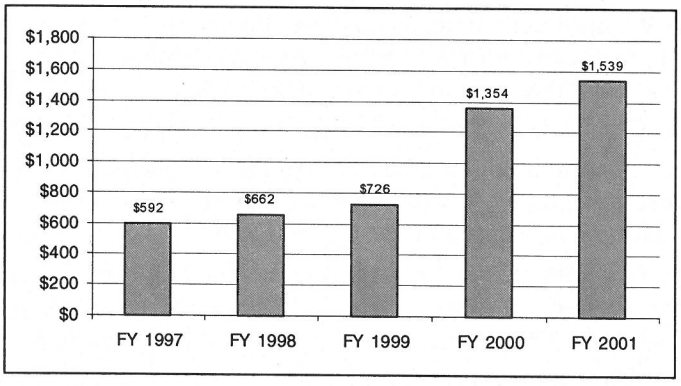
| Criteria | Limit |
|---|---|
| Three percent of Real Market Value | $ 1,387,359,990 |
| City Outstanding debt subject to limit | $ 71,885,000 |
| Percent of limitation outstanding | 5.18% |
| Debt Margin | $ 1,315,474,990 |

The following table displays gross bonded debt per capita. Included in these figures are: the City's outstanding general obligation bonds, full faith and credit obligations, limited tax improvement bonds, limited tax revenue bonds, and urban renewal bonds.

In fiscal year 2000 the City issued Pension Obligation Bonds in excess of $300 million to cover an unfunded liability. This was less expensive than paying into the PERS system at the rates calculated by PERS. Significant urban renewal debt was also issued.

In fiscal year 2001 the City issued $195 million in urban renewal bonds and $100 million in revenue bonds to fund expansion of the Convention Center.

**Figure 12: Gross Bonded Debt per Capita**




### Anticipated Debt Issuance in FY 2001-02

The City anticipates issuing the following debt obligations during FY 2001-02:

- $30 million in water revenue bonds to fund system improvements.
- $10 million in assessment bonds to support Local Improvement District projects.
- $20 million in urban renewal bonds to finance improvements in the Central Eastside urban renewal area.
- $8 million in limited tax revenue bonds for the proposed Integrated Regional Network Enterprise (IRNE) communications project.
- $4 million in parking revenue bonds to refund interim financing for Fourth & Yamhill parking garage.

The City will likely incur additional indebtedness during FY 2001-02 for other capital needs. Other amounts and specific types of debt instruments to be issued will be determined throughout the course of the fiscal year.

## The City's Financial Structure

### Portland's Fund Structure

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

### Types of Funds

***General Fund:*** The General Fund includes all activities of the City-supported by property taxes and other non-dedicated revenues. These include license and permit fees and state shared cigarette and liquor tax. Bureaus supported by the General Fund include the bureaus of Fire, Rescue and Emergency Services, Police, Parks, Community Development, and others.

***Other Operating Funds:*** These funds support agencies such as Emergency Communications, Transportation, and the Office of Planning and Development Review (OPDR). The Water and Environmental Services funds are commonly referred to as enterprise funds because they are self-supporting. Others, such as OPDR and Transportation, receive ongoing General Fund subsidies as well as having dedicated revenue sources.

***Revenue and Reserve Funds:*** Revenue funds receive money from specific sources which can be used only for specific purposes. The money must be transferred to an operating fund in order to be spent. Reserve funds hold resources for future use in countering recessionary trends and mitigating mid-year economic downturns or other financial emergencies.

On May 3, 1990 the City Council adopted a General Reserve Fund Use Policy. Based upon a review of historical financial trends, the Policy formally recognizes the need for a 10% General Reserve level. The Policy also provides clear guidelines for the withdrawal of funds based upon economic indicators or an emergency of significant magnitude.

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

***Construction Funds:*** These funds account for major construction projects such as streets, water and sewer improvements. Revenues are received when the City issues bonds and notes for capital projects. Revenues are also received from rates and other recurring sources of income to the City.

***Federal Grant Funds:*** These funds account for grant revenues received from the federal government, such as Housing and Community Development Block Grant funds.

***Retirement Funds:*** The City has only one retirement fund. It includes the finances for retirement of police and fire personnel. Revenues are received from a property tax levy authorized by Portland voters in 1940. Other City employees are covered by the State Public Employee Retirement System (PERS).

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

***City Agency and Trust Funds:*** The City occasionally creates accounts for specific purposes that receive revenues such as gifts or bequests to the City. A variety of these small accounts currently exist.

***Portland Development Commission:*** The Portland Development Commission (PDC) is the City of Portland's urban renewal, economic development and housing rehabilitation agency. It is a semi-autonomous organization that interacts with various City programs. Revenue for PDC is provided through a combination of tax increment, federal grants, program income, contracts, private funding, and transfers from the General Fund. Details on PDC's budget are located their budget document.

## How Funds Interact

City funds interact in a variety of ways. One fund may pay another fund for either goods or services or to cover operating and capital expenses. Cash transfers also result from the exchange of resources between funds to cover operating and capital expenses. For example, the FY 2000-01 budget includes a transfer from the General Fund to the Transportation Operating Fund to support the operations and maintenance of the Street Lighting program. Transfers between funds result in the budgeting of the dollars in both participating funds.

## Basis of Budgeting

The City's budget is prepared in a manner consistent with its financial structure and as required by Oregon Revised Statutes. All funds are included within the budget along with the organizations and programs which they support. However, unlike the financial basis of reporting, the City's budget is prepared completely on a modified accrual basis. That basis means that the budget anticipates revenues based upon when they will be actually received and upon expenditures when they will actually occur.

One exception exists to this general rule for the acknowledgment of revenues. Property tax revenues are acknowledged within the budget for 90 days after the close of the fiscal year. Items which are not fully expended at year end must be re-budgeted in the following fiscal year.

## Budgetary Controls and Change Management

The Council maintains oversight of the City's financial condition through three formal reviews of the annual budget, and various informal reviews and work sessions. At the beginning of the fiscal year, bureaus identify their expected pattern of expenses and revenues, where applicable, which is reviewed and analyzed by Financial Planning and presented to Council. The bureaus also include "performance level" projections for each City program. Formal comparisons between the projected and actual expenditures, and performance are completed three times per year under the direction of the Financial Planning, and reported to Council.

*Adjustments to bureau budgets generally occur during trimester reporting processes or a Supplemental Budget process.*

Adjustments to bureau budgets generally occur during one of these trimester reporting processes or if legally necessary according to State Budget Law, through a Supplemental Budget process, which typically occurs in the spring and fall. This requirement allows the Council to closely review the Citywide impact of budget adjustments on a trimester basis. It also ensures the Council's directives are being followed. Bureaus may also request changes to their budget throughout the year through via ordinances.

The City has a system for monitoring the financial condition of its General Fund. The Financial Outlook report is issued at the end of each accounting period or 13 times per year. The report provides Council, bureau managers and others with information on the status of General Fund revenues and expenditures in comparison to the budget. The report also forecasts the year-end balance for the General Fund.

## Basis of Accounting and Accounting Structure

Governmental accounting, governed by State statute and Generally Accepted Accounting Principles (GAAP), differs substantially from private sector accounting. Private sector financial reports measure economic profits, whereas governmental accounting focuses on disclosing how public money is spent, thus controlling the amount spent for any given purpose.

*City funds use either an accrual basis or modified accrual basis of accounting.*

### Types of Accounting

- Enterprise, internal service, and selected other funds are maintained on an accrual basis -- recording revenues at the time they are earned.
- The General, Transportation, Special Revenue, Debt Service, Capital and trust funds are maintained on a modified accrual basis. Revenues are recorded when measurable and available. Expenditures are recorded when the liability is incurred, with the following exceptions:
  - Inter-fund transactions for services are recorded on a cash basis.
  - Revenues for grants are recorded as earned.
  - Interest on general long-term debt and special assessment bonds are recorded when due.
  - Earned, but unpaid, vacations are recorded as expenditures when taken by employees.

### Financial Reporting

The Comprehensive Annual Financial Report (CAFR) of the City presents a picture of the City's finances, including the results of City operations and the changes in the financial position of City funds. The CAFR, required by state statute, is prepared in accordance with GAAP. It reconciles differences between the budgetary basis - as presented in the annual Adopted Budget - and the modified accrual method used in preparing the CAFR.

*The City has earned GFOA's Certificate of Achievement for 17 years.*

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

### Independent Audit Requirements

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

The annual financial report of the City is prepared in accordance with Oregon law. It requires that an annual audit of the fiscal affairs of the City be performed by an independent auditor in accordance with generally accepted auditing standards and the minimum standards for audits of Oregon municipal corporations.

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

## Summaries of Financial Policies

In addition to Council goals, the City has many policies that interact with and provide direction in making budgetary decisions. The Comprehensive Financial Management Policy demonstrates City Council's commitment to establishing policies that ensure long-term stability for the delivery of City services. Work is presently underway to develop a comprehensive human resources policy as well.

To develop and manage the finances and budget, the City has the following policies:

**Comprehensive Financial Management Policy**

Approved by Council in June of 1992, this policy represents the culmination of City efforts to establish broad guidelines for managing a diverse financial portfolio. The document and its subordinate policies provide guidance in the areas of financial planning, budgeting, accounting, auditing, treasury, and debt management.

**Debt Management Policy**

The Council first adopted a Debt Management Policy in 1984. The policy is directed toward maintaining the City's Aaa (triple A) bond rating issued by Moody's, ensuring prudent debt decisions, and lowering the cost of overall debt management. The policy also places limits on the City's debt, centralizes the management function, and requires completion of various reports critical to maintaining the City's financial health. These guidelines are used both in constructing the debt portions of the annual budget and in gauging debt-related decisions during the year.

**General Reserve Policy**

On May 3, 1990, the Council adopted Resolution 34722 which formally recognized City general reserve requirements and provided specific guidelines governing the withdrawal of funds. The policy requires the maintenance of a reserve equivalent to 10% of General Fund resources. Each year, the Council reaffirms this policy through the adoption of the General Fund Financial Forecast and the biennial budget.

*The City of Portland maintains a 10% General Fund cash reserve.*

The Council has successfully developed a General Fund cash reserve estimated to total $34 million at the end of FY 1999-00, equal to the required 10%. One half of the 10% reserve is for major unanticipated emergencies or significant revenue fluctuations during the fiscal year. The second half is a counter-cyclical reserve, which can only be accessed when key economic indicators point to an upcoming recession, likely to affect City resources.

The counter-cyclical reserve is intended to provide the City with a two-year period to adjust to slow-downs resulting from economic recession. Any excess reserves over the next two years may be transferred to support one-time expenditures.

**Compensation Policy**

The Council has followed a practice of indexing total annual compensation adjustments other than merit increases (wages, salaries, and benefits) to the growth in the Portland consumer price index. This practice has been used to better anticipate compensation increases and necessary set-asides. This policy also serves as the focus of negotiations with the City's labor organizations. All of the City's major labor contracts now include a cap on health benefit increases.

**Revenue Policy**

Approved as part of the Comprehensive Financial Management Policy document, the revenue policy outlines responsibilities for collecting and monitoring revenues. "Discretionary" resources were redefined. Guidelines were set up making bureaus responsible for revenue collection. Direction has been provided for the allocation of surplus revenues. The policy establishes guidelines for the completion of cost-of-service studies, monitoring revenues and related expenses, and enhancing revenues where appropriate and consistent with Council service priorities.

**Investment Policy**

For over a decade, the City has had a policy governing how cash from its various funds is to be invested. All estimates of fund-level interest earnings have been developed in compliance with that policy.

### Interagency Policy

This policy provides guidelines for setting service rates between City agencies, establishing billing procedures and the resolution of disputes. Interagency services include printing, vehicle use, communications, insurance, computer, facilities and other services.

### Local Improvement District Financing Policy

Approved by the Council in May 1991, this policy set up criteria and guidelines for starting and administering local improvement districts. These districts provide low-interest financing to property owners for capital improvements. The City sells bonded debt to cover the cost of capital improvements. Property owners are annually assessed an amount to retire the debt. The policy is intended to help foster such financing while protecting the City's long-term financial health by ensuring adequate security for bondholders.

The above policies represent the continued efforts of the City Council to establish guidelines and systems directed at sustaining the City's financial health while providing quality services. The policies also demonstrate the Council's efforts to exercise more control over the City's budget and financial conditions.

## Summaries of Planning Policies

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

### Comprehensive Plan

*The Comprehensive Plan establishes policies for how and where development occurs in the city.*

Comprehensive planning in Oregon was mandated by the 1973 Legislature with the adoption of Senate Bill 100. Under this Act the State Land Conservation and Development (LCDC) was created and directed to adopt statewide planning Goals and Guidelines. These Goals and Guidelines were adopted by LCDC in December 1974 and became effective January 1, 1975. On October 16, 1980, the Portland City Council adopted a Comprehensive Plan for the City, including Goals, Policies, Objectives and a Plan Map, to guide the future development and redevelopment of the city. The Goals and Policies of the Comprehensive Plan provide the context and guidance for future City programs, major capital projects and other funding decisions. The Comprehensive Plan establishes policies for how and where development occurs in the city. It includes policies which address such issues as citizen involvement, land use, environmental protection, and affordable housing.

### Portland Future Focus

In August of 1991, the City issued its first community strategic plan called Portland Future Focus. It was designed to plan for Portland's future in the face of the community's changing role in the state and the region. The planning process resulting in a plan was led by a policy committee of 55 citizens including representatives for the City, business, neighborhoods, education, neighboring governments, and other interests.

The goals contained within the document were directed at achieving a vision for Portland. They provided a filter against which to base decisions, including those considered during the annual budget process. The City will undertake an update to this strategic plan within this two-year budget cycle.

### Portland - Multnomah County Benchmarks

During 1993, a public process including several hundred people was conducted for purposes of developing measurements to gauge how well the community is progressing toward its shared vision as articulated in Portland Future Focus and other community strategic plans. These benchmarks provide another tool for elected and community leaders to use in guiding future actions. An annual report is issued on the adopted benchmarks. This report will continue be an important document for use by the Council in establishing goals and priorities for the budget process.

### Community Policing

Resolution 34670, approved by Council on January 26, 1990, adopted the original five-year plan for the Police Bureau transition to a "Community Policing" philosophy. Included were the goals and objectives of community policing. The plan called for 200 additional positions to implement community policing.

In 1994, Council further committed to the community policing philosophy with the passage of Resolution 35264 which adopted the Community Policing Strategic Plan. The strategic plan defines the mission, five-year goals and objectives, strategies, and performance measures. The plan was updated in the spring of 1999.

### Regional Light Rail

Resolution 34690, approved by Council on March 14, 1990, formalized the Council's commitment to development of a regional light rail plan. This action resulted from the successful installation and operation of a light rail line connecting downtown with the City of Gresham, east of Portland. The west-side rail line extending to Hillsboro opened in August of 1998.

*Light rail will be the focus of the region's future transportation system.*

Planning is also underway for a proposed future North-North line to extend from the transit area on the east side of the Willamette north to the Expo Center, which is near the Columbia River. A vintage trolley system is also in operation on the light rail line, with plans under development for its expansion.

The City has begun construction on a streetcar system which will run north to south through the central city. Light rail will be the focus of the region's future transportation system, and a key in responding to the significant growth the area is expected to experience over the next two decades.

### Regional Water Supply Plan (RWSP)

The RWSP provides a comprehensive, integrated framework of technical information, resource strategies and implementing actions to meet the water supply needs of the cities, counties, and water districts in the Portland metropolitan area to the year 2050. (The metropolitan region is made up of 3 counties and 24 cities with a population of approximately 1.3 million.

*The RWSP report is built on a series of studies on potential water demand and supply options.*

In 1991-92, at the direction of City Council, the Water Bureau worked with other water providers in the metropolitan area on a series of studies which analyzed the potential demand for water in the region and identified supply options. These studies were followed by public input and eventually formed the foundation of the final RWSP report. In early 1997, the City Council approved an inter-governmental agreement of regional water providers consortium which supports the final RWSP report.

Building on the RWSP, the Water Bureau is working with the other water purveyors in the region to identify long-term water needs, develop strategies for meeting those needs, and determine specific facility requirements for the future. Part of this effort includes the development of new wholesale water sales agreements to replace existing contracts that are scheduled to expire over the next five years, and preliminary discussion on creating a regional water supply authority.

## Environmental Services Policy

*The FY 2001-02 budget places emphasis on pollution prevention, water quality analytical services within the industrial waste program, and drainage systems maintenance.*

The FY 2000-01 budget for the Bureau of Environmental Services reflects a number of policies:

### Clean Water

The budget ensures compliance with the amended of the Clean Water Act, associated federal and State regulations, and the City's Clean River Program. Like other cities, Portland is facing regulatory requirements too increase water quality protection through the control of pollution at its source. Substantial investments are needed in sewage collection and treatment systems. Investment of this nature will include programs to monitor and manage storm water, combined sewer overflows (CSO), and industrial waste. It is estimated that compliance with the CSO abatement mandate alone will cost approximately $1.0 billion over the next 11 years. The FY 2001-02 budget addresses these issues by continuing to emphasize pollution prevention, water quality analytical services within the industrial waste program, and drainage systems maintenance. Included in the budget is initial funding for the Clean River Program, which is a series of action steps to resolve Portland's water quality issues through solutions addressing more than one problem at a time. By doing so, it is anticipated that greater improvement in water quality can be achieved than with more narrowly focused projects.

### Solid Waste

The Council adopted ordinance 162497 on September 26, 1990, which directed the Bureau of Environmental Services to establish residential garbage collection franchise areas, expand neighborhood-based recycling programs, and assess a garbage collection franchise fee. In January 1996, a commercial recycling program was implemented. In FY 1996-97, the City Council approved renewal of the franchise contracts with private haulers for the residential solid waste and recycling collection services. In FY 2000-01, Solid Waste and Recycling program was transferred to the Office of Sustainable Development. The FY 2001-02 budget supports the continuation of this franchise collection system as well as an extensive recycling and yard debris program.

## Prosperous Portland

The City's economic development policy, adopted in FY 1994-95, represents an integrated set of policies relating to the City's economic development and workforce development strategies and efforts.

## Arts Plan 2000 +

Presented to Council in July of 1991, the Arts Plan 2000+ culminated an 18 month planning process launched by the City of Portland, Metro, other regional governments and private sector entities. The study reviewed the regional art industry and established goals and priorities for cultural development. The plan now serves as the City's cultural policy. In FY 1994-95, the Metropolitan Arts Commission converted to a regional non-profit organization renamed the Regional Arts and Culture Council.

# Budget Notes

## Public Safety

**Fire**

**1.4% On-going reductions**

Beginning with FY 2001-02 the Bureau of Fire, Rescue and Emergency Services budget appropriation will be reduced by $857,625 of ongoing General Fund discretionary appropriation to meet the 1.4% discretionary spending cuts.

Of this, $779,295 is achieved by the delay in staffing of a new fire station that has been delayed in construction. This is considered a one-time reduction due to the intent to staff the station after construction is completed.

The Bureau is directed to identify on-going service level reductions or increased revenue sources of $779,295 to replace the one-time reduction beginning in FY 2002-03. Specific recommendations for program changes will be included in the FY2002-03 Budget Request. Options currently under consideration to meet the reduction include reducing the number of BOEC liaisons and program savings from the implementation of Station Based inspections.

## Parks, Recreation and Culture

**Parks**

**Senior Centers**

Funds will be used for resource development, intergenerational activities and recreation/education activities. A report on the use of funds and outcomes, aligned with Multnomah County's data collection process for focal point activities, will be submitted to the City Council by November 2001. This report will establish baseline data. Each year following, in November, the senior centers will provide the City Council with a trend analysis report on specific focal point activities.

## Transportation and Parking

**Portland Office of Transportation**

**Financial Plans Development**

Transportation shall prepare a five year financial plan and restructure budget presentations to be consistent with other city bureaus. Transportation will work the Bureau of Financial Planning (BFP) on the structure and content of the financial plan and budget presentation. The plan shall be reviewed and analyzed by BFP as part of the regular budget process.

## Legislative, Administrative and Support Services

**Office of Management and Finance**

**Financial Plans Development**

Five year financial plans shall be prepared for all internal service funds by December 1, 2001. The ComNet five-year financial plan and capital plan will include development of options for the Public Safety Radio Enhancement Project. OMF will work the Bureau of Financial Planning on the structure and content of the financial plans. The plan shall be reviewed and analyzed by BFP as part of the regular budget process.

### Revenue Bureau Study

In Year 2 of this budget, the Office of Management and Finance will study possible implementation of a revenue bureau to coordinate the efforts now under the Bureaus of Licenses, Environmental Services, Water and the Auditor's Office.


CITY OF PORTLAND, OREGON
1851

# Financial Summaries

# Guide to the Financial Summaries

## Introduction

The Financial Summaries section of Volume 1 contains a variety of tables intended to help the reader view the FY 2001-02 Adopted Budget as a whole, consolidating the budget figures across all the City's funds and bureaus.

*Volumes 1 and 2 are reorganized in FY 2001-02.*

The Financial Summaries section of Volume 2 contains tables the summarize city finances by fund, as well as fund specific detail.

With the exception of Table 4, Summary of Authorized Full-Time Positions, the tables in this section do not include figures for the Portland Development Commission (PDC). PDC is a semi-autonomous agency that operates under City charter but is budgeted separately.

## Volume 1 Summary Tables

### Total City

*Table 1 shows resources and requirements for the City*

The first summary (Table 1) offers the broadest picture: the entire City budget condensed onto one page, comparing FY 2000-01 with FY 2001-02. This summary shows that for the City as a whole, as well as for any individual fund, resources must always equal requirements. That is, the amount of money planned to be spent from a fund, plus the dollars reserved for contingencies or reserves ("requirements") must equal the total amount of money flowing into the fund plus its beginning balance ("resources"). For simplicity, the Financial Summaries use the terms "revenue" and "expense," even though those terms have more specific meanings in the world of accounting. The detailed budget pages for individual funds, however, do use the more formally correct terms "resources" and "requirements" to signify what a fund has (or expects to get) versus what it needs.

#### Major Types of Expenditures

Table 1 shows the budget broken into its major revenue and expense classes. On the requirements side of the budget, there are two types of major expenses classes. The bureau expenses (or "bureau requirements" in the individual fund pages) are the types of expenditures - operating or capital - that result from programs or services provided by the City's bureaus. These categories are personal services, internal materials and services, external materials and services, capital outlay, and a less-often used category, equipment cash transfers. The other type of major expense class are fund expenses (or "fund requirements"). These are financial requirements needed to keep a fund healthy and meet its obligations - such as contingencies, debt retirement, and most interfund transfers - but which may not be associated with the operations of any particular bureau. This distinction is important because the bureau requirements, the "service" part of the budget, is used in some of the financial summaries rather than total fund requirements.

### Net Budget

The Citywide totals in Table 1 and other summaries show the sum of the various funds and a "net budget" figure. The net budget subtracts the "double count" caused by interfund transfers and tax anticipation notes. Tax anticipation notes (TANs) are short term debt sold early in some years to provide cash until property tax revenues are received. The double count occurs because the City budgets for both TANs and property tax revenues.

**Summary by Service Area**

Table 2, Operating and Capital Budget by Service Area, summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by service area and bureau. It does not include fund requirements, such as contingencies, reserves, debt principal, or interfund transfers.

**General Fund Revenues and Expenses**

Table 3 summarizes the budget for the General Fund, the City's largest, most visible, and most flexible fund. It shows the different sources of revenue, the expense budgets for individual bureaus, and the fund-level expenses, and compares the FY 2000-01 Budget to the FY 2001-02 Budget.

**Discretionary vs. Non-Discretionary**

Table 3 also shows how much of a bureau's budget comes from "discretionary" General Fund resources. Some of the General Fund revenues ("non-discretionary" resources) are restricted by contract or policy to be spent only for certain purposes, or the Council has decided to dedicate them to a particular bureau because the revenues are generated by that bureau's operations. For instance, TriMet (the regional transit authority) contracts with the Police Bureau for police services. Those dollars can only be spent by the Police Bureau for activities related to that contract. Similarly, Portland Parks and Recreation generates fee income from its recreation programs that the Council has decided, by policy, to dedicate to parks and recreation functions.

The major types of non-discretionary resources are: grants and donations; contract revenues; interagency service agreements with another City bureau; revenues from services provided to the public for which there is a charge or fee; and overhead charges, which recover from other funds the cost of services provided by central administrative bureaus based in the General Fund.

The bureau's discretionary budget subtracts revenues restricted to certain activities and therefore represents the bureau's allocation of those dollars over which the City Council exercises discretion, such as property taxes, business licenses, or utility license fees.

The total General Fund FY 2001-02 Proposed Budget is $359,790,816. After subtracting the cost of those activities tied to non-discretionary funding sources, the flexible part of the General Fund is actually $282,607,355. City Council can choose to dedicate discretionary resources to any service area, bureau or program.

**Summary of Full-Time Positions**

Table 4 is a straightforward summary of the regular full-time positions authorized in the budget, along with a comparison between fiscal years. These positions are broken out by bureau (including PDC). They do not include limited-term, or part-time positions.

**Capital Costs**

Table 5 summarizes the City's capital budget by bureau and service area. It shows the FY 2001–02 Capital Budget and the five year capital plan.

*Four tables summarize the City's capital budget*

Volume 3 explains the capital budget in narrative and contains detail of the capital budget by bureau and by project.

**Capital Funding**

Table 6 shows the sources of funding for capital projects across the City by service area. Funding for capital projects is primarily provided through bond financing. Debt service and retirement of bonded debt is funded through service charges and fees, the General Fund, intergovernmental revenues, bureau revenues, system development charges (SDCs), general transportation revenues, and fund balances.

**Capital Geographic Summary**

Table 7 provides a summary of the capital budget by geographic areas of the city for each service area. Each capital project is identified by geographic area in the project detail of Volume 3. Certain capital projects or programs are identified with the whole city rather than a specific area, such was water line replacement. Generally these capital projects identify funding for repairs and maintenance that is anticipated before the specific locations needing work are identified. Such projects are summarized in "All Area" rows.

**Net Operating and Maintenance Costs Summary**

Table 8 summarizes the net operating and maintenance costs associated with capital projects by bureau and service area. Operating and maintenance (O&M) costs reflect the ongoing operating costs associated with the project. These include additional O&M costs for new facilities, and savings which may be associated with the replacement of old equipment, or new facilities requiring less maintenance.

## VOLUME 2 SUMMARY TABLES

**Appropriation Schedule**

**Bureau Expenses by Fund**

Volume 2, Table 1 looks at the "Bureau Expenses by Fund". It provides detail on the bureau expenses, showing how much is budgeted for personnel costs, capital purchases, or the other major expense categories. The total column of Table 6 is equivalent to the first column of Table 10.

**Appropriation Schedule**

Volume 2, Table 2, the Appropriation Schedule, is a legally required summary of expenditures at the total fund appropriation level. Appropriation is divided into bureau program expenses, and fund requirements. Bureau program expenses are detailed on Table 6. Fund requirements are divided into contingency, interfund cash transfers, debt retirement, and inventory increases.

**Tax Levy Computation**

Volume 2, Table 3 outlines City property tax levy calculations. Table 9 reflects Measure 5 and Measure 50 tax limitations. The General Fund calculation shows expected General Fund tax base operating property tax revenues and pension obligation bond debt service property tax revenues. Tax calculations allow only a levy amount that is justified by a fund's budgeted requirements or statute. The table states total requirements for each tax-supported fund less non-tax revenues. This leaves an amount the fund receives in current-year tax revenue. This amount is factored up for delinquencies and Measure 5 and Measure 50 losses (if applicable). The result is a certified property tax levy for each fund.

**Summaries by Fund**

Tables 4 and 5 of Volume 2 are lengthier tables that show different aspects of the City's budget by individual fund.

### Total Revenues and Expenses by Fund by Fiscal Year

Table 4, the "Total Revenues and Expenses by Fund By Fiscal Year," shows the total expenses (or the total revenues, since they are equal) in any fund, not only for the FY 2001–02 Adopted Budget, but also in past years.

### Revenues by Fund

Table 5 looks at Revenues by Fund. It provides a more detailed view of the major revenue types received by each fund.

## Historical Funds

Table 6, Historical Funds and Appropriations, shows fund total information for City Funds and for General Fund Special Appropriations which have been closed in the past three fiscal years. This information is also required by state budget law.

## City Indebtedness Summmaries

Four tables are included that summarize the city's debt position. Table 7 summarizes debt outstanding by service, by type of indebtedness, and by estimated debt issues. Table 8 reports principal outstanding and interest due on City debt, with a summary by service area. Tables 9 and 10 are schedules of principal and interest transactions, respectively. Table 11 reports on defeased indebtedness.

Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of another bond issue, refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher rate debt with lower interest rate debt, or modify bond covenants for the City's benefit, or a combination of both.

## General Fund and General Reserve Fund

The General Fund and the General Reserve Fund summaries are included in this section because services provided by these funds fall into many service areas.

# Total City Budget – Revenues and Expenses

**TABLE 1**

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

| | Revised FY 2000–01 | Adopted FY 2001–02 |
|---|---|---|
| **RESOURCES** | | |
| **External Revenues** | | |
| Property Taxes | 250,113,702 | 259,719,136 |
| Other Taxes | 13,504,225 | 13,821,860 |
| Licenses and Permits | 114,868,434 | 119,246,847 |
| Service Charges | 296,935,900 | 319,975,246 |
| Intergovernmental | 150,481,156 | 117,779,406 |
| Miscellaneous | 72,054,428 | 62,358,453 |
| Debt Proceeds | 542,186,825 | 148,933,808 |
| **Total External Revenues** | 1,440,144,670 | 1,041,834,756 |
| **Transfer from Other Funds** | | |
| Service Reimbursements | 130,380,177 | 144,112,292 |
| Cash Transfers | 398,486,228 | 355,039,946 |
| **Total Transfers from Other Funds** | 528,866,405 | 499,152,238 |
| **Beginning Fund Balances** | 398,640,902 | 434,072,715 |
| **Total Budget** | 2,367,651,977 | 1,975,059,709 |
| **Less Interfund Transfers and Tax Anticipation Notes** | (558,866,405) | (529,152,238) |
| **TOTAL NET BUDGET** | **$ 1,808,785,572** | **$ 1,445,907,471** |
| **REQUIREMENTS** | | |
| **Bureau Expenses** | | |
| Personal Services | 375,322,276 | 392,620,709 |
| External Materials & Services | 633,540,847 | 376,342,495 |
| Internal Materials & Services | 127,212,538 | 140,422,292 |
| Capital Outlay | 224,471,681 | 128,056,294 |
| Equipment Cash Transfers | 3,167,639 | 3,690,000 |
| **Total Bureau Expenses** | 1,363,714,981 | 1,041,131,790 |
| **Fund Level Expenses** | | |
| Debt Service | 281,369,621 | 249,873,829 |
| Fund Level Cash Transfers | 398,486,228 | 355,039,946 |
| Inventory Increases | 140,000 | 140,000 |
| Contingency | 252,103,579 | 260,600,553 |
| **Total Fund Level Expenses** | 932,099,428 | 865,654,328 |
| **Total Appropriated Budget** | 2,295,814,409 | 1,906,786,118 |
| **Unappropriated Ending Balance** | 71,837,568 | 68,273,591 |
| **Total Budget** | 2,367,651,977 | 1,975,059,709 |
| **Less Interfund Transfers and Tax Anticipation Notes** | (558,866,405) | (529,152,238) |
| **TOTAL NET BUDGET** | **$ 1,808,785,572** | **$ 1,445,907,471** |

## Operating and Capital Budget by Service Area

**TABLE 2**

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

| | Revised FY 2000–01 | | | Adopted FY 2001–02 | | |
|---|---|---|---|---|---|---|
| | Operating Budget | Capital Improvements | Total Expenditures | Operating Budget | Capital Improvements | Total Expenditures |
| **Public Safety** | | | | | | |
| Police | 122,167,055 | 0 | 122,167,055 | 120,917,869 | 0 | 120,917,869 |
| Fire | 61,322,034 | 2,144,250 | 63,466,284 | 63,456,484 | 1,102,500 | 64,558,984 |
| Fire & Police Disability & Retirement | 64,487,406 | 0 | 64,487,406 | 67,450,604 | 0 | 67,450,604 |
| Bureau of Emergency Communications | 13,679,970 | 0 | 13,679,970 | 13,725,277 | 0 | 13,725,277 |
| Public Safety Fund - Capital | 0 | 1,791,042 | 1,791,042 | 0 | 2,060,944 | 2,060,944 |
| Other Public Safety | 14,768,494 | 8,694,000 | 23,462,494 | 17,602,879 | 15,786,665 | 33,389,544 |
| **Total Public Safety** | 276,424,959 | 12,629,292 | 289,054,251 | 283,153,113 | 18,950,109 | 302,103,222 |
| **Parks, Recreation and Culture** | | | | | | |
| Parks and Recreation | 39,326,269 | 0 | 39,326,269 | 42,775,360 | 0 | 42,775,360 |
| Parks Bond Construction Fund | 0 | 1,463,485 | 1,463,485 | 0 | 0 | 0 |
| Parks Construction Fund | 0 | 13,906,603 | 13,906,603 | 0 | 6,726,678 | 6,726,678 |
| Golf | 4,745,937 | 827,643 | 5,573,580 | 5,016,970 | 4,549,417 | 9,566,387 |
| Portland International Raceway | 883,167 | 0 | 883,167 | 977,296 | 0 | 977,296 |
| Spectator Facilities | 860,421 | 32,100,000 | 32,960,421 | 863,927 | 200,000 | 1,063,927 |
| Other Parks, Recreation and Culture | 9,135,619 | 1,883,000 | 11,018,619 | 9,838,082 | 0 | 9,838,082 |
| **Total Parks, Recreation and Culture** | 54,951,413 | 50,180,731 | 105,132,144 | 59,471,635 | 11,476,095 | 70,947,730 |
| **Public Utilities** | | | | | | |
| Environmental Services - Sewer | 65,228,977 | 87,759,696 | 152,988,673 | 71,846,800 | 83,402,820 | 155,249,620 |
| Hydroelectric Power | 692,574 | 0 | 692,574 | 713,324 | 0 | 713,324 |
| Water | 52,383,264 | 29,920,320 | 82,303,584 | 52,763,044 | 26,024,000 | 78,787,044 |
| Sustainable Dev. - Refuse Disposal | 3,569,978 | 0 | 3,569,978 | 3,491,817 | 0 | 3,491,817 |
| Other Public Utilities | 10,671,548 | 365,000 | 11,036,548 | 9,498,851 | 365,000 | 9,863,851 |
| **Total Public Utilities** | 132,546,341 | 118,045,016 | 250,591,357 | 138,313,836 | 109,791,820 | 248,105,656 |
| **Community Development** | | | | | | |
| Cable and Franchise Management | 1,750,212 | 0 | 1,750,212 | 1,896,514 | 0 | 1,896,514 |
| Cable Fund | 3,757,033 | 0 | 3,757,033 | 2,686,688 | 0 | 2,686,688 |
| Housing & Community Dev. Op | 12,315,056 | 0 | 12,315,056 | 7,796,659 | 0 | 7,796,659 |
| Housing & Community Dev. Fund | 31,134,839 | 0 | 31,134,839 | 16,213,324 | 0 | 16,213,324 |
| LID Construction | 12,554,698 | 7,946,000 | 20,500,698 | 5,829,025 | 3,100,000 | 8,929,025 |
| Office of Neighborhood Involvement | 4,418,673 | 0 | 4,418,673 | 5,004,887 | 0 | 5,004,887 |
| Planning and Development Review | 28,620,277 | 0 | 28,620,277 | 29,415,100 | 0 | 29,415,100 |
| Planning | 8,180,444 | 0 | 8,180,444 | 8,017,268 | 0 | 8,017,268 |
| Office of Sustainable Development | 1,371,821 | 0 | 1,371,821 | 2,061,561 | 0 | 2,061,561 |
| Transfers to PDC | 267,697,661 | 0 | 267,697,661 | 46,086,397 | 0 | 46,086,397 |
| Other Community Development | 33,720,728 | 0 | 33,720,728 | 22,110,580 | 508,350 | 22,618,930 |
| **Total Community Development** | 405,521,442 | 7,946,000 | 413,467,442 | 147,118,003 | 3,608,350 | 150,726,353 |
| **Transportation and Parking** | | | | | | |
| Parking facilities | 4,866,319 | 3,161,650 | 8,027,969 | 4,941,408 | 2,342,000 | 7,283,408 |
| Transportation and Street Lighting | 75,735,640 | 70,894,901 | 146,630,541 | 80,520,945 | 29,843,406 | 110,364,351 |
| Other Transportation and Parking | 4,971,542 | 0 | 4,971,542 | 6,210,967 | 0 | 6,210,967 |
| **Total Transportation and Parking** | 85,573,501 | 74,056,551 | 159,630,052 | 91,673,320 | 32,185,406 | 123,858,726 |
| **Legislative, Administrative & Support Services** | | | | | | |
| City Attorney | 4,564,680 | 0 | 4,564,680 | 4,773,437 | 0 | 4,773,437 |
| City Auditor | 5,298,481 | 205,000 | 5,503,481 | 6,218,909 | 95,000 | 6,313,909 |
| General Services - Administration | 1,533,301 | 0 | 1,533,301 | 0 | 0 | 0 |
| General Services - Communications | 11,723,467 | 9,721,329 | 21,444,796 | 7,294,984 | 9,656,019 | 16,951,003 |
| General Services - Facilities Services | 14,165,761 | 9,860,129 | 24,025,890 | 16,753,130 | 1,820,868 | 18,573,998 |

## Operating and Capital Budget by Service Area

**TABLE 2**

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

| | Revised FY 2000–01 | | | Adopted FY 2001–02 | | |
|---|---|---|---|---|---|---|
| | Operating Budget | Capital Improvements | Total Expenditures | Operating Budget | Capital Improvements | Total Expenditures |
| General Services - Fleet | 22,128,883 | 667,000 | 22,795,883 | 20,651,026 | 1,099,000 | 21,750,026 |
| General Services - Printing and Dist. | 6,708,143 | 0 | 6,708,143 | 6,965,448 | 0 | 6,965,448 |
| Government Relations | 697,074 | 0 | 697,074 | 730,662 | 0 | 730,662 |
| Information Technology | 9,479,994 | 0 | 9,479,994 | 16,115,286 | 0 | 16,115,286 |
| Insurance and Claims | 6,409,836 | 0 | 6,409,836 | 6,565,447 | 0 | 6,565,447 |
| Licenses | 3,680,279 | 0 | 3,680,279 | 3,640,622 | 0 | 3,640,622 |
| Management and Finance | 12,143,783 | 0 | 12,143,783 | 20,600,697 | 0 | 20,600,697 |
| Mayor and Commissioners' Offices | 3,977,778 | 0 | 3,977,778 | 4,058,391 | 0 | 4,058,391 |
| Purchases | 2,938,802 | 0 | 2,938,802 | 0 | 0 | 0 |
| Worker's Compensation | 4,430,339 | 0 | 4,430,339 | 4,532,466 | 0 | 4,532,466 |
| Other Leg, Admin & Support Services | 15,490,676 | 0 | 15,490,676 | 13,803,711 | 0 | 13,803,711 |
| **Total Legislative, Administrative & Support Services** | 125,371,277 | 20,453,458 | 145,824,735 | 132,704,216 | 12,670,887 | 145,375,103 |
| **PDC Urban Renewal Debt** | | | | | | |
| Waterfront Renewal Debt Service | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 |
| **Total PDC Urban Renewal debt** | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 |
| **TOTAL EXPENDITURES** | **$1,080,403,933** | **$ 283,311,048** | **$1,363,714,981** | **$ 852,449,123** | **$ 188,682,667** | **$1,041,131,790** |
| **FUND REQUIREMENTS** | | | | | | |
| Ending Fund Balance | | | 71,837,568 | | | 68,273,591 |
| Contingency | | | 252,103,579 | | | 260,600,553 |
| GF Overhead Transfers | | | 12,108,471 | | | 10,682,387 |
| Grants Transfers | | | 35,990,513 | | | 15,546,499 |
| Other Cash Transfers | | | 350,387,244 | | | 328,811,060 |
| Inventory Increases | | | 140,000 | | | 140,000 |
| Debt Retirement | | | 281,369,621 | | | 249,873,829 |
| **TOTAL CITY BUDGET** | **$** | **$** | **$2,367,651,977** | **$** | **$** | **$1,975,059,709** |
| **TOTAL NET CITY BUDGET** | **$** | **$** | **$1,808,785,572** | **$** | **$** | **$1,445,907,471** |

## General Fund Revenues and Expenses

**TABLE 3**

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

| | Discretionary Budget | | Total Budget | |
|---|---|---|---|---|
| | Revised FY 2000–01 | Adopted FY 2001–02 | Revised FY 2000–01 | Adopted FY 2001–02 |
| **RESOURCES** | | | | |
| Property Taxes | $138,817,686 | $145,483,147 | $138,817,686 | $145,483,147 |
| Lodging Taxes | $11,334,892 | $11,518,217 | $11,334,892 | $11,518,217 |
| Business Licenses | $53,127,604 | $52,937,681 | $53,127,604 | $52,937,681 |
| Utility License Fees | $48,439,887 | $51,808,870 | $48,439,887 | $51,808,870 |
| Service Charges and Other | $2,624,089 | $4,333,181 | $28,482,377 | $29,997,413 |
| Intergovernmental | $9,890,020 | $10,245,596 | $37,582,229 | $25,326,899 |
| Transfers from Other Funds/Agencies | $2,120,736 | $982,941 | $30,425,549 | $36,684,518 |
| Beginning Fund Balance | $13,450,634 | $7,242,303 | $16,128,451 | $11,742,303 |
| **TOTAL GENERAL FUND RESOURCES** | **$ 279,805,548** | **$ 284,551,935** | **$ 364,338,675** | **$ 365,499,047** |
| **EXPENSES** | | | | |
| City Attorney | $1,487,831 | $1,650,443 | $4,564,680 | $4,773,437 |
| City Auditor | $1,472,388 | $2,240,496 | $5,503,481 | $6,313,909 |
| Cable & Franchsie Management | $1,458,642 | $1,595,643 | $1,750,212 | $1,896,514 |
| Commissioner #1 | $275,810 | $305,497 | $637,036 | $652,522 |
| Commissioner #2 | $277,221 | $307,131 | $623,693 | $656,010 |
| Commissioner #3 | $275,068 | $305,705 | $621,294 | $652,966 |
| Commissioner #4 | $280,572 | $308,245 | $627,535 | $658,378 |
| Community Development | $2,575,790 | $2,797,261 | $12,315,056 | $7,796,659 |
| Sustainable Development | $277,157 | $336,967 | $1,371,821 | $2,061,561 |
| Finance & Administration | $2,124,695 | $2,935,573 | $11,993,783 | $20,600,697 |
| Fire | $58,341,443 | $61,803,720 | $63,466,284 | $64,558,984 |
| General Services | $0 | $0 | $1,533,301 | $0 |
| Governmental Relations | $299,098 | $322,025 | $697,074 | $730,664 |
| Licenses | $2,352,769 | $2,459,199 | $3,680,279 | $3,640,622 |
| Mayor | $624,184 | $637,320 | $1,468,220 | $1,438,515 |
| Neighborhood Involvement | $3,628,586 | $3,749,667 | $4,363,673 | $5,004,887 |
| Parks & Recreation | $28,094,781 | $30,416,950 | $39,326,269 | $42,800,360 |
| Planning | $5,686,272 | $6,131,231 | $8,180,444 | $8,017,268 |
| Police | $101,371,108 | $108,540,429 | $122,167,055 | $120,917,868 |
| Purchases & Stores | $2,525,381 | $0 | $2,938,802 | $0 |
| Special Appropriations | $24,059,539 | $20,535,292 | $26,703,530 | $20,654,085 |
| **Total Bureau Expenses** | 237,488,335 | 247,378,794 | 314,533,522 | 313,825,906 |
| Transfers To Other Funds | $36,366,913 | $32,534,735 | $36,401,859 | $32,534,735 |
| TANS & Interest | $589 | $349,589 | $10,000,589 | $10,349,589 |
| Contingency-Operating & Unforeseen | $2,699,711 | $4,288,817 | $2,740,710 | $4,288,817 |
| Contingency-Encumbrance Carryover | $3,250,000 | $0 | $661,995 | $4,500,000 |
| **TOTAL GENERAL FUND EXPENSES** | **$ 279,805,548** | **$ 284,551,935** | **$ 364,338,675** | **$ 365,499,047** |

Certain minor cash transfers from General Fund bureaus are reflected in the bureau line and are excluded from Discretionary Transfers to Other Funds. These are the Parks transfer and Licenses transfer to the Governmental Bond Redemption Fund.

## Summary of Authorized Positions

**TABLE 4**

This table summarizes the number of regular full-time positions authorized in each bureau or fund, including the Portland Development Commission (PDC). Limited-term or part-time positions are not included.

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Adopted FY 2001–02 | Change |
|---|---|---|---|---|---|
| **General Fund** | | | | | |
| City Attorney | 39 | 39 | 40 | 40 | 0 |
| City Auditor | 53 | 56 | 58 | 64 | 6 |
| Cable Communications | 5 | 6 | 6 | 7 | 1 |
| Commissioner of Public Affairs | 7 | 7 | 7 | 7 | 0 |
| Commissioner of Public Works | 8 | 8 | 8 | 8 | 0 |
| Commissioner of Public Utilities | 7 | 7 | 7 | 7 | 0 |
| Commissioner of Public Safety | 6 | 6 | 6 | 6 | 0 |
| Green Building | 0 | 0 | 3 | 3 | 0 |
| Sustainable Practices | 1 | 2 | 2 | 1 | -1 |
| Energy Efficiency | 7 | 9 | 7 | 7 | 0 |
| OMF - Admin | 9 | 11 | 8 | 39 | 31 |
| OMF - Human Resources | 34 | 34 | 37 | 54 | 17 |
| OMF - Financial Management | 41 | 49 | 49 | 45 | -4 |
| OMF - Financial Planning | 18 | 13 | 13 | 12 | -1 |
| OMF - Purchases | 24 | 28 | 28 | 29 | 1 |
| Bureau of Fire, Rescue and Emergency Services | 733 | 735 | 743 | 720 | -23 |
| Government Relations | 5 | 4 | 5 | 4 | -1 |
| Community Development | 18 | 18 | 21 | 21 | 0 |
| Licenses | 41 | 42 | 46 | 40 | -6 |
| Mayor | 16 | 16 | 16 | 15 | -1 |
| Neighborhood Involvement | 36 | 36 | 43 | 44 | 1 |
| Parks Division | 314 | 327 | 337 | 349 | 12 |
| Planning | 109 | 57 | 67 | 65 | -2 |
| Police | 1,252 | 1,257 | 1,249 | 1,282 | 33 |
| Special Appropriations | 0 | 0 | 0 | 0 | 0 |
| **Total General Fund** | 2,782 | 2,766 | 2,804 | 2,869 | 65 |
| **Other Funds** | | | | | |
| OPDR | 224 | 298 | 302 | 296 | -6 |
| Emergency Communications | 147 | 165 | 160 | 137 | -23 |
| Environmental Services | 442 | 442 | 458 | 456 | -2 |
| Golf Division | 27 | 31 | 32 | 38 | 6 |
| OMF - Communications | 33 | 35 | 38 | 38 | 0 |
| OMF - Facilities | 31 | 37 | 37 | 35 | -2 |
| OMF - Vehicle Services | 80 | 81 | 83 | 83 | 0 |
| OMF - Health | 0 | 0 | 7 | 6 | -1 |
| OMF - Information Technology | 47 | 50 | 50 | 129 | 79 |
| OMF - Risk Management | 37 | 36 | 27 | 19 | -8 |
| OMF - Printing & Distribution | 29 | 31 | 29 | 29 | 0 |
| Parks Bond Construction | 18 | 10 | 0 | 0 | 0 |
| Parks Construction Division | 0 | 3 | 11 | 14 | 3 |
| PIR Division | 6 | 6 | 6 | 6 | 0 |
| Solid Waste & Recycling | 10 | 10 | 10 | 10 | 0 |
| Transportation | 716 | 712 | 713 | 702 | -11 |
| Water Division | 524 | 532 | 543 | 528 | -15 |
| Hydroelectric Power Division | 3 | 3 | 3 | 3 | 0 |
| **Total Other Funds** | 2,375 | 2,483 | 2,510 | 2,530 | 20 |
| **Total City** | 5,157 | 5,249 | 5,314 | 5,399 | 85 |
| Portland Development Commission | 100 | 111 | 128 | 127 | -1 |
| **TOTAL CITY, INCLUDING PDC** | **5,257** | **5,360** | **5,441** | **5,526** | **85** |

This table summarizes project costs by the bureaus within each service area.

| Service Area / Bureau | Prior Years | Revised FY 2000–01 | Adopted FY 2001–02 | Capital Plan FY 2002–03 | FY 2003–04 | FY 2004–05 | FY 2005–06 | 5–Year Total |
|---|---|---|---|---|---|---|---|---|
| **Public Safety** | | | | | | | | |
| Bureau of Fire, Rescue & Emergency | 1,000,000 | 1,070,000 | 1,102,500 | 1,160,000 | 1,220,000 | 1,280,000 | 1,340,000 | 6,102,500 |
| Bureau of General Services | 649,600 | 10,652,000 | 15,978,000 | 42,964,000 | 13,104,000 | 59,722,000 | 21,653,000 | 153,421,000 |
| Bureau of Police | 0 | 0 | 0 | 50,000 | 160,000 | 0 | 0 | 210,000 |
| **Total Public Safety** | 1,649,600 | 11,722,000 | 17,080,500 | 44,174,000 | 14,484,000 | 61,002,000 | 22,993,000 | 159,733,500 |
| **Parks, Recreation and Culture** | | | | | | | | |
| Bureau of Parks and Recreation | 9,713,907 | 17,258,479 | 11,276,095 | 12,271,734 | 15,270,333 | 25,141,900 | 16,175,300 | 80,135,362 |
| Special Appropriations, Parks | 0 | 1,883,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Spectator Facilities | 3,627,609 | 35,820,162 | 200,000 | 200,000 | 400,000 | 200,000 | 200,000 | 1,200,000 |
| **Total Parks, Recreation and Culture** | 13,341,516 | 54,961,641 | 11,476,095 | 12,471,734 | 15,670,333 | 25,341,900 | 16,375,300 | 81,335,362 |
| **Public Utilities** | | | | | | | | |
| Bureau of Environmental Services | 262,041,273 | 75,145,789 | 83,402,820 | 70,134,681 | 74,046,776 | 81,264,406 | 87,600,886 | 396,449,569 |
| Bureau of Water Works | 26,812,536 | 29,754,320 | 26,024,000 | 23,248,000 | 35,915,000 | 36,071,000 | 37,762,000 | 159,020,000 |
| Environmental Remediation Division | 0 | 0 | 365,000 | 0 | 0 | 0 | 0 | 365,000 |
| **Total Public Utilities** | 288,853,809 | 104,900,109 | 109,791,820 | 93,382,681 | 109,961,776 | 117,335,406 | 125,362,886 | 555,834,569 |
| **Community Development** | | | | | | | | |
| Bureau of General Services | 0 | 175,000 | 543,000 | 481,000 | 1,609,000 | 1,658,000 | 272,000 | 4,563,000 |
| Local Improvement Districts | 7,187,100 | 7,946,000 | 3,100,000 | 1,500,000 | 500,000 | 500,000 | 500,000 | 6,100,000 |
| Portland Development Commission | 41,845,327 | 47,016,929 | 37,614,615 | 28,387,853 | 26,531,964 | 16,719,692 | 8,679,361 | 117,933,485 |
| **Total Community Development** | 49,032,427 | 55,137,929 | 41,257,615 | 30,368,853 | 28,640,964 | 18,877,692 | 9,451,361 | 128,596,485 |
| **Transportation and Parking** | | | | | | | | |
| Bureau of General Services | 0 | 389,000 | 2,342,000 | 16,067,000 | 4,661,000 | 844,000 | 728,000 | 24,642,000 |
| Office of Transportation | 12,442,644 | 34,328,857 | 29,843,406 | 27,739,052 | 13,596,356 | 7,189,899 | 4,097,700 | 82,466,413 |
| **Total Transportation and Parking** | 12,442,644 | 34,717,857 | 32,185,406 | 43,806,052 | 18,257,356 | 8,033,899 | 4,825,700 | 107,108,413 |
| **Legislative, Administrative & Support Svcs** | | | | | | | | |
| Bureau of General Services | 690,186 | 2,028,980 | 12,700,019 | 2,873,000 | 2,499,000 | 2,750,000 | 2,014,000 | 22,836,019 |
| Office of City Auditor | 0 | 205,000 | 95,000 | 0 | 0 | 0 | 0 | 95,000 |
| **Total Legislative, Administrative & Sup-** | 690,186 | 2,233,980 | 12,795,019 | 2,873,000 | 2,499,000 | 2,750,000 | 2,014,000 | 22,931,019 |
| **Total City Capital Plan** | **$366,010,182** | **$263,673,516** | **$224,586,455** | **$227,076,320** | **$189,513,429** | **$233,340,897** | **$181,022,247** | **$1,055,539,348** |

This table summarizes project funding by source for each service area.

| Service Area / Fund Group | Prior Years | Revised FY 2000–01 | Adopted FY 2001–02 | Capital Plan FY 2002–03 | FY 2003–04 | FY 2004–05 | FY 2005–06 | 5–Year Total |
|---|---|---|---|---|---|---|---|---|
| **Public Safety** | | | | | | | | |
| Bureau Revenues | 115,600 | 43,000 | 796,000 | 0 | 225,000 | 239,000 | 133,000 | 1,393,000 |
| General Fund Discretionary | 1,000,000 | 1,070,000 | 1,102,500 | 1,210,000 | 1,380,000 | 1,280,000 | 1,340,000 | 6,312,500 |
| General Obligation Bonds | 534,000 | 10,609,000 | 14,728,000 | 15,465,000 | 12,879,000 | 7,494,000 | 21,520,000 | 72,086,000 |
| Grants/Donations | 0 | 0 | 35,000 | 0 | 0 | 0 | 0 | 35,000 |
| Others Financing | 0 | 0 | 419,000 | 0 | 0 | 0 | 0 | 419,000 |
| Revenue Bonds | 0 | 0 | 0 | 27,499,000 | 0 | 51,989,000 | 0 | 79,488,000 |
| **Subtotal Public Safety** | 1,649,600 | 11,722,000 | 17,080,500 | 44,174,000 | 14,484,000 | 61,002,000 | 22,993,000 | 159,733,500 |
| Unfunded | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Public Safety** | 1,649,600 | 11,722,000 | 17,080,500 | 44,174,000 | 14,484,000 | 61,002,000 | 22,993,000 | 159,733,500 |
| **Parks, Recreation and Culture** | | | | | | | | |
| Bureau Revenues | 294,022 | 204,000 | 200,000 | 375,000 | 625,000 | 500,000 | 200,000 | 1,900,000 |
| Fund Balance | 3,333,587 | 2,720,162 | 223,714 | 615,000 | 59,000 | 10,000 | 0 | 907,714 |
| General Fund Discretionary | 365,000 | 3,845,000 | 2,273,450 | 4,431,450 | 4,917,400 | 7,744,600 | 3,795,800 | 23,162,700 |
| General Obligation Bonds | 0 | 0 | 0 | 0 | 5,164,400 | 11,322,300 | 9,459,500 | 25,946,200 |
| Grants/Donations | 0 | 8,300,000 | 387,000 | 1,428,300 | 400,000 | 3,600,000 | 0 | 5,815,300 |
| Intergovernmental | 7,525,611 | 3,329,500 | 2,013,890 | 2,761,000 | 885,000 | 220,000 | 220,000 | 6,099,890 |
| Others Financing | 0 | 33,440,000 | 117,000 | 85,000 | 40,000 | 0 | 0 | 242,000 |
| Revenue Bonds | 0 | 0 | 0 | 50,000 | 50,000 | 50,000 | 0 | 150,000 |
| Service Charges and Fees | 680,000 | 482,471 | 4,569,417 | 534,360 | 1,839,533 | 0 | 0 | 6,943,310 |
| System Development Charges | 1,143,296 | 2,640,508 | 1,691,624 | 2,191,624 | 1,690,000 | 1,895,000 | 2,700,000 | 10,168,248 |
| **Subtotal Parks, Recreation and Culture** | 13,341,516 | 54,961,641 | 11,476,095 | 12,471,734 | 15,670,333 | 25,341,900 | 16,375,300 | 81,335,362 |
| Unfunded | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Parks, Recreation and Culture** | 13,341,516 | 54,961,641 | 11,476,095 | 12,471,734 | 15,670,333 | 25,341,900 | 16,375,300 | 81,335,362 |
| **Public Utilities** | | | | | | | | |
| Bureau Revenues | 908,596 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| Grants/Donations | 2,304,401 | 3,016,050 | 4,222,918 | 1,876,800 | 0 | 0 | 0 | 6,099,718 |
| Intergovernmental | 0 | 2,357,500 | 2,177,500 | 717,500 | 337,500 | 337,500 | 337,500 | 3,907,500 |
| Others Financing | 5,154,788 | 1,333,600 | 1,416,537 | 1,296,031 | 1,494,513 | 1,641,028 | 1,769,663 | 7,617,772 |
| Revenue Bonds | 181,901,501 | 71,683,616 | 74,192,953 | 64,217,595 | 79,444,471 | 84,081,821 | 89,821,194 | 391,758,034 |
| Service Charges and Fees | 98,584,523 | 25,984,343 | 27,256,912 | 24,749,755 | 28,160,292 | 30,750,057 | 32,909,529 | 143,826,545 |
| System Development Charges | 0 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| **Subtotal Public Utilities** | 288,853,809 | 104,900,109 | 109,791,820 | 93,382,681 | 109,961,776 | 117,335,406 | 125,362,886 | 555,834,569 |
| Unfunded | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Public Utilities** | 288,853,809 | 104,900,109 | 109,791,820 | 93,382,681 | 109,961,776 | 117,335,406 | 125,362,886 | 555,834,569 |
| **Community Development** | | | | | | | | |
| Bureau Revenues | 0 | 175,000 | 268,000 | 256,000 | 270,000 | 1,330,680 | 312,609 | 2,437,289 |
| Fund Balance | 523,425 | 11,665,072 | 1,485,294 | 4,096,580 | 0 | 71,183 | 0 | 5,653,057 |
| General Fund Discretionary | 0 | 40,000 | 432,500 | 225,000 | 1,339,000 | 1,386,000 | 0 | 3,382,500 |
| LID | 7,187,100 | 7,946,000 | 3,100,000 | 1,500,000 | 500,000 | 500,000 | 500,000 | 6,100,000 |
| Tax Increment Financing | 41,321,902 | 35,311,857 | 35,971,821 | 24,291,273 | 26,531,964 | 15,589,829 | 8,638,752 | 111,023,639 |
| **Subtotal Community Development** | 49,032,427 | 55,137,929 | 41,257,615 | 30,368,853 | 28,640,964 | 18,877,692 | 9,451,361 | 128,596,485 |
| Unfunded | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Community Development** | 49,032,427 | 55,137,929 | 41,257,615 | 30,368,853 | 28,640,964 | 18,877,692 | 9,451,361 | 128,596,485 |

## CAPITAL FUNDING - TABLE 6

This table summarizes project funding by source for each service area.

| Service Area / Fund Group | Prior Years | Revised FY 2000–01 | Adopted FY 2001–02 | Capital Plan FY 2002–03 | FY 2003–04 | FY 2004–05 | FY 2005–06 | 5–Year Total |
|---|---|---|---|---|---|---|---|---|
| **Transportation and Parking** | | | | | | | | |
| Bureau Revenues | 582,325 | 984,039 | 5,107,164 | 3,828,754 | 1,010,709 | 933,000 | 954,000 | 11,833,627 |
| Fund Balance | 308,496 | 5,598,459 | 2,582,750 | 0 | 0 | 0 | 0 | 2,582,750 |
| General Fund Discretionary | 290,000 | 450,000 | 1,300,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,300,000 |
| General Transportation Revenue | 3,998,509 | 2,534,872 | 1,931,778 | 2,028,647 | 1,479,800 | 1,489,406 | 1,369,940 | 8,299,571 |
| Grants/Donations | 4,355,659 | 5,965,484 | 4,225,242 | 5,228,097 | 517,100 | 319,440 | 12,660 | 10,302,539 |
| Intergovernmental | 1,783,947 | 12,173,888 | 11,233,279 | 12,493,312 | 7,855,864 | 2,788,453 | 200,000 | 34,570,908 |
| Others Financing | 0 | 389,000 | 3,342,000 | 460,000 | 304,000 | 844,000 | 728,000 | 5,678,000 |
| Revenue Bonds | 0 | 0 | 0 | 8,070,000 | 4,357,000 | 0 | 0 | 12,427,000 |
| Service Charges and Fees | 1,034,225 | 1,053,470 | 1,003,548 | 968,500 | 998,200 | 1,029,600 | 1,061,100 | 5,060,948 |
| System Development Charges | 89,483 | 5,568,645 | 1,459,645 | 2,691,742 | 1,234,683 | 130,000 | 0 | 5,516,070 |
| Tax Increment Financing | 0 | 0 | 0 | 7,537,000 | 0 | 0 | 0 | 7,537,000 |
| **Subtotal Transportation and Parking** | 12,442,644 | 34,717,857 | 32,185,406 | 43,806,052 | 18,257,356 | 8,033,899 | 4,825,700 | 107,108,413 |
| Unfunded | 0 | 0 | 0 | 0 | 0 | 1,500,000 | 1,500,000 | 3,000,000 |
| **Total Transportation and Parking** | 12,442,644 | 34,717,857 | 32,185,406 | 43,806,052 | 18,257,356 | 9,533,899 | 6,325,700 | 110,108,413 |
| **Legislative, Administrative & Support Svcs** | | | | | | | | |
| Bureau Revenues | 0 | 727,980 | 2,844,000 | 2,573,000 | 2,199,000 | 2,450,000 | 1,714,000 | 11,780,000 |
| Fund Balance | 547,686 | 100,000 | 375,000 | 0 | 0 | 0 | 0 | 375,000 |
| General Fund Discretionary | 0 | 205,000 | 295,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,495,000 |
| Revenue Bonds | 0 | 1,106,000 | 9,281,019 | 0 | 0 | 0 | 0 | 9,281,019 |
| **Subtotal Legislative, Admin & Support** | 690,186 | 2,233,980 | 12,795,019 | 2,873,000 | 2,499,000 | 2,750,000 | 2,014,000 | 22,931,019 |
| Unfunded | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Legislative, Admin & Support** | 690,186 | 2,233,980 | 12,795,019 | 2,873,000 | 2,499,000 | 2,750,000 | 2,014,000 | 22,931,019 |
| **Total City Funding Sources** | **$366,010,182** | **$263,673,516** | **$224,586,455** | **$227,076,320** | **$189,513,429** | **$234,840,897** | **$182,522,247** | **$1,058,539,348** |

| | | Revised | Adopted | Capital Plan | | | | |
|---|---|---|---|---|---|---|---|---|
| | Prior Years | FY 2000–01 | FY 2001–02 | FY 2002–03 | FY 2003–04 | FY 2004–05 | FY 2005–06 | 5–Year Total |
| **Public Safety** | | | | | | | | |
| All Area | 1,649,600 | 9,492,000 | 13,663,500 | 14,675,000 | 14,259,000 | 32,271,000 | 22,493,000 | 97,361,500 |
| Central City | 0 | 0 | 233,000 | 29,499,000 | 0 | 28,492,000 | 0 | 58,224,000 |
| East | 0 | 0 | 181,000 | 0 | 157,000 | 0 | 0 | 338,000 |
| North | 0 | 43,000 | 193,000 | 0 | 68,000 | 0 | 500,000 | 761,000 |
| Northeast | 0 | 0 | 0 | 0 | 0 | 239,000 | 0 | 239,000 |
| Southeast | 0 | 2,187,000 | 2,810,000 | 0 | 0 | 0 | 0 | 2,810,000 |
| **Total Public Safety** | 1,649,600 | 11,722,000 | 17,080,500 | 44,174,000 | 14,484,000 | 61,002,000 | 22,993,000 | 159,733,500 |
| **Parks, Recreation and Culture** | | | | | | | | |
| All Area | 8,623,296 | 4,689,908 | 2,657,923 | 3,734,003 | 4,890,201 | 5,549,400 | 5,119,300 | 21,950,827 |
| Central City | 0 | 2,500,000 | 636,500 | 598,000 | 350,000 | 826,000 | 737,000 | 3,147,500 |
| East | 0 | 75,000 | 30,000 | 390,031 | 1,893,632 | 100,000 | 0 | 2,413,663 |
| North | 835,000 | 2,092,071 | 5,370,168 | 1,843,400 | 1,831,800 | 3,855,500 | 80,000 | 12,980,868 |
| Northeast | 294,022 | 900,000 | 563,000 | 235,000 | 739,800 | 1,405,000 | 640,000 | 3,582,800 |
| Northwest | 255,611 | 385,500 | 308,200 | 2,120,400 | 363,800 | 0 | 0 | 2,792,400 |
| Southeast | 0 | 326,000 | 911,304 | 3,167,900 | 1,656,500 | 13,443,000 | 8,922,000 | 28,100,704 |
| Southwest | 3,333,587 | 43,993,162 | 999,000 | 383,000 | 3,944,600 | 100,000 | 100,000 | 5,526,600 |
| West | 0 | 0 | 0 | 0 | 0 | 63,000 | 777,000 | 840,000 |
| **Total Parks, Recreation and Culture** | 13,341,516 | 54,961,641 | 11,476,095 | 12,471,734 | 15,670,333 | 25,341,900 | 16,375,300 | 81,335,362 |
| **Public Utilities** | | | | | | | | |
| All Area | 101,237,378 | 20,159,866 | 18,177,023 | 14,614,000 | 17,617,000 | 18,848,000 | 20,595,000 | 89,851,023 |
| Central City | 15,726,581 | 4,938,084 | 4,766,312 | 3,817,000 | 3,221,000 | 4,150,000 | 5,000,000 | 20,954,312 |
| East | 21,873,410 | 20,577,253 | 18,718,219 | 13,099,857 | 22,290,520 | 18,246,901 | 11,276,927 | 83,632,424 |
| North | 115,234,493 | 24,490,023 | 11,447,489 | 9,775,658 | 11,107,051 | 14,039,500 | 13,632,200 | 60,001,898 |
| Northeast | 10,606,929 | 7,400,853 | 13,178,013 | 9,340,936 | 7,915,120 | 5,376,000 | 3,930,000 | 39,740,069 |
| Northwest | 7,395,858 | 16,354,861 | 18,286,655 | 15,710,000 | 28,500,000 | 35,000,000 | 31,550,000 | 129,046,655 |
| South | 480,641 | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 | 3,500,000 |
| Southeast | 14,271,241 | 4,115,231 | 10,445,411 | 14,128,649 | 7,936,428 | 17,196,602 | 29,371,447 | 79,078,537 |
| Southwest | 2,027,278 | 5,715,168 | 12,463,928 | 9,545,351 | 7,974,657 | 2,341,838 | 3,210,810 | 35,536,584 |
| West | 0 | 448,770 | 1,608,770 | 2,651,230 | 2,700,000 | 1,436,565 | 6,096,502 | 14,493,067 |
| **Total Public Utilities** | 288,853,809 | 104,900,109 | 109,791,820 | 93,382,681 | 109,961,776 | 117,335,406 | 125,362,886 | 555,834,569 |
| **Community Development** | | | | | | | | |
| All Area | 7,187,100 | 7,946,000 | 3,100,000 | 1,500,000 | 500,000 | 500,000 | 500,000 | 6,100,000 |
| Central City | 25,535,774 | 33,973,479 | 31,878,512 | 23,815,707 | 24,228,956 | 16,663,425 | 8,619,349 | 105,205,949 |
| North | 0 | 0 | 275,000 | 225,000 | 1,339,000 | 1,386,000 | 0 | 3,225,000 |
| Northeast | 16,303,306 | 12,532,347 | 5,558,341 | 3,970,686 | 2,423,151 | 171,482 | 178,784 | 12,302,444 |
| Southeast | 6,247 | 686,103 | 445,762 | 857,460 | 149,857 | 156,785 | 153,228 | 1,763,092 |
| **Total Community Development** | 49,032,427 | 55,137,929 | 41,257,615 | 30,368,853 | 28,640,964 | 18,877,692 | 9,451,361 | 128,596,485 |
| **Transportation and Parking** | | | | | | | | |
| All Area | 998,124 | 1,350,548 | 3,175,466 | 4,528,601 | 3,840,592 | 3,526,453 | 1,254,000 | 16,325,112 |
| Central City | 1,490,756 | 2,858,756 | 5,568,959 | 17,632,000 | 6,163,000 | 2,383,600 | 2,307,600 | 34,055,159 |
| North | 2,562,803 | 18,782,626 | 7,996,455 | 3,073,583 | 1,317,950 | 230,000 | 0 | 12,617,988 |
| Northeast | 591,453 | 4,560,593 | 5,560,026 | 8,926,888 | 3,126,000 | 120,000 | 0 | 17,732,914 |
| Northwest | 4,154,113 | 1,789,615 | 829,803 | 500,000 | 500,000 | 500,000 | 500,000 | 2,829,803 |
| South | 452,845 | 0 | 90,873 | 196,800 | 338,100 | 348,846 | 14,100 | 988,719 |
| Southeast | 1,227,818 | 1,662,391 | 6,340,576 | 7,213,180 | 1,196,714 | 700,000 | 700,000 | 16,150,470 |
| Southwest | 964,732 | 3,713,328 | 2,392,308 | 1,735,000 | 1,775,000 | 1,725,000 | 1,550,000 | 9,177,308 |
| West | 0 | 0 | 230,940 | 0 | 0 | 0 | 0 | 230,940 |
| **Total Transportation and Parking** | 12,442,644 | 34,717,857 | 32,185,406 | 43,806,052 | 18,257,356 | 9,533,899 | 6,325,700 | 110,108,413 |

## GEOGRAPHIC SUMMARY - TABLE 7

| | | Revised | Adopted | Capital Plan | | | | |
|---|---|---|---|---|---|---|---|---|
| | Prior Years | FY 2000–01 | FY 2001–02 | FY 2002–03 | FY 2003–04 | FY 2004–05 | FY 2005–06 | 5–Year Total |
| **Legislative, Administrative & Support Svcs** | | | | | | | | |
| All Area | 0 | 205,000 | 470,000 | 900,000 | 900,000 | 900,000 | 900,000 | 4,070,000 |
| Central City | 690,186 | 2,028,980 | 11,226,019 | 1,922,000 | 1,599,000 | 1,850,000 | 1,114,000 | 17,711,019 |
| North | 0 | 0 | 1,099,000 | 0 | 0 | 0 | 0 | 1,099,000 |
| Southeast | 0 | 0 | 0 | 51,000 | 0 | 0 | 0 | 51,000 |
| **Total Legislative, Admin & Support Svcs** | 690,186 | 2,233,980 | 12,795,019 | 2,873,000 | 2,499,000 | 2,750,000 | 2,014,000 | 22,931,019 |
| **Total City Capital Plan** | **$366,010,182** | **$263,673,516** | **$224,586,455** | **$227,076,320** | **$189,513,429** | **$234,840,897** | **$182,522,247** | **$1,058,539,348** |

This table summarizes estimated net operating and maintenance costs or savings for bureaus within each service area.

| Service Area / Fund Group | Revised FY 2000–01 | Adopted FY 2001–02 | Capital Plan FY 2002–03 | FY 2003–04 | FY 2004–05 | FY 2005–06 | 5–Year Total |
|---|---|---|---|---|---|---|---|
| **Public Safety** | | | | | | | |
| Bureau of General Services | 56,000 | 56,000 | 280,000 | 2,813,000 | 5,280,000 | 5,295,000 | 13,724,000 |
| **Total Public Safety** | | 56,000 | 280,000 | 2,813,000 | 5,280,000 | 5,295,000 | 13,724,000 |
| **Parks, Recreation and Culture** | | | | | | | |
| Bureau of Parks and Recreation | 569,066 | 569,066 | 810,318 | 1,531,618 | 1,914,918 | 2,425,915 | 7,251,835 |
| Spectator Facilities | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Parks, Recreation and Culture** | | 569,066 | 810,318 | 1,531,618 | 1,914,918 | 2,425,915 | 7,251,835 |
| **Public Utilities** | | | | | | | |
| Bureau of Environmental Services | 1,542,152 | 1,542,152 | 1,769,092 | 1,797,168 | 1,833,028 | 1,886,028 | 8,827,468 |
| Bureau of Water Works | 94,500 | 94,500 | 194,500 | 205,500 | 305,000 | 327,000 | 1,126,500 |
| **Total Public Utilities** | | 1,636,652 | 1,963,592 | 2,002,668 | 2,138,028 | 2,213,028 | 9,953,968 |
| **Transportation and Parking** | | | | | | | |
| Bureau of General Services | 0 | 0 | 0 | 741,000 | 741,000 | 741,000 | 2,223,000 |
| Office of Transportation | 51,248 | 51,248 | 51,248 | 51,248 | 51,248 | 51,248 | 256,240 |
| **Total Transportation and Parking** | | 51,248 | 51,248 | 792,248 | 792,248 | 792,248 | 2,479,240 |
| **Legislative, Administrative & Support Svcs** | | | | | | | |
| Bureau of General Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Office of City Auditor | 0 | 0 | 15,000 | 15,000 | 15,000 | 15,000 | 60,000 |
| **Total Legislative, Admin & Support Svcs** | | 0 | 15,000 | 15,000 | 15,000 | 15,000 | 60,000 |
| **Total Net O&M Costs** | **$** | **$ 2,312,966** | **$ 3,120,158** | **$ 7,154,534** | **$ 10,140,194** | **$ 10,741,191** | **$ 33,469,043** |


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**Public Safety** ..... **85**

Bureau of Police ..... 89

Bureau of Fire, Rescue and Emergency Services ..... 113

Bureau of Emergency Communications ..... 131

Fire & Police Disability & Retirement ..... 149


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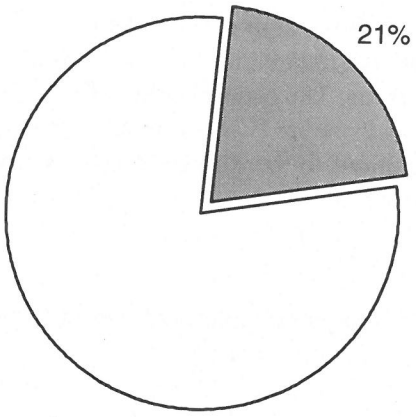
# Public Safety

Bureau of Police
Bureau of Fire, Rescue and Emergency Services

Bureau of Emergency Communications
Fire & Police Disability & Retirement

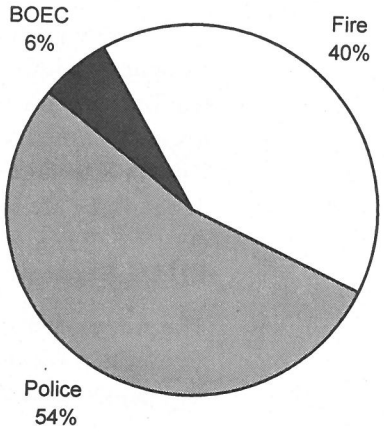
**Percent of City Budget**

**Public Safety = $306.3 Million**




**City Budget = $1.45 Billion**

**Bureau Pie Chart**




## Service Area Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 261,656,465 | 263,593,983 | 3,858,769 | -2.7% |
| Capital | 2,144,250 | 1,137,500 | -1,006,750 | -49.1% |
| Allocated Overhead Costs | 5,591,290 | 5,791,891 | -906,927 | -19.7% |
| **Total Cost with Allocated Overhead** | **$ 269,392,005** | **$ 270,523,374** | **$ 1,945,092** | **-3.4%** |
| Authorized Full-Time Positions | 2,152 | 2,165 | -13 | -4.7% |

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

# Service Area Highlights

## DESCRIPTION

The Public Safety Service Area includes services provided by the Police Bureau, Fire Bureau, and the Bureau of Emergency Communications. Also included in the service area are the Fire and Police Disability and Retirement funds.

## MAJOR THEMES

### Police Bureau

A number of significant operational and funding changes are incorporated into the Adopted Budget.

**Administrative and Support Service Reductions**

The Adopted Budget includes $1.46 million in administrative and support service reductions within the Bureau. The majority of cost reductions were realized in the fleet, facilities and information technology service areas. The centralization of the human resources function, which moved five positions from the Police Bureau to the Bureau of Human Resources, and the transfer of five positions to the Bureau of Information Technology are significant operational changes from FY 2000-01.

**PIIAC Expansion**

The Adopted Budget includes the expansion of the Police Internal Investigation Auditing Committee within the Auditor's Office and the transfer of two positions from the Police Bureau to the Auditor's Office.

**Ballot Measure 3**

Measure 3 substantially changed the way law enforcement can use asset forfeiture proceeds. Passed in November, the new law reduces revenue from forfeiture activities which funded the Bureau's Asset Forfeiture unit. Legislative activity is pending to clarify a number of outstanding funding and operational uncertainties.

**Precinct Desk Clerks Reductions**

The Bureau identified a reduction of 37 Police Desk Clerks to meet the 1.4% budget cut directed by Council while preserving the existing number of sworn personnel. The Adopted Budget mitigates the cuts to the desk clerk program by adding back 16 desk clerk positions with additional alarm and towing release revenue and shifting expenditures within the existing budget.

**Critical Program Areas will be Maintained**

Despite the mitigation, the Adopted Budget reduces personnel and external and internal materials and services. Critical program areas will be maintained, including the Auto Theft Task Force, the Gang Enforcement Team, and Family Services. Recent program innovations, such as the Rapid Response Team, enhanced Internal Affairs staffing, and Inspections and Control will continue. The Bureau will continue efforts to obtain matching funds for federal and state grants.

## Fire Bureau

### Current Service Level Budget Reductions

The Adopted Budget reduces the Portland Fire and Rescue's budget for FY 2001-02 by $857,000. To comply with these budget reductions, Portland Fire and Rescue will make the following changes:

- Delay staffing for Station 12
- Reduce materials and services
- Eliminate one clerical position

### Administrative and Support Service Reductions

Reductions in administrative and support service areas total $263,644, the largest portions coming from vehicle services and public information functions. In addition, five positions have been transferred to the Bureau of Information Technology.

### Initiatives and Programmatic Changes

The FY 2001-02 Adopted Budget for the Bureau contains several initiatives:

- Paramedics in all Fire & Rescue Stations
- Fire & Rescue Bond Implementation and Capital Program
- Marine Services
- Company-based Fire Inspections
- Pregnancy Leave Policy Implementation

### Fire Apparatus

Fire apparatus replacement funding has been continued at the rate of $1.1 million per year from the General Fund Capital Set-Aside.

## Emergency Communications

### Budget Reductions

Bureau of Emergency Communications (BOEC) reduced $36,203 in administrative expenses and $121,804 in personnel services expenditures to meet the 1.4% General Fund reduction requirements.

## Fire and Police Disability and Retirement Fund

### Funded Pension System

The Fire and Police Disability and Retirement Fund continues to explore the possibility of becoming a fully-funded pension plan. The current system relies on a tax levy authorized in 1948 which provides up to $2.80 per $1,000 assessed value on property in the city.


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# Bureau of Police

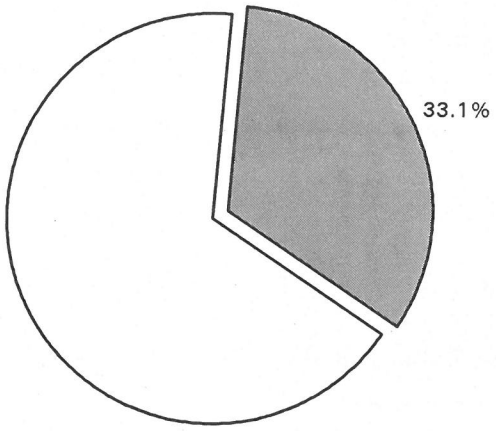
Public Safety Service Area

Mayor Vera Katz, Commissioner-in-Charge

Mark Kroeker, Chief of Police

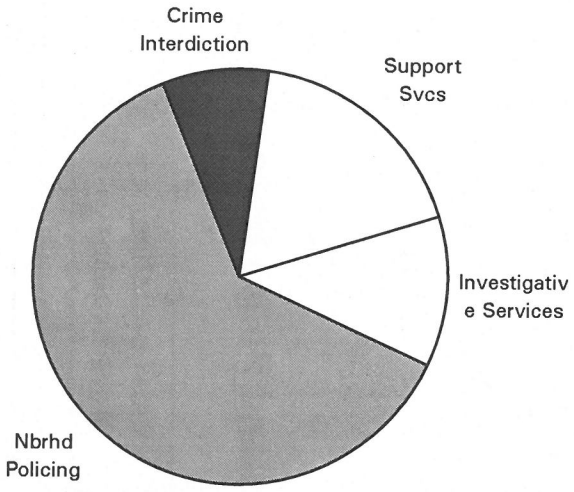
**Percent of General Fund**

**Police = $120.9 Million**




**General Fund = $365.5 Million**

**Bureau Programs**

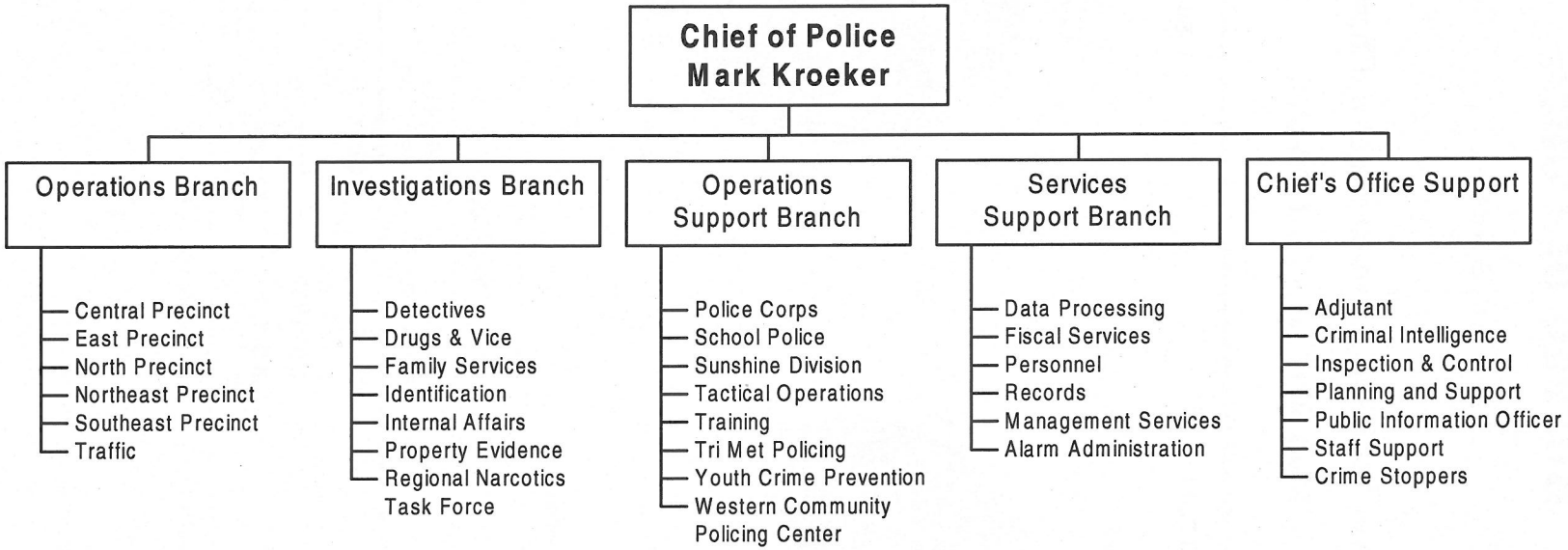



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 122,167,055 | 120,917,869 | -1,249,186 | -5.1% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 3,876,732 | 3,322,053 | -554,679 | -17.8% |
| **Total Cost with Allocated Overhead** | **$ 126,043,787** | **$ 124,239,922** | **$ -1,803,865** | **-5.5%** |
| Authorized Full-Time Positions | 1,249 | 1,282 | 33 | -1.6% |

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

# Portland Police Bureau



# Bureau Summary

## Bureau Mission

The Portland Police Bureau's 2000-02 Strategic Plan was adopted by Council March 21, 2001. This plan, updated every two years, sets forth the Bureau's five-year goals and objectives, and defines its mission:

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

## Bureau Highlights

### Overview

The vision of the Police Bureau is for Portland to be the safest city in the nation. Although Part I crimes have decreased, calls for service have increased. The Bureau has been challenged to restore current service levels since cuts made after the passage of Measure 47/ 50. The Bureau has made progress in restoring some of the officer positions. However, support staff and materials and services costs have not been fully restored through the General Fund. The Bureau mitigated some of these losses by successfully obtaining new grants.

The Adopted Budget includes administrative support reductions within the Police Bureau that change major functional areas. Savings will be realized through the transfer of personnel to centralized support functions and reductions to external and internal materials and services.

The FY 2001-02 Adopted Budget includes the expansion of the Police Internal Investigation Auditing Committee (PIIAC) within the Auditor's Office. The expanded program includes two positions transferred from the Police Bureau.

Ballot Measure 3 has substantially changed the way law enforcement can use proceeds from asset forfeitures. The new law will reduce revenue from forfeiture activities that have historically funded the Bureau's Asset Forfeiture Unit.

The Police Bureau established a Precinct Desk Clerk program in 1996, funded through a federal grant. This returned desk officers to patrol, while maintaining community service at all five precincts 24 hours, 7 days a week. To achieve the 1.4% budget cut directed by the Council for the development of the FY 2001-02 budget, the Bureau's Requested Budget made substantial cuts in the Precinct Desk Clerk program. The Adopted Budget mitigates the cuts to the program, but still results in a reduced level of service.

The Portland Public School District announced that it has unilaterally discontinued current school police functions effective July 1, 2001. As a result, the Police Bureau will provide law enforcement services to the School District.

The Adopted Budget will reduce personnel, external and internal materials and services. Critical program areas will be maintained, including the Auto Theft Task Force, the Gang Enforcement Team, and Family Services. Recent program innovations, such as the Rapid Response Team, Enhanced Internal Affairs Staffing, and Inspections and Control will continue. The Bureau will continue efforts to obtain matching funds for federal and state grants.

## Service Modifications

### School Police

Effective July 1, 2001, the Bureau will be providing School Police services to the Portland Public School District. This decision resulted from budget shortfalls realized at the School District and the Mayor's decision to ensure an efficient response to critical incidents in City schools. The Adopted Budget will provide $453,840 in funding for one-time equipment purchases for this program. An additional $55,160 has been set aside as a potential match for a COPS in Schools grant for which the City recently applied. The Bureau has been directed to work with the District to determine a viable level of service and absorb all other costs related to assuming this program.

### PIIAC

The PIIAC expansion will be partially realized through the transfer of two Assistant Program Specialist positions currently in the Bureau's Internal Affairs Division to the City Auditor's Office. The Bureau will fund one position through the current Local Law Enforcement Block Grant. This funding will be transferred as part of an interagency agreement. The Auditor's Office has received an additional General Fund discretionary allocation to fund the remaining position.

### Asset Forfeiture

Ballot Measure 3 will eventually reduce the Bureau's revenues from asset forfeitures. The law prohibits use of proceeds to support law enforcement and limits recovery of administrative costs to no more than 25% of the value of seized property. Furthermore, forfeitures will now only be realized upon conviction. These effects may be reversed in the courts or by the legislature. The Bureau will maintain the program to ensure both the continuation of post-conviction forfeiture and the readiness to respond to changes in the legal climate. The Adopted Budget reflects the Mayor's directive to project potential revenue in light of pending legislation and maintains the current funding level of approximately $579,466.

## Adopted Service Level

The Adopted Budget continues service priorities and deployment practices, which concentrate Police resources in basic neighborhood patrol and emergency calls for service. The Adopted Budget reduces the Bureau's current service level funding for the following program areas.

## Budget Reductions

### Administrative Services Review: $1,457,109

The Administrative Services Review process specifically focused on the Bureau's support service areas of information technology, communications, facilities, financial management, human resources, printing and distribution, public information, risk and vehicles services. Reductions totalling $1,457,109 were achieved by reallocating personnel to central service bureaus, interagency reductions, including decreases to the Bureau's leased and owned vehicles, and bureauwide cuts to external materials and services.

### Desk Clerks Budget Reductions: $743,763

The Adopted Budget cuts funding for 21 Police Desk Clerk positions, affecting operations in most precincts. Central Precinct will remain open to the public 24 hours, 7 days a week. East, Southeast, North and Northeast Precincts will experience reduced levels of service.

The Bureau's COPS MORE 96 grant sanctioned federal funds for desk clerk positions at the precincts. One requirement mandates retention of desk clerks until June 2002. A retention period adjustment has been requested from the U.S. Department of Justice, Office of Community Oriented Policing Services. If approved, this request would move the retention requirement forward to June 2001.

The Police Bureau's original 1.4% budget cut of $1,542,753 proposed cutting 37 Police Desk Clerks (PDCs). The Adopted Budget restores funding for 16 PDCs using increased revenue from other sources and reallocations within Bureau's existing budget. Specific add backs include:

- The transition of Alarm Administration from Multnomah County will generate $365,000 to restore seven PDCs.
- Re-allocation of $84,000 from part-time salaries to full-time will restore two PDC positions.
- A proposed increase in false alarm fees will generate $199,910 to restore four PDC positions.
- A proposed increase in towing release fees will generate $150,080 to restore three PDC positions.

# General Description

## BUREAU OVERVIEW

### Organizational Description

In light of past budget changes, the Police Bureau strives to maintain its primary goal as its top community policing priority: to reduce crime and the fear of crime. The Bureau is managed and directed by the Chief of Police and a staff of 9 employees, three Assistant Chiefs of Police and the Director of Services, including officers in Inspections/Control, Criminal Intelligence, Planning and Support unit totalling 32 employees. The Bureau is comprised of four branches: Operation (829 employees), Investigations (172 employees), Operations Support (91 employees), and Services (158 employees).

*The Bureau is comprised of the Chief's Office and four branches: Operation, Investigations, Operations Support, and Services.*

**Chief's Office**

The Chief's Office includes the Chief's staff, Public Information Officer, Criminal Intelligence, Inspection and Control, Mayor's Security, and Planning & Support. Criminal Intelligence provides analysis regarding potential criminal activities and dignitary protection. Inspection and Control ensures uniformity of policy and accountability throughout the Bureau.

**Operations Branch**

The Operations Branch of the Bureau is comprised of the five precincts and the Traffic Division. This group provides neighborhood policing services to help reduce crime and the fear of crime.

**Investigations Branch**

The Investigations Branch of the Bureau includes the Detective, Drugs and Vice, Identification, Property Evidence, Internal Affairs, Regional Narcotic Task Force, and Family Services Divisions.

The Family Services Division provides investigative services in support of family issues and problems. This division has recently been reorganized. The Property Evidence Division provides comprehensive control of evidence collected by the Bureau during investigations.

**Operations Support Branch**

Operations Support includes the divisions of Tactical Operations, Training, Tri-Met, School Police, Sunshine, and Youth Crime Prevention.

The Tactical Operations Division includes SERT, Explosive Disposal, YGAT and GET Units. This division helps to diffuse volatile situations with the Portland community.

The Training Division provides the Bureau's new officer in-service and advanced training as well as community training in the form of the Citizens Academy. The Bureau also participates in the federally funded Police Corps Program. This program is designed to recruit new officers by providing participants with federal assistance for college.

**Services Branch**

The Services Branch of the Bureau provides essential support services to the other three branches. The divisions of Records, Data Processing, Management Services, Personnel, Fiscal Services and Alarm Administration all provide background support to the Bureau's mission.

## Major Issues

The major issues for the Portland Police Bureau in the Adopted Budget are:

- Reduction of 21 Police Desk Clerk positions and $743,763 in funding will affect the level of service in most precincts.
- $453,840 in one-time General Fund discretionary resources for the purchase of vehicles and equipment for the School Police program.
- ASR reductions of $1,527,109 were achieved through reallocation of personnel and existing resources and $70,000 in additional support cost reimbursement.

## Changes from Prior Year

The most significant changes from FY 2000-01 are a reduction of 21 Police Desk Clerk positions; reductions in external materials and services; transition of the Alarm Ordinance Administration from Multnomah County; and shift of School Police from Portland Public Schools to Portland Police Bureau.

## Funding Sources

**General Fund Allocation**

The Adopted Budget for the Police Bureau totals $120,917,869 of which $108,540,427 is supported by General Fund discretionary resources.

**Grant Funding**

Resources available to the Police Bureau in FY 2001-02 include $5.5 million in grant funding. The major grant awards are Bureau of Justice Assistance Block 2000 ($1,260,000), the COPS More 1998 ($1,425,000), and Police Corps ($750,000).

The COPS Universal Hiring grant funded 60 police officer positions for three years. This grant ends October 31, 2001. The City Council set aside the ongoing funding for these positions in FY 01-02. The Adopted Budget added 60 officers to the Bureau's authorized strength at the expiration of the grant period. The granting agency waived the match requirment and has strongly suggested the Bureau and the City retain these positions permanently.

**Bureau Program Revenue**

The Bureau plans to receive $6.9 million in Bureau revenue. This is a 2% decrease from to the FY 2000-01 Revised Budget.

The Adopted Budget reflects increased revenue for the False Alarm and Towing Release Programs. Another major source of program revenue is the reimbursement for Tri-Met security services of $2.8 million. Finally, $579,466 in revenue is expected through State and local asset forfeitures, a decrease from the prior year.

# Strategic Direction

## VISION AND VALUES

### Community Policing Vision

The vision for the Portland Police Bureau is a city free from crime and the fear of crime, where people and police work together to improve their neighborhoods. The Portland Police Bureau is a first-rate law enforcement organization, where solid values are deeply imbedded into every member; and where members work with the latest technology and facilities. Employees are led by well-trained, attentive first-line supervisors and supported by community members, support staff, and work systems designed to enhance their effectiveness.

*Vision: a city free from crime and the fear of crime, where people and police work together to improve their neighborhoods.*

All of our work is directed by clearly stated goals set out in a fully endorsed strategic plan, understood and ingrained at every level. The organization is fully diversified at all levels, with deep respect for all people. Employees and community members are proud of the organization and committed to continuous improvement.

This vision for community policing recognizes a shared responsibility and connection between the police and community in making Portland a safer, more livable city. This vision relies on a problem solving partnership between citizens and police. These partners jointly identify community safety issues, determine resources, and apply innovative strategies designed to create and sustain healthy, vital neighborhoods.

### Community Policing Values

The values of the Portland Police Bureau are commitments to the community that are rooted in the cornerstones of the Bureau and reflect the mission statement:

- Service
- Compassion
- Integrity
- Excellence
- Respect

### Cornerstones

These cornerstones of the Bureau were adopted in 1990, and reaffirmed in subsequent strategic plans as values. Renamed "cornerstones" in the *2000-2002 Community Policing Strategic Plan,* they continue to reflect the core internal principles that guide decision-making in the agency at all levels:

- **Service Orientation:** Provide supportive, professional service to the community and to employees by promoting human rights, mutual respect and courtesy.
- **Partnership:** Work in partnership with the community, City Council, other bureaus, service agencies and the criminal justice system.
- **Empowerment:** Encourage decision making at all levels, and promote citizen responsibility and involvement.
- **Problem Solving:** Use problem solving methods to reduce the incidence and fear of crime and to improve internal operations.

- **Accountability:** Promote responsibility among bureau management, employees, the community, the City Council and other agencies for public safety resource, strategies and outcomes.

## Management Goals & Objectives

### Goals & Objectives for FY 2001-02

**Community goals**

1. Reduce crime and the fear of crime.
2. Improve the quality of life in neighborhoods.
3. Improve the community and police partnership.

**Organizational goals**

4. Develop and encourage personnel.
5. Obtain and make effective use of technology and equipment.
6. Continuously improve work processes.

## Council Priorities

### Future Focus

The Portland Police Bureau is a primary partner in implementing the Future Focus Public Safety Action Plan. Since 1990, the Police Bureau has developed new and innovative programs and efforts to support Future Focus objectives. These include the following:

- Neighborhood liaison officer program
- Targeted investigations
- Crisis intervention teams
- Precinct traffic enforcement missions
- Expansion to five precincts
- Citizens Academy
- Mobile precinct
- Strategic planning
- Community and internal assessments.

### Portland/Multnomah Benchmarks

Using benchmarks to measure the achievement of Future Focus strategy goals, the Police Bureau has assumed a lead role in addressing the following benchmarks:

- Increase the percentage of citizens who feel safe walking alone in their neighborhood day and night.
- Decrease the number of reported crimes against people and property per 1,000 people.
- Decrease the percentage of burglary victims.

### 2000 Priorities

City Council priorities for Public Safety are:

- Reducing Child Abuse
- Reducing Domestic Violence
- Anti-Youth Gun Violence
- Implementing Institute for Law and Justice recommendations

# Overview of Programs

## Neighborhood Policing Services

### Precincts

The mission of the Portland Police Bureau's precincts is to maintain and improve community livability by working with all citizens to preserve life, maintain human rights, protect property and promote individual responsibility and community commitment.

The Neighborhood Policing Services program includes the Bureau's five precincts, their Neighborhood Response Teams (NRT) and Precinct Detective Units. The Auto Theft Task Force, the Crisis Response Team and School Resource Officers are sections within the precincts created to enhance community services. These are in addition to the Mounted Horse Patrol and Canine Units, which have wide community support. Precincts assign officers to do transient camp clean-up projects using ATV, pedestrian and Police Bicycle unit enforcement. The precincts conduct information-sharing sessions through the formation of community groups such as the Safety Zone - Cop Talk, Cops Docs & DA's and East Precinct Youth Advisory Council. The NRT units work closely with the City's Office of Neighborhood Involvement and the precincts' Crime Analysts to identify crime patterns and livability concerns that can be targeted for directed response.

### Tri-Met Division

The Tri-Met Division provides contract police services for the Tri-County Metropolitan Transit System. The role of the Tri-Met Division is to provide the transit district with officers who respond to primary calls in, on and related to Tri-Met and MAX property and vehicles. They are the system's problem solvers, trainers, follow-up investigators, undercover officers, and ambassadors. The budget for the Tri-Met Division includes intergovernmental agreements with Washington County and the cities of Gresham, Beaverton and Milwaukie. The Division manages the Rider Advocate Program and Wackenhut Security services.

### Traffic Division

The Traffic Division's mission is to maintain and improve community livability and safety through traffic safety education, accident prevention, community-based problem solving, enforcement, investigations, engineering and support services. The Traffic Division is comprised of traffic enforcement, DUII enforcement, motorcycle officers, PUC, and traffic investigations.

*The Enhanced Vehicle Safety Enforcement Program addresses neighborhood livability issues related to traffic concerns.*

The Photo Radar Unit deploys two vans and is an automated system designed to reduce speeding within Portland neighborhoods. The Enhanced Vehicle Safety Enforcement Program is a targeted traffic complaint unit which addresses neighborhood livability issues related to traffic concerns. The Traffic Safety Education Unit provides educational programs to Portland area schools, as well as the general public. Topics include seatbelt safety, handicapped parking, bicycle safety and rodeo, school bus violations, etc. The newest project of the Traffic Division is the Red Light Camera program, which is similar to the photo radar program.

**Tactical Operations Division/SERT, EDU, DARE, G.R.E.A.T. and PAL**

The mission of the Tactical Operations Division is to provide for community safety through specialized tactical services and enforcement, intervention and prevention programs, and to address street gang and gun violence. The Special Emergency Response Team (SERT), Explosive Disposal Unit and Gang Enforcement Team form the core sections of the Tactical Operation Division, which spans Neighborhood Policing Services and Investigative Services programs. This division also provides specialized community based services in the operation of the Drug Abuse Resistance Education (DARE) program, the Gang Resistance Education And Training (GREAT) program and the Police Activities League (PAL) for community youth.

**Specialty Units**

Several other units make up Neighborhood Policing Services. They include the Alarm Information Office, which addresses the issues of false alarms and Bureau response. The Asset Forfeiture Unit works with both this program and the Investigative Program dealing with drug, prostitution and DUII cases that involve the forfeiture of real property. With the increasing call load, the Bureau implemented the Telephone Report Unit to handle routine calls that do not require an officer's response to the scene. The Information and Referral Unit provides public service information on issues such as graffiti and rumor control.

**Sunshine Division**

The Sunshine Division, which recently celebrated 75 years of community service, is the only charitable organization in the United States directly associated with a police agency. The Bureau supports this division by assigning a sergeant to administer the program and providing miscellaneous material and services. The Sunshine Division also contracts with the Bureau for its vehicle needs.

## INVESTIGATIVE SERVICES

This program includes the divisions of Detective, Internal Affairs, Family Services and Forensic Evidence.

**Detective Division**

Services provided by the Detective Division include major crime scene response, and initial and follow-up investigation of serious crimes (homicides, assaults, sex crimes and missing persons). The Division is divided into two primary sections: person crimes and property crimes. The Division also investigates computer and other frauds, robbery, bias/hate crimes and arson. Partnerships have been created with the Multnomah County District Attorney's Office, the FBI Violent Crimes Task Force and the Bureau of Alcohol, Tobacco and Firearms by assigning Investigative Services staff to them. Court Services and the DA Investigations Units are also sections in the Detective Division.

**Family Services Division**

The Family Services Division consists of the Child Abuse Team, Domestic Violence Reduction Unit, a juvenile section and Elder Crimes Units. The Child Abuse Team works with a similar unit from Multnomah County, and with area social and medical services agencies to investigate cases of child abuse. This division receives overtime reimbursement from the District Attorney's Office from federal grant funds. The Bureau provides an officer for the CARES NW project. CARES NW works with the victims of child sex assault and abuse cases. Another component is the Women's Strength Program, which teaches free self-defense classes and personal safety workshops.

**Internal Affairs Division**

The major services provided by the Internal Affairs Division include receiving and investigating citizen complaints, discussing police procedures with citizens, investigating major complaints, conducting internal training and coordinating efforts with the Police Internal Investigations Auditing Committee. Complaint volume has increased dramatically due to the Bureau's request for more public comments in this area.

**Identification Division**

The Identification Division provides specialized support services to the Portland Police and other criminal justice agencies by determining the identity of individuals through fingerprints, photos and evidence obtained from major crime scenes. The Multnomah County Sheriff's Office contracts with the Bureau for identification of all arrested subjects, including juveniles, as required by State law. The Division provides contract services to other law enforcement agencies including film processing, enhanced surveillance videos, still photos and audiotapes. The Integrated Ballistics Identification System (IBIS) and X-Imaging photo systems have made it easier to positively identify people and firearms, however this also creates more demand on the Division. The Home Security Locks Program also falls under this Division. This program is partially funded by a federal grant through the Bureau of Housing and Community Development.

## CRIME INTERDICTION SERVICES

This program is comprised of the divisions of Drug and Vice, Tactical Operations, the Criminal Intelligence Unit, the Regional Organized Crime/Narcotics Task Force (ROCN) and the Air Support Unit.

**Drugs & Vice Division**

Drug house investigations continue to be a primary focus of this division. Drug enforcement efforts concentrate on mid- to high-level manufacturing and distribution. Drug interdiction efforts have intensified with the creation and participation in the multi-agency Marijuana Task Force. The vice efforts include special enforcement efforts in the City's Prostitution Free Zones and Drug Free Zones. There is also a K-9 drug dog/officer team assigned to this division.

**Tactical Operations Division/Gang Enforcement Team and YGAT**

The Gang Enforcement Team (GET) and the Youth Gun Anti-Violence Task Force (YGAT) are components of the Tactical Operation Division. This division spans two different programs because of the street level activities it performs. GET has a detective section, which involves intelligence gathering, identification of gang members and investigation of gang-related crimes. GET and YGAT often work independently of the patrol components of the precincts, investigating mid to low level street drug dealers and users. Much of this work involves potential and identified gang members, and often involves armed suspects. Other projects of these units are the gun buy-back programs and the gun show undercover operations.

**Criminal Intelligence Unit**

The Criminal Intelligence Unit duties are to create and maintain a sound criminal information base, analyze acquired information on criminal activity and provide the operational and support units of the Police Bureau with predictive information. They also provide information and personnel support for the protection of dignitaries and persons of special interest.

**ROCN**

The Bureau's drug interdiction efforts have intensified through participation in the federal program, ROCN. The Bureau assigns three officers to this task force and receives funding for overtime reimbursement. The Bureau presently has a limited-term Captain position assigned to ROCN and is reimbursed for its salary and benefits.

## SUPPORT SERVICES

The Support Services program is responsible for providing administrative and management support services to the operational components of the Police Bureau. This program encompasses the Chief's Office, Personnel, Training, Records, Data Processing, Planning & Support, Property Evidence Control, Management Services, and Fiscal Services.

**Chief's Office**

The Chief's Office is responsible for the overall leadership, management, policy formulation, legal review and internal control of the Bureau of Police. Members of the Chief's office also play a role in facilitating multi-cultural advisory committees (Hispanic, Asian, African American, Sexual Minority, and the Chief's Forum). The Chief's Office staff includes three Assistant Chiefs and the Director of Services. Components of the Chief's office also include the Reserve Program, made up of civilian volunteers, Crime Stoppers, Inspection and Control Unit, staff support and the Public Information Officer.

**Personnel Division**

The Personnel Division performs the human resource functions for all members of the Bureau. This division is responsible for the recruitment, selection, and hiring of Bureau personnel. Personnel also deals with labor relations and contracts, employee relations, discipline and discharge, policy and procedure formulation, personnel records and reports, and employee benefits.

**Training Division**

The Training Division responsibilities include the training, education, and development of Bureau personnel. The Division works with new recruits through all stages of initial training, as well as existing Bureau personnel in the development of new skills, procedures and tactics.

*The Police Corps program enables the Bureau to hire and train qualified college students to become police officers*

The Training Division is responsible for the Bureau's annual in-service training program, the Citizens' Academy and numerous other bureauwide training needs. The Police Corps program has enabled the Bureau to hire and train qualified college students to become police officers. Due to the inability of the State's Police Academy to schedule our new hires for DPSST Basic Academy, the Training Division conducts its own basic training. The minimum number of basic class hours has also increased, resulting in increased staffing levels within this unit.

**Records Division**

The Records Division is responsible for all police and auto records. Duties include providing information in compliance with public records law and providing auto releases for towed vehicles. This division is responsible for entering all report data into the Portland Police Data System as well as integrating relevant information from other State and federal law enforcement data systems.

**Data Processing Division**

The Data Processing Division is responsible for providing information and assistance to the officers, investigators, and managers of the Bureau through the Portland Police Data System (PPDS), local and wide-area networks, and other computerized functions of the Bureau. They promote and support PPDS as an effective regional law enforcement system. They are tasked with projecting the future technological needs of the Bureau and acquiring technological support for the entire Police Bureau. The Adopted Budget transfers five positions in this division to BIT due to ASR reductions.

**Planning and Support Division**

Planning and Support Division is provides bureauwide strategic planning, communication support services, statistical support and policy development/implementation in accordance with the Bureau's goals and objectives. This division also coordinates Bureau-sponsored conferences such as the Portland Innovation Conference 2001, Prepare Your Officers: Bridge The Gap Between Police & People With Special Needs in September 2001, the annual NOBLE conference in 1999 and the upcoming tri-yearly Community Policing Conference. Staff in Planning and Support performs a variety of projects, and one of the most recent is the emergency call-up system, which allows for telephone notification to all residents in a large area.

**Property/Evidence**

The Property/Evidence Division is responsible for receiving, processing, accounting for, and warehousing the property and evidence items received by the Police Bureau and other law enforcement agencies within Multnomah County. Property disposal and vehicle storage are responsibilities of this division. Through the success of the property disposal function, the Division has been able to add staff and make facility improvements.

**Management Services**

Management Services is comprised of five units: Loss Control, Police Liability, Fleet, Facilities, and Communications. Loss Control manages the safety and health programs for the Bureau. This includes the Bureau safety committee, collision review board, hazard materials program, OSHA compliance, accident prevention, workplace hazard assessments and accident trend analysis. The Police Liability Unit works with the Bureau of Risk Management to investigate claims brought against the City and Bureau. The Liability Manager's evaluation and investigation enables the City to properly adjust these claims. The Bureau's Services Manager works with the City's vehicle, facilities and communications service provides to evaluate, test, and order all related equipment. Cost monitoring and product performance evaluations are essential elements of this unit.

**Fiscal Services**

Fiscal Services coordinates, monitors, and facilitates the annual budget process. It facilitates the acquisition of goods and services following City Code provisions, administrative rules and accounting procedures. This Division processes the Bureau's payroll, grants, and contract administration. The Division monitors many programs including travel expenses, procurement cards, the "Day Watch" child care program, take-home vehicle fees, tow fees, board-up fees and badges/handcuff sales. The Division prepares, controls and monitors accounting reports and provides the checks and balances for how and where the Police Bureau spends and receives money.

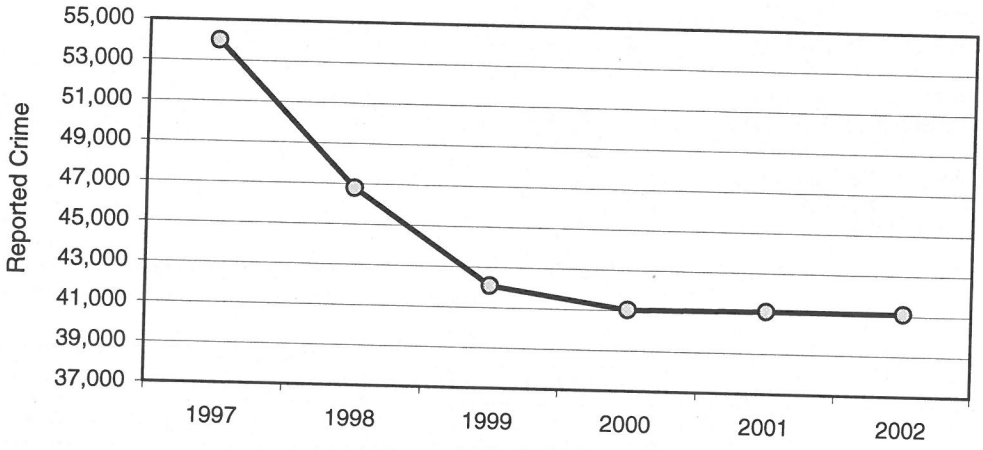
**Alarm Administration**

The Alarm Administration program governed by the City of Portland Code 14, Title 14 will transition from Multnomah County to the Police Bureau on July 1, 2001. The program manages and services alarm permit customers who receive Portland Police response. The transition will facilitate the Bureau's management of all elements of Alarm Ordinance Administration including false alarm reduction outreach and education efforts.

# Performance Measures

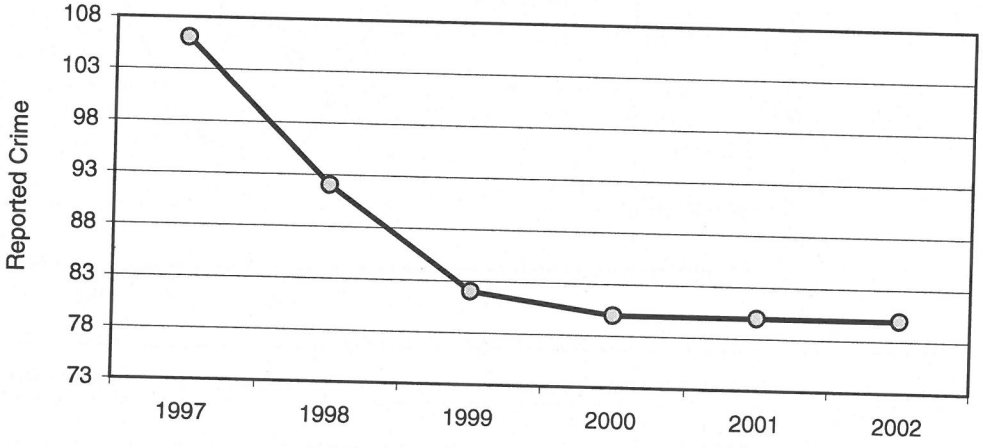
## Part 1 (major) Crimes

- Reported serious crimes have decreased since 1997.
- Reductions have continued in both reported aggravated assault and burglary.
- The number of murders in 2000 was the lowest since 1972.



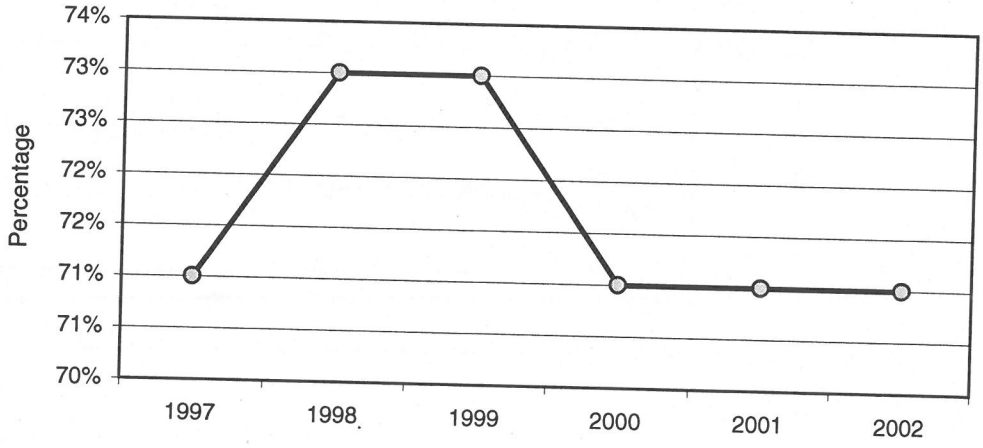

## Part 1 Crimes per 1000 population

- Reported serious crimes per 1000 citizens continued to decrease. In 1999 and 2000, reported crimes per 1000 citizens have been the lowest in three decades.



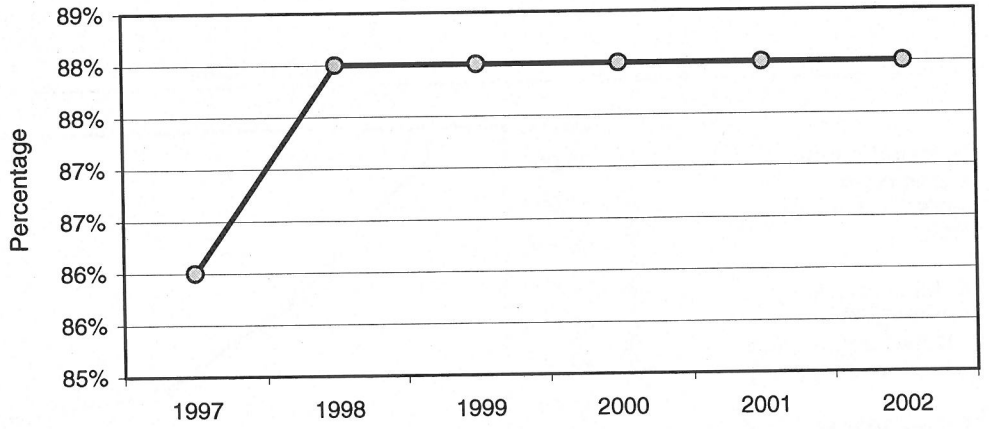

## Citizens Rating Service as Good or Better

- The percentage of citizens rating police services good or better has stayed within four percentage points of 70% since 1993.

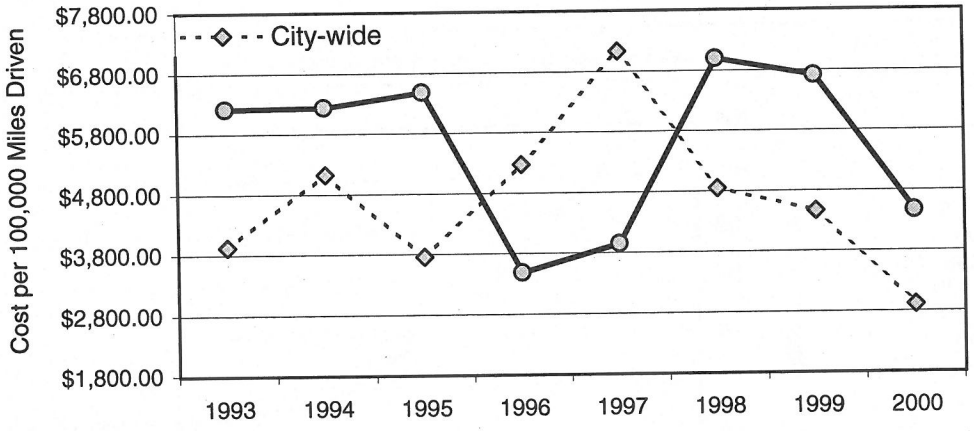


## Citizens Who Feel Safe Walking Alone in Their Neighborhood-Days

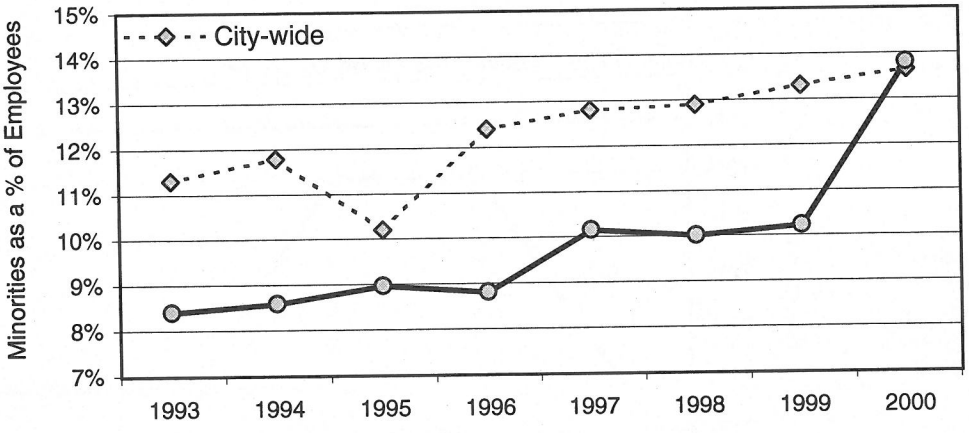
- The percentage of citizens who report feeling safe walking alone in their neighborhood during the day has increased from 77% in 1990 to 86% in 1997, and has remained at 88% since 1998.




## Bureau Loss Experience vs. Citywide Loss Experience




## Workforce Diversity — Bureau Employees vs. Citywide Employees



## PERFORMANCE MEASURES

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **BUREAU OF POLICE** | | | | | | |
| **Affirmative Action Measures** | | | | | | |
| Female Employees as a Percent of Total | 28.3% | 28.9% | 29.1% | 28.4% | | |
| Minority Employees as a Percent of Total | 10.4% | 10.2% | 10.4% | 14.5% | | |
| **Bureau of Police** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 13.86 | 15.49 | 13.85 | 13.50 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 6.36 | 8.49 | 3.23 | 3.04 | | |
| Fleet Claims per 100,000 Miles Driven | 1.06 | 1.11 | 1.17 | 1.24 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $3,949 | $6,992 | $6,710 | $4,470 | | |
| General Liability Claims Cost per $100 Payroll | $2.15 | $2.68 | $1.05 | $1.24 | | |
| Worker's Comp Claims Cost per $100 Payroll | $1.17 | $1.39 | $0.33 | $0.14 | | |
| **Neighborhood Policing Services** | | | | | | |
| **Workload** | | | | | | |
| Telephone Reports | 64,604 | 54,652 | 51,981 | 48,433 | 48,000 | 48,000 |
| Average number of Cars on Patrol, Shift Time 0000-0359 | | | | 68 | 68 | 68 |
| Average Number of Cars on Patrol, Shift Time: 0400-0759 | | | | 42 | 42 | 42 |
| Average Number of Cars on Patrol, Shift Time: 0800-1159 | | | | 53 | 53 | 53 |
| Average Number of Cars on Patrol, Shift Time: 1200-1559 | | | | 58 | 58 | 58 |
| Average Number of Cars on Patrol, Shift Time: 1600-1959 | | | | 62 | 62 | 62 |
| Average Number of Cars on Patrol, Shift Time: 2000-2359 | | | | 84 | 84 | 84 |
| Part 1 (major) Crimes | 54,000 | 46,788 | 42,071 | 41,047 | 41,100 | 41,100 |
| Incidents Dispatched | 263,175 | 246,567 | 228,293 | 230,740 | 231,000 | 231,000 |
| Part 2 Crimes | 47,965 | 45,007 | 44,400 | 44,400 | 44,400 | 44,400 |
| **Effectiveness** | | | | | | |
| Citizens rating service as good or better | 71% | 73% | 73% | 71% | 71% | 71% |
| Part 1 Crimes per 1000 population - persons | 15 | 13 | 12 | 11 | 11 | 11 |
| Average time available for self-initiated activity and problem solving | 37% | 37% | 39% | 38% | 38% | 38% |
| Part 1 Crimes per 1000 population - property | 91 | 79 | 70 | 69 | 69 | 69 |
| Part 1 Crimes per 1000 population - total | 106 | 92 | 82 | 80 | 80 | 80 |
| Citizens who feel safe walking alone in their neighborhood - days | 86% | 88% | 88% | 88% | 88% | 88% |
| Citizens who feel safe walking alone in their neighborhood - nights | 45% | 49% | 48% | 51% | 51% | 51% |
| **Efficiency** | | | | | | |
| Burglary victimization rate | 4% | 5% | 5% | 4% | 4% | 4% |
| False alarms | 21,257 | 24,298 | 26,003 | 22,418 | 22,500 | 22,500 |
| Average high priority travel time | 5.12 | 5.22 | 5.10 | 4.81 | 5.00 | 5.00 |
| Dispatched calls per Officer | 451 | 434 | 413 | 420 | 420 | 420 |

## PERFORMANCE MEASURES

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **Investigative Services** | | | | | | |
| **Workload** | | | | | | |
| Major cases assigned for investigation | 4,908 | 4,172 | 3,639 | 3,563 | 3,600 | 3,600 |
| **Crime Interdiction Services** | | | | | | |
| **Workload** | | | | | | |
| D.A.R.E. number of students | 7,138 | 5,000 | 5,300 | 5,300 | 5,300 | 5,300 |
| G.R.E.A.T. number of students | 3,300 | 4,704 | 4,121 | 3,178 | 3,200 | 3,200 |
| **Support Services** | | | | | | |
| **Workload** | | | | | | |
| Report - number of days for requests | 12 | 20 | 23 | 10 | 10 | 10 |
| Report - number of days into PPDS | 34 | 45 | 90 | 3 | 5 | 5 |

# Bureau of Police AU 100

## SUMMARY OF BUREAU BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 82,814,029 | 85,972,495 | 89,507,788 | 90,209,497 | 89,760,445 |
| External Materials and Services | 8,171,319 | 7,669,089 | 11,211,351 | 8,059,555 | 8,511,439 |
| Internal Materials and Services | 17,920,096 | 18,651,973 | 20,073,871 | 20,236,160 | 21,576,985 |
| Minor Capital Outlay | 506,084 | 619,269 | 1,126,045 | 1,034,000 | 1,034,000 |
| Equipment Cash Transfers | 668,430 | 92,195 | 248,000 | 35,000 | 35,000 |
| **Total Operating Budget** | 110,079,958 | 113,005,021 | 122,167,055 | 119,574,212 | 120,917,869 |
| Capital Improvements | 107,760 | 191,819 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 110,187,718** | **$ 113,196,840** | **$ 122,167,055** | **$ 119,574,212** | **$ 120,917,869** |
| Allocated Overhead | 3,018,555 | 3,572,377 | 3,876,732 | 3,878,283 | 3,322,053 |
| **Total Cost with Allocated Overhead** | 113,206,273 | 116,769,217 | 126,043,787 | 123,452,495 | 124,239,922 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 97,485,041 | 102,287,418 | 107,196,770 | 108,540,427 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 8,873,211 | 12,823,050 | 5,496,000 | 5,496,000 |
| Contract Revenues | | 3,497,940 | 3,292,072 | 3,358,562 | 3,358,562 |
| Interagency Revenues | | 137,067 | 273,311 | 202,795 | 202,795 |
| Program Revenue | | 3,203,581 | 3,491,204 | 3,320,085 | 3,320,085 |
| **Total Non-Discretionary Revenues** | | 15,711,799 | 19,879,637 | 12,377,442 | 12,377,442 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 113,196,840** | **$ 122,167,055** | **$ 119,574,212** | **$ 120,917,869** |

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** | | | | | |
| Neighborhood Policing Services | | 66,942,091 | 74,030,648 | 74,477,345 | 74,931,185 |
| *Positions* | | *814* | *794* | *830* | *830* |
| Investigative Services | | 15,008,195 | 14,849,933 | 14,203,311 | 14,203,311 |
| *Positions* | | *165* | *167* | *167* | *167* |
| Crime Interdiction Services | | 9,247,975 | 10,090,066 | 9,971,728 | 9,971,728 |
| *Positions* | | *94* | *96* | *98* | *98* |
| Support Services | | 21,998,579 | 23,196,408 | 20,921,828 | 21,811,645 |
| *Positions* | | *184* | *192* | *192* | *187* |
| **TOTAL PROGRAMS** | | **$ 113,196,840** | **$ 122,167,055** | **$ 119,574,212** | **$ 120,917,869** |
| *Positions* | | ***1,257*** | ***1,249*** | ***1,287*** | ***1,282*** |
| *General Fund Discretionary Positions* | | ***1,214*** | ***1,202*** | ***1,227*** | ***1,222*** |

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **Personnel Services** | | | | | |
| 511000 Full-Time Employees | 49,499,938 | 52,553,247 | 62,245,913 | 68,140,215 | 67,805,312 |
| 512000 Part-Time Employees | 539,451 | 459,340 | 5,250,324 | 1,756,843 | 1,756,843 |
| 514000 Overtime | 8,410,045 | 7,688,168 | 6,280,892 | 5,767,230 | 5,767,230 |
| 515000 Premium Pay | 1,028,074 | 1,171,193 | 1,425,126 | 1,369,534 | 1,369,534 |
| 517000 Benefits | 11,531,517 | 12,211,924 | 13,580,635 | 12,427,625 | 12,313,476 |
| 518000 Paid Absence | 11,805,004 | 11,888,623 | 724,898 | 748,050 | 748,050 |
| **Total Personnel Services** | 82,814,029 | 85,972,495 | 89,507,788 | 90,209,497 | 89,760,445 |
| **Materials and Services** | | | | | |
| **External Materials and Services** | | | | | |
| 521000 Professional Services | 656,906 | 712,850 | 866,723 | 800,794 | 800,794 |
| 522000 Utilities | 10,487 | 9,972 | 6,303 | 6,303 | 6,303 |
| 523000 Equipment Rental | 40,828 | 30,568 | 50,834 | 20,851 | 20,851 |
| 524000 Repair & Maintenance Services | 194,650 | 242,184 | 361,174 | 267,831 | 267,831 |
| 525000 Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 Miscellaneous Services | 2,517,710 | 3,162,504 | 3,595,815 | 2,985,598 | 2,985,598 |
| 531000 Office Supplies | 346,272 | 263,264 | 258,271 | 245,171 | 245,171 |
| 532000 Operating Supplies | 341,402 | 524,438 | 620,682 | 425,009 | 425,009 |
| 533000 Repair & Maintenance Supplies | 29,460 | 31,379 | 42,524 | 35,922 | 35,922 |
| 534000 Minor Equipment & Tools | 1,297,839 | 443,059 | 2,328,330 | 1,185,482 | 1,639,322 |
| 535000 Clothing & Uniforms | 780,950 | 419,521 | 734,574 | 490,494 | 490,494 |
| 539000 Other Commodities External | 792,660 | 816,384 | 1,479,167 | 971,672 | 971,672 |
| 541000 Education | 246,148 | 285,683 | 225,725 | 141,162 | 139,795 |
| 542000 Local Travel | 9,391 | 12,076 | 10,219 | 10,137 | 10,137 |
| 543000 Out-of-Town Travel | 338,242 | 347,978 | 280,561 | 143,432 | 142,843 |
| 544000 Space Rental | 219,101 | 142,592 | 122,713 | 120,916 | 120,916 |
| 545000 Interest | 0 | 0 | 0 | 0 | 0 |
| 546000 Refunds | 1,081 | 2,488 | 226 | 226 | 226 |
| 547000 Retirement System Payments | 0 | 0 | 0 | 0 | 0 |
| 549000 Miscellaneous | 348,192 | 222,149 | 227,510 | 208,555 | 208,555 |
| **Total External Materials and Services** | 8,171,319 | 7,669,089 | 11,211,351 | 8,059,555 | 8,511,439 |
| **Internal Materials and Services** | | | | | |
| 551000 Fleet Services | 5,195,746 | 6,167,243 | 5,634,508 | 6,092,822 | 6,092,822 |
| 552000 Printing & Distribution | 478,881 | 457,375 | 445,510 | 516,274 | 516,274 |
| 553000 Facilities Services | 5,891,589 | 5,325,839 | 5,239,353 | 5,071,420 | 5,071,420 |
| 554000 Communications Services | 2,768,103 | 2,694,140 | 3,034,155 | 3,036,162 | 3,036,162 |
| 555000 Data Processing Services | 592,179 | 659,324 | 839,065 | 1,457,936 | 1,908,944 |
| 556000 Insurance | 2,099,010 | 2,254,563 | 2,945,353 | 3,096,559 | 3,096,559 |
| 557000 Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 Same Fund Services | 259,365 | 200,451 | 215,316 | 615,573 | 1,505,390 |
| 559000 Other Fund Services | 312,385 | 317,345 | 319,313 | 349,414 | 349,414 |
| **Total Internal Materials and Services** | 17,597,258 | 18,076,280 | 18,672,573 | 20,236,160 | 21,576,985 |
| **Total Materials and Services** | 25,768,577 | 25,745,369 | 29,883,924 | 28,295,715 | 30,088,424 |
| **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 | 506,084 | 619,269 | 1,126,045 | 1,034,000 | 1,034,000 |
| 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** | 506,084 | 619,269 | 1,126,045 | 1,034,000 | 1,034,000 |
| 573000 Equipment Cash Transfers | 668,430 | 265,273 | 248,000 | 35,000 | 35,000 |
| 576000 Minor Equipment Transfers | 430,598 | 594,434 | 1,401,298 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | **$ 110,187,718** | **$ 113,196,840** | **$ 122,167,055** | **$ 119,574,212** | **$ 120,917,869** |

## Bureau of Police AU 100

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 514 | Accountant I | 1 | 1 | 6 | 212,078 | 6 | 241,687 | 6 | 241,687 |
| 515 | Accountant II | 0 | 0 | 1 | 44,221 | 1 | 47,445 | 1 | 47,445 |
| 510 | Accounting Technician | 6 | 6 | 1 | 33,093 | 1 | 34,320 | 1 | 34,320 |
| 819 | Administrative Assistant | 2 | 2 | 2 | 81,699 | 2 | 88,188 | 2 | 88,188 |
| 815 | Administrative Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 920 | Administrative Supervisor I | 2 | 2 | 2 | 90,746 | 7 | 337,364 | 7 | 337,364 |
| 922 | Administrative Supervisor II | 7 | 6 | 6 | 306,891 | 6 | 336,161 | 6 | 336,161 |
| 2532 | Applications Analyst II | 1 | 1 | 1 | 51,178 | 1 | 55,255 | 1 | 55,255 |
| 2533 | Applications Analyst III | 2 | 2 | 2 | 119,034 | 2 | 114,816 | 2 | 114,816 |
| 2534 | Applications Analyst IV | 2 | 1 | 1 | 65,333 | 1 | 67,746 | 1 | 67,746 |
| 826 | Assistant Financial Analyst | 1 | 1 | 1 | 40,136 | 1 | 43,343 | 1 | 43,343 |
| 5144 | Assistant Police Chief | 3 | 3 | 3 | 286,458 | 3 | 298,770 | 3 | 298,770 |
| 962 | Assistant Program Specialist | 1 | 2 | 3 | 118,498 | 3 | 139,111 | 3 | 139,111 |
| 844 | Assistant Risk Specialist | 1 | 1 | 2 | 88,600 | 2 | 97,492 | 2 | 97,492 |
| 605 | Audio Visual Specialist | 1 | 1 | 1 | 54,621 | 1 | 56,638 | 1 | 56,638 |
| 1232 | Auto Servicer | 5 | 5 | 4 | 141,828 | 4 | 147,096 | 4 | 147,096 |
| 928 | Bureau Administrative Manager | 3 | 3 | 3 | 215,442 | 3 | 227,397 | 3 | 227,397 |
| 7490 | Community Relations Assistant | 2 | 2 | 3 | 134,950 | 3 | 141,308 | 3 | 141,308 |
| 7492 | Community Relations Specialist | 0 | 0 | 1 | 45,929 | 1 | 49,088 | 1 | 49,088 |
| 5183 | Crime Prevention Representative | 3 | 3 | 3 | 125,377 | 3 | 132,060 | 3 | 132,060 |
| 5175 | Criminalist | 17 | 17 | 17 | 1,006,832 | 17 | 1,079,849 | 17 | 1,079,849 |
| 400 | Evidence Control Specialist | 0 | 0 | 8 | 317,656 | 9 | 370,412 | 9 | 370,412 |
| 401 | Evidence Control Specialist Lead | 0 | 0 | 1 | 44,304 | 1 | 46,391 | 1 | 46,391 |
| 403 | Evidence Control Supervisor | 0 | 0 | 2 | 91,188 | 2 | 94,556 | 2 | 94,556 |
| 827 | Financial Analyst | 1 | 1 | 1 | 48,235 | 1 | 51,912 | 1 | 51,912 |
| 3271 | Graphics Illustrator II | 1 | 1 | 1 | 48,672 | 1 | 42,557 | 1 | 42,557 |
| 1255 | Home Security Specialist | 1 | 1 | 1 | 32,718 | 0 | 0 | 0 | 0 |
| 610 | Human Resources Analyst | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 614 | Human Resources Coordinator | 1 | 1 | 1 | 63,180 | 0 | 0 | 0 | 0 |
| 2543 | Information Systems Analyst III | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2544 | Information Systems Analyst IV | 1 | 1 | 3 | 170,165 | 3 | 185,002 | 1 | 57,720 |
| 2550 | Information Systems Manager | 1 | 1 | 1 | 75,837 | 1 | 78,645 | 1 | 78,645 |
| 2546 | Information Systems Supervisor | 1 | 1 | 1 | 68,808 | 1 | 73,272 | 0 | 0 |
| 2522 | Information Systems Tech I | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2523 | Information Systems Tech II | 0 | 0 | 1 | 48,235 | 1 | 49,131 | 0 | 0 |
| 2540 | MIS Support Technician | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 153 | Police Admin Support Spec Lead | 0 | 0 | 2 | 63,090 | 2 | 79,108 | 2 | 79,108 |
| 152 | Police Admin Support Spec Senior | 9 | 9 | 10 | 369,930 | 11 | 433,198 | 11 | 433,198 |
| 151 | Police Admin Support Specialist | 60 | 62 | 55 | 1,740,352 | 51 | 1,700,673 | 51 | 1,700,673 |
| 5138 | Police Captain | 9 | 11 | 11 | 867,834 | 11 | 926,308 | 11 | 926,308 |
| 5146 | Police Chief | 1 | 1 | 1 | 130,000 | 1 | 134,805 | 1 | 134,805 |
| 5140 | Police Commander | 5 | 5 | 5 | 424,110 | 5 | 460,035 | 5 | 460,035 |
| 149 | Police Desk Clerk | 51 | 51 | 45 | 1,254,707 | 24 | 711,436 | 24 | 711,436 |
| 5173 | Police Identification Technician | 3 | 3 | 2 | 109,008 | 2 | 113,068 | 2 | 113,068 |
| 5172 | Police Identification Technician | 16 | 16 | 16 | 800,201 | 17 | 865,648 | 17 | 865,648 |
| 1235 | Police Impound Technician | 0 | 0 | 2 | 66,397 | 1 | 39,208 | 1 | 39,208 |
| 155 | Police Info & Referral Specialst | 0 | 0 | 4 | 149,062 | 4 | 160,314 | 4 | 160,314 |
| 5189 | Police Investigative Accountant | 1 | 1 | 1 | 64,193 | 1 | 66,581 | 1 | 66,581 |
| 5137 | Police Lieutenant | 27 | 27 | 34 | 2,168,359 | 34 | 2,483,815 | 34 | 2,483,815 |
| 5128 | Police Officer | 688 | 690 | 674 | 33,910,642 | 734 | 38,567,101 | 734 | 38,567,101 |
| 5174 | Police Photo Reproduction Spec | 2 | 2 | 2 | 109,008 | 2 | 113,068 | 2 | 113,068 |
| 146 | Police Records Specialist | 58 | 58 | 60 | 1,843,658 | 60 | 1,925,777 | 60 | 1,925,777 |
| 147 | Police Records Training Coord | 9 | 9 | 9 | 348,683 | 9 | 363,852 | 9 | 363,852 |
| 5134 | Police Sergeant | 215 | 215 | 215 | 12,707,114 | 215 | 13,411,850 | 215 | 13,411,850 |
| 2545 | Principal Info Systems Analyst | 1 | 1 | 1 | 67,735 | 1 | 72,805 | 1 | 72,805 |
| 966 | Program Coordinator | 1 | 0 | 2 | 98,454 | 2 | 113,111 | 2 | 113,111 |
| 970 | Program Manager II | 1 | 2 | 1 | 63,180 | 1 | 66,061 | 1 | 66,061 |
| 971 | Program Manager III | 0 | 0 | 1 | 63,180 | 1 | 71,358 | 1 | 71,358 |
| 973 | Program Manager V | 0 | 0 | 1 | 50,000 | 1 | 91,000 | 1 | 91,000 |
| 964 | Program Specialist | 4 | 4 | 4 | 193,443 | 4 | 206,505 | 4 | 206,505 |
| 5120 | Public Safety Aide | 1 | 1 | 1 | 34,069 | 1 | 35,443 | 1 | 35,443 |
| 5182 | Public Safety Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 220 | Secretarial Clerk I | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 3 | 3 | 2 | 71,388 | 2 | 79,083 | 2 | 79,083 |
| 1256 | Senior Home Security Specialist | 1 | 1 | 1 | 40,186 | 0 | 0 | 0 | 0 |
| 612 | Senior Human Resources Analyst | 0 | 0 | 1 | 51,896 | 0 | 0 | 0 | 0 |
| 2552 | Senior Information Systems Mgr | 1 | 1 | 1 | 82,181 | 1 | 85,218 | 0 | 0 |
| 1217 | Stable Attendant | 1 | 1 | 1 | 31,911 | 1 | 36,774 | 1 | 36,774 |
| 410 | Storekeeper | 8 | 8 | 0 | 0 | 0 | 0 | 0 | 0 |

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 409 | Storekeeper/Acquisiton Spec Lead | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 411 | Stores Supervisor I | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **1,252** | **1,257** | **1,249** | **$ 62,245,913** | **1,287** | **$ 68,140,215** | **1,282** | **$ 67,805,312** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 121,325,314 | 0 | 121,325,314 | 1,305.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 4,150 | 0 | 4,150 | 0.0 | True-up I/A with Transportation |
| | 0 | 0 | 0 | 1.0 | Add 1 Evidence Spec. w/ Existing Prog. Rev. |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (68,429) | 0 | (68,429) | 0.0 | Communications ASR Reductions |
| | (427,908) | 0 | (427,908) | 0.0 | Facilities ASR Reduction |
| | (44,821) | 0 | (44,821) | 0.0 | Financial Management ASR Reduction |
| | (33,222) | 0 | (33,222) | (2.0) | HR Reorg - ASR Reduction |
| | (223,316) | 0 | (223,316) | 0.0 | IT ASR Reduction |
| | 70,000 | 0 | 70,000 | 0.0 | IT ASR - Cost Reimbursement |
| | (10,876) | 0 | (10,876) | 0.0 | Printing & Distribution ASR Reductions |
| | (71,818) | 0 | (71,818) | 0.0 | Public Information ASR Reduction |
| | (12,382) | 0 | (12,382) | 0.0 | Purchasing ASR Reduction |
| | (37,030) | 0 | (37,030) | 0.0 | Risk Management ASR Reductions |
| | (527,307) | 0 | (527,307) | 0.0 | Vehicle Services ASR Reductions |
| | (1,542,753) | 0 | (1,542,753) | (37.0) | 1.4% Initial Reduction - 37 Desk Clerks |
| | 365,000 | 0 | 365,000 | 7.0 | Restore 7 Desk Clerks w/ Alarm Revenue |
| | (84,000) | 0 | (84,000) | 0.0 | Reduce Part-Time Salary Budget |
| | 84,000 | 0 | 84,000 | 2.0 | Restore 2 Desk Clerks by Shifting Part-time |
| | 199,910 | 0 | 199,910 | 4.0 | Restore 4 Desk Clerks - False Alarm Fee Increase |
| | 150,080 | 0 | 150,080 | 3.0 | Restore 3 Desk Clerks - Towing Fee Increase |
| | 0 | (60,966) | (60,966) | 0.0 | PIIAC - Xfr 2 Limited Term FTEs to Auditor |
| | 0 | 60,966 | 60,966 | 0.0 | Establish I/A w/ Auditor's Office - PIIAC |
| | 0 | 35,000 | 35,000 | 0.0 | Fund MPU Workstations with Bequest |
| | 0 | 424,620 | 424,620 | 4.0 | Partial Restoration of Asset Forfeiture Revenue |
| **Approved Budget Additions and Reductions** | | | | | |
| | 889,817 | 0 | 889,817 | 0.0 | HR Funding Conversion |
| | 0 | 509,000 | 509,000 | 0.0 | School Police Equipment |
| | 0 | 0 | 0 | (5.0) | Transfer 5 FTEs to BIT |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | (55,160) | (55,160) | 0.0 | Reduce and Setaside for Grant |
| | (1,320,905) | 913,460 | (407,445) | (23.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 120,917,869** | **1,282.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | (499,353) | 0 | (499,353) | 0.0 | Asset Forfeiture Measure 3 |
| | | | **$ (499,353)** | **0.0** | Total Decision Packages Not Funded |


CITY OF PORTLAND, OREGON
1851

# Bureau of Fire, Rescue and Emergency Services

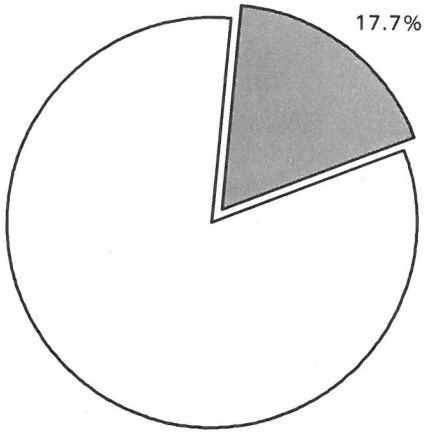
Public Safety Service Area

Jim Francesconi, Commissioner-in-Charge

Ed Wilson, Fire Chief

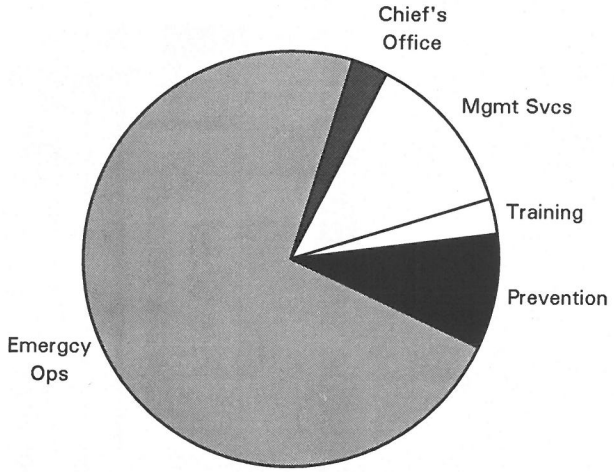
**Percent of General Fund**

**Fire = $64.6 Million**




**General Fund = $365.5 Million**

**Bureau Programs**

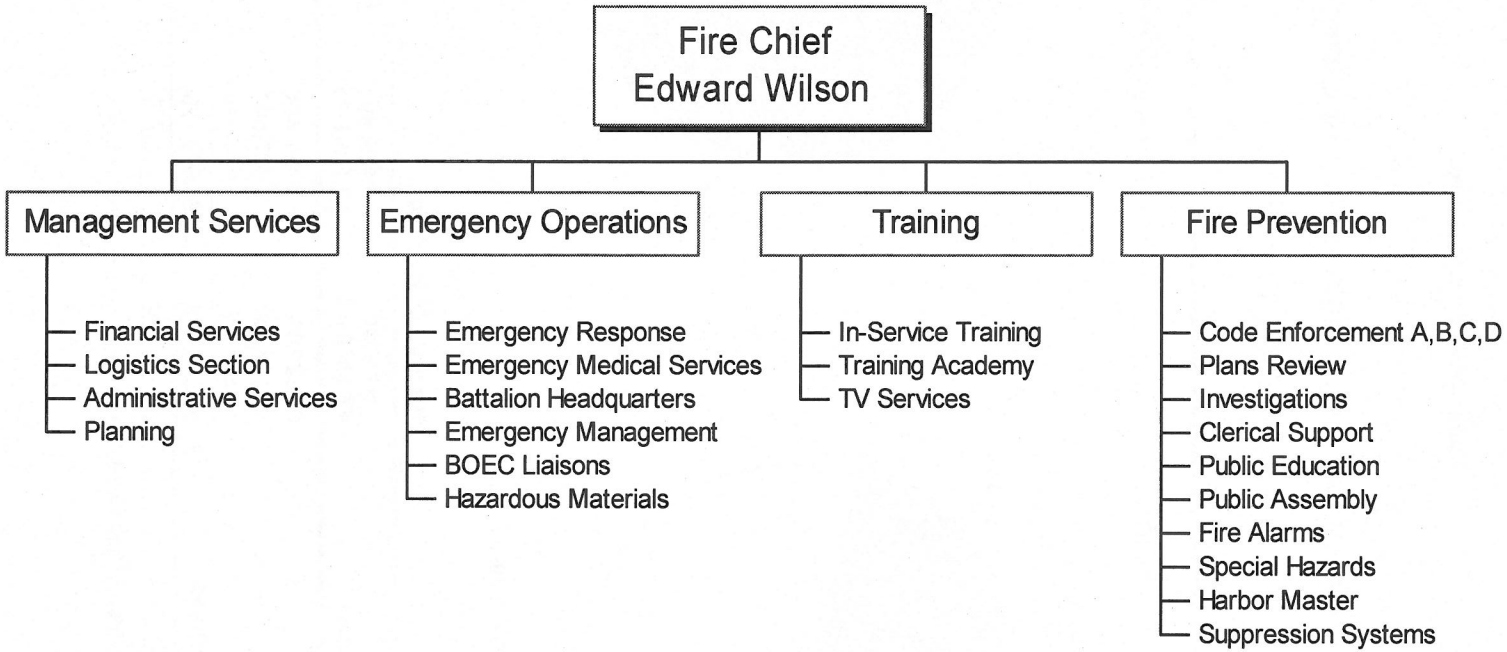



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 61,322,034 | 63,421,484 | 2,099,450 | -0.8% |
| Capital | 2,144,250 | 1,137,500 | -1,006,750 | -49.1% |
| Allocated Overhead Costs | 1,360,538 | 1,084,195 | -276,343 | -23.6% |
| **Total Cost with Allocated Overhead** | **$ 64,826,822** | **$ 65,643,179** | **$ 816,357** | **-2.9%** |
| Authorized Full-Time Positions | 743 | 720 | -23 | -7.1% |

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

# Bureau of Fire, Rescue and Emergency Services



# Bureau Summary

## Bureau Mission

The mission of Portland Fire and Rescue is to promote a safe environment for all protected areas, to respond to fire, medical and other emergencies, and to provide related services to benefit the public

To provide leadership and coordination that encourages Community - Fire and Rescue partnerships that result in City and Fire and Rescue mission and goal accomplishment.

To minimize suffering, loss of life and property from fires, hazardous materials, medical and other emergencies through response programs.

To reduce the frequency and severity of fire, medical and hazardous materials emergencies through prevention efforts such as education, investigations, engineering solutions, code development, enforcement programs, and arson prosecution assistance.

To ensure preparedness and safety through training, disaster planning, and emergency management programs and to provide all divisions with a high level of planning information and activities.

To manage the resources and support necessary for Portland Fire and Rescue to accomplish its mission.

## Bureau Highlights

The FY 2001-02 Adopted Budget for Portland Fire, Rescue and Emergency Services contains several initiatives the Bureau will focus on during the next budget period.

**Paramedics in all Fire stations**

Portland Fire & Rescue has successfully implemented a plan to provide paramedic services from each of the 27 fire stations. This means response crews throughout Portland will be able to provide Advanced Life Support (ALS). With ALS, paramedics give life-saving heart medications and perform other medical procedures to help save patients' lives and improve their prognosis. Portland Fire & Rescue is the largest pre-hospital medical care provider in Oregon.

**Fire & Rescue Bond Implementation**

The Bureau has made significant progress implementing the Fire & Rescue Bond. FY 2001-02 is year two of the 10-year program and plans are underway for the following:

- The first new Fire & Rescue station will be completed May, 2002. Station 12, located at 8655 NE Sandy Boulevard, reflects a successful public/private partnership by which the Central Northeast Neighborhood offices will co-locate with the station. Station 12 will use Green Building practices by installing an eco-roof on a portion of the structure.
- Station 16, the second new station, will be completed in August of 2002. Located at the intersection of NW Skyline and Montgomery Roads, it will be a landmark in the Sylvan Village area. This station is the result of collaboration between the Portland citizens and the Bureau in both siting and designing the station.
- Construction begins January, 2002 for the new Station 9 located at 1710 SE 39th in the Hawthorne District.

- In FY 2001-02, remodeling will be completed for Stations 3, 14, 23, 25, and 26. The projects are dispersed geographically to ensure continued operational readiness and will result in a balance of seismically-improved stations across the city.
- Site acquisition activities will continue in FY 01-02 for a new Station 1, with site selection occurring toward the end of 2002. Siting this station will be difficult because of geological/seismic concerns in the middle of the station's current Fire Management Area. This station will continue to house Fire's technical and specialty rescue teams.

**Limited Duty Policy (incl. pregnancy)**

As the result of a labor/management collaboration, Portland Fire & Rescue has developed a limited-duty policy that includes pregnancy and disabled status. This policy is designed to protect firefighters from the hazards of duty while they recover from injuries or plan their family. The job assignments are temporary and are separate from the use of family leave.

**Increasing diversity in the workforce**

Since 1993, the Bureau has increased by 283% the number of women and minority firefighters.

**Marine Services**

Portland Fire & Rescue's commitment to a clean Willamette River continues through the use of a new boom barge to clean up spills in the river. Portland Fire & Rescue also responds to incidents in Vancouver with Boat 17 at the fire station on Hayden Island. Emergency marine responses on the Columbia River include hazardous spills, shipboard firefighting, special rescue, dive rescue, training, and pre-fire planning.

**Company Based Inspections**

The Bureau is re-instituting a program to use on-duty firefighters to perform basic inspections on multi-family residences, offices and other facilities with no hazardous processes or operations. In phase one, four crews from three stations will be trained this spring and the program implemented in July 2001.

**Administrative Services Impacts**

As a result of the Citywide effort to cut administrative costs, the Information Services and Human Resources sections of the Bureau were centralized. These functions will now be performed through service agreements with other City bureaus.

The Administrative Services Review (ASR) process also reduced funding in the areas of communications, facilities, financial management, fleet, risk management, printing & distribution, public Information and purchasing. Total reductions equal $263,644 with the largest cuts in fleet and public information. Fire & Rescue has reduced its budget for several years yet retains the highest citizen approval rating among the largest bureaus of the City of Portland.

**Service Level Reductions**

The Mayor's Adopted Budget reduces the Portland Fire and Rescue FY 2001-02 budget by $857,000. To achieve this, the Bureau will make the following changes:

- Delay staffing for Station 12 - a one-time reduction of $779,000.
- Reduce materials and services by $30,000.
- Eliminate an Office Support Specialist II, to save $48,000.

# General Description

## Bureau Overview

**Organizational Description**

This bureau is a multi-faceted organization, with a mission to promote a safe environment for all the citizens of Portland that is accomplished through five programs: the Office of the Fire Chief, Emergency Operations, the Management Services Division which includes the Logistics Section, the Training Division and the Prevention Division.

**Office of the Fire Chief**

The Office of the Fire Chief is responsible for the overall management and direction of the Bureau, ensuring a safe city for the citizens of Portland.

**Emergency Operations**

Emergency Operations is the division of Portland Fire and Rescue which includes emergency response personnel charged with responding to calls for help due to fire, medical emergencies, marine accidents, special rescues or hazardous material incidents.

**Management Services**

The Management Services Division provides the support services necessary to operate a 24-hour/ 7-day a week organization. It includes the Logistics Section, the General Administration and Finance Sections, and Strategic Planning.

**Training Division**

The Training Division ensures that all firefighters have the skill and strength to safely perform their jobs. It includes in-service training, new recruit training, and general administration.

**Prevention Division**

The Prevention Division achieves success through fire prevention and education programs, including code enforcement, plans review, and fire investigations. It includes Fire Investigation, Code Enforcement, Public Education, and Plans Review.

## Funding Sources

**General Fund**

At $61,803,724, General Fund Discretionary is by far the largest source of funding for Portland Fire and Rescue operations. For FY 2001-02, non-discretionary resources total $2,755,264. The largest portion of this total is for the enhanced fire prevention program, which anticipates revenues in the amount of $1.1 million. Additionally, Portland Fire and Rescue estimates that contracts will bring in close to $372,000; including a supplies contract with Multnomah County for $192,000. The remainder of non-discretionary revenues are for permits, reimbursements, State sanctioned runs, miscellaneous fees and interagency services.

# Strategic Direction

## Vision and Values

**Strategic Directions**

As part of the completed FY 2000-05 Strategic Plan, Portland Fire and Rescue identified five distinct strategic directions:

- Creatively respond to changing service demands.
- Promote and nurture relationships with the city neighborhoods and key stakeholder groups outside the Bureau.
- Establish new programs and enhance existing programs to develop staff capacity and resources to their fullest potential.
- Accelerate efforts to improve internal organizational effectiveness.
- Demonstrate through words and actions the Bureau's commitment to be responsive, respectful and sensitive to community and workforce demographics and values.

## Management Goals & Objectives

**Long-Term Goals**

Portland Fire and Rescue has five goals which, along with other elements of the Strategic Plan, serve as focal points as the Bureau conducts business:

- Provide leadership and coordination that encourages Community - Fire and Rescue partnerships that result in City and Fire and Rescue mission and goal accomplishment.
- Minimize suffering, loss of life and property from fires, hazardous materials, medical and other emergencies through response programs.
- Reduce the frequency and severity of fire, medical and hazardous materials emergencies through prevention efforts such as education, investigations, engineering solutions, code development, enforcement programs, and arson prosecution assistance.
- Ensure preparedness and safety through training, disaster planning and emergency management programs and to provide all divisions with a high level of planning information and activities.
- Efficiently manage the resources and support necessary for Portland Fire and Rescue to accomplish its mission.

## Council Priorities

**City of Portland Goals**

Portland Fire and Rescue directly supports and promotes City Council goals through the implementation of the following programs:

Through citizen involvement and strategic planning, Portland Fire and Rescue is helping to build a livable city by implementing the GO Bonds. The measure allows the Bureau to manage the city's growth by providing additional resources to the community to provide for public safety.

Portland Fire and Rescue promotes economic vitality and access to quality jobs for all through several programs. An excellent example is the Fire Fighter Trainee Program which provides excellent career opportunities for under-represented classes.

Ensuring a safe community is at the top of Portland Fire and Rescue's list of priorities. In addition to serving as the largest pre-hospital emergency medical care provider in Oregon, the Bureau provides fire suppression, prevention, technical rescue, hazardous materials response, and numerous other programs which enhance public safety.

Portland Fire and Rescue continues to enhance partnerships with other agencies in the region. From participation in the Marine Fire and Safety Association (MFSA), a group of emergency responders along the Columbia River, to intergovernmental agreements with several other agencies for development of computer-enhanced mapping of City streets, and development of a cooperative emergency management system, Portland Fire and Rescue has worked diligently to share information, skills and talents with other area agencies.

Through an extensive Strategic Planning Process, and with numerous internal and external stakeholders providing input, Portland Fire and Rescue is taking large strides to continuously improve the quality of the delivery of public services.

## Budget Notes

### 1.4% On-going reductions

Beginning with FY 2001-02 the Bureau of Fire, Rescue and Emergency Services budget appropriation will be reduced by $857,625 of ongoing General Fund discretionary appropriation to meet the 1.4% discretionary spending cuts.

Of this, $779,295 is achieved by the delay in staffing of a new fire station that has been delayed in construction. This is considered a one-time reduction due to the intent to staff the station after construction is completed.

The Bureau is directed to identify on-going service level reductions or increased revenue sources of $779,295 to replace the one-time reduction beginning in FY 2002-03. Specific recommendations for program changes will be included in the FY2002-03 budget request. Options currently under consideration to meet the reduction include reducing the number of BOEC liaisons and program savings from the implementation of station based inspections.

# Overview of Programs

## CHIEF'S OFFICE

### Office of the Fire Chief

The Office of the Chief ensures that Portland Fire and Rescue complies with State and local regulations in the area of fire suppression, emergency medical response, patient treatment, fire prevention, and investigation. This is accomplished by providing overall management and direction to the other divisions of the Bureau. It also is the liaison with the Mayor, Commissioners and managers of other City bureaus.

This Office includes the Public Communications section, which controls and coordinates all crisis communications at major incidents. The staff provides the media with information about incidents for their news reports. Staff also informs citizens about the Bureau's role in emergency response and the diverse nature of the services provided.

The Chief's Office also oversees the Firefighter Trainee Program. This program concentrates its recruitment efforts on under-represented groups in order to ensure that the workforce better represents the entire community. This rigorous program includes fire science, basic mechanical skills, and certification as an EMT. After successful completion, the recruit enters the Portland Fire, Rescue, and Emergency Services Training Academy.

## MANAGEMENT SERVICES

The Management Services Division is responsible for providing all of the support services necessary to operate a 24-hour, 7-day a week organization. It includes the Logistics Section, the General Administration and Finance Sections, and Strategic Planning.

The Financial Services Section manages all financial activities of the Bureau, including payroll, accounts receivable and payable, the development of the annual budget and capital improvement budget requests, projections of the year-end budget balance, and providing cost analysis and financial reports.

The Logistics Section provides support services to the operational components of Portland Fire and Rescue. This includes maintenance and repair of the City's 27 fire stations, repair, maintenance, and replacement of fire apparatus, implementation of the G.O. Bond, and ordering and stocking of clothing, equipment, fuel, and supplies for fire stations.

The Strategic Planning process has successfully developed a multi-year plan which includes action items supporting mutually agreed upon goals of both management and staff. A schedule is now in place for ongoing follow-up and review of the action items to monitor their implementation and success.

## EMERGENCY OPERATIONS

The majority of resources of Portland Fire and Rescue are dedicated to the Emergency Operations Division which is charged with responding to calls for help due to fire, medical emergencies, marine accidents, special rescues, or hazardous material incidents. There are 27 fire stations located throughout Portland, covering 149.5 square miles and a population of approximately 510,000 people.

The programs within the Emergency Operations Division are Emergency Operations (EOPS), Emergency Medical Services (EMS), Hazardous Materials Services (HAZMAT), liaison with the Bureau of Emergency Communications, Battalion Headquarters (BHQ), Community Emergency Services (CES), and the Portland Office of Emergency Management (POEM).

## TRAINING

The Training Division ensures that all firefighters have the skill and strength to safely perform their jobs. It includes in-service training, new recruit training, and general administration, which provides curriculum, classroom presentations, hands-on training, safety programs, and scheduling of the Training Center Facilities.

New recruit training takes the newly-hired fire fighter trainees and puts them through one year of training and activities on actual apparatus at a working fire station, while their performances are monitored and evaluated.

In-Service Training picks up where the new recruit training ends. All fire fighters and EMTs in the City are continuously evaluated to ensure their skills are sufficient to meet the extreme demands of the job. This section also includes career development, safety programs, loss control, research and development, and the maintaining of standards and certifications.

## PREVENTION

The Prevention Division achieves success through fire prevention and education programs, including code enforcement, plans review, and fire investigations. It includes Fire Investigation, Code Enforcement, Public Education, and Plans Review.

The Public Education Section devotes resources to educating the citizens of Portland about what they can do to assure their own safety. A major goal of this unit is to develop a partnership with other agencies and City bureaus to successfully implement the adoption of an all-risk safety curriculum in Portland schools.

Fire Investigations employs specialized Fire Inspectors who are also sworn peace officers. They investigate suspicious fires and help the planning efforts of the Prevention Division by relaying critical information about contributing factors which cause or spread fires.

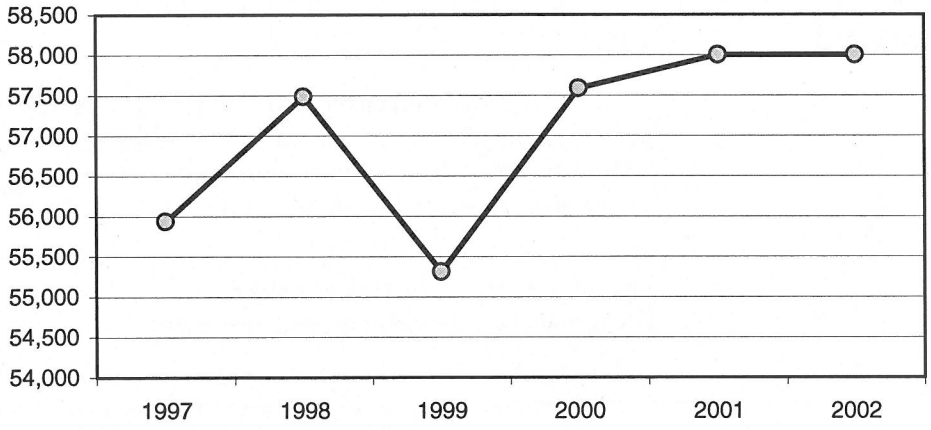
Code Enforcement seeks to identify and mitigate fire hazards in commercial establishments and multi-family dwellings of three or more units. Activities include regular inspections to ensure occupancies adhere to the safe practices outlined in the Uniform Fire Code. This program receives significant funding from the Enhanced Prevention Fee Program.

Plans Review provides specialized Fire Inspectors to review construction and development plans for compliance with fire and life safety provisions of the fire code. These inspectors work cooperatively with the Office of Planning and Development Review to assure a smooth transition from the construction of a project, regulated primarily by the building code, to its eventual use, regulated by the fire code.

# Performance Measures

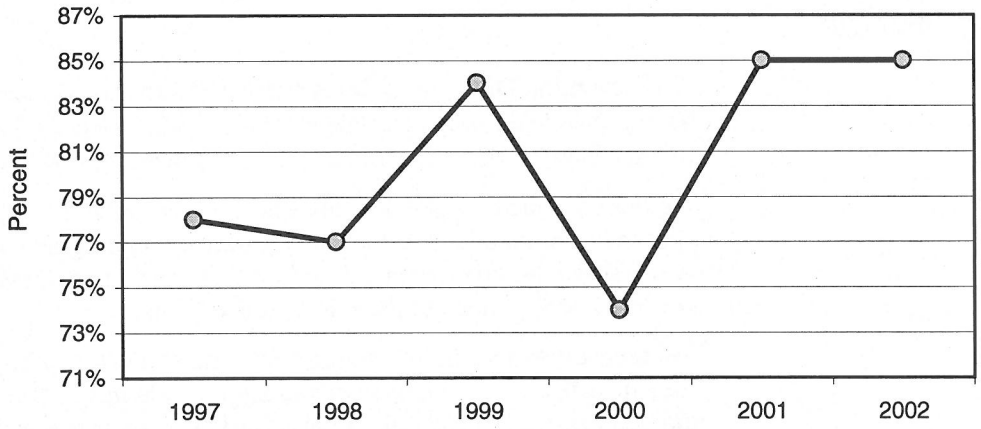
### Number of Emergency Response Calls

- The bureau has seen a constant increase in the number of emergency response calls in direct correlation to the rise in population.
- 75% of the calls responded to are medical in nature.
- Portland Fire and Rescue serves a population of 510 k and provides coverage to 149.5 square miles.



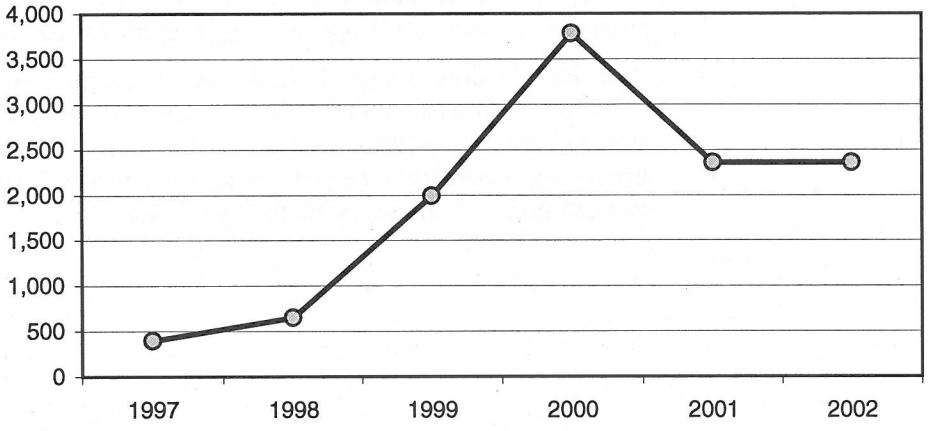

### Response Time under 5 minutes 20 seconds

- Study findings indicate that getting medical help within the first few minutes of a trauma or medical emergency can make a dramatic difference in a patient's recovery.
- Three additional fire stations will be built within the next few years to ensure that Portland Fire & Rescue continues to provide an adequate level of emergency response.



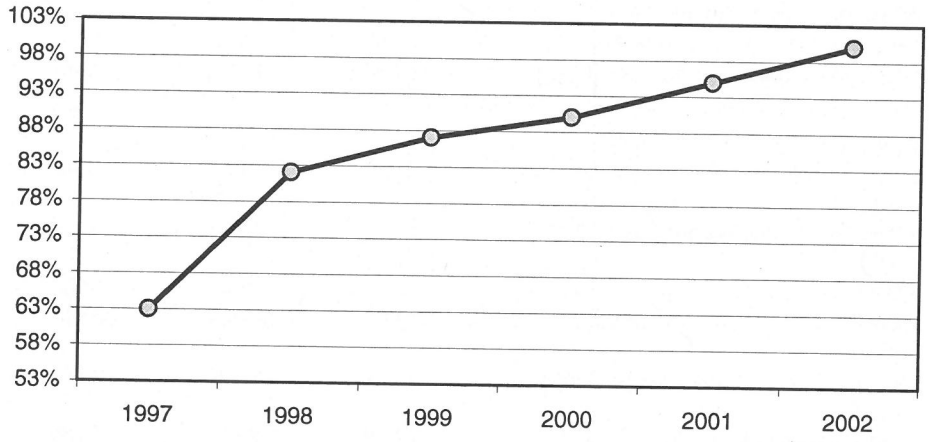

### Number of Applicants for Positions

- Depending on the fiscal year, various exams are given for uniform positions. The chart shows how the total number of applicants fluctuates, depending on the type and number of exams being given.
- Lieutenant, Captain and Chief postions usually have fewer applicants than the entry level positions of Firefighter and EMT.

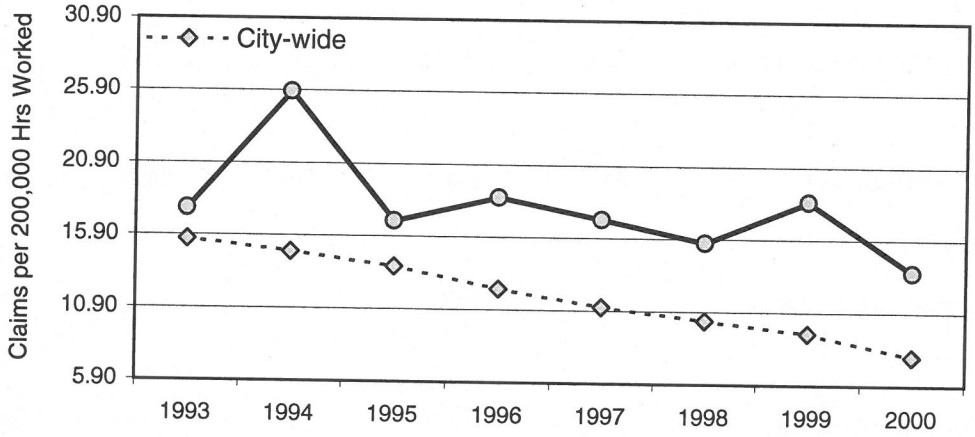


## Percent of Recruits Trained Successfully

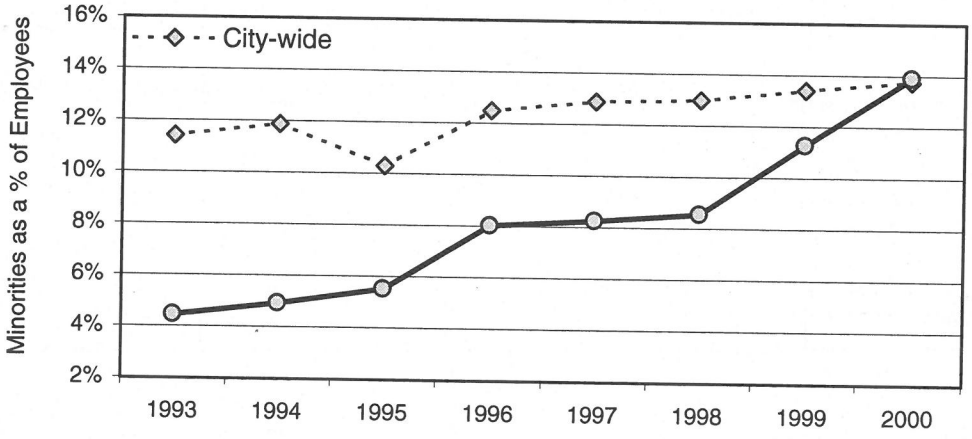
- Portland Fire and Rescue's Training Academy provides an extensive program through classroom training, shift work training at Station 2; and continued learning and evaluation at an assigned station.
- All of these methods of training provide the best means to train an individual; the graph shows the percent who have successfully completed the training.




## 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 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **BUREAU OF FIRE, RESCUE AND EMERGENCY SERVICES** | | | | | | |
| **Affirmative Action Measures** | | | | | | |
| Female Employees as a Percent of Total | 6.8% | 6.6% | 7.3% | 8.8% | | |
| Minority Employees as a Percent of Total | 8.3% | 8.7% | 11.4% | 13.6% | | |
| **Bureau of Fire, Rescue and Emergency Services** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 2.07 | 0.94 | 1.48 | 0.90 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 17.18 | 15.65 | 18.49 | 13.65 | | |
| Fleet Claims per 100,000 Miles Driven | 3.35 | 3.39 | 3.33 | 2.17 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $6,658 | $7,649 | $8,500 | $2,650 | | |
| General Liability Claims Cost per $100 Payroll | $0.01 | $0.02 | $0.46 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $2.62 | $2.11 | $3.86 | $1.28 | | |
| **Chief's Office** | | | | | | |
| **Workload** | | | | | | |
| Number of Applicants for Positions and Promotional Exams | 395 | 649 | 1,986 | 3,778 | 2,355 | 2,355 |
| **Effectiveness** | | | | | | |
| Percent of citizens rating service good or very good | 90% | 91% | 91% | 90% | 95% | 95% |
| **Management Services** | | | | | | |
| **Effectiveness** | | | | | | |
| Percent of time in compliance with external deadlines for payroll, Council, Budget and Purchasing | 100% | 100% | 99% | 100% | 100% | 100% |
| **Efficiency** | | | | | | |
| Process payment documents in 5 days 100% of the time | 100% | 100% | 100% | 100% | 100% | 100% |
| **Emergency Operations** | | | | | | |
| **Workload** | | | | | | |
| Number of Emergency Response Calls | 55,936 | 57,483 | 55,310 | 57,588 | 58,000 | 58,000 |
| **Efficiency** | | | | | | |
| Respond (turnout and travel) to 90% of all EMS/Fire incidents within 5 minutes 20 seconds | 78% | 77% | 84% | 74% | 85% | 85% |
| **Training** | | | | | | |
| **Workload** | | | | | | |
| Number of hours of training provided via group delivery at Training or in the field | 14,000 | 14,000 | 48,440 | 40,150 | 40,000 | 40,000 |
| **Effectiveness** | | | | | | |
| Percent of recruits successfully trained in comparison to the total # of recruits | 63% | 82% | 87% | 90% | 95% | 100% |
| **Efficiency** | | | | | | |
| Percent of firefighters completing in-service training based on annual requirements | 95% | 85% | 100% | 100% | 100% | 100% |
| **Prevention** | | | | | | |
| **Workload** | | | | | | |
| Number of participants in public education programs per PEO employee | 3,914 | 2,675 | 1,018 | 6,002 | 1,895 | 1,075 |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **Effectiveness** | | | | | | |
| Number of arrests and exceptional clearances as a percent of the total number of arson fires | 19% | 25% | 18% | 17% | 20% | 20% |

# Bureau of Fire, Rescue and Emergency Services AU 124

SUMMARY OF BUREAU BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 50,598,626 | 51,819,918 | 53,203,508 | 55,590,165 | 55,150,668 |
| External Materials and Services | 3,968,742 | 4,237,504 | 4,919,181 | 4,249,520 | 4,238,050 |
| Internal Materials and Services | 2,567,007 | 2,854,555 | 2,897,973 | 3,003,241 | 3,982,766 |
| Minor Capital Outlay | 111,718 | 229,424 | 301,372 | 50,000 | 50,000 |
| Equipment Cash Transfers | 152,000 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 57,398,093 | 59,141,401 | 61,322,034 | 62,892,926 | 63,421,484 |
| Capital Improvements | 1,831,000 | 132,016 | 2,144,250 | 1,137,500 | 1,137,500 |
| **TOTAL BUREAU EXPENDITURES** | **$ 59,229,093** | **$ 59,273,417** | **$ 63,466,284** | **$ 64,030,426** | **$ 64,558,984** |
| Allocated Overhead | 1,465,141 | 1,530,868 | 1,360,538 | 1,522,973 | 1,084,195 |
| **Total Cost with Allocated Overhead** | 60,694,234 | 60,804,285 | 64,826,822 | 65,553,399 | 65,643,179 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 55,989,131 | 59,765,350 | 61,275,162 | 61,803,720 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 245,400 | 742,300 | 0 | 0 |
| Contract Revenues | | 370,061 | 292,000 | 292,000 | 292,000 |
| Interagency Revenues | | 75,795 | 46,200 | 41,722 | 41,722 |
| Program Revenue | | 2,593,030 | 2,620,434 | 2,421,542 | 2,421,542 |
| **Total Non-Discretionary Revenues** | | 3,284,286 | 3,700,934 | 2,755,264 | 2,755,264 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 59,273,417** | **$ 63,466,284** | **$ 64,030,426** | **$ 64,558,984** |

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.

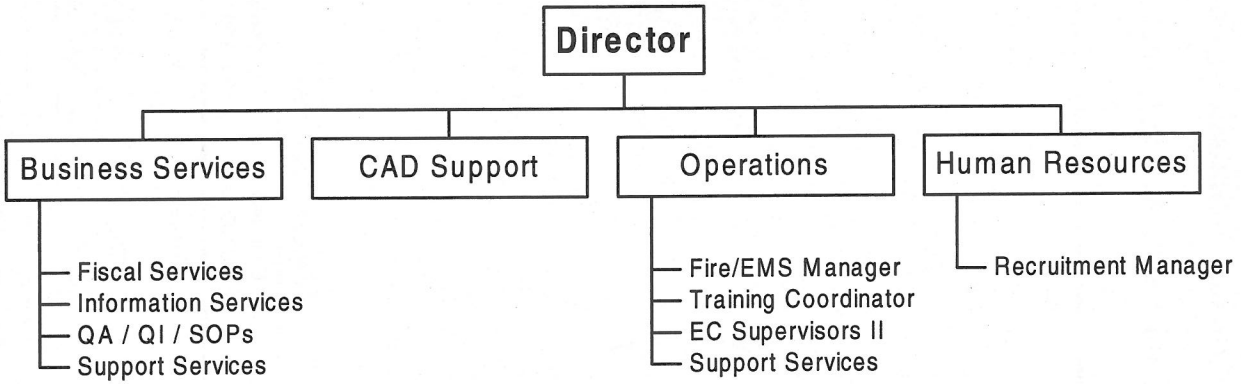
| | | | | |
|---|---|---|---|---|
| **PROGRAMS** | | | | |
| Logistics | 89,563 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Chief's Office | 946,871 | 1,021,314 | 1,241,598 | 1,770,156 |
| *Positions* | *8* | *9* | *8* | *8* |
| Management Services | 7,470,223 | 9,484,370 | 8,299,272 | 8,299,272 |
| *Positions* | *45* | *45* | *40* | *35* |
| Emergency Operations | 43,916,900 | 45,847,803 | 46,951,833 | 46,951,833 |
| *Positions* | *595* | *602* | *591* | *591* |
| Training | 1,708,506 | 1,494,916 | 1,824,345 | 1,824,345 |
| *Positions* | *22* | *23* | *23* | *23* |
| Emergency Management & Planning | 1,418 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Prevention | 5,137,382 | 5,617,881 | 5,713,378 | 5,713,378 |
| *Positions* | *66* | *65* | *63* | *63* |
| **TOTAL PROGRAMS** | **$ 59,270,863** | **$ 63,466,284** | **$ 64,030,426** | **$ 64,558,984** |
| *Positions* | ***735*** | ***743*** | ***725*** | ***720*** |
| *General Fund Discretionary Positions* | ***698*** | ***711*** | ***695*** | ***0*** |

## Bureau of Fire, Rescue and Emergency Services AU 124

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 1210 | Utility Worker I | 0 | 0 | 1 | 32,962 | 1 | 34,195 | 1 | 34,195 |
| 1532 | Vehicle & Equipment Mechanic | 6 | 6 | 5 | 211,687 | 5 | 220,480 | 5 | 220,480 |
| 604 | Video Production Assistant | 3 | 3 | 2 | 109,242 | 1 | 56,638 | 1 | 56,638 |
| 606 | Video Production Manager | 2 | 2 | 2 | 127,420 | 1 | 66,061 | 1 | 66,061 |
| **TOTAL FULL-TIME POSITIONS** | | **733** | **735** | **743** | **$ 40,500,472** | **725** | **$ 42,857,097** | **720** | **$ 42,527,479** |

# Bureau of Emergency Communications



# Bureau Summary

## Bureau Mission

The mission of the Bureau of Emergency Communications is to provide exemplary, quality, and timely 9-1-1 call taking services to the citizens of Portland and Multnomah County, and to provide the best possible dispatch services to BOEC's police, fire and medical user agencies.

## Bureau Highlights

### Demand for Services

*As population grows call volume increases*

Bureau of Emergency Communications (BOEC) call volume has historically increased each year. Two years ago the call volume remained steady at about 900,000 calls per year. In FY 2000-01 the call volume began to increase again.

The FY 2001-02 budget provides for a personnel level sufficient to cover all dispatch operation and call-taking positions that, if fully staffed, could provide a performance level of 90% of all 9-1-1 calls answered within 20 seconds (reduced from the current goal of 94.5%).

### City Administrative Services Review

*Citywide Administrative Services Review*

As a result of the Citywide Administrative Services Review, BOEC will transfer the Human Resources Coordinator position to the Office of Management and Finance and 16 IT positions to Information Technology. Additional adjustments are expected as part of the ASR process.

Due to a reorganization of resources within the bureau, BOEC has reduced 6 FTE from the revised budget. All positions being eliminated are vacant.

# General Description

## Bureau Overview

### Organizational Description

The Bureau of Emergency Communications (BOEC) serves as the primary public safety answering point for Multnomah County.

All calls utilizing the 9-1-1 telephone system and the non-emergency number are processed by BOEC personnel. Through contractual and interagency agreements, BOEC personnel dispatch police, fire and emergency medical personnel to incidents.

In FY 2001-02 BOEC expects to receive 900,000 calls made up of 600,000 emergency and 300,000 non-emergency calls. A call attendant switch helps reduce the number of non-emergency calls handled by BOEC call-takers. The switching equipment allows a person to self-direct his/her call to various user defined options including a telephone report unit or an information and referral unit.

### Operating Budget

The total FY 2001-02 operating budget is $13.5 million, a decrease of $200,000 from FY 2000-01.

### Call Volumes

Historically, call volumes tend to increase at a rate similar to population. The population of Multnomah County has been estimated to grow an average of 4% per year.

Recently call volume has leveled off. In response, BOEC has reduced the number of budgeted certified Emergency Communications Operator ECO II positions by 6 FTE from 104 to 98.

#### Recruiting

Recruiting efforts to hire and train 20 new ECO staff positions per year have been developed and are in place. The goal is to recruit and hire 10 ECO trainees twice a year. Each group of new hires goes through a 12-month training program.

The Bureau has seen an increase in trained staff due to the recruiting and training strategies adopted in recent years. The increase in trained and certified staff will allow an overtime expense level of $780,000. The ability to achieve this cost will depend on the ability to retain at least 85 certified ECO staff throughout the next fiscal year.

#### Overtime

As staffing and training efforts continue to meet the staffing level goals, overtime is used to add staff hours to the operations floor as required to meet the performance levels defined by the BOEC User Board.

During FY 2001-02 overtime work requirements are anticipated to be 23,000 hours, the equivalent of approximately 11 FTE.

## CHANGES FROM PRIOR YEAR

### FY 2000-01

**Position Revisions and Additions**

BOEC made several adjustments to the staffing level. Starting from the FY 00-01 adopted staffing level of 165 FTE, BOEC has reduced a net of 5 positions in this year's Adopted Budget.

- Add 2 FTE CAD programmer/analysts. These employees have previously worked as temporary employees and should be transferred to full time positions. The positions are dedicated to work on the CAD system, providing system maintenance and enhancements that benefit all BOEC users.
- Eliminate 1 FTE Training Manager position. A lead role has been assigned to an existing ECS II position in Operations as BOEC Training Coordinator. Training activity is primarily focused on training of new ECO trainees and skill maintenance for existing, certified ECO staff.
- Eliminate 1 FTE HR Coordinator position
- Eliminate 1 FTE Training support staff position
- Add 2 FTE Information Services positions to support the computer-based training application development area and supervise the BISNS team.
- Eliminate 6 FTE ECO positions in response to lower call volume. There are 98 certified ECO and 10 ECO trainee positions budgeted for operations.

**Funding for CAD Programmer/Analysts**

BOEC has shown the CAD Reserve as the budgeted funding source for costs related to the two programmer/analysts assigned to the CAD system maintenance and enhancement for the amount of $230,000. If there are personnel or other savings during FY 2000-01, BOEC intends to apply them to the costs related to these two positions and conserve CAD Reserve resources.

### FY 2001-02

**Position and Organizational Changes**

The FY 2001-02 budget contain 160 FTE. The most significant organizational change has been a result of the Citywide administrative service review which centralized City information technology and human resources staff. The result is a transfer of 17 FTE from the BOEC budget to central support offices for HR and IT.

In addition, the Bureau has reduced 6 FTE from the budget to a FY 2001-02 budget amount of 137 FTE

## FUNDING SOURCES

### User Jurisdiction Payment

BOEC functions as the primary public safety answering point for the jurisdictions within Multnomah County. All member jurisdictions provide a share of financial support to BOEC. The amount of support is related to the size of the population of the various jurisdictions. Portland has the greatest number of residents and therefore the City of Portland provides the majority of the funding for BOEC, approximately 80%.

There are two sources of revenue for these payments: State allocated 9-1-1 revenue and entity General Fund resources.

Research Services responds to requests for 9-1-1 call recordings by attorneys, media, City and other requesters. A fee of $50 per request is assessed. Members of the user jurisdictions that pay the allocated costs from BOEC do not pay an additional amount for this service.

The CAD Reserve was dissolved in FY 00-01 with the balance of $2.7 million refunded to the user jurisdictions.

The Office of Management and Finance suggested BOEC's operating contingency should be between 3-5% of operating expenditures. With FY 01-02 operating expenditures at about $14 million, the operating contingency should range from $420,000 to $600,000.

The operating contingency is budgeted at zero. It is possible that subsequent budget adjustments under consideration may result in the transfer of funds from other budget categories into an operating contingency.

# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

### Long-Term Goals

The main goal of the Bureau of Emergency Communications is to provide 9-1-1 call taking and dispatch services to the citizens, police, fire, and medical user agencies of Portland and Multnomah County.

To ensure this occurs, BOEC has the following goals:

- Strive toward attaining full staffing;
- Improve the training program for trainees;
- Enhance the inservice training for certified ECO II's;
- Review and update the technological support systems which provide the underpinnings for BOEC's functions;
- Improve labor-management relations and cooperations to ensure resolution of identified issues;
- Enhance the quality assurance program to ensure continuous improvements in bureau policies, procedures, training processes, and environment, and in the evaluation of the need for new technologies.

Working toward these goals will help ensure that BOEC provides the best possible service to our user agencies and the citizens of Multnomah County.

### Bureau Management Objectives for FY 2001-02

The Bureau performs services for the user agencies within the Multnomah County area, as stated within the User Agency Agreement. The goal of BOEC is to meet or exceed the requirements of the user agreement.

#### Call Taking Objectives

There are several objectives intended to improve call handling.

- 90.0% of all E-911 calls will be answered in less than twenty (20) seconds.

#### Police Dispatch Objectives

There are several objectives intended to improve call responses for police.

- For 90% of all Priority E calls, create-to-dispatch times to be within 60 seconds.
- For 90% of all Priority 1 calls, create-to-dispatch times to be within 90 seconds.
- For 90% of all Priority 2 calls, create-to-dispatch times to be within 180 seconds.
- For 90% of all Priority 3, 4 and 5 calls, create-to-enter times to be within 180 seconds.

#### Fire Dispatch Objectives

There are several objectives intended to improve call responses for fire.

- For 90% of all Urgent calls (C, A and R fires), create-to-broadcast/tone-out times to be within 60 seconds.
- For 90% of all Priority calls (Code 2 or non-emergency response), receive-to-broadcast/ tone-out times to be within 90 seconds.

- For 90% of all Non-Priority calls receive-to-broadcast/tone-out times to be within 120 seconds.

**Emergency Medical Dispatch (EMS) Objectives**

There are two objectives intended to improve medical response.

- For 90% of all Priority E-1-2 calls, create-to-dispatch/tone-out times to be within 90 seconds.
- For 90% of all Priority 3-9 calls, create-to-dispatch/tone-out times to be within 180 seconds.

Hiring Objectives for FY 00-01

There are two objectives intended to meet affirmative action goals.

- Recruit and hire personnel to meet or exceed the Bureau's affirmative action goals.
- Hire, train and certify a sufficient number of positions each year to offset attrition and meet operational needs.

Note: These objectives are frequently reviewed by the BOEC User Board.

## COUNCIL PRIORITIES

### Council Issues and Priorities

The City Council has established goals and priorities. Each bureau has been asked to provide a statement as to the relationship of the bureau to the Citywide and Council directed goals and priorities. The Council priorities are

- 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
- 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

**BOEC's Relationship to Priorities**

*Housing costs, central city vitality, partnering, and even quality education are connected to public safety.*

BOEC's activities directly or indirectly impact most of Council's priorities. These activities directly support the provision and maintenance of a safe peaceful community. BOEC functions as the primary public safety answering point for Multnomah County. Emergency and non-emergency phone calls are received by BOEC employees and police, fire and medical personnel are dispatched to these incidents.

Safety itself is integral to the livability and growth potential of the city. In fact, safety of a community impacts all aspects of the city. Housing costs, central city vitality, partnering, and even quality education are connected to public safety.

# Overview of Programs

## ADMINISTRATION

The Administration program includes the Director and the Business Services staff totaling 10 FTE.

The Director supervises the Operations Manager, Human Resources Manager and Support Services Manager.

The Administrative cost center includes appropriation for:

- Director
- Support Services Manager
- Principal Management Analyst
- Two ECO I staff providing Research Services
- One ECO I staff, providing support services
- One ECO II staff providing CAD support services.
- Three administrative support positions, timekeeper, receptionist and supervisor.

The Operations Manager is accounted for within the Operations program.

The Support Services Manager is responsible for all business services which include fiscal services, information systems, research operations, and general office functions. Information systems staff are accounted for within the operations program.

The HR Manager and IT staff have been transferred to central City bureaus as part of the Administrative Services Review process.

## 911 OPERATIONS

### Overview

The Operations program includes a total of 127 FTE.

### Operations Cost Center

The Bureau Operations Manager has primary responsibility for providing E-911 call-taking and police, fire and emergency medical dispatch services.

The FY 01-02 budget includes funding for a total of 127 positions:

- 98 FTE certified ECO II positions responsible for handling incoming calls and dispatch activity.
- 10 FTE ECO trainee positions to allow for replacement of staff due to attrition, retirement and for increases in volume of work.
- 5 FTE, Operations Manager, Police Manager, Fire/EMS Manager, PIO Manager and Training Coordinator.
- 3 FTE, Emergency Communications Supervisor II positions.
- 10 FTE, Emergency Communications Supervisor I positions.
- 1 FTE, Support Services

Emergency communications supervisors report directly to the bureau Operations Manager who is responsible for the day to day operation of the Center.

The Police Manager reports to the Bureau Operations Manager and is responsible for the overall management of the police dispatch services area.

The Fire/EMS Program Manager reports to the Bureau Operations Manager and is responsible for the overall management of the fire/emergency medical dispatch services area.

The PIO Manager reports to the Bureau Operations Manager and is responsible for public information outreach and is the primary media contact for the bureau.

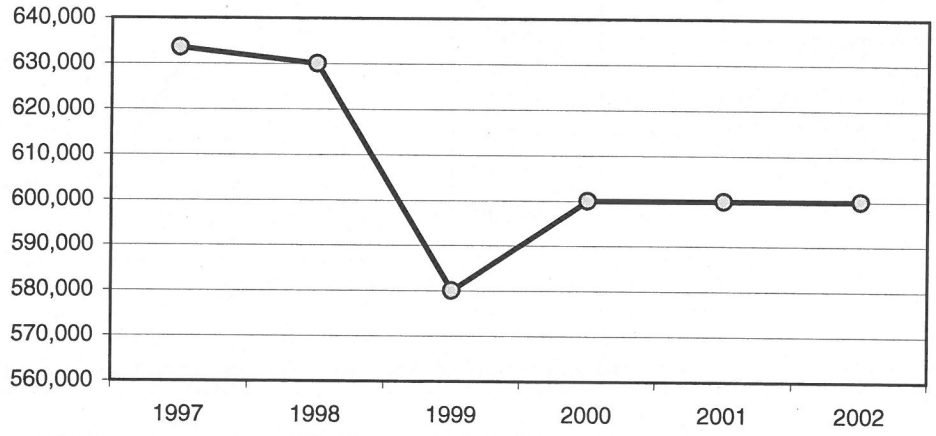
The Training Coordinator reports to the Bureau Operations Manager and is responsible for coordinating the operations staff new employee academies and certification training as well as ongoing operations certification training.

All Emergency Communications Operators report to the on-duty Emergency Communications Supervisor(s).

# Performance Measures

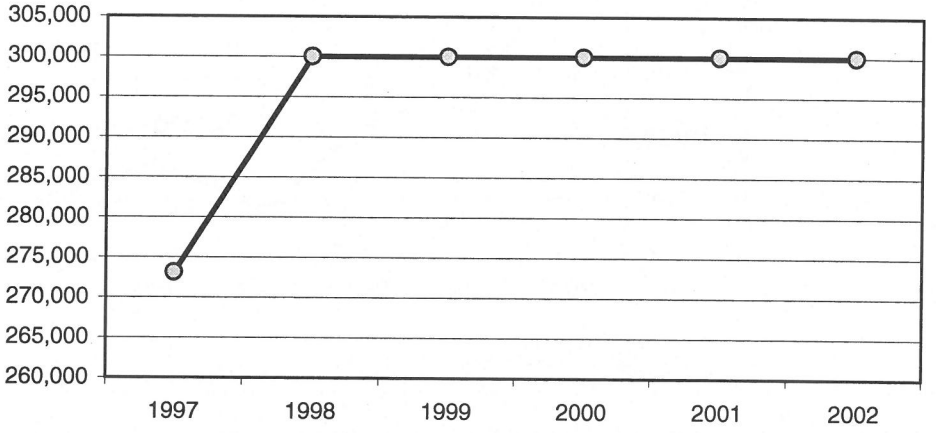
### Emergency 9-1-1 Calls

- The implementation of the 9-1-1 non-emergency number has reduced the number of emergency calls since FY 1998.



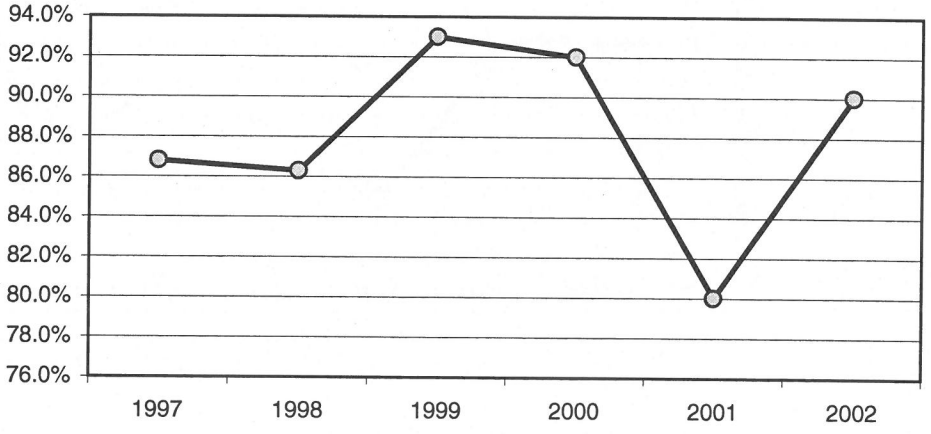

### Non-Emergency Calls

- The volume of calls to the non-emergency number varies with the usage of the non-emergency phone number, and the overall call volume to the Bureau.
- Implementation of the public education program should create a sharp increase in non-emergency calls.



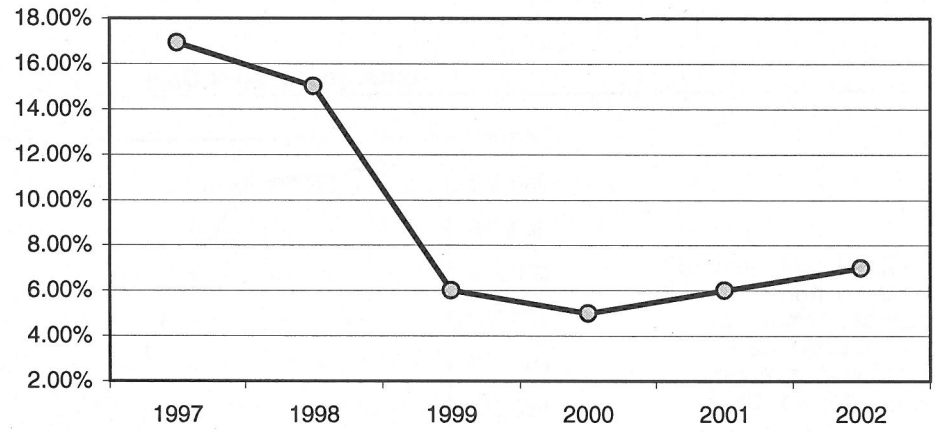

### % Calls Answered Within 20 Seconds

- As current recruitment efforts lead to a full staffing level of certified emergency communications operators, BOEC expects performance to improve.

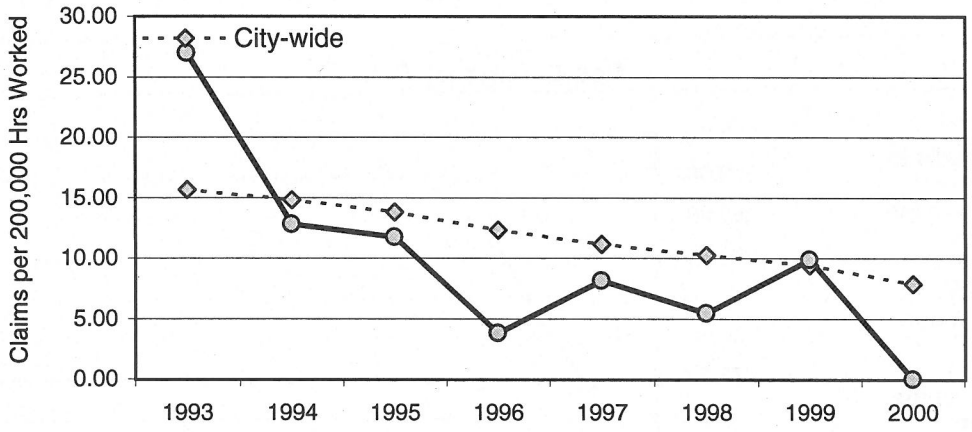


## Administrative Cost as a % of Total Budget

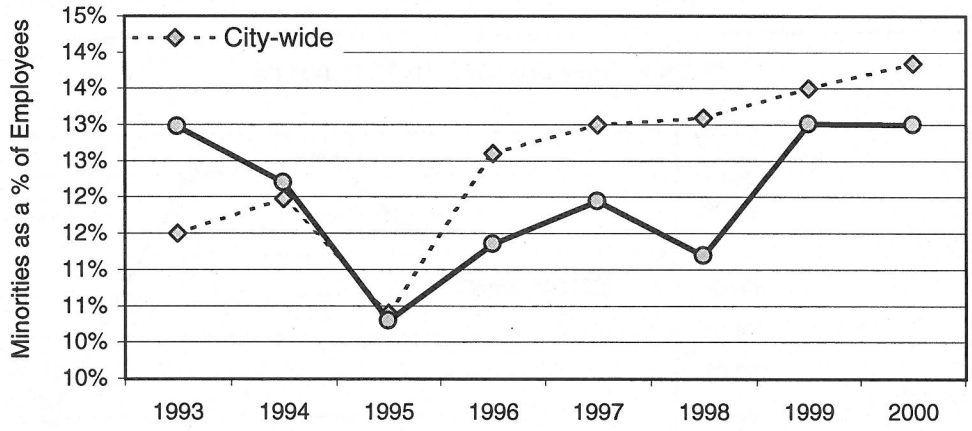
- The objective is to manage administrative costs to 10% or less of the total BOEC budget.




## 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 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **BUREAU OF EMERGENCY COMMUNICATIONS** | | | | | | |
| **Affirmative Action Measures** | | | | | | |
| Female Employees as a Percent of Total | 71.6% | 70.6% | 68.5% | 68.1% | | |
| Minority Employees as a Percent of Total | 11.9% | 11.2% | 13.0% | 13.5% | | |
| **Bureau of Emergency Communications** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 0.00 | 0.00 | 0.00 | 0.72 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 8.13 | 5.45 | 9.90 | 0.72 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.82 | | |
| Worker's Comp Claims Cost per $100 Payroll | $1.11 | $0.65 | $1.54 | $0.00 | | |
| **Administration** | | | | | | |
| **Workload** | | | | | | |
| Administrative cost as a % of total budget. | 16.94% | 15.00% | 6.00% | 5.00% | 6.00% | 7.00% |
| **911 Operations** | | | | | | |
| **Workload** | | | | | | |
| Emergency 9-1-1 Calls | 633,519 | 630,000 | 580,000 | 600,000 | 600,000 | 600,000 |
| Non-Emergency Calls | 273,097 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| % Calls Answered within 20 Seconds | 86.8% | 86.3% | 93.0% | 92.0% | 80.0% | 90.0% |

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 10,140,622 | 10,529,177 | 10,777,210 | 11,500,758 | 10,075,086 |
| External Materials and Services | 969,419 | 783,835 | 1,105,938 | 380,499 | 381,111 |
| Internal Materials and Services | 1,041,994 | 1,142,314 | 1,296,822 | 1,294,984 | 2,769,080 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 30,647 | 159,599 | 500,000 | 500,000 | 500,000 |
| **Total Operating Budget** | 12,182,682 | 12,614,925 | 13,679,970 | 13,676,241 | 13,725,277 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 12,182,682** | **$ 12,614,925** | **$ 13,679,970** | **$ 13,676,241** | **$ 13,725,277** |
| Allocated Overhead | 377,488 | 287,839 | 274,906 | 314,268 | 214,363 |
| **Total Cost with Allocated Overhead** | 12,560,170 | 12,902,764 | 13,954,876 | 13,990,509 | 13,939,640 |
| **RESOURCES** | | | | | |
| Emergency Communication Fund | | 12,614,925 | 13,679,970 | 13,676,241 | 13,725,277 |
| 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 | | 636,292 | 806,059 | 817,618 | 818,230 |
| *Positions* | | *9* | *9* | *9* | *9* |
| 911 Operations | | 11,978,633 | 12,873,911 | 12,858,623 | 12,907,047 |
| *Positions* | | *156* | *151* | *144* | *128* |
| **TOTAL PROGRAMS** | | **$ 12,614,925** | **$ 13,679,970** | **$ 13,676,241** | **$ 13,725,277** |
| *Positions* | | ***165*** | ***160*** | ***153*** | ***137*** |
| *General Fund Discretionary Positions* | | ***105*** | ***102*** | ***97*** | ***87*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 5,329,489 | 5,539,230 | 7,195,675 | 7,764,234 | 6,722,792 |
| 512000 | Part-Time Employees | 33,334 | 51,635 | 0 | 0 | 0 |
| 514000 | Overtime | 996,661 | 948,701 | 780,000 | 780,000 | 755,000 |
| 515000 | Premium Pay | 15,660 | 21,482 | 10,000 | 10,280 | 5,140 |
| 517000 | Benefits | 2,546,835 | 2,666,713 | 2,791,535 | 2,946,244 | 2,592,154 |
| 518000 | Paid Absence | 1,218,643 | 1,301,416 | 0 | 0 | 0 |
| **Total Personnel Services** | | 10,140,622 | 10,529,177 | 10,777,210 | 11,500,758 | 10,075,086 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 129,584 | 127,058 | 281,908 | 46,164 | 46,164 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 2,805 | 3,387 | 3,609 | 1,590 | 1,590 |
| 524000 | Repair & Maintenance Services | 163,450 | 148,397 | 167,022 | 142,292 | 142,292 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 91,250 | 115,316 | 105,354 | 98,051 | 98,051 |
| 531000 | Office Supplies | 38,348 | 41,641 | 36,085 | 29,939 | 39,212 |
| 532000 | Operating Supplies | 18,863 | 22,121 | 27,837 | 5,730 | 5,730 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 425,226 | 252,813 | 373,599 | 11,000 | 11,000 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 0 | 0 | 0 | 0 | 0 |
| 541000 | Education | 57,905 | 50,168 | 56,995 | 16,300 | 16,300 |
| 542000 | Local Travel | 2,407 | 2,199 | 2,134 | 2,194 | 2,194 |
| 543000 | Out-of-Town Travel | 27,283 | 10,528 | 15,310 | 6,077 | 6,077 |
| 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 | 12,298 | 10,207 | 36,085 | 21,162 | 12,501 |
| **Total External Materials and Services** | | 969,419 | 783,835 | 1,105,938 | 380,499 | 381,111 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 5,254 | 5,636 | 6,975 | 7,298 | 7,298 |
| 552000 | Printing & Distribution | 32,769 | 32,251 | 36,174 | 36,449 | 36,449 |
| 553000 | Facilities Services | 274,217 | 252,383 | 313,907 | 294,590 | 294,590 |
| 554000 | Communications Services | 386,557 | 462,268 | 484,572 | 428,229 | 428,229 |
| 555000 | Data Processing Services | 76,343 | 113,822 | 146,954 | 143,124 | 1,568,796 |
| 556000 | Insurance | 264,318 | 273,833 | 306,468 | 304,427 | 304,427 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 2,536 | 2,121 | 1,772 | 80,867 | 129,291 |
| **Total Internal Materials and Services** | | 1,041,994 | 1,142,314 | 1,296,822 | 1,294,984 | 2,769,080 |
| **Total Materials and Services** | | 2,011,413 | 1,926,149 | 2,402,760 | 1,675,483 | 3,150,191 |
| **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 | 30,647 | 159,599 | 500,000 | 500,000 | 500,000 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | | **$ 12,182,682** | **$ 12,614,925** | **$ 13,679,970** | **$ 13,676,241** | **$ 13,725,277** |

## Bureau of Emergency Communications AU 620

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 819 | Administrative Assistant | 1 | 2 | 2 | 82,687 | 2 | 95,524 | 2 | 95,524 |
| 926 | Administrative Services Manager | 2 | 2 | 2 | 134,160 | 1 | 75,586 | 1 | 75,586 |
| 929 | Bureau Operations Manager | 1 | 1 | 1 | 60,655 | 1 | 71,527 | 1 | 71,527 |
| 317 | Emergency Comm Operator I | 0 | 3 | 3 | 136,292 | 3 | 142,853 | 3 | 142,853 |
| 318 | Emergency Comm Operator II | 118 | 118 | 110 | 4,304,804 | 109 | 5,082,527 | 109 | 5,082,528 |
| 325 | Emergency Comm Supervisor I | 8 | 10 | 10 | 604,944 | 10 | 612,441 | 10 | 612,441 |
| 326 | Emergency Comm Supervisor II | 7 | 7 | 8 | 491,306 | 6 | 356,543 | 6 | 356,543 |
| 917 | Emergency Communication Director | 1 | 1 | 1 | 91,228 | 1 | 97,615 | 1 | 97,615 |
| 2542 | Information Systems Analyst II | 0 | 0 | 0 | 0 | 3 | 173,813 | 0 | 0 |
| 2543 | Information Systems Analyst III | 0 | 2 | 2 | 106,930 | 2 | 114,369 | 0 | 0 |
| 2522 | Information Systems Tech I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2523 | Information Systems Tech II | 0 | 4 | 5 | 219,032 | 4 | 197,527 | 0 | 0 |
| 100 | Office Support Specialist I | 0 | 0 | 1 | 30,000 | 1 | 24,519 | 1 | 24,519 |
| 102 | Office Support Specialist II | 0 | 0 | 1 | 35,736 | 1 | 31,074 | 1 | 31,074 |
| 2545 | Principal Info Systems Analyst | 2 | 2 | 2 | 141,854 | 2 | 141,961 | 0 | 0 |
| 953 | Principal Management Analyst | 0 | 1 | 1 | 57,033 | 1 | 64,402 | 1 | 64,402 |
| 968 | Program Manager I | 1 | 2 | 2 | 119,457 | 1 | 63,453 | 0 | 0 |
| 970 | Program Manager II | 2 | 3 | 1 | 66,258 | 1 | 68,180 | 1 | 68,180 |
| 971 | Program Manager III | 0 | 3 | 4 | 196,841 | 0 | 0 | 0 | 0 |
| 972 | Program Manager IV | 0 | 0 | 1 | 65,000 | 1 | 68,000 | 0 | 0 |
| 973 | Program Manager V | 0 | 0 | 2 | 170,830 | 2 | 194,394 | 0 | 0 |
| 220 | Secretarial Clerk I | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2552 | Senior Information Systems Mgr | 1 | 1 | 1 | 80,628 | 1 | 87,926 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **147** | **165** | **160** | **$ 7,195,675** | **153** | **$ 7,764,234** | **137** | **$ 6,722,792** |

# Bureau of Emergency Communications AU 620

## 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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 13,907,675 | 0 | 13,907,675 | 154.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (121,804) | 0 | (121,804) | 0.0 | 1.4% Reduction |
| | (343) | 0 | (343) | 0.0 | ASR Reduction Fleet Services |
| | (813) | 0 | (813) | 0.0 | ASR Reduction Printing & Distribution |
| | (122) | 0 | (122) | 0.0 | ASR Reduction Faciltiies Services |
| | (3,063) | 0 | (3,063) | 0.0 | ASR Reduction Communications Services |
| | (3,056) | 0 | (3,056) | 0.0 | ASR Reduction Data Processing Services |
| | (1,313) | 0 | (1,313) | 0.0 | ASR Reduction Insurance |
| | (8,048) | 0 | (8,048) | (1.0) | ASR Human Resources Reduction |
| | (644) | 0 | (644) | 0.0 | ASR Purchasing Reduction |
| | (14,773) | 0 | (14,773) | 0.0 | ASR Reductions IT Equipment |
| | (4,028) | 0 | (4,028) | 0.0 | ASR Reductions Financial Management |
| | (73,427) | 0 | (73,427) | 0.0 | 911 Revenue Reduction |
| **Approved Budget Additions and Reductions** | | | | | |
| | (1,425,672) | 0 | (1,425,672) | (16.0) | BIT ASR reorganization |
| | 1,425,672 | 0 | 1,425,672 | 0.0 | Increased I/A BIT ASR reorganization |
| | 48,424 | 0 | 48,424 | 0.0 | Increased I/A HR ASR reorganization |
| | 9,273 | 0 | 9,273 | 0.0 | Increase in operating supplies |
| **Adopted Budget Additions and Reductions** | | | | | |
| | (8,661) | 0 | (8,661) | 0.0 | Overhead Adjustment |
| | (182,398) | 0 | (182,398) | (17.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 13,725,277** | **137.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |


CITY OF PORTLAND, OREGON
1851

# Fire & Police Disability & Retirement

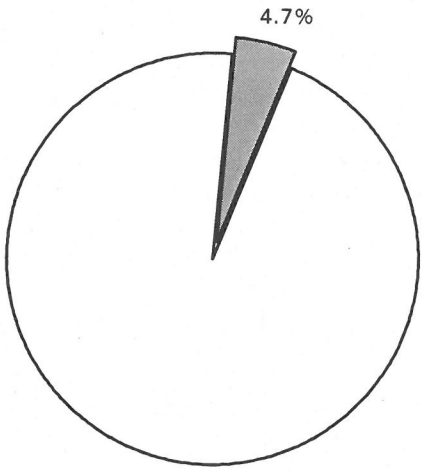
Public Safety Service Area

Auditor Gary Blackmer, Commissioner-in-Charge

Babette Heeftle, Director

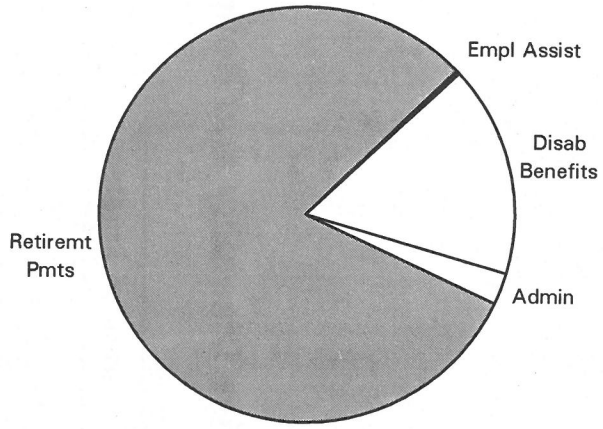
**Percent of City Budget**

**FPD&R = $67.5 Million**




**City Budget = $1.45 Billion**

**Bureau Programs**

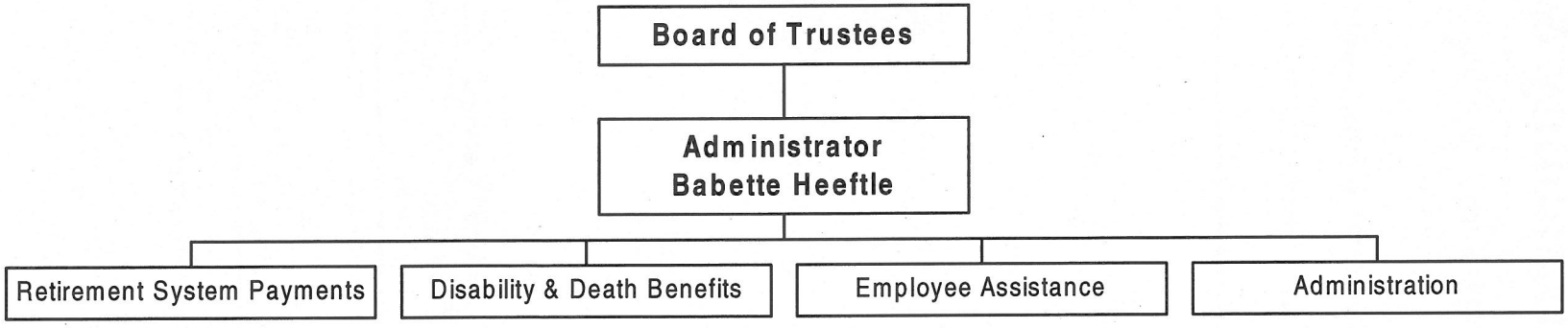



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 64,487,406 | 67,450,604 | 2,963,198 | 0.3% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 79,114 | 63,752 | -15,362 | -22.7% |
| **Total Cost with Allocated Overhead** | **$ 64,566,520** | **$ 67,514,356** | **$ 2,947,836** | **0.3%** |
| Authorized Full-Time Positions | 0 | 0 | 0 | 0.0% |

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

# Fire and Police Disability and Retirement



# Bureau Summary

## Bureau Mission

We provide disability and retirement benefits to Portland firefighters, police officers, and their survivors as prescribed by City Charter.

## Bureau Highlights

### Overview

The Fire and Police Disability and Retirement (FPD&R) Fund provides disability and retirement benefits to the sworn employees and their survivors of the Bureau of Fire, Rescue and Emergency Services and the Bureau of Police of the City of Portland. Chapter 5 of the City Charter establishes the level of benefits and the method of administering benefits. The Charter also provides the fund with separate property tax levy authority of up to $2.80 per $1,000 of real market value within the City of Portland.

The Fund is divided into the following programs:

- Retirement System Payments
- Disability and Death Benefits
- Administration
- Employee Assistance Program

### Board of Trustees

Chapter 5 of the City Charter is administered by a Board of Trustees. The Board also supervises and controls the Fire and Police Disability and Retirement Fund and the Reserve Fund.

The voters of the city of Portland amended the Charter in November 2000 to change the composition of the Board beginning July 1, 2001. Effective that date, the Board of Trustees will be composed of the following eleven members: the Mayor, the City Treasurer, the City Auditor, the Chief of Fire or the Chief of Police (on a rotating basis), two elected active members of the Fire Bureau, two elected active members of the Police Bureau, and three citizens, one appointed by the City Council, one appointed by the elected members of the Fire Bureau and the Police Bureau and the other appointed by the entire Board of Trustees.

### Membership

As of June 30, 2000, there were 1,546 active, working sworn Fire and Police personnel participating in the Fire and Police Disability and Retirement Plan. There were 1,547 retirees, beneficiaries, and participants with permanent disabilities currently receiving benefits and 27 terminated employees vested but not yet receiving benefits under the plan.

### Budget Summary

The FY 2001-02 Adopted Budget supports all on-going activities and services provided to members and the Board of Trustees. Total fund requirements net of tax anticipation notes for FY 2001-02 are $70,518,629. Total bureau expenditures are $67,450,604 including $54,585,004 for pension and termination benefits, $11,159,211 for disability and death benefits, $1,663,085 for administrative expenses and $43,304 for the Employee Assistance Programs. The primary funding source for the FPD&R Fund is property tax revenues which total $59,700,350 in FY 2001-02. There are no decision packages in the Adopted Budget.

# General Description

## Bureau Overview

**Programs**

The Bureau is divided into the following four programs:

***Retirement System Payments Program:*** ♦includes the direct costs of pensions or refunds of contributions to members and beneficiaries.

***Disability and Death Benefits Program:*** ♦includes all direct benefit costs for time lost due to disability, medical claims, and death benefits.

***Administration Program:*** ♦includes all other fund expenses which are non-direct costs of providing benefits, including staffing costs, actuarial expenses, legal fees, and other office expenses.

***Employee Assistance Program (EAP):*** ♦includes the expenses paid by FPD&R associated with management of the Employee Assistance Program for the Police Bureau and the Fire Bureau.

## Changes from Prior Year

**Retirement System Payments**

Overall expenditures in retirement system payments total $54,585,004, an increase of $2.16 million over the FY 2000-01 Revised Budget. The changes from prior year include an estimated net increase of 41 pension recipients and increases in benefits for the annual cost of living adjustment (COLA). This adjustment is estimated at a 4.4% COLA for the Old Plan Fire Bureau retirees, an 8.9% COLA for the Old Plan Police Bureau retirees, and a 2% adjustment for the New Plan retirees. The COLAs for the Old Plan retirees include a 6% longevity pay increase for Police retirees and a 1.5% special increase for Fire retirees. The total number of pension recipients estimated by fiscal year ending 2002 is 1,494.

**Disability and Death Benefits**

Overall expenditures in disability payments total $11,159,211, an increase of $740,000 over the FY 2000-01 Revised Budget. The primary reasons for the change are the cost of living adjustments (COLAs) including an increase for inflation, longevity pay (Police) and special pay increases (Police and Fire); increasing medical costs; and overall increase in the number of short-term disability benefit recipients; and relatively expensive New Plan benefit recipients replacing Old Plan benefit recipients in long-term disability benefit.

**Administration**

The Administration Program expenditures increase by $47,879. This is a 3.0% increase over the FY 2000-01 Revised Budget. The increase is due to inflationary increases within the current service level budget.

**Employee Assistance Program (EAP)**

EAP program expenditures show a slight increase. This is due to the projected lease escalations and parking fee increase. The costs associated with the EAP are completely reimbursed by the Fire and the Police Bureaus.

## FUNDING SOURCES

The primary funding source for the Fire and Police Disability and Retirement Fund is property tax revenues totaling $59.7 million in FY 2001-02, a decrease of $3.0 million. The decline in property tax revenues is caused by a higher beginning balance and by a change in the Fund's general operating contingency policy. The FPDR Fund reviewed its contingency policy and reduced the level of contingency beginning FY 2001-02. This resulted in one-time decrease in contingency by $1.5 million (47.3%) from FY 2000-01.

Chapter 5 of the City Charter provides for separate property tax levy authority up to $2.80 per $1,000 of real market value within the city of Portland. In FY 2001-02, the rate is estimated to be approximately $1.36 per $1,000 of real market value. Other funding sources include interest income of $1.2 million, miscellaneous revenues of $3,915, and interagency revenues of $54,739.

# Strategic Direction

## Vision and Values

The following mission, vision, and values statements reflect the strategic direction developed by the FPD&R Fund staff:

**Mission**

*We provide disability and retirement benefits to Portland firefighters, police officers, and their survivors as prescribed by City Charter.*

**Vision**

*We take care of our members.*

**Values**

- *We offer our members the best possible service by providing benefits in a compassionate and competent manner.*
- *We treat our members with respect, dignity, and courtesy.*
- *We serve the Board of Trustees with professionalism and efficiency.*
- *We fulfill our mission with fiscal responsibility and careful stewardship of the public resources.*
- *We maintain a positive and supportive work environment with an atmosphere of mutual respect, teamwork, humor, and camaraderie.*
- *We maintain active communication and a free flow of ideas in order to foster individual and organizational development.*

## Management Goals & Objectives

### Management Objectives

FPD&R's management objectives reflect both continuing objectives and areas of new development which will contribute to the overall goal of organizational excellence.

**Continuing Objectives:**

- Provide effective, efficient services to members.
- Serve the Board of Trustees professionally and efficiently.

**New FY 2001-02 Objectives:**

- Coordinate the delivery of Trustee training for July 2001, evaluate the need for on-going training, and plan and deliver training.
- Improve communications with Trustees, members and the public by developing and publishing an Annual Report, by developing a member handbook, Q&A brochures and other informational materials, and by developing tools for communicating with the public about funding and benefit issues.
- Implement recommendations developed from Phase 1 of the Re-engineering project (underway in FY 2000-01), review of current office technology, business systems and procedures, and exploration of workflow software.

- Continue development of incentive programs with the Fire and Police Bureaus to increase short-term, light-duty and early return to work programs, and evaluate incentives for long-term programs.

## MAJOR INITIATIVES

**Strategic Planning**

In September 2000, the Bureau held a strategic planning session. The entire Administration staff, including two liaison personnel from the Fire Bureau and the Police Bureau participated the session to review the mission, values, and vision statement; review strengths, weaknesses, opportunities, and threats; modify management objectives; and plan strategies to accomplish the objectives. The strategic plan supports the bureau's goal of organizational excellence.

## COUNCIL PRIORITIES

**Council Issues and Priorities**

**Maintain a Financially Stable City**

The Fund is supported by a separate property tax levy authorized by the voters in 1948. The levy allows a maximum rate of $2.80 per $1,000 of real market value. The actual levy for FY 2000-01 is $1.47 per $1,000 of real market value, and the projected levy for FY 2001-02 is $1.36 per $1,000 of real market value. The administrative staff of the Fund has continued working with the Office of Management and Finance to ensure financial issues relative the fund are addressed.

**Ensure a Safe and Peaceful Community**

The fund provides retirement and disability benefits to the sworn police and fire employees of the City. By remaining financially strong and providing promised benefits effectively and efficiently, the fund helps the City to attract and hold the most qualified individuals for important public safety operations.

# Overview of Programs

## Retirement System Payments

This program provides pension benefits to retired sworn members of the Police and Fire bureaus or their surviving spouses. By the end of FY 2001-02, there are projected to be 1,494 retired members and beneficiaries, an increase of 41 from the projected year end total for FY 2000-01.

**Expenses**

The expenses for the program are based on current year costs plus expected new retirements, projected deaths and an inflation factor. Retirement benefits for Old Plan retirees are increased in step with increases to the salaries of active firefighters and police officers, an assumed 4.4% for Fire Bureau retirees and 8.9% for Police Bureau retiree. For New Plan retirees, benefits are increased in step with increases to PERS, an assumed 2.0% for FY 2001-02.

**Benefits Under the Old Plan**

Prior to July 1, 1990, plan participants became eligible for pension benefits only after 20 years of employment if they were 55 years of age or after 25 years of employment if they were 50 years of age. Participants were not entitled to any retirement benefits except for refunds of their contributions into the plan, unless they attained 20 years of service. Pension benefits were paid generally at 60% of the current salary of a first class firefighter or police officer, as defined in the plan.

**Benefits Under the New Plan**

Effective July 1, 1990, the plan was amended to provide for the payment of benefits upon termination of employment on or after attaining age 55, or on or after attaining age 50 if the member has 25 or more years of service. Members become 100% vested after five years of service. Benefits are paid at retirement using the following formula: 2.2 to 2.8 %multiplied by the number of years of service (up to 30). That product is multiplied by the highest one-year base pay the member received during the final three years of the member's employment. A survivor's benefit is paid to a surviving spouse at 25 to 100% of the member's final pension, depending on the accrual rate selected (2.2 to 2.8) at the time of retirement.

## Disability & Death Benefits

This program provides for compensation to sworn members of the Fire and Police bureaus or their survivors for injury, illness or death incurred in the performance of duty. Funding is included for no-time-loss medical claims and short and long-term service, non-service, and occupational disability benefits. Members receive a percentage of their pay for time lost through illness or injury. Vocational rehabilitation costs are also included, as are costs related to physician-directed work hardening.

**New Plan Benefits**

Sworn Fire and Police members become eligible for membership in the plan immediately upon employment. The New Plan (as amended effective July 1, 1990) provides for occupational or service-connected disability benefits at 75% of the member's base pay reduced by 50% of any wages earned in other employment, with reduced percentages of base pay and offsets for wages earned in other employment for later years. The plan also provides for non-service connected disability benefits at reduced rates of base pay for members with 10 or more years of service.

### Old Plan Benefits

Members receiving disability benefits on January 1, 1990, who were not expected to return to work remain under the Old Plan and continue to receive benefits under its provisions. The Old Plan provides for benefits at a rate of 100% of pay initially, reduced to 60% of pay after four years on disability. Under the Old Plan, members on long-term disability remain in disability status until they reach disability retirement age at 64.

During FY 2001-02, there will be 101 members who receive long-term disability benefits covered by the Old Plan. Therer are estimated to be 73 such members covered by the New Plan. The majority of the Old Plan members receiving disability benefits are past retirement age (50 or 55) and would be receiving the maximum (30 year) pension were they not disabled. The cost of a pension is slightly higher than the disability benefit, due to the increment the plan pays for state tax offset on pensions.

## ADMINISTRATION

The Administration program provides funding for all activities and staffing in support of the provision of pension, disability, and death benefits for members of the Fire and Police bureaus and their survivors. Staffing is provided through an interagency agreement with the City Auditor's Office. Administrative functions include processing applications for benefits, issuing payments for approved claims, tracking payments, and monitoring and forecasting the financial status of the Fund. Staff also provides assistance to, and answers inquiries from the Board of Trustees, members, attorneys, medical providers, and the public.

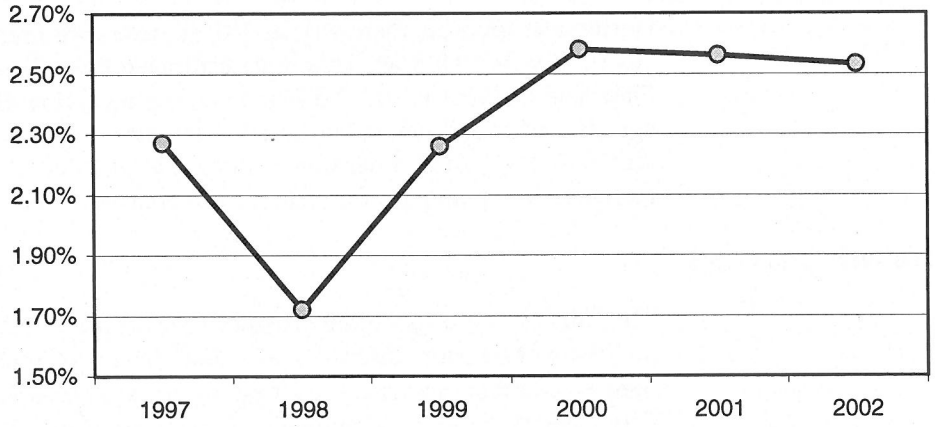
## EMPLOYEE ASSISTANCE

Management of the Police Bureau's Employee Assistance Program (EAP) has been provided by the Fire and Police Disability and Retirement Fund since July 1, 1997, and of the Fire Bureau's EAP since July 1, 1998. The purpose of the two programs is to promote the health and well-being of Police and Fire personnel through education, mental health resources, and by training and using peer support volunteers. Fire & Police Disability & Retirement (FPD&R) staff provides supervision and management oversight of the programs. Office space is leased in conjunction with the FPD&R in order to house the EAP program in a central location. The FY 2001-02 program budget is $54,739. Direct expenses paid by FPD&R are reimbursed by both bureaus via interagency agreements (I/As). The I/As also include reimbursement for overhead expenses and allocated management time.

# Performance Measures

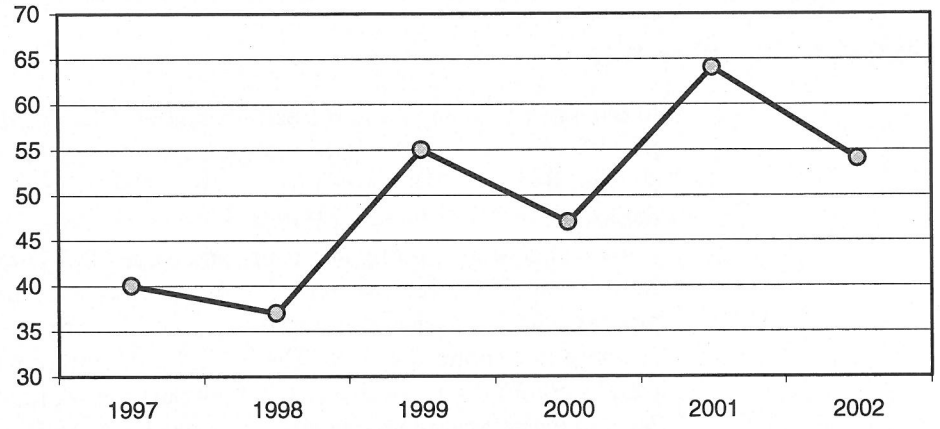
**Administrative Cost as a Percentage of Total Budget**

- Administrative costs have historically been between 2% and 3% of the total budget or less.
- The decrease in 1998 was due to the one-time increase in total costs for retroactive payments.



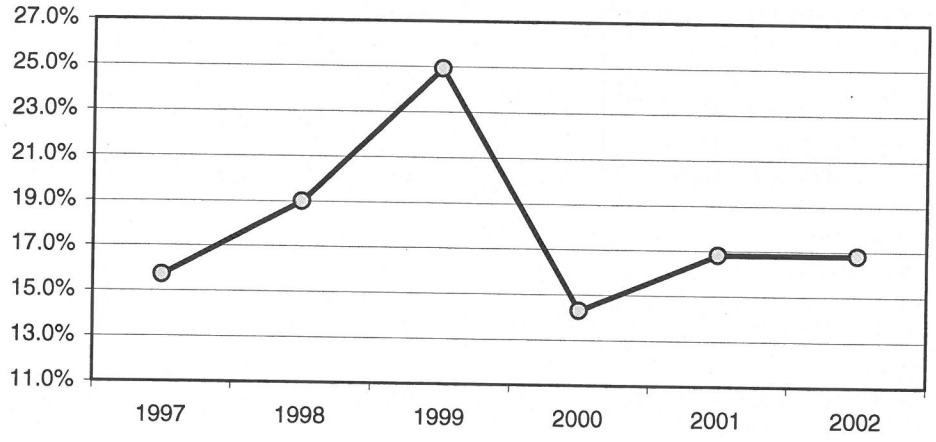

**Number of Retirements from Active Service**

- The number of retirements are largely due to the demographics of the fire and police bureaus.
- Other factors influencing retirement choices include economics, work satisfaction and morale, and bureau policies.
- Fiscal year 2001 includes a budgeted "cushion" of 10 extra retirements per bureau.



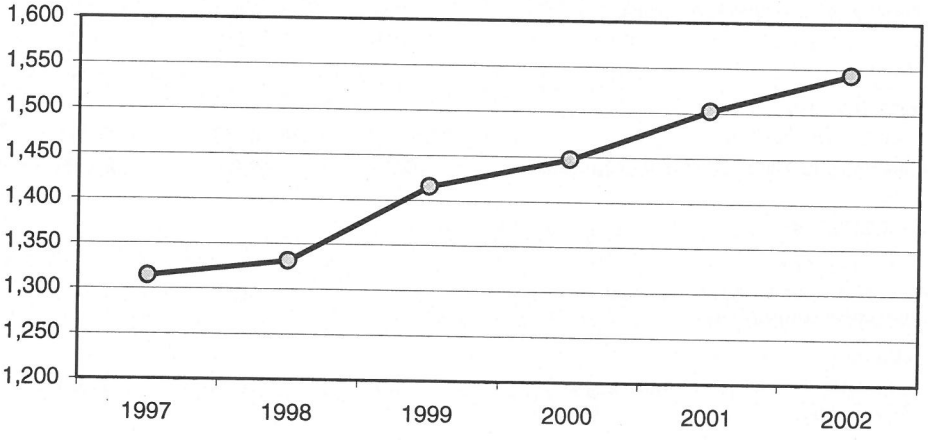
## Medical Cost Savings as a Percentage of Total Medical Costs

- Medical savings rise more than overall cost increases.
- However, a change of a third party administrator resulted in smaller savings in FY 1999-00.
- This is mainly because of errors in the third party administrator handling PPO provider claims.




## Number of Pension Recipients

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



| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **FIRE & POLICE DISABILITY & RETIREMENT** | | | | | | |
| **Fire & Police Disability & Retirement** | | | | | | |
| **Retirement System Payments** | | | | | | |
| **Workload** | | | | | | |
| Number of new plan retirees | 40 | 37 | 55 | 47 | 64 | 54 |
| Number of pension estimates | 121 | 71 | 228 | 305 | 380 | 380 |
| Number of Pension Recipients | 1,314 | 1,331 | 1,415 | 1,447 | 1,502 | 1,543 |
| Number of pre-retirement workshop participants | | | 75 | 80 | 80 | 80 |
| **Effectiveness** | | | | | | |
| Percentage of workshop participants who rated workshop helpful | | | 100% | 100% | 100% | 100% |
| **Efficiency** | | | | | | |
| Percentage of pension estimates processed within one week | 43% | 40% | 94% | 90% | 93% | 95% |
| **Disability & Death Benefits** | | | | | | |
| **Workload** | | | | | | |
| Number of new no-time loss claims | 159 | 216 | 152 | 143 | 186 | 186 |
| Number of new time loss claims | 297 | 308 | 304 | 344 | 344 | 344 |
| Number of members on short-term disability | 303 | 317 | 331 | 334 | 334 | 334 |
| **Effectiveness** | | | | | | |
| Medical cost savings | $226,528 | $314,670 | $382,741 | $288,291 | $359,178 | $359,178 |
| Savings as a percentage of total medical cost | 15.7% | 19.0% | 24.9% | 14.3% | 16.8% | 16.8% |
| **Administration** | | | | | | |
| **Effectiveness** | | | | | | |
| Percentage of members reported "satisfied" with service | | 99% | | 99% | | 100% |
| **Efficiency** | | | | | | |
| Administrative Cost as a Percentage of Total Budget | 2.27% | 1.72% | 2.26% | 2.58% | 2.56% | 2.53% |

# Fire & Police Disability & Retirement AU 337

SUMMARY OF BUREAU BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 0 | 0 | 0 | 0 | 0 |
| External Materials and Services | 53,377,622 | 56,290,082 | 63,562,397 | 66,516,220 | 66,516,220 |
| Internal Materials and Services | 777,915 | 790,547 | 914,493 | 923,553 | 923,553 |
| Minor Capital Outlay | 7,575 | 11,426 | 10,516 | 10,831 | 10,831 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 54,163,112 | 57,092,055 | 64,487,406 | 67,450,604 | 67,450,604 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 54,163,112** | **$ 57,092,055** | **$ 64,487,406** | **$ 67,450,604** | **$ 67,450,604** |
| Allocated Overhead | 88,016 | 84,343 | 79,114 | 76,367 | 63,752 |
| **Total Cost with Allocated Overhead** | 54,251,128 | 57,176,398 | 64,566,520 | 67,526,971 | 67,514,356 |
| **RESOURCES** | | | | | |
| Fire & Police Disability & Retirement Fund | | 57,092,055 | 64,487,406 | 67,450,604 | 67,450,604 |
| 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** | | | | | |
| Retirement System Payments | | 46,800,851 | 52,423,156 | 54,585,004 | 54,585,004 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Disability & Death Benefits | | 8,989,121 | 10,421,104 | 11,159,211 | 11,159,211 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Administration | | 1,272,886 | 1,603,731 | 1,663,085 | 1,663,085 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Employee Assistance | | 29,197 | 39,415 | 43,304 | 43,304 |
| *Positions* | | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 57,092,055** | **$ 64,487,406** | **$ 67,450,604** | **$ 67,450,604** |
| *Positions* | | ***0*** | ***0*** | ***0*** | ***0*** |
| *General Fund Discretionary Positions* | | ***0*** | ***0*** | ***0*** | ***0*** |

# Fire & Police Disability & Retirement AU 337

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **Personnel Services** | | | | | |
| **Total Personnel Services** | 0 | 0 | 0 | 0 | 0 |
| **Materials and Services** | | | | | |
| **External Materials and Services** | | | | | |
| 521000 Professional Services | 192,593 | 221,940 | 429,703 | 409,044 | 409,044 |
| 522000 Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 Repair & Maintenance Services | 17,416 | 13,655 | 14,077 | 14,542 | 14,542 |
| 525000 Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 Miscellaneous Services | 52,080 | 56,635 | 41,942 | 48,972 | 48,972 |
| 531000 Office Supplies | 11,734 | 11,818 | 15,465 | 15,975 | 15,975 |
| 532000 Operating Supplies | 4,290 | (323) | 200 | 1,500 | 1,500 |
| 533000 Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 Minor Equipment & Tools | 19,589 | 38,919 | 33,083 | 91,325 | 91,325 |
| 535000 Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 Other Commodities External | 0 | 0 | 0 | 0 | 0 |
| 541000 Education | 6,894 | 10,841 | 9,902 | 11,093 | 11,093 |
| 542000 Local Travel | 405 | 244 | 567 | 586 | 586 |
| 543000 Out-of-Town Travel | 27,093 | 39,878 | 47,048 | 48,601 | 48,601 |
| 544000 Space Rental | 109,020 | 106,265 | 126,150 | 130,367 | 130,367 |
| 545000 Interest | 0 | 0 | 0 | 0 | 0 |
| 546000 Refunds | 25,998 | 30,019 | 53,445 | 54,995 | 54,995 |
| 547000 Retirement System Payments | 52,910,510 | 55,760,154 | 62,790,815 | 65,689,220 | 65,689,220 |
| 549000 Miscellaneous | 0 | 37 | 0 | 0 | 0 |
| **Total External Materials and Services** | 53,377,622 | 56,290,082 | 63,562,397 | 66,516,220 | 66,516,220 |
| **Internal Materials and Services** | | | | | |
| 551000 Fleet Services | 0 | 0 | 0 | 0 | 0 |
| 552000 Printing & Distribution | 27,983 | 35,243 | 31,844 | 34,156 | 34,156 |
| 553000 Facilities Services | 0 | 15 | 0 | 0 | 0 |
| 554000 Communications Services | 13,245 | 9,580 | 12,969 | 13,131 | 13,131 |
| 555000 Data Processing Services | 7,172 | 8,053 | 16,467 | 14,641 | 14,641 |
| 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 | 729,515 | 737,656 | 853,213 | 861,625 | 861,625 |
| **Total Internal Materials and Services** | 777,915 | 790,547 | 914,493 | 923,553 | 923,553 |
| **Total Materials and Services** | 54,155,537 | 57,080,629 | 64,476,890 | 67,439,773 | 67,439,773 |
| **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 | 7,575 | 11,426 | 10,516 | 10,831 | 10,831 |
| 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** | 7,575 | 11,426 | 10,516 | 10,831 | 10,831 |
| 573000 Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | **$ 54,163,112** | **$ 57,092,055** | **$ 64,487,406** | **$ 67,450,604** | **$ 67,450,604** |

# Fire & Police Disability & Retirement AU 337

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 | | |
| FY 2001-02 | 68,334,800 | 0 | 68,334,800 | 0.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | (321) | 0 | (321) | 0.0 | Adjust estimated refunds |
| | (882,682) | 0 | (882,682) | 0.0 | Adjust estimated Retirement system payments |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (392) | 0 | (392) | 0.0 | I/A ASR cut Communications |
| | (295) | 0 | (295) | 0.0 | I/A ASR cut BIT |
| | (506) | 0 | (506) | 0.0 | ASR Printing & Distribution |
| **Approved Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | (884,196) | 0 | (884,196) | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 67,450,604** | **0.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |


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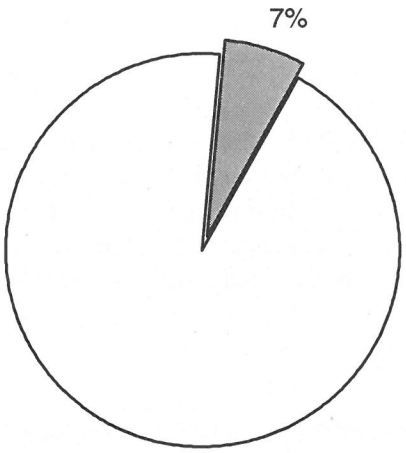

CITY OF PORTLAND, OREGON
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# Parks, Recreation and Culture

Portland Parks and Recreation

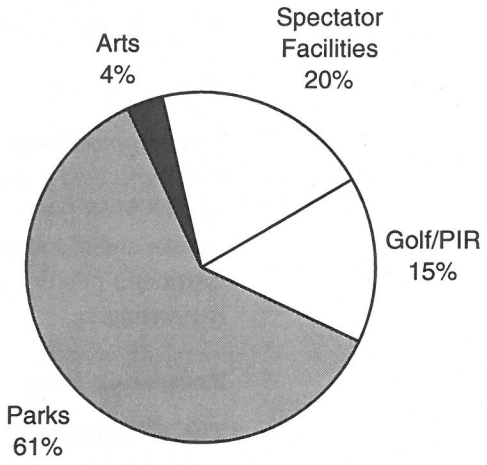
**Percent of City Budget**

**Parks, Recreation, & Culture = $95.9 Million**




**City Budget = $1.45 Billion**

**Bureau Pie Chart**




## Service Area Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 47,503,241 | 47,082,300 | 2,866,324 | 1.7% |
| Capital | 13,649,863 | 9,980,635 | -3,948,707 | -31.8% |
| Allocated Overhead Costs | 2,497,064 | 2,371,912 | -597,301 | -27.0% |
| **Total Cost with Allocated Overhead** | **$ 63,650,168** | **$ 59,434,847** | **$ -1,679,684** | **-6.6%** |
| Authorized Full-Time Positions | 386 | 404 | 22 | 1.4% |

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

# Service Area Highlights

## DESCRIPTION

The Parks, Recreation and Culture Services Area includes services for Parks, Golf, Portland International Raceway, Regional Arts and Culture Council, Spectator Facilities funds, and Parks construction funds.

## MAJOR THEMES

### Parks and Recreation

The FY 2001-02 Adopted Budget for Portland Parks & Recreation continues FY 2000-01 service levels for most direct service program areas. Additional funding has been provided in four program areas:

**Natural Resource Park Maintenance**

The Adopted Budget provides an additional $540,000 for the operation and maintenance of new parks and park facilities. Reduction requirements within the General Fund necessitated cuts of $168,000 in this program area. Cuts will result in less frequent turf mowing in certain areas, a shortened season for weekday restroom access, the elimination of a Carpenter position and moderate reductions in Urban Forestry and Natural Resource area maintenance.

**Recreation Programs**

The Adopted Budget reduces discretionary General Fund support to recreation programs by $226,000. This is accomplished by a combination of charging additional fees to sports users ($83,000) and by reducing expenses ($143,000).

**SUN Schools Initiative**

The FY 2001-02 Adopted Budget converts what had been a series of one-time allocations into an ongoing allocation of $300,000. The City's funding complements efforts of the State, Multnomah County, Portland Public School District, and the Annie Casey Foundation.

**Parks Capital Projects**

The Adopted Budget for the Parks Construction Fund is $6.5 million, including $2,143,450 in one-time General Fund discretionary funding for 13 projects. Other funding sources include grants, tax increment from the Portland Development Commission, private sources, and Parks System Development Charge. Major projects include:

- Children's Museum renovation
- University Park Community Center project
- Community Music Center seismic upgrade
- Urban Forestry Headquarters design work
- Killingsworth Land Acquisition
- Parks Geographic Information System
- Wading pools master plan

- Pittock Mansion Renovation
- Pittock Mansion Road & Culvert Repair
- Columbia Pool heating and ventilation system
- Lower Macleay Park restroom and trailhead
- Portland Tennis Center repair
- Whitaker School & Pond Acquisition

**Bureau Administration**

The Adopted Budget includes $183,000 in administrative reductions in information technology services, clerical staff, training dollars and a more aggressive use of vehicle pools.

**Golf**

In FY 2001-02, the Bureau will begin work on the $4.3 million Heron Lakes Clubhouse project.

**RACC**

The FY 2001-02 Adopted Budget includes $200,000 for year four of a five-year commitment to the Ballet, $200,000 for the third of a five-year commitment to the Opera, $200,000 for the third of five support payments for arts stabilization. The Adopted Budget also includes a one-time allocation of $200,000 for Portland Center Stage.

**Spectator Facilities Operating Fund**

There have been significant accomplishments made within the Spectator Facilities Division:

- Early redemption of $2 million of Arena Debt
- Installation of two I-5 traffic mgmt signs at the Rose Quarter
- Civic Stadium (PGE Park) Redevelopment Project
- Memorial Coliseum Study


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# Portland Parks and Recreation

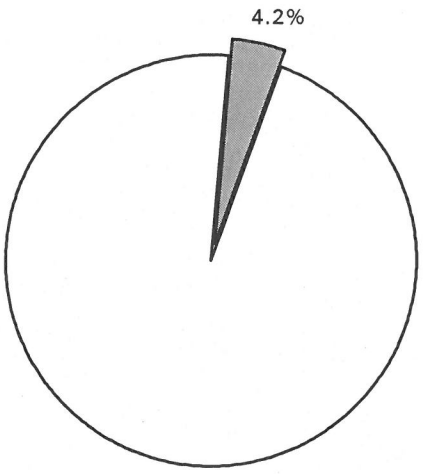
Parks, Recreation and Culture Service Area

Jim Francesconi, Commissioner-in-Charge

Charles Jordan, Parks Director

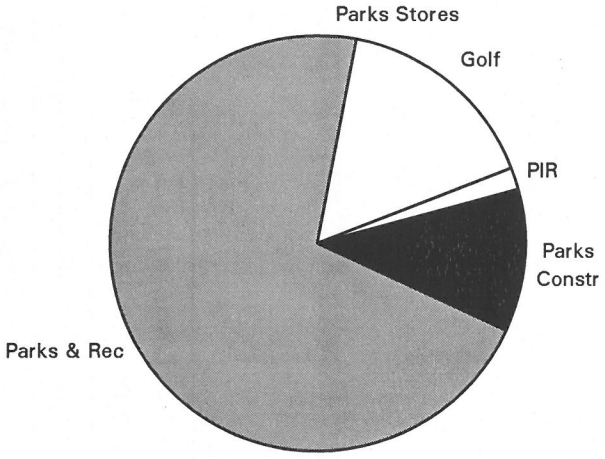
**Percent of City Budget**

**Parks = $60.1 Million**




**City Budget = $1.45 Billion**

**Bureau Divisions**

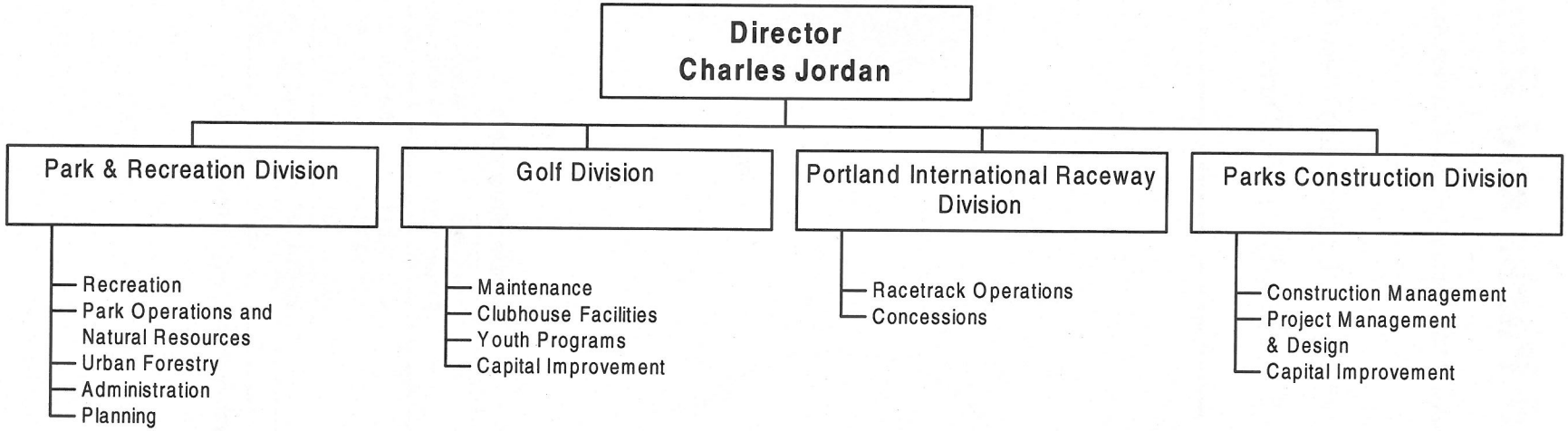



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 47,503,241 | 50,369,565 | 2,866,324 | 1.7% |
| Capital | 13,649,863 | 9,701,156 | -3,948,707 | -31.8% |
| Allocated Overhead Costs | 2,497,064 | 1,899,763 | -597,301 | -27.0% |
| **Total Cost with Allocated Overhead** | **$ 63,650,168** | **$ 61,970,484** | **$ -1,679,684** | **-6.6%** |
| Authorized Full-Time Positions | 386 | 408 | 22 | 1.4% |

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

# Portland Parks & Recreation



# Bureau Summary

## Bureau Mission

The mission of Portland Parks & Recreation is to ensure access to leisure opportunities and enhance Portland's natural beauty.

In pursuing this mission, Portland Parks & Recreation has three interrelated responsibilities:

To establish and protect parks, natural areas, and the urban forest;

To develop and maintain places where citizens can pursue recreational activities on their own initiative; and

To organize recreational activities that promote positive values in the community.

## Bureau Highlights

### Funding

With the Adopted Budget of $62.5 million and 408 full-time employees, Portland Parks & Recreation will maintain nearly 200 parks and 214 buildings, while providing supervised recreation programs at more than 185 locations across the city.

In FY 2001-02, these services will continue to be funded by a mixture of public and private sources.

*The Golf program and Portland International Raceway (PIR) are fully self-supporting enterprises with operating budgets of $5.0 million and $977,000, respectively.*

- Parks and Recreation funding from General Fund discretionary resources will total $30.4 million for operating expenses and $2.1 million for capital investments.
- The last of the bond proceeds from the 1994 Parks G.O. bond initiative will have been spent prior to the new fiscal year. However, contracts, grants, interagency revenue and carryover balances from previous years will provide $8.9 million for capital projects in addition to $2.1 million in General Fund capital funding.
- Recreation program user fees from participants are projected to be $14.6 million. Of this, $8.6 million will come from customers of General Fund recreation programs or park permits, with the remainder from golfers and motor sports customers at PIR.
- Other sources total $6.5 million and include donations, internal charges to other City bureaus, external contractual reimbursements, carryover fund balances, and property lease income.

### What's New in the General Fund Parks budget?

With the exceptions noted below, the FY 2001-02 Adopted Budget for General Fund Parks and Recreation continues FY 2000-01 service levels.

**New maintenance responsibilities**

The Adopted Budget funds growth in park maintenance responsibilities by adding approximately $541,000 to the ongoing discretionary budget. Several significant maintenance responsibilities are new in FY 2001-02, including:

- Renovations to University Park Community Center and the expanded Children's Museum in the former OMSI building in Washington Park;
- Newly developed parks, such as the Eastbank Esplanade and Jamison Park;
- Land acquisitions, including several natural areas and two large undeveloped sites in northeast Portland.

### Service reductions

After adjusting for the cost of maintaining new park assets, the discretionary General Fund Parks and Recreation budget for FY 2001-02 is $612,000 less than service levels as in FY 2000-01.

Within the General Fund Parks and Recreation budget, the FY 2001-02 budget cuts $183,000 in administrative and support costs. These include reductions in information technology hardware, part-time clerical staff, training and more aggressive use of vehicle pools.

After funding the additional maintenance responsibilities at particular sites, the General Fund budget spreads about $118,000 in reductions in park maintenance across the city. These cuts will result in less frequent turf mowing in certain areas, less frequent litter pickup in downtown parks, and less paving of park roads and paths. These service impacts will be moderate, but noticeable. The park maintenance reductions also eliminate a Carpenter position and reduce Urban Forestry and Natural Resource area maintenance.

General Fund discretionary support for recreation programs is reduced by $144,000, either by charging additional fees to sports users ($83,000) or by reducing expenses ($61,000).

### One-time Add Packages

The budget provides one-time funding for trail planning ($45,000 of additional General Fund support, leveraged by $50,000 of funds expected from PDC and the Port of Portland). In addition, $50,000 in one-time funding was allocated to create an off-leash area for dogs.

*Youth soccer and Little League programs use 99 ballfields at 64 schools owned by the Portland Public Schools. The District is discontinuing nearly all of its mowing of elementary and middle school fields.*

### Support to Schools

The FY 2001-02 budget also responds to the Portland School District's budget decisions by including $250,000 for limited mowing (bi-weekly instead of weekly) on those school fields used for youth sports programs. In addition, the budget provides a total of $350,000 in payment to the District, as follows:

- $77,000 to reimburse the District for incremental costs it incurs due to City recreation programs (net of the incremental costs Parks incurs due to School District use of City facilities);
- $85,000 of additional sports field/gym fee revenue projected from the use of District facilities (separate from the $83,000 of field/gym fees projected from the use of Parks facilities); and
- $188,000 to acquire part of the track at Whitaker Middle School (adjacent to Fern Hill Park) and part of the District-owned property at Whitaker Ponds.

### General Fund Capital

The General Fund contributes $2.1 million to the Parks Construction Fund. It includes funds to renovate the new Children's Museum in Washington Park and one wing of the University Park Community Center, begin a seismic upgrade of the brick tower at the Community Music Center, begin design of a replacement for the Urban Forestry Headquarters, and make the first of four payments for the acquisition of a 25-acre site on NE Killingsworth.

The capital funding also includes money to begin adding a Parks layer to the City's Geographic Information System and develop a master plan for bringing the City's wading pools into compliance with State health regulations.

Finally, there is also funding to resolve roof and gutter problems at the Pittock Mansion and Portland Tennis Center, begin replacing the Columbia Pool heating and ventilation system, and complete improvements to the restroom and trailhead in Lower Macleay Park.

**Changes to Other Funds for FY 2001-02**

The Golf Fund operating budget includes $50,000 in equipment maintenance savings stemming from purchasing newer equipment this year and streamlining the parts inventory.

Reduced funding for capital projects results in a $112,000 reduction in staff costs within the Parks Planning and Development work unit. Even though the General Fund's transfer to the Parks Construction Fund is increasing, due to the completion of the 1994 General Obligation bond program, the overall capital budget is reduced by $3.7 million from the previous year.

The FY 2001-02 capital budget includes $4.5 million in the Golf Fund to construct a new clubhouse and related improvements, including walking paths, at the Heron Lakes Golf Course.

# General Description

## BUREAU OVERVIEW

### Organizational Description

The Bureau has six major program areas:

**Park Operations and Natural Resources**

This program maintains approximately 200 parks and natural areas spread over 9,500 acres, along with 214 buildings which are supported by the General Fund. It also maintains landscaping for fire stations, sewer pump stations, street medians, and other City facilities with interagency revenue from other bureaus.

**Urban Forestry**

Urban Forestry is responsible for both park trees and the City's street trees, educating property owners, issuing tree cutting permits, and reviewing development plans for compliance with City Code. The program is funded primarily by the General Fund and secondarily by interagency revenue for tree services to other bureaus.

**Recreation**

Recreation coordinates public recreation programs for Portland's residents, drawing on a mix of General Fund support and participant fees. Approximately 70% of the General Fund recreation budget is used for youth recreation programs. The Bureau's recreation services are offered at 43 City-owned facilities, over 20 elementary and middle schools, and within the parks at 22 summer playground sites and over 100 sports fields.

**Park Design and Construction**

This program is responsible for the planning and development of parks and recreation facilities, and overseeing capital construction. It is funded by a variety of sources, which are usually dedicated for capital purposes.

**Enterprise**

This program is responsible for operating two self-supporting recreation enterprises: a system of golf courses and a motor sports racetrack, the Portland International Raceway. The enterprise budgets include elements from each the above programs: operating a recreation program, maintaining land and facilities, and making capital improvements. In addition, the Portland Parks Trust Fund is a conduit for donations and other earmarked revenues that support parks and recreation programs.

**Administrative Support**

This program provides management and central support to the bureau, including accounting, information technology, loss control, public information, volunteer coordination, human resources, and park security.

## CHANGES FROM PRIOR YEAR

The FY 2001-02 General Fund operating budget for Portland Parks and Recreation totals approximately $42.8 million. In addition, approximately $2.1 million is being transferred from the General Fund to the Parks Construction Fund for parks capital projects. The notable changes in this budget are discussed earlier in the Bureau Summary, under "What's New in the Parks General Fund Budget?"

### Sources of Funding

The operating budget includes both discretionary and non-discretionary resources. The discretionary resources come largely from taxpayer sources including property taxes, utility franchise licenses, business licenses, and lodging taxes. The discretionary operating budget for Portland Parks and Recreation is about $30.4 million for the Adopted Budget, which is about 7% more than the previous year. Another part of the operating budget growth comes from a $1.9 million increase in the projected revenue from user charges and permits.

### Positions

The FY 2001-02 Parks General Fund budget at the adopted level has 349.3 positions (including parts of some positions that are shared with other funds), an increase of 12 positions over the FY 2000-01 Revised Budget. The position changes include a variety of cuts and adds, but the largest change--10 positions--comes from including full-time limited term positions in the Bureau count. These positions were not included in this count in previous fiscal years.

# Strategic Direction

## VISION AND VALUES

The vision and values statements articulate some basic principles that motivate Portland Parks & Recreation employees and guide the Bureau's decisions.

### Portland Parks & Recreation Vision

We envision Portland--both now and in the future--with healthy individuals, a strong community, and a beautiful natural environment.

### Portland Parks & Recreation Values

As an organization, we have a strong commitment to certain values.

**Customer Service**

We strive to give the best service possible to our customers.

**Working Together**

We value working together and with others in the community, and we actively seek volunteers, partnerships, and cooperative efforts with other organizations.

**Positive Recreation**

When organizing recreational opportunities for the public, we seek activities that are enjoyable and promote positive community values:

- Lifelong learning
- Cooperation and teamwork
- Health and fitness
- Creativity
- Sense of community, both responsibility and belonging
- Respect for the natural environment

**Heritage**

We value our parks heritage and accept the stewardship to build on that legacy for the benefit of future generations.

**Inclusiveness**

We respect the diversity of people's abilities, recreational interests, and circumstances, and we strive to give everyone a chance to participate.

*PP&R has a special commitment to youth and families.*

**Youth Development**

We have a special commitment to encourage positive youth development and healthy families. Young people represent the future of Portland, and we value the opportunity to influence their lives.

**Accountability**

We are accountable to the public for the dollars we spend and the services we provide, and we value the trust the public places in us.

### Employees

We value and respect our fellow employees, and we recognize that the vitality of our organization rests on employee input, commitment, energy, and skills.

### Safety

We are committed to safety for the public and each other.

### Nature

We value the beauty and harmony of the natural environment, and we aim to bring people to contact with nature in ways that are beneficial to both.

## MANAGEMENT GOALS & OBJECTIVES

### Management Objectives for FY 2001-02

While the Parks 2020 strategic planning process is nearing completion, the Bureau's 2001-02 objectives are drawn from management audits published by the Office of the City Auditor in September 1998 and February 2000. When the 2020 Plan is adopted by the City Council, it will provide guidance for an updated set of management objectives.

*Adoption of the 2020 Plan will guide an updated set of management objectives.*

**1. Capital project management**

Develop and implement a comprehensive capital project planning and estimating model that incorporates all costs. Project cost estimates should include evidence that each of the following elements have been considered and included: construction cost escalation; program and project contingency funding; project management, planning, and start-up costs; and net ongoing operating and maintenance costs. Revise the project planning and estimating model when significant timing or scope changes are proposed.

**2. Performance measurement**

Develop a clear framework for performance measurement and a set of performance measures that are supported by reliable sources of management data.

**3. Building maintenance management**

Develop a more structured building maintenance system that contains complete information on inventories, physical characteristics, maintenance condition, and annual spending.

**4. Building maintenance funding**

Request and reallocate sufficient resources to maintain existing parks and recreation buildings.

**5. Internal communications**

Develop and implement a communications plan that recognizes current communications problems and establishes a strong commitment to improve internal communications.

**6. Employee survey**

Implement an annual employee satisfaction survey to identify problem areas and track improvement.

**7. Public communications**

Pursue and complete a public communications strategy that involves park stakeholders in Bureau planning and decision-making.

**8. Parks 2020**

Complete the Parks 2020 Strategic Plan by August 2001.

## COUNCIL PRIORITIES

### Council Issues and Priorities

Below are the City Council's priorities and a general description of how Portland Parks & Recreation (PP&R) fits into the City's overall efforts to address those priorities.

### Keep the Central City Vital

**Expand the Willamette Greenway**

PP&R is a principal landlord of public spaces. Its strategic efforts to enhance park planning and capital investment are driven by regionwide growth pressures and specific opportunities such as the Willamette Greenway.

**Maintain a Successful Central City**

The design and maintenance of the central city's public gathering places such as Waterfront Park, Pioneer Courthouse Square, and Park Blocks will have a strong effect on the success of this Council objective. In addition, the street trees and plantings along the transit mall and light rail tracks have been part of the appeal of the downtown core. As the City seeks to expand the circle of concentrated development to the broader central city area (including the area east of the Willamette), particular attention should be given to the parks, street trees, plantings and other amenities that help make a densely developed area successful.

### Support Quality Education to Produce Well Educated Citizens

**Focus on Education, Including Building Partnerships, Before and Afterschool Programs, Funding, and Performance**

PP&R is the City bureau most closely linked to the schools, due to the common interest in Portland's youth and the existence of joint facilities agreements. PP&R's role with school children is not in the school curriculum or instruction but in creating the conditions, such as healthy individuals, strong families, and positive ways to spend their non-school time, that contribute to academic success. Public recreation differs from private recreation, which includes television, movies, and hanging out, by its emphasis on community values like teamwork, creativity, and physical health. These values are consistent with good school performance.

PP&R also has an organizational linkage with the school districts through sharing of many facilities. The relationships have their ups and downs, and financial pressures on the schools have created some minor friction in recent years, but in general, the extensive sharing of facilities is a significant benefit to the community and an efficient use of taxpayer dollars.

### Maintain and Improve Our Parks, Green Spaces, Water and Air Sheds

**Implement Neighborhood Plans, Rebuild Confidence and Trust, and Improve Livability in Distressed Neighborhoods**

The parks and recreational facilities are spread throughout Portland's neighborhoods. The physical condition of the parks and the level of activity in the recreation programs are key indicators of the health of the neighborhoods. Like schools and libraries, parks and recreation programs serve as a positive interface between citizens and their local governments; they therefore can make a big difference on citizens' trust in government and sense of community. Virtually anything that helps to improve the parks and recreation system will also strengthen community life at the neighborhood level.

### Ensure a Safe and Peaceful Community

**Reduce Gang Violence**

PP&R's role in this Council priority falls squarely in the area of prevention. Gang affiliation is a young person's response to a lack of respect by self and others. Public recreation programs build self-respect and promote positive community values: lifelong learning, cooperation and teamwork, health and fitness, creativity, sense of community (both responsibility and belonging), and respect for the natural environment. The Bureau's activities, along with families, churches, and schools help keep large numbers of otherwise-vulnerable kids safe and productive.

In addition to the positive role the recreation programs serve, the physical condition of the parks and public buildings has a direct bearing on gang influence in a neighborhood. Because of their visibility and public nature, neighborhood parks and recreation facilities can--if well maintained--counter the perception of gang domination of a certain territory. If they are not well maintained, they can have the opposite effect.

## Budget Notes

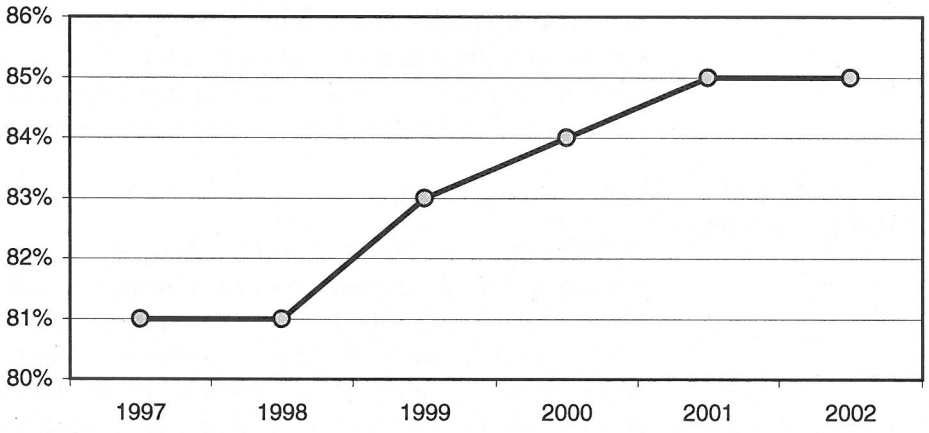
### Senior Centers

Funds will be used for resource development, intergenerational activities and recreation and education activities. A report on the use of funds and outcomes, aligned with Multnomah County's data collection process for focal point activities, will be submitted to the City Council by November 2001. This report will establish baseline data. Each year following, in November, the senior centers will provide the City Council with a trend analysis report on specific focal point activities.

# Performance Measures

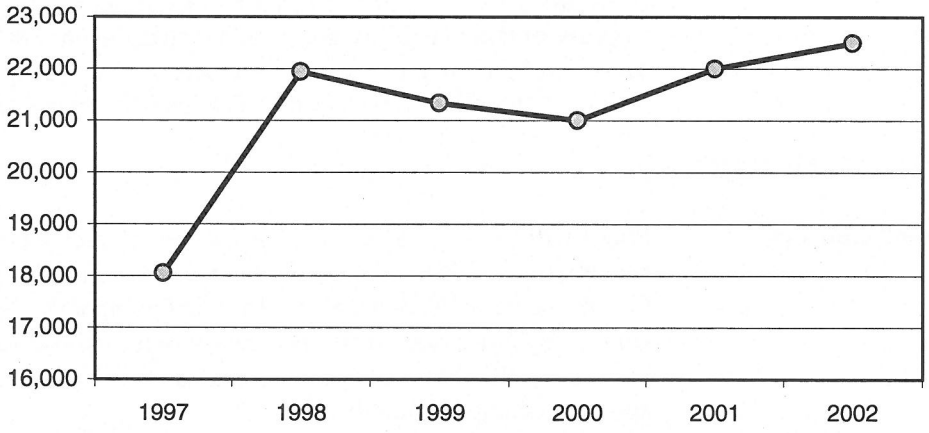
**Parks Grounds Maintenance - Citizen Satisfaction**

- The citizen satisfaction with park maintenance is expected to remain fairly stable over the next few years.



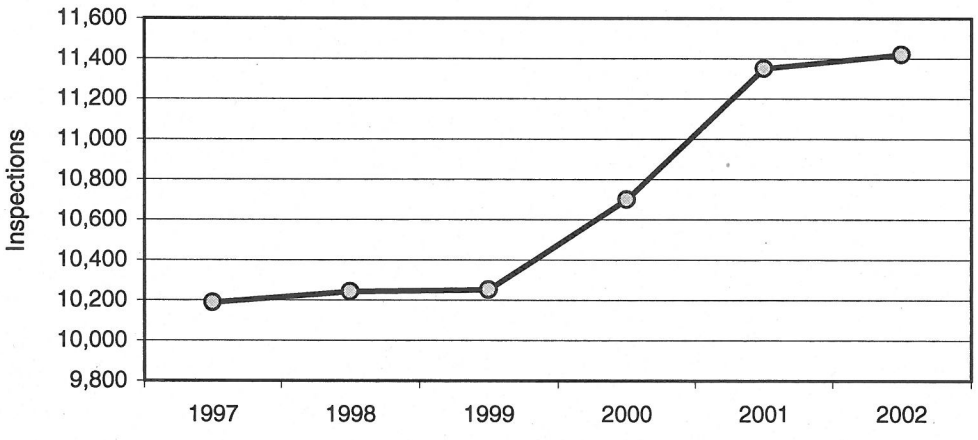

**Number of Summer Swim Lessons Taught**

- The number of summer swim lessons taught should increase as more pools are built or remodeled, assuming good weather.



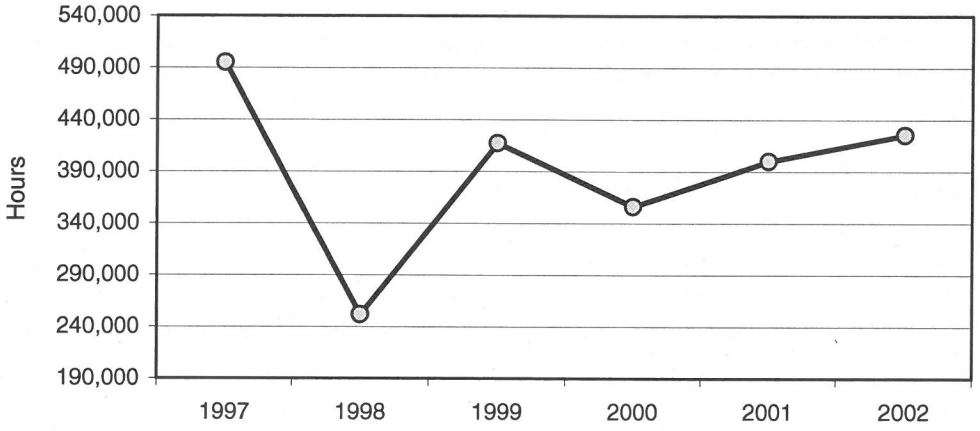

**Number of Trees Inspected**

- Increase during FY 2001 reflects the first full year of the Residential Ordinance being in effect.

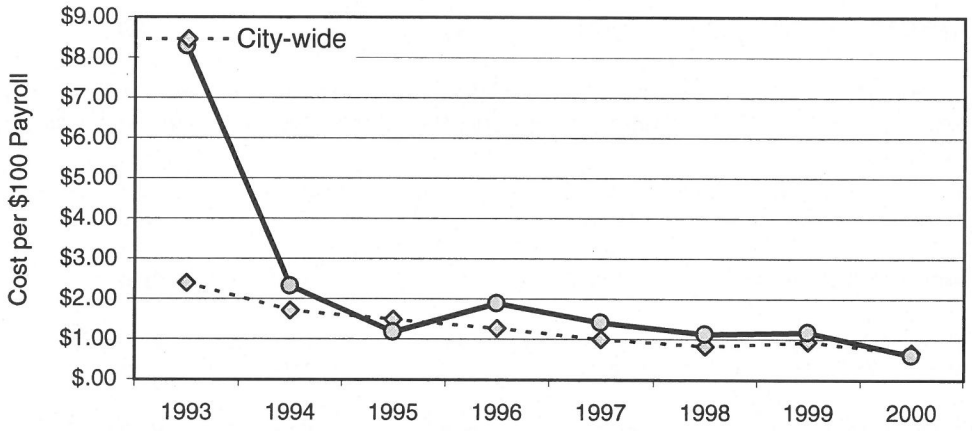


## Volunteer Hours Documented

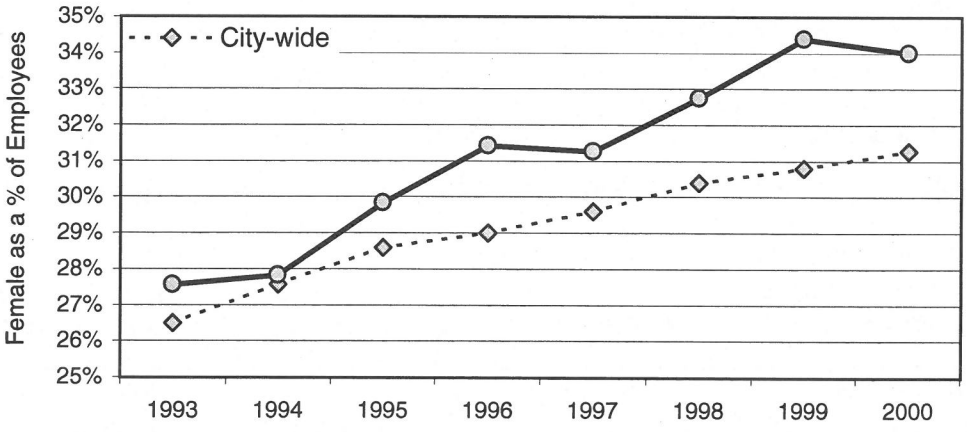
- Over 6,000 Portland residents volunteered 355,875 hours, which valued at an entry level rate would have cost $2.8 millon. This is the equivilent of employing 171 full time staff memebers..




## 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 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **PORTLAND PARKS AND RECREATION** | | | | | | |
| **Affirmative Action Measures** | | | | | | |
| Female Employees as a Percent of Total | 31.3% | 32.7% | 34.4% | 34.4% | | |
| Minority Employees as a Percent of Total | 14.4% | 14.0% | 13.5% | 14.1% | | |
| **Golf Division** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 8.06 | 8.63 | 6.40 | 1.80 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 18.12 | 12.95 | 14.93 | 9.02 | | |
| Fleet Claims per 100,000 Miles Driven | 2.23 | 0.00 | 2.01 | 6.14 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $4,012 | $0 | $1,670 | $16,670 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.01 | $0.01 | $0.02 | | |
| Worker's Comp Claims Cost per $100 Payroll | $2.56 | $0.56 | $1.78 | $0.20 | | |
| **Golf Operations** | | | | | | |
| **Workload** | | | | | | |
| Total Course Acres Maintained | 680 | 680 | 680 | 680 | 680 | 680 |
| **Effectiveness** | | | | | | |
| Total Golf Rounds Played | 538,096 | 524,157 | 493,568 | 461,858 | 508,600 | 512,000 |
| Net Operating Income | $593,075 | $1,276,000 | $801,000 | $894,774 | $2,161,000 | $2,394,000 |
| **Parks and Recreation Division** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 11.79 | 7.61 | 11.35 | 5.16 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 17.06 | 15.43 | 11.55 | 10.67 | | |
| Fleet Claims per 100,000 Miles Driven | 1.06 | 0.72 | 0.91 | 0.93 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $3,416 | $998 | $2,740 | $1,030 | | |
| General Liability Claims Cost per $100 Payroll | $0.71 | $0.62 | $0.58 | $0.08 | | |
| Worker's Comp Claims Cost per $100 Payroll | $1.41 | $1.12 | $1.17 | $0.60 | | |
| **Parks/Natural Resources** | | | | | | |
| **Workload** | | | | | | |
| Total number of acres maintained | 9,578 | 9,192 | 9,610 | 10,084 | 10,258 | 10,265 |
| **Effectiveness** | | | | | | |
| Parks Grounds Maintenance - Citizen Satisfaction | 81% | 81% | 83% | 84% | 85% | 85% |
| Park Condition Rating | 6.83 | 6.57 | N/A | N/A | 6.70 | 6.70 |
| **Recreation** | | | | | | |
| **Workload** | | | | | | |
| Number of Summer Swim Lessons Taught | 18,051 | 21,934 | 21,336 | 21,000 | 22,000 | 22,500 |
| Total Recreation Attendance | 4,331,832 | 2,257,108 | 2,405,909 | 3,792,622 | 3,800,000 | 3,800,000 |
| **Effectiveness** | | | | | | |
| Percentage of Youth Population Participating | 47% | 51% | N/A | 51% | 52% | 52% |
| Citizens' Rating of Recreation Programs | 68% | 69% | 74% | 75% | 75% | 75% |
| **Forestry** | | | | | | |
| **Workload** | | | | | | |
| Number of Inspections Performed | 10,188 | 10,240 | 10,250 | 10,700 | 11,350 | 11,420 |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **Effectiveness** | | | | | | |
| Average Backlog of Permits | 3.84 | 3.90 | 3.50 | 2.50 | 2.40 | 2.50 |
| **CIP** | | | | | | |
| **Workload** | | | | | | |
| Number of Developed Parks | 144 | 147 | 148 | 149 | 151 | 153 |
| Number of Active Projects | 70 | 58 | 58 | 57 | 43 | 50 |
| **Administration** | | | | | | |
| **Workload** | | | | | | |
| Number of Full-time Positions filled | 361 | 334 | 365 | 377 | 386 | 404 |
| Number of Part-time FTE | 237 | 222 | 233 | 275 | 295 | 295 |
| **Effectiveness** | | | | | | |
| Percent Employee Satisfaction | 90% | 90% | 90% | 77% | 85% | 85% |
| **Efficiency** | | | | | | |
| Volunteer Hours Documented | 494,757 | 251,702 | 417,244 | 355,875 | 400,000 | 425,000 |
| **Portland International Raceway Division** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 14.85 | 0.00 | 0.00 | 0.00 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 0.00 | 12.87 | 0.00 | 12.88 | | |
| Fleet Claims per 100,000 Miles Driven | 21.32 | 0.00 | 13.85 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $9,552 | $0 | $16,070 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.00 | $0.04 | $0.00 | $1.31 | | |
| **Portland International Raceway** | | | | | | |
| **Workload** | | | | | | |
| P.I.R. Attendance | 336,121 | 344,770 | 348,099 | 350,000 | 365,000 | 380,000 |
| P.I.R. Number of Use Days | 401 | 474 | 491 | 490 | 500 | 505 |

## Portland Parks and Recreation AU

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 24,495,685 | 27,506,761 | 28,088,975 | 29,882,915 | 30,044,959 |
| External Materials and Services | 10,527,817 | 11,778,112 | 11,715,856 | 11,891,191 | 12,510,407 |
| Internal Materials and Services | 4,472,663 | 4,642,008 | 4,986,520 | 5,155,832 | 6,604,478 |
| Minor Capital Outlay | 323,623 | 128,320 | 2,522,390 | 152,362 | 959,721 |
| Equipment Cash Transfers | 174,488 | 205,000 | 189,500 | 0 | 250,000 |
| **Total Operating Budget** | 39,994,276 | 44,260,201 | 47,503,241 | 47,082,300 | 50,369,565 |
| Capital Improvements | 21,554,318 | 17,617,987 | 13,649,863 | 9,980,635 | 9,701,156 |
| **TOTAL BUREAU EXPENDITURES** | **$ 61,548,594** | **$ 61,878,188** | **$ 61,153,104** | **$ 57,062,935** | **$ 60,070,721** |
| Allocated Overhead | 2,534,532 | 1,932,082 | 2,497,064 | 2,371,912 | 1,899,763 |
| **Total Cost with Allocated Overhead** | 64,083,126 | 63,810,270 | 63,650,168 | 59,434,847 | 61,970,484 |
| **RESOURCES** | | | | | |
| **Discretionary Revenues** | | | | | |
| PP&R Operating Support | | 28,312,213 | 28,356,882 | 29,040,323 | 30,391,950 |
| Parks Construction (Capital) | | 2,105,000 | 2,077,000 | 2,055,450 | 2,143,450 |
| Parks Stores Revenue | | 0 | 0 | 25,000 | 25,000 |
| **Total Discretionary Revenues** | | 30,417,213 | 30,433,882 | 31,120,773 | 32,560,400 |
| **Non-Discretionary Revenues** | | | | | |
| PP&R Grants & Donations | | 324,267 | 208,950 | 0 | 0 |
| PP&R Contract Revenues | | 412,941 | 68,870 | 333,038 | 388,038 |
| PP&R Interagency Revenues | | 3,019,076 | 3,420,285 | 3,223,356 | 3,393,356 |
| PP&R Fees & Permits | | 7,135,505 | 7,271,282 | 8,517,016 | 8,602,016 |
| Parks Bond Construction Fund | | 10,458,444 | 1,463,485 | 0 | 0 |
| Parks Construction Fund | | 1,438,399 | 11,829,603 | 3,375,768 | 4,583,228 |
| Golf Fund Revenues | | 7,822,074 | 5,573,580 | 9,520,933 | 9,566,387 |
| PIR Fund Revenues | | 834,206 | 883,167 | 972,051 | 977,296 |
| Parks Stores Revenue | | 16,063 | | 0 | 0 |
| **Total Non-Discretionary Revenues** | | 31,460,975 | 30,719,222 | 25,942,162 | 27,510,321 |
| **TOTAL RESOURCES** | | **$ 61,878,188** | **$ 61,153,104** | **$ 57,062,935** | **$ 60,070,721** |
| 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** | | | | | |
| Parks and Recreation Division | | 39,204,002 | 39,326,269 | 41,113,733 | 42,775,360 |
| *Positions* | | *327* | *337* | *345* | *349* |
| Golf Division | | 7,822,074 | 5,573,580 | 9,520,933 | 9,566,387 |
| *Positions* | | *31* | *32* | *38* | *38* |
| Portland International Raceway Division | | 834,206 | 883,167 | 972,051 | 977,296 |
| *Positions* | | *6* | *6* | *6* | *6* |
| Parks Bond Construction Division | | 10,458,444 | 1,463,485 | 0 | 0 |
| *Positions* | | *10* | *0* | *0* | *0* |
| Parks Construction Division | | 3,543,399 | 13,906,603 | 5,431,218 | 6,726,678 |
| *Positions* | | *3* | *11* | *14* | *14* |
| Parks Stores Division | | 16,063 | 0 | 25,000 | 25,000 |
| *Positions* | | *0* | *0* | *0* | *0* |
| **TOTAL DIVISIONS** | | **$ 61,878,188** | **$ 61,153,104** | **$ 57,062,935** | **$ 60,070,721** |
| *Positions* | | ***377*** | ***386*** | ***404*** | ***408*** |
| *General Fund Discretionary Positions* | | ***295*** | ***303*** | ***321*** | ***322*** |

| | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|
| **PROGRAMS** | | | | |
| **PARKS AND RECREATION DIVISION** | | | | |
| Parks/Natural Resources | 16,066,637 | 16,829,789 | 17,510,916 | 18,059,324 |
| *Positions* | *155* | *160* | *172* | *177* |
| Recreation | 15,878,298 | 15,368,135 | 16,978,278 | 17,204,922 |
| *Positions* | *112* | *115* | *117* | *120* |
| Forestry | 1,988,217 | 2,240,601 | 2,028,214 | 2,081,779 |
| *Positions* | *23* | *25* | *23* | *24* |
| C I P | 1,742,406 | 1,956,344 | 1,503,580 | 1,773,620 |
| *Positions* | *14* | *15* | *14* | *15* |
| Administration | 3,528,444 | 2,931,400 | 3,092,745 | 3,655,715 |
| *Positions* | *23* | *22* | *20* | *14* |
| **TOTAL PROGRAMS** | **$ 39,204,002** | **$ 39,326,269** | **$ 41,113,733** | **$ 42,775,360** |
| *Positions* | ***327*** | ***337*** | **345** | **349** |
| **GOLF DIVISION** | | | | |
| | 0 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Golf Operations | 7,822,074 | 5,573,580 | 9,520,933 | 9,566,387 |
| *Positions* | *31* | *32* | *38* | *38* |
| **TOTAL PROGRAMS** | **$ 7,822,074** | **$ 5,573,580** | **$ 9,520,933** | **$ 9,566,387** |
| *Positions* | ***31*** | ***32*** | **38** | **38** |
| **PORTLAND INTERNATIONAL RACEWAY DIVISION** | | | | |
| Portland International Raceway | 834,206 | 883,167 | 972,051 | 977,296 |
| *Positions* | *6* | *6* | *6* | *6* |
| **TOTAL PROGRAMS** | **$ 834,206** | **$ 883,167** | **$ 972,051** | **$ 977,296** |
| *Positions* | ***6*** | ***6*** | **6** | **6** |
| **PARKS BOND CONSTRUCTION DIVISION** | | | | |
| Construct, Design & Capital Imp | 10,458,444 | 1,463,485 | 0 | 0 |
| *Positions* | *10* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 10,458,444** | **$ 1,463,485** | **$ 0** | **$ 0** |
| *Positions* | ***10*** | ***0*** | **0** | **0** |
| **PARKS CONSTRUCTION DIVISION** | | | | |
| CIP | 3,543,399 | 13,906,603 | 5,431,218 | 6,726,678 |
| *Positions* | *3* | *11* | *14* | *14* |
| **TOTAL PROGRAMS** | **$ 3,543,399** | **$ 13,906,603** | **$ 5,431,218** | **$ 6,726,678** |
| *Positions* | ***3*** | ***11*** | **14** | **14** |
| **PARKS STORES DIVISION** | | | | |
| Stock Account | 16,063 | 0 | 25,000 | 25,000 |
| *Positions* | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 16,063** | **$ 0** | **$ 25,000** | **$ 25,000** |
| *Positions* | ***0*** | ***0*** | **0** | **0** |

# Parks and Recreation Division

## Overview

**Organizational Description**

The Parks and Recreation Division has five programs: Park Operations and Natural Resources, Recreation, Forestry, CIP, and Administration.

# Overview of Programs

## Parks/Natural Resources

Park Operations and Natural Resources is the largest program in the Parks and Recreation Division. There are 177 full-time positions in the Adopted Budget, including part of some positions that are shared with other programs.

**Operations**

Operations is divided into six park districts throughout the City. Employees of the districts are generalists who maintain the developed parks, pickup litter, clean restrooms, perform safety inspections of play equipment, make minor repairs, and provide plant care. The district employees also coordinate activities within the City's specialty gardens including the Japanese Garden, Crystal Springs Rhododendron Garden, and Leach Botanical Garden. In addition, a separate crew is responsible for the City's three rose gardens.

The program also includes four specialist work units: Turf Maintenance, Horticultural Services, Structures, and Equipment. Horticultural Services and Turf Maintenance, in particular, also perform services for other bureaus under interagency agreements.

### Turf Maintenance

This unit runs the machine shop in addition to mowing, overseeding, and fertilizing turf. During the off-season, it provides workers for the other units.

### Horticultural Services

Horticultural Services includes the Community Gardens program and the greenhouse/ nursery operation.

### Structures

The Structures unit includes carpenters, electricians, painters, swimming pool mechanics, a play equipment repair person, and other workers dedicated to maintaining PP&R's 214 buildings.

### Equipment

The Equipment unit does paving, grading, major ballfield renovations, irrigation repairs, and other services involving heavy equipment.

### Natural Resources

Natural Resources is responsible for Forest Park, Powell Butte, Hoyt Arboretum, and other natural areas. This work unit also oversees the implementation of the Metro 26-26 greenspace acquisition program, even though the capital dollars and its one full-time position are budgeted with other CIP projects in the Design & Construction part of the budget.

## RECREATION

The Recreation program accounts for a wide array of recreation services. The FY 2001-02 Adopted Budget includes 120 full-time positions.

### Community Centers and Community Schools

The Community Centers and Community Schools programs are the generalists who are responsible for pulling in resources and activities to the sites for which they are responsible. There are 13 community centers, ranging from fully programmed sites like Dishman, Mt. Scott, and the new community centers in Southwest and East Portland, to smaller centers such as Overlook, Hillside, or Woodstock.

*The remodeled Mt. Scott Community Center, which includes an in-door pool, re-opened in June, 2000.*

At present, there are 13 staffed community schools, and staff in both community schools and centers currently provide after-school programming at 45 satellite sites, usually elementary schools The staff in the community schools and centers also collaborate to provide summer playground programming at 28 parks and school sites across the City.

### Other Programs

There are variety of specialists who focus on particular types of recreation or particular market segments: Outdoor Recreation, the Youth-at-Risk program, Disabled Citizens Recreation, Senior Leisure Services, Aquatics, the Sports Office (which oversees Ballfield Maintenance and the Tennis program as well as the scheduling of sports leagues), and Metro Performing Arts, which focuses on dance and theater. There are also some specialty facilities: the Pittock Mansion, the Multnomah Art Center, the Children's Museum, the Community Music Center, and the Interstate Firehouse Cultural Center.

The Reservation Center staff supports the above programs by registering customers for classes, coordinating Waterfront Park special events, and issuing permits for picnics, weddings, sports practices and games, rentals of community centers, and other events.

## FORESTRY

The Forestry staff, which consists of 24 full-time positions, is responsible for maintaining park trees, inspecting street trees, and issuing tree permits. The unit also works to prevent the spread of Dutch Elm disease in the city.

## C I P

The CIP program consists of 14.7 full-time positions that focus of design and construction management. Funding sources include discretionary General Fund resources and reimbursements from other City bureaus and governmental agencies.

## ADMINISTRATION

The Administration program carries out typical administrative activities for a bureau the size and scope of PP&R. Besides the Director, this program includes several support functions. The majority of the positions are in accounting and financial planning. In addition, there are one or two positions each in volunteer coordination, communications services, personnel management, clerical, and staff support, fund-raising and community relations. With a total Adopted Budget of about $3.7 million dollars, the 14 positions provide support and direction for a $59.8 million agency with 408 full-time positions and over 900 part-time and seasonal positions.

## Parks and Recreation Division AU 130

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 21,858,535 | 24,547,868 | 24,924,582 | 26,950,821 | 26,774,936 |
| External Materials and Services | 8,673,920 | 10,047,250 | 9,969,275 | 9,917,474 | 10,365,241 |
| Internal Materials and Services | 3,844,765 | 4,063,030 | 4,199,890 | 4,198,043 | 5,284,570 |
| Minor Capital Outlay | 99,435 | 62,691 | 43,022 | 47,395 | 100,613 |
| Equipment Cash Transfers | 174,488 | 205,000 | 189,500 | 0 | 250,000 |
| **Total Operating Budget** | 34,651,143 | 38,925,839 | 39,326,269 | 41,113,733 | 42,775,360 |
| Capital Improvements | 1,536,860 | 278,163 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 36,188,003** | **$ 39,204,002** | **$ 39,326,269** | **$ 41,113,733** | **$ 42,775,360** |
| Allocated Overhead | 2,275,112 | 1,677,307 | 2,219,856 | 2,084,373 | 1,654,615 |
| **Total Cost with Allocated Overhead** | 38,463,115 | 40,881,309 | 41,546,125 | 43,198,106 | 44,429,975 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 28,325,548 | 28,356,882 | 29,040,323 | 30,391,950 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 324,267 | 208,950 | 0 | 0 |
| Contract Revenues | | 412,941 | 68,870 | 333,038 | 388,038 |
| Interagency Revenues | | 3,019,076 | 3,420,285 | 3,223,356 | 3,393,356 |
| Program Revenue | | 7,135,505 | 7,271,282 | 8,517,016 | 8,602,016 |
| **Total Non-Discretionary Revenues** | | 10,891,789 | 10,969,387 | 12,073,410 | 12,383,410 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 39,217,337** | **$ 39,326,269** | **$ 41,113,733** | **$ 42,775,360** |
| **PROGRAMS** | | | | | |
| Parks/Natural Resources | | 16,066,637 | 16,829,789 | 17,510,916 | 18,059,324 |
| *Positions* | | *155* | *160* | *172* | *177* |
| Recreation | | 15,878,298 | 15,368,135 | 16,978,278 | 17,204,922 |
| *Positions* | | *112* | *115* | *117* | *120* |
| Forestry | | 1,988,217 | 2,240,601 | 2,028,214 | 2,081,779 |
| *Positions* | | *23* | *25* | *23* | *24* |
| C I P | | 1,742,406 | 1,956,344 | 1,503,580 | 1,773,620 |
| *Positions* | | *14* | *15* | *14* | *15* |
| Administration | | 3,528,444 | 2,931,400 | 3,092,745 | 3,655,715 |
| *Positions* | | *23* | *22* | *20* | *14* |
| **TOTAL PROGRAMS** | | **$ 39,204,002** | **$ 39,326,269** | **$ 41,113,733** | **$ 42,775,360** |
| *Positions* | | ***327*** | ***337*** | ***345*** | ***349*** |

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.

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 10,477,969 | 11,438,090 | 13,973,213 | 14,837,216 | 14,797,890 |
| 512000 | Part-Time Employees | 4,031,991 | 4,884,718 | 4,740,639 | 5,477,324 | 5,565,389 |
| 514000 | Overtime | 169,738 | 122,926 | 156,381 | 147,157 | 148,145 |
| 515000 | Premium Pay | 177,296 | 248,795 | 104,275 | 189,700 | 191,492 |
| 517000 | Benefits | 5,143,220 | 5,739,335 | 5,947,074 | 6,299,424 | 6,072,020 |
| 518000 | Paid Absence | 1,944,068 | 2,186,468 | 3,000 | 0 | 0 |
| **Total Personnel Services** | | 21,944,282 | 24,620,332 | 24,924,582 | 26,950,821 | 26,774,936 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 551,930 | 523,885 | 616,847 | 242,550 | 440,550 |
| 522000 | Utilities | 1,658,762 | 1,829,960 | 1,620,379 | 1,768,250 | 1,813,975 |
| 523000 | Equipment Rental | 13,550 | 14,209 | 27,897 | 30,812 | 30,812 |
| 524000 | Repair & Maintenance Services | 1,692,531 | 1,467,767 | 1,734,796 | 1,642,971 | 1,585,125 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 1,045,993 | 1,254,526 | 1,700,839 | 1,949,120 | 2,111,120 |
| 529000 | Miscellaneous Services | 1,440,460 | 2,185,314 | 1,907,933 | 1,608,813 | 1,608,813 |
| 531000 | Office Supplies | 138,038 | 135,498 | 135,342 | 121,292 | 125,982 |
| 532000 | Operating Supplies | 704,922 | 936,051 | 947,162 | 987,707 | 1,112,976 |
| 533000 | Repair & Maintenance Supplies | 986,423 | 905,843 | 697,374 | 903,859 | 876,786 |
| 534000 | Minor Equipment & Tools | 359,047 | 398,249 | 257,927 | 282,590 | 282,590 |
| 535000 | Clothing & Uniforms | 121,860 | 130,581 | 94,031 | 83,026 | 83,326 |
| 539000 | Other Commodities External | 11,781 | 89,355 | 25,945 | 26,074 | 26,074 |
| 541000 | Education | 30,180 | 44,381 | 53,362 | 51,521 | 42,815 |
| 542000 | Local Travel | 45,504 | 44,572 | 43,453 | 40,774 | 41,024 |
| 543000 | Out-of-Town Travel | 27,626 | 33,121 | 38,964 | 32,938 | 32,938 |
| 544000 | Space Rental | 44,923 | 7,564 | 1,900 | 69,182 | 69,182 |
| 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 | 141,945 | 140,648 | 65,124 | 75,995 | 81,153 |
| **Total External Materials and Services** | | 9,015,475 | 10,141,524 | 9,969,275 | 9,917,474 | 10,365,241 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 1,221,612 | 1,300,231 | 1,357,254 | 1,161,935 | 1,188,606 |
| 552000 | Printing & Distribution | 760,124 | 817,069 | 710,721 | 717,092 | 717,092 |
| 553000 | Facilities Services | 354,047 | 367,505 | 388,516 | 398,092 | 398,092 |
| 554000 | Communications Services | 408,407 | 428,578 | 455,997 | 456,696 | 456,696 |
| 555000 | Data Processing Services | 112,126 | 135,622 | 290,359 | 349,939 | 919,748 |
| 556000 | Insurance | 550,896 | 656,276 | 718,435 | 757,907 | 757,907 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 56,225 | 147,240 | 88,930 | 166,103 | 656,150 |
| 559000 | Other Fund Services | 348,238 | 204,340 | 187,368 | 190,279 | 190,279 |
| **Total Internal Materials and Services** | | 3,811,675 | 4,056,861 | 4,197,580 | 4,198,043 | 5,284,570 |
| **Total Materials and Services** | | 12,827,150 | 14,198,385 | 14,166,855 | 14,115,517 | 15,649,811 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 339,811 | 0 | 0 | 0 | 0 |
| 562000 | Buildings | 0 | 0 | 0 | 0 | 0 |
| 563000 | Improvements | 800,073 | 132,253 | 0 | 0 | 0 |
| 564000 | Capital Equipment | 62,332 | 41,032 | 43,022 | 47,395 | 100,613 |
| 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** | | 1,202,216 | 173,285 | 43,022 | 47,395 | 100,613 |
| 573000 | Equipment Cash Transfers | 174,488 | 205,000 | 189,500 | 0 | 250,000 |
| 576000 | Minor Equipment Transfers | 39,867 | 7,000 | 2,310 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 36,188,003** | **$ 39,204,002** | **$ 39,326,269** | **$ 41,113,733** | **$ 42,775,360** |

## Parks and Recreation Division AU 130

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 | Actual FY 2000 | Revised FY 2000–01 | | Proposed FY 2001–02 | | Adopted FY 2001–02 | |
|---|---|---|---|---|---|---|---|---|---|
| | | No. | No. | No. | Amount | No. | Amount | No. | Amount |
| 514 | Accountant I | 3 | 2 | 1 | 37,066 | 1 | 41,454 | 1 | 41,454 |
| 515 | Accountant II | 0 | 0 | 2 | 88,442 | 2 | 94,890 | 2 | 94,890 |
| 510 | Accounting Technician | 4 | 4 | 2 | 66,186 | 2 | 68,640 | 2 | 68,640 |
| 819 | Administrative Assistant | 0 | 0 | 2 | 91,380 | 2 | 91,813 | 2 | 91,813 |
| 230 | Administrative Secretary | 1 | 1 | 1 | 40,186 | 0 | 0 | 0 | 0 |
| 815 | Administrative Specialist | 2 | 3 | 2 | 52,349 | 2 | 70,961 | 2 | 70,961 |
| 920 | Administrative Supervisor I | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 922 | Administrative Supervisor II | 1 | 0 | 1 | 43,848 | 1 | 49,403 | 1 | 49,403 |
| 2532 | Applications Analyst II | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3134 | Architect | 5 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3140 | Architectural Manager | 0 | 0 | 1 | 74,318 | 1 | 85,384 | 1 | 85,384 |
| 950 | Assistant Management Analyst | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 962 | Assistant Program Specialist | 2 | 3 | 2 | 95,888 | 3 | 155,106 | 3 | 155,106 |
| 4127 | Botanic Manager | 0 | 1 | 1 | 63,710 | 1 | 66,061 | 1 | 66,061 |
| 4120 | Botanic Specialist I | 0 | 2 | 2 | 77,168 | 3 | 130,135 | 3 | 130,135 |
| 4124 | Botanic Specialist II | 0 | 3 | 3 | 115,716 | 4 | 186,487 | 4 | 186,487 |
| 4125 | Botanic Supervisor | 3 | 3 | 3 | 172,473 | 3 | 178,839 | 3 | 178,839 |
| 3133 | Building/Landscape Designer | 1 | 2 | 0 | 0 | 0 | 4,150 | 0 | 4,150 |
| 928 | Bureau Administrative Manager | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 620 | Bureau Human Resources Manager | 0 | 0 | 1 | 68,950 | 0 | 0 | 0 | 0 |
| 1420 | Carpenter | 5 | 5 | 7 | 294,518 | 5 | 218,190 | 5 | 218,190 |
| 1421 | Carpenter Lead | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3236 | Chief Planner | 1 | 1 | 1 | 74,318 | 1 | 77,064 | 1 | 77,064 |
| 4131 | City Forester | 1 | 1 | 1 | 63,710 | 1 | 66,061 | 1 | 66,061 |
| 114 | Clerical Specialist | 4 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7490 | Community Relations Assistant | 1 | 2 | 2 | 101,942 | 1 | 53,810 | 1 | 53,810 |
| 7492 | Community Relations Specialist | 0 | 0 | 1 | 42,351 | 0 | 0 | 0 | 0 |
| 1316 | Construction Equip Operator II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1315 | Construction Equipment Operator | 0 | 0 | 1 | 35,457 | 1 | 43,306 | 1 | 43,306 |
| 1110 | Custodian | 1 | 1 | 1 | 29,252 | 1 | 30,326 | 1 | 30,326 |
| 975 | Deputy Director | 1 | 1 | 1 | 86,653 | 1 | 89,856 | 1 | 89,856 |
| 817 | Director's Administrative Assist | 0 | 0 | 0 | 0 | 1 | 44,830 | 1 | 44,830 |
| 1453 | Electrician | 3 | 3 | 3 | 156,897 | 2 | 108,452 | 2 | 108,452 |
| 1457 | Electrician, Supervising | 1 | 1 | 1 | 57,659 | 1 | 59,800 | 1 | 59,800 |
| 1132 | Facilities & Maint Supervisor | 10 | 10 | 9 | 481,982 | 10 | 527,563 | 10 | 527,563 |
| 1136 | Facilities & Maintenance Manager | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1115 | Facilities Maintenance Tech | 4 | 4 | 5 | 212,535 | 5 | 220,480 | 5 | 220,480 |
| 1116 | Facilities Maintenance Tech Lead | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 827 | Financial Analyst | 1 | 1 | 1 | 54,802 | 1 | 51,912 | 1 | 51,912 |
| 4129 | Forestry Program Supervisor | 1 | 1 | 1 | 55,446 | 1 | 59,613 | 1 | 59,613 |
| 1524 | General Mechanic | 1 | 1 | 2 | 85,014 | 2 | 88,150 | 2 | 88,150 |
| 4110 | High Climber | 8 | 8 | 9 | 368,280 | 7 | 297,024 | 8 | 339,456 |
| 4114 | Horticulturist | 6 | 6 | 23 | 918,850 | 26 | 1,077,284 | 27 | 1,118,718 |
| 4113 | Horticulturist, Apprentice | 25 | 24 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4115 | Horticulturist, Lead | 0 | 0 | 1 | 41,950 | 0 | 0 | 0 | 0 |
| 614 | Human Resources Coordinator | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2541 | Information Systems Analyst I | 0 | 0 | 1 | 42,098 | 1 | 45,466 | 0 | 0 |
| 2542 | Information Systems Analyst II | 2 | 1 | 2 | 103,579 | 2 | 110,194 | 0 | 0 |
| 2543 | Information Systems Analyst III | 0 | 1 | 1 | 53,331 | 1 | 57,574 | 0 | 0 |
| 2544 | Information Systems Analyst IV | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2550 | Information Systems Manager | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2524 | Information Systems Tech III | 0 | 1 | 1 | 50,606 | 1 | 52,978 | 0 | 0 |
| 1240 | Maintenance Mechanic | 12 | 11 | 11 | 424,510 | 11 | 443,410 | 12 | 483,720 |
| 1200 | Maintenance Worker | 0 | 0 | 6 | 126,654 | 6 | 131,412 | 6 | 131,412 |
| 1208 | Maintenance Worker | 9 | 8 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2540 | MIS Support Technician | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1237 | Mower Operator | 7 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |
| 100 | Office Support Specialist I | 0 | 0 | 1 | 26,667 | 1 | 29,716 | 1 | 29,716 |
| 102 | Office Support Specialist II | 0 | 0 | 4 | 124,452 | 5 | 166,110 | 5 | 166,110 |
| 106 | Office Support Specialist, Lead | 0 | 0 | 1 | 39,062 | 2 | 68,079 | 2 | 68,079 |
| 1443 | Painter | 3 | 2 | 2 | 84,148 | 3 | 130,914 | 3 | 130,914 |
| 1215 | Park Technician | 30 | 29 | 33 | 1,200,705 | 30 | 1,131,381 | 30 | 1,131,381 |
| 4337 | Parks & Recreation Director | 1 | 1 | 1 | 101,088 | 1 | 104,832 | 1 | 104,832 |
| 2545 | Principal Info Systems Analyst | 0 | 1 | 1 | 66,414 | 1 | 71,677 | 0 | 0 |
| 966 | Program Coordinator | 0 | 0 | 1 | 52,129 | 1 | 54,095 | 1 | 54,095 |
| 968 | Program Manager I | 4 | 5 | 4 | 236,317 | 5 | 302,985 | 5 | 302,985 |
| 970 | Program Manager II | 1 | 2 | 1 | 54,154 | 1 | 72,667 | 1 | 72,667 |
| 972 | Program Manager IV | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 964 | Program Specialist | 2 | 2 | 2 | 95,483 | 2 | 103,143 | 2 | 103,143 |

## Parks and Recreation Division AU 130

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 960 | Program Technician | 0 | 0 | 0 | 0 | 1 | 28,365 | 1 | 28,365 |
| 4335 | Recreation & Operations Manager | 0 | 0 | 2 | 105,532 | 2 | 151,290 | 2 | 151,290 |
| 4325 | Recreation Coordinator I | 43 | 51 | 53 | 1,933,767 | 50 | 1,922,061 | 50 | 1,922,061 |
| 4326 | Recreation Coordinator II | 12 | 14 | 13 | 507,837 | 13 | 536,348 | 13 | 536,348 |
| 4322 | Recreation Leader - Fulltime | 17 | 12 | 17 | 463,678 | 18 | 513,151 | 21 | 590,216 |
| 4332 | Recreation Supervisor | 19 | 17 | 16 | 827,287 | 17 | 909,082 | 17 | 909,082 |
| 220 | Secretarial Clerk I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 2 | 1 | 2 | 60,279 | 1 | 41,662 | 1 | 41,662 |
| 930 | Senior Bureau Administrative Mgr | 0 | 0 | 1 | 74,318 | 1 | 81,120 | 1 | 81,120 |
| 828 | Senior Financial Analyst | 1 | 1 | 1 | 61,807 | 1 | 65,725 | 1 | 65,725 |
| 2552 | Senior Information Systems Mgr | 0 | 1 | 1 | 78,770 | 1 | 85,218 | 0 | 0 |
| 3231 | Senior Planner | 1 | 3 | 5 | 282,375 | 5 | 291,828 | 6 | 342,310 |
| 4333 | Senior Recreation Supervisor | 3 | 3 | 2 | 121,140 | 2 | 117,936 | 2 | 117,936 |
| 848 | Senior Risk Specialist | 1 | 1 | 1 | 60,570 | 1 | 62,816 | 1 | 62,816 |
| 1134 | Sr Facilities & Maint Supervisor | 5 | 4 | 5 | 288,684 | 5 | 296,768 | 5 | 296,768 |
| 410 | Storekeeper | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 406 | Storekeeper/Acquisition Spec II | 0 | 0 | 2 | 79,414 | 2 | 82,120 | 2 | 82,120 |
| 115 | Supervising Clerk | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3122 | Surveyor I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3123 | Surveyor II | 0 | 0 | 1 | 48,048 | 1 | 49,816 | 1 | 49,816 |
| 3107 | Technician I | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3108 | Technician II | 1 | 2 | 2 | 87,853 | 1 | 41,496 | 1 | 41,496 |
| 3109 | Technician III | 0 | 0 | 1 | 58,030 | 0 | 0 | 0 | 0 |
| 1054 | Trades Supervisor | 0 | 0 | 0 | 0 | 2 | 109,178 | 2 | 109,178 |
| 4112 | Tree Inspector | 0 | 0 | 7 | 314,867 | 7 | 326,578 | 7 | 326,578 |
| 1214 | Turf Maintenance Technician | 0 | 0 | 7 | 254,695 | 16 | 537,665 | 20 | 669,723 |
| 1218 | Utility Worker | 26 | 30 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1210 | Utility Worker I | 0 | 0 | 3 | 98,898 | 4 | 136,780 | 4 | 136,780 |
| 1211 | Utility Worker II | 0 | 0 | 28 | 992,597 | 27 | 992,898 | 27 | 992,898 |
| 1513 | Welder | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1510 | Welder | 0 | 0 | 1 | 42,074 | 1 | 43,638 | 1 | 43,638 |
| **TOTAL FULL-TIME POSITIONS** | | **314** | **327** | **337** | **$ 13,973,213** | **345** | **$ 14,837,216** | **349** | **$ 14,797,890** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 40,573,920 | 182,000 | 40,755,920 | 348.5 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 593,006 | 0 | 593,006 | 0.0 | True-up I/A with Transportation |
| | 293,453 | 0 | 293,453 | 0.0 | True-up I/A with Parks Construction Fund |
| | 0 | 0 | 0 | (1.0) | Adjust for reduced BES I/A Amount |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | | | | | ASR REDUCTIONS |
| | 83,000 | 0 | 83,000 | 0.0 | Field/Gym use Fee Increase |
| | (83,000) | 0 | (83,000) | 0.0 | Reduce GF$ - Replaced by Fee Increase |
| | (50,000) | 0 | (50,000) | 0.0 | Reduce Restroom Availability |
| | (28,000) | 0 | (28,000) | (1.0) | Eliminate Carpenter Position |
| | (88,376) | 0 | (88,376) | 0.0 | Reduce District Maintenance |
| | (9,400) | 0 | (9,400) | 0.0 | Reduce Part-Time Staffing |
| | (103,675) | 0 | (103,675) | 0.0 | Across-the-board cut within Parks |
| | (10,000) | 0 | (10,000) | 0.0 | Reduce Park Tree Maintenance |
| | | | | | 1.4% GF DISCRETIONARY REDUCTIONS |
| | (1,505) | 0 | (1,505) | 0.0 | Facility ASR Reductions |
| | (17,146) | 0 | (17,146) | 0.0 | Communications ASR Reductions |
| | (79,969) | 0 | (79,969) | 0.0 | IT ASR Reduction |
| | (12,284) | 0 | (12,284) | 0.0 | Printing & Distribution ASR Reductions |
| | (9,783) | 0 | (9,783) | 0.0 | Risk Management ASR Reductions |
| | (87,024) | 0 | (87,024) | 0.0 | Vehicle Services ASR Reductions |
| | (17,881) | 0 | (17,881) | 0.0 | Purchasing ASR Reduction |
| | (13,603) | 0 | (13,603) | (2.0) | HR ASR Reduction |
| **Approved Budget Additions and Reductions** | | | | | |
| | 490,047 | 0 | 490,047 | 0.0 | HR Funding Conversion |
| | 0 | 250,000 | 250,000 | 1.0 | Mowing of PPS Fields |
| | 0 | 100,000 | 100,000 | 0.0 | Funding Shifted from Parks Const |
| | 0 | 77,000 | 77,000 | 0.0 | Joint Use w/ PPS - True-up |
| | 0 | 175,000 | 175,000 | 0.0 | Various Park Uses |
| | 55,000 | 0 | 55,000 | 1.0 | PDC and Port support for Trail Planner |
| | 85,000 | 0 | 85,000 | 0.0 | Field/Gym use fee for PPS |
| | 0 | 0 | 0 | (7.0) | Shift Positions to BIT |
| | 0 | 0 | 0 | 3.0 | Reinstate Rec Leaders with PPR resources |
| | 0 | 0 | 0 | 1.0 | Add High Climer with forestry revenue |
| | 0 | 0 | 0 | 4.0 | Convert 4 Mechanics from LT-PT to FT |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 259,580 | 0 | 259,580 | 0.0 | Allocate O&M Setaside |
| | 170,000 | 0 | 170,000 | 1.0 | Increase BES I/A - Waterfront Master Plan |
| | 1,417,440 | 602,000 | 2,019,440 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 42,775,360** | **348.5** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 372,000 | 0 | 372,000 | 0.0 | Energy Price Increases |
| | 35,000 | 0 | 35,000 | 0.0 | Fire Inspections of City Buildings |
| | 60,000 | 0 | 60,000 | 0.0 | IFCC Stabilization |
| | 130,000 | 0 | 130,000 | 0.0 | IT Hardware Replacement |
| | 300,000 | 0 | 300,000 | 0.0 | Program Guide & Internet Registration |
| | 6,100 | 0 | 6,100 | 0.0 | ADA Inclusion Services - Summer Position |
| | | | **$ 903,100** | **0.0** | Total Decision Packages Not Funded |

# Golf Division

## Overview

### Mission

*A total of 90 regulation holes are available to golfers on the City's courses.*

The mission of the Golf Program is to provide low cost golf as a recreational activity to area residents. In addition, due to a reputation for maintaining a high level of quality, the program assists in attracting outside tourist and convention business, which benefits both the resident golfer, by supplementing the program revenue needs, as well as the Portland area in general. Golf course maintenance is performed by City employees, while clubhouse operations are managed by private contractors.

# Overview of Programs

## GOLF OPERATIONS

**Maintenance**

Maintenance of the golf courses is performed by City employees. Managed by the Director of Golf, each facility has a Golf Course Superintendent, an Assistant Superintendent, an on-site mechanic, and several greenskeepers to meet the agronomic needs of the site. The focus on course maintenance is to allow golf to be played in a high quality, challenging way, while at the same time targeting specific out-of-play areas to return to a more natural state, thereby creating habitat for wildlife.

**Clubhouse Facilities**

Clubhouse facilities are managed by private contractors. These contracts are administered by the Director of Golf and include collection of greens fees, sales of golf equipment and clothing, sales of food and beverage, cart rentals, golf lessons and marshalling of the course. Each concessionaire has a pro-shop staff and qualified food service personnel who act as the City's representatives to the public.

**Youth Programs**

The golf program is very active in reaching out to area youth. A teaching professional is employed to visit Portland Interscholastic League (PIL) schools giving golf lessons in the P.E. classes. These classes take place over one to two weeks at each school and the students learn basic swing fundamentals and rules and procedures for the game.

*Forty EAGLE Program participants have been awarded full four year scholarships over the last four years.*

The EAGLE program, in its tenth year and nationally acclaimed, selects deserving high school youth from disadvantaged backgrounds and puts them to work in the pro-shops and on the golf courses. Students earn minimum wage and are given work study credits by their schools. Participation is for two years, and successful completion can lead to a full four year scholarship to a state university funded through the Evans Scholarship Foundation.

**Capital Expenditures**

The main focus of the Golf Capital Improvement Program will be to update facilities to meet the needs of the users and to compete with the many modern golf facilities that have been built in the Portland area over the past several years.

The primary project this fiscal year will be to construct a suitable support facility for the 36-hole course at Heron Lakes ($4.5 million).

## Golf Division AU 617

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 2,225,577 | 2,497,614 | 2,486,808 | 2,498,252 | 2,498,252 |
| External Materials and Services | 1,494,781 | 1,438,999 | 1,465,318 | 1,582,626 | 1,582,626 |
| Internal Materials and Services | 552,449 | 501,891 | 598,811 | 785,671 | 831,125 |
| Minor Capital Outlay | 150,928 | 14,336 | 195,000 | 104,967 | 104,967 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 4,423,735 | 4,452,840 | 4,745,937 | 4,971,516 | 5,016,970 |
| Capital Improvements | 1,213,214 | 3,369,234 | 827,643 | 4,549,417 | 4,549,417 |
| **TOTAL BUREAU EXPENDITURES** | **$ 5,636,949** | **$ 7,822,074** | **$ 5,573,580** | **$ 9,520,933** | **$ 9,566,387** |
| Allocated Overhead | 171,324 | 156,825 | 187,163 | 173,348 | 137,430 |
| **Total Cost with Allocated Overhead** | 5,808,273 | 7,978,899 | 5,760,743 | 9,694,281 | 9,703,817 |
| **RESOURCES** | | | | | |
| Golf Fund | | 7,822,074 | 5,573,580 | 9,520,933 | 9,566,387 |
| 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** | | | | | |
| Golf Operations | | 7,822,074 | 5,573,580 | 9,520,933 | 9,566,387 |
| *Positions* | | *31* | *32* | *38* | *38* |
| **TOTAL PROGRAMS** | | **$ 7,822,074** | **$ 5,573,580** | **$ 9,520,933** | **$ 9,566,387** |
| *Positions* | | ***31*** | ***32*** | ***38*** | ***38*** |

## Golf Division AU 617

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 1,146,327 | 1,266,749 | 1,335,272 | 1,521,445 | 1,521,445 |
| 512000 | Part-Time Employees | 240,800 | 338,048 | 503,257 | 278,703 | 278,703 |
| 514000 | Overtime | 28,283 | 68,497 | 36,000 | 35,000 | 35,000 |
| 515000 | Premium Pay | 24,152 | 24,598 | 32,000 | 28,000 | 28,000 |
| 517000 | Benefits | 583,041 | 652,517 | 659,514 | 635,104 | 635,104 |
| 518000 | Paid Absence | 202,974 | 221,547 | 0 | 0 | 0 |
| **Total Personnel Services** | | 2,225,577 | 2,571,956 | 2,566,043 | 2,498,252 | 2,498,252 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 125,577 | 16,046 | 23,944 | 303,000 | 303,000 |
| 522000 | Utilities | 120,035 | 109,486 | 135,650 | 149,400 | 149,400 |
| 523000 | Equipment Rental | 29,242 | 35,743 | 12,700 | 12,700 | 12,700 |
| 524000 | Repair & Maintenance Services | 127,135 | 47,193 | 49,000 | 52,000 | 52,000 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 700,701 | 735,006 | 754,124 | 842,263 | 842,263 |
| 531000 | Office Supplies | 3,325 | 2,459 | 4,300 | 2,300 | 2,300 |
| 532000 | Operating Supplies | 232,982 | 280,130 | 222,003 | 201,400 | 201,400 |
| 533000 | Repair & Maintenance Supplies | 198,320 | 202,320 | 193,844 | 200,863 | 200,863 |
| 534000 | Minor Equipment & Tools | 40,677 | 58,596 | 30,300 | 31,800 | 31,800 |
| 535000 | Clothing & Uniforms | 5,200 | 5,437 | 6,600 | 8,100 | 8,100 |
| 539000 | Other Commodities External | 2,112 | 2,850 | 2,000 | 2,000 | 2,000 |
| 541000 | Education | 4,099 | 4,205 | 5,800 | 6,800 | 6,800 |
| 542000 | Local Travel | 975 | 447 | 1,500 | 1,000 | 1,000 |
| 543000 | Out-of-Town Travel | 3,425 | 3,498 | 5,000 | 5,500 | 5,500 |
| 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 | 43,563 | 70,396 | 43,500 | 108,500 | 108,500 |
| **Total External Materials and Services** | | 1,637,368 | 1,573,812 | 1,490,265 | 1,927,626 | 1,927,626 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 87,481 | 105,171 | 109,956 | 240,645 | 240,645 |
| 552000 | Printing & Distribution | 3,003 | 2,391 | 4,740 | 737 | 737 |
| 553000 | Facilities Services | 6 | 24 | 0 | 0 | 0 |
| 554000 | Communications Services | 9,604 | 11,547 | 14,666 | 12,487 | 12,487 |
| 555000 | Data Processing Services | 6,788 | 7,425 | 16,646 | 15,039 | 15,039 |
| 556000 | Insurance | 64,152 | 66,462 | 73,362 | 71,792 | 71,792 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 405,940 | 376,014 | 387,274 | 564,971 | 610,425 |
| **Total Internal Materials and Services** | | 576,974 | 569,034 | 606,644 | 905,671 | 951,125 |
| **Total Materials and Services** | | 2,214,342 | 2,142,846 | 2,096,909 | 2,833,297 | 2,878,751 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 0 | 0 | 0 | 0 | 0 |
| 562000 | Buildings | 0 | 5,985 | 0 | 3,821,568 | 3,821,568 |
| 563000 | Improvements | 1,046,102 | 3,047,960 | 715,628 | 262,849 | 262,849 |
| 564000 | Capital Equipment | 150,928 | 53,327 | 195,000 | 104,967 | 104,967 |
| 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** | | 1,197,030 | 3,107,272 | 910,628 | 4,189,384 | 4,189,384 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 5,636,949** | **$ 7,822,074** | **$ 5,573,580** | **$ 9,520,933** | **$ 9,566,387** |

## Golf Division AU 617

### FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 815 | Administrative Specialist | 0 | 0 | 0 | 13,087 | 0 | 13,570 | 0 | 13,570 |
| 3134 | Architect | 0 | 1 | 1 | 59,196 | 0 | 0 | 0 | 0 |
| 1132 | Facilities & Maint Supervisor | 4 | 4 | 4 | 218,484 | 4 | 226,552 | 4 | 226,552 |
| 4175 | Golf Courses Manager | 1 | 1 | 1 | 60,570 | 1 | 62,816 | 1 | 62,816 |
| 1220 | Greenskeeper I | 12 | 15 | 16 | 582,160 | 23 | 801,782 | 23 | 801,782 |
| 1221 | Greenskeeper II | 5 | 5 | 5 | 191,405 | 5 | 198,535 | 5 | 198,535 |
| 1222 | Greenskeeper III | 5 | 5 | 5 | 210,370 | 5 | 218,190 | 5 | 218,190 |
| **TOTAL FULL-TIME POSITIONS** | | **27** | **31** | **32** | **$ 1,335,272** | **38** | **$ 1,521,445** | **38** | **$ 1,521,445** |

### 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 Ongoing | AMOUNT One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 5,024,703 | 0 | 5,024,703 | 38.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 4,163 | 0 | 4,163 | 0.0 | True-up I/A with Parks #130 |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | 0 | 4,549,417 | 4,549,417 | 0.0 | FY 2001-02 Golf Division CIP |
| | (856) | 0 | (856) | 0.0 | Communications ASR Reductions |
| | (206) | 0 | (206) | 0.0 | IT ASR Reduction |
| | (169) | 0 | (169) | 0.0 | Risk ASR Reduction |
| | (56,119) | 0 | (56,119) | 0.0 | Vehicle Services ASR Reductions |
| **Approved Budget Additions and Reductions** | | | | | |
| | 45,454 | 0 | 45,454 | 0.0 | HR Funding Conversion |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | (7,733) | 4,549,417 | 4,541,684 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 9,566,387** | **38.0** | Total Proposed Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Portland International Raceway Division

## OVERVIEW

Portland International Raceway (PIR) is a separate enterprise fund within Portland Parks and Recreation. It is a self-sustaining operation which manages the world-class road course, a motor-cross track, open air exhibit areas, and complementary spectator facilities.

*PIR attracts over 500,000 spectators each year to events held there.*

Although best know the as the home of the Freightliner/G.I. Joe's Portland 200 CART race, which just completed its 18th successful year, the facility attracts over 500,000 spectators to about 135 events annually and is in use nearly every day of the year. The raceway provides a safe place for groups, clubs, and organizations to conduct both racing and non-racing vehicle-oriented events. More than 20,000 people participate in driver training courses, recreational shows and competitive events annually.

### Resources

Revenues for maintenance of the facility come from track rentals and a multi-year concessions agreement which grants the exclusive rights to sell food and beverage at PIR events.

### Requirements

The FY 2001-02 Adopted Budget provides appropriation for personnel, materials, services and equipment needed to operate and maintain the facility.

## Portland International Raceway Division AU 608

SUMMARY OF DIVISION BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 406,262 | 452,712 | 426,050 | 433,842 | 433,842 |
| External Materials and Services | 350,675 | 275,601 | 269,298 | 366,091 | 366,091 |
| Internal Materials and Services | 73,791 | 74,999 | 187,819 | 172,118 | 177,363 |
| Minor Capital Outlay | 8,337 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 839,065 | 803,312 | 883,167 | 972,051 | 977,296 |
| Capital Improvements | 35,000 | 30,894 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 874,065** | **$ 834,206** | **$ 883,167** | **$ 972,051** | **$ 977,296** |
| Allocated Overhead | 63,096 | 24,198 | 18,039 | 24,219 | 20,996 |
| **Total Cost with Allocated Overhead** | 937,161 | 858,404 | 901,206 | 996,270 | 998,292 |
| **RESOURCES** | | | | | |
| Portland International Raceway Fund | | 834,206 | 883,167 | 972,051 | 977,296 |
| 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** | | | | | |
| Portland International Raceway | | 834,206 | 883,167 | 972,051 | 977,296 |
| *Positions* | | *6* | *6* | *6* | *6* |
| **TOTAL PROGRAMS** | | **$ 834,206** | **$ 883,167** | **$ 972,051** | **$ 977,296** |
| *Positions* | | ***6*** | ***6*** | ***6*** | ***6*** |

## Portland International Raceway Division AU 608

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 210,697 | 189,058 | 251,119 | 261,059 | 261,059 |
| 512000 | Part-Time Employees | 39,533 | 55,609 | 60,000 | 60,000 | 60,000 |
| 514000 | Overtime | 10,882 | 9,078 | 12,000 | 12,000 | 12,000 |
| 515000 | Premium Pay | 2,470 | 3,631 | 3,000 | 3,000 | 3,000 |
| 517000 | Benefits | 102,186 | 107,734 | 99,931 | 97,783 | 97,783 |
| 518000 | Paid Absence | 40,494 | 87,602 | 0 | 0 | 0 |
| **Total Personnel Services** | | 406,262 | 452,712 | 426,050 | 433,842 | 433,842 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 127,708 | 66,074 | 20,000 | 60,000 | 60,000 |
| 522000 | Utilities | 38,451 | 39,990 | 41,000 | 39,000 | 39,000 |
| 523000 | Equipment Rental | 3,260 | 4,087 | 2,000 | 7,000 | 7,000 |
| 524000 | Repair & Maintenance Services | 78,863 | 44,123 | 80,000 | 120,091 | 120,091 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 5,890 | 9,848 | 6,000 | 6,000 | 6,000 |
| 531000 | Office Supplies | 1,057 | 1,145 | 2,000 | 2,000 | 2,000 |
| 532000 | Operating Supplies | 7,323 | 14,835 | 10,000 | 10,000 | 10,000 |
| 533000 | Repair & Maintenance Supplies | 50,954 | 42,076 | 64,098 | 65,000 | 65,000 |
| 534000 | Minor Equipment & Tools | 2,711 | 5,361 | 8,000 | 8,000 | 8,000 |
| 535000 | Clothing & Uniforms | 2,101 | 1,091 | 3,000 | 3,000 | 3,000 |
| 539000 | Other Commodities External | 0 | 0 | 0 | 0 | 0 |
| 541000 | Education | 0 | 323 | 800 | 800 | 800 |
| 542000 | Local Travel | 1,468 | 698 | 1,200 | 1,000 | 1,000 |
| 543000 | Out-of-Town Travel | 0 | 0 | 1,200 | 4,200 | 4,200 |
| 544000 | Space Rental | 284 | 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 | 30,605 | 45,950 | 30,000 | 40,000 | 40,000 |
| **Total External Materials and Services** | | 350,675 | 275,601 | 269,298 | 366,091 | 366,091 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 6,816 | 5,061 | 5,301 | 5,035 | 5,035 |
| 552000 | Printing & Distribution | 530 | 841 | 1,435 | 829 | 829 |
| 553000 | Facilities Services | 0 | 0 | 0 | 0 | 0 |
| 554000 | Communications Services | 11,834 | 10,230 | 11,434 | 11,176 | 11,176 |
| 555000 | Data Processing Services | 881 | 965 | 2,562 | 2,315 | 2,315 |
| 556000 | Insurance | 19,456 | 20,157 | 25,341 | 25,506 | 25,506 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 69,274 | 37,745 | 141,746 | 127,257 | 132,502 |
| **Total Internal Materials and Services** | | 108,791 | 74,999 | 187,819 | 172,118 | 177,363 |
| **Total Materials and Services** | | 459,466 | 350,600 | 457,117 | 538,209 | 543,454 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 0 | 0 | 0 | 0 | 0 |
| 562000 | Buildings | 0 | 0 | 0 | 0 | 0 |
| 563000 | Improvements | 0 | 30,894 | 0 | 0 | 0 |
| 564000 | Capital Equipment | 8,337 | 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** | | 8,337 | 30,894 | 0 | 0 | 0 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 874,065** | **$ 834,206** | **$ 883,167** | **$ 972,051** | **$ 977,296** |

## Portland International Raceway Division AU 608

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 1132 | Facilities & Maint Supervisor | 1 | 1 | 1 | 53,990 | 1 | 56,638 | 1 | 56,638 |
| 1240 | Maintenance Mechanic | 1 | 1 | 1 | 38,879 | 1 | 40,310 | 1 | 40,310 |
| 1200 | Maintenance Worker | 0 | 0 | 1 | 21,109 | 0 | 0 | 0 | 0 |
| 1208 | Maintenance Worker | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1237 | Mower Operator | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4352 | Racetrack Manager | 1 | 1 | 1 | 60,570 | 1 | 62,816 | 1 | 62,816 |
| 816 | Senior Administrative Specialist | 1 | 1 | 1 | 40,186 | 1 | 41,662 | 1 | 41,662 |
| 1214 | Turf Maintenance Technician | 0 | 0 | 1 | 36,385 | 1 | 37,731 | 1 | 37,731 |
| 1211 | Utility Worker II | 0 | 0 | 0 | 0 | 1 | 21,902 | 1 | 21,902 |
| **TOTAL FULL-TIME POSITIONS** | | **6** | **6** | **6** | **$ 251,119** | **6** | **$ 261,059** | **6** | **$ 261,059** |

**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 Ongoing | AMOUNT One-Time | AMOUNT Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 972,604 | 0 | 972,604 | 6.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (157) | 0 | (157) | 0.0 | Communications ASR Reductions |
| | (32) | 0 | (32) | 0.0 | IT ASR Reduction |
| | (39) | 0 | (39) | 0.0 | Risk ASR Reduction |
| | (325) | 0 | (325) | 0.0 | Vehicle Services ASR Reductions |
| **Approved Budget Additions and Reductions** | | | | | |
| | 5,245 | 0 | 5,245 | 0.0 | HR Funding Conversion |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 4,692 | 0 | 4,692 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 977,296** | **6.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Parks Bond Construction Division

## OVERVIEW

The $58.8 million General Obligation bond issue (GOBI) for park improvements was passed by voters in November 1994, and implementation started in the spring of 1995.

### Overview

Renovating and upgrading park infrastructure as well as making park features comply with the Americans with Disabilities Act requirements are the focus of most of the GOBI projects. The bond measure also provided funds for building two new community centers, renovating six existing community centers, renovating five pools, and developing fourteen new soccer fields and six new softball fields. Other general improvements include renovating tennis courts, basketball courts, playing fields, fencing, landscaping, parking lots, wading pools, improving drainage, and installing new site furniture.

FY 2000-01 marked the completion of GOBI capital program in which the last of the bond proceeds from the 1994 Parks G.O. bond initiative (approximately $1.5 million) were spent.

## Parks Bond Construction Division AU 765

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 1,736 | 0 | 0 | 0 | 0 |
| External Materials and Services | 512 | 0 | 0 | 0 | 0 |
| Internal Materials and Services | 159 | 0 | 0 | 0 | 0 |
| Minor Capital Outlay | 5,560 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 7,967 | 0 | 0 | 0 | 0 |
| Capital Improvements | 16,452,140 | 10,458,444 | 1,463,485 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 16,460,107** | **$ 10,458,444** | **$ 1,463,485** | **$ 0** | **$ 0** |
| Allocated Overhead | 25,000 | 25,000 | 25,000 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 16,485,107 | 10,483,444 | 1,488,485 | 0 | 0 |
| **RESOURCES** | | | | | |
| Parks Bond Construction Fund | | 10,458,444 | 1,463,485 | 0 | 0 |
| 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** | | | | | |
| Construct, Design & Capital Imp | | 10,458,444 | 1,463,485 | 0 | 0 |
| *Positions* | | *10* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 10,458,444** | **$ 1,463,485** | **$ 0** | **$ 0** |
| *Positions* | | ***10*** | ***0*** | ***0*** | ***0*** |

## Parks Bond Construction Division AU 765

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 674,734 | 434,422 | 0 | 0 | 0 |
| 512000 | Part-Time Employees | 0 | 34 | 0 | 0 | 0 |
| 514000 | Overtime | 57 | (84) | 0 | 0 | 0 |
| 515000 | Premium Pay | 126 | 0 | 0 | 0 | 0 |
| 517000 | Benefits | 282,553 | 188,472 | 0 | 0 | 0 |
| 518000 | Paid Absence | 113,968 | 83,716 | 0 | 0 | 0 |
| **Total Personnel Services** | | 1,071,438 | 706,560 | 0 | 0 | 0 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 1,183,733 | 372,752 | 50,000 | 0 | 0 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 413 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 3,006 | 2,205 | 0 | 0 | 0 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 48,357 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 45,799 | 13,736 | 0 | 0 | 0 |
| 531000 | Office Supplies | 23,778 | 7,213 | 0 | 0 | 0 |
| 532000 | Operating Supplies | 15,390 | 4,052 | 0 | 0 | 0 |
| 533000 | Repair & Maintenance Supplies | 534 | 783 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 142,301 | 67,303 | 0 | 0 | 0 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 9,551 | 5,960 | 0 | 0 | 0 |
| 541000 | Education | 2,250 | 1,881 | 0 | 0 | 0 |
| 542000 | Local Travel | 129 | 165 | 0 | 0 | 0 |
| 543000 | Out-of-Town Travel | 2,294 | 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 | 154,472 | 768,721 | 0 | 0 | 0 |
| **Total External Materials and Services** | | 1,632,007 | 1,244,771 | 50,000 | 0 | 0 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 7,501 | 7,157 | 0 | 0 | 0 |
| 552000 | Printing & Distribution | 55,642 | 11,865 | 0 | 0 | 0 |
| 553000 | Facilities Services | 45 | 15 | 0 | 0 | 0 |
| 554000 | Communications Services | 45,666 | 39,041 | 0 | 0 | 0 |
| 555000 | Data Processing Services | 0 | 0 | 0 | 0 | 0 |
| 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 | 365,931 | 187,665 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 474,785 | 245,743 | 0 | 0 | 0 |
| **Total Materials and Services** | | 2,106,792 | 1,490,514 | 50,000 | 0 | 0 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 0 | 0 | 0 | 0 | 0 |
| 562000 | Buildings | 0 | 0 | 0 | 0 | 0 |
| 563000 | Improvements | 13,281,877 | 8,238,749 | 1,413,485 | 0 | 0 |
| 564000 | Capital Equipment | 0 | 22,621 | 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** | | 13,281,877 | 8,261,370 | 1,413,485 | 0 | 0 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 16,460,107** | **$ 10,458,444** | **$ 1,463,485** | **$ 0** | **$ 0** |

## Parks Bond Construction Division AU 765

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 3134 | Architect | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3138 | Architectural Supervisor | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 826 | Assistant Financial Analyst | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3133 | Building/Landscape Designer | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 114 | Clerical Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7492 | Community Relations Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1132 | Facilities & Maint Supervisor | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970 | Program Manager II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 972 | Program Manager IV | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3231 | Senior Planner | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1134 | Sr Facilities & Maint Supervisor | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3109 | Technician III | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **18** | **10** | **0** | **$ 0** | **0** | **$ 0** | **0** | **$ 0** |

# Parks Construction Division

## OVERVIEW

The Parks Construction Fund accounts for all parks capital activity except the 1994 GOBI and the two enterprise funds for golf and Portland International Raceway. Fourteen full-time positions are accounted for in this fund. These positions acquire park land (using SDC funds) and manage the General Fund capital projects.

### Projects

For FY 2001-02, the capital activity includes park land acquisition and improvements funded by the Parks System Development Charge (SDC) that was created in the fall of 1998. The fund is budgeted to receive a $2,143,450 transfer from the General Fund that, in combination with $130,000 transferred in FY 2000-01, will be used for the following projects:

*The Parks Construction Fund will receive $2,143,450 from the General Fund for thirteen capital projects.*

- $112,500 to design the replacement of the Urban Forestry Headquarters.
- $835,000 for the renovation of the former OMSI building in Washington Park, which is the new Children's Museum.
- $253,200 for roof and exterior repair on the Pittock Mansion.
- $26,000 to repair the road & culvert/drainage at the Pittock Mansion.
- $240,100 to expand the renovation of the structural improvements to the University Park Community Center.
- $188,000 for the Whitaker Pond acquisition.
- $86,000 for HVAC & lighting on the Columbia Pool.
- $41,450 for the Wading Pool Conversion Master Plan.
- $28,200 for seismic upgrades of the brick tower on the Community Music Center.
- $55,000 for completing improvement to the Lower Macleay Restroom & Trailhead.
- $155,000 for adding a Park layer to the City's Geographic Information System.
- $125,000 for the first of four payments on the Killingsworth Land Acquisition.
- $128,000 for the Portland Tennis Center Roof, Floor, Skylight, and Lighting project.

## Parks Construction Division AU 766

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 3,575 | 8,567 | 251,535 | 0 | 337,929 |
| External Materials and Services | 12,486 | 1,747 | 11,965 | 0 | 171,449 |
| Internal Materials and Services | 49 | 540 | 0 | 0 | 311,420 |
| Minor Capital Outlay | 59,363 | 51,293 | 2,284,368 | 0 | 754,141 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 75,473 | 62,147 | 2,547,868 | 0 | 1,574,939 |
| Capital Improvements | 2,317,104 | 3,481,252 | 11,358,735 | 5,431,218 | 5,151,739 |
| **TOTAL BUREAU EXPENDITURES** | **$ 2,392,577** | **$ 3,543,399** | **$ 13,906,603** | **$ 5,431,218** | **$ 6,726,678** |
| Allocated Overhead | 0 | 48,752 | 47,006 | 89,972 | 86,722 |
| **Total Cost with Allocated Overhead** | 2,392,577 | 3,592,151 | 13,953,609 | 5,521,190 | 6,813,400 |
| **RESOURCES** | | | | | |
| Parks Construction Fund | | 3,543,399 | 13,906,603 | 5,431,218 | 6,726,678 |
| 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** | | | | | |
| CIP | | 3,543,399 | 13,906,603 | 5,431,218 | 6,726,678 |
| *Positions* | | *3* | *11* | *14* | *14* |
| **TOTAL PROGRAMS** | | **$ 3,543,399** | **$ 13,906,603** | **$ 5,431,218** | **$ 6,726,678** |
| *Positions* | | ***3*** | ***11*** | ***14*** | ***14*** |

## Parks Construction Division AU 766

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 27,001 | 120,936 | 577,949 | 792,515 | 792,515 |
| 512000 | Part-Time Employees | 0 | 32 | 32,327 | 0 | 0 |
| 514000 | Overtime | 175 | 0 | 0 | 0 | 0 |
| 515000 | Premium Pay | 0 | 6 | 0 | 0 | 0 |
| 517000 | Benefits | 2,739 | 44,166 | 214,542 | 289,970 | 289,970 |
| 518000 | Paid Absence | 0 | 4,451 | 0 | 0 | 0 |
| **Total Personnel Services** | | 29,915 | 169,591 | 824,818 | 1,082,485 | 1,082,485 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 21,449 | 598,128 | 281,369 | 608,988 | 617,312 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 0 | 36,265 | 0 | 5,329 | 671 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 9 | 1,308 | 1,000 | 0 | 0 |
| 531000 | Office Supplies | 0 | 0 | 800 | 1,600 | 1,600 |
| 532000 | Operating Supplies | 0 | 908 | 1,200 | 8,178 | 12,922 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 1,000 | 0 |
| 534000 | Minor Equipment & Tools | 0 | 5,614 | 0 | 5,500 | 1,756 |
| 535000 | Clothing & Uniforms | 0 | 0 | 600 | 0 | 0 |
| 539000 | Other Commodities External | 0 | 54 | 0 | 0 | 0 |
| 541000 | Education | 0 | 100 | 2,200 | 12,750 | 12,750 |
| 542000 | Local Travel | 0 | 0 | 450 | 500 | 500 |
| 543000 | Out-of-Town Travel | 0 | 0 | 3,750 | 5,500 | 5,500 |
| 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 | 3,448 | 32,089 | 500 | 14,100 | 14,100 |
| **Total External Materials and Services** | | 24,906 | 674,466 | 291,869 | 663,445 | 667,111 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 0 | 0 | 1,553 | 4,710 | 4,710 |
| 552000 | Printing & Distribution | 1,657 | 6,172 | 22,026 | 14,500 | 14,500 |
| 553000 | Facilities Services | 0 | 93 | 0 | 0 | 0 |
| 554000 | Communications Services | 0 | 1,968 | 766 | 9,806 | 9,806 |
| 555000 | Data Processing Services | 0 | 0 | 12,679 | 11,539 | 11,539 |
| 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 | 94,016 | 17,195 | 550,436 | 337,213 | 346,828 |
| **Total Internal Materials and Services** | | 95,673 | 25,428 | 587,460 | 377,768 | 387,383 |
| **Total Materials and Services** | | 120,579 | 699,894 | 879,329 | 1,041,213 | 1,054,494 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 48,436 | 726,764 | 2,695,937 | 1,625,000 | 2,423,000 |
| 562000 | Buildings | 0 | 227,488 | 0 | 1,328,005 | 1,119,681 |
| 563000 | Improvements | 2,193,647 | 1,719,662 | 9,471,519 | 354,515 | 1,047,018 |
| 564000 | Capital Equipment | 0 | 0 | 35,000 | 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** | | 2,242,083 | 2,673,914 | 12,202,456 | 3,307,520 | 4,589,699 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 2,392,577** | **$ 3,543,399** | **$ 13,906,603** | **$ 5,431,218** | **$ 6,726,678** |

## Parks Construction Division AU 766

### FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 815 | Administrative Specialist | 0 | 0 | 0 | 0 | 1 | 16,681 | 1 | 16,681 |
| 3134 | Architect | 0 | 0 | 3 | 177,588 | 4 | 245,524 | 4 | 245,524 |
| 3133 | Building/Landscape Designer | 0 | 1 | 3 | 139,041 | 3 | 126,890 | 3 | 126,890 |
| 7492 | Community Relations Specialist | 0 | 0 | 0 | 14,119 | 0 | 0 | 0 | 0 |
| 1132 | Facilities & Maint Supervisor | 0 | 0 | 2 | 104,544 | 2 | 101,325 | 2 | 101,325 |
| 968 | Program Manager I | 0 | 0 | 1 | 60,570 | 1 | 68,991 | 1 | 68,991 |
| 970 | Program Manager II | 0 | 0 | 1 | 61,994 | 1 | 59,455 | 1 | 59,455 |
| 816 | Senior Administrative Specialist | 0 | 0 | 1 | 20,093 | 0 | 0 | 0 | 0 |
| 3231 | Senior Planner | 0 | 1 | 0 | 0 | 1 | 49,452 | 1 | 49,452 |
| 1134 | Sr Facilities & Maint Supervisor | 0 | 0 | 0 | 0 | 1 | 62,816 | 1 | 62,816 |
| 3108 | Technician II | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3109 | Technician III | 0 | 0 | 0 | 0 | 1 | 61,381 | 1 | 61,381 |
| **TOTAL FULL-TIME POSITIONS** | | **0** | **3** | **11** | **$ 577,949** | **14** | **$ 792,515** | **14** | **$ 792,515** |

### 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 Ongoing | AMOUNT One-Time | AMOUNT Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 0 | 0 | 0 | 0.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | 0 | 431,000 | 431,000 | 0.0 | CIP-Columbia Pool HVAC & Light Replacement |
| | 0 | 28,200 | 28,200 | 0.0 | CIP-Community Music Center Seismic Upgrade |
| | 0 | 125,000 | 125,000 | 0.0 | CIP-Killingsworth Land Acquisition |
| | 0 | 55,000 | 55,000 | 0.0 | CIP-Lower Macleay Park Restroom & Trailhead |
| | 0 | 735,450 | 735,450 | 0.0 | CIP-Old OMSI/Children's Museum Renovation |
| | 0 | 253,200 | 253,200 | 0.0 | CIP-Pittock Mansion Renovation |
| | 0 | 26,000 | 26,000 | 0.0 | CIP-Pittock Mansion Road & Culvert Repair |
| | 0 | 128,000 | 128,000 | 0.0 | CIP-Portland Tennis Ctr Roof, Floor, Skylight |
| | 0 | 240,100 | 240,100 | 0.0 | CIP-University Park Expanded Phase I Renovation |
| | 0 | 112,500 | 112,500 | 0.0 | CIP-Urban Forestry/HQ Maintenance Facility |
| | 0 | 51,000 | 51,000 | 0.0 | CIP-Wading Pools Master Plan |
| | 0 | (130,000) | (130,000) | 0.0 | CIP-Adjust for Amount Transferred in FY 2001 |
| | 0 | 3,377,692 | 3,377,692 | 14.0 | CIP-FY 2001-02 Non-General Fund CIP |
| | 0 | (1,774) | (1,774) | 0.0 | ASR-Communications Reductions |
| | 0 | (59) | (59) | 0.0 | ASR-IT Reduction |
| | 0 | (91) | (91) | 0.0 | ASR-Vehicle Services Reductions |
| **Approved Budget Additions and Reductions** | | | | | |
| | 0 | 9,615 | 9,615 | 0.0 | ASR-HR Funding Conversion |
| | 0 | (100,000) | (100,000) | 0.0 | CIP-Reduce CIP to fund PPS mowing equip. |
| | 0 | 1,197,845 | 1,197,845 | 0.0 | CIP-Various CIP Adjustments |
| | 0 | 188,000 | 188,000 | 0.0 | CIP-Whittaker Acquisition |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 0 | 6,726,678 | 6,726,678 | 14.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 6,726,678** | **14.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 1,348,150 | 1,348,150 | 0.0 | Various General Fund CRC Projects |
| | | | **$ 1,348,150** | **0.0** | Total Decision Packages Not Funded |

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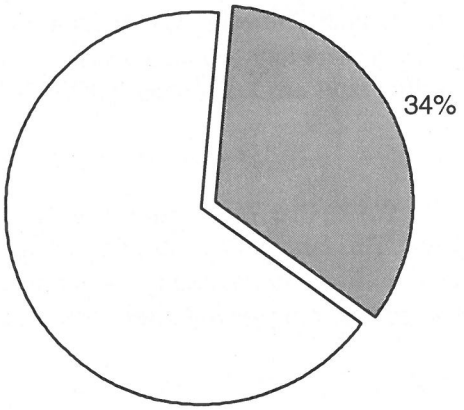
# Public Utilities

Bureau of Environmental Services

Bureau of Water Works

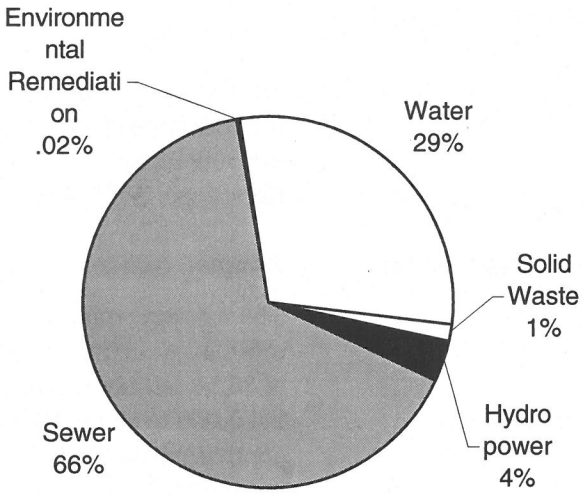
**Percent of City Budget**

**Public Utilities = $485.9 Million**




**City Budget = $1.45 Billion**

**Bureau Pie Chart**




## Service Area Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 118,493,156 | 125,121,332 | 7,016,086 | 1.6% |
| Capital | 118,045,016 | 113,603,820 | -8,253,196 | -10.8% |
| Allocated Overhead Costs | 4,672,136 | 4,471,564 | -823,116 | -21.0% |
| **Total Cost with Allocated Overhead** | **$ 241,210,308** | **$ 243,196,716** | **$ -2,060,226** | **-4.9%** |
| Authorized Full-Time Positions | 1,004 | 1,005 | -17 | -5.7% |

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

# 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. This service area also 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 2001-02 includes an average effective retail rate increase for water service of 6.9 percent. The average single family sewer rate increase is 9.1 percent. The rate increases for water and sewer service are less than planned because of budget reductions. Solid waste collection and recycling rates are 2.6 percent in FY 2001-02.

### Bureau of Water Works

**Adopted Budget**

The Adopted Budget for the Bureau of Water Works (the Water Bureau) is nearly $78.8 million, excluding the Hydroelectric Division. This budget consists of an operating budget of $52.8 million and a capital budget of $26.0 million. The operating budget increased about $380,000 from the FY 2000-01 Revised Budget and the capital budget decreased approximately $3.9 million.

**Customer Information System (CIS)**

The Water Bureau's new CIS billing system is still not fully functioning since becoming operational in February 2000. The system is currently sending timely and accurate bills to approximately 93 percent of the 160,000 total accounts. The billing problems have resulted in revenue shortfalls, lost interest earnings, and potential write-offs of uncollectable bills for both the Water Bureau and BES. The FY 2001-02 rate increases related to CIS problems are 1.1 percent of Water's 6.9 total percent increase and 1.4 percent of BES' 9.1 total percent increase.

**Bond Credit Rating**

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

### Bureau of Environmental Services

**Adopted Budget**

The Adopted Budget for the Bureau of Environmental Services' (BES) is $155.8 million. This budget consists of an operating budget of $72.0 million and a capital budget of $83.8 million. The operating budget increased about $6.6 million compared to the FY 2000-01 Revised Budget, and the capital budget decreased approximately $4.4 million.

### Combined Sewer Overflow Program

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

## Office of Sustainable Development

### Adopted Budget

The Solid Waste and Recycling Division is now part of the Office of Sustainable Development (OSD). It is now found in the Community Development Service Area.


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# Bureau of Environmental Services

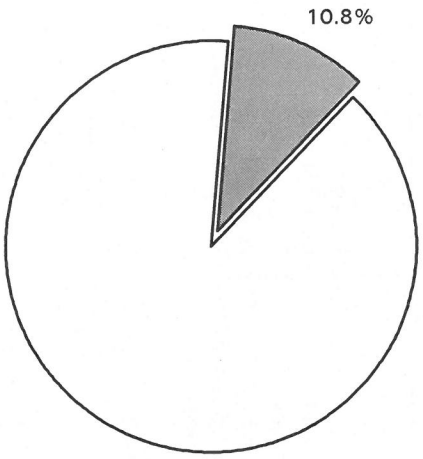
Public Utilities Service Area

Dan Saltzman, Commissioner-in-Charge

Dean Marriott, Director

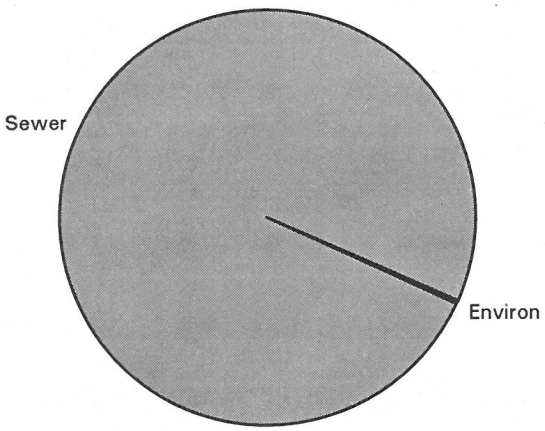
**Percent of City Budget**

**BES = $155.8 Million**




**City Budget = $1.45 Billion**

**Bureau Divisions**

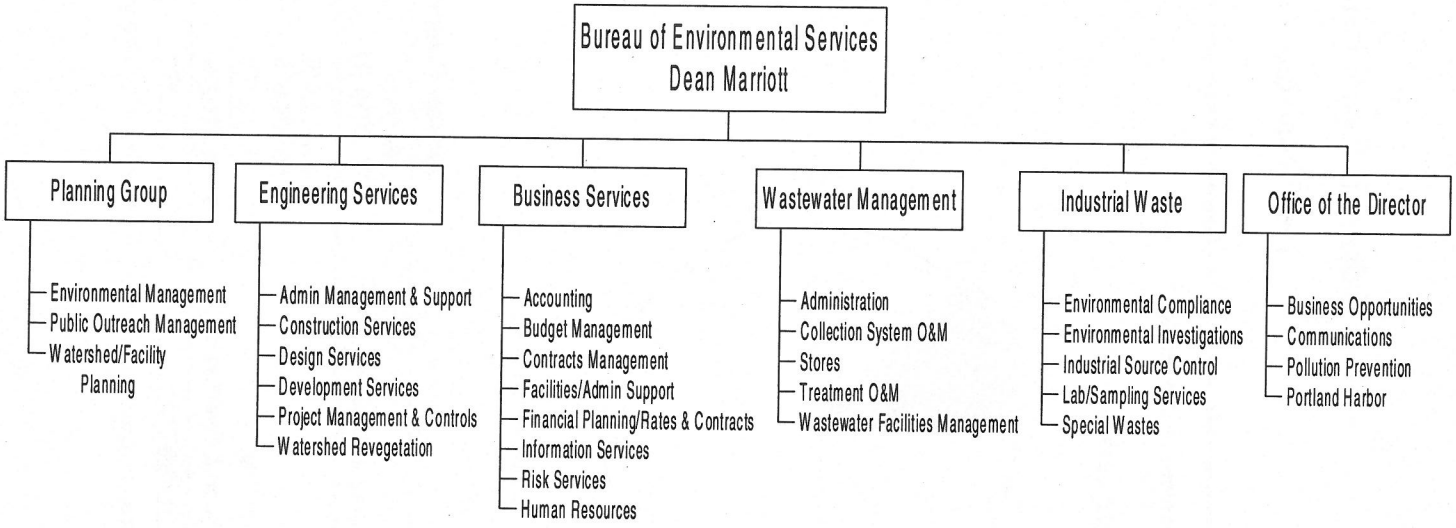



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 65,417,318 | 72,032,874 | 6,615,556 | 5.6% |
| Capital | 88,124,696 | 83,767,820 | -4,356,876 | -8.8% |
| Allocated Overhead Costs | 2,783,220 | 1,886,593 | -896,627 | -35.0% |
| **Total Cost with Allocated Overhead** | **$ 156,325,234** | **$ 157,687,287** | **$ 1,362,053** | **-3.3%** |
| Authorized Full-Time Positions | 458 | 456 | -2 | -4.5% |

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

Bureau of Environmental Services
FY 2001-02



# 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.

## Bureau Highlights

### Sewer Funding

The FY 2001-02 Adopted Budget for the Bureau of Environmental Services maintains funding support to meet regulatory requirements and to operate and maintain a sanitary sewer and stormwater infrastructure.

*Total budget increases 1.4%*

The Bureau has maintained its commitment to restrain growth in, and in some cases, reduce operating and capital costs and still meet all service standards and regulatory mandates. The total Environmental Services budget, both operating and capital improvement program (CIP) for sanitary and stormwater services, is $155.2 million, 1.4% higher than the Revised Budget for the current fiscal year.

*The Sanitary and Stormwater operating budget reflects new environmental planning efforts.*

The adopted operating budget reflects lower expenditures in CIP planning and design work, and increased costs for the Portland Harbor Remediation and strategic planning for West Willamette River restoration activities. In response to the City's centralization of services, 13 employees were transferred to the Bureaus of Information Technology and Human Resources.The Adopted Budget for the Bureau's CIP is $4.4 million less than the current year's capital budget, which is consistent with the Bureau's 5-year capital improvement plan. Personnel costs for capital program staff reflect an addition of five full-time positions and a shift of seven FTE from operating to CIP work. The Bureau remains committed to achieving the most cost-effective mix of City and consultant staff, given annual variations in total CIP program requirements.

*Average residential sewer bills will increase 9.1%*

The Adopted Budget for FY 2001-02 requires an increase in the average single family residential sanitary sewer and stormwater bill of 9.1%, which is less than the amount forecast in the Bureau's 5-year financial plan, submitted in December 2000.

A significant programmatic shift over the current year's budget is increased funding for the Portland Harbor Superfund effort. These funds will be used to support remedial investigation and analysis of contamination in Portland Harbor, in coordination with other public and private property owners near the Superfund site.

# General Description

## Bureau Overview

### Organizational Description

The Bureau of Environmental Services is comprised of two divisions: the Sanitary Sewer and Stormwater Division and the Environmental Remediation Division. For more detail on the divisions, see the Overview of Programs.

The Bureau's Adopted Budget for FY 2001-02 reflects ongoing efforts to provide cost-effective and efficient sanitary sewer and stormwater services, meet state and federal regulatory requirements and promote healthy ecosystems in Portland's watersheds. The Adopted Budget also reflects bureau-wide efforts to constrain growth in costs and, where possible, reduce costs. This helps to keep forecast rate increases as low as possible.

## Major Issues

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

### Environmental Issues

#### Watershed Planning

BES is leading the preparation of Portland's watershed plans to protect and restore urban waterways. The plans will provide a comprehensive framework for implementing projects and applying management tools (within each sub-watershed) in a manner that achieves City goals for protecting public health and safety, improving water quality and restoring watershed health. Watershed planning is an integrated, joint effort among City bureaus.

#### Endangered Species Act

*Listing of steelhead and chinook salmon under the ESA*

In March of 1998 and March of 1999 the National Marine Fisheries Service (NMFS) issued final rules to list the Lower Columbia steelhead and chinook salmon as threatened species under the Endangered Species Act (ESA). Earlier, in May 1997, NMSF designated Coho salmon as a candidate for possible listing. A listing as threatened for coastal cutthroat trout, still pending, was also proposed in March of 1999. Portland contains all of the areas of these listings.

The City has established a comprehensive framework for developing a Portland-specific recovery plan for these species. The City is beginning to evaluate how to modify practices for threatened species protection. Informal negotiations with NMFS have begun and will more clearly establish the City's requirements under the ESA.

#### Portland Harbor Sediments

*EPA has listed Portland Harbor as a Superfund site*

The Environmental Protection Agency (EPA) has listed the Willamette River Portland Harbor as a Superfund site on the National Priorities List. 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 Portland.

The City is participating in the Lower Willamette Group, a group of potentially responsible parties negotiating an administrative order with the EPA to provide funding for and define the parameters of a remedial investigation and feasibility study to determine the extent of contamination in the Harbor. The investigation phase is estimated to take 4-5 years. The Bureau is finalizing an outfall evaluation plan in cooperation with the Oregon Department of Environmental Quality. Information on current and past land uses in tributary areas will be used to identify upland sources of contaminants already identified through sampling and testing.

Because the total costs associated with the cleanup are unknown, the Bureau cannot predict the financial impact on the sewer system. Taking into account what currently is known about the discharges from industries in the Portland Harbor, it does not appear the City's potential contribution to contaminants in sediments is large relative to others' contributions.

### Total Maximum Daily Loads

*BES works to improve water quality to meet State DEQ requirements*

Most of the waterways in the city of Portland are water quality limited under Section 303(d) of the Clean Water Act, and thus subject to the issuance of Total Maximum Daily Loads (TMDLs). For instance, the water quality of the Columbia Slough has been affected by municipal and industrial stormwater discharges and CSOs. Based on data from a City assessment of the Slough, the Department of Environmental Quality (DEQ) has issued TMDLs for bacteria, dissolved oxygen, toxic pollutants and eutrophication.

The Tualatin River has recently been reissued TMDLs for an expanded list of water quality parameters including bacteria, dissolved oxygen, phosphorous and temperature. Water quality management plans to implement that TMDL are now under negotiation.

The next major TMDL issuance will be for the Willamette River and its tributaries. By State legislative action, the TMDL and associated water quality management plans for the Willamette must be completed by the end of 2003. The current focus of that TMDL process is on temperature, mercury and bacteria. As part of that watershed review, Johnson Creek and Tryon Creek will be considered for their roles in meeting the TMDLs.

### Columbia Boulevard Wastewater Treatment Plant Biosolids Removal

*State requires the Bureau to line the lagoon at the Columbia Blvd Treatment Plant*

The solids storage facility (lagoon) at the Columbia Boulevard Wastewater Treatment Plant does not have an impervious lining and at certain times of year the bottom of the lagoon may be as much as four feet below the groundwater level, posing a potential risk to area groundwater quality. The Oregon Department of Environmental Quality (DEQ) requires new facilities of this type to be lined to prevent groundwater degradation. The plant's National Pollutant Discharge Elimination System (NPDES) permit requires groundwater monitoring in the vicinity of the lagoon. The Bureau has initiated a predesign for the 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 solids. Several options for solids removal were considered as part of the lagoon predesign process, including land application, landfilling, and monofilling. Pursuant to predesign report recommendations, the City's contractor has applied to DEQ and EPA for monofill permits. The Bureau currently meets applicable state and federal land application standards by diluting solids from the storage lagoon with contemporary process biosolids from the treatment plant. If new federal dioxin and related compound standards make this infeasible, a more expensive landfill alternative will be required for any solids not placed in the monofill.

### 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, define the types of risks posed, identify hot spots of sediment contamination and 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"

*"303" list identifies streams and rivers with water quality problems*

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. Inclusion 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 the requirements will be when regulatory standards are set, or the costs of meeting those standards. The Bureau's Adopted Budget and current financial plan assumes the costs of meeting future TMDLs for all of the streams on the 303 list will be accommodated within funding levels of existing stormwater or watershed programs.

### 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 addresses ESA and Clean Water Act objectives*

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 needed to convey combined sewer flows, thus 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 and so reduce 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 to 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 2001-02 reflects continuing efforts within the bureau to constrain growth in costs. In this budget, the Bureau, guided by City policy, implemented administrative services cost reductions of over $2.0 million of which $1.3 million was returned to the bureau in the form of centralized service agreements. Overall, the Bureau reduced administrative and computer support costs by $730,000 (10.3%). The reductions will not impact services the Bureau provides to the public.

Personal Services costs have increased by 3.9%, reflecting cost-of- living adjustments from the previous year and some position growth funded primarily by the capital program. Downward adjustments include the transfer of 13 employees to the Bureaus of Information Technology and Human Resources in return for inter-bureau agreements for services.

*New accounting structure displays spending of BES' internal service providers*

Funding for the bureau's total External Materials and Services has decreased by 1.6% reflecting a leveling off of design consulting services within the capital improvement program. The operating portion of the bureau's external materials and services budget reflects a 12.4% increase ($2.0 million) driven by accounting structure changes that requires double-budgeting to reflect the complete expenditures of BES' internal service providers - the Watershed Revegetation Program, primarily servicing the capital program and the Water Pollution Control Lab, primarily serving the operating programs of water quality monitoring and laboratory testing needs.

Internal Materials and Services, services from other City bureaus, reflect an 11.4% increase ($2,506,656). The $2.5 million increase includes:

- 5.4% increase ($696,760) for additional drainage services from the Bureau of Maintenance (BOM);
- 58.6% increase ($252,387) for services from Parks, primarily for water quality changes to be included in the Waterfront Park Master Plan and additional mowing services for recently built facilities;
- 4.8% increase ($250,922) to the Water Bureau for a new Customer Information System; and
- 88.2% increase ($856,948) to the Bureau of Information Technology and a new service agreement ($432,409) with the Bureau of Human Resources, which reflect the centralization of services once budgeted within BES' personal services and within the General Fund Overhead.

Required funding for capital equipment has been reduced by 18.9% ($333,605) due to changes in Sanitary Sewer and Stormwater Division equipment needs.

### Position Changes

*The Bureau has 456 positions.*

Over the past two years, the Bureau has pursued a strategy that first tries to offset the cost of new hires by cutting existing vacancies. In certain cases, the Bureau uses limited-term positions to accommodate new workload and determines if the work is permanent before creating a permanent position.

In FY 01-02, the bureau is eliminating 15 existing positions and creating eight new ones, for a net decrease of seven. The eight positions are to accomplish new work: oversee Portland Harbor cleanup activities, project estimating/scheduling for the capital program, stormwater permitting technical assistance, two engineers for the Planning Program to develop a bureau-wide monitoring plan and program and manage projects for watershed restoration, technical assistance to implement the Clean River Incentive and Discount Program, a project manager to oversee the Westside CSO project, and technical assistance in electronic data acquisition and analysis.

Thirteen of the positions eliminated in the bureau were transferred to the Bureaus of Information Technology (10 FTEs) and Human Resources (3 FTEs) and replaced with service contracts with those affected bureaus. Five of the new positions are in the capital program to assist with technical data analysis, program coordination, and permitting for capital work.

# 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.

***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 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 stable forecast of financial needs and a budget process 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: delivering the level and quality of service desired by customers in a cost effective manner. The following three 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.

***Operations 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.

***Operations 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.

**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 empower employees by:

- Further developing work teams and team skills.
- Clarifying internal and external customers.
- Involving employees in goal setting and work planning.
- Enhancing 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 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 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, and promoting cost effective sewer and stormwater 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 Basinwide partnership to address Willamette River Watershed issues identified by the Governor's Willamette Basin Task Force. The Bureau will also 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. Establish other processes as needed for partnering with other City bureaus and public agencies on shared or competing environmental interests.

## Major Initiatives

### Combined Sewer Overflow Program

*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 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 Bureau of Planning is the lead agency for the City in responding to the ESA.

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.

## Council Priorities

### How BES Meets Council Goals

**Revenue Enhancements**

The Bureau has been actively researching new revenue sources as a means of constraining growth in sanitary sewer and stormwater rates. In FY 1999-00, the Bureau implemented new industrial pre-treatment permit fees to recover one-third of the permit program costs. The Bureau has increased such cost recovery to 50%. The Bureau has also instituted new fees for land use review and increased fees for services relating to 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.

**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 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 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. 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

*The Bureau encourages and facilitates public involvement.*

Public involvement to inform and involve citizens in decision-making is an inherent part of major capital programs like the CSO program. 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 meet regularly with the Portland Utilities Review Board (PURB) and its committees.

### Ensure Decent, Affordable Housing

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

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 budget funds the Downspout Disconnection Program, which supports neighborhood groups and civic organizations to assist homeowners to disconnect downspouts, reducing combined sewer overflows.

### 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 to anticipate and accommodate 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 also aggressively pursues cost control and 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 to evaluate and prioritize capital projects within the 5-year capital improvement program to ensure 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. The budget supports the Business Opportunity Program dedicated to increase and improve the level of participation of minority- and women-owned businesses and emerging small businesses in bureau construction projects. The budget also supports 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.*

Environmental programs of the Bureau help support a healthy environment for Portland's families. Much of the capital investment 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.

### Support Quality Education to Produce Well Educated Citizens

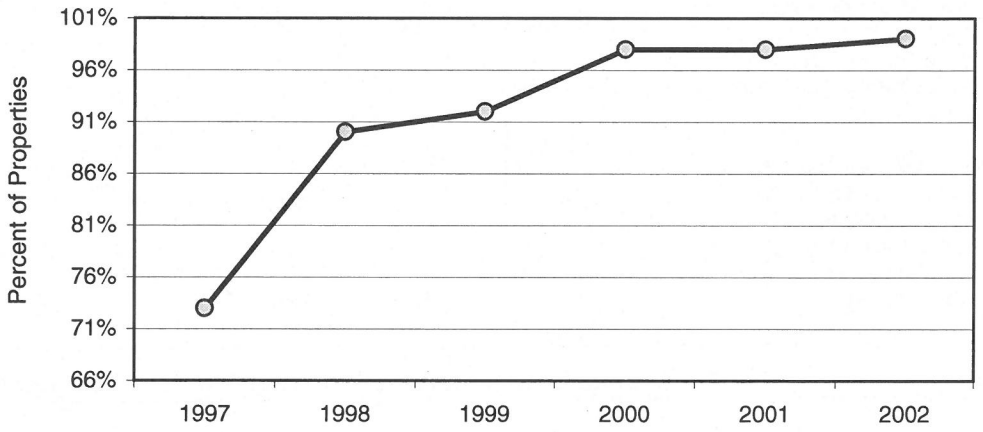
*BES promotes environmental education in schools and neighborhoods.*

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

# Performance Measures

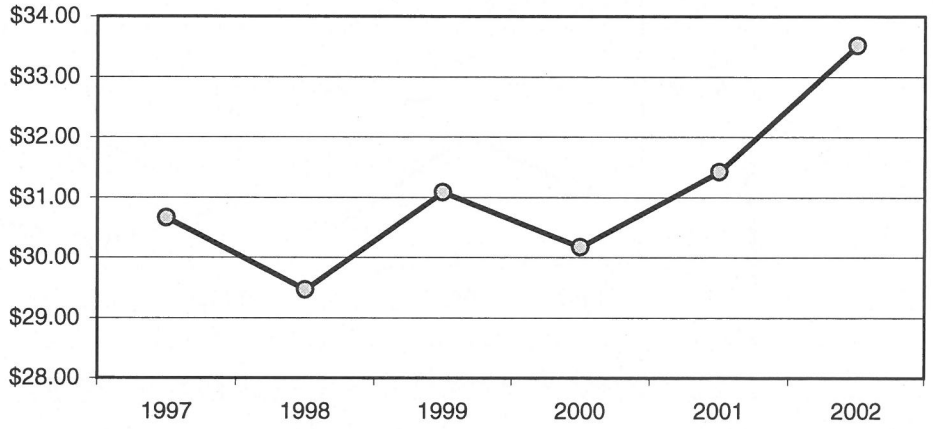
### Mid-County Properties with Cesspools Disconnected

- Construction in Mid-Multnomah County has been completed, thus slowing the rate at which cesspools are disconnected and sewer connections are made.
- By 2003, all Mid-County properties will be connected to the sewer system.



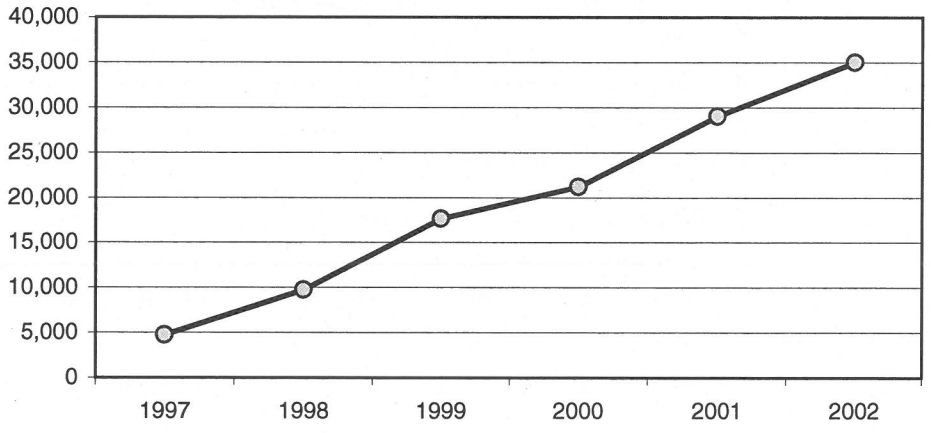

### Annual Wastewater Program Unit Cost

- Costs per sewage population equivalent is a benchmark for measuring average system costs.
- Fiscal Year 02 increases almost 7% due to rising costs for energy and fuel, and additional resources for maintenance of the sewer collection system and for chemicals used to control odors.
- .



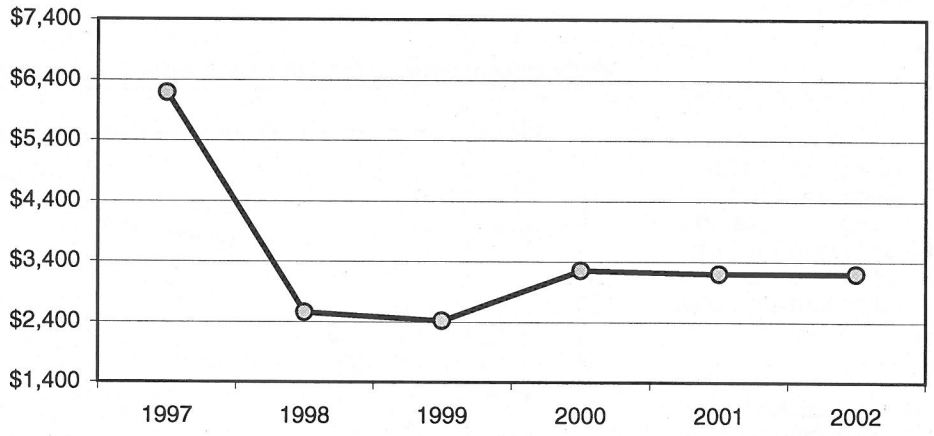

### Number of Roof Drains Disconnected (cumulative)

- Roof drain disconnections will proceed in accordance with CSO program schedules.
- Projections for FY 2002 reflect completion of the Columbia Slough portions of the Disconnect Program and progress on the Willamette River portions.

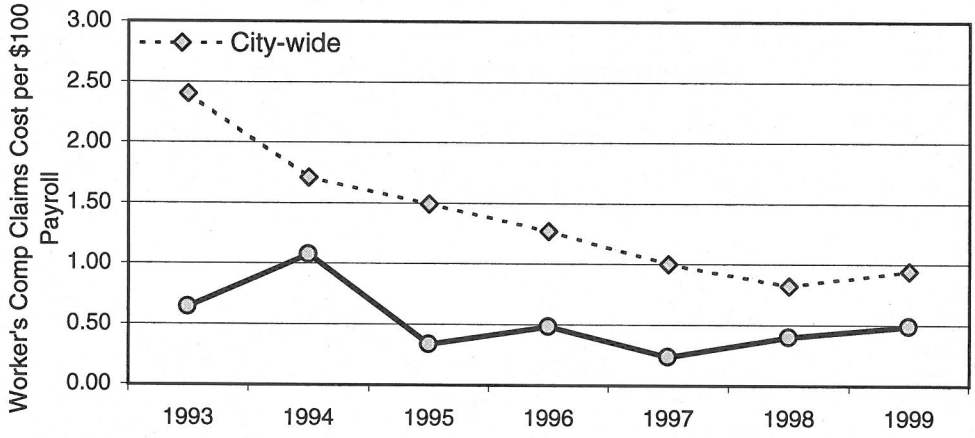


## Average Cost for Investigation and Remediation of Contaminated Sites

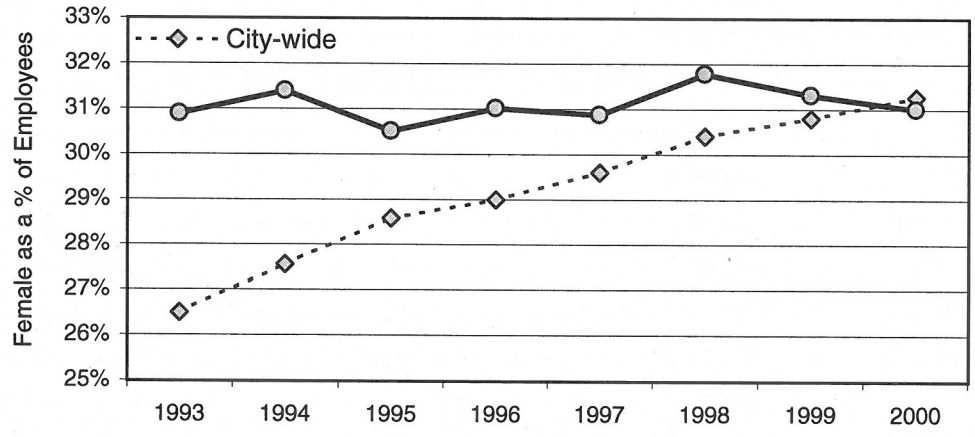
- In FY 1996-97, bureau spending on site investigations averaged $6,183 per site. Work on sites investigated and remediated was performed by outside consultants.
- In 1997, the Bureau pulled this consultant work in-house. Almost immediately the Bureau realized staff savings.




## 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 | Actual FY 1999–00 | Yr End Est. 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% | 30.7% | | |
| Minority Employees as a Percent of Total | 13.8% | 13.6% | 12.8% | 14.0% | | |
| **Sanitary Sewer and Stormwater Division** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 27.23 | 9.79 | 11.13 | 10.99 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 5.35 | 6.03 | 6.05 | 6.08 | | |
| Fleet Claims per 100,000 Miles Driven | 0.64 | 0.47 | 0.62 | 0.25 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $1,030 | $498 | $560 | $120 | | |
| General Liability Claims Cost per $100 Payroll | $0.35 | $0.65 | $0.53 | $0.17 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.23 | $0.40 | $0.49 | $0.38 | | |
| **Engineering Services** | | | | | | |
| **Workload** | | | | | | |
| Number of Roof Drains Disconnected (cumulative) | 4,728 | 9,761 | 17,644 | 21,186 | 29,000 | 35,000 |
| **Effectiveness** | | | | | | |
| Mid-County properties with cesspools disconnected since 7/1/87 | 73% | 90% | 92% | 98% | 98% | 99% |
| **Efficiency** | | | | | | |
| Construction management costs as a percentage of total construction costs | 8% | 8% | 12% | 11% | 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 | 3,400 | 5,300 | 6,500 |
| **Efficiency** | | | | | | |
| Percentage of planning level cost estimates that meet the targeted range of actual program cost | | | | 80% | 85% | 90% |
| **Wastewater Treatment** | | | | | | |
| **Workload** | | | | | | |
| Sewage population equivalent served | 899,295 | 904,090 | 914,613 | 942,415 | 970,687 | 999,807 |
| **Effectiveness** | | | | | | |
| Percent of Biochemical Oxygen Demand (BOD) removed | 92.0% | 93.6% | 92.0% | 94.4% | 90.0% | 90.0% |
| **Efficiency** | | | | | | |
| Annual Wastewater Program unit cost | $30.66 | $29.46 | $31.08 | $30.17 | $31.42 | $33.51 |
| **Industrial Waste** | | | | | | |
| **Workload** | | | | | | |
| Number of lab analyses performed each year | 69,420 | 60,245 | 58,442 | 55,440 | 60,777 | 60,000 |
| **Effectiveness** | | | | | | |
| Percent of industrial enforcement tests in full compliance | 96.8% | 97.1% | 98.0% | 98.6% | 98.0% | 98.0% |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **Efficiency** | | | | | | |
| Average resources spent in site investigations and cleanup per site investigated or remediated | $6,183 | $2,556 | $2,417 | $3,250 | $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 | 5.40 | 4.60 | 5.04 |
| **Office of the Director** | | | | | | |
| **Workload** | | | | | | |
| Number of students provided with bureau education programs | | 20,000 | 25,000 | 30,000 | 35,000 | 40,000 |

## Bureau of Environmental Services AU

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 24,336,527 | 24,629,485 | 25,250,218 | 26,358,533 | 25,697,816 |
| External Materials and Services | 15,019,972 | 14,951,365 | 15,493,334 | 17,758,840 | 17,742,540 |
| Internal Materials and Services | 19,730,405 | 20,498,906 | 22,146,966 | 25,495,468 | 26,600,518 |
| Minor Capital Outlay | 884,080 | 1,360,994 | 2,526,800 | 1,967,000 | 1,967,000 |
| Equipment Cash Transfers | 0 | 0 | 0 | 25,000 | 25,000 |
| **Total Operating Budget** | 59,970,984 | 61,440,750 | 65,417,318 | 71,604,841 | 72,032,874 |
| Capital Improvements | 96,897,224 | 80,828,645 | 88,124,696 | 83,749,820 | 83,767,820 |
| **TOTAL BUREAU EXPENDITURES** | **$ 156,868,208** | **$ 142,269,395** | **$ 153,542,014** | **$ 155,354,661** | **$ 155,800,694** |
| Allocated Overhead | 2,862,496 | 2,920,980 | 2,783,220 | 2,172,643 | 1,886,593 |
| **Total Cost with Allocated Overhead** | 159,730,704 | 145,190,375 | 156,325,234 | 157,527,304 | 157,687,287 |
| **RESOURCES** | | | | | |
| Sewage System Operating Fund | | 142,128,104 | 152,988,673 | 154,803,587 | 155,249,620 |
| Environmental Remediation Fund | | 141,291 | 553,341 | 551,074 | 551,074 |
| **TOTAL RESOURCES** | | **$ 142,269,395** | **$ 153,542,014** | **$ 155,354,661** | **$ 155,800,694** |
| 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 | | 142,128,104 | 152,988,673 | 154,803,587 | 155,249,620 |
| *Positions* | | *442* | *458* | *462* | *456* |
| Environmental Remediation Division | | 141,291 | 553,341 | 551,074 | 551,074 |
| *Positions* | | *0* | *0* | *0* | *0* |
| **TOTAL DIVISIONS** | | **$ 142,269,395** | **$ 153,542,014** | **$ 155,354,661** | **$ 155,800,694** |
| *Positions* | | ***442*** | ***458*** | ***462*** | ***456*** |
| *General Fund Discretionary Positions* | | ***0*** | ***0*** | ***0*** | ***0*** |

## BUREAU PROGRAMS BY DIVISION

| | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|
| **PROGRAMS** | | | | |
| **SANITARY SEWER AND STORMWATER DIVISION** | | | | |
| Engineering Services | 83,781,182 | 92,902,342 | 87,586,345 | 87,733,393 |
| *Positions* | *141* | *157* | *150* | *151* |
| Engineering Services: Watershed Revegetation | 0 | 0 | 2,236,244 | 2,236,244 |
| *Positions* | *0* | *0* | *10* | *9* |
| Planning | 7,681,365 | 7,107,040 | 7,497,206 | 7,565,546 |
| *Positions* | *45* | *37* | *39* | *40* |
| Wastewater Treatment | 29,506,828 | 31,902,749 | 34,057,134 | 34,057,134 |
| *Positions* | *143* | *148* | *149* | *149* |
| Industrial Waste | 4,744,058 | 5,099,797 | 4,900,484 | 4,900,484 |
| *Positions* | *60* | *62* | *41* | *42* |
| Industrial Waste: Lab and Sampling Services | 0 | 0 | 2,173,459 | 2,173,459 |
| *Positions* | *0* | *0* | *19* | *20* |
| Business Services | 14,958,129 | 14,410,816 | 14,307,630 | 14,538,275 |
| *Positions* | *44* | *45* | *44* | *35* |
| Office of the Director | 1,456,542 | 1,565,929 | 2,045,085 | 2,045,085 |
| *Positions* | *9* | *9* | *10* | *10* |
| **TOTAL PROGRAMS** | **$ 142,128,104** | **$ 152,988,673** | **$ 154,803,587** | **$ 155,249,620** |
| *Positions* | ***442*** | ***458*** | **462** | **456** |
| **ENVIRONMENTAL REMEDIATION DIVISION** | | | | |
| Environmental Remediation | 141,291 | 553,341 | 551,074 | 551,074 |
| *Positions* | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 141,291** | **$ 553,341** | **$ 551,074** | **$ 551,074** |
| *Positions* | ***0*** | ***0*** | **0** | **0** |

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **Personnel Services** | | | | | |
| 511000 Full-Time Employees | 18,440,637 | 19,026,444 | 23,325,208 | 24,760,569 | 24,358,767 |
| 512000 Part-Time Employees | 451,615 | 371,574 | 924,154 | 1,085,061 | 1,054,787 |
| 514000 Overtime | 774,064 | 859,123 | 475,581 | 481,731 | 469,731 |
| 515000 Premium Pay | 210,724 | 213,844 | 225,123 | 223,523 | 223,523 |
| 517000 Benefits | 8,079,373 | 8,428,476 | 8,690,233 | 8,958,730 | 8,810,429 |
| 518000 Paid Absence | 3,461,015 | 3,632,329 | 0 | 0 | 0 |
| **Total Personnel Services** | 31,417,428 | 32,531,790 | 33,640,299 | 35,509,614 | 34,917,237 |
| **Materials and Services** | | | | | |
| **External Materials and Services** | | | | | |
| 521000 Professional Services | 14,495,744 | 14,621,507 | 17,802,716 | 14,461,268 | 14,461,268 |
| 522000 Utilities | 4,493,321 | 4,728,226 | 4,413,208 | 4,104,721 | 4,104,721 |
| 523000 Equipment Rental | 27,713 | 36,506 | 22,200 | 81,400 | 81,400 |
| 524000 Repair & Maintenance Services | 1,579,376 | 1,802,126 | 578,138 | 2,174,677 | 2,174,677 |
| 525000 Non-Capital Improvement | 0 | 175,349 | 437,181 | 931,160 | 931,160 |
| 528000 Local Match Payments | 50,000 | 10,000 | 13,600 | 0 | 0 |
| 529000 Miscellaneous Services | 3,838,868 | 4,747,203 | 6,009,147 | 5,577,734 | 5,577,734 |
| 531000 Office Supplies | 136,647 | 129,904 | 144,850 | 145,742 | 145,742 |
| 532000 Operating Supplies | 1,452,047 | 1,510,354 | 1,174,548 | 1,917,321 | 1,917,321 |
| 533000 Repair & Maintenance Supplies | 1,071,319 | 1,045,470 | 559,430 | 511,940 | 511,940 |
| 534000 Minor Equipment & Tools | 952,442 | 937,598 | 630,955 | 779,433 | 783,133 |
| 535000 Clothing & Uniforms | 23,570 | 23,297 | 39,860 | 36,720 | 36,720 |
| 539000 Other Commodities External | 55,897 | 302,271 | 10,860 | 14,000 | 14,000 |
| 541000 Education | 207,644 | 260,077 | 252,883 | 255,107 | 235,107 |
| 542000 Local Travel | 4,668 | 3,142 | 7,180 | 7,280 | 7,280 |
| 543000 Out-of-Town Travel | 95,924 | 102,409 | 81,511 | 84,433 | 84,433 |
| 544000 Space Rental | 168,877 | 228,762 | 119,790 | 122,540 | 122,540 |
| 545000 Interest | 0 | 76,165 | 0 | 0 | 0 |
| 546000 Refunds | 957,197 | 80,936 | 10,000 | 0 | 0 |
| 547000 Retirement System Payments | 0 | 0 | 0 | 0 | 0 |
| 549000 Miscellaneous | 542,236 | 502,526 | 1,441,001 | 2,026,546 | 2,026,546 |
| **Total External Materials and Services** | 30,153,490 | 31,323,828 | 33,749,058 | 33,232,022 | 33,215,722 |
| **Internal Materials and Services** | | | | | |
| 551000 Fleet Services | 380,415 | 449,370 | 371,884 | 450,783 | 450,783 |
| 552000 Printing & Distribution | 555,602 | 542,357 | 639,930 | 682,869 | 682,869 |
| 553000 Facilities Services | 1,348,531 | 2,556,181 | 1,308,874 | 1,335,349 | 1,335,349 |
| 554000 Communications Services | 779,483 | 784,696 | 777,197 | 740,275 | 740,275 |
| 555000 Data Processing Services | 239,485 | 293,354 | 973,464 | 955,882 | 1,830,287 |
| 556000 Insurance | 636,752 | 688,931 | 742,213 | 802,489 | 802,489 |
| 557000 Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 Same Fund Services | 0 | 0 | 0 | 2,974,642 | 2,974,642 |
| 559000 Other Fund Services | 18,594,394 | 19,421,297 | 19,828,074 | 21,104,622 | 21,655,267 |
| **Total Internal Materials and Services** | 22,534,662 | 24,736,186 | 24,641,636 | 29,046,911 | 30,471,961 |
| **Total Materials and Services** | 52,688,152 | 56,060,014 | 58,390,694 | 62,278,933 | 63,687,683 |
| **Capital Outlay** | | | | | |
| 561000 Land | 1,162,126 | 4,087,656 | 3,674,060 | 3,689,755 | 3,689,755 |
| 562000 Buildings | 14,383 | 100 | 0 | 0 | 0 |
| 563000 Improvements | 70,704,925 | 48,056,042 | 56,070,161 | 51,750,954 | 51,380,614 |
| 564000 Capital Equipment | 876,162 | 1,507,072 | 1,766,800 | 2,100,405 | 2,100,405 |
| 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** | 72,757,596 | 53,650,870 | 61,511,021 | 57,541,114 | 57,170,774 |
| 573000 Equipment Cash Transfers | 0 | 15,186 | 0 | 25,000 | 25,000 |
| 576000 Minor Equipment Transfers | 5,032 | 11,535 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | **$ 156,868,208** | **$ 142,269,395** | **$ 153,542,014** | **$ 155,354,661** | **$ 155,800,694** |

## Bureau of Environmental Services AU

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 | Actual FY 2000 | Revised FY 2000–01 | | Proposed FY 2001–02 | | Adopted FY 2001–02 | |
|---|---|---|---|---|---|---|---|---|---|
| | | No. | No. | No. | Amount | No. | Amount | No. | Amount |
| 514 | Accountant I | 3 | 3 | 4 | 157,000 | 4 | 165,816 | 4 | 165,816 |
| 515 | Accountant II | 2 | 2 | 3 | 136,510 | 3 | 139,291 | 3 | 139,291 |
| 531 | Accounting Supervisor II | 1 | 1 | 1 | 63,710 | 0 | 0 | 0 | 0 |
| 532 | Accounting Supervisor III | 0 | 0 | 0 | 0 | 1 | 69,555 | 1 | 69,555 |
| 510 | Accounting Technician | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 819 | Administrative Assistant | 5 | 5 | 5 | 233,922 | 4 | 202,161 | 4 | 202,161 |
| 926 | Administrative Services Manager | 2 | 2 | 1 | 70,221 | 1 | 73,168 | 1 | 73,168 |
| 815 | Administrative Specialist | 0 | 2 | 2 | 30,555 | 1 | 32,973 | 1 | 32,973 |
| 920 | Administrative Supervisor I | 3 | 1 | 1 | 47,674 | 1 | 51,459 | 1 | 51,459 |
| 922 | Administrative Supervisor II | 0 | 1 | 1 | 56,077 | 1 | 57,429 | 1 | 57,429 |
| 2532 | Applications Analyst II | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2534 | Applications Analyst IV | 0 | 0 | 1 | 61,251 | 1 | 63,518 | 1 | 63,518 |
| 962 | Assistant Program Specialist | 3 | 5 | 4 | 184,387 | 4 | 192,369 | 4 | 192,369 |
| 1314 | Automotive Equipment Operator II | 0 | 0 | 1 | 39,271 | 1 | 40,747 | 1 | 40,747 |
| 1313 | Automotive Equipment Operator II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4127 | Botanic Manager | 0 | 0 | 1 | 57,954 | 1 | 62,565 | 1 | 62,565 |
| 4124 | Botanic Specialist II | 0 | 0 | 0 | 0 | 3 | 130,614 | 3 | 130,614 |
| 4125 | Botanic Supervisor | 0 | 0 | 1 | 48,298 | 1 | 52,146 | 1 | 52,146 |
| 928 | Bureau Administrative Manager | 2 | 3 | 3 | 218,674 | 3 | 231,192 | 3 | 231,192 |
| 620 | Bureau Human Resources Manager | 0 | 0 | 1 | 67,694 | 0 | 0 | 0 | 0 |
| 3132 | CADD Manager | 1 | 1 | 1 | 63,710 | 1 | 66,061 | 1 | 66,061 |
| 3285 | Chemist | 4 | 4 | 5 | 237,609 | 5 | 248,894 | 5 | 248,894 |
| 932 | Chief Bureau Administrative Mgr | 0 | 0 | 1 | 82,108 | 1 | 89,856 | 1 | 89,856 |
| 3171 | Chief Engineer | 1 | 1 | 1 | 86,653 | 1 | 89,530 | 1 | 89,530 |
| 2014 | Chief Environmental Svcs Mgr | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 114 | Clerical Specialist | 8 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2202 | Code Specialist II | 0 | 0 | 1 | 40,976 | 0 | 0 | 0 | 0 |
| 7490 | Community Relations Assistant | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7492 | Community Relations Specialist | 1 | 2 | 5 | 281,559 | 1 | 48,589 | 1 | 48,589 |
| 2502 | Computer Assistant | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 131 | Customer Accounts Specialist I | 0 | 0 | 1 | 35,651 | 0 | 0 | 0 | 0 |
| 118 | Customer Services Rep | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 942 | Economist I | 1 | 1 | 1 | 51,334 | 1 | 55,432 | 1 | 55,432 |
| 943 | Economist II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1453 | Electrician | 9 | 9 | 9 | 470,691 | 9 | 488,034 | 9 | 488,034 |
| 3190 | Electronic Systems Specialist | 3 | 3 | 2 | 99,663 | 2 | 91,817 | 2 | 91,817 |
| 3164 | Engineer | 13 | 21 | 22 | 1,423,536 | 26 | 1,739,384 | 26 | 1,739,384 |
| 3153 | Engineering Associate | 10 | 7 | 6 | 292,370 | 5 | 259,744 | 5 | 259,744 |
| 2032 | Environmental Resources Manager | 1 | 1 | 1 | 74,318 | 2 | 154,128 | 2 | 154,128 |
| 2018 | Environmental Services Director | 1 | 1 | 1 | 101,088 | 1 | 104,832 | 1 | 104,832 |
| 2010 | Environmental Services Manager | 1 | 2 | 1 | 78,229 | 2 | 148,574 | 2 | 148,574 |
| 3194 | Environmental Specialist | 6 | 10 | 11 | 556,607 | 13 | 734,645 | 13 | 734,645 |
| 3195 | Environmental Svcs Supervisor | 6 | 6 | 6 | 376,548 | 6 | 381,043 | 6 | 381,043 |
| 1115 | Facilities Maintenance Tech | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2210 | Field Representative | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1803 | Indust Maintenance Millwright | 0 | 0 | 28 | 1,184,701 | 28 | 1,232,929 | 28 | 1,232,929 |
| 1520 | Industrial Machinist | 1 | 1 | 1 | 42,507 | 1 | 44,075 | 1 | 44,075 |
| 1445 | Industrial Painter | 0 | 0 | 1 | 42,074 | 1 | 43,638 | 1 | 43,638 |
| 2542 | Information Systems Analyst II | 2 | 1 | 0 | 0 | 1 | 49,056 | 1 | 49,056 |
| 2543 | Information Systems Analyst III | 0 | 2 | 3 | 166,817 | 3 | 169,675 | 0 | 0 |
| 2544 | Information Systems Analyst IV | 3 | 1 | 2 | 129,355 | 1 | 67,746 | 1 | 67,746 |
| 2550 | Information Systems Manager | 2 | 0 | 1 | 75,202 | 1 | 77,910 | 0 | 0 |
| 2546 | Information Systems Supervisor | 5 | 3 | 3 | 208,041 | 2 | 145,142 | 1 | 73,424 |
| 2522 | Information Systems Tech I | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2523 | Information Systems Tech II | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2524 | Information Systems Tech III | 0 | 2 | 3 | 147,223 | 2 | 94,244 | 0 | 0 |
| 3260 | Instrument Technician | 6 | 6 | 7 | 366,093 | 7 | 379,582 | 7 | 379,582 |
| 3261 | Instrument Technician, Lead | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 812 | Intergovernmental Program Coord | 1 | 1 | 0 | 0 | 1 | 64,605 | 1 | 64,605 |
| 3280 | Laboratory Analyst | 10 | 7 | 7 | 283,549 | 6 | 246,948 | 6 | 246,948 |
| 2034 | Laboratory Manager | 1 | 1 | 1 | 74,318 | 1 | 64,064 | 1 | 64,064 |
| 3284 | Microbiologist | 0 | 1 | 1 | 45,949 | 1 | 50,482 | 1 | 50,482 |
| 2540 | MIS Support Technician | 4 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 100 | Office Support Specialist I | 0 | 0 | 1 | 29,994 | 1 | 31,096 | 1 | 31,096 |
| 102 | Office Support Specialist II | 0 | 0 | 10 | 315,888 | 9 | 303,229 | 9 | 303,229 |
| 104 | Office Support Specialist III | 0 | 0 | 1 | 34,861 | 2 | 73,826 | 2 | 73,826 |
| 1443 | Painter | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3169 | Principal Engineer | 8 | 7 | 7 | 562,854 | 8 | 643,448 | 9 | 725,317 |
| 832 | Principal Financial Analyst | 0 | 0 | 1 | 69,462 | 1 | 71,642 | 1 | 71,642 |

## Bureau of Environmental Services AU

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 2545 | Principal Info Systems Analyst | 0 | 4 | 4 | 208,549 | 5 | 336,042 | 3 | 200,208 |
| 953 | Principal Management Analyst | 0 | 0 | 1 | 67,080 | 1 | 69,555 | 1 | 69,555 |
| 966 | Program Coordinator | 3 | 4 | 2 | 99,654 | 7 | 381,633 | 7 | 381,633 |
| 968 | Program Manager I | 4 | 4 | 5 | 298,731 | 5 | 312,998 | 6 | 368,201 |
| 970 | Program Manager II | 6 | 5 | 7 | 439,050 | 7 | 451,134 | 7 | 451,134 |
| 971 | Program Manager III | 0 | 0 | 0 | 0 | 1 | 74,547 | 1 | 74,547 |
| 972 | Program Manager IV | 1 | 1 | 1 | 67,080 | 2 | 144,997 | 2 | 144,997 |
| 973 | Program Manager V | 0 | 0 | 1 | 79,792 | 0 | 0 | 0 | 0 |
| 964 | Program Specialist | 5 | 5 | 6 | 257,783 | 4 | 219,274 | 4 | 219,274 |
| 960 | Program Technician | 0 | 0 | 0 | 0 | 1 | 39,270 | 1 | 39,270 |
| 3152 | Public Works Const/Inspect Supvr | 5 | 5 | 5 | 297,016 | 5 | 322,432 | 5 | 322,432 |
| 3150 | Public Works Inspector | 16 | 17 | 16 | 779,508 | 16 | 812,032 | 16 | 812,032 |
| 3151 | Public Works Inspector, Senior | 10 | 10 | 11 | 601,821 | 11 | 619,752 | 11 | 619,752 |
| 3149 | Public Works Inspector, Trainee | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1952 | Public Works Manager | 9 | 10 | 9 | 561,599 | 9 | 603,705 | 9 | 603,705 |
| 3359 | Public Works Project Manager | 7 | 7 | 7 | 476,241 | 8 | 518,988 | 8 | 518,988 |
| 1954 | Public Works Superintendent | 1 | 1 | 1 | 77,785 | 1 | 81,120 | 1 | 81,120 |
| 1950 | Public Works Supervisor | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 846 | Risk Specialist | 2 | 1 | 0 | 0 | 1 | 49,587 | 1 | 49,587 |
| 220 | Secretarial Clerk I | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 2 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 4 | 2 | 3 | 113,366 | 3 | 121,784 | 3 | 121,784 |
| 930 | Senior Bureau Administrative Mgr | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3256 | Senior Communications Engineer | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3166 | Senior Engineer | 6 | 7 | 6 | 403,978 | 6 | 439,422 | 6 | 439,422 |
| 3163 | Senior Engineering Associate | 21 | 18 | 22 | 1,254,220 | 21 | 1,232,129 | 21 | 1,232,129 |
| 2012 | Senior Environmental Svcs Mgr | 3 | 5 | 3 | 238,221 | 3 | 257,993 | 3 | 257,993 |
| 828 | Senior Financial Analyst | 4 | 4 | 3 | 190,131 | 2 | 130,811 | 3 | 196,262 |
| 612 | Senior Human Resources Analyst | 2 | 2 | 1 | 57,180 | 0 | 0 | 0 | 0 |
| 2552 | Senior Information Systems Mgr | 1 | 1 | 1 | 80,122 | 1 | 85,218 | 0 | 0 |
| 848 | Senior Risk Specialist | 0 | 1 | 2 | 110,728 | 2 | 116,974 | 2 | 116,974 |
| 414 | Senior Stores System Manager | 1 | 1 | 1 | 60,570 | 1 | 62,816 | 1 | 62,816 |
| 7494 | Sr Community Relation Specialist | 2 | 2 | 1 | 63,710 | 0 | 0 | 0 | 0 |
| 900 | Staff Assistant | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 410 | Storekeeper | 5 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| 406 | Storekeeper/Acquisition Spec II | 0 | 0 | 4 | 158,828 | 4 | 164,736 | 4 | 164,736 |
| 408 | Storekeeper/Acquisition Spec III | 0 | 0 | 1 | 45,594 | 1 | 47,278 | 1 | 47,278 |
| 409 | Storekeeper/Acquisiton Spec Lead | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3167 | Supervising Engineer | 11 | 12 | 12 | 851,975 | 9 | 689,139 | 9 | 689,139 |
| 2520 | Systems Programmer | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3107 | Technician I | 24 | 26 | 27 | 807,252 | 26 | 863,356 | 27 | 893,630 |
| 3108 | Technician II | 41 | 46 | 57 | 2,523,142 | 59 | 2,779,827 | 59 | 2,779,827 |
| 3109 | Technician III | 6 | 8 | 9 | 512,748 | 9 | 527,740 | 9 | 527,740 |
| 1812 | Wastewater Mechanic | 30 | 28 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1815 | Wastewater Operations Specialist | 2 | 2 | 3 | 135,189 | 5 | 236,705 | 5 | 236,705 |
| 1810 | Wastewater Operator I | 15 | 1 | 1 | 36,735 | 1 | 38,106 | 1 | 38,106 |
| 1811 | Wastewater Operator II | 38 | 45 | 42 | 1,765,094 | 40 | 1,753,308 | 40 | 1,753,308 |
| 1808 | Wastewater Operator, Trainee | 0 | 0 | 0 | 0 | 2 | 57,258 | 2 | 57,258 |
| 3281 | Water Lab Technician Lead | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **442** | **442** | **458** | **$ 23,325,208** | **462** | **$ 24,760,569** | **456** | **$ 24,358,767** |

# 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 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 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 Division serves approximately 165,000 sanitary sewer and stormwater customers.*

The Division serves approximately 152,000 residential and 13,000 commercial/industrial accounts. 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 2001-02 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 and Controls**

The Program Management and 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 ensure each 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 implementing the Revegetation 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 to 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 FY 2001-02 budget covers the first full year under the integrated watershed planning of the Clean River Plan (CRP). The CRP provides coordination and consistent direction, goals and priorities of all bureau activities in conjunction with the Bureau Strategic Plan. The Planning Group is responsible for devising watershed restoration plans, policies, and facility planning needed to implement the Clean River Plan. Planning teams also monitor to assess current conditions of watersheds, track improvements and adjust Bureau programs. Lastly they coordinate public involvement activities of the bureau.

### Watershed Plans

The Planning group develops watershed plans, within the context of the Clean River Plan, to meet the watershed specific needs and objectives. The group applies engineering, economic and ecological factors to select or recommend courses of action. Plans are reviewed by the public, through watershed councils and other venues, and become the basis for future bureau budgeting and regulatory compliance. BES periodically updates or refines plan elements based on performance of actions taken.

### Facilities Planning

The group provides services including GIS applications, modeling of water quality and quantity in surface and piped systems of the city, as well as the planning and implementation of a wide range of monitoring functions. These activities, which enable accurate representation and analysis of systems, are critical to planning, design, construction, operation and maintenance of the Bureau's facilities.

### Coordination and Policy Development

Planning is responsible for coordinating with other bureaus, interest groups and federal, State and local agencies involved in environmental planning that may affect the City. The group helps shape environmental policy and regulations. Through partnerships and collaboration, the Planning Group works to not only comply with regulations, but to influence environmental policy to meet the bureau's mission and goals.

### Stormwater Management

The Planning Group is responsible for the implementation planning of the Bureau's stormwater management activities and coordination of the City's overall Stormwater Management Plan, a part of which provides compliance with State permitting. In addition to stormwater quality management, this work involves testing of technologies, designs and options for reducing the volume and speed of stormwater going to Portland streams and rivers. Stormwater infiltration via sumps and other planned stormwater facilities, has required careful attention by the Planning Group to groundwater protection as well.

## WASTEWATER TREATMENT

### Wastewater Group Functions

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

### Treatment

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

The Bureau's Wastewater Group operates and maintains two wastewater treatment plants. The Columbia Boulevard Wastewater Treatment Plant, 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, 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 maintains and operates the sewage and stormwater collection and conveyance system. This system includes 96 pump stations, 2,268 miles of pipeline, 14,460 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 Interagency 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 expenditures are for services the staff provide. The other two-thirds are for services, equipment and or materials provided by other bureaus or private vendors. For instance, the Bureau of Maintenance provides maintenance services for the collection and conveyance system including cleaning, inspection, minor capital repair and replacement, and response to customer inquiries.

*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 to ensure 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 to ensure 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, enhancing green and open spaces, and providing environmental education opportunities.
- Develop and deliver programs and serviced at costs comparable to other municipalities and privately operated systems providing a similar level of service.

## INDUSTRIAL WASTE

### Industrial & Solid Waste Group Overview

The Industrial Waste Group includes the Bureau's industrial waste programs, 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 quality of Portland's streams and rivers, damage or interfere with the collection and wastewater treatment systems, restrict biosolids reuse 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 works with industrial customers to eliminate stormwater pollutant impacts through use of management plans and educational alternative strategies to reduce pollutant discharges, and through partnerships with regional organizations and business associations to reduce pollution through voluntary agreements.

**Environmental Investigations**

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

### Water Pollution Control Laboratory

The Water Pollution Control Laboratory (WPCL) supports efforts to operate the wastewater treatment plants, monitor industrial discharges and 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

The Data Acquisition and Management (DAM) section monitors over 80 sewage pump stations for operational failures. The monitoring alarms ensure 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 for a variety of projects within the bureau. By developing in-house scientific resources to fill program sampling needs, the Field Operations section ensures data compatibility and coordination among all monitoring activities.

**Environmental Compliance and Enforcement**

The Environmental Compliance Division manages the Bureau's regulatory enforcement process including industrial pretreatment, stormwater and other environmental regulations under the bureau's authority. The enforcement process is coordinated with a variety of bureau programs, principally those in the Industrial Source Control division. The Division also insures, through timely and accurate guidance, compliance with its State and federal regulatory obligations, including but not limited to permits governing wastewater collection and treatment. 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 and the wastewater and stormwater treatment and collection systems. Services include response and investigation of spills of contaminants that threaten the sewerage system and/or surface waters; insurance that effective mitigation and clean-up measures are taken and provision of mandated regulatory reporting to the Department of Environmental Quality. The section maintains a 24-hour Duty Officer program to receive citizen and public agency calls concerning potential water quality violations. The section oversees the Septage Program to prevent inappropriate substances from delivery as septage at the treatment plant and manages the Illicit Discharge Elimination Program of the City's NPDES Stormwater Permit.

**Special Waste**

The Special Waste Division is responsible for environmental assessment and clean-up of contamination on property in which the Bureau has an interest. The Division also plans and supervises the remediation of hazardous waste sites.

## Business Services

**Business Services Group Functions**

The Business Services Group includes Accounting Services, Financial Planning, Human Resources, Risk Services, Information Systems, Contract Administration, and Facilities and Administrative Services.

The Business Service Group develops and recommends bureauwide policies and practices related to all aspects of financial operations and administrative services, including coordination with the Office of Management and Finance.

*Objectives:*

- Ensure bureau programs are adequately supported in a fiscally sound manner consistent with adopted financing strategies and program goals and in compliance with all applicable rules and requirements, including bond covenants.
- Develop and implement policies and procedures that ensure contracting practices are consistent with sound business principles, fiscally responsible and meet all City Code and State statutory requirements.
- Encourage efficient use of financial resources through well-organized and detailed budgeting processes and use of operational and financial auditing techniques.
- Assist bureau managers prepare operating and capital budgets that reflect efficient use of resources within established program objectives and goals.
- Provide information and administrative services in a timely and cost effective manner that support bureau employees and programs in achieving maximum productivity.

**Risk Services**

The Risk Services Division administers loss control and safety for the bureau and owner controlled insurance programs for the capital program.

*Objectives:*

- Provide services to minimize loss control expenses and promote programs that maximize the health and safety of bureau employees.
- Manage the owner controlled insurance program in a manner that achieves the lowest cost for insuring the Bureau's capital program.

**Human Resources**

Human Resources services are provided through an interagency agreement with OMF Human Resources.

## Information Services

Information Services Division provides information technology in support of bureau program objectives and includes an interagency agreement with OMF Information Technology for a variety of services. The Information Services Division provides bureauwide planning of information requirements and solutions, and with BIT manage the ongoing operations and improvements of the bureau's technology infrastructure and services.

*Objectives:*

- Develop and implement information technology policies, standards, and procedures.
- Ensure the reliability of technology infrastructure.
- Improve accessibility and timeliness to critical information.
- Improve data management and use.
- Assist work groups in business process and systems re-engineering.
- Upgrade information tools as needed to meet bureau and city standards.
- Provide training and mentoring for bureau staff in the use of technology tools.
- Implement E-business tools to streamline work and communication where possible

## Facilities and Administrative Services

Facilities and Administrative Services Division coordinates and manages bureauwide administrative services, including clerical support, property management and administration, and interagency agreements for communications, fleet, space acquisition and facilities planning, and printing and distribution. Facilities and Administrative Services coordinates office moves; telecommunications installation and troubleshooting; furniture acquisition, installation, and disposal; fleet acquisition, repair, and disposal; and property maintenance activities.

*Objectives:*

- Cost effectively provide the tools, equipment, and facilities that allow staff to work in a safe and efficient manner.
- Provide 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 administrative and clerical support to all bureau work groups as needed.

## Financial Planning

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

*Objectives:*

- 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 transactions and reporting for the Bureau. These processes include payroll, accounts payable, accounts receivable, grants, project tracking, contract tracking and year-end financial reporting.

*Objectives:*

- Provide accurate, timely and useful financial information to bureau managers to enable efficient use of financial resources.
- Provide managers with needed financial data to enable them to prepare operating and capital budgets that reflect efficient use of resources within established objectives and goals.
- Provide support services in a timely and cost effective manner that helps employees and programs achieve maximum productivity.
- Ensure the Bureau complies with City and GASB accounting rules, policies, and procedures.

## 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 Director's Office develops and maintains bureau policies. 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. The program manager for the Portland Harbor Superfund cleanup activity also reports to the Bureau Director.

**Communications Division**

The Communications Division provides the bureau with outreach to the public, media, government, business and community organizations. 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 bureauwide information, message development, education programs for adults and schools in Portland and manages the Stewardship Grant Program.

**Business Opportunity**

The Business Opportunity Program has two primary goals: maximize the use of minority-, women-owned and emerging small businesses in all bureau contract opportunities, and create 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, and external groups.

### Historically Under-Utilized Businesses

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 Citywide 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 organizations 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 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 24,324,644 | 24,619,656 | 25,222,909 | 26,358,533 | 25,697,816 |
| External Materials and Services | 15,016,510 | 14,947,701 | 15,482,652 | 17,758,840 | 17,742,540 |
| Internal Materials and Services | 19,617,060 | 20,392,354 | 21,996,616 | 25,309,394 | 26,414,444 |
| Minor Capital Outlay | 884,080 | 1,360,994 | 2,526,800 | 1,967,000 | 1,967,000 |
| Equipment Cash Transfers | 0 | 0 | 0 | 25,000 | 25,000 |
| **Total Operating Budget** | 59,842,294 | 61,320,705 | 65,228,977 | 71,418,767 | 71,846,800 |
| Capital Improvements | 96,806,877 | 80,807,399 | 87,759,696 | 83,384,820 | 83,402,820 |
| **TOTAL BUREAU EXPENDITURES** | **$ 156,649,171** | **$ 142,128,104** | **$ 152,988,673** | **$ 154,803,587** | **$ 155,249,620** |
| Allocated Overhead | 2,854,311 | 2,912,240 | 2,775,414 | 2,169,435 | 1,883,975 |
| **Total Cost with Allocated Overhead** | 159,503,482 | 145,040,344 | 155,764,087 | 156,973,022 | 157,133,595 |
| **RESOURCES** | | | | | |
| Sewage System Operating Fund | | 142,128,104 | 152,988,673 | 154,803,587 | 155,249,620 |
| 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 | | 83,781,182 | 92,902,342 | 87,586,345 | 87,733,393 |
| *Positions* | | *141* | *157* | *150* | *151* |
| Engineering Services: Watershed Revegetation | | 0 | 0 | 2,236,244 | 2,236,244 |
| *Positions* | | *0* | *0* | *10* | *9* |
| Planning | | 7,681,365 | 7,107,040 | 7,497,206 | 7,565,546 |
| *Positions* | | *45* | *37* | *39* | *40* |
| Wastewater Treatment | | 29,506,828 | 31,902,749 | 34,057,134 | 34,057,134 |
| *Positions* | | *143* | *148* | *149* | *149* |
| Industrial Waste | | 4,744,058 | 5,099,797 | 4,900,484 | 4,900,484 |
| *Positions* | | *60* | *62* | *41* | *42* |
| Industrial Waste: Lab and Sampling Services | | 0 | 0 | 2,173,459 | 2,173,459 |
| *Positions* | | *0* | *0* | *19* | *20* |
| Business Services | | 14,958,129 | 14,410,816 | 14,307,630 | 14,538,275 |
| *Positions* | | *44* | *45* | *44* | *35* |
| Office of the Director | | 1,456,542 | 1,565,929 | 2,045,085 | 2,045,085 |
| *Positions* | | *9* | *9* | *10* | *10* |
| **TOTAL PROGRAMS** | | **$ 142,128,104** | **$ 152,988,673** | **$ 154,803,587** | **$ 155,249,620** |
| *Positions* | | ***442*** | ***458*** | ***462*** | ***456*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 18,430,537 | 19,017,713 | 23,310,371 | 24,760,569 | 24,358,767 |
| 512000 | Part-Time Employees | 451,615 | 371,574 | 924,154 | 1,085,061 | 1,054,787 |
| 514000 | Overtime | 774,064 | 859,062 | 475,581 | 481,731 | 469,731 |
| 515000 | Premium Pay | 210,724 | 213,844 | 225,123 | 223,523 | 223,523 |
| 517000 | Benefits | 8,075,905 | 8,424,814 | 8,677,761 | 8,958,730 | 8,810,429 |
| 518000 | Paid Absence | 3,461,015 | 3,630,850 | 0 | 0 | 0 |
| **Total Personnel Services** | | 31,403,860 | 32,517,857 | 33,612,990 | 35,509,614 | 34,917,237 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 14,420,198 | 14,616,475 | 17,762,716 | 14,421,268 | 14,421,268 |
| 522000 | Utilities | 4,493,321 | 4,728,226 | 4,413,208 | 4,104,721 | 4,104,721 |
| 523000 | Equipment Rental | 27,713 | 36,506 | 22,200 | 81,400 | 81,400 |
| 524000 | Repair & Maintenance Services | 1,579,376 | 1,802,126 | 578,138 | 2,174,677 | 2,174,677 |
| 525000 | Non-Capital Improvement | 0 | 175,349 | 437,181 | 931,160 | 931,160 |
| 528000 | Local Match Payments | 50,000 | 10,000 | 13,600 | 0 | 0 |
| 529000 | Miscellaneous Services | 3,838,868 | 4,747,203 | 6,009,147 | 5,577,734 | 5,577,734 |
| 531000 | Office Supplies | 136,647 | 129,904 | 144,850 | 145,742 | 145,742 |
| 532000 | Operating Supplies | 1,452,047 | 1,510,354 | 1,174,548 | 1,917,321 | 1,917,321 |
| 533000 | Repair & Maintenance Supplies | 1,071,319 | 1,045,470 | 559,430 | 511,940 | 511,940 |
| 534000 | Minor Equipment & Tools | 952,442 | 937,598 | 630,955 | 779,433 | 783,133 |
| 535000 | Clothing & Uniforms | 23,570 | 23,297 | 39,860 | 36,720 | 36,720 |
| 539000 | Other Commodities External | 55,897 | 302,271 | 10,860 | 14,000 | 14,000 |
| 541000 | Education | 207,644 | 260,077 | 252,883 | 255,107 | 235,107 |
| 542000 | Local Travel | 4,668 | 3,142 | 7,180 | 7,280 | 7,280 |
| 543000 | Out-of-Town Travel | 95,924 | 102,409 | 81,511 | 84,433 | 84,433 |
| 544000 | Space Rental | 168,877 | 228,762 | 119,790 | 122,540 | 122,540 |
| 545000 | Interest | 0 | 76,165 | 0 | 0 | 0 |
| 546000 | Refunds | 957,197 | 80,936 | 10,000 | 0 | 0 |
| 547000 | Retirement System Payments | 0 | 0 | 0 | 0 | 0 |
| 549000 | Miscellaneous | 525,658 | 486,752 | 1,430,319 | 2,026,546 | 2,026,546 |
| **Total External Materials and Services** | | 30,061,366 | 31,303,022 | 33,698,376 | 33,192,022 | 33,175,722 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 380,415 | 449,370 | 371,884 | 450,783 | 450,783 |
| 552000 | Printing & Distribution | 555,602 | 542,357 | 639,930 | 682,869 | 682,869 |
| 553000 | Facilities Services | 1,247,512 | 2,462,568 | 1,187,287 | 1,200,042 | 1,200,042 |
| 554000 | Communications Services | 779,483 | 784,696 | 777,197 | 740,275 | 740,275 |
| 555000 | Data Processing Services | 239,485 | 293,354 | 971,988 | 954,530 | 1,828,935 |
| 556000 | Insurance | 636,752 | 688,931 | 742,213 | 802,489 | 802,489 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 2,974,642 | 2,974,642 |
| 559000 | Other Fund Services | 18,582,068 | 19,408,358 | 19,800,787 | 21,055,207 | 21,605,852 |
| **Total Internal Materials and Services** | | 22,421,317 | 24,629,634 | 24,491,286 | 28,860,837 | 30,285,887 |
| **Total Materials and Services** | | 52,482,683 | 55,932,656 | 58,189,662 | 62,052,859 | 63,461,609 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 1,162,126 | 4,087,656 | 3,674,060 | 3,689,755 | 3,689,755 |
| 562000 | Buildings | 14,383 | 100 | 0 | 0 | 0 |
| 563000 | Improvements | 70,704,925 | 48,056,042 | 55,745,161 | 51,425,954 | 51,055,614 |
| 564000 | Capital Equipment | 876,162 | 1,507,072 | 1,766,800 | 2,100,405 | 2,100,405 |
| 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** | | 72,757,596 | 53,650,870 | 61,186,021 | 57,216,114 | 56,845,774 |
| 573000 | Equipment Cash Transfers | 0 | 15,186 | 0 | 25,000 | 25,000 |
| 576000 | Minor Equipment Transfers | 5,032 | 11,535 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 156,649,171** | **$ 142,128,104** | **$ 152,988,673** | **$ 154,803,587** | **$ 155,249,620** |

## Sanitary Sewer and Stormwater Division AU 145

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 | Actual FY 2000 | Revised FY 2000–01 | | Proposed FY 2001–02 | | Adopted FY 2001–02 | |
|---|---|---|---|---|---|---|---|---|---|
| | | No. | No. | No. | Amount | No. | Amount | No. | Amount |
| 514 | Accountant I | 3 | 3 | 4 | 157,000 | 4 | 165,816 | 4 | 165,816 |
| 515 | Accountant II | 2 | 2 | 3 | 136,510 | 3 | 139,291 | 3 | 139,291 |
| 531 | Accounting Supervisor II | 1 | 1 | 1 | 63,710 | 0 | 0 | 0 | 0 |
| 532 | Accounting Supervisor III | 0 | 0 | 0 | 0 | 1 | 69,555 | 1 | 69,555 |
| 510 | Accounting Technician | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 819 | Administrative Assistant | 5 | 5 | 5 | 233,922 | 4 | 202,161 | 4 | 202,161 |
| 926 | Administrative Services Manager | 2 | 2 | 1 | 70,221 | 1 | 73,168 | 1 | 73,168 |
| 815 | Administrative Specialist | 0 | 2 | 2 | 30,555 | 1 | 32,973 | 1 | 32,973 |
| 920 | Administrative Supervisor I | 3 | 1 | 1 | 47,674 | 1 | 51,459 | 1 | 51,459 |
| 922 | Administrative Supervisor II | 0 | 1 | 1 | 56,077 | 1 | 57,429 | 1 | 57,429 |
| 2532 | Applications Analyst II | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2534 | Applications Analyst IV | 0 | 0 | 1 | 61,251 | 1 | 63,518 | 1 | 63,518 |
| 962 | Assistant Program Specialist | 3 | 5 | 4 | 184,387 | 4 | 192,369 | 4 | 192,369 |
| 1314 | Automotive Equipment Operator II | 0 | 0 | 1 | 39,271 | 1 | 40,747 | 1 | 40,747 |
| 1313 | Automotive Equipment Operator II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4127 | Botanic Manager | 0 | 0 | 1 | 57,954 | 1 | 62,565 | 1 | 62,565 |
| 4124 | Botanic Specialist II | 0 | 0 | 0 | 0 | 3 | 130,614 | 3 | 130,614 |
| 4125 | Botanic Supervisor | 0 | 0 | 1 | 48,298 | 1 | 52,146 | 1 | 52,146 |
| 928 | Bureau Administrative Manager | 2 | 3 | 3 | 218,674 | 3 | 231,192 | 3 | 231,192 |
| 620 | Bureau Human Resources Manager | 0 | 0 | 1 | 67,694 | 0 | 0 | 0 | 0 |
| 3132 | CADD Manager | 1 | 1 | 1 | 63,710 | 1 | 66,061 | 1 | 66,061 |
| 3285 | Chemist | 4 | 4 | 5 | 237,609 | 5 | 248,894 | 5 | 248,894 |
| 932 | Chief Bureau Administrative Mgr | 0 | 0 | 1 | 82,108 | 1 | 89,856 | 1 | 89,856 |
| 3171 | Chief Engineer | 1 | 1 | 1 | 86,653 | 1 | 89,530 | 1 | 89,530 |
| 2014 | Chief Environmental Svcs Mgr | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 114 | Clerical Specialist | 8 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2202 | Code Specialist II | 0 | 0 | 1 | 40,976 | 0 | 0 | 0 | 0 |
| 7490 | Community Relations Assistant | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7492 | Community Relations Specialist | 1 | 2 | 5 | 281,559 | 1 | 48,589 | 1 | 48,589 |
| 2502 | Computer Assistant | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 131 | Customer Accounts Specialist I | 0 | 0 | 1 | 35,651 | 0 | 0 | 0 | 0 |
| 118 | Customer Services Rep | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 942 | Economist I | 1 | 1 | 1 | 51,334 | 1 | 55,432 | 1 | 55,432 |
| 943 | Economist II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1453 | Electrician | 9 | 9 | 9 | 470,691 | 9 | 488,034 | 9 | 488,034 |
| 3190 | Electronic Systems Specialist | 3 | 3 | 2 | 99,663 | 2 | 91,817 | 2 | 91,817 |
| 3164 | Engineer | 13 | 21 | 22 | 1,423,536 | 26 | 1,739,384 | 26 | 1,739,384 |
| 3153 | Engineering Associate | 10 | 7 | 6 | 292,370 | 5 | 259,744 | 5 | 259,744 |
| 2032 | Environmental Resources Manager | 1 | 1 | 1 | 74,318 | 2 | 154,128 | 2 | 154,128 |
| 2018 | Environmental Services Director | 1 | 1 | 1 | 101,088 | 1 | 104,832 | 1 | 104,832 |
| 2010 | Environmental Services Manager | 1 | 2 | 1 | 78,229 | 2 | 148,574 | 2 | 148,574 |
| 3194 | Environmental Specialist | 6 | 10 | 11 | 556,607 | 13 | 734,645 | 13 | 734,645 |
| 3195 | Environmental Svcs Supervisor | 6 | 6 | 6 | 376,548 | 6 | 381,043 | 6 | 381,043 |
| 1115 | Facilities Maintenance Tech | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2210 | Field Representative | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1803 | Indust Maintenance Millwright | 0 | 0 | 28 | 1,184,701 | 28 | 1,232,929 | 28 | 1,232,929 |
| 1520 | Industrial Machinist | 1 | 1 | 1 | 42,507 | 1 | 44,075 | 1 | 44,075 |
| 1445 | Industrial Painter | 0 | 0 | 1 | 42,074 | 1 | 43,638 | 1 | 43,638 |
| 2542 | Information Systems Analyst II | 2 | 1 | 0 | 0 | 1 | 49,056 | 1 | 49,056 |
| 2543 | Information Systems Analyst III | 0 | 2 | 3 | 166,817 | 3 | 169,675 | 0 | 0 |
| 2544 | Information Systems Analyst IV | 3 | 1 | 2 | 129,355 | 1 | 67,746 | 1 | 67,746 |
| 2550 | Information Systems Manager | 2 | 0 | 1 | 75,202 | 1 | 77,910 | 0 | 0 |
| 2546 | Information Systems Supervisor | 5 | 3 | 3 | 208,041 | 2 | 145,142 | 1 | 73,424 |
| 2522 | Information Systems Tech I | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2523 | Information Systems Tech II | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2524 | Information Systems Tech III | 0 | 2 | 3 | 147,223 | 2 | 94,244 | 0 | 0 |
| 3260 | Instrument Technician | 6 | 6 | 7 | 366,093 | 7 | 379,582 | 7 | 379,582 |
| 3261 | Instrument Technician, Lead | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 812 | Intergovernmental Program Coord | 1 | 1 | 0 | 0 | 1 | 64,605 | 1 | 64,605 |
| 3280 | Laboratory Analyst | 10 | 7 | 7 | 283,549 | 6 | 246,948 | 6 | 246,948 |
| 2034 | Laboratory Manager | 1 | 1 | 1 | 74,318 | 1 | 64,064 | 1 | 64,064 |
| 3284 | Microbiologist | 0 | 1 | 1 | 45,949 | 1 | 50,482 | 1 | 50,482 |
| 2540 | MIS Support Technician | 4 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 100 | Office Support Specialist I | 0 | 0 | 1 | 29,994 | 1 | 31,096 | 1 | 31,096 |
| 102 | Office Support Specialist II | 0 | 0 | 10 | 315,888 | 9 | 303,229 | 9 | 303,229 |
| 104 | Office Support Specialist III | 0 | 0 | 1 | 34,861 | 2 | 73,826 | 2 | 73,826 |
| 1443 | Painter | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3169 | Principal Engineer | 8 | 7 | 7 | 562,854 | 8 | 643,448 | 9 | 725,317 |
| 832 | Principal Financial Analyst | 0 | 0 | 1 | 69,462 | 1 | 71,642 | 1 | 71,642 |

## Sanitary Sewer and Stormwater Division AU 145

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 2545 | Principal Info Systems Analyst | 0 | 4 | 4 | 208,549 | 5 | 336,042 | 3 | 200,208 |
| 953 | Principal Management Analyst | 0 | 0 | 1 | 67,080 | 1 | 69,555 | 1 | 69,555 |
| 966 | Program Coordinator | 3 | 4 | 2 | 99,654 | 7 | 381,633 | 7 | 381,633 |
| 968 | Program Manager I | 4 | 4 | 5 | 298,731 | 5 | 312,998 | 6 | 368,201 |
| 970 | Program Manager II | 6 | 5 | 7 | 439,050 | 7 | 451,134 | 7 | 451,134 |
| 971 | Program Manager III | 0 | 0 | 0 | 0 | 1 | 74,547 | 1 | 74,547 |
| 972 | Program Manager IV | 1 | 1 | 1 | 67,080 | 2 | 144,997 | 2 | 144,997 |
| 973 | Program Manager V | 0 | 0 | 1 | 79,792 | 0 | 0 | 0 | 0 |
| 964 | Program Specialist | 5 | 5 | 6 | 257,783 | 4 | 219,274 | 4 | 219,274 |
| 960 | Program Technician | 0 | 0 | 0 | 0 | 1 | 39,270 | 1 | 39,270 |
| 3152 | Public Works Const/Inspect Supvr | 5 | 5 | 5 | 297,016 | 5 | 322,432 | 5 | 322,432 |
| 3150 | Public Works Inspector | 16 | 17 | 16 | 779,508 | 16 | 812,032 | 16 | 812,032 |
| 3151 | Public Works Inspector, Senior | 10 | 10 | 11 | 601,821 | 11 | 619,752 | 11 | 619,752 |
| 3149 | Public Works Inspector, Trainee | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1952 | Public Works Manager | 9 | 10 | 9 | 561,599 | 9 | 603,705 | 9 | 603,705 |
| 3359 | Public Works Project Manager | 7 | 7 | 7 | 461,404 | 8 | 518,988 | 8 | 518,988 |
| 1954 | Public Works Superintendent | 1 | 1 | 1 | 77,785 | 1 | 81,120 | 1 | 81,120 |
| 1950 | Public Works Supervisor | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 846 | Risk Specialist | 2 | 1 | 0 | 0 | 1 | 49,587 | 1 | 49,587 |
| 220 | Secretarial Clerk I | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 2 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 4 | 2 | 3 | 113,366 | 3 | 121,784 | 3 | 121,784 |
| 930 | Senior Bureau Administrative Mgr | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3256 | Senior Communications Engineer | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3166 | Senior Engineer | 6 | 7 | 6 | 403,978 | 6 | 439,422 | 6 | 439,422 |
| 3163 | Senior Engineering Associate | 21 | 18 | 22 | 1,254,220 | 21 | 1,232,129 | 21 | 1,232,129 |
| 2012 | Senior Environmental Svcs Mgr | 3 | 5 | 3 | 238,221 | 3 | 257,993 | 3 | 257,993 |
| 828 | Senior Financial Analyst | 4 | 4 | 3 | 190,131 | 2 | 130,811 | 3 | 196,262 |
| 612 | Senior Human Resources Analyst | 2 | 2 | 1 | 57,180 | 0 | 0 | 0 | 0 |
| 2552 | Senior Information Systems Mgr | 1 | 1 | 1 | 80,122 | 1 | 85,218 | 0 | 0 |
| 848 | Senior Risk Specialist | 0 | 1 | 2 | 110,728 | 2 | 116,974 | 2 | 116,974 |
| 414 | Senior Stores System Manager | 1 | 1 | 1 | 60,570 | 1 | 62,816 | 1 | 62,816 |
| 7494 | Sr Community Relation Specialist | 2 | 2 | 1 | 63,710 | 0 | 0 | 0 | 0 |
| 900 | Staff Assistant | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 410 | Storekeeper | 5 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| 406 | Storekeeper/Acquisition Spec II | 0 | 0 | 4 | 158,828 | 4 | 164,736 | 4 | 164,736 |
| 408 | Storekeeper/Acquisition Spec III | 0 | 0 | 1 | 45,594 | 1 | 47,278 | 1 | 47,278 |
| 409 | Storekeeper/Acquisiton Spec Lead | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3167 | Supervising Engineer | 11 | 12 | 12 | 851,975 | 9 | 689,139 | 9 | 689,139 |
| 2520 | Systems Programmer | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3107 | Technician I | 24 | 26 | 27 | 807,252 | 26 | 863,356 | 27 | 893,630 |
| 3108 | Technician II | 41 | 46 | 57 | 2,523,142 | 59 | 2,779,827 | 59 | 2,779,827 |
| 3109 | Technician III | 6 | 8 | 9 | 512,748 | 9 | 527,740 | 9 | 527,740 |
| 1812 | Wastewater Mechanic | 30 | 28 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1815 | Wastewater Operations Specialist | 2 | 2 | 3 | 135,189 | 5 | 236,705 | 5 | 236,705 |
| 1810 | Wastewater Operator I | 15 | 1 | 1 | 36,735 | 1 | 38,106 | 1 | 38,106 |
| 1811 | Wastewater Operator II | 38 | 45 | 42 | 1,765,094 | 40 | 1,753,308 | 40 | 1,753,308 |
| 1808 | Wastewater Operator, Trainee | 0 | 0 | 0 | 0 | 2 | 57,258 | 2 | 57,258 |
| 3281 | Water Lab Technician Lead | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **442** | **442** | **458** | **$ 23,310,371** | **462** | **$ 24,760,569** | **456** | **$ 24,358,767** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 154,972,839 | 0 | 154,972,839 | 466.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (13,390) | 0 | (13,390) | 0.0 | BIT ASR reductions - I/A |
| | (70,000) | 0 | (70,000) | 0.0 | BIT ASR reductions - Bureau |
| | (23,460) | 0 | (23,460) | 0.0 | ComNet ASR reduction - I/A |
| | (6,091) | 0 | (6,091) | 0.0 | Facilities/daycare ASR reduction - I/A |
| | (86,535) | 0 | (86,535) | (1.0) | Financial Planning ASR reduction - Bureau |
| | (2,619) | 0 | (2,619) | 0.0 | Fleet ASR reduction - I/A |
| | (238,273) | 0 | (238,273) | (3.0) | Human Resources ASR reduction - Bureau |
| | 201,764 | 0 | 201,764 | 0.0 | Human Resources ASR add - I/A |
| | (14,671) | 0 | (14,671) | 0.0 | P&D ASR reduction - I/A |
| | (660) | 0 | (660) | 0.0 | P&D adjustments - I/A |
| | (20,000) | 0 | (20,000) | 0.0 | P&D/Purchasing ASR reduction - I/A |
| | 42,779 | 0 | 42,779 | 0.0 | Planning I/A for ESA CIP coordinator |
| | (4,363) | 0 | (4,363) | 0.0 | Purchasing ASR reduction - Bureau |
| | (1,710) | 0 | (1,710) | 0.0 | Risk ASR reduction - I/A |
| | (4,954) | 0 | (4,954) | 0.0 | Risk ASR reduction - Bureau |
| | 447,681 | 0 | 447,681 | 1.0 | Portland Harbor package - New program |
| | (447,681) | 0 | (447,681) | (1.0) | Ptld Harbor pkg offset; included in target |
| | (68,238) | 0 | (68,238) | 0.0 | Reduce limited-term public involvement staff |
| | (10,338) | 0 | (10,338) | 0.0 | Part-time reduction for Sen Admin Spec |
| | 15,000 | 0 | 15,000 | 0.0 | O-T add for IS staff |
| | 2,823 | 0 | 2,823 | 0.0 | Customer service reclass |
| | 1 | 0 | 1 | 0.0 | Other Personal Services' adjustments |
| | 20,000 | 0 | 20,000 | 0.0 | SSI training carryover |
| | 16,056 | 0 | 16,056 | 0.0 | Poll grant in industrial waste |
| | 16,000 | 0 | 16,000 | 0.0 | Misc services adjustment for P-T reduction |
| | (3,358) | 0 | (3,358) | 0.0 | Other external M&S adjustments |
| | 10,646 | 0 | 10,646 | 0.0 | Increased I/A to Pollut. Control Lab |
| | (12,410) | 0 | (12,410) | 0.0 | Adjustment to I/A with Maintenance |
| | 16,505 | 0 | 16,505 | 0.0 | Other internal M&S adjustment |
| | 70,244 | 0 | 70,244 | 0.0 | CIP and capital adjustments |
| **Approved Budget Additions and Reductions** | | | | | |
| | 110,853 | 0 | 110,853 | 1.0 | Principal Engineer - West Side Tunnel project |
| | 0 | 0 | 0 | 1.0 | Convert Limited Term Technician 1 to Full-Time |
| | 230,645 | 0 | 230,645 | 0.0 | ASR I/A to Human Resources |
| | (874,405) | 0 | (874,405) | (10.0) | Reduce IT resources in bureau |
| | 874,405 | 0 | 874,405 | 0.0 | I/A to BIT for corporate IT services |
| | 18,000 | 0 | 18,000 | 0.0 | Technical correction of budget |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 86,535 | 0 | 86,535 | 1.0 | Add back ASR reduction of Sr. Fin. Analyst |
| | 68,340 | 0 | 68,340 | 1.0 | Program Manager - West Side Tunnel project |
| | 170,000 | 0 | 170,000 | 0.0 | I/A to Parks: Waterfront Master Plan revisions |
| | (238,340) | 0 | (238,340) | 0.0 | Offseting adjustments to capital outlay |
| | 276,781 | 0 | 276,781 | (10.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 155,249,620** | **456.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Environmental Remediation Division

## Overview

The Environmental Remediation Division provides for remediation 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.

# Overview of Programs

## Environmental Remediation

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.

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

## Environmental Remediation Division AU 150

SUMMARY OF DIVISION BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 11,883 | 9,829 | 27,309 | 0 | 0 |
| External Materials and Services | 3,462 | 3,664 | 10,682 | 0 | 0 |
| Internal Materials and Services | 113,345 | 106,552 | 150,350 | 186,074 | 186,074 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 128,690 | 120,045 | 188,341 | 186,074 | 186,074 |
| Capital Improvements | 90,347 | 21,246 | 365,000 | 365,000 | 365,000 |
| **TOTAL BUREAU EXPENDITURES** | **$ 219,037** | **$ 141,291** | **$ 553,341** | **$ 551,074** | **$ 551,074** |
| Allocated Overhead | 8,185 | 8,740 | 7,806 | 3,208 | 2,618 |
| **Total Cost with Allocated Overhead** | 227,222 | 150,031 | 561,147 | 554,282 | 553,692 |
| **RESOURCES** | | | | | |
| Environmental Remediation Fund | | 141,291 | 553,341 | 551,074 | 551,074 |
| 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 | | 141,291 | 553,341 | 551,074 | 551,074 |
| *Positions* | | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 141,291** | **$ 553,341** | **$ 551,074** | **$ 551,074** |
| *Positions* | | ***0*** | ***0*** | ***0*** | ***0*** |

## Environmental Remediation Division AU 150

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 10,100 | 8,731 | 14,837 | 0 | 0 |
| 514000 | Overtime | 0 | 61 | 0 | 0 | 0 |
| 517000 | Benefits | 3,468 | 3,662 | 12,472 | 0 | 0 |
| 518000 | Paid Absence | 0 | 1,479 | 0 | 0 | 0 |
| **Total Personnel Services** | | 13,568 | 13,933 | 27,309 | 0 | 0 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 75,546 | 5,032 | 40,000 | 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 | 16,578 | 15,774 | 10,682 | 0 | 0 |
| **Total External Materials and Services** | | 92,124 | 20,806 | 50,682 | 40,000 | 40,000 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 0 | 0 | 0 | 0 | 0 |
| 552000 | Printing & Distribution | 0 | 0 | 0 | 0 | 0 |
| 553000 | Facilities Services | 101,019 | 93,613 | 121,587 | 135,307 | 135,307 |
| 554000 | Communications Services | 0 | 0 | 0 | 0 | 0 |
| 555000 | Data Processing Services | 0 | 0 | 1,476 | 1,352 | 1,352 |
| 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 | 12,326 | 12,939 | 27,287 | 49,415 | 49,415 |
| **Total Internal Materials and Services** | | 113,345 | 106,552 | 150,350 | 186,074 | 186,074 |
| **Total Materials and Services** | | 205,469 | 127,358 | 201,032 | 226,074 | 226,074 |
| **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** | | **$ 219,037** | **$ 141,291** | **$ 553,341** | **$ 551,074** | **$ 551,074** |

## Environmental Remediation Division AU 150

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 3359 | Public Works Project Manager | 0 | 0 | 0 | 14,837 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **0** | **0** | **0** | **$ 14,837** | **0** | **$ 0** | **0** | **$ 0** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 552,018 | 0 | 552,018 | 0.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (72) | 0 | (72) | 0.0 | BIT ASR reductions - I/A |
| | (872) | 0 | (872) | 0.0 | Facilities ASR reductions - I/A |
| **Approved Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | (944) | 0 | (944) | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 551,074** | **0.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Bureau of Water Works

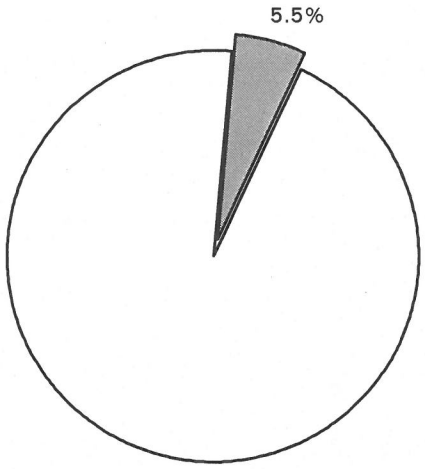
Public Utilities Service Area

Erik Sten, Commissioner-in-Charge

Mort Anoushiravani, Interim Administrator

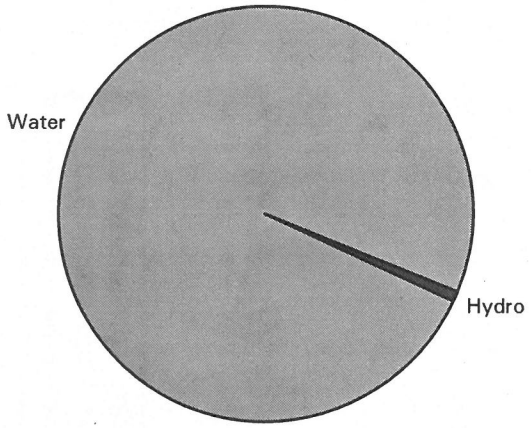
**Percent of City Budget**

**Water = $79.5 Million**




**City Budget = $1.45 Billion**

**Bureau Divisions**

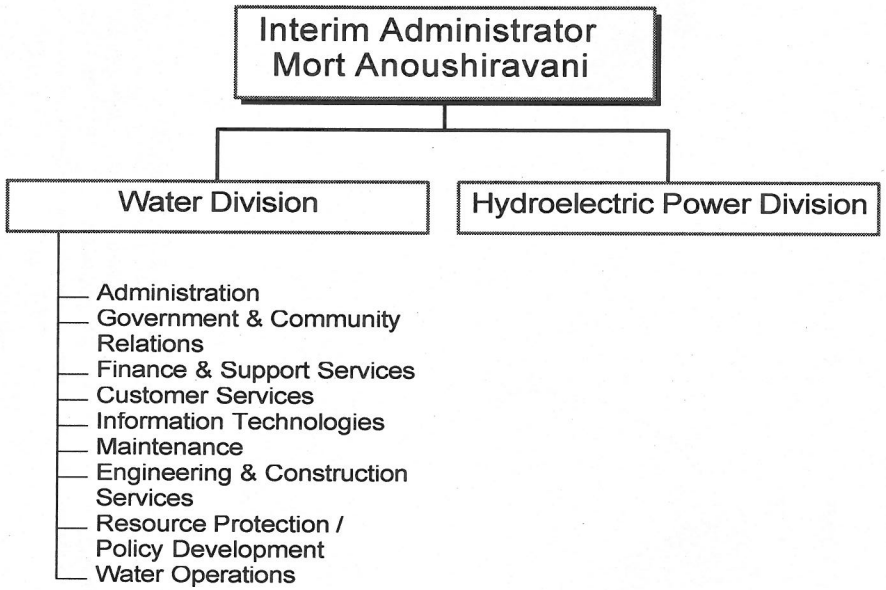



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 53,075,838 | 53,476,368 | 400,530 | -3.4% |
| Capital | 29,920,320 | 26,024,000 | -3,896,320 | -16.6% |
| Allocated Overhead Costs | 1,888,916 | 1,962,427 | 73,511 | -0.4% |
| **Total Cost with Allocated Overhead** | **$ 84,885,074** | **$ 81,462,795** | **$ -3,422,279** | **-8.0%** |
| Authorized Full-Time Positions | 546 | 531 | -15 | -6.7% |

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.

## Bureau Highlights

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

### Water Division

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.

*The Water Bureau serves 830,000 people.*

Approximately 830,000 people (more than one-quarter of the state's population) are served by the Water Division on either a retail or wholesale basis. The Division's 163,100 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, private water companies and a people's utility district. Water sales revenue is composed of 80 percent from retail customers and 20 percent from wholesale contracts.

*A Business Plan is currently being developed.*

The Bureau has developed a Strategic Plan and is currently developing a related Business Plan with extensive involvement of Bureau personnel. The Strategic Plan is 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.

**FY 2001-02 Adopted Budget**

The Water Division's FY 2001-02 Adopted Budget is $78,787,044 with an operating budget of $52,763,044 and a Capital Improvement Program (CIP) budget of $26,024,000.

*Operating budget increased about $400,000 or 0.8%.*

***Water Operating Budget:*** The budget of $52,763,044 is an increase of $379,780 from the FY 2000-01 Revised Budget. This slight increase is the net result of several increases and decreases which are listed in the Overview.

The Division's budget was reduced by approximately $500,000 as a result of the City's Administrative Services Review. In addition to the budget reduction, 13 positions transferred to other City bureaus and one was eliminated.

In addition to the Administrative Services Review changes, one position was eliminated as part of work process restructuring. Full-time positions now total 528, a reduction of 15 positions from the FY 2000-01 total of 543.

*CIP budget decreased about $3.9 million or 13%.*

***Water CIP Budget:*** The budget of $26,024,000 reflects a decrease of $3,896,320 from the FY 2000-01 Revised Budget. Major reductions were made from the original budget request to help address rate reduction requirements.

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

### Rate Increase

*Rate increase is 6.9%.*

The overall average effective rate increase is 6.9 percent for FY 2001-02.

### Division Website

Additional 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 on-going operation of the City's Portland Hydroelectric Project (PHP).

The FY 2001-02 Adopted Budget for the Hydroelectric Power Division is $713,324. 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 for a necessary repair project at the PHP.

*$150,000 of Hydropower profits will be transferred to the General Fund.*

In FY 2001-02, the Hydroelectric Power Division will transfer $150,000 from the Hydropower Operating Fund to the General Fund to be used for other City needs.

# General Description

## Bureau Overview

### Water Division

*Water Division comprised of nine operating groups.*

The Water Division is comprised of nine operating groups: Administration, Government and Community Relations, Finance and Support Services, Customer Services, Information Technologies, Maintenance, Engineering and Construction Services, Water Operations, and Resource Protection / Policy Development.

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, located in the Bull Run Watershed, 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 address the following major issues during FY 2001-02:

**Customer Information and Billing System**

Work with staff and consultants to have a stable and fully functional customer information and billing system.

**Operations and Maintenance Cost Reduction**

Achieve a 15% to 30% reduction in operations and maintenance costs for the entire division within five years.

**Wholesale Contract Renewal**

Adopt new wholesale contracts by Portland and public wholesale agencies.

**Utility Relocation Reimbursement**

Obtain clarification from City Council on how relocation costs will be paid.

**Aquifer Storage and Recovery**

Obtain City Council approval of action to implement the most sound approach to this issue.

**Wellfield Litigation**

Resolve the wellfield contamination lawsuit.

**Business Planning**

Adopt and implement the division's Strategic Plan and related Business Plan.

**Conservation Plan**

Develop a retail service area Conservation Plan which will support future decisions on resources, infrastructure, conservation rates, and other related customer services such as monthly billing and AMR.

**Regional Water Supply Plan**

Prepare a revised Regional Water Supply Plan for consideration and adoption by the 24 members of the Regional Water Providers consortium in 2003.

**Groundwater Protection Program**

Further reduce the risk to groundwater from land use activities and future development.

**Bull Run Management Roles and Responsibilities**

Use a multi-party, collaborative, consensus-based approach to reach agreement on long-term stewardship of the Bull Run watershed, roles and responsibilities of the City and the Forest Service, and effective forums for public involvement and participation.

### 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

The Administrative Services Review process resulted in a net reduction of $522,106 in division costs. As part of this review, 14 positions have been reduced from the division's budget. Eleven positions transferred to the Bureau of Information Technology, two to Human Resources and one position was eliminated. Another position was eliminated as part of work process restructuring.

### Hydroelectric Power Division

The Hydroelectric Power Division had one decision package approved for FY 2001-02 will fund a necessary overhaul of the generator in the Portland Hydroelectric Project's Powerhouse No.1.

## FUNDING SOURCES

### Water Division

The major funding source for the Water Division is through customer rates which generate about $64.5 million. Of this, $46.5 million is from inside city commodity rates, $15.0 million from outside city wholesale commodity rates, $2.7 million from customer service charges, and $300,000 from customer late charges. Other major forms of revenue include interest earnings ($600,000), charges for new services and mains ($2 million) sewer billing and collection services for the Bureau of Environmental Services ($5.3 million), and miscellaneous revenues ($1.9 million).

#### Water Rates

*Average effective retail rates will increase 6.9%.*

The average effective retail rate increase is 6.9 percent for FY 2001-02. The typical residential customer (using 800 cubic feet per month) will pay $13.43 per month. The rate schedule reflects the second year of rate reform. Without rate reform, the typical residential customer would have paid $15.99, or $2.56 higher than the adopted rate. Specified details of the Division's rate structure has been included in the FY 2001-02 rate ordinance.

A fixed low-income discount program is available to qualified single family residential customers. This amount is 30% of a typical low income bill, or $32.40 per year. An anticipated expanded low-income utility bill assistance program for low-income housing provided by non-profit housing agencies totals about $240,000.

Portland's monthly bill continues to remain among the lowest in the region.

#### Financial Plan

The Water Division's annual Financial Plan includes discussion on financial issues facing the division. This plan includes background on rates, the capital plan, operations and maintenance costs, and major issues that will 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

The Water Division'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.

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.

## Management Goals & Objectives

### Water Division Goal

The Water Division's operating goal is to ensure 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 2001-02

The Water Division has recently adopted a Strategic Plan and related Business Plan. This review has resulted in the following Critical Business Issues that will be addressed during FY 2001-02:

- How to attract, develop and retain the right people at the right time for the right work, given workforce turnover, new regulations, changing technology, shifting workloads, and demands for competitiveness.
- How to operate on a contractual basis across division functions to establish a framework for performance accountability at all levels.
- How to build and maintain customer trust and confidence by improving service quality at all customer interface opportunities.
- How to generate economies and efficiencies in the 15 to 30% range over five years to ensure we can demonstrate competitiveness at comparable levels of service with alternative providers, and generate funding for capital improvements.

### Hydroelectric Power Division Objectives for FY 2001-02

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 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 initiatives will be pursued by the Division during FY 2001-02:

- Resolution #35994, passed by City Council on April 25, 2001, endorsed the development of a regional water entity. The Water Division and commissioner-in-charge are directed to work with metropolitan area elected officials and water agencies to study the interest in and feasibility of creating such an entity. A report is due to City Council no later than September 15, 2001.
- A citizen panel has been appointed to review Bull Run water treatment options. This panel will provide a recommendation for treatment technology and a site to best meet the community's needs for a safe and reliable water supply.
- The Division will develop Endangered Species Act (ESA) and Clean Water Act Compliance (CWA) regulatory compliance plans for activities in the Bull Run / Sandy watershed.
- The Division's 10-year CIP includes a baseline capital program as well as two preliminary, more aggressively timed 10-year alternatives. These Alternative Capital Programs (ACPs) were developed from work over the last several years and reflects a comprehensive understanding of the 20-30 year future funding needs for both operations and capital necessary to address evolving environmental management and system infrastructure issues.

## Council Priorities

### Council Issues and Priorities

*The division's budget addresses 11 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.

**Future Focus**

The Water Division is a participant in implementing the Future Focus' Managing Growth Action Plan. The Division has implemented a water conservation program and is considering options to enhance the program in the future.

**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.*

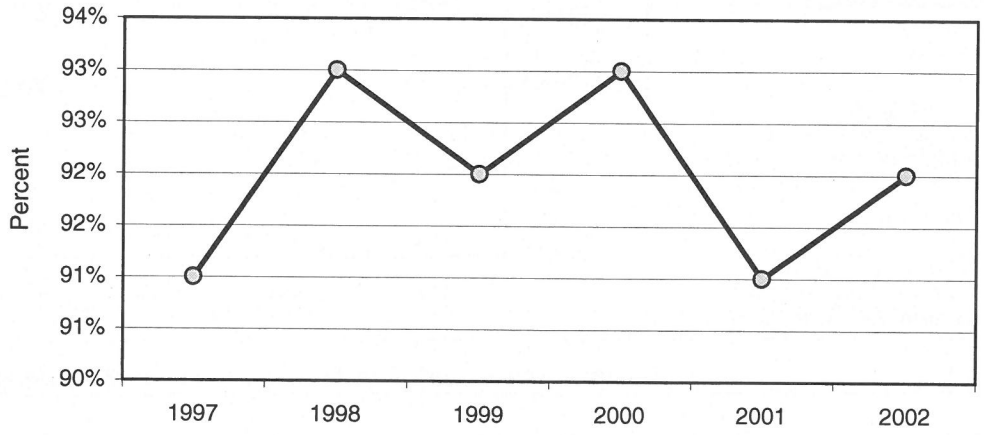
## BUDGET NOTES

Billing System Savings: The Water Bureau will identify the cost savings and improvements anticipated due to the new customer information system (CIS) and call center technology enhancements and present this information for Council review within six months of project completion.

# Performance Measures

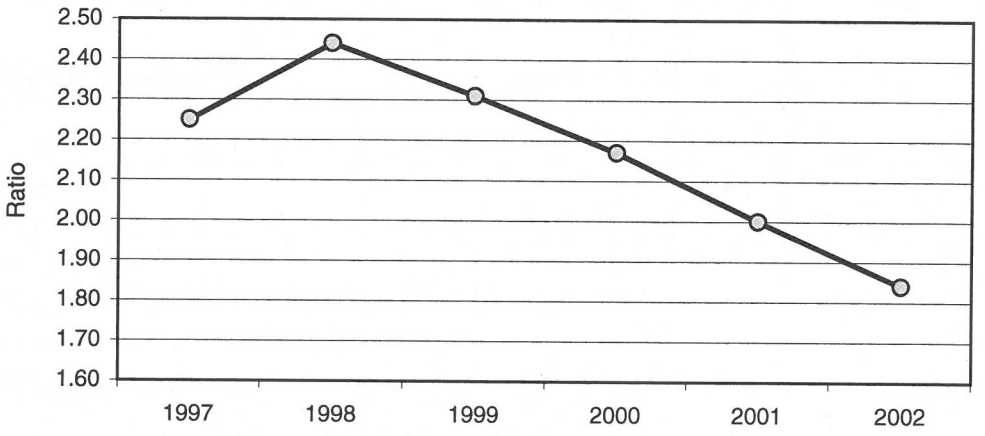
## Customer Water Service Rating

- The percentage in 1998, 1999, and 2000 was consistently at the 92% to 93% range. Projected percentage for 2001 is 91%.
- The bureau anticipates a consistent rate of 92% in future yearrs.
- Figures are derived from the City Auditor's annual S.E.A. Report.



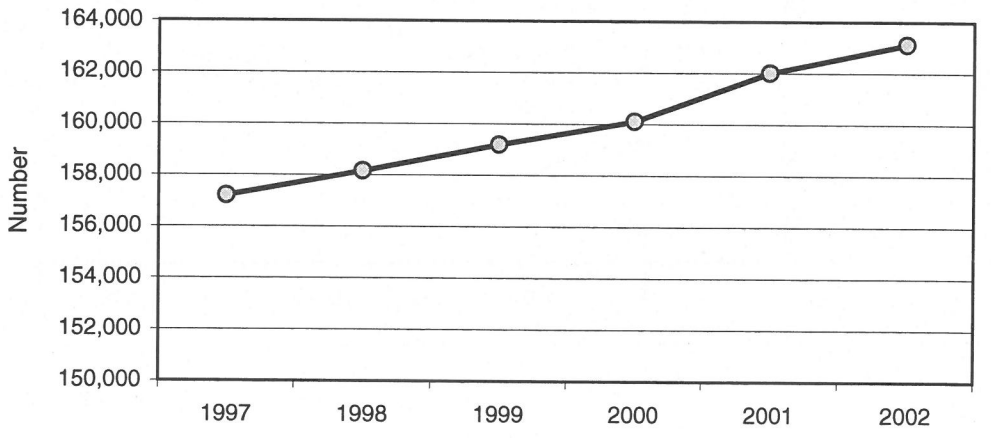

## Debt Coverage Ratio maintained

- 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 1.84 in FY 2002.



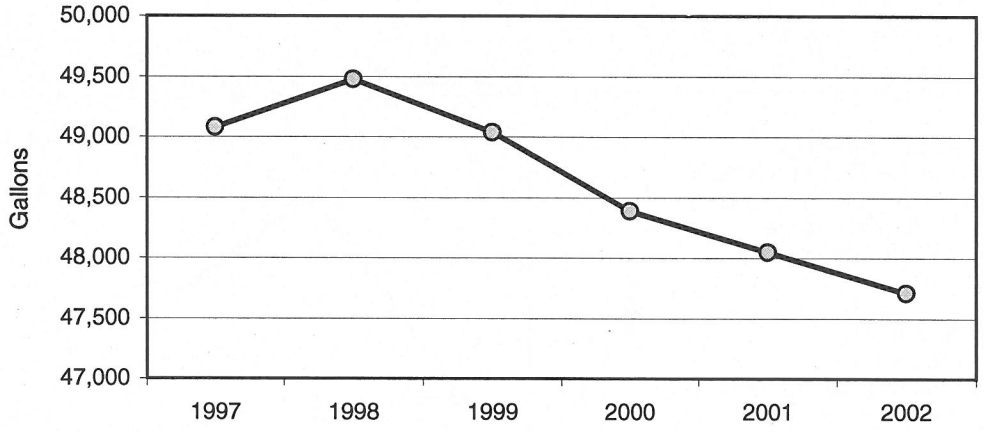

## Number of active accounts

- The number of accounts have increased from 158,141 in 1998 to 160,100 in 2000 and is projected to be 163,100 in 2002. This represents an average annual increase of 0.8% over the four year period.
- Future years are projected to increase at a rate of about 0.7% per year.

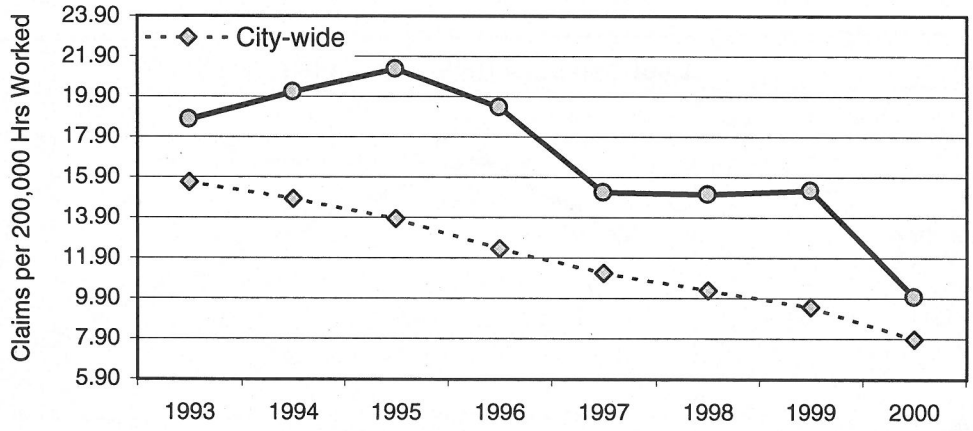


## Annual per capita water usage

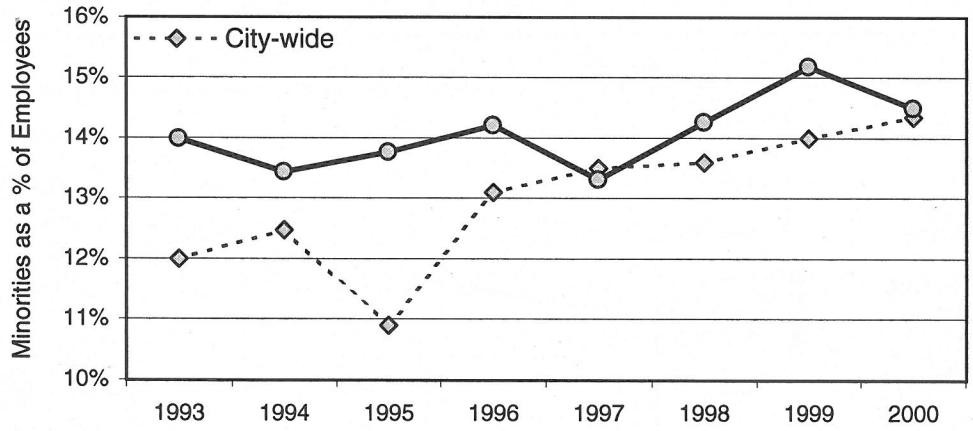
- Per capita water consumption went down from 49,477 gallons in 1998 to 48,386 in 2000 - an average annual reduction of 1.1 percent.
- Future year's consumption is anticipated to decrease 0.7 percent per year.
- Figures are derived from the City Auditor's annual S.E.A. Report.




## 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 | Actual FY 1999–00 | Yr End Est. 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% | 27.0% | | |
| Minority Employees as a Percent of Total | 12.8% | 13.8% | 14.7% | 14.5% | | |
| **Hydroelectric Power Division** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.00 | $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 | 88,211 | 59,200 | 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 | 25.36 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 15.14 | 15.03 | 15.22 | 9.95 | | |
| Fleet Claims per 100,000 Miles Driven | 2.11 | 1.60 | 1.50 | 1.20 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $4,504 | $2,961 | $2,670 | $3,920 | | |
| General Liability Claims Cost per $100 Payroll | $0.43 | $0.42 | $0.36 | $0.92 | | |
| Worker's Comp Claims Cost per $100 Payroll | $1.29 | $0.85 | $1.42 | $0.88 | | |
| **Administration Program** | | | | | | |
| **Workload** | | | | | | |
| Annual and Statistical Reports | 1 | 2 | 2 | 1 | 2 | 2 |
| **Effectiveness** | | | | | | |
| Customers rating water service as satisfactory or better | 91% | 93% | 92% | 93% | 91% | 92% |
| **Efficiency** | | | | | | |
| Operating cost per capita | $60 | $57 | $61 | $64 | $62 | $61 |
| **Finance Program** | | | | | | |
| **Workload** | | | | | | |
| Debt Coverage Ratio | 2.25 | 2.44 | 2.31 | 2.17 | 2.00 | 1.84 |
| **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 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **Customer Services Program** | | | | | | |
| **Workload** | | | | | | |
| Active accounts | 157,189 | 158,141 | 159,177 | 160,100 | 162,000 | 163,100 |
| **Effectiveness** | | | | | | |
| Favorable user response to the Customer Services Survey | 84% | 87% | 90% | 88% | 92% | 92% |
| **Efficiency** | | | | | | |
| Change in average monthly residential water bill | 3.1% | -2.7% | 3.4% | 3.8% | -10.0% | 6.9% |
| **Water Distribution Program** | | | | | | |
| **Workload** | | | | | | |
| Capital Improvement Plan implemented | 89% | 84% | 85% | 99% | 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 | 767,928 | 786,873 | 795,168 | 773,171 | 785,000 | 800,000 |
| **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 (gallons) | 49,079 | 49,477 | 49,039 | 48,386 | 48,047 | 47,710 |
| **Water Quality Program** | | | | | | |
| **Workload** | | | | | | |
| Number of city maintained backflow devices tested | 685 | 607 | 660 | 694 | 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 | 82 | 110 | 110 |

## Bureau of Water Works AU

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 27,118,690 | 28,932,509 | 30,267,706 | 31,568,948 | 30,538,372 |
| External Materials and Services | 11,080,128 | 11,923,434 | 10,964,546 | 11,339,474 | 11,069,619 |
| Internal Materials and Services | 7,586,747 | 9,033,953 | 9,294,036 | 9,267,506 | 10,605,777 |
| Minor Capital Outlay | 3,463,910 | 1,765,709 | 2,543,550 | 1,327,563 | 1,249,600 |
| Equipment Cash Transfers | 9,360 | 6,750 | 6,000 | 13,000 | 13,000 |
| **Total Operating Budget** | 49,258,835 | 51,662,355 | 53,075,838 | 53,516,491 | 53,476,368 |
| Capital Improvements | 24,544,396 | 27,915,789 | 29,920,320 | 29,854,000 | 26,024,000 |
| **TOTAL BUREAU EXPENDITURES** | **$ 73,803,231** | **$ 79,578,144** | **$ 82,996,158** | **$ 83,370,491** | **$ 79,500,368** |
| Allocated Overhead | 1,617,829 | 1,980,509 | 1,888,916 | 2,298,921 | 1,962,427 |
| **Total Cost with Allocated Overhead** | 75,421,060 | 81,558,653 | 84,885,074 | 85,669,412 | 81,462,795 |
| **RESOURCES** | | | | | |
| **Discretionary Revenues** | | | | | |
| Water Operating Fund | | 73,005,332 | 76,158,254 | 76,275,149 | 72,656,669 |
| Hydroelectric Power Fund | | 0 | 0 | 0 | 0 |
| **Total Discretionary Revenues** | | 73,005,332 | 76,158,254 | 76,275,149 | 72,656,669 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations - Water | | 355,680 | 337,500 | 337,500 | 175,000 |
| Contract Revenues - Water | | 225,000 | 275,000 | 275,000 | 275,000 |
| Contract Revenues - Hydro | | 470,742 | 648,015 | 663,967 | 666,824 |
| Interagency Revenues - Water | | 5,473,390 | 5,532,889 | 5,772,375 | 5,680,375 |
| Interagency Revenues - Hydro | | 48,000 | 44,500 | 46,500 | 46,500 |
| Overhead Revenues | | 0 | 0 | 0 | 0 |
| **Total Non-Discretionary Revenues** | | 6,572,812 | 6,837,904 | 7,095,342 | 6,843,699 |
| **TOTAL RESOURCES** | | **$ 79,578,144** | **$ 82,996,158** | **$ 83,370,491** | **$ 79,500,368** |
| 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** | | | | | |
| Water Division | | 79,152,356 | 82,303,584 | 82,660,024 | 78,787,044 |
| *Positions* | | *532* | *543* | *540* | *528* |
| Hydroelectric Power Division | | 425,788 | 692,574 | 710,467 | 713,324 |
| *Positions* | | *3* | *3* | *3* | *3* |
| **TOTAL DIVISIONS** | | **$ 79,578,144** | **$ 82,996,158** | **$ 83,370,491** | **$ 79,500,368** |
| *Positions* | | ***535*** | ***546*** | ***543*** | ***531*** |
| *General Fund Discretionary Positions* | | ***0*** | ***0*** | ***0*** | ***0*** |

| | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|
| **PROGRAMS** | | | | |
| **WATER DIVISION** | | | | |
| Administration Program | 3,987,099 | 4,663,980 | 5,787,999 | 4,592,455 |
| *Positions* | *8* | *10* | *11* | *11* |
| Finance Program | 7,039,359 | 6,036,908 | 5,590,796 | 5,753,667 |
| *Positions* | *42* | *42* | *38* | *27* |
| Customer Services Program | 8,548,073 | 7,774,075 | 7,219,046 | 7,803,184 |
| *Positions* | *92* | *93* | *91* | *91* |
| Water Distribution Program | 30,189,492 | 31,404,204 | 31,593,792 | 29,850,549 |
| *Positions* | *282* | *288* | *289* | *288* |
| Water Supply Program | 21,808,522 | 22,754,189 | 18,889,319 | 17,100,505 |
| *Positions* | *61* | *60* | *60* | *60* |
| Water Quality Program | 7,579,811 | 9,670,228 | 13,579,072 | 13,686,684 |
| *Positions* | *47* | *50* | *51* | *51* |
| **TOTAL PROGRAMS** | **$ 79,152,356** | **$ 82,303,584** | **$ 82,660,024** | **$ 78,787,044** |
| *Positions* | ***532*** | ***543*** | **540** | **528** |
| **HYDROELECTRIC POWER DIVISION** | | | | |
| Hydroelectric Power Administration | 425,788 | 692,574 | 710,467 | 713,324 |
| *Positions* | *3* | *3* | *3* | *3* |
| **TOTAL PROGRAMS** | **$ 425,788** | **$ 692,574** | **$ 710,467** | **$ 713,324** |
| *Positions* | ***3*** | ***3*** | **3** | **3** |

# Water Division

## Overview

### FY 2001-02 Adopted Budget

The Water Division's FY 2001-02 Adopted Budget is $78,787,044. The budget consists of an operating budget of $52,763,044 and a Capital Improvement Program (CIP) budget of $26,024,000.

*Operating budget increased about $400,000 or 0.8%.*

***Water Operating Budget:*** This budget of $52,763,044 is an increase of $379,780 from the FY 2000-01 Revised Budget of $52,383,264. This minor increase is a net of several factors:

- An increase of approximately $400,000 for the Bureau of Human Resources inter-agency. (This cost is offset by a reduction in General Fund Overhead, which is a fund level requirement).
- An increase in personal services costs of approximately $1.1 million for COLA adjustments.
- An increase in part-time staff of approximately $300,000.
- An increase in operating costs of approximately $600,000 attributable to inflation.
- A decrease of about $522,106 related to the City's Administrative Services Review decisions.
- One position was eliminated as part of work process restructuring.
- A decrease of about $1.3 million for capital equipment requirements.

Full-time positions now total 528, down from the FY 2000-01 total of 543 positions.

*CIP budget has decreased about $4,000,000 or 13%.*

***Water CIP Budget:*** This budget of $26,024,000 reflects a decrease of $3,896,320 from the FY 2000-01 Revised Budget of $29,920,320. Major reductions were made from the original budget request to help address rate reduction 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.

## 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.

The forecasted retail demand reduction of 2.7 percent is based upon ongoing successful conservation efforts and a slowing of the local economy.

### Finance

*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

The Administrative Review Process resulted in a net reduction of $425,640 in division costs. As part of that review, eleven positions transferred to the Bureau of Information Technology, two positions transferred to the Bureau of Human Resources, and one position was eliminated. With the staff transfers, there is a corresponding increase in interagency costs to cover salary costs.

The Planning section transferred from the Water Operations Group to the Government and Community Relations Group.

The Water Resources Management Group was reorganized into the Water Operations Group and the Resource Protection / Policy Development 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

*Administration Group provides overall planning and direction.*

The Administrator's Office is responsible for overall and long-range planning, leadership, 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, planning on major issues, urban services, customer demand analysis, Regional Water Provider's Consortium, 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 Services 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 bureau staff in the Portland Building.

### Information Technologies Group

This group is responsible for the central information processing infrastructure for the bureau. Under the direction of the Bureau of Information Technology, these duties include administration of bureau-wide network and operating systems, troubleshooting support for all servers, workstations, and office automation software, facilitation of shared equipment funds, and facilitation of hardware and software purchasing. This group provides direction to the Water Bureau's Applications Support section who support interfaces to city financial and personnel systems, and other bureau-specific software. The group also provides direction to the Water Bureau Data Operations section.

## CUSTOMER SERVICES PROGRAM

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

### Customer Services Group

This group provides billing and collection services for City water, sewer, and stormwater systems. Work responsibility includes establishment of new accounts, close out of terminated accounts, bill generation, payment application, and response to customer inquiries, and collection of unpaid accounts. A new Customer Information System (CIS) is being implemented.

### Maintenance Group

This group includes meter reading, inspection, and meter shop sections which perform all field activities for the Customer Services 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 repair, operation and maintenance of the distribution system including direct services and related support for control valves, meters, fire hydrants, grounds maintenance, welding and carpenter shop services, and purchasing and stores operation. This group also has responsibility for installing new facilities including meters, hydrants, fountains, and CIP work. The bureau's two apprentice programs are managed by this group.

### 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 Operations Group.

### Water Operations Group

*This section plans and implements the preventive maintenance program.*

This group 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 treatment facilities, pressure regulators, and the Water Control Center. This group plans and implements the preventive maintenance program for the water supply system.

## WATER QUALITY PROGRAM

The Water Quality Program comprises portions of the Water Operations Group and the Resource Protection / Policy Development Group:

### Water Operations Group

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

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 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.

**Resource Protection / Policy Development Group**

This group is responsible for watershed and groundwater resource management and coordination with federal and state agencies.

## Water Division AU 180

### SUMMARY OF DIVISION BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 26,884,343 | 28,693,527 | 30,031,423 | 31,325,828 | 30,295,252 |
| External Materials and Services | 11,062,772 | 11,875,527 | 10,660,246 | 11,029,674 | 10,759,819 |
| Internal Materials and Services | 7,443,824 | 8,895,054 | 9,142,045 | 9,109,959 | 10,445,373 |
| Minor Capital Outlay | 3,463,910 | 1,765,709 | 2,543,550 | 1,327,563 | 1,249,600 |
| Equipment Cash Transfers | 9,360 | 6,750 | 6,000 | 13,000 | 13,000 |
| **Total Operating Budget** | 48,864,209 | 51,236,567 | 52,383,264 | 52,806,024 | 52,763,044 |
| Capital Improvements | 24,544,396 | 27,915,789 | 29,920,320 | 29,854,000 | 26,024,000 |
| **TOTAL BUREAU EXPENDITURES** | **$ 73,408,605** | **$ 79,152,356** | **$ 82,303,584** | **$ 82,660,024** | **$ 78,787,044** |
| Allocated Overhead | 1,559,235 | 1,919,949 | 1,831,917 | 2,242,278 | 1,910,288 |
| **Total Cost with Allocated Overhead** | 74,967,840 | 81,072,305 | 84,135,501 | 84,902,302 | 80,697,332 |
| **RESOURCES** | | | | | |
| Water Fund | | 79,152,356 | 82,303,584 | 82,660,024 | 78,787,044 |
| 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 | | 3,987,099 | 4,663,980 | 5,787,999 | 4,592,455 |
| *Positions* | | *8* | *10* | *11* | *11* |
| Finance Program | | 7,039,359 | 6,036,908 | 5,590,796 | 5,753,667 |
| *Positions* | | *42* | *42* | *38* | *27* |
| Customer Services Program | | 8,548,073 | 7,774,075 | 7,219,046 | 7,803,184 |
| *Positions* | | *92* | *93* | *91* | *91* |
| Water Distribution Program | | 30,189,492 | 31,404,204 | 31,593,792 | 29,850,549 |
| *Positions* | | *282* | *288* | *289* | *288* |
| Water Supply Program | | 21,808,522 | 22,754,189 | 18,889,319 | 17,100,505 |
| *Positions* | | *61* | *60* | *60* | *60* |
| Water Quality Program | | 7,579,811 | 9,670,228 | 13,579,072 | 13,686,684 |
| *Positions* | | *47* | *50* | *51* | *51* |
| **TOTAL PROGRAMS** | | **$ 79,152,356** | **$ 82,303,584** | **$ 82,660,024** | **$ 78,787,044** |
| *Positions* | | ***532*** | ***543*** | ***540*** | ***528*** |

## Water Division AU 180

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 18,065,395 | 19,494,520 | 24,634,523 | 25,664,019 | 24,934,281 |
| 512000 | Part-Time Employees | 1,205,440 | 1,300,161 | 553,206 | 985,486 | 954,088 |
| 514000 | Overtime | 1,317,368 | 1,129,187 | 632,255 | 989,756 | 979,403 |
| 515000 | Premium Pay | 172,315 | 202,365 | 124,851 | 159,869 | 151,781 |
| 517000 | Benefits | 8,564,249 | 9,091,019 | 9,443,778 | 9,744,498 | 9,485,829 |
| 518000 | Paid Absence | 3,891,869 | 4,027,006 | 0 | 0 | 0 |
| **Total Personnel Services** | | 33,216,636 | 35,244,258 | 35,388,613 | 37,543,628 | 36,505,382 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 7,410,400 | 8,755,380 | 8,171,830 | 8,718,100 | 7,401,950 |
| 522000 | Utilities | 1,441,661 | 1,631,173 | 1,508,000 | 1,734,160 | 1,707,160 |
| 523000 | Equipment Rental | 32,373 | 47,723 | 31,550 | 31,800 | 31,800 |
| 524000 | Repair & Maintenance Services | 997,395 | 893,834 | 836,748 | 1,090,439 | 1,089,539 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 1,921,220 | 2,330,650 | 1,205,600 | 1,220,400 | 1,215,400 |
| 531000 | Office Supplies | 0 | 0 | 0 | 0 | 0 |
| 532000 | Operating Supplies | 6,733,513 | 6,457,774 | 4,912,201 | 5,300,447 | 5,114,047 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 0 | 1,686 | 0 | 0 | 0 |
| 535000 | Clothing & Uniforms | 41,521 | 40,719 | 51,700 | 48,300 | 48,500 |
| 539000 | Other Commodities External | 19,681 | 29,134 | 16,000 | 21,890 | 21,890 |
| 541000 | Education | 339,925 | 300,080 | 396,699 | 403,009 | 292,218 |
| 542000 | Local Travel | 5,969 | 8,167 | 7,400 | 8,750 | 8,750 |
| 543000 | Out-of-Town Travel | 194,692 | 200,137 | 206,708 | 233,583 | 151,769 |
| 544000 | Space Rental | 9,545 | 11,136 | 10,550 | 10,400 | 10,400 |
| 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 | 656,215 | 595,411 | 253,670 | 389,096 | 201,296 |
| **Total External Materials and Services** | | 19,804,110 | 21,303,004 | 17,608,656 | 19,210,374 | 17,294,719 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 1,586,282 | 1,886,178 | 1,688,765 | 1,732,561 | 1,732,561 |
| 552000 | Printing & Distribution | 887,798 | 1,008,493 | 997,319 | 987,979 | 987,979 |
| 553000 | Facilities Services | 1,310,388 | 1,550,435 | 2,608,766 | 1,575,371 | 1,575,371 |
| 554000 | Communications Services | 1,191,101 | 1,534,992 | 1,225,056 | 1,328,869 | 1,328,869 |
| 555000 | Data Processing Services | 990,309 | 992,647 | 1,105,453 | 1,076,002 | 2,058,227 |
| 556000 | Insurance | 727,895 | 877,694 | 949,623 | 967,007 | 967,007 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 2,388,680 | 3,127,660 | 2,621,079 | 2,653,370 | 2,979,829 |
| **Total Internal Materials and Services** | | 9,082,453 | 10,978,099 | 11,196,061 | 10,321,159 | 11,629,843 |
| **Total Materials and Services** | | 28,886,563 | 32,281,103 | 28,804,717 | 29,531,533 | 28,924,562 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 207,439 | 310,915 | 0 | 555,900 | 536,900 |
| 562000 | Buildings | 0 | 403,688 | 0 | 140,000 | 140,000 |
| 563000 | Improvements | 5,901,488 | 8,856,637 | 15,412,604 | 13,468,800 | 11,338,000 |
| 564000 | Capital Equipment | 5,171,151 | 2,016,521 | 2,648,250 | 1,382,763 | 1,304,800 |
| 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** | | 11,280,078 | 11,587,761 | 18,060,854 | 15,547,463 | 13,319,700 |
| 573000 | Equipment Cash Transfers | 9,360 | 6,750 | 6,000 | 13,000 | 13,000 |
| 576000 | Minor Equipment Transfers | 15,968 | 32,484 | 43,400 | 24,400 | 24,400 |
| **TOTAL DIVISION EXPENSES** | | **$ 73,408,605** | **$ 79,152,356** | **$ 82,303,584** | **$ 82,660,024** | **$ 78,787,044** |

## Water Division AU 180

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 514 | Accountant I | 3 | 3 | 3 | 100,364 | 3 | 100,941 | 3 | 100,941 |
| 515 | Accountant II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 516 | Accountant III | 0 | 0 | 1 | 50,336 | 1 | 49,603 | 1 | 49,603 |
| 530 | Accounting Supervisor I | 2 | 1 | 1 | 57,491 | 0 | 0 | 0 | 0 |
| 531 | Accounting Supervisor II | 5 | 5 | 5 | 278,595 | 4 | 214,510 | 4 | 214,510 |
| 532 | Accounting Supervisor III | 0 | 0 | 0 | 0 | 1 | 69,555 | 1 | 69,555 |
| 510 | Accounting Technician | 1 | 1 | 2 | 66,186 | 1 | 34,320 | 1 | 34,320 |
| 819 | Administrative Assistant | 4 | 2 | 2 | 98,592 | 2 | 102,252 | 2 | 102,252 |
| 926 | Administrative Services Manager | 0 | 1 | 1 | 67,080 | 1 | 73,029 | 1 | 73,029 |
| 920 | Administrative Supervisor I | 0 | 3 | 4 | 192,351 | 4 | 205,829 | 4 | 205,829 |
| 922 | Administrative Supervisor II | 1 | 1 | 1 | 54,621 | 0 | 0 | 0 | 0 |
| 924 | Administrative Supervisor III | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2532 | Applications Analyst II | 2 | 2 | 3 | 150,703 | 3 | 159,368 | 3 | 159,368 |
| 2533 | Applications Analyst III | 0 | 5 | 5 | 291,977 | 5 | 311,883 | 4 | 255,092 |
| 2534 | Applications Analyst IV | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 826 | Assistant Financial Analyst | 1 | 1 | 1 | 51,877 | 1 | 53,810 | 1 | 53,810 |
| 962 | Assistant Program Specialist | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1311 | Automotive Equipment Operator I | 14 | 14 | 13 | 484,263 | 13 | 500,952 | 13 | 500,952 |
| 1313 | Automotive Equipment Operator II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1314 | Automotive Equipment Operator II | 0 | 0 | 2 | 78,542 | 2 | 81,494 | 2 | 81,494 |
| 1709 | Backflow Program Coordinator | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 928 | Bureau Administrative Manager | 1 | 1 | 1 | 74,318 | 0 | 0 | 0 | 0 |
| 3132 | CADD Manager | 1 | 1 | 1 | 49,878 | 1 | 51,730 | 1 | 51,730 |
| 1420 | Carpenter | 6 | 6 | 6 | 250,763 | 6 | 260,081 | 6 | 260,081 |
| 3285 | Chemist | 1 | 1 | 1 | 48,671 | 1 | 50,482 | 1 | 50,482 |
| 3171 | Chief Engineer | 2 | 2 | 2 | 173,306 | 2 | 179,712 | 2 | 179,712 |
| 3236 | Chief Planner | 1 | 1 | 1 | 74,318 | 0 | 0 | 0 | 0 |
| 114 | Clerical Specialist | 8 | 8 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1410 | Concrete Finisher | 2 | 2 | 2 | 84,148 | 2 | 87,276 | 2 | 87,276 |
| 1316 | Construction Equip Operator II | 14 | 14 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1315 | Construction Equipment Operator | 1 | 1 | 15 | 619,821 | 15 | 649,590 | 15 | 649,590 |
| 131 | Customer Accounts Specialist I | 31 | 31 | 30 | 1,051,823 | 30 | 1,082,507 | 30 | 1,082,507 |
| 132 | Customer Accounts Specialist II | 4 | 4 | 4 | 156,248 | 4 | 161,992 | 4 | 161,992 |
| 2512 | Data Processing Analyst/Operator | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 943 | Economist II | 2 | 2 | 2 | 141,232 | 2 | 146,474 | 1 | 73,237 |
| 1455 | Electrical Supervisor | 1 | 1 | 1 | 60,570 | 1 | 62,816 | 1 | 62,816 |
| 1453 | Electrician | 4 | 4 | 4 | 209,196 | 4 | 216,904 | 4 | 216,904 |
| 3164 | Engineer | 4 | 4 | 4 | 253,184 | 4 | 258,046 | 4 | 258,046 |
| 3153 | Engineering Associate | 3 | 4 | 4 | 196,472 | 4 | 211,323 | 4 | 211,323 |
| 3165 | Engineering Surveying Manager | 1 | 1 | 1 | 70,616 | 1 | 73,237 | 1 | 73,237 |
| 2010 | Environmental Services Manager | 2 | 1 | 1 | 78,229 | 1 | 63,502 | 1 | 63,502 |
| 3194 | Environmental Specialist | 4 | 5 | 6 | 346,433 | 6 | 365,635 | 6 | 365,635 |
| 1115 | Facilities Maintenance Tech | 1 | 1 | 1 | 40,779 | 1 | 42,318 | 1 | 42,318 |
| 827 | Financial Analyst | 4 | 4 | 4 | 215,191 | 3 | 163,829 | 3 | 163,829 |
| 1524 | General Mechanic | 2 | 2 | 2 | 85,014 | 2 | 88,150 | 2 | 88,150 |
| 4114 | Horticulturist | 0 | 0 | 1 | 39,950 | 1 | 41,434 | 1 | 41,434 |
| 4113 | Horticulturist, Apprentice | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 614 | Human Resources Coordinator | 1 | 1 | 1 | 63,310 | 0 | 0 | 0 | 0 |
| 1445 | Industrial Painter | 0 | 0 | 5 | 210,370 | 5 | 218,190 | 5 | 218,190 |
| 1446 | Industrial Painter, Lead | 0 | 0 | 1 | 44,176 | 1 | 45,822 | 1 | 45,822 |
| 2542 | Information Systems Analyst II | 3 | 1 | 1 | 55,661 | 1 | 57,720 | 1 | 57,720 |
| 2543 | Information Systems Analyst III | 0 | 3 | 3 | 170,741 | 3 | 184,066 | 1 | 60,410 |
| 2544 | Information Systems Analyst IV | 3 | 1 | 2 | 130,666 | 2 | 135,492 | 1 | 67,746 |
| 2550 | Information Systems Manager | 0 | 0 | 1 | 75,837 | 1 | 78,645 | 1 | 78,645 |
| 2546 | Information Systems Supervisor | 2 | 4 | 3 | 197,641 | 3 | 205,587 | 3 | 205,587 |
| 2523 | Information Systems Tech II | 0 | 4 | 4 | 185,330 | 4 | 198,907 | 1 | 52,270 |
| 2524 | Information Systems Tech III | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2554 | Information Technology Director | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2138 | Inspection Supervisor I | 1 | 1 | 1 | 61,180 | 1 | 65,862 | 1 | 65,862 |
| 3260 | Instrument Technician | 3 | 3 | 3 | 156,897 | 3 | 162,678 | 3 | 162,678 |
| 3280 | Laboratory Analyst | 4 | 4 | 4 | 162,028 | 4 | 167,980 | 4 | 167,980 |
| 2034 | Laboratory Manager | 1 | 1 | 1 | 74,318 | 1 | 77,064 | 1 | 77,064 |
| 1721 | Lead Meter Mechanic | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1439 | Lead Water Operations Painter | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 951 | Management Analyst | 0 | 1 | 1 | 43,638 | 0 | 0 | 0 | 0 |
| 3284 | Microbiologist | 1 | 1 | 1 | 48,671 | 1 | 50,482 | 1 | 50,482 |
| 2540 | MIS Support Technician | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 116 | Office Manager | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 100 | Office Support Specialist I | 0 | 0 | 4 | 116,341 | 4 | 122,637 | 3 | 91,541 |

## Water Division AU 180

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 | Actual FY 2000 | Revised FY 2000–01 | | Proposed FY 2001–02 | | Adopted FY 2001–02 | |
|---|---|---|---|---|---|---|---|---|---|
| | | No. | No. | No. | Amount | No. | Amount | No. | Amount |
| 102 | Office Support Specialist II | 0 | 0 | 12 | 397,116 | 11 | 376,844 | 11 | 376,844 |
| 104 | Office Support Specialist III | 0 | 0 | 4 | 152,047 | 3 | 121,494 | 3 | 121,494 |
| 106 | Office Support Specialist, Lead | 0 | 0 | 1 | 39,062 | 1 | 40,498 | 1 | 40,498 |
| 1770 | Operating Engineer II | 3 | 3 | 3 | 122,860 | 4 | 174,552 | 4 | 174,552 |
| 1771 | Operating Engineer, Lead | 12 | 12 | 13 | 574,288 | 13 | 595,686 | 13 | 595,686 |
| 1215 | Park Technician | 0 | 0 | 0 | 0 | 2 | 75,462 | 2 | 75,462 |
| 3169 | Principal Engineer | 5 | 6 | 6 | 494,082 | 5 | 426,764 | 5 | 426,764 |
| 832 | Principal Financial Analyst | 0 | 0 | 1 | 66,109 | 2 | 140,650 | 2 | 140,650 |
| 2545 | Principal Info Systems Analyst | 0 | 3 | 3 | 208,412 | 3 | 218,781 | 1 | 73,424 |
| 966 | Program Coordinator | 0 | 0 | 0 | 0 | 1 | 46,675 | 1 | 46,675 |
| 968 | Program Manager I | 1 | 1 | 3 | 163,988 | 2 | 114,886 | 2 | 114,886 |
| 970 | Program Manager II | 3 | 3 | 3 | 186,852 | 5 | 321,116 | 5 | 321,116 |
| 972 | Program Manager IV | 2 | 1 | 1 | 79,680 | 2 | 169,676 | 2 | 169,676 |
| 964 | Program Specialist | 5 | 5 | 5 | 242,977 | 6 | 322,072 | 6 | 322,072 |
| 3150 | Public Works Inspector | 2 | 3 | 3 | 143,423 | 3 | 150,035 | 3 | 150,035 |
| 3151 | Public Works Inspector, Senior | 2 | 2 | 2 | 109,422 | 2 | 113,484 | 2 | 113,484 |
| 1952 | Public Works Manager | 7 | 7 | 7 | 449,807 | 7 | 476,565 | 7 | 476,565 |
| 1950 | Public Works Supervisor | 14 | 14 | 14 | 757,799 | 14 | 795,527 | 14 | 795,527 |
| 3217 | Right-of-Way Agent | 1 | 1 | 1 | 49,338 | 1 | 51,730 | 1 | 51,730 |
| 220 | Secretarial Clerk I | 6 | 6 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 2 | 3 | 3 | 115,753 | 6 | 246,240 | 6 | 246,240 |
| 3166 | Senior Engineer | 6 | 7 | 8 | 545,058 | 8 | 577,111 | 8 | 577,111 |
| 3163 | Senior Engineering Associate | 18 | 18 | 17 | 963,387 | 17 | 1,014,810 | 17 | 1,014,810 |
| 2012 | Senior Environmental Svcs Mgr | 1 | 2 | 2 | 168,688 | 4 | 355,686 | 4 | 355,686 |
| 828 | Senior Financial Analyst | 4 | 3 | 2 | 118,790 | 2 | 121,951 | 2 | 121,951 |
| 2552 | Senior Information Systems Mgr | 1 | 1 | 1 | 82,181 | 1 | 85,218 | 0 | 0 |
| 952 | Senior Management Analyst | 0 | 0 | 0 | 0 | 1 | 61,859 | 1 | 61,859 |
| 537 | Senior Management Auditor | 1 | 1 | 1 | 60,570 | 1 | 69,430 | 1 | 69,430 |
| 3231 | Senior Planner | 1 | 1 | 1 | 53,666 | 1 | 58,490 | 1 | 58,490 |
| 1956 | Senior Public Works Manager | 2 | 1 | 1 | 82,347 | 0 | 0 | 0 | 0 |
| 414 | Senior Stores System Manager | 1 | 1 | 1 | 52,385 | 1 | 56,545 | 1 | 56,545 |
| 1213 | Senior Water Utility Worker | 0 | 0 | 1 | 37,253 | 1 | 38,626 | 1 | 38,626 |
| 1212 | Senior Water Utility Worker | 18 | 18 | 0 | 0 | 0 | 0 | 0 | 0 |
| 310 | Service Dispatcher | 0 | 0 | 2 | 71,302 | 2 | 73,924 | 2 | 73,924 |
| 315 | Service Dispatcher | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1223 | Sign Maker, Apprentice | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 410 | Storekeeper | 5 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 406 | Storekeeper/Acquisition Spec II | 0 | 0 | 3 | 117,005 | 3 | 123,552 | 3 | 123,552 |
| 408 | Storekeeper/Acquisition Spec III | 0 | 0 | 1 | 45,594 | 1 | 47,278 | 1 | 47,278 |
| 411 | Stores Supervisor I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 115 | Supervising Clerk | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3167 | Supervising Engineer | 4 | 4 | 4 | 295,804 | 4 | 308,256 | 4 | 308,256 |
| 3121 | Surveying Aide II | 1 | 1 | 1 | 34,890 | 1 | 36,296 | 1 | 36,296 |
| 3124 | Surveying Supervisor | 1 | 1 | 1 | 67,080 | 1 | 69,555 | 1 | 69,555 |
| 3122 | Surveyor I | 2 | 2 | 2 | 86,883 | 2 | 93,018 | 2 | 93,018 |
| 3123 | Surveyor II | 2 | 2 | 2 | 96,106 | 2 | 99,632 | 2 | 99,632 |
| 3107 | Technician I | 3 | 2 | 2 | 67,017 | 2 | 77,078 | 2 | 77,078 |
| 3108 | Technician II | 19 | 19 | 18 | 821,438 | 16 | 776,122 | 16 | 776,122 |
| 3109 | Technician III | 3 | 3 | 3 | 167,074 | 4 | 232,191 | 4 | 232,191 |
| 1054 | Trades Supervisor | 3 | 4 | 4 | 219,065 | 4 | 231,865 | 4 | 231,865 |
| 650 | Training & Development Analyst | 2 | 2 | 2 | 82,800 | 1 | 59,613 | 1 | 59,613 |
| 1218 | Utility Worker | 71 | 71 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1210 | Utility Worker I | 0 | 0 | 18 | 585,426 | 18 | 604,198 | 18 | 604,198 |
| 1211 | Utility Worker II | 0 | 0 | 63 | 2,229,574 | 61 | 2,236,764 | 61 | 2,236,764 |
| 1209 | Utility Worker II, Apprentice | 0 | 0 | 8 | 215,840 | 8 | 244,148 | 8 | 244,148 |
| 1531 | Vehicle & Equip Mechanic Trainee | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1532 | Vehicle & Equipment Mechanic | 1 | 1 | 1 | 42,494 | 1 | 44,075 | 1 | 44,075 |
| 1744 | Water Bureau Director | 1 | 1 | 1 | 101,088 | 1 | 104,832 | 1 | 104,832 |
| 1710 | Water Meter Reader | 14 | 14 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1700 | Water Meter Reader I | 0 | 0 | 13 | 436,280 | 13 | 452,647 | 13 | 452,647 |
| 1701 | Water Meter Reader II | 0 | 0 | 1 | 36,925 | 1 | 39,395 | 1 | 39,395 |
| 1718 | Water Meter Technician I | 3 | 3 | 3 | 115,647 | 3 | 114,775 | 3 | 114,775 |
| 1719 | Water Meter Technician II | 0 | 0 | 1 | 40,622 | 4 | 183,288 | 4 | 183,288 |
| 1730 | Water Operations Mechanic | 0 | 0 | 21 | 883,554 | 17 | 741,846 | 17 | 741,846 |
| 1731 | Water Operations Mechanic, Lead | 0 | 0 | 33 | 1,457,907 | 33 | 1,512,126 | 33 | 1,512,126 |
| 1442 | Water Operations Painter | 3 | 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1725 | Water Ops Mechanic Apprentice | 0 | 0 | 7 | 228,228 | 7 | 275,618 | 7 | 275,618 |

## Water Division AU 180

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 1713 | Water Quality Inspector II | 5 | 5 | 5 | 240,980 | 5 | 249,910 | 5 | 249,910 |
| 1714 | Water Quality Inspector III | 0 | 0 | 1 | 50,609 | 1 | 52,478 | 1 | 52,478 |
| 1722 | Water Service Crew Leader | 17 | 17 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1705 | Water Service Inspector | 0 | 0 | 9 | 340,840 | 9 | 354,555 | 9 | 354,555 |
| 1711 | Water Service Inspector | 9 | 9 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1283 | Water Service Mech Apprentice | 7 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1720 | Water Service Mechanic | 37 | 37 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1752 | Water Treatment Operator II | 9 | 9 | 9 | 431,251 | 9 | 437,485 | 9 | 437,485 |
| 1760 | Watershed Specialist | 0 | 0 | 7 | 248,199 | 7 | 257,418 | 7 | 257,418 |
| 1762 | Watershed Specialist, Senior | 0 | 0 | 1 | 37,251 | 1 | 38,626 | 1 | 38,626 |
| 1510 | Welder | 0 | 0 | 2 | 82,467 | 2 | 87,276 | 2 | 87,276 |
| 1513 | Welder | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1748 | Wtr Headworks Pipeline Inspector | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **524** | **532** | **543** | **$ 24,634,523** | **540** | **$ 25,664,019** | **528** | **$ 24,934,281** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 83,085,830 | 0 | 83,085,830 | 543.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (30,202) | 0 | (30,202) | 0.0 | ASR - Communications Reduction |
| | (2,937) | 0 | (2,937) | 0.0 | ASR - Facility Services Reduction |
| | (36,810) | 0 | (36,810) | 0.0 | ASR - Financial Management Reduction |
| | (96,000) | 0 | (96,000) | (1.0) | ASR - Financial Planning Reduction |
| | (15,350) | 0 | (15,350) | (2.0) | ASR - Human Resources Reduction |
| | (90,658) | 0 | (90,658) | 0.0 | ASR - Information Technology Reduction |
| | (14,016) | 0 | (14,016) | 0.0 | ASR - Printing & Distribution Reduction |
| | (40,000) | 0 | (40,000) | 0.0 | ASR - Public Information Reduction |
| | (14,881) | 0 | (14,881) | 0.0 | ASR - Purchasing Reduction |
| | (8,093) | 0 | (8,093) | 0.0 | ASR - Risk Management Reduction |
| | (95,196) | 0 | (95,196) | 0.0 | ASR - Vehicle Services Reduction |
| | 18,337 | 0 | 18,337 | 0.0 | Planning ESA Decision Package I/A |
| **Approved Budget Additions and Reductions** | | | | | |
| | (3,830,000) | 0 | (3,830,000) | 0.0 | Reduce CIP |
| | 34,400 | 0 | 34,400 | 0.0 | CIP - Shift to Base |
| | (982,225) | 0 | (982,225) | (11.0) | ASR - Information Technology |
| | 982,225 | 0 | 982,225 | 0.0 | ASR - BIT I/A |
| | (77,963) | 0 | (77,963) | 0.0 | ASR - Vehicle Services Reduction |
| | 392,459 | 0 | 392,459 | 0.0 | ASR - Human Resources - Shift from GF Overhead |
| | 9,000 | 0 | 9,000 | 0.0 | Increase OSD I/A for Energy Program |
| | (75,000) | 0 | (75,000) | 0.0 | Reduce BES I/A |
| **Adopted Budget Additions and Reductions** | | | | | |
| | (98,626) | 0 | (98,626) | (1.0) | Eliminate Economist II Position |
| | 10,000 | 0 | 10,000 | 0.0 | Increase Cust. Demand Monitoring Maintenance |
| | (38,000) | 0 | (38,000) | 0.0 | Reduce Bull Run & Groundwater GIS |
| | (32,000) | 0 | (32,000) | 0.0 | Reduce Decorative Fountains O&M |
| | (80,000) | 0 | (80,000) | 0.0 | Reduce Education Expenses |
| | (70,000) | 0 | (70,000) | 0.0 | Reduce Out-of-Town Travel Expenses |
| | (17,250) | 0 | (17,250) | 0.0 | Reduce Bond Sale Costs |
| | (4,298,786) | 0 | (4,298,786) | (15.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 78,787,044** | **528.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# 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 2001-02 Budget

The FY 2001-02 Adopted Budget for the Hydroelectric Power Division is $713,324. 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 FY2001-02 budget includes a one-time increase of $190,000.*

The FY 2001-02 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 2001-02.

# 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 Operations 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.

## Hydroelectric Power Division AU 637

SUMMARY OF DIVISION BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 234,347 | 238,982 | 236,283 | 243,120 | 243,120 |
| External Materials and Services | 17,356 | 47,907 | 304,300 | 309,800 | 309,800 |
| Internal Materials and Services | 142,923 | 138,899 | 151,991 | 157,547 | 160,404 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 394,626 | 425,788 | 692,574 | 710,467 | 713,324 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 394,626** | **$ 425,788** | **$ 692,574** | **$ 710,467** | **$ 713,324** |
| Allocated Overhead | 58,594 | 60,560 | 56,999 | 56,643 | 52,139 |
| **Total Cost with Allocated Overhead** | 453,220 | 486,348 | 749,573 | 767,110 | 765,463 |
| **RESOURCES** | | | | | |
| Hydropower Operating Fund | | 425,788 | 692,574 | 710,467 | 713,324 |
| 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 | | 425,788 | 692,574 | 710,467 | 713,324 |
| *Positions* | | *3* | *3* | *3* | *3* |
| **TOTAL PROGRAMS** | | **$ 425,788** | **$ 692,574** | **$ 710,467** | **$ 713,324** |
| *Positions* | | ***3*** | ***3*** | ***3*** | ***3*** |

# Hydroelectric Power Division AU 637

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 146,944 | 152,310 | 172,744 | 179,130 | 179,130 |
| 514000 | Overtime | 0 | 0 | 1,500 | 1,500 | 1,500 |
| 515000 | Premium Pay | 46 | 91 | 500 | 500 | 500 |
| 517000 | Benefits | 62,758 | 62,915 | 61,539 | 61,990 | 61,990 |
| 518000 | Paid Absence | 24,599 | 23,666 | 0 | 0 | 0 |
| **Total Personnel Services** | | 234,347 | 238,982 | 236,283 | 243,120 | 243,120 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 9,544 | 15,683 | 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 | 0 | 308 | 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 | 339 | 116 | 3,000 | 3,000 | 3,000 |
| 531000 | Office Supplies | 3,023 | 158 | 2,000 | 2,000 | 2,000 |
| 532000 | Operating Supplies | 312 | 10 | 1,500 | 2,000 | 2,000 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 0 | 2,129 | 3,000 | 3,000 | 3,000 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 0 | 0 | 0 | 0 | 0 |
| 541000 | Education | 380 | 120 | 1,200 | 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 | 3,758 | 29,383 | 245,000 | 250,000 | 250,000 |
| **Total External Materials and Services** | | 17,356 | 47,907 | 304,300 | 309,800 | 309,800 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 6,934 | 7,193 | 4,788 | 3,715 | 3,715 |
| 552000 | Printing & Distribution | 2,140 | 2,822 | 3,150 | 2,650 | 2,650 |
| 553000 | Facilities Services | 0 | 0 | 0 | 0 | 0 |
| 554000 | Communications Services | 4,909 | 5,390 | 6,488 | 6,956 | 6,956 |
| 555000 | Data Processing Services | 393 | 430 | 2,933 | 2,772 | 2,772 |
| 556000 | Insurance | 36,923 | 38,252 | 31,845 | 32,373 | 32,373 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 91,624 | 84,812 | 102,787 | 109,081 | 111,938 |
| **Total Internal Materials and Services** | | 142,923 | 138,899 | 151,991 | 157,547 | 160,404 |
| **Total Materials and Services** | | 160,279 | 186,806 | 456,291 | 467,347 | 470,204 |
| **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** | | **$ 394,626** | **$ 425,788** | **$ 692,574** | **$ 710,467** | **$ 713,324** |

## Hydroelectric Power Division AU 637

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 2534 | Applications Analyst IV | 1 | 1 | 1 | 65,333 | 1 | 67,746 | 1 | 67,746 |
| 114 | Clerical Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 102 | Office Support Specialist II | 0 | 0 | 1 | 33,093 | 1 | 34,320 | 1 | 34,320 |
| 3167 | Supervising Engineer | 1 | 1 | 1 | 74,318 | 1 | 77,064 | 1 | 77,064 |
| **TOTAL FULL-TIME POSITIONS** | | **3** | **3** | **3** | **$ 172,744** | **3** | **$ 179,130** | **3** | **$ 179,130** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 520,900 | 0 | 520,900 | 3.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (94) | 0 | (94) | 0.0 | ASR - Communications Reduction |
| | (89) | 0 | (89) | 0.0 | ASR - Information Technology Reduction |
| | (13) | 0 | (13) | 0.0 | ASR - Printing & Distribution Reduction |
| | (98) | 0 | (98) | 0.0 | ASR - Risk Management Reduction |
| | (139) | 0 | (139) | 0.0 | ASR - Vehicle Services Reduction |
| | 0 | 190,000 | 190,000 | 0.0 | Decision Package - Generator Overhaul |
| **Approved Budget Additions and Reductions** | | | | | |
| | 2,857 | 0 | 2,857 | 0.0 | ASR - Human Resources I/A Increase |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 2,424 | 190,000 | 192,424 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 713,324** | **3.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |


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**Community Development** . . . . . **299**

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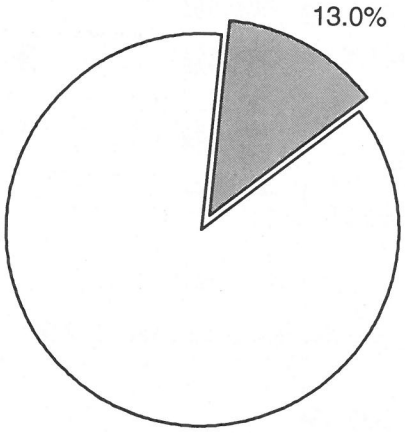
# Community Development

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

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

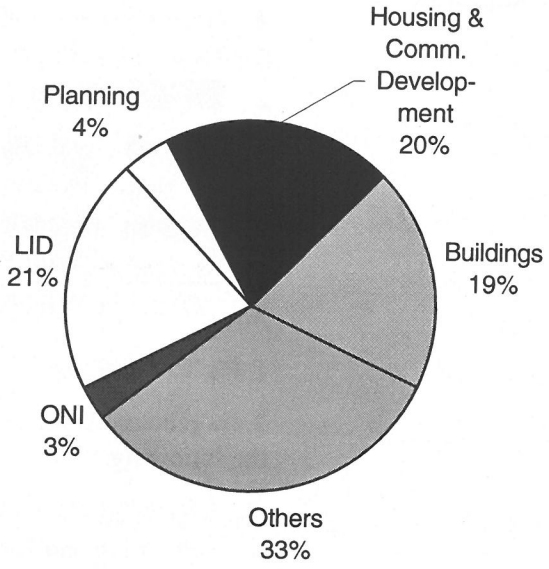
**Percent of City Budget**

**Community Development = $188.2 Million**




**City Budget = $1.45 Billion**

**Bureau Pie Chart**




## Service Area Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 60,226,461 | 57,266,700 | -2,542,655 | -8.2% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 2,220,005 | 2,318,047 | -200,495 | -12.8% |
| **Total Cost with Allocated Overhead** | **$ 62,446,466** | **$ 59,584,747** | **$ -2,743,150** | **-8.3%** |
| Authorized Full-Time Positions | 459 | 460 | -5 | -5.2% |

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

# Service Area Highlights

## DESCRIPTION

The Community Development Service Area includes programs in the Bureau of Housing and Community Development, Office of Planning and Development Review, Office of Cable Communications and Franchise Management, Office of Sustainable Development, Office of Neighborhood Involvement, and Bureau of Planning.

## MAJOR THEMES

### Community Development

**Administrative Service Reductions**

As a result of the Administrative Services Review the Community Development Service Area took $307,931 in the following reductions:

- Housing and Community Development $10,778
- Planning and Development Review $214,295
- Office of Planning $45,339
- Cable Communications $369
- Office of Sustainable Development $927
- Office of Neighborhood Involvement $36,223

**1.4% Reductions**

1.4% reductions for the Community Development Service Area total $157,966 and include the following:

- Housing and Community Development $37,836
- Planning and Development Review $47,590
- Office of Planning $60,799
- Cable Communications $7,471
- Office of Sustainable Development $4,270

### Housing and Community Development

**Bureau Highlights**

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. Entitlement grants, including the Community Development Block Grant, HOME, Housing for People with AIDS (HOPWA), and the Emergency Shelter Grant, will total $18,273,000 for FY 2001-02, a net decrease of $977,000 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. The Adopted Budget for OPDR includes one-time funding of $130,000 for Development Services improvements. This add package will create a self-help desk for customers.

The Planning and Development Fund increases by $2.4 million. Construction permit fees are expected to increase $1.2 million from FY 2000-01. Beginning Fund Balance increases by $1.1 million.This reflects fee increases instituted in the winter of 1999. Fees are paid to the City in advance. In healthy years, this resource is used to build balance or reserves, which are then available to be drawn down in slower years. This ensures there will be adequate workforce to complete the work already paid for by citizens.

**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. The Cable Office Adopted Budget includes funding of $90,014 for franchise enforcement. This decision was recommended as part of the Administrative Services Review process.

In FY 2001-02 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.

**Office of Sustainable Development**

The Office of Sustainable Development 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 one-time funds of $50,000 for franchise negotiations with Portland General Electric. In addition, the Adopted Budget continues implementation of the Green Building Initiative, a 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.

**Bureau of 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, while long-range planning activities remained in the Planning Bureau. The Adopted Budget continues to support the Planning Bureau's reorganization. The Budget includes 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.

The second year of funding for the following plans are included in the Adopted Budget: River Renaissance $367,000, NW Industrial Area Transition Study and North West District Association $402,395, Portland Future Focus $200,000, and Endangered Species Act (ESA) $987,576. The Adopted Budget also includes $85,562 in interagency funding for an ESA Capital Improvement Coordinator.


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# Office of Planning and Development Review

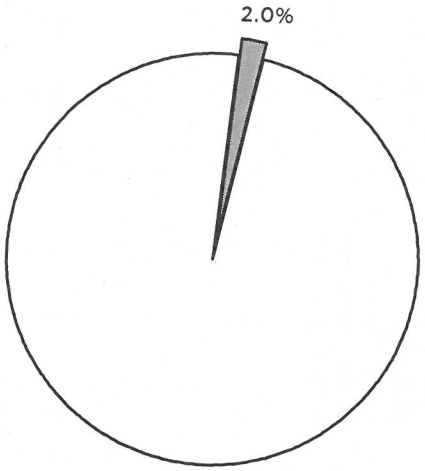
Community Development Service Area

Charlie Hales, Commissioner-in-Charge

Margaret Mahoney, Director

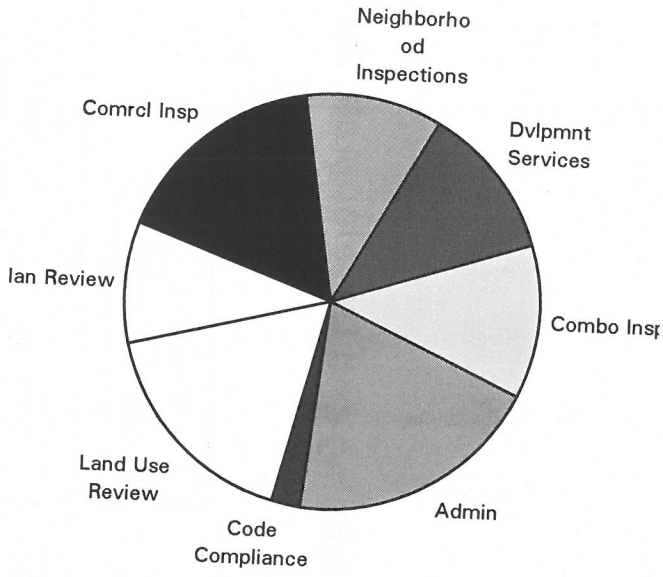
**Percent of City Budget**

**OPDR = $29.4 Million**




**City Budget = $1.45 Billion**

**Bureau Programs**

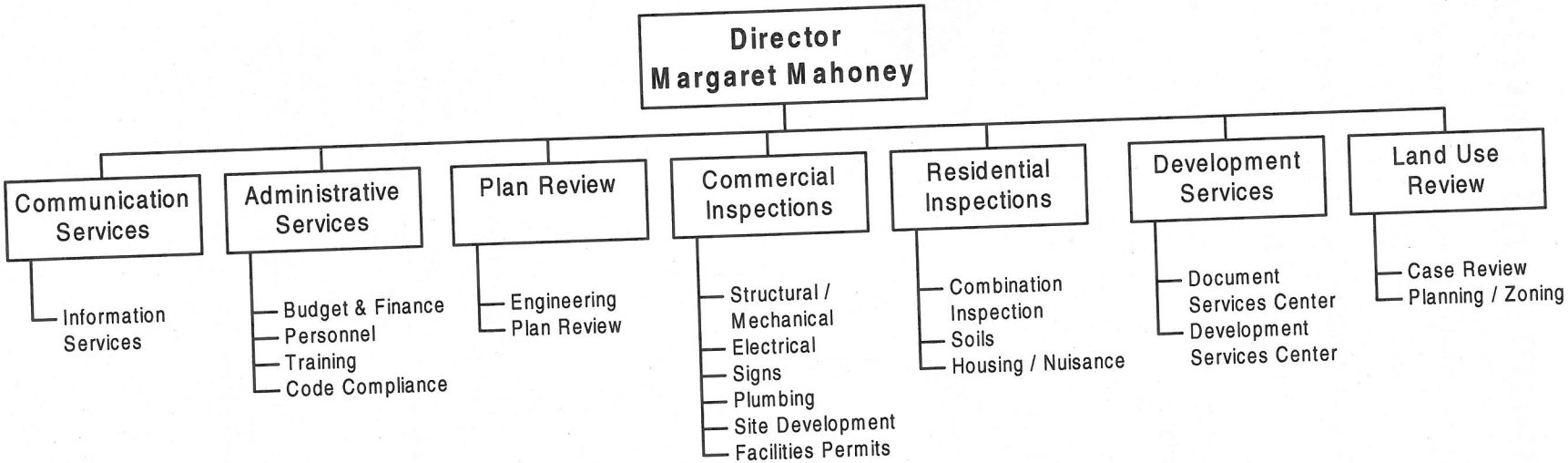



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 28,620,277 | 29,415,100 | 794,823 | -1.4% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 818,671 | 648,044 | -170,627 | -24.1% |
| **Total Cost with Allocated Overhead** | **$ 29,438,948** | **$ 30,063,144** | **$ 624,196** | **-2.1%** |
| Authorized Full-Time Positions | 302 | 296 | -6 | -6.0% |

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 works with the community and other bureaus to preserve and shape safe, vital and well-planned urban environments.

## Bureau Highlights

### Blueprint 2000

OPDR will continue to implement improvements to the Citywide Blueprint 2000 development review process. The goal is a seamless review process - one that enhances customer service and the efficiency of City staff.

*Blueprint 2000 process improvements continue*

In FY 2001-02, OPDR will fund 2.5 FTE Process Managers in the Development Services Center (DSC) to help applicants for commercial and residential building permits. These positions were funded in FY 2000-01 with one-time General Fund support.

### Noise Control Program

The City Council appointed a Noise Control Task Force in September 2000 to look at emerging noise issues and recommend changes to City Code, policy and enforcement. The Task Force recommendations will be presented to Council in June 2001. In the meantime,.5 FTE has been added to the existing.5 FTE field position to ensure full-time, year-round staff support. This was achieved through an internal reallocation of funds.

### TRACS Computer Program

In FY 1999-00, OPDR implemented the TRACS computer program to record and track development services provided by City bureaus. TRACS serves as the City's project management, tracking, and reporting tool as requested through Blueprint 2000.

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

In FY 2001-02, OPDR will do the following to enhance TRACS:

- Create a self-help customer research tool, making TRACS information, code interpretations, various submittal requirements, and application materials available at multiple workstations in the DSC.
- Make customer research materials available on the OPDR website.
- Continue to develop TRACS systems as business needs, regulatory activity and program development dictate.
- Fully integrate land use review cases into TRACS.
- Continue to support development-related activities with customized report tools using TRACS data.

### Program Innovations

The Blueprint 2000 Stakeholders Committee has now charged OPDR with the task of developing other plan review and inspection programs based on the successful concepts pioneered under the Facilities Permits Program. OPDR is researching two new program concepts to improve plan review and permit processes for major commercial development: Early Start Program and Major Projects Group.

*"Early Start" and "Major Projects Group"*

The Early Start Program will streamline and fast track the approval process for foundation and substructure work on commercial construction projects prior to the issuance of the regular building permit for the project. Being able to start work earlier - before the entire permit process has been completed - will greatly help developers, designers, and builders.

The Major Projects Group will provide premium development review and inspection services to developers, designers and builders involved with major construction projects. OPDR will use phased permits, project management techniques, and active process management. As a result, the focus of the bureau's work will shift away from the issuance of a building permit at the beginning of the project as the pivotal process and towards focus on the authorization of occupancy at the end of the job.

*Land Use Review Program*

The Land Use Review Division, in addition to its primary role in implementing the Portland zoning code and comprehensive plan, continues to process amendments to the zoning code which implement the goals of Blueprint 2000 and aid in the daily administration. During FY 2001-02, the Division will also take responsibility for administering the new land division code and the City zoning code in urban pockets in unincorporated Multnomah County. These new responsibilities will add to the workload of Division staff.

*Enforcement and Compliance Study*

OPDR will conduct a study of enforcement and compliance activities of the bureau and related activities of BES, PDOT, Water and Parks. This study has substantial funding from the ESA Program and will focus on environment-related programs including erosion and stormwater control, tree preservation and planting, landscaping standards and e-zone protection. Administration of these City standards, while primarily a responsibility of OPDR, is variously shared with other bureaus, and so related activities of these bureaus will also be studied. While most of these programs are housed in the Site Development section of OPDR, their effective administration requires coordinated work flow throughout the bureau as well as a well-informed set of permit holders. Therefore, the study will explore issues of staffing levels and expertise, adequacy of codes and standards, funding, organization and work flow, as well as public information and education.

# 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 do not depend on the General Fund*

In FY 1988-89, City Council directed the bureau to structure its fee schedules to ensure that construction permit and inspection functions did not depend upon general tax revenues. The bureau achieved self-sufficiency for these programs within the FY 1990-91 budget. In 2000, the City Council clarified its policy that 65% of the Land Use Review Program should be fee supported and the balance provided by General Fund resources. In FY 2000-2001, Land Use Review fees supported 62% of the program.

**State Statutes and Administrative Rules**

*City enforces 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, mechanical, plumbing and electrical codes, subsurface sewage disposal, mobile homes and mobile home parks, and recreational vehicle parks. OPDR 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 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. OPDR is also 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

### Adopted Budget

The Adopted Budget funds OPDR at $29.4 million, a 2.8% increase from the FY 2000-01 budget. This budget maintains current service levels.

*Reduced General Fund allocation*

- Reduced General Fund discretionary

As a result of the city Council's City-wide cost containment strategy, the General Fund allocation to the Neighborhood Inspections, Land Use Review, and Noise programs is being reduced from current service levels by 1.4% or $47,590. Due to the importance of the neighborhood quality programs supported by the General Fund, OPDR has chosen to use program reserves, instead of reducing these services.

*Support is cut by $100,000.*

- Reduced Transfer from Solid Waste Fund

Since 1991, the Solid Waste Management Fund has supported the Nuisance Abatement activities of the Neighborhood Inspections program through an inter-fund cash transfer. In FY 2001-02, the Solid Waste Fund will reduce this support by $100,000. After reviewing its financial plan, OPDR determined that the Neighborhood Inspections program has adequate reserves to cover this one-time loss in revenue. In subsequent years, the support is expected to return to its normal level of approximately $230,000 per year.

- Reduced Administrative Costs

*OPDR has reduced its administrative costs more than 15% in two years*

In FY 2000-01, as part of a cost containment effort, OPDR reduced administrative costs by 10%. The changes in FY 2001-02 resulting from the Citywide Administrative Services Review (ASR) have reduced OPDR's administrative costs by an additional ($220,347) 6%. Thus, OPDR has cut its administrative costs by over 15% in two years. As a result of ASR reductions, OPDR eliminates one information services position and transfers five information services and one human resources position to the Office of Management and Finance, and reduces interagency service agreements with Fleet Services, Printing and Distribution, Facilities Services, Communications, Risk Management, and Data Processing. Budget reductions are also made in the areas of purchasing, financial management and public information.

## FUNDING SOURCES

As an operating fund, OPDR is primarily 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, Neighborhood Inspection and Noise Programs*

The Land Use Review and Noise Programs are funded by the General Fund and 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.

Over the last several years, the number of construction and land use reviews have dropped slightly and revenues have also decreased. However, due to the increased complexity of OPDR's workload, the number of inspections needed and the time spent on reviewing permits and plans have decreased at the same rate as the reduction in revenues.

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

Consequently, at the end of FY 1999-2000, after three years of very modest revenue growth and two years of significant draws on reserves, the construction program reserves were at their lowest level since the fund was established. However, in FY 2000-2001, as a result of prudent spending, fee increases, and overall revenue growth, revenues will begin to match expenses. In FY 2001-2002, revenues should exceed expenses and the construction reserves will start to re-build to an adequate level.

After several years of significant growth, the Neighborhood Inspection Program revenues are leveling off, a result of more stable volume of citizen complaints about housing and nuisances. The program continues to have strong reserves.

The Land Use review Program's workload remains fairly stable and revenues are projected to increase moderately from proposed fee increases. The FY 2001-2002 budgeted revenues include a proposed fee increase of 5% for land use reviews and permits. To build adequate reserves in FY 2000-2001 some General Fund support is being transferred from the Neighborhood Inspections Program where reserves are strong.

# Strategic Direction

## Management Goals & Objectives

### Long-Term Goals

OPDR has the following long-term goals:

1. Continue to improve business processes throughout OPDR consistent with the goals of Blueprint 2000.
2. Test new ways of using technology to improve business processes and customer service.
3. Improve customer service through continued staff training and customer education.

### Management Objectives

The bureau has the following objectives for FY 2001-02:

1. Complete the analysis and planning to create a Major Projects Group to focus on the review and inspection of large construction projects.
2. Determine whether the Facilities Permit Program should be expanded again to include more tenant improvement work.
3. Expand and improve the customer service work areas in the Development Service Center, putting more resources on-line for customers.
4. Complete Phase III of the Permit Tracking system, including the Land Use Review folders, additional Public Works folders, and additional status reporting.
5. Test the use of scanned or electronic plan/permit submittals.
6. Complete the first of a two-year evaluation of code enforcement and compliance methods.
7. Focus business process improvements analysis on the Environmental Soils Program, the Site Development Program, Pre-application Conferences, and Final Plat Approval Process.
8. Do a preliminary review of Design Review processes to determine where to focus business analysis efforts in FY 2002-2003.
9. Begin implementing the recommendations of the Noise Review Board and Noise Control Task Force, focusing on training police in noise code enforcement.
10. Evaluate the newly-expanded OPDR web site to determine further improvements desired by customers.
11. Review revenues and fee structure for the Housing Program with the goal of increasing the cost recovery rate.
12. Complete Code Maintenance 2000 and undertake additional refinements to City Code Title 33 under Code Maintenance 2002.

## Council Priorities

### 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 by making neighborhoods more livable and so encourages private investment in surrounding properties.

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

*Council 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:

- 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*

OPDR staff meet regularly and work with two industry groups.

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

*OPDR works with industry on code, technical, and procedural issues*

Additionally, OPDR's representatives from the combination inspection section (typically senior inspectors and/or supervisors) meet with other industry groups as detailed below. OPDR'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.

OPDR 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
- National Electrical Contractors Association
- Oregon Refrigeration / Air Conditioning Contractors Association
- Oregon Mechanical Officials Association
- Plumbers and Steamfitters Local 290
- Portland Plumbing/Heating/Cooling Contractors

**Ensure a Safe and Peaceful Community**

***Strategy:*** *Upgrade All Fire Stations to Meet Seismic Code*

OPDR has worked with the Fire Bureau to meet this strategy and Council priority. OPDR engineers meet with design engineers and provide direction and assistance throughout the design and permitting process. The bureau provides similar assistance to the Portland Public Schools on seismic upgrade projects.

**Keep the Central City Vital**

***Strategy:*** *Build Brewery Blocks Project*

OPDR's plan review and inspection staff have worked with the developers, architects and contractors to move the project through the permit issuance and inspection processes expeditiously. This project will be an important addition to the Old Town area and its environs. City staff look forward to continuing to be supportive and positive in aiding this project's completion.

**Build a Multi-Modal Transportation System**

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

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

## Portland/Multnomah Benchmarks

**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)**

*OPDR has adopted performance measures for permit and project tracking*

OPDR has adopted performance measures to monitor turn-around times for permit review and issuance. TRACS, OPDR's computerized permit tracking system, has been programmed to ensure consistent monitoring of the performance goals.

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.*

OPDR 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:*** OPDR has several policy advisory committees.

- Noise Review Board 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.
- Blueprint 2000 Stakeholders Team has evolved into the Development Review Advisory Committee. In addition to monitoring the implementation of the Blueprint 2000 concepts, the team will advise OPDR on the operation, budget, and funding of the development services functions of the bureau including the Development Services Center. Membership consists of thirteen members appointed by Commissioner Hales. The areas of interest of the members include construction contracting, design professions, neighborhood or business association membership, historic preservation, environmental organizations, and institutional properties.

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

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

***Technical Advisory Committees:*** OPDR has three technical advisory committees.

- Advisory Board for Special Inspections advises OPDR about the Special Inspection program and examinations. Members include a structural engineer, an architect, a testing laboratory representative and a Class A Special Inspector.
- Structural Engineering Advisory Board made up of licensed structural engineers advises OPDR about the suitability of proposed alternate structural designs for buildings and structures.
- Facilities Permit Program Industry Advisory Group advises OPDR on the operation, finances and policies of the Facilities Permit Program.

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

*OPDR 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. OPDR has written an appendix for the City's Emergency Management Operations manual.

***Training:*** OPDR trains and exercises employees in the Incident Command System and the Applied Technology Council Report No. 20, Procedures for Post Earthquake Safety Evaluation of Buildings (ATC 20). OPDR staff periodically provide training in damage assessment to other agencies and institutions.

***Disaster Mitigation:*** In addition to training, OPDR invests 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.

OPDR's Site Development Section deals with geotechnical issues including landslides, flood plain management, erosion control and grading and clearing of land.

**Pre-Event Planning:** Bureau staff continue to work with the Portland Office of Emergency Management, the Regional Incident Command Steering Committee, the Building Codes Division, the Oregon Office of Emergency Management and professional associations in the development of response plans and procedures for disasters in Oregon.

# Overview of Programs

## ADMINISTRATION PROGRAM

The Administration Program provides overall direction to the bureau so 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 comply with City, State and federal requirements. The administrative staff also 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 ensure compliance with the State's structural, mechanical, plumbing, and electrical codes. Inspections are also carried out to determine compliance with the sign, planning, zoning and site development codes requirements. Inspectors respond also 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 lead in implementing stormwater facilities' inspections*

The Site Development team has a lead role in implementatiing field inspections of facilities required by the 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

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. Approximately 300 properties are assessed enforcement fees annually.

**Code Hearings Office**

OPDR 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 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

OPDR'S Land Use Review Program 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, 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 to provide assistance and are an integral part of providing building permit reviews in a timely manner. The staff reviews over 6,000 building permits a year and serves approximately 30,000 people.

**Case Review**

This 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 public input.

*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 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 support for the legally-mandated record-keeping and public notice functions related to land use reviews. In addition to providing numerous planner and public support functions, staff provide technical assistance in preparing forms, templates, Power-Point presentations, and 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, social service agencies such as Aging Services, neighborhood groups such as Hope and Hard Work in inner Northeast, and non-profit housing organizations.

**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 covers both residential and commercial properties. The work under this program ensures the safety of the general public by requiring owners of buildings that meet criteria as "dangerous" 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 and 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; dumps on occupied residential property are a higher priority.

**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 and Trade Permits**

Resource Records and 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**

Document Services/Process Management staff are responsible for intake and initial checks for completeness of 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 help applicants get projects through the approval process*

Staff are also responsible for process management. This may include helping customers early in project planning, being the single point of contact for applicants, taking the lead on resolving conflicts among reviews regarding requirements (if any), and tracking the project to see that deadlines are met.

## PLAN REVIEW PROGRAM

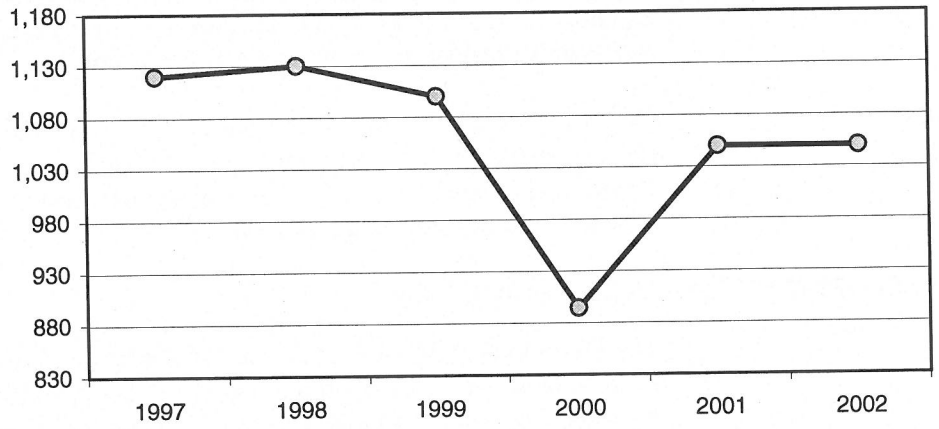
The Plan Review Program reviews and approves building and mechanical permits for residential and commercial structures. Staff are located both in the Development Services Center and the fifth floor of the 1900 SW Fourth Building.

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 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 supported 100% by fees.

# Performance Measures

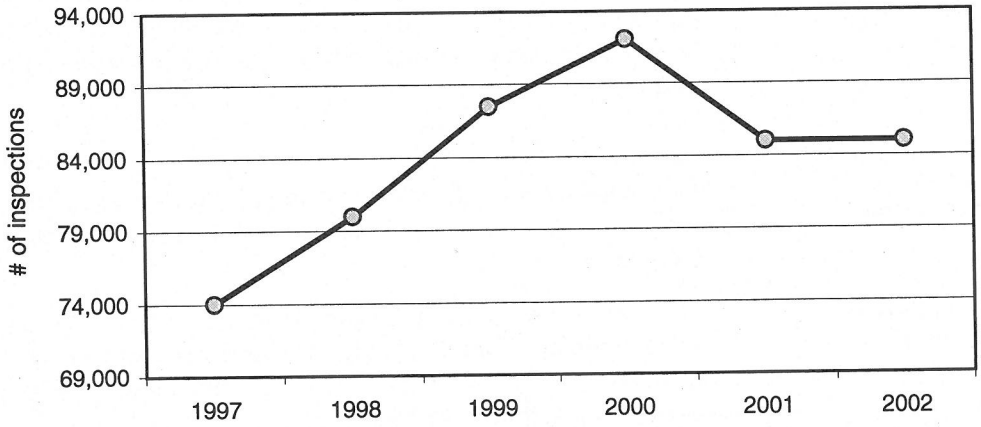
## Land Use Reviews Processed

- The number of cases processed is projected to increase from its FY2000 low.



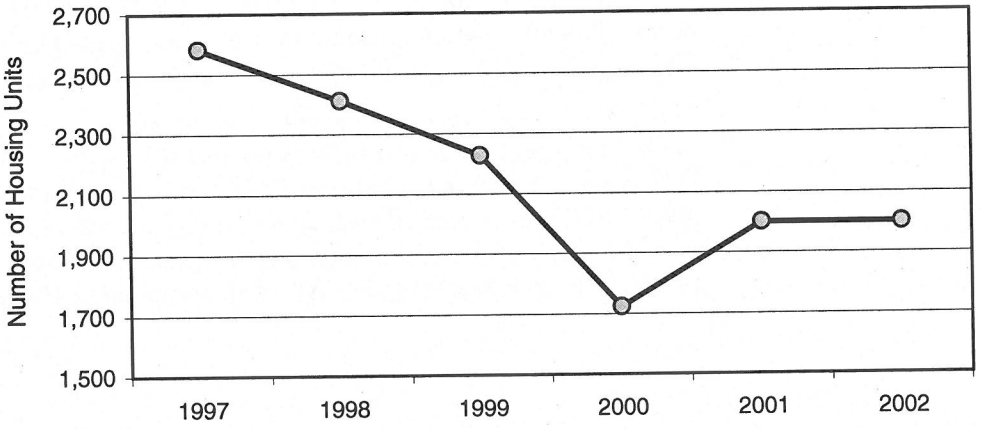

## Commercial Inspections

- The number rose dramatically in 1999 because of the increased number of building permits issued.
- Inspections are expected to stabilize at 85,000 per year.



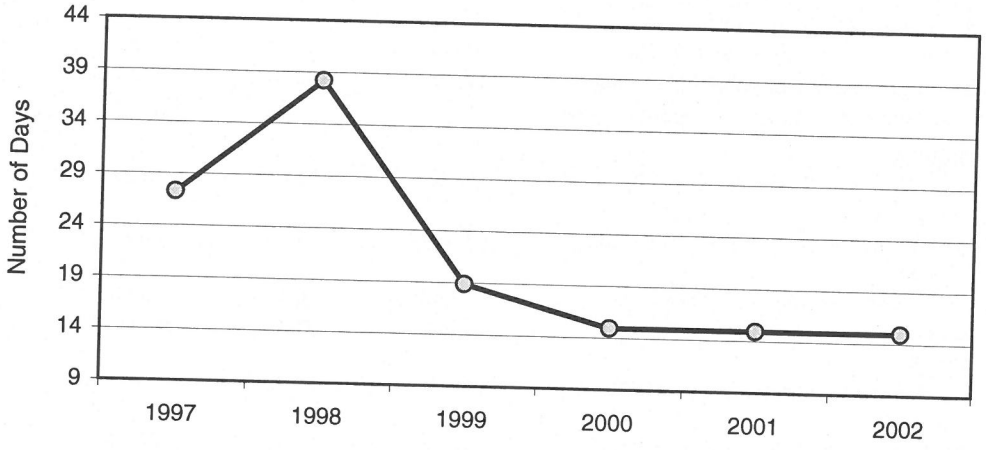

## Housing Units Brought Up To Code

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

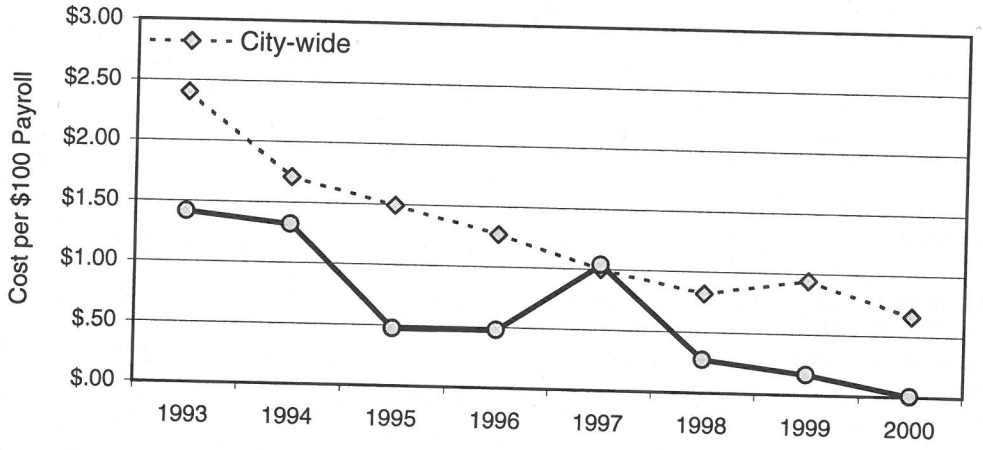


## Average Number of Days for First Plan Review of Single Family Residences

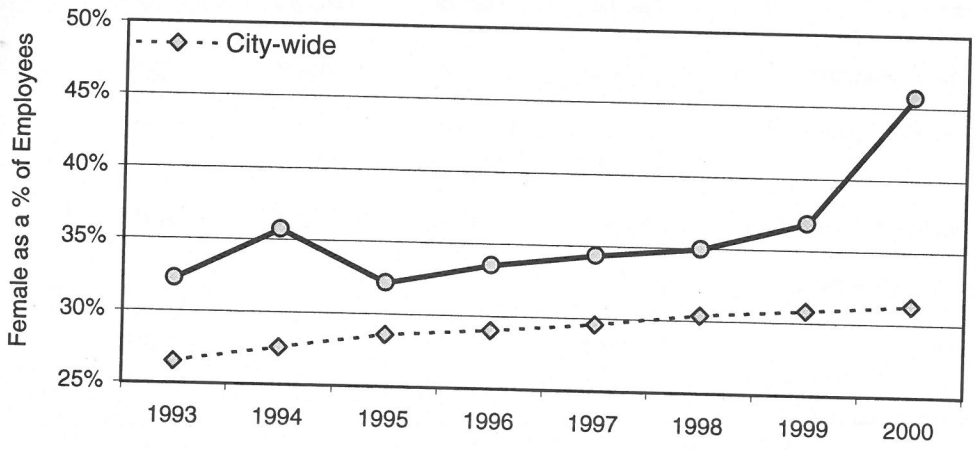
- The number of working days to first review took a dramatic jump in 1997 because of the huge increases in plans and inadequate staffing levels.
- OPDR is planning to meet the State requirement that the first review of simple, single family plans be done in 15 working days.




## Bureau Loss Experience vs. Citywide Loss Experience




## Workforce Diversity — Bureau Employees vs. Citywide Employees



| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. 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% | 45.7% | | |
| Minority Employees as a Percent of Total | 13.1% | 10.3% | 11.1% | 12.9% | | |
| **Office of Planning and Development Review** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 13.62 | 13.41 | 10.32 | 11.70 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 11.35 | 6.15 | 6.71 | 5.66 | | |
| Fleet Claims per 100,000 Miles Driven | 0.99 | 0.44 | 1.43 | 0.40 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $1,619 | $695 | $3,630 | $800 | | |
| General Liability Claims Cost per $100 Payroll | $0.24 | $0.35 | $4.65 | $0.16 | | |
| Worker's Comp Claims Cost per $100 Payroll | $1.04 | $0.27 | $0.16 | $0.92 | | |
| **Land Use Review Program** | | | | | | |
| **Workload** | | | | | | |
| Land Use Reviews Processed | 1,120 | 1,130 | 1,100 | 894 | 1,050 | 1,050 |
| Plan Checks Processed | 4,644 | 5,000 | 4,860 | 5,161 | 5,100 | 5,100 |
| **Effectiveness** | | | | | | |
| Cases Created in Legal Time Frame | 98% | 98% | 98% | 98% | 100% | 100% |
| **Effectiveness** | | | | | | |
| Calls returned w/in 24 hours | 98% | 98% | 98% | 99% | 100% | 100% |
| **Code Compliance Program** | | | | | | |
| **Workload** | | | | | | |
| Enforcement cases prepared and presented to Code Hearings Officer | 162 | 153 | 82 | 55 | 75 | 100 |
| Planning & zoning violations investigated | 11,217 | 10,716 | 11,852 | 11,814 | 12,000 | 12,000 |
| Home occupation permits | 133 | 150 | 131 | 135 | 140 | 145 |
| Number of properties assessed code enforcement fees | 276 | 287 | 290 | 256 | 300 | 300 |
| **Combination Inspections Program** | | | | | | |
| **Workload** | | | | | | |
| Residential Inspections | 95,538 | 95,773 | 90,000 | 87,894 | 86,700 | 88,000 |
| **Effectiveness** | | | | | | |
| Number of inspections per day, per inspector | 15.00 | 15.10 | 15.18 | 15.64 | 15.20 | 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 | 34,100 | 30,000 | 30,000 |
| **Commercial Inspections Program** | | | | | | |
| **Workload** | | | | | | |
| Commercial Inspections | 73,964 | 79,980 | 87,470 | 92,076 | 85,000 | 85,000 |
| **Effectiveness** | | | | | | |
| Number of inspections per day, per inspector | 15 | 14 | 15 | 16 | 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 | Actual FY 1999–00 | Yr End Est. 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 | 15 | 15 | 15 |
| **Neighborhood Inspections Program** | | | | | | |
| **Workload** | | | | | | |
| Noise violation inspections | 2,112 | 1,881 | 2,081 | 1,920 | 1,900 | 2,300 |
| Housing/derelict buildings inspections | 11,980 | 10,086 | 9,557 | 8,075 | 9,000 | 9,000 |
| Nuisance inspections | 22,583 | 16,555 | 16,815 | 13,270 | 14,000 | 14,000 |
| Noise variances processed | 199 | 355 | 326 | 389 | 430 | 450 |
| **Effectiveness** | | | | | | |
| Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts | 2,581 | 2,409 | 2,225 | 1,722 | 2,000 | 2,000 |
| Number of properties cleaned up | 6,253 | 6,539 | 6,373 | 4,276 | 5,000 | 5,000 |
| **Development Services Program** | | | | | | |
| **Workload** | | | | | | |
| Building Permits - Commercial | 3,378 | 4,089 | 4,128 | 3,503 | 3,500 | 3,500 |
| Building Permits - Residential | 4,343 | 4,153 | 3,746 | 4,390 | 4,000 | 4,000 |
| Electrical Permits | 14,676 | 16,712 | 17,903 | 19,047 | 17,980 | 17,980 |
| Plumbing Permits | 18,462 | 18,104 | 15,865 | 10,824 | 9,800 | 9,800 |
| Sign Permits | 1,616 | 1,346 | 1,240 | 979 | 1,600 | 1,600 |
| Mechanical Permits | 8,596 | 8,991 | 9,586 | 8,814 | 9,350 | 9,350 |

# Office of Planning and Development Review AU 520

SUMMARY OF BUREAU BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 14,641,363 | 19,081,587 | 20,788,142 | 21,612,045 | 21,210,694 |
| External Materials and Services | 2,262,933 | 2,271,973 | 2,637,458 | 2,166,028 | 2,158,528 |
| Internal Materials and Services | 2,813,193 | 5,191,538 | 5,073,454 | 5,263,291 | 5,859,318 |
| Minor Capital Outlay | 0 | 0 | 121,223 | 186,560 | 186,560 |
| Equipment Cash Transfers | 73,370 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 19,790,859 | 26,545,098 | 28,620,277 | 29,227,924 | 29,415,100 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 19,790,859** | **$ 26,545,098** | **$ 28,620,277** | **$ 29,227,924** | **$ 29,415,100** |
| Allocated Overhead | 723,704 | 835,871 | 818,671 | 822,506 | 648,044 |
| **Total Cost with Allocated Overhead** | 20,514,563 | 27,380,969 | 29,438,948 | 30,050,430 | 30,063,144 |
| **RESOURCES** | | | | | |
| **Discretionary Revenues** | | | | | |
| General Fund | | 3,028,905 | 3,500,174 | 3,351,673 | 3,383,891 |
| General Reserve Fund | | 179,997 | 0 | | |
| **Total Discretionary Revenues** | | 3,208,902 | 3,500,174 | 3,351,673 | 3,383,891 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 0 | 0 | 0 | 0 |
| Interagency Agreements | | 409,687 | 620,740 | 519,810 | 519,810 |
| Cash Transfers | | 229,912 | 229,207 | 133,785 | 133,785 |
| Bureau Program Revenue | | 22,594,174 | 24,192,892 | 25,134,265 | 25,289,223 |
| Overhead Revenue | | 102,423 | 77,264 | 88,391 | 88,391 |
| **Total Non-Discretionary Revenues** | | 23,336,196 | 25,120,103 | 25,876,251 | 26,031,209 |
| **TOTAL RESOURCES** | | **$ 26,545,098** | **$ 28,620,277** | **$ 29,227,924** | **$ 29,415,100** |

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 | 4,237,790 | 5,016,647 | 5,043,103 | 5,043,103 |
| *Positions* | *60* | *61* | *60* | *60* |
| Administration Program | 5,531,434 | 5,675,892 | 5,621,692 | 5,808,868 |
| *Positions* | *31* | *32* | *31* | *26* |
| Code Compliance Program | 697,154 | 666,533 | 676,954 | 676,954 |
| *Positions* | *10* | *10* | *9* | *9* |
| Combination Inspections Program | 3,619,641 | 3,571,486 | 3,522,437 | 3,522,437 |
| *Positions* | *46* | *43* | *43* | *43* |
| Commercial Inspections Program | 4,416,572 | 4,661,292 | 5,001,830 | 5,001,830 |
| *Positions* | *58* | *59* | *59* | *59* |
| Plan Review Program | 2,596,406 | 2,672,345 | 2,739,733 | 2,739,733 |
| *Positions* | *30* | *30* | *31* | *31* |
| Neighborhood Inspections Program | 2,559,062 | 3,058,714 | 3,084,486 | 3,084,486 |
| *Positions* | *31* | *34* | *34* | *34* |
| Development Services Program | 2,887,039 | 3,297,368 | 3,537,689 | 3,537,689 |
| *Positions* | *33* | *34* | *35* | *35* |
| **TOTAL PROGRAMS** | **$ 26,545,098** | **$ 28,620,277** | **$ 29,227,924** | **$ 29,415,100** |
| *Positions* | ***298*** | ***302*** | ***301*** | ***296*** |
| *General Fund Discretionary Positions* | ***35*** | ***40*** | ***36*** | ***36*** |

# Office of Planning and Development Review AU 520

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 8,455,314 | 11,281,038 | 14,584,322 | 15,170,026 | 14,867,396 |
| 512000 | Part-Time Employees | 266,015 | 289,272 | 275,077 | 397,631 | 397,631 |
| 514000 | Overtime | 418,555 | 406,644 | 331,407 | 380,520 | 380,520 |
| 515000 | Premium Pay | 18,815 | 29,142 | 39,696 | 40,644 | 40,644 |
| 517000 | Benefits | 3,832,338 | 5,044,075 | 5,557,640 | 5,623,224 | 5,524,503 |
| 518000 | Paid Absence | 1,650,326 | 2,031,416 | 0 | 0 | 0 |
| **Total Personnel Services** | | 14,641,363 | 19,081,587 | 20,788,142 | 21,612,045 | 21,210,694 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 904,278 | 773,171 | 764,254 | 347,047 | 347,047 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 110,356 | 170,480 | 209,786 | 181,583 | 181,583 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 529,052 | 553,259 | 417,272 | 449,042 | 449,042 |
| 531000 | Office Supplies | 47,504 | 48,513 | 74,040 | 76,533 | 76,533 |
| 532000 | Operating Supplies | 151,129 | 130,488 | 158,107 | 163,199 | 163,199 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 217,649 | 288,018 | 446,898 | 459,300 | 459,300 |
| 535000 | Clothing & Uniforms | 8,362 | 8,592 | 9,542 | 9,857 | 9,857 |
| 539000 | Other Commodities External | 6,312 | 6,207 | 5,991 | 6,189 | 6,189 |
| 541000 | Education | 68,970 | 60,987 | 116,316 | 117,972 | 110,472 |
| 542000 | Local Travel | 1,298 | 104,451 | 155,581 | 160,715 | 160,715 |
| 543000 | Out-of-Town Travel | 34,648 | 26,509 | 48,196 | 46,254 | 46,254 |
| 544000 | Space Rental | 0 | 0 | 0 | 0 | 0 |
| 545000 | Interest | 0 | 0 | 0 | 0 | 0 |
| 546000 | Refunds | 113,462 | 17,233 | 9,733 | 10,054 | 10,054 |
| 547000 | Retirement System Payments | 0 | 0 | 0 | 0 | 0 |
| 549000 | Miscellaneous | 69,913 | 84,065 | 221,742 | 138,283 | 138,283 |
| **Total External Materials and Services** | | 2,262,933 | 2,271,973 | 2,637,458 | 2,166,028 | 2,158,528 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 329,783 | 357,853 | 375,489 | 318,215 | 318,215 |
| 552000 | Printing & Distribution | 403,616 | 433,228 | 587,813 | 591,971 | 591,971 |
| 553000 | Facilities Services | 606,638 | 2,341,606 | 2,249,873 | 2,264,707 | 2,264,707 |
| 554000 | Communications Services | 277,619 | 363,178 | 398,330 | 430,202 | 430,202 |
| 555000 | Data Processing Services | 111,405 | 450,970 | 215,325 | 383,964 | 792,815 |
| 556000 | Insurance | 526,909 | 608,089 | 664,696 | 668,418 | 668,418 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 557,223 | 636,614 | 581,928 | 605,814 | 792,990 |
| **Total Internal Materials and Services** | | 2,813,193 | 5,191,538 | 5,073,454 | 5,263,291 | 5,859,318 |
| **Total Materials and Services** | | 5,076,126 | 7,463,511 | 7,710,912 | 7,429,319 | 8,017,846 |
| **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 | 121,223 | 186,560 | 186,560 |
| 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 | 121,223 | 186,560 | 186,560 |
| 573000 | Equipment Cash Transfers | 73,370 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | | **$ 19,790,859** | **$ 26,545,098** | **$ 28,620,277** | **$ 29,227,924** | **$ 29,415,100** |

## Office of Planning and Development Review AU 520

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 | Actual FY 2000 | Revised FY 2000–01 | | Proposed FY 2001–02 | | Adopted FY 2001–02 | |
|---|---|---|---|---|---|---|---|---|---|
| | | No. | No. | No. | Amount | No. | Amount | No. | Amount |
| 819 | Administrative Assistant | 3 | 3 | 3 | 131,334 | 2 | 97,190 | 2 | 97,190 |
| 926 | Administrative Services Manager | 1 | 2 | 1 | 74,318 | 1 | 71,594 | 1 | 71,594 |
| 815 | Administrative Specialist | 2 | 2 | 1 | 32,718 | 1 | 27,400 | 1 | 27,400 |
| 920 | Administrative Supervisor I | 3 | 3 | 3 | 143,736 | 4 | 204,296 | 4 | 204,296 |
| 922 | Administrative Supervisor II | 0 | 1 | 1 | 50,211 | 1 | 52,083 | 1 | 52,083 |
| 2531 | Applications Analyst I | 0 | 1 | 1 | 49,400 | 1 | 51,210 | 1 | 51,210 |
| 2532 | Applications Analyst II | 0 | 1 | 1 | 46,363 | 1 | 48,069 | 1 | 48,069 |
| 2534 | Applications Analyst IV | 1 | 1 | 1 | 57,782 | 1 | 59,925 | 1 | 59,925 |
| 826 | Assistant Financial Analyst | 1 | 1 | 1 | 48,303 | 1 | 52,132 | 1 | 52,132 |
| 962 | Assistant Program Specialist | 1 | 2 | 1 | 51,724 | 1 | 53,810 | 1 | 53,810 |
| 3228 | Associate Planner | 0 | 3 | 4 | 170,033 | 4 | 153,876 | 4 | 153,876 |
| 2143 | Building Inspection Manager | 2 | 2 | 2 | 153,636 | 2 | 162,888 | 2 | 162,888 |
| 2140 | Building Inspector | 22 | 20 | 14 | 726,985 | 14 | 764,208 | 14 | 764,208 |
| 2141 | Building Inspector, Senior | 3 | 3 | 6 | 335,934 | 6 | 353,225 | 6 | 353,225 |
| 2144 | Buildings Director | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 928 | Bureau Administrative Manager | 0 | 0 | 1 | 70,242 | 1 | 72,842 | 1 | 72,842 |
| 3236 | Chief Planner | 0 | 1 | 1 | 68,602 | 1 | 74,058 | 1 | 74,058 |
| 114 | Clerical Specialist | 19 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2202 | Code Specialist II | 0 | 6 | 7 | 298,759 | 6 | 246,790 | 6 | 246,790 |
| 2204 | Code Specialist III | 0 | 2 | 1 | 43,722 | 1 | 42,931 | 1 | 42,931 |
| 2127 | Combination Inspector | 13 | 16 | 18 | 986,652 | 18 | 1,023,606 | 18 | 1,023,606 |
| 2128 | Combination Inspector, Senior | 4 | 4 | 4 | 229,812 | 4 | 238,284 | 4 | 238,284 |
| 7492 | Community Relations Specialist | 1 | 1 | 1 | 46,555 | 1 | 52,319 | 1 | 52,319 |
| 2122 | Electrical Inspector | 14 | 11 | 10 | 508,761 | 10 | 541,212 | 10 | 541,212 |
| 2124 | Electrical Inspector, Senior | 3 | 3 | 4 | 223,771 | 4 | 237,342 | 4 | 237,342 |
| 3164 | Engineer | 6 | 6 | 7 | 442,404 | 8 | 533,196 | 8 | 533,196 |
| 3153 | Engineering Associate | 3 | 2 | 2 | 100,227 | 2 | 120,459 | 2 | 120,459 |
| 2105 | Environmental Soils Inspector | 2 | 2 | 2 | 102,824 | 2 | 106,620 | 2 | 106,620 |
| 2106 | Environmental Soils Inspector Sr | 1 | 1 | 1 | 57,453 | 1 | 59,571 | 1 | 59,571 |
| 2210 | Field Representative | 7 | 1 | 1 | 21,409 | 0 | 0 | 0 | 0 |
| 2211 | Field Representative II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 827 | Financial Analyst | 0 | 0 | 0 | 0 | 1 | 53,144 | 1 | 53,144 |
| 3270 | Graphics Illustrator I | 0 | 0 | 1 | 25,563 | 1 | 32,573 | 1 | 32,573 |
| 2135 | Housing Inspector | 15 | 13 | 13 | 564,589 | 13 | 579,735 | 13 | 579,735 |
| 2541 | Information Systems Analyst I | 0 | 2 | 1 | 45,365 | 1 | 42,945 | 0 | 0 |
| 2542 | Information Systems Analyst II | 2 | 2 | 3 | 155,508 | 3 | 157,093 | 2 | 99,711 |
| 2543 | Information Systems Analyst III | 0 | 0 | 1 | 51,406 | 1 | 55,496 | 0 | 0 |
| 2544 | Information Systems Analyst IV | 1 | 1 | 1 | 65,333 | 1 | 67,746 | 0 | 0 |
| 2550 | Information Systems Manager | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2138 | Inspection Supervisor I | 3 | 3 | 3 | 174,254 | 3 | 181,763 | 3 | 181,763 |
| 2139 | Inspection Supervisor II | 5 | 5 | 6 | 390,180 | 6 | 407,118 | 6 | 407,118 |
| 3225 | Land Use Review Supervisor | 1 | 1 | 1 | 58,215 | 2 | 120,764 | 2 | 120,764 |
| 2150 | Noise Control Officer | 1 | 1 | 1 | 51,208 | 1 | 56,540 | 1 | 56,540 |
| 100 | Office Support Specialist I | 0 | 9 | 9 | 263,728 | 7 | 206,950 | 7 | 206,950 |
| 102 | Office Support Specialist II | 0 | 20 | 23 | 732,473 | 23 | 753,162 | 23 | 753,162 |
| 104 | Office Support Specialist III | 0 | 5 | 6 | 225,671 | 7 | 278,452 | 7 | 278,452 |
| 106 | Office Support Specialist, Lead | 0 | 1 | 1 | 36,629 | 1 | 40,498 | 1 | 40,498 |
| 3222 | Permit Center Supervisor | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3224 | Plan Review Manager | 1 | 2 | 2 | 154,894 | 2 | 151,674 | 2 | 151,674 |
| 3223 | Plan Review Supervisor | 1 | 1 | 1 | 67,080 | 2 | 129,806 | 2 | 129,806 |
| 3229 | Planner | 1 | 29 | 30 | 1,361,476 | 30 | 1,392,885 | 30 | 1,392,885 |
| 2145 | Planning & Devel Review Director | 0 | 1 | 1 | 101,088 | 1 | 104,832 | 1 | 104,832 |
| 3221 | Plans Examiner, Commercial | 18 | 19 | 18 | 942,292 | 16 | 859,097 | 16 | 859,097 |
| 2110 | Plumbing Inspector | 12 | 11 | 9 | 467,759 | 9 | 484,179 | 9 | 484,179 |
| 2111 | Plumbing Inspector, Senior | 3 | 3 | 3 | 166,318 | 3 | 178,713 | 3 | 178,713 |
| 966 | Program Coordinator | 3 | 3 | 3 | 159,882 | 2 | 117,019 | 2 | 117,019 |
| 968 | Program Manager I | 3 | 4 | 5 | 278,132 | 2 | 124,197 | 2 | 124,197 |
| 972 | Program Manager IV | 0 | 1 | 1 | 82,347 | 2 | 170,768 | 2 | 170,768 |
| 964 | Program Specialist | 0 | 0 | 1 | 51,247 | 1 | 50,502 | 1 | 50,502 |
| 2530 | Programmer | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 220 | Secretarial Clerk I | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 3 | 5 | 6 | 205,882 | 7 | 259,819 | 7 | 259,819 |
| 930 | Senior Bureau Administrative Mgr | 1 | 1 | 1 | 78,229 | 0 | 0 | 0 | 0 |
| 3166 | Senior Engineer | 2 | 2 | 2 | 141,232 | 2 | 146,474 | 2 | 146,474 |
| 3163 | Senior Engineering Associate | 2 | 3 | 1 | 58,496 | 1 | 61,381 | 1 | 61,381 |
| 828 | Senior Financial Analyst | 1 | 1 | 1 | 60,570 | 1 | 64,750 | 1 | 64,750 |
| 612 | Senior Human Resources Analyst | 2 | 2 | 1 | 51,220 | 0 | 0 | 0 | 0 |
| 2552 | Senior Information Systems Mgr | 0 | 1 | 1 | 76,232 | 1 | 79,061 | 0 | 0 |
| 3231 | Senior Planner | 0 | 10 | 12 | 643,350 | 12 | 687,729 | 12 | 687,729 |

## Office of Planning and Development Review AU 520

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 2120 | Sign Inspector | 2 | 2 | 2 | 102,824 | 2 | 106,620 | 2 | 106,620 |
| 2160 | Site Development Inspector | 0 | 2 | 2 | 102,824 | 2 | 106,620 | 2 | 106,620 |
| 900 | Staff Assistant | 0 | 2 | 1 | 25,563 | 1 | 26,499 | 1 | 26,499 |
| 3107 | Technician I | 11 | 19 | 17 | 584,782 | 17 | 614,125 | 17 | 614,125 |
| 3108 | Technician II | 2 | 9 | 10 | 383,531 | 10 | 438,879 | 10 | 438,879 |
| 3109 | Technician III | 0 | 0 | 2 | 123,280 | 5 | 279,282 | 5 | 279,282 |
| **TOTAL FULL-TIME POSITIONS** | | **224** | **298** | **302** | **$ 14,584,322** | **301** | **$ 15,170,026** | **296** | **$ 14,867,396** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 29,318,271 | 0 | 29,318,271 | 303.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (47,590) | 0 | (47,590) | 0.0 | 1.4% Reduction |
| | (27,669) | 0 | (27,669) | 0.0 | ASR Reduction Fleet Services |
| | (2,837) | 0 | (2,837) | 0.0 | ASR Reduction Printing & Distribution |
| | (35,733) | 0 | (35,733) | 0.0 | ASR Reduction Faciltiies Services |
| | (22,619) | 0 | (22,619) | 0.0 | ASR Reduction Communications Services |
| | (5,755) | 0 | (5,755) | 0.0 | ASR Reduction Data Processing Services |
| | (2,431) | 0 | (2,431) | 0.0 | ASR Reduction Insurance |
| | (6,512) | 0 | (6,512) | (1.0) | ASR Human Resources Reduction |
| | (8,304) | 0 | (8,304) | 0.0 | ASR PIO Reduction |
| | (2,276) | 0 | (2,276) | 0.0 | ASR Purchasing Reduction |
| | (71,510) | 0 | (71,510) | (1.0) | ASR Purchasing Reduction |
| | (20,503) | 0 | (20,503) | 0.0 | ASR Reduction IT Positions |
| | (8,146) | 0 | (8,146) | 0.0 | ASR Reductions IT Equipment |
| | 0 | 130,000 | 130,000 | 0.0 | Development Service Improvements |
| | 0 | 47,590 | 47,590 | 0.0 | Revenue Offset |
| | (6,052) | 0 | (6,052) | 0.0 | Revenue Reduction |
| **Approved Budget Additions and Reductions** | | | | | |
| | 32,218 | 0 | 32,218 | 0.0 | Target Adjustment for HR reorganization |
| | 154,958 | 0 | 154,958 | 0.0 | |
| | 408,851 | 0 | 408,851 | 0.0 | Increased I/A BIT ASR reorganization |
| | (401,351) | 0 | (401,351) | (5.0) | Reduced personal services for BIT ASR reorg. |
| | (7,500) | 0 | (7,500) | 0.0 | Reduce education & travel expenses BIT reorg. |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 18,639 | 0 | 18,639 | 0.0 | Overhead I/A Adjustment |
| | (18,639) | 0 | (18,639) | 0.0 | Decrease Ending Fund Balance |
| | (80,761) | 177,590 | 96,829 | (7.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 29,415,100** | **296.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

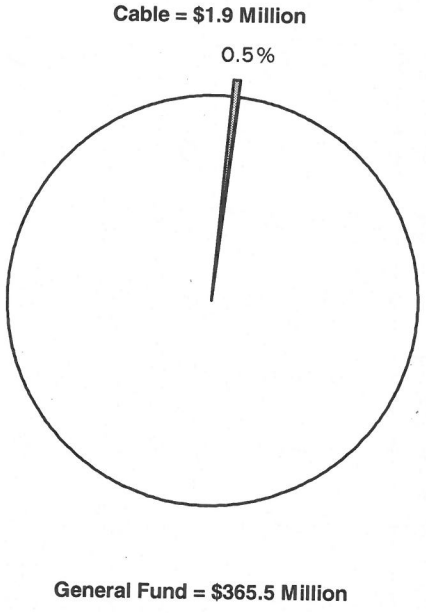
# Cable Communications and Franchise Management

Community Development Service Area

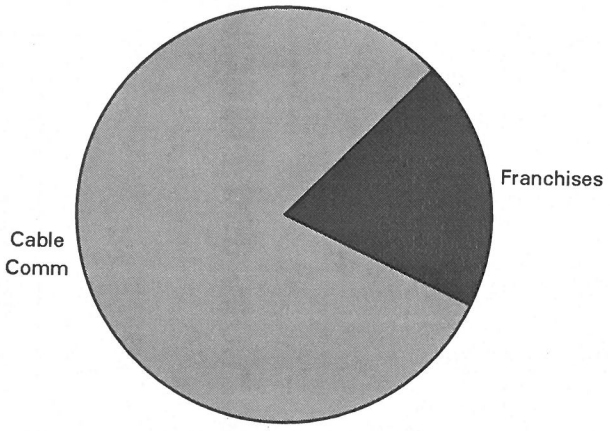
Erik Sten, Commissioner-in-Charge

David Olson, Director

**Percent of General Fund**




**Bureau Programs**

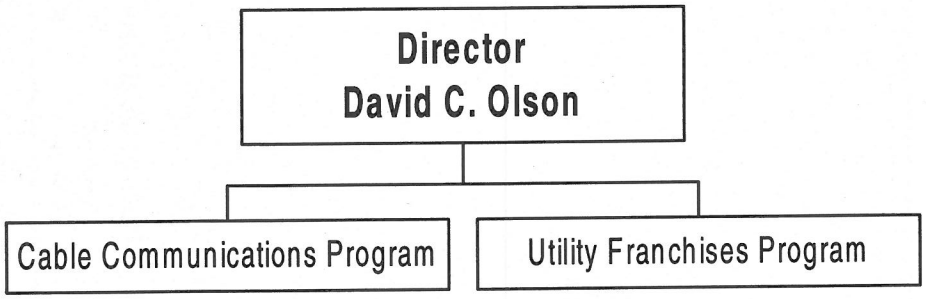



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 1,750,212 | 1,896,514 | 146,302 | 3.9% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 259,299 | 224,824 | -34,475 | -16.9% |
| **Total Cost with Allocated Overhead** | **$ 2,009,511** | **$ 2,121,338** | **$ 111,827** | **1.2%** |
| Authorized Full-Time Positions | 6 | 7 | 1 | 11.9% |

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 "overbuilder" franchises** The Cable Office led the effort to attract competitive cable system operators to Portland to provide residential cable competition to Portland homes. Each such competitor would invest at least $500 million and bring many new jobs to the community. The City Council ultimately awarded franchises to Residential Cable Networks (RCN) and Western Integrated Networks (WIN). Although the subsequent decline in the capital markets has affected RCN's plans, WIN is still planning to proceed with construction in Portland.

*Choice for cable viewers*

Successful installation of a new cable system will result in 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.

**Community Access Capital Grants**

*$700,000 for community grants in FY 2001-02*

The Mt. Hood Cable Regulatory Commission grants funds for communications projects of 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 $722,916 was granted in FY 2000-01 and $700,000 is budgeted for FY 2001-02.

**New telecommunications franchises**

*More than 25 telecom companies now have franchises within Portland.*

Supporting the Council goals of a competitive telecommunications environment and a wired city, staff negotiated six new telecommunications franchises. The franchises will provide additional resources to the City's General Fund and will add to the communications infrastructure of the city.

**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 an Integrated Regional Network Enterprise (IRNE). The network will provide high-speed telecommunications capability among City agencies and speed the delivery of City services to citizens.

### Telecommunications strategic planning

In cooperation with the Portland Development Commission and the bureaus of Planning, Transportation and General Services, the Cable Office helped develop a strategy to deal with a variety of telecommunications-related issues in the City. Implementation of the strategy over the next year should lead to a better managed system for telecommunications and related companies in Portland.

### Franchise Compliance Review

*New position for franchise compliance review*

A new permanent position was approved during the FY 2000-01 winter budget monitoring process. The position will administer franchise compliance and enforcement and develop City policy for cell and wireless, and railroad use of the public right-of-way. his new position increases the potential for additional General Fund revenues. The position is expected to generate more than $150,000 in FY 2001-02. The new position should also help the bureau comply with the City Charter requirement to review each franchise every four years.

# 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 is primary support of the Cable Office*

**General Fund**

The General Fund is the primary funding source 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 is approximately 67%.

**Cable Fund**

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.

**Public, Educational and Government (PEG) Grants**

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.

*3% of gross cable revenues allocated for community programs*

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

### Community Access Organizations

Two community access organizations, PCA and MCTV, receive funding from Portland and other MHCRC jurisdictions for their operating budgets, in addition to the 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 Cable 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 $1,896,514, an amount almost 8.4% higher than the current budget.

#### Revenues

*Reasons for revenue growth*

General Fund revenues have increased steadily from cable, utility, and telecommunication franchises, and are projected to exceed $50 million in FY 2001-02. 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 Cable Office continues to identify potential new revenue sources that arise from the City's franchising authority. Less than 1% of the revenues the Office administers are allocated to its operating budget.

# Strategic Direction

## Management Goals & Objectives

### Management Goals and Objectives

**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 to foster competition, create the least negative impact on public streets and infrastructure, protect the public interest, and generate revenue for the City.

**Maximize resources available through the franchises to create accessible communication networks for the community.**

Strategies include:

- Facilitate use 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.

**Inform and educate 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.

**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 $50 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 and through sponsorship and endorsement of legislation like HB 3345, the energy deregulation bill.
- Negotiate the development of a new cable system to provide real choice for residents in cable and telecommunications services.
- Develop and oversee a management plan for the Community I-Net.
- Negotiate franchises with new telecommunications companies, Quest, 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

*Oversee cable and telecom revenues*

The Cable Office continues to generate and protect General Fund revenues. It participates in federal, State, and PUC 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.

*Grants support job and learning skills training*

Through its successful grant, Portland Community College will provide classes at several human service organizations and workforce training centers. Mt. Hood Community College will offer training to low-wage workers at their work sites 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 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 (I-Net). Those partners include five city governments, Multnomah County, Metro, seven school districts, MESD, Portland and Mt. Hood community colleges, PSU, OHSU, Multnomah County libraries, and others.

The I-Net will provide a high bandwidth, fiber-based infrastructure throughout Multnomah County. The Office works with its 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 (of which the I-Net is a part) to promote the cost-effective use of technology to enhance service delivery.

**Efficiencies/Revenue Source**

Two separate companies, both potential new broadband service franchisees, 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 Cable Office 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).

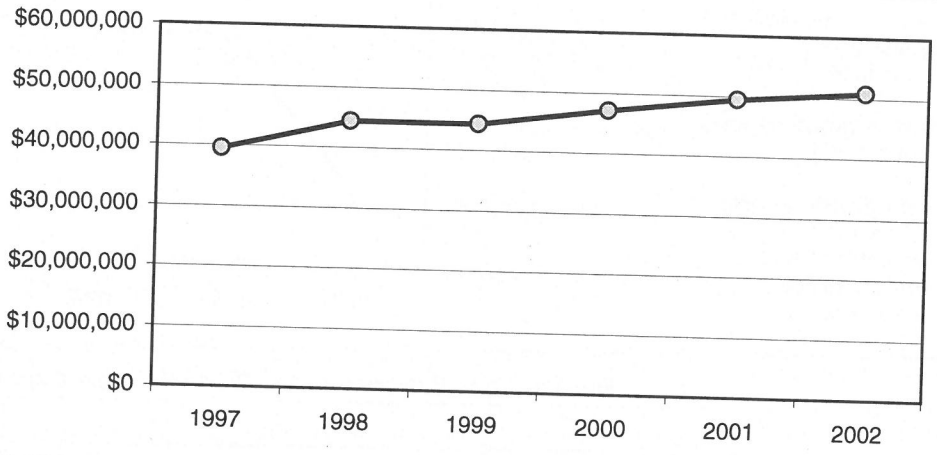
## UTILITY FRANCHISES

The Cable Office, through its Utility Franchises Program, negotiates and manages 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

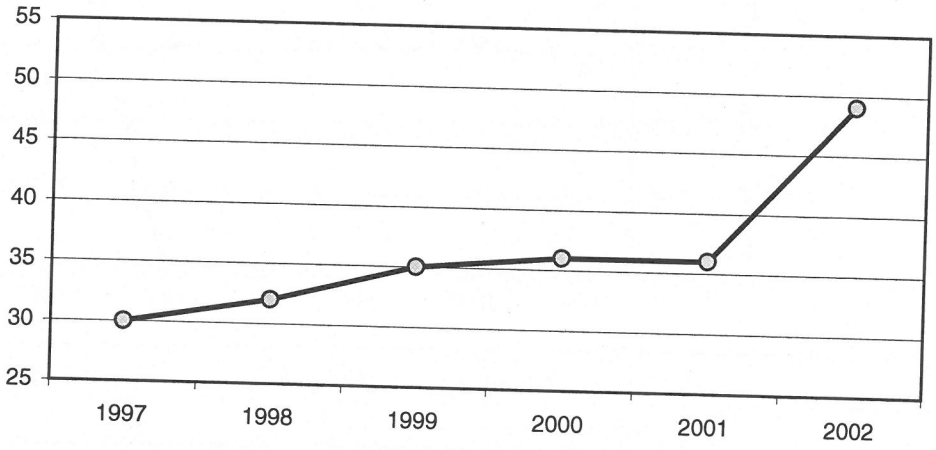
**General Fund Revenues Generated**

- Franchise fee revenues have increased more than15% during the last five years, from $44.3 to over $50.7 million.



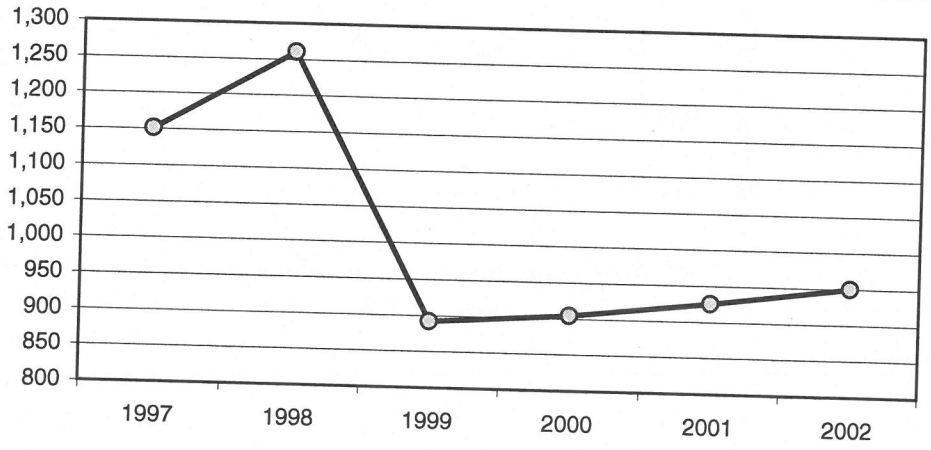

**Franchises Administered**

- The office currently administers 42 franchises and expects this number to rise in future years.



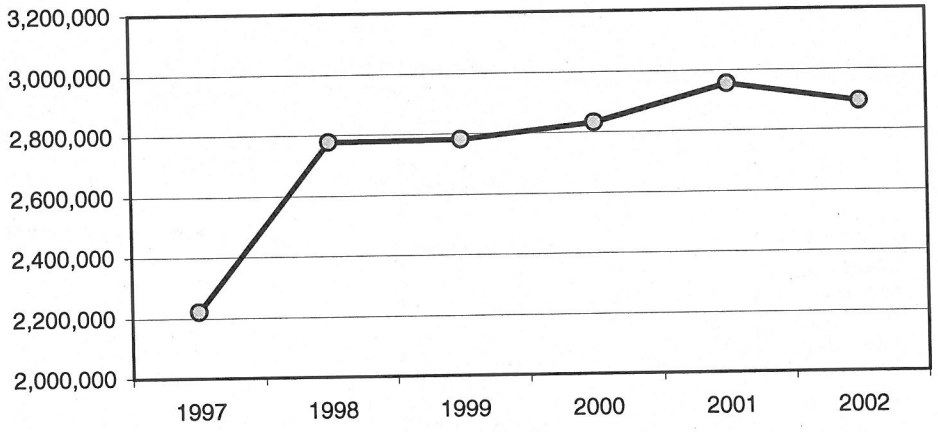

**Cable TV Complaints Handled**

- On average, over 98% of complaints are resolved within two days.

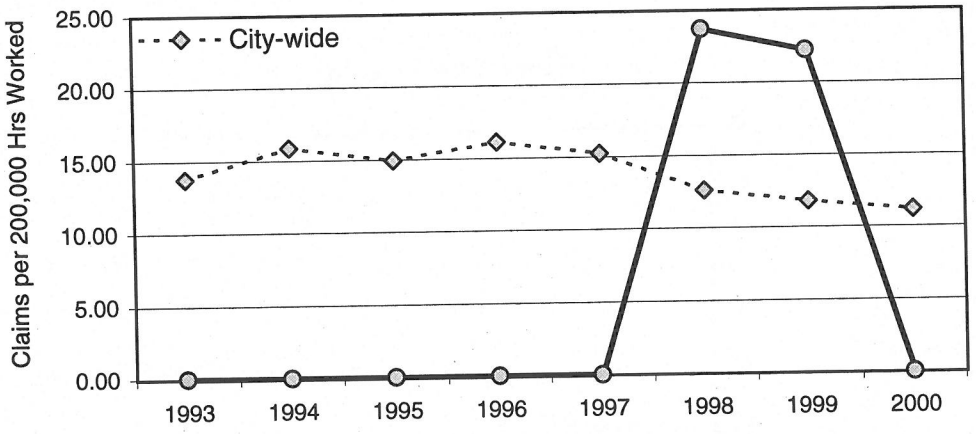


## PEG Funding and Grants

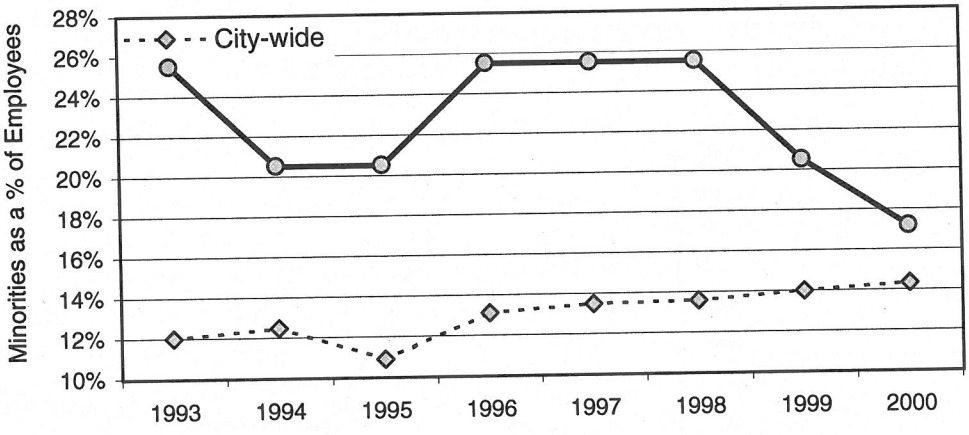
- The PEG grants provide funding to non-profit, educational, community, and local government organizations to acquire telecommunications equipment.
- The growth in grant funds parallels the growth in cable franchise fee revenues.




## 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 | Actual FY 1999–00 | Yr End Est. 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% | 50.0% | | |
| Minority Employees as a Percent of Total | 25.0% | 25.0% | 20.0% | 16.7% | | |
| **Office of Cable Communications** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 0.00 | 23.74 | 22.21 | 0.00 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 0.00 | 0.00 | 0.00 | 18.94 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $2.76 | $205.45 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.25 | | |
| **Cable Communications** | | | | | | |
| **Workload** | | | | | | |
| Cable TV Complaints Handled | 1,151 | 1,260 | 892 | 904 | 925 | 950 |
| **Effectiveness** | | | | | | |
| Public, Educational, and Governmental (PEG) Grants | 2,220,872 | 2,776,801 | 2,781,574 | 2,831,072 | 2,954,161 | 2,892,174 |
| **Utility Franchises** | | | | | | |
| **Workload** | | | | | | |
| Franchises Administered | 30 | 32 | 35 | 36 | 36 | 49 |
| **Effectiveness** | | | | | | |
| General Fund Revenues Generated | $39,458,501 | $44,327,111 | $44,327,111 | $47,063,642 | $49,428,775 | $50,791,380 |

## Cable Communications and Franchise Management AU 300 SUMMARY OF BUREAU BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 417,918 | 494,376 | 479,316 | 581,831 | 586,764 |
| External Materials and Services | 721,071 | 760,588 | 997,358 | 1,013,874 | 1,020,537 |
| Internal Materials and Services | 409,157 | 430,462 | 273,538 | 283,968 | 289,213 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 1,548,146 | 1,685,426 | 1,750,212 | 1,879,673 | 1,896,514 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 1,548,146** | **$ 1,685,426** | **$ 1,750,212** | **$ 1,879,673** | **$ 1,896,514** |
| Allocated Overhead | 118,608 | 185,199 | 259,299 | 226,959 | 224,824 |
| **Total Cost with Allocated Overhead** | 1,666,754 | 1,870,625 | 2,009,511 | 2,106,632 | 2,121,338 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 1,384,793 | 1,473,642 | 1,578,802 | 1,595,643 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 0 | 0 | 0 | 0 |
| Contract Revenues | | 0 | 0 | 0 | 0 |
| Interagency Revenues | | 277,746 | 276,570 | 300,871 | 300,871 |
| Program Revenue | | 22,887 | 0 | 0 | 0 |
| **Total Non-Discretionary Revenues** | | 300,633 | 276,570 | 300,871 | 300,871 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 1,685,426** | **$ 1,750,212** | **$ 1,879,673** | **$ 1,896,514** |

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 | | 1,417,956 | 1,475,610 | 1,520,957 | 1,528,602 |
| *Positions* | | *3* | *3* | *3* | *3* |
| Utility Franchises | | 267,470 | 274,602 | 358,716 | 367,912 |
| *Positions* | | *2* | *2* | *3* | *3* |
| **TOTAL PROGRAMS** | | **$ 1,685,426** | **$ 1,750,212** | **$ 1,879,673** | **$ 1,896,514** |
| *Positions* | | ***6*** | ***6*** | ***7*** | ***7*** |
| *General Fund Discretionary Positions* | | ***2*** | ***2*** | ***3*** | ***3*** |

# Cable Communications and Franchise Management AU 300

LINE ITEM DETAIL

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **Personnel Services** | | | | | |
| 511000 Full-Time Employees | 253,077 | 294,010 | 346,366 | 420,952 | 425,885 |
| 512000 Part-Time Employees | 1,950 | 6,870 | 0 | 0 | 0 |
| 514000 Overtime | 1,393 | 1,519 | 1,235 | 4,035 | 4,035 |
| 517000 Benefits | 114,419 | 133,421 | 131,715 | 156,844 | 156,844 |
| 518000 Paid Absence | 47,079 | 58,556 | 0 | 0 | 0 |
| **Total Personnel Services** | 417,918 | 494,376 | 479,316 | 581,831 | 586,764 |
| **Materials and Services** | | | | | |
| **External Materials and Services** | | | | | |
| 521000 Professional Services | 713,606 | 753,614 | 982,947 | 1,000,218 | 1,006,881 |
| 522000 Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 Repair & Maintenance Services | 0 | 0 | 500 | 800 | 800 |
| 525000 Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 Miscellaneous Services | 535 | 735 | 1,699 | 1,699 | 1,699 |
| 531000 Office Supplies | 353 | 386 | 1,200 | 1,600 | 1,600 |
| 532000 Operating Supplies | 1,721 | 1,195 | 3,500 | 2,500 | 2,500 |
| 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 | 1,782 | 1,041 | 2,600 | 2,600 | 2,600 |
| 542000 Local Travel | 0 | 0 | 600 | 800 | 800 |
| 543000 Out-of-Town Travel | 1,707 | 3,139 | 2,400 | 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 | 1,367 | 478 | 1,912 | 1,257 | 1,257 |
| **Total External Materials and Services** | 721,071 | 760,588 | 997,358 | 1,013,874 | 1,020,537 |
| **Internal Materials and Services** | | | | | |
| 551000 Fleet Services | 53 | 93 | 414 | 412 | 412 |
| 552000 Printing & Distribution | 954 | 3,047 | 1,800 | 2,127 | 2,127 |
| 553000 Facilities Services | 10,158 | 8,693 | 11,429 | 12,029 | 12,029 |
| 554000 Communications Services | 5,184 | 2,304 | 4,069 | 3,559 | 3,559 |
| 555000 Data Processing Services | 3,341 | 3,688 | 7,451 | 8,547 | 8,547 |
| 556000 Insurance | 3,235 | 3,351 | 7,283 | 7,271 | 7,271 |
| 557000 Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 Same Fund Services | 0 | 0 | 0 | 0 | 5,245 |
| 559000 Other Fund Services | 386,232 | 409,286 | 241,092 | 250,023 | 250,023 |
| **Total Internal Materials and Services** | 409,157 | 430,462 | 273,538 | 283,968 | 289,213 |
| **Total Materials and Services** | 1,130,228 | 1,191,050 | 1,270,896 | 1,297,842 | 1,309,750 |
| **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** | **$ 1,548,146** | **$ 1,685,426** | **$ 1,750,212** | **$ 1,879,673** | **$ 1,896,514** |

## Cable Communications and Franchise Management AU 300

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 926 | Administrative Services Manager | 1 | 1 | 1 | 63,726 | 1 | 64,185 | 1 | 64,185 |
| 827 | Financial Analyst | 1 | 1 | 1 | 54,622 | 1 | 64,384 | 1 | 64,384 |
| 979 | Franchise & Cable Comm Director | 1 | 1 | 1 | 82,348 | 1 | 86,964 | 1 | 86,964 |
| 245 | Hearings Clerk | 1 | 1 | 1 | 41,934 | 1 | 44,299 | 1 | 44,299 |
| 966 | Program Coordinator | 1 | 1 | 1 | 48,163 | 1 | 53,427 | 1 | 58,360 |
| 968 | Program Manager I | 0 | 1 | 1 | 55,573 | 2 | 107,693 | 2 | 107,693 |
| TOTAL FULL-TIME POSITIONS | | 5 | 6 | 6 | $ 346,366 | 7 | $ 420,952 | 7 | $ 425,885 |

## Cable Communications and Franchise Management AU 300

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 1,804,597 | 0 | 1,804,597 | 6.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (7,471) | 0 | (7,471) | 0.0 | 1.4% GF reduction |
| | (29) | 0 | (29) | 0.0 | BIT ASR reductions - I/A |
| | 90,014 | 0 | 90,014 | 1.0 | ComNet ASR add - franchise enforcement |
| | (272) | 0 | (272) | 0.0 | ComNet ASR reductions - I/A |
| | (24) | 0 | (24) | 0.0 | Facilities/daycare ASR reductions - I/A |
| | (340) | 0 | (340) | 0.0 | Finanical Mgmt ASR reduction - Bureau |
| | (15) | 0 | (15) | 0.0 | P&D ASR reductions - I/A |
| | (95) | 0 | (95) | 0.0 | Purchasing ASR reductions - Bureau |
| | (29) | 0 | (29) | 0.0 | Risk ASR reduction - I/A |
| | (6,663) | 0 | (6,663) | 0.0 | Adjustment to IBIS load - Bureau |
| **Approved Budget Additions and Reductions** | | | | | |
| | 5,245 | 0 | 5,245 | 0.0 | Human Resources ASR add - I/A |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 4,933 | 0 | 4,933 | 0.0 | Adjustment for Prog. Coordinator |
| | 6,663 | 0 | 6,663 | 0.0 | Correct IBIS load |
| | 91,917 | 0 | 91,917 | 1.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 1,896,514** | **7.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |


CITY OF PORTLAND, OREGON
1851

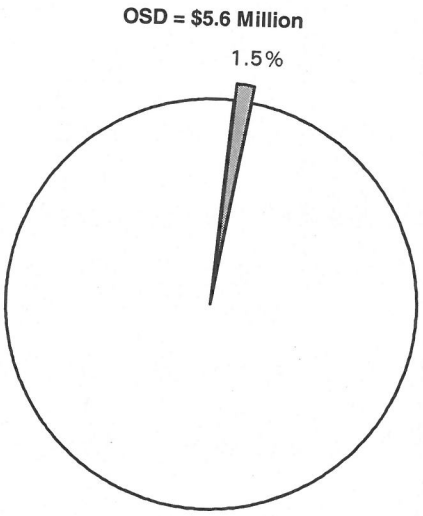
# Office of Sustainable Development

Community Development Service Area

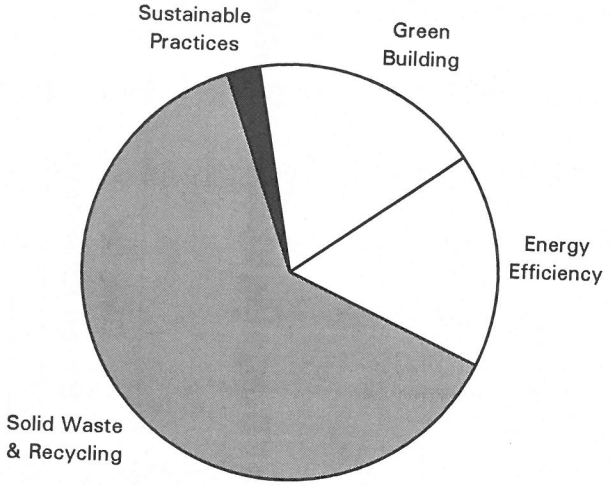
Dan Saltzman, Commissioner-in-Charge

Susan Anderson, Director

**Percent of General Fund**




**Bureau Programs**

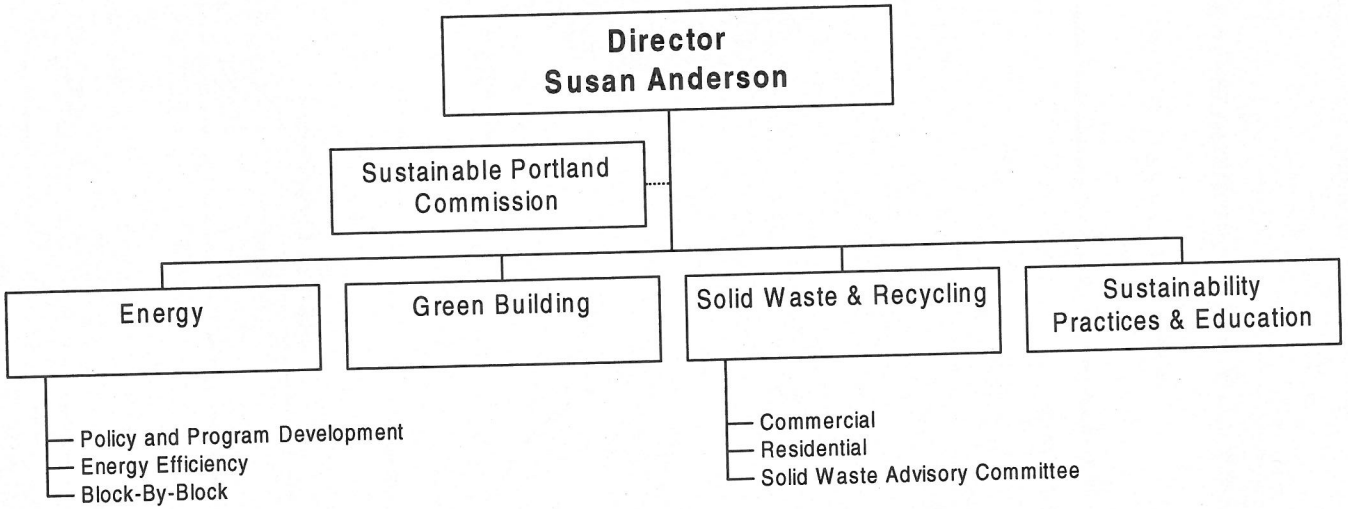



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 4,941,799 | 5,553,378 | 611,579 | 7.8% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 241,217 | 269,712 | 28,495 | 7.2% |
| **Total Cost with Allocated Overhead** | **$ 5,183,016** | **$ 5,823,090** | **$ 640,074** | **7.7%** |
| Authorized Full-Time Positions | 21 | 21 | 0 | -4.1% |

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

# Office of Sustainable Development



# Bureau Summary

## Bureau Mission

The mission of the Office of Sustainable Development is to provide leadership and a nexus for resource conservation and sustainable development practices for City government and all Portland residents and businesses.

## Bureau Highlights

**New Office of Sustainable Development**

The Office of Sustainable Development (OSD) was established in September 2000 and this is the first budget for the new office. The organization combines the programs and activities of the Portland Energy Office, Solid Waste and Recycling, Green Building Initiative, Sustainable Practices and Education, and provides staff support to the Sustainable Portland Commission.

**Revenues**

OSD is funded by the General Fund, Solid Waste Management Fund, interagency agreements, federal and state grants, and contracts with local utilities and non-profit agencies. General Fund support in FY 2001-02 is $336,967.

The Adopted Budget for FY 2001-02 includes $50,000 of one-time funds to negotiate a franchise with PGE. $25,000 will come from the General Fund and $25,000 from grants and contracts. The budget also includes $330,000 for the Leaf Pick-Up program and $750,000 for the Food Waste program. These programs are funded by Solid Waste Management Fund reserves. 1.55% of residential solid waste franchise fees will fund the Green Building program in FY 01-02.

*General Fund dollars leverage outside funds*

The Office continues to leverage General Fund support to obtain grants, utility contracts and state and local interagency agreements. In FY 2001-02, the bureau expects to receive $400,000 in additional unbudgeted grants and contracts.

# General Description

## Bureau Overview

**Organizational Efforts**

OSD efforts focus on broad and diverse citizen involvement, outreach and education, technical assistance, program development and implementation, research and development, policy, planning and legislation. The Office forges partnerships among City bureaus, private enterprises, residents, federal, state and regional governments and community organizations.

## Major Issues

**Technology**

The rapid development of new technologies confronts Portland and other communities daily. These technologies present enormous opportunities to improve efficiencies and the quality of life in Portland. Products unheard of a few years ago are now, or soon will be, commercially available. These include fuel cells, microturbines, hybrid vehicles, photovoltaic building components and more.

OSD researches new technologies that have the potential to reduce environmental impacts and improve resource efficiency and promotes the use of these technologies by City government and Portland industry and residents.

**Global Climate Change**

Global climate change impacts housing, industry, agriculture, transportation, energy use and development, taxes and municipal revenues. Many European and Asian nations and more than 400 local governments are taking active measures to reduce greenhouse gas emissions. The US Environmental Protection Agency and Department of Energy regularly seek advice from OSD on policy and program development related to energy efficiency, solid waste and climate change.

**Waste Reduction**

Portland is recognized as having the most successful recycling and solid waste program in the nation, recycling about 54 percent of its waste. Cities throughout the country have mined residential waste through curbside recycling efforts. To increase recycling substantially, the focus must shift to such areas as commercial food waste and construction and demolition materials.

## 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 change to be expected as utilities respond to the opportunities provided by utility restructuring.

Utility restructuring legislation (SB1149) passed in 1999 and will take effect in October 2001 or soon after. ScottishPower purchased PacifiCorp and Enron bought PGE and is now selling the local utility to Sierra Pacific from Nevada. This sale is unlikely to go through, meaning PGE will be for sale again soon.

*OSD 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 to more than $60 million annually.

### 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 re-develop its built environment, the City needs to improve the quality, cost effectiveness and performance of buildings while simultaneously reducing stress on the environment.

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.

*GBI promotes resource efficient building and site design practices*

The 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

To meet Council directed cost savings goals, 1.4% of current service level General Fund support was cut. OSD will reduce the Senior Program Manager's time to work on essential policy issues and program development, paid for by the General Fund, and shift it to work on energy efficiency programs, funded by grants and contracts.

OSD will also shift about $21,000 in staff time working in public information and outreach related to sustainability to energy efficiency technical assistance.

## Funding Sources

The Office of Sustainable Development (OSD) is funded by General Fund, Solid Waste Management Fund, interagency agreements, federal and state grants, and contracts with local utilities and non-profit agencies.

OSD is organized into four units: Solid Waste and Recycling, Energy, Green Building and Sustainable Practices and Education.

- The Solid Waste and Recycling program is funded through residential franchise fees, commercial tonnage and permit fees, and some grants.
- The Energy program receives funding for about 1.5 FTE and some operating expenses from General Fund. All other funds come from interagency agreements with City bureaus, federal and state grants, and contracts with local utilities and non-profit agencies.
- Residential franchise fees are the primary source of funding for the Green Building program. A variety of grants for specific projects were acquired in 2000 and others will be sought in 2001.
- Activities related to the Sustainable Portland Commission and broad sustainability education and outreach are funded by grants and interagency agreements. Nine-tenths of an FTE is supported by the General Fund to staff the Commission.

# Strategic Direction

## Management Goals & Objectives

### Long-Term Goals

The Office of Sustainable Development has seven long-term goals:

- Implement the Local Action Plan on Global Warming and Sustainable City Principles.
- Ensure quality solid waste collection and recycling services in the city, and fair residential rates.
- 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, 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 governments.
- Help businesses thrive and create local jobs related to energy efficiency, renewable resources, waste reduction and recycling, and sustainable technologies and services.
- Promote healthy, resourc- efficient building construction, site development and operations throughout the community.

### Management Objectives for FY 2001-02

The primary objectives in FY 01-02 include:

- Complete projects on City-owned facilities to result in $1.55 million in annual energy savings.
- Improve energy efficiency in 1,400 multi-family living units and 140 low-income single family homes.
- Provide technical assistance to at least 100 businesses on energy efficiency, water conservation, waste reduction and transportation efficiency.
- Recognize local firms for their sustainability efforts through the BEST awards event.
- Acquire at least $500,000 in grants and contracts to implement the City's Local Action Plan for Global Warming and Sustainable City Principles.
- Develop mechanisms to protect consumer, environmental and public interest goals in a more competitive utility market.
- Develop an electric utility franchise agreement with PGE.
- Target 3 million square feet of commercial, government and institutional space and 600 housing units through the Green Building Initiative.
- Provide employee education, research and technical assistance to City bureaus on resource conservation and sustainability practices with each bureau adopting measurable sustainability goals.
- Establish fair rates with residential haulers and update franchise agreements.
- Expand efforts to increase recovery rates for commercial solid waste including the siting of a food waste composting facility.

## COUNCIL PRIORITIES

### Council Issues and Priorities

**Build a Livable City through Good Planning and Well-Managed Growth**

The Office of Sustainable Development is directly involved in two of the strategies City Council 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**

OSD is directly involved in two of the strategies City Council established to reach this goal.

- Update Prosperous Portland.
- Maintain a strong environment for the economy.
- Provide technical assistance to businesses.

**Maintain and Improve Parks, Green Spaces, Water and Air Sheds.**

OSD is directly involved with one strategy City Council set for its goal.

- Complete an energy deregulation plan..

**Grow as an International City**

OSD is directly involved in one strategy City Council has set for its goal.

- Expand opportunities for trade, especially for small business involved in environmental technology and transportation.

# Overview of Programs

## Energy Efficiency

The Energy program crafts energy policy for Portland, implements efforts to encourage conservation in residential, commercial, government, industrial and transportation sectors and promotes the use of clean renewable energy.

The program developed a new Local Action Plan on global warming to be adopted in 2001. A Community Energy Plan was completed in December 2000 and will be the framework for new program development and partnership proposals. Discussions with PGE to develop a modern electric utility franchise will begin the spring of 2001. Programs related to home and apartment weatherization, business and City government energy efficiency and the purchase of green power will continue.

## Green Building

The Green Building Initiative promotes healthy, resource-efficient, high performance building construction and site development. Services include training, education, on-site technical help and financial assistance. The Initiative administers the Green Investment Fund and G/Rated Building program to promote innovation in commercial, government and residential development.

## Solid Waste & Recycling

The Solid Waste and Recycling program regulates solid waste collection services for residents and businesses and establishes contracts and rates with residential haulers. Current efforts include a variety of services and outreach efforts to encourage recycling, waste prevention and the use of recycled materials.

The Solid Waste and Recycling program is expanding efforts to increase recovery rates for commercial solid waste, especially in the areas of food waste and construction and demolition materials. New initiatives will focus on the siting of a food waste composting facility and a joint effort between the Green Building and Solid Waste and Recycling staff to focus on developing resource efficient guidelines for tenant improvements in commercial office space. On the residential side, the franchise system will undergo a review by City Council in 2001. Additionally, the state legislative session will bring a greater focus on product stewardship.

## Sustainability Practices

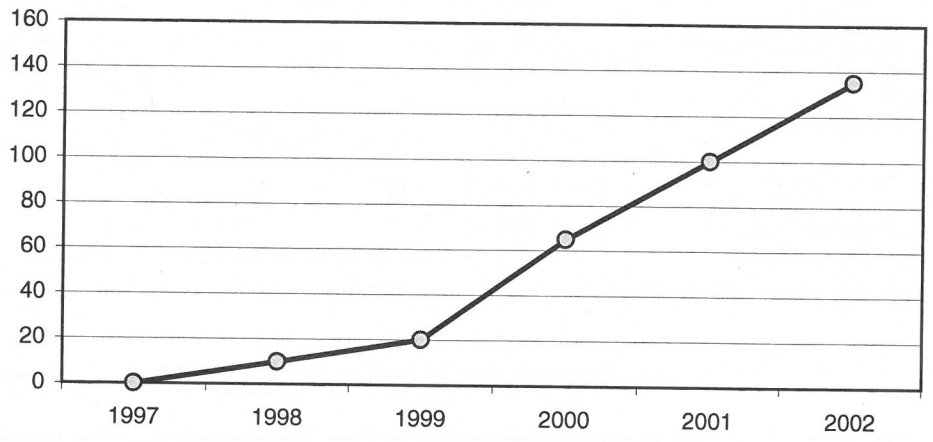
The Sustainable Portland Commission staff leads efforts to promote sustainable practices within City government and throughout the community through a variety of training and education efforts.

The Sustainable Portland Commission will focus its attention on green building, internal City operations, purchasing practices, salmon-safe parks, economic benefits of sustainability and the promotion of sustainable development practices to lower income residents. OSD will work with Multnomah County to form a joint City/County Sustainable Portland Commission.

# Performance Measures

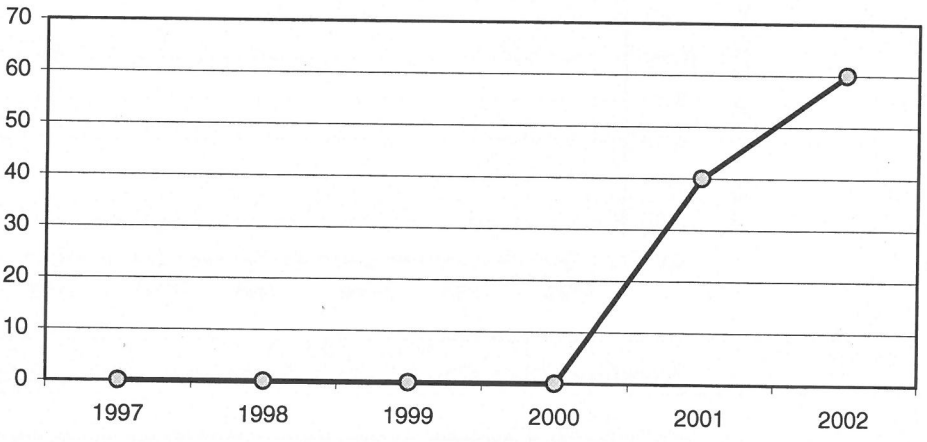
### Employees Reached by Sustainability Training and Outreach Programs

- More training, technical assistance, and consultation is provided as an increasing number of bureaus work toward greening their internal operations.



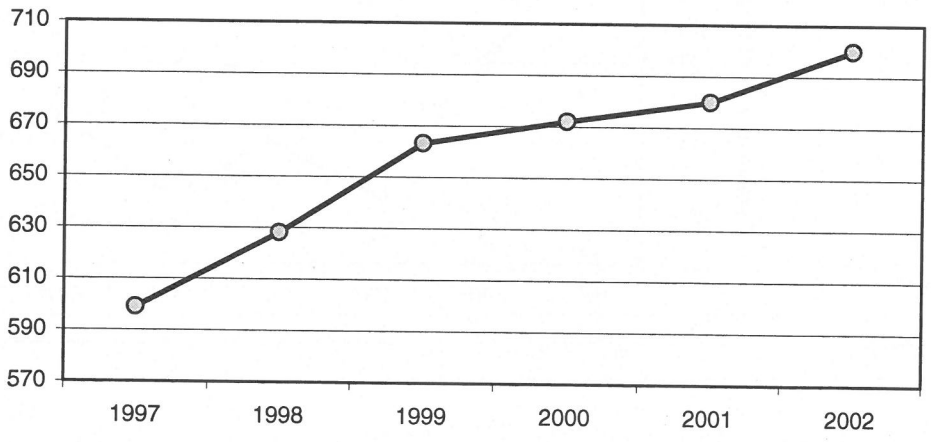

### Projects Receiving Green Building Technical Assistance

- FY 2001-02 is the second year of the Green Building program. The program will provide technical assistance to more than 60 residential and commercial projects.



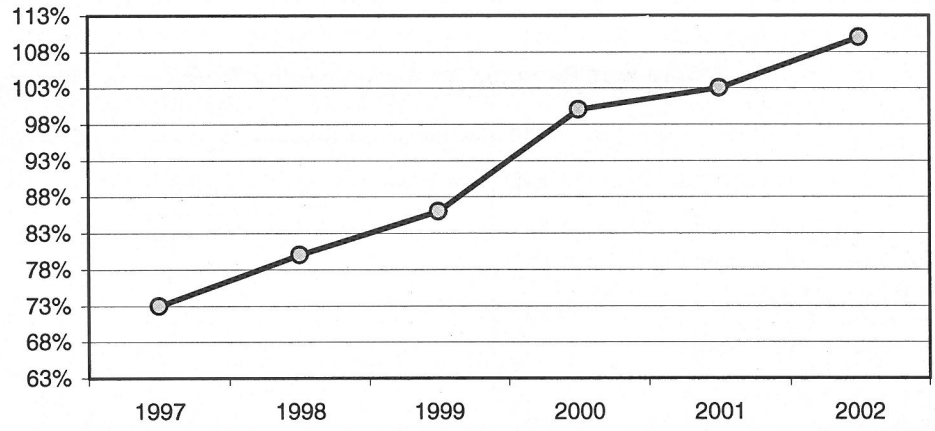

### Pounds of Solid Waste Recycled per Household

- The curbside recycling program reflects the commitment of Portland's citizens to keep recyclables out of the waste stream.
- Future years reflect small increases due to the new commingling system.

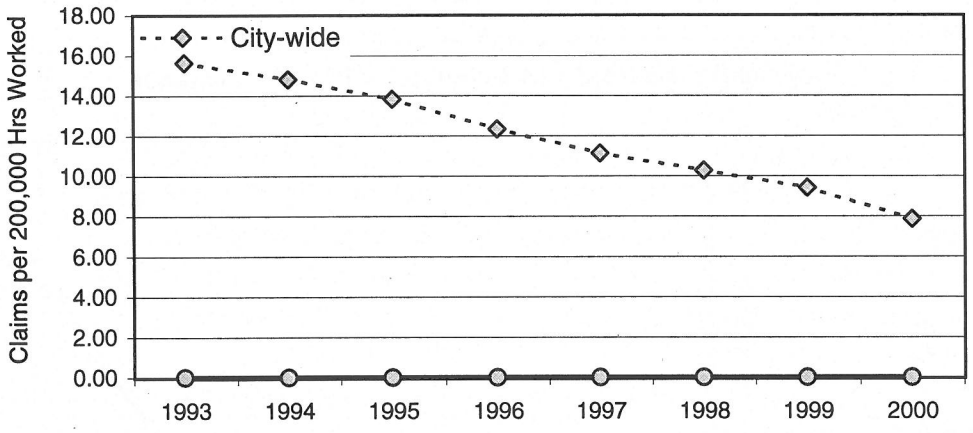


## Percent Achieved of Year 2000 Energy Savings Goal

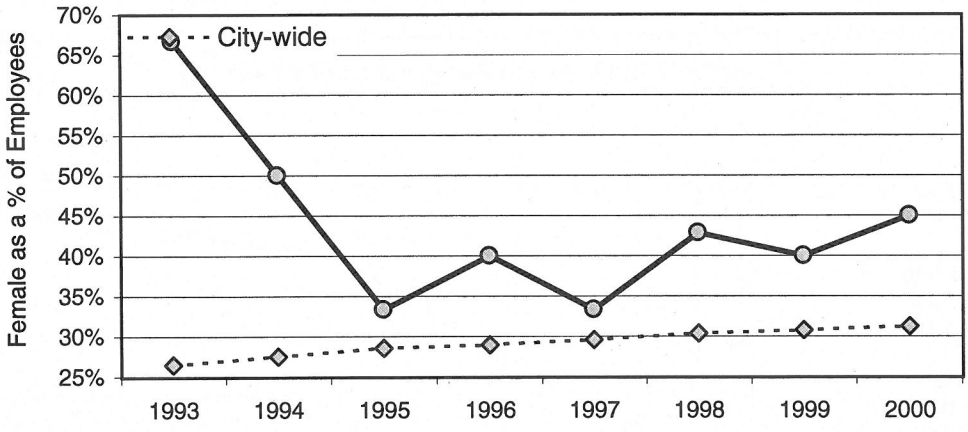
- The Office of Sustainable Development reached its goal of achieving $1.5 million in annual savings on City facilities in calendar year 2000.
- In future years, City facilities' energy savings will exceed year 2000 goals.




## 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 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **OFFICE OF SUSTAINABLE DEVELOPMENT** | | | | | | |
| **Affirmative Action Measures** | | | | | | |
| Female Employees as a Percent of Total | 33.3% | 42.9% | 40.0% | 45.5% | | |
| Minority Employees as a Percent of Total | 16.7% | 14.3% | 20.0% | 18.2% | | |
| **Sustainable Development Division** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.00 | | |
| **Sustainability Practices** | | | | | | |
| **Workload** | | | | | | |
| Employees reached by sustainability training and outreach programs | 0 | 10 | 20 | 65 | 100 | 135 |
| Number of bureaus assisted with sustainability projects and plans | N/A | N/A | N/A | 2 | 6 | 6 |
| Community organizations reached by sustainability outreach programs | N/A | N/A | N/A | 5 | 20 | 30 |
| **Green Building** | | | | | | |
| **Workload** | | | | | | |
| Residential projects supported by Incentive Fund | N/A | N/A | N/A | N/A | 20 | 20 |
| Commercial projects supported by Incentive Fund | N/A | N/A | N/A | N/A | 7 | 15 |
| Projects receiving technical assistance | 0 | 0 | 0 | 0 | 40 | 60 |
| **Solid Waste & Recycling** | | | | | | |
| **Workload** | | | | | | |
| Tons of recyclables collected by permitted commercial haulers | 91,000 | 100,000 | 111,000 | 145,000 | 127,000 | 115,000 |
| **Effectiveness** | | | | | | |
| Pounds per household disposed | 1,435 | 1,476 | 1,424 | 1,447 | 1,450 | 1,430 |
| **Effectiveness** | | | | | | |
| Pounds per household recycled | 599 | 628 | 663 | 672 | 680 | 700 |
| **Efficiency** | | | | | | |
| Percent of Residential material diverted from wastestream | 50.0% | 50.0% | 52.7% | 51.6% | 52.3% | 54.0% |
| **Efficiency** | | | | | | |
| Percent of Commercial material diverted from wastestream | 49% | 52% | 52% | 54% | 54% | 56% |
| **Energy Efficiency** | | | | | | |
| **Workload** | | | | | | |
| Grants & Contracts awarded | $295,181 | $295,761 | $280,228 | $360,902 | $187,900 | $175,000 |
| Low-income homes weatherized | 125 | 125 | 125 | 125 | 125 | 125 |
| **Efficiency** | | | | | | |
| Percent of energy savings completed toward yr 2000 goal | 73% | 80% | 86% | 100% | 103% | 110% |

# Office of Sustainable Development AU 302, 155

SUMMARY OF BUREAU BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 1,130,139 | 1,242,919 | 1,482,997 | 1,600,525 | 1,592,973 |
| External Materials and Services | 1,115,803 | 1,482,876 | 2,199,276 | 2,664,666 | 2,737,560 |
| Internal Materials and Services | 254,196 | 259,041 | 1,244,526 | 1,200,118 | 1,222,845 |
| Minor Capital Outlay | 0 | 13,406 | 15,000 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 2,500,138 | 2,998,242 | 4,941,799 | 5,465,309 | 5,553,378 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 2,500,138** | **$ 2,998,242** | **$ 4,941,799** | **$ 5,465,309** | **$ 5,553,378** |
| Allocated Overhead | 183,626 | 229,386 | 241,217 | 277,160 | 269,712 |
| **Total Cost with Allocated Overhead** | 2,683,764 | 3,227,628 | 5,183,016 | 5,742,469 | 5,823,090 |
| **RESOURCES** | | | | | |
| **Discretionary Revenues** | | | | | |
| General Fund | | 365,033 | 277,157 | 324,729 | 336,967 |
| **Total Discretionary Revenues** | | 365,033 | 277,157 | 324,729 | 336,967 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 307,574 | 545,586 | 375,000 | 375,000 |
| Interagency Revenues | | 204,507 | 249,078 | 309,439 | 318,439 |
| Cash Transfers | | 0 | 300,000 | 1,031,155 | 1,031,155 |
| Program Revenue | | 18,475 | 0 | 0 | 0 |
| Solid Waste Management Fund | | 2,102,653 | 3,569,978 | 3,424,986 | 3,491,817 |
| **Total Non-Discretionary Revenues** | | 2,633,209 | 4,664,642 | 5,140,580 | 5,216,411 |
| **TOTAL RESOURCES** | | **$ 2,998,242** | **$ 4,941,799** | **$ 5,465,309** | **$ 5,553,378** |

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** | | | | | |
| Sustainability Practices | | 0 | 0 | 138,960 | 138,960 |
| *Positions* | | *0* | *0* | *2* | *1* |
| Green Building | | 0 | 300,000 | 997,423 | 997,423 |
| *Positions* | | *0* | *3* | *3* | *3* |
| Solid Waste & Recycling | | 2,102,653 | 3,569,978 | 3,424,986 | 3,491,817 |
| *Positions* | | *10* | *10* | *10* | *10* |
| Energy Efficiency | | 895,589 | 1,071,821 | 903,940 | 925,178 |
| *Positions* | | *11* | *9* | *8* | *7* |
| **TOTAL PROGRAMS** | | **$ 2,998,242** | **$ 4,941,799** | **$ 5,465,309** | **$ 5,553,378** |
| *Positions* | | ***21*** | ***21*** | ***22*** | ***21*** |
| *General Fund Discretionary Positions* | | ***3*** | ***2*** | ***2*** | ***2*** |

# Office of Sustainable Development AU 302, 155

LINE ITEM DETAIL

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **Personnel Services** | | | | | |
| 511000 Full-Time Employees | 643,533 | 732,978 | 988,709 | 1,073,832 | 1,035,484 |
| 512000 Part-Time Employees | 64,356 | 59,157 | 91,615 | 99,159 | 136,657 |
| 514000 Overtime | 68 | 1,016 | 4,000 | 0 | 0 |
| 515000 Premium Pay | 7,810 | 5,054 | 0 | 0 | 0 |
| 517000 Benefits | 298,887 | 327,433 | 398,673 | 427,534 | 420,832 |
| 518000 Paid Absence | 115,485 | 117,281 | 0 | 0 | 0 |
| **Total Personnel Services** | 1,130,139 | 1,242,919 | 1,482,997 | 1,600,525 | 1,592,973 |
| **Materials and Services** | | | | | |
| **External Materials and Services** | | | | | |
| 521000 Professional Services | 222,471 | 189,744 | 817,600 | 1,067,520 | 1,067,520 |
| 522000 Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 Repair & Maintenance Services | 75 | 285 | 0 | 0 | 0 |
| 525000 Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 Miscellaneous Services | 696,655 | 862,694 | 1,006,313 | 642,186 | 700,675 |
| 531000 Office Supplies | 3,252 | 5,986 | 4,096 | 4,750 | 4,750 |
| 532000 Operating Supplies | 3,549 | 128,454 | 22,250 | 22,250 | 22,250 |
| 533000 Repair & Maintenance Supplies | 18 | 0 | 1,392 | 1,692 | 1,692 |
| 534000 Minor Equipment & Tools | 118,573 | 212,245 | 280,000 | 247,500 | 247,500 |
| 535000 Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 Other Commodities External | 9,703 | 2,106 | 0 | 0 | 0 |
| 541000 Education | 13,643 | 16,881 | 10,306 | 9,791 | 9,791 |
| 542000 Local Travel | 2,002 | 2,499 | 2,250 | 2,350 | 2,350 |
| 543000 Out-of-Town Travel | 12,106 | 9,870 | 17,874 | 10,950 | 10,950 |
| 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 | 33,756 | 52,112 | 37,195 | 655,677 | 670,082 |
| **Total External Materials and Services** | 1,115,803 | 1,482,876 | 2,199,276 | 2,664,666 | 2,737,560 |
| **Internal Materials and Services** | | | | | |
| 551000 Fleet Services | 2,868 | 7,127 | 8,875 | 8,877 | 8,877 |
| 552000 Printing & Distribution | 65,153 | 74,307 | 210,256 | 172,991 | 172,991 |
| 553000 Facilities Services | 64,786 | 60,894 | 52,757 | 112,685 | 112,685 |
| 554000 Communications Services | 19,720 | 23,308 | 22,325 | 24,271 | 24,271 |
| 555000 Data Processing Services | 5,986 | 12,147 | 29,655 | 47,070 | 47,070 |
| 556000 Insurance | 10,367 | 10,740 | 14,295 | 31,671 | 31,671 |
| 557000 Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 Same Fund Services | 0 | 0 | 0 | 0 | 12,238 |
| 559000 Other Fund Services | 85,316 | 70,518 | 906,363 | 802,553 | 813,042 |
| **Total Internal Materials and Services** | 254,196 | 259,041 | 1,244,526 | 1,200,118 | 1,222,845 |
| **Total Materials and Services** | 1,369,999 | 1,741,917 | 3,443,802 | 3,864,784 | 3,960,405 |
| **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 | 13,406 | 15,000 | 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 | 13,406 | 15,000 | 0 | 0 |
| 573000 Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | **$ 2,500,138** | **$ 2,998,242** | **$ 4,941,799** | **$ 5,465,309** | **$ 5,553,378** |

## Office of Sustainable Development AU 302, 155

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 515 | Accountant II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 516 | Accountant III | 0 | 1 | 1 | 19,871 | 1 | 46,451 | 0 | 0 |
| 815 | Administrative Specialist | 1 | 1 | 1 | 30,506 | 2 | 60,454 | 1 | 31,814 |
| 962 | Assistant Program Specialist | 1 | 1 | 1 | 43,992 | 1 | 44,124 | 2 | 86,223 |
| 114 | Clerical Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2202 | Code Specialist II | 0 | 0 | 2 | 81,952 | 2 | 84,988 | 2 | 84,988 |
| 7492 | Community Relations Specialist | 3 | 3 | 2 | 77,728 | 2 | 99,574 | 2 | 103,162 |
| 118 | Customer Services Rep | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2210 | Field Representative | 2 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 827 | Financial Analyst | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 45,981 |
| 102 | Office Support Specialist II | 0 | 0 | 3 | 99,279 | 3 | 102,960 | 3 | 102,960 |
| 968 | Program Manager I | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970 | Program Manager II | 0 | 2 | 2 | 127,420 | 2 | 132,122 | 2 | 132,122 |
| 964 | Program Specialist | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 44,346 |
| 3359 | Public Works Project Manager | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 1 | 4 | 4 | 158,118 | 4 | 165,464 | 2 | 74,356 |
| 3231 | Senior Planner | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7494 | Sr Community Relation Specialist | 2 | 2 | 3 | 222,401 | 3 | 201,787 | 3 | 196,100 |
| 891 | Sustainable Development Director | 1 | 1 | 1 | 85,384 | 1 | 87,860 | 1 | 85,384 |
| 3108 | Technician II | 0 | 0 | 1 | 42,058 | 1 | 48,048 | 1 | 48,048 |
| **TOTAL FULL-TIME POSITIONS** | | **18** | **21** | **21** | **$ 988,709** | **22** | **$ 1,073,832** | **21** | **$ 1,035,484** |

# Office of Sustainable Development AU 302, 155

## 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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 5,413,816 | 0 | 5,413,816 | 22.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (4,270) | 0 | (4,270) | 0.0 | 1.4% GF reduction |
| | (240) | 0 | (240) | 0.0 | BIT ASR add - I/A |
| | (795) | 0 | (795) | 0.0 | ComNet ASR reductions - I/A |
| | 1 | 0 | 1 | 0.0 | Facilities/daycare ASR add - I/A |
| | (1,749) | 0 | (1,749) | 0.0 | Financial Mgmt ASR reductions - Bureau |
| | (220) | 0 | (220) | 0.0 | Fleet ASR reductions - I/A |
| | (2,391) | 0 | (2,391) | 0.0 | P&D ASR reductions - I/A |
| | 453 | 0 | 453 | 0.0 | Adjustment to PGE multifamily contract funds |
| | (21,229) | 0 | (21,229) | 0.0 | Public Info ASR reduction - Bureau reallocation |
| | 21,229 | 0 | 21,229 | 0.0 | Add to Sust. Practices Prgm. - Bureau reallocation |
| | (95) | 0 | (95) | 0.0 | Purchasing ASR reduction - Bureau |
| | (137) | 0 | (137) | 0.0 | Risk ASR reductions - I/A |
| | 0 | 50,000 | 50,000 | 0.0 | PGE franchise negotiation package |
| | 136 | 0 | 136 | 0.0 | Adjustment to IBIS load - Bureau |
| | 9,600 | 0 | 9,600 | 0.0 | Correction to target in ext. M&S - Solid Waste |
| | 1,200 | 0 | 1,200 | 0.0 | Correction to target_I/A to Auditor - Solid Waste |
| **Approved Budget Additions and Reductions** | | | | | |
| | 12,238 | 0 | 12,238 | 0.0 | AU 302 staff Human Res. ASR Adds - I/A |
| | 10,489 | 0 | 10,489 | 0.0 | Solid Waste staff Human Res. ASR Adds - I/A |
| | 0 | 9,000 | 9,000 | 0.0 | Utility study for Water - I/A funded |
| | 56,342 | 0 | 56,342 | 0.0 | Increase Facilities I/A for Solid Waste staff rent |
| | (56,342) | 0 | (56,342) | 0.0 | Reduce Facilities I/A for AU 302 staff rent |
| | (7,552) | 0 | (7,552) | (1.0) | Reallocate Personal Services for AU 302 staff |
| | 63,894 | 0 | 63,894 | 0.0 | Increase AU 302 staff external M&S |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 80,562 | 59,000 | 139,562 | (1.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 5,553,378** | **21.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 100,000 | 100,000 | 1.0 | PGE negotiation package with position |
| | | | **$ 100,000** | **1.0** | Total Decision Packages Not Funded |


CITY OF PORTLAND, OREGON
1851

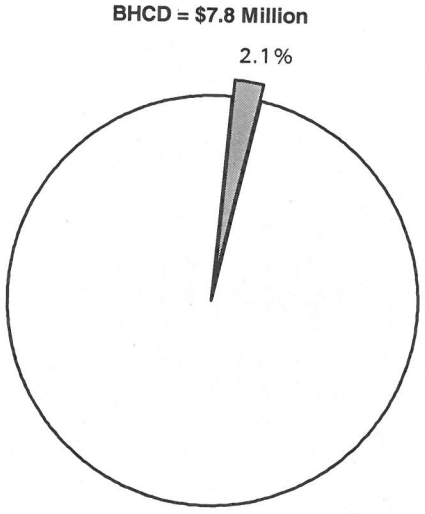
# Bureau of Housing and Community Development

Community Development Service Area

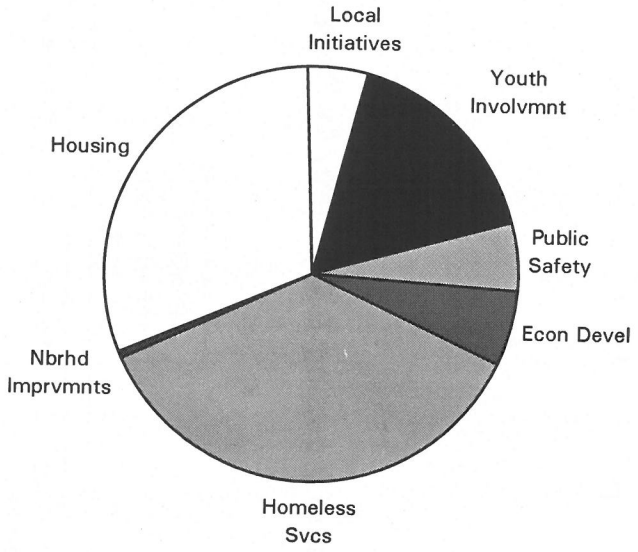
Erik Sten, Commissioner-in-Charge

Tonya Parker, Director

**Percent of General Fund**




**Bureau Programs**

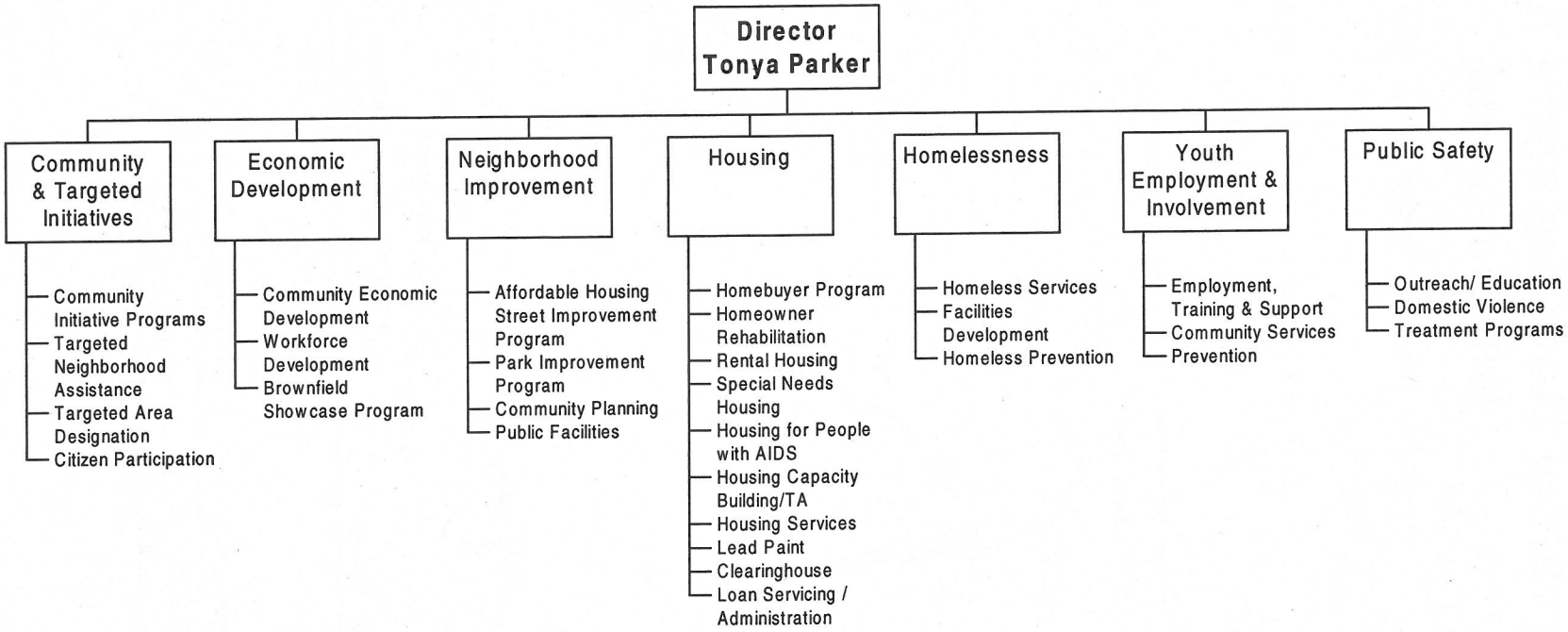



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 12,315,056 | 7,796,659 | -4,518,397 | -39.3% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 0 | 0 | 0 | 0.0% |
| **Total Cost with Allocated Overhead** | **$ 12,315,056** | **$ 7,796,659** | **$ -4,518,397** | **-39.3%** |
| Authorized Full-Time Positions | 21 | 21 | 0 | -4.1% |

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. The Bureau also manages City General Funds appropriated to support the program areas of housing, youth employment, homeless, and public safety. In addition to the bureau's operating budget, it manages two funds that contain the Community Development Block Grant and the Home Investment Partnership Program grant. The bureau provides direct services for the Lead Hazard Abatement Program, the Brownfields Showcase Program and the development of the Housing Connections model for accessing housing.

In FY 2001-02 the City's Housing and Community Development budget increases by nearly $440,000 for a total of $27.6 million.

### Funding

*Entitlement grants total $18,285,000.*

**Entitlement Grants and Related Funding**

BHCD administers four entitlement grants: the Community Development Block Grant (CDBG), HOME, Housing for People with AIDS (HOPWA) and the Emergency Shelter Grant (ESG). The total award for these grants in FY 2001-02 is $18,285,000.

**Categorical Grants and Other Funding**

FY 2001-02 is the final year of the Lead Based Paint grant with a small amount of budgeted carryover. Additional funding is budgeted for the McKinney grants. YouthBuild grants and PILOT funding remain the same.

During FY 2000-01 the Bureau assumed the responsibility for the Brownfields Showcase Program, the Lead Hazard Abatement Program and the Housing Connections Program which results in an increase of $848,398 in the FY 2001-02 budget from a variety of grant, local and carryover resources supporting these programs.

**General Fund Discretionary**

General Fund discretionary budget is $2,797,260, which includes 98.6% current service level funding, transfer of $31,966 for Civil Rights/Fair Housing previously budgeted as a Special Appropriation and an add of $80,000 for Homeless Camper Outreach. The Bureau also manages the allocation of the $493,000 General Fund for housing services for the very low income in the Housing Investment Fund.

**Consolidated Plan**

In FY 01-02, the Bureau will continue implementing the Consolidated Plan guided by four strategic directions: Safety Net for Those Most in Need; Access to Individual Opportunity; Affordable Housing Preservation and Changing Neighborhoods.

**Programs**

BHCD provides a balance of services which address the strategic directions within seven program areas. In order to provide this balance agencies funded by BHCD are provided cost of living adjustments in this budget regardless of funding source. This is the first cost of living adjustment since the FY 1999-00 budget.

# 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 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 provides direct service delivery for the Lead Hazard Abatement, Brownfields Showcase and Housing Connections programs. BHCD has Citywide policy planning responsibilities for affordable housing and community services issues, and is the designated lead agency to staff the countywide Housing and Community Development Commission. BHCD acts as the lead agency for two grant consortiums: HOME and HOPWA. The HOME program funds 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. These issues influenced the development of the Consolidated Plan and the strategic direction of the Bureau, and 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 existing pressure on residential and commercial property owners and renters to relocate to lower cost neighborhoods. Recent demographic data supports anecdotal information that as inner-city neighborhoods redevelop and gentrify, lower income residents are moving to the edges of the city and near suburbs 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 program services to targeted neighborhoods. The Bureau will focus more training and technical assistance to provide neighborhoods with the tools to address potential involuntary displacement and provide community education about tools to protect resident and business owners from having to relocate out of their communities. Additionally, the Bureau will work with City bureaus and non-profit agencies that provide BHCD-funded services to modify existing programs to more directly address the causes of displacement. The Target Area Designation Program will begin to look at providing services in areas of East Portland with growing low income populations.

## Housing

*The housing focus shifts from production to preservation*

### 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 are moving out of range of lower income households. Shifting emphasis towards preserving existing housing is a cost-effective strategy to achieve affordability goals. However, this limits the amount of funds available for production of new affordable housing units.

Preservation involves three related strategies:

- preservation through sound property and asset management of the properties 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 Housing Connections, a web-based housing information system, will create a single system to link people to the thousands of diverse affordable units available.

## Federal Acts and Regulations

*Addressing lead based paint hazards increases program costs*

### Increased Enforcement of Federal Regulations

In September 2001, the City of Portland began complying with new federal regulations that address lead-based paint in affordable rental units assisted with federal funding. These regulations require that all work funded with federal resources be conducted in a lead-safe manner. In many cases, lead-based hazards must be completely addressed before a unit can be occupied.

These regulations affect many of the programs administered by the Bureau including first time homebuyer, owner-occupied and multi-family rehabilitation, accessibility improvements for disabled and elderly households, and rental assistance programs. Requirements are expected to increase the assistance cost by $2,000-$10,000 per unit depending on the program and subsidy amount. BHCD has submitted an application request for $3 million from the HUD Lead-Paint Hazard Control Program to offset the increased costs of implementing the new federal regulations.

**Restrictions on the Use of Community Development Block Grant**

The CDBG fund restricts the percentage of resources that can be spent on public services, (such as services for the homeless), and on administration and planning. These two spending caps have become an issue because lower total resources mean reduced spending on specific activities that are usually ongoing in nature and address high Council priorities. Most BHCD programs are affected by these caps, including homeless and housing services, workforce development, and community and targeted initiatives.

To reduce the pressure on the caps, the Bureau will continue pursuing options explored during FY 2000-01.

## RECENT TRENDS

### Trends from the Consolidated Plan

As part of the development of the Consolidated Plan last year, 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 yet 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 moved 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 and east Portland and east Multnomah County, whereas people who moved in from outside of the Portland-Vancouver metropolitan area tended to settle in northwest, southwest, the lower portion of inner northeast and upper portion of inner southeast Portland.

This trending indicates a clear pattern of an increase of households in poverty in east and southwest Portland and east Multnomah County. There are declines in most other areas of 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 continues to respond to decreasing and limited resources, the Bureau's strategic direction, assumption of new projects and grants and changing needs in programs and grant regulations.

### Program Changes

*BHCD has accepted new challenges and responsibilities*

The following are the major highlights of program changes.

- Council directed BHCD to be responsible for allocation of housing resources in the Housing Investment Fund.
- Transfer of responsibility from other bureaus to BHCD for the Brownfield Showcase and Lead Hazard Reduction Programs.
- Additional grant funds for homeless single audults have been moved from Multnomah County to the City and additional General Funds are budgeted for homeless camper outreach.
- $500,000 CDBG set-aside and $300,000 from HOME to provide resources for housing services and needs of those below 30% of the median family income.
- A new project, Housing Connections, to assist people in finding affordable housing and linking them to housing service providers.
- CDBG funding for the Oregon Food Bank capital campaign.
- Cost of living adjustments for most projects and program areas, for the first time in two years.

### Program Support

**Changes in Program Support**

This Housing and Community Development operating budget includes support for delivery of the new programs, Lead Hazard Abatement, Brownfields Showcase and Housing Connections. General administrative support for the ongoing operations of the Bureau has been reduced to meet the Administrative Services Review reductions.

## 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 2001-02 include an increase in Homeless Services of $80,000 for Homeless Camper Outreach and incorporate the Civil Rights/Fair Housing Special Appropriation into the Bureau's target budget.

### 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)

### 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 slightly more than the FY 2000-01 budget due to including the interest earned on float loans in the budget.

The CDBG budgeted income totals reflect a slight increase of 2% in program income. CDBG carryover to FY 2001-02 is $500,000, an increase of $92,000. The CDBG fund anticipates repayment of $200,000 in infrastructure costs. HOME program income remains the same.

### Categorical Grants

The following non-entitlement categorical grants and local funds which support them are included in the annual budget process:

- Youthbuild Program
- McKinney
- Lead Based Paint Hazard Control
- Technologies Opportunity Program
- Brownfields Showcase

Youthbuild is an annual grant. McKinney are grants for homeless single adults assumed from Multnomah County and the Portland Housing Authority. Lead Based Paint is a one-time grant that provided funding for three years. This budget includes carryover from the final year and local funds from the Water Bureau supporting the Lead Abatement program. The Brownfields Showcase grant was assumed from the Department of Transportation and is supported with local funds also included in the budget. In addition BHCD administers the Payment in Lieu of Taxes (PILOT) local funds.

# 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 identifying and prioritizing 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 which have brought about shifts in emphasis and programmatic targeting.

**Management Objectives for FY 2001-02**

The Bureau plans to achieve the following objectives in FY 2001-02:

- Implement 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 rental housing services 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.
- Develop the Housing Connections Program to provide universal access to services and affordable housing units.
- Build 1-4 new child care networks, depending on the success of grant applications. New networks, following poverty trends, will be in the eastern part of the city and may focus on specific populations.
- Explore the potential of using the Target Area Designation Program to provide community development activities to a population instead of a geographical neighborhood.
- Institute changes in the terms of the business loan program to increase the chances of success for long-time merchants and new start-up businesses in target areas.

- In concert with the Portland Development Commission, develop a new Brownfield program to address petroleum-contaminated sites within urban renewal areas.

**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. Last year information gathered from the market analysis and housing needs assessment prepared by HCDC for the Consolidated Plan process 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 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 begin a stabilization agenda more suited to the current socio-economic climate.

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 2001-02 budget continues to be 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 but shift 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 are changing 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 2001-02 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 assessments show that an increasing number of the city's residents need a housing and social services safety net.

There is demand for 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 means providing access to stable housing and essential support services. At a more advanced level, this 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 out of poverty.

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 Housing Investment Fund dollars have permitted the City to produce several thousand units. Now BHCD is re-evaluating what proportion of public investment should be used to produce new affordable units and what should be spent to maintain the affordability of existing subsidized and market rate units. In the next year the emphasis shifts to maintenance and preservation of existing affordable units so they remain part of the viable stock of affordable housing. The long-term affordability concept endorsed by Council 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 pursue 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 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, special needs housing, lead hazard reduction and developing an access to housing program.

- **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, enhanced citizen participation in low-income districts, the planning efforts of designated target areas, and 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 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 and 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, develop leadership skills, and take 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 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, access to 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.

### Funding Level

This budget continues the same level of service and provides a cost of living adjustment for most Housing programs. Except for the decrease in funding for Homeowner Rehabilitation due to the completion of the Lead Hazard Abatement Grant, there are no reductions in the Housing programs.

Increases in the HOME entitlement of $300,000 are added to housing programs for the very low income to augment the Housing Investment Fund. This budget also includes an increase in Housing Services of $31,518 by transferring the funding for Civil Rights/Fair Housing Enforcement from a Special appropriation to the bureau's target budget.

## 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. The Brownfield Showcase supports these efforts. 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.

### Funding Level

**Community Economic Development**

This budget continues the same level of service and provides a cost of living adjustment for all Community Economic Development programs.

**Reductions**

**Workforce Development**

Funding for worksystems, inc. services for adults is reduced by 9%, a decrease of $57,577. 2000-01 funding of $50,000 for the Childcare Network Development is not continued in this budget, although other carryover funds will extend this program until 2003.

## 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 projects 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.

**Funding Level**

**Infrastructure Changes**

The Street Improvement Program includes funding for completion of the Rosemont Project and funding for the SE Pine/122nd project. There are no park improvement requests in this budget.

**Non Profit Facilities Program**

This budget includes $120,000 CDBG funding for the Oregon Food Bank capital campaign.

## 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.

**Funding Level**

This budget continues the same level of service and provides a cost of living adjustment for all Homeless Facilities and Services programs. This program absorbed a portion of the General Fund 1.4% reduction by substituting Housing Investment Funds as needed in order to maintain the current service level.

**Program Increases**

*$80,000 is added for Homeless Camper Outreach*

**Homeless Single Adults**

This budget includes an additional $80,000 General Fund for Homeless Camper Outreach. In addition, the Homeless Single Adults Service Area includes an increase in the level of funding with the addition of a McKinney grant for Jean's Place. The Bureau assumed responsibility for McKinney funding for homeless single adults for Jean's Place in the amount of $141,506 during 2000-01. This grant is continued in FY 2001-02.

## 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 and assist in improving their communities.

**Funding Level**

Youth Employment & Involvement services are continued at the same level in this budget except for a reduction of $50,000 for technical assistance.

**Youthbuild Categorical Grant**

New funding for the Youthbuild Categorical grant is $700,000, of which $400,000 is included in the FY 2001-02 budget.

## 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.

**Funding Level**

This budget continues the same level of service and provides a cost of living adjustment for all Public Safety programs.

## COMMUNITY & TARGETED INITIATIVES

**Description**

The Community and Targeted Initiatives Program supports low- to moderate-income communities and neighborhood residents to develop and implement strategies to address self-identified needs. This work is done primarily by combining BHCD and 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.

**Increases**

**Cost of Living Increases Provided and Reductions Restored**

***Community Initiative Program:*** Funding for the Community Initiative Program was restored to $200,000, an increase of $15,000.

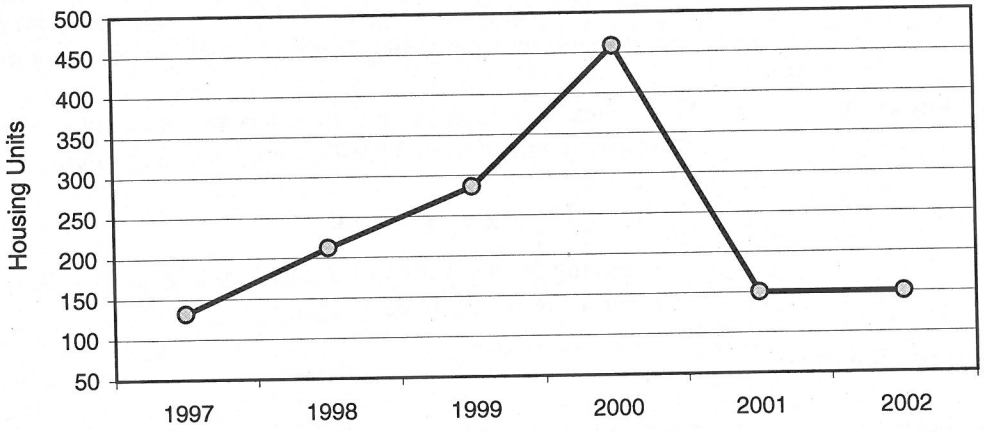
***Target Area Program:*** This budget includes funds for eight existing target areas and one new target area focusing on the Latino population. Overall support for target areas increased $52,000 (11%).

***Targeted Neighborhood Assistance and Citizen Participation:*** The service level of these two functions is continued and a cost of living adjustment is included.

# Performance Measures

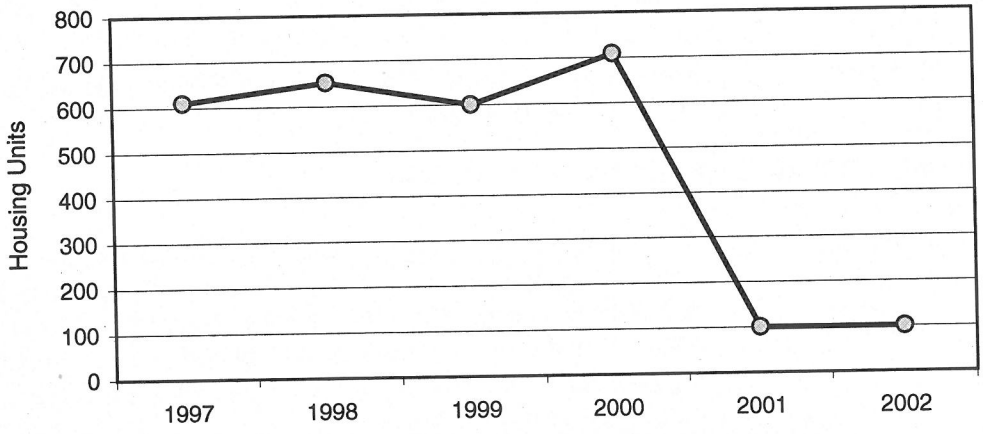
**Number of new housing units built**

- Housing development will decrease due to changes in local resource allocations.



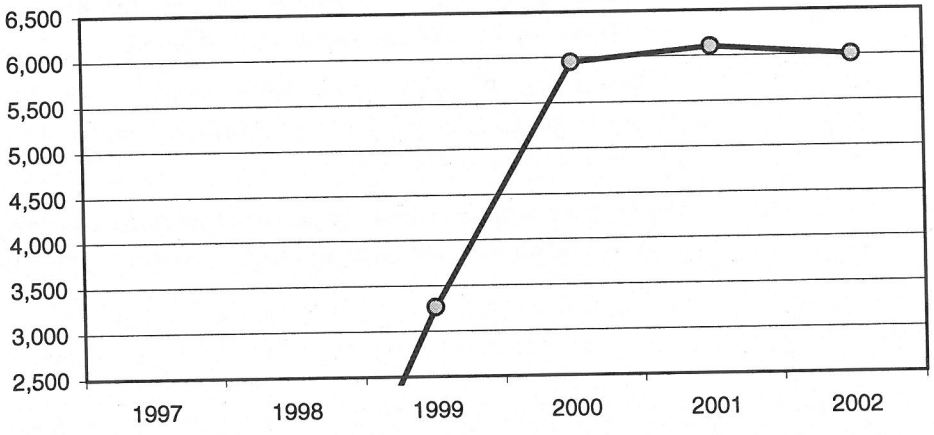

**Number of rehabilitated housing units**

- Work load target is dropping significantly due to impact of lead paint regulations.



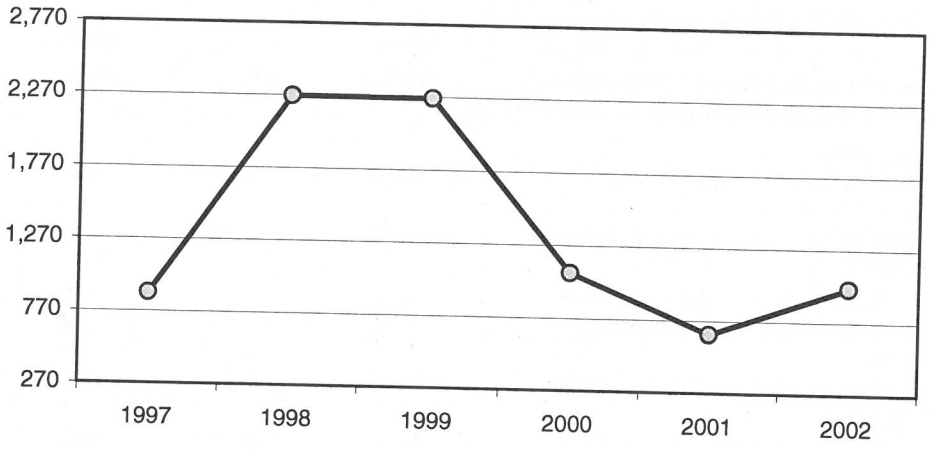

**Number of unduplicated single adults provided emergency shelter and transitional housing**

- Un unduplicated count is unavailable prior to the 1999 implementation of a sophisticated information collection system for homeless single adults
- The City continues to provide a continuum of care from outreach and shelters to transitional and permanent housing.

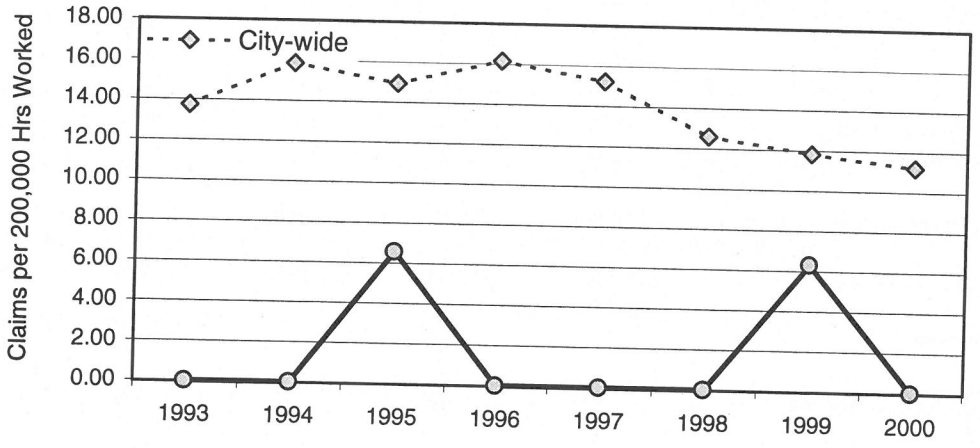


## No. of youth placed in summer or year round employment

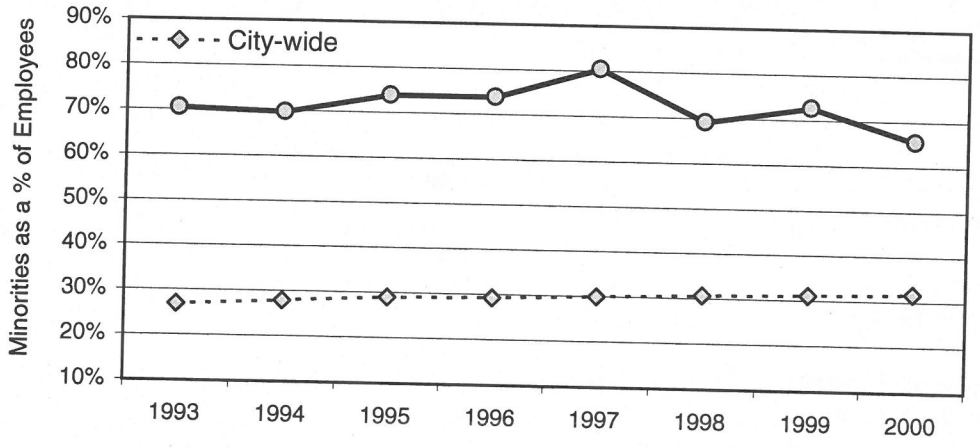
- Higher-risk youth require more labor intensive staffing and deeper wage subsidies.
- Fewer short term summer programs.
- Programs integrating employment and education are more expensive and more effective.




## 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 | Actual FY 1999–00 | Yr End Est. 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% | 65.0% | | |
| Minority Employees as a Percent of Total | 26.7% | 31.3% | 27.8% | 30.0% | | |
| **Bureau of Housing and Community Development** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 0.00 | 0.00 | 6.30 | 0.00 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 0.00 | 0.00 | 6.30 | 0.00 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.28 | $0.00 | | |
| **Housing Programs** | | | | | | |
| **Workload** | | | | | | |
| Housing units rehabilitated | 610 | 652 | 600 | 708 | 100 | 100 |
| New Housing Built | 132 | 212 | 286 | 458 | 150 | 150 |
| **Effectiveness** | | | | | | |
| Households 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 | $14,421 | $20,000 | $22,000 |
| Average BHCD funds invested per unit on new housing | $11,802 | $21,309 | $25,000 | $17,775 | $32,000 | $32,000 |
| **Economic Development** | | | | | | |
| **Workload** | | | | | | |
| Development Opportunity Strategies (DOS) completed | 12 | 15 | 13 | 9 | 14 | 14 |
| **Effectiveness** | | | | | | |
| Private $ leveraged per City $1 invested | $14 | $14 | $12 | $9 | $12 | $12 |
| **Efficiency** | | | | | | |
| Projects underway | 7 | 8 | 8 | 5 | 7 | 7 |
| **Neighborhood Improvements** | | | | | | |
| **Workload** | | | | | | |
| Sidewalk/Street miles designed | 1.30 | 0.64 | 0.09 | 0.16 | 0.00 | 0.42 |
| **Effectiveness** | | | | | | |
| Street miles constructed | 2.82 | 1.30 | 0.64 | 0.09 | 0.16 | 0.00 |
| Sidewalk miles constructed | 3.80 | 2.10 | 1.20 | 0.20 | 0.32 | |
| **Efficiency** | | | | | | |
| Streets Marketed/Constructed | 50% | 50% | NA | 50% | 100% | 100% |
| **Homeless Facilities & Services** | | | | | | |
| **Workload** | | | | | | |
| Number of unduplicated single adults provided emergency shelter and transitional housing. | NA | NA | 3,260 | 5,944 | 6,100 | 6,000 |
| **Effectiveness** | | | | | | |
| Individuals moved to more stable or permanent housing | 1,000 | 1,000 | 1,000 | 2,300 | 2,400 | 2,500 |

# Bureau of Housing and Community Development AU 540

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 735,183 | 772,835 | 1,074,314 | 1,137,567 | 1,137,567 |
| 512000 | Part-Time Employees | 27,501 | 63,773 | 18,720 | 117,165 | 117,165 |
| 514000 | Overtime | 398 | 245 | 0 | 0 | 0 |
| 515000 | Premium Pay | 146 | 0 | 0 | 0 | 0 |
| 517000 | Benefits | 298,427 | 325,746 | 381,456 | 427,630 | 427,630 |
| 518000 | Paid Absence | 111,607 | 128,459 | 0 | 0 | 0 |
| **Total Personnel Services** | | 1,173,262 | 1,291,058 | 1,474,490 | 1,682,362 | 1,682,362 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 20,457 | 50,488 | 261,087 | 30,631 | 30,631 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 762 | 2,322 | 2,456 | 2,388 | 2,388 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 5,837,316 | 6,387,100 | 10,237,944 | 5,678,974 | 5,747,974 |
| 531000 | Office Supplies | 5,762 | 8,060 | 4,500 | 7,443 | 7,443 |
| 532000 | Operating Supplies | 2,072 | 4,095 | 3,900 | 3,900 | 3,900 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 8,116 | 27,205 | 4,980 | 4,615 | 4,615 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 9,699 | 8,237 | 6,500 | 9,334 | 9,334 |
| 541000 | Education | 9,120 | 10,419 | 8,750 | 7,617 | 7,617 |
| 542000 | Local Travel | 5,188 | 6,250 | 5,950 | 8,682 | 8,682 |
| 543000 | Out-of-Town Travel | 9,594 | 4,549 | 9,500 | 13,250 | 13,250 |
| 544000 | Space Rental | 40,047 | 0 | 0 | 92,825 | 92,825 |
| 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 | 18,812 | 21,599 | 72,711 | 29,019 | 29,019 |
| **Total External Materials and Services** | | 5,966,945 | 6,530,324 | 10,618,278 | 5,888,678 | 5,957,678 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 4,045 | 3,419 | 3,623 | 5,665 | 5,665 |
| 552000 | Printing & Distribution | 27,321 | 35,602 | 29,435 | 32,526 | 32,526 |
| 553000 | Facilities Services | 34,893 | 82,186 | 99,225 | 2,150 | 2,150 |
| 554000 | Communications Services | 20,950 | 14,420 | 15,478 | 17,340 | 17,340 |
| 555000 | Data Processing Services | 20,933 | 22,806 | 46,207 | 50,129 | 50,129 |
| 556000 | Insurance | 21,251 | 22,016 | 28,320 | 27,830 | 27,830 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 20,000 | 0 | 0 | 0 | 20,979 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 149,393 | 180,449 | 222,288 | 135,640 | 156,619 |
| **Total Materials and Services** | | 6,116,338 | 6,710,773 | 10,840,566 | 6,024,318 | 6,114,297 |
| **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 | 4,000 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | | **$ 7,289,600** | **$ 8,005,831** | **$ 12,315,056** | **$ 7,706,680** | **$ 7,796,659** |

## Bureau of Housing and Community Development AU 540

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 514 | Accountant I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 515 | Accountant II | 1 | 1 | 1 | 43,028 | 1 | 46,391 | 1 | 46,391 |
| 815 | Administrative Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 922 | Administrative Supervisor II | 1 | 1 | 1 | 54,621 | 1 | 59,237 | 1 | 59,237 |
| 826 | Assistant Financial Analyst | 0 | 0 | 1 | 48,325 | 1 | 52,243 | 1 | 52,243 |
| 962 | Assistant Program Specialist | 4 | 4 | 3 | 66,901 | 3 | 130,433 | 3 | 130,433 |
| 7480 | Community Development Director | 1 | 1 | 1 | 86,653 | 1 | 89,856 | 1 | 89,856 |
| 100 | Office Support Specialist I | 0 | 0 | 1 | 31,450 | 1 | 31,450 | 1 | 31,450 |
| 102 | Office Support Specialist II | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 966 | Program Coordinator | 1 | 1 | 2 | 97,764 | 1 | 47,883 | 1 | 47,883 |
| 968 | Program Manager I | 3 | 3 | 4 | 224,836 | 4 | 239,394 | 4 | 239,394 |
| 970 | Program Manager II | 2 | 2 | 1 | 63,710 | 1 | 66,061 | 1 | 66,061 |
| 971 | Program Manager III | 0 | 0 | 1 | 72,508 | 1 | 68,253 | 1 | 68,253 |
| 964 | Program Specialist | 2 | 2 | 5 | 284,518 | 6 | 306,366 | 6 | 306,366 |
| 221 | Secretarial Clerk II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **18** | **18** | **21** | **$ 1,074,314** | **21** | **$ 1,137,567** | **21** | **$ 1,137,567** |

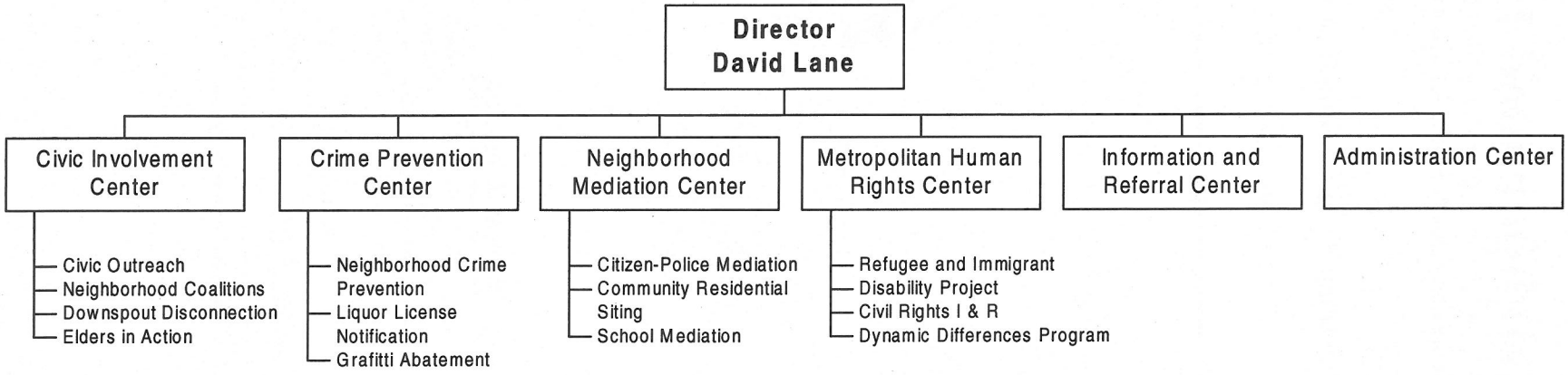
# Bureau of Housing and Community Development AU 540

**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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 7,594,917 | 0 | 7,594,917 | 21.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 31,966 | 0 | 31,966 | 0.0 | Fair Housing/BOLI Add |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (37,836) | 0 | (37,836) | 0.0 | Single Homeless Adults |
| | (448) | 0 | (448) | 0.0 | Fair Housing/BOLI |
| | (10,299) | 0 | (10,299) | (0.1) | Financial Mgmt ASR Across the Board Cut |
| | 273 | 0 | 273 | 0.0 | IT ASR Net |
| | (761) | 0 | (761) | 0.0 | P&D ASR Reduction |
| | (136) | 0 | (136) | 0.0 | Risk ASR Reduction |
| | (462) | 0 | (462) | 0.0 | ComNet ASR Reduction |
| | 0 | 49,466 | 49,466 | 0.0 | Carryover Lead Hazard Abatement grant |
| | 0 | 80,000 | 80,000 | 0.0 | JOIN Outreach |
| | 328 | 0 | 328 | 0.0 | Increase interagency cost |
| | (328) | 0 | (328) | 0.0 | Decrease interagency cost |
| **Approved Budget Additions and Reductions** | | | | | |
| | 0 | 69,000 | 69,000 | 0.0 | MHCRC Grant |
| | 11,057 | 0 | 11,057 | 0.0 | Correction to ASR cuts; restores allocated |
| | (11,057) | 0 | (11,057) | 0.0 | grant funds for programs |
| | 20,979 | 0 | 20,979 | 0.0 | ASR adjustment for HR costs |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 3,276 | 198,466 | 201,742 | (0.1) | Total FY 2001-02 Decision Packages |
| | | | **$ 7,796,659** | **20.9** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Office of Neighborhood Involvement



# Bureau Summary

## Bureau Mission

The Office of Neighborhood Involvement mission is to *enhance the quality of Portland's neighborhoods through community participation*. The Office of Neighborhood Involvement is the service bureau that provides opportunities for all Portland neighbors to interact with their City government in building safe and livable neighborhoods. The bureau's goal is to facilitate an open, inclusive community process for discussion of important civic decisions among neighbors, neighborhood associations, businesses, and government.

## Bureau Highlights

### Overview

The Office of Neighborhood Involvement (ONI) works to enhance the quality of Portland's neighborhoods through community participation. ONI works to support, improve, and increase the community-wide dialogue around important civic issues. This is done through a variety of means, such as working with neighbors, neighborhood associations, coalitions, business associations and community partners to maintain and improve the livability of Portland's neighborhoods. ONI also works with City bureaus to ensure citizens have an active voice in important decisions, goal setting, and planning for Portland.

The FY 2001-2002 ONI budget provides for a range of programs and services related to public participation, crime prevention, mediation, human rights, information and referral, and administration. ONI has worked to maintain a current level of service and efforts to strengthen public involvement with a budget reduced $23,951 by cuts due to the Administrative Services Review.

# General Description

## Bureau Overview

The Office of Neighborhood Involvement (ONI) is a fundamental resource for citizens and City staff in the areas of neighborhood and citizen involvement. To achieve this, ONI provides a range of programs and services related to citizen participation and neighborhood and community livability.

ONI is organized into six "centers": Civic Involvement, Crime Prevention, Neighborhood Mediation, Metropolitan Human Rights, Information and Referral, and Administration.

### ONI Programs

**Civic Involvement Center**

The Civic Involvement Center supports the 95 recognized neighborhood associations, Neighborhood Outreach and the Downspout Disconnection Program, and through contract, Elders in Action.

**Crime Prevention Center**

The Crime Prevention Center provides information and help to neighborhood associations, public safety committees, and other neighbor groups and individuals to coordinate crime prevention organizing, planning, and problem-solving projects.

**Neighborhood Mediation Center**

The Neighborhood Mediation Center (NMC) provides mediation and conciliation services for various disputes by offering training in consultation, facilitation, and conflict resolution to community groups, organizations, neighborhood associations, and district coalitions.

**Metropolitan Human Rights Center**

The Metropolitan Human Rights Center (MHRC) provides the information and expertise to help resolve individual and community human rights problems.

**Information and Referral Center**

The Information and Referral Center serves residents of the City of Portland and Multnomah County by offering one point of contact for inquiries related to City or County services.

**Elders in Action**

Elders in Action is a non-profit organization that advocates for the needs of older adults, develops new services and resources, and provides public education in order to improve the quality of life for older adults.

ONI has moved the expenses for the Elders in Action program into the Civic Involvement Center for the FY 2001-02 Adopted Budget.

### Administration Center

The Administration Center provides bureau-level leadership and financial, personnel, and management expertise to the five program centers.

## Changes from Prior Year

The FY 2001-02 Adopted Budget represents current service levels in most programs with maintained or slightly decreased funding for materials and services.

**Reorganization of ONI Central Administration**

During FY 2000-01, ONI and the bureau's commissioner-in-charge have worked to reorganize the bureau, revisit bureau goals, and re-establish budget priorities. The Adopted Budget for FY 2001-02 represents changes in the allocation of funds within the bureau due to the reorganization of administrative costs. The Administration Center was created to provide clearer administrative reporting and represents the movement of three positions previously reported under the Civic Involvement Center.

## Funding Sources

The majority (75%) of ONI's resources comes from the General Fund. ONI's Information and Referral Program is supported by $131,737 in General Fund Overhead. ONI also receives funding from other City bureaus and from outside sources. These include the following:

- $330,236 from Multnomah County for MHRC, the Community Residential Siting Program, North Portland, and the Information and Referral Center.
- $71,000 from the Bureau of Housing and Community Development for the Community Residential Siting Program and St. John's target area.
- $252,480 from the Office of Sustainable Development for Bulky Waste Cleanup in the Central Northeast Neighbors coalition area.
- $332,709 from the Bureau of Environmental Services for the Downspout Disconnection program and neighborhood outreach in targeted slough areas.
- $78,000 from the Bureau of Licences for the Liquor License Notification Program.
- $7,700 from the Parks Bureau for projects in North Portland.

# Strategic Direction

## Vision and Values

ONI staff are committed to and are guided by the following values:

- Advocating for collaborative, fair, and accessible community processes.
- Fostering community-centered activism.
- Embracing diversity, understanding, and mutual learning.
- Communicating in a respectful and timely manner.
- Providing service with integrity.
- Establishing a climate of equality, respect, and community empowerment.
- Promoting a safe and healthy environment for everyone.

## Management Goals & Objectives

**Major Bureau Objectives for 2001-2002**

During FY 2001, the bureau engaged in strategic planning efforts for its programs. In addition, during FY 2002, the bureau will be embarking on a citywide strategic planning process called "Re-Examine, Re-Connect" which will look at the current neighborhood system and develop a vision for its future. The following are the bureau's objectives from the Bureau's 2001-2002 Action Plan.

- Begin the ONI Guidelines Review Process.
- Develop a marketing strategy for the bureau and present this plan to Council.
- Integrate ONI programs within the bureau.
- Build a stronger technical assistance program for neighborhood associations.
- Develop a budget plan and strategy to obtain more funds for the neighborhood system.
- Continue to develop and expand our efforts to partner with other bureaus.

**Specific Center Objectives**

Each of ONI's six centers developed specific objectives to accomplish during 2001-2002. Many of these are currently underway and significant progress has been made.

**Civic Involvement Center:**

The Civic Involvement Center will enhance the quality of Portland's neighborhoods by working actively to improve participation of neighbors in the public involvement process.

- Provide increased capacity for coalition/ neighborhood offices and neighborhood associations.
- Expand participation in neighborhood associations with a focus on increasing participation of non-traditional neighbors such as people of color, renters, etc.
- Increase the ability of ONI to address citywide issues that impact neighborhoods.
- Provide a stronger, consistent communication link between City bureaus and neighborhoods regarding specific outreach endeavors.
- Through the Community Residential Siting Program, provide a centralized, coordinated source of information and referral before, during, and after the siting of a community residential facility to eliminate confusion and potential conflict.
- Improve understanding between groups in conflict.

- Through the Downspout Disconnection Project, increase public stewardship for neighborhood livability.
- Through the Downspout Disconnection Project, increase public participation in civic issues.

**Administration Center:**

The Administration Center will enhance the livability of Portland's neighborhoods through citizen participation by providing high quality technological, fiscal, and personnel support services to ONI programs, neighborhood associations, and coalitions.

**Information and Referral Center:**

The Information and Referral Center will enhance the quality of Portland's neighborhoods by linking callers with the appropriate contacts who can provide accurate, friendly, and timely information about City and County services. ONI's objective for this center is to consolidate the City and County Information and Referral programs and maintain quality customer service.

**Metropolitan Human Rights Center (MHRC):**

The Metropolitan Human Rights Center will enhance the quality of Portland's neighborhoods by providing support and advocacy for the human and civil rights of all Multnomah County and Portland neighbors.

- Incorporate other ONI programs into the MHRC workplan.
- Strengthen relationships and collaborations with Portland Police Bureau and Multnomah County Sheriff's Office.
- Re-energize and update MHRC's volunteer Anti-bias Training Program.
- Through the Refugee and Immigrant Coordination Program, provide programs and activities to improve services and support to immigrants and refugees.
- Through the Disability Project, work with district coalitions offices as well as City bureaus and County departments to enhance accessibility.

**Neighborhood Mediation Center:**

The Neighborhood Mediation Center will enhance the quality of Portland's neighborhoods by providing professional and confidential neighbor-to-neighbor mediation services to resolve conflicts within neighborhoods.

- Strengthen core services and increase cases to 800 per year.
- Develop the School Mediation Program in partnership with Portland Public Schools.
- Explore diverse funding sources.

**Crime Prevention Center:**

The Crime Prevention Center will enhance the quality of Portland's neighborhoods by providing public safety information, maintaining crime prevention services in the neighborhoods, coordinating graffiti abatement services, and providing liquor license notification to neighborhoods.

- Improve community involvement in crime prevention efforts.
- Decrease crime and graffiti in Portland in partnership with the Police Bureau and other community partners.
- Develop the liquor license neighborhood notification program.

## Major Initiatives

### ONI Efforts

The following three initiatives will be the top priority for the bureau in FY 2001-02.

**Improve the citizen and public involvement process**

ONI will work with neighborhood associations, district coalition and neighborhood offices, business associations, City bureaus, Council offices, and other community partners to maximize opportunities for neighbors to become involved in the public involvement process. This effort will include a process called "Re-Examine, Re-Connect" which will be a community-wide discussion about Portland's neighborhood system.

*ONI's objective is to improve and expand public imvolvement.*

**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'sMetropolitan Human Rights Center, Refugee/ Immigrant Program, and neighborhood outreach staff will partner with other City bureaus such as the Bureau of Housing and Community Development and community groups to provide more outreach and involvement. In addition, ONI will coordinate plans from neighborhood offices and district coalitions that would implement outreach programs to ethnic and cultural communities, new neighbors, and renters.

**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 and to use the neighborhood structure and coalitions so that neighbors have an active voice and clear information about important civic issues.

## Council Priorities

*Council Priority: Build a Livable City through Good Planning and Well-Managed Growth*

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.

*Council Priority: 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.

*Council Priority: 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.

*Council Priority: 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.

*Council Priority: 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.

# Overview of Programs

## Citizen Participation

**Neighborhood Network**

Portland's neighborhood network is made up of 95 neighborhood associations, seven neighborhood offices located throughout the city, and 40 neighborhood business district associations. 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 to train community members in leadership and community organizing skills. This neighborhood network system is a model for which Portland continues to receive national and international attention.

**Elders in Action**

Elders in Action is a private, non-profit organization that advocates for the needs of seniors, assists them in advocating for themselves, and gives Portland's elderly population access to policy makers. 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

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. This includes community safety organizing, establishing crime watch and foot patrols, and providing training in problem solving to enhance citizen skills in addressing issues, such as problem liquor outlets, drug houses, and gang-related concerns.

Crime Prevention programs link citizens with City and County community policing programs. These include the Portland Police Bureau's Neighborhood Liaison Officer Program, precinct neighborhood response teams, Gang Enforcement, the Drug and Vice Division, the Bureau of Licenses, and Office of Planning and Development Review programs.

**Graffiti Abatement**

Another component of the Crime Prevention Center is the Graffiti Abatement Program. This program focuses on enforcement, eradication, and education of graffiti. The program promotes citizen reports of graffiti to the Portland Police Bureau and works with legal system representatives on the arrest and prosecution of graffiti vandals (taggers). The program coordinates all paid and volunteer graffiti removal efforts on a citywide basis and provides presentations to community groups, schools, and other public forums regarding graffiti trends, community impacts, and opportunities for public involvement in prevention.

**Liquor Licence Notification**

The Drug and Vice Division of the Police Bureau coordinates with ONI and Noise Control in processing liquor license applications for premises located within the city of Portland. ONI's primary responsibility is notification of affected parties of pending liquor license applications. ONI collects documentation of community support and/or opposition to license applications to be considered by the Chief of Police in making a recommendation to the Oregon Liquor Control Commission (OLCC). Where appropriate, ONI may assist in problem resolution between neighbors and applicants. ONI also provides public education regarding the application process and preparation for testifying at the OLCC.

## Neighborhood Mediation Center

The Neighborhood Mediation Center (NMC) has been assisting neighbors in the resolution of their disputes since 1978. 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 though the Citizen-Police Mediation Program, the Neighborhood Mediation Center Program, the Manufactured Dwelling Park Mediation Program, and the Community Residential Siting Program.

**Citizen Police Mediation Program**

The Citizen-Police Mediation Program is a joint project with the City of Portland Police Bureau. This program encourages Portland residents and officers to talk through their differences on neutral ground. The Police Bureau's Internal Affairs Division refers cases to NMC for mediation as an alternative process to formal investigation.

The School Mediation component of the Neighborhood Mediation Center provides crisis intervention for interpersonal conflict among students, parents, and teachers in the Portland Public School District. The Center is working with a core group of volunteers and educators to develop an effective classroom curriculum that is youth specific and multicultural.

**Manufactured Dwelling Park Mediation Program**

NMC's Manufactured Dwelling Park Mediation Program was launched this year in partnership with the Oregon Department of Housing and Community Services, Manufactured Dwelling Park Ombudsman Program. The Center has developed a comprehensive outreach plan to Portland's 63 mobile home parks, encompassing about 3005 spaces. NMC staff and volunteers offer mediation services and training workshops related to landlord/tenant issues, park environments, and interpersonal disputes.

**Community Residential Siting Program**

The Community Residential Siting Program (CRSP) 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.

## Metropolitan Human Rights Center

The Metropolitan Human Rights Center (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 maintains a broad base of information and has established a strong capacity to listen to civil rights complaints and troubleshoot the process. The MHRC Disability Project has been a prime mover toward universal access in the city and county for people with disabilities. Likewise, MHRC's free Anti-Bias 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.

**Refugee/Immigrant Coordination**

This program works to coordinate the information and service needs of Portland's refugee and immigrant communities. Working with organizations as well as individuals, the Refugee and Immigrant Coordinator helps these communities work with law enforcement and other agencies to effectively provide services and resolve problems.

## INFORMATION & REFERRAL

The City of Portland-Multnomah County Information and Referral Program (City/County I&R) is a central source for basic information about and referral to City and County programs and the State Circuit Court. The program's mission is to increase and ease citizen access to those services. The City/County I&R line (823-4000) is open Monday through Friday, 8:00 AM to 5:00 PM.

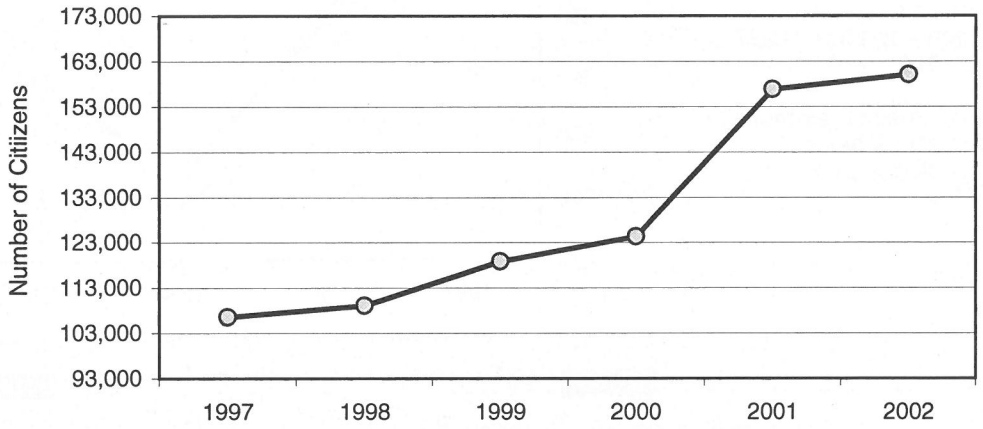
## ADMINISTRATION

The Administration Center provides bureau-level leadership and financial, personnel, and management expertise to the other ONI programs.

# Performance Measures

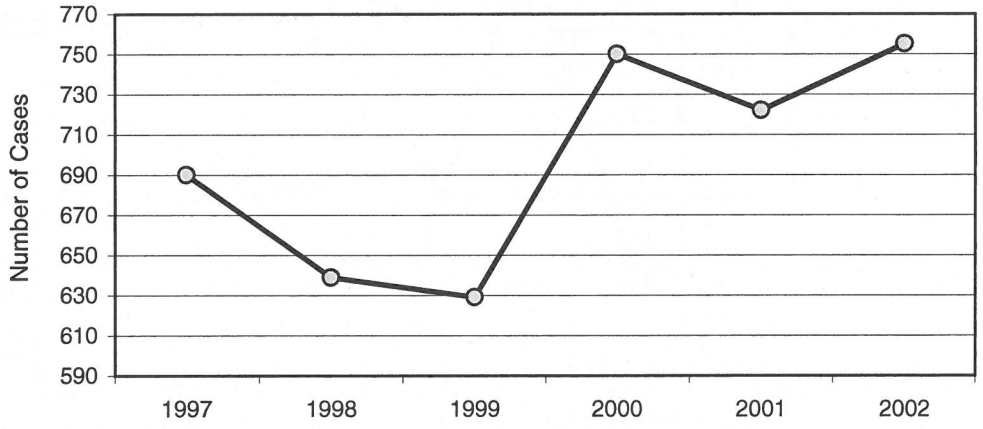
### Number of Citizens Involved in Neighborhood Activities

- The neighborhood association network is a vital way for citizens to become involved in neighborhood-based organizations and projects.
- Increasing the number of involved citizens helps improve neighborhood livability and build community.



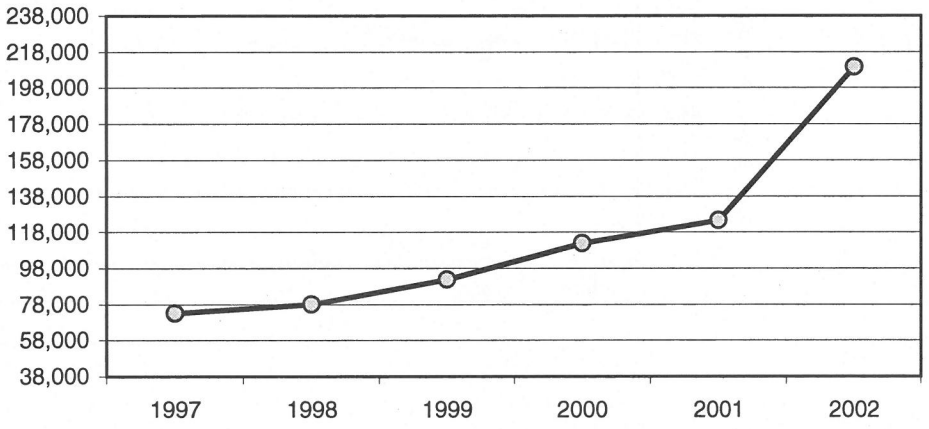

### Number of New Cases Receiving Mediation Services

- Discussion about Mediation Center funding and program continuance 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.



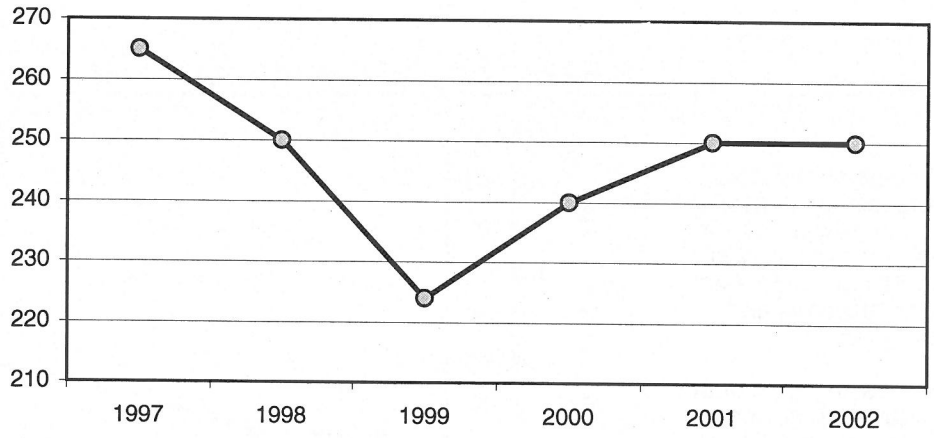

### Number of Information and Referral Calls and E-mail Inquiries Received

- Calls and E-mail inquiries are expected to increased dramatically in 2002 due to a consolidation of City and County information and referral functions.

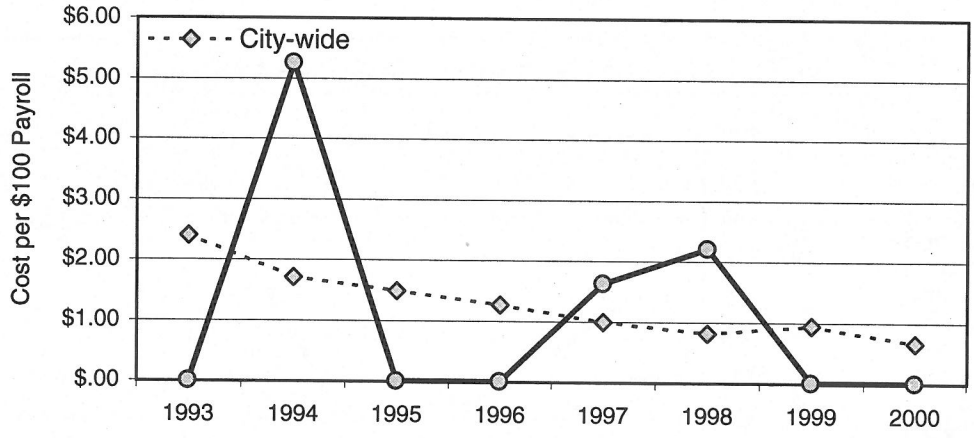


## Number of Crime Watch Programs Developed and Maintained

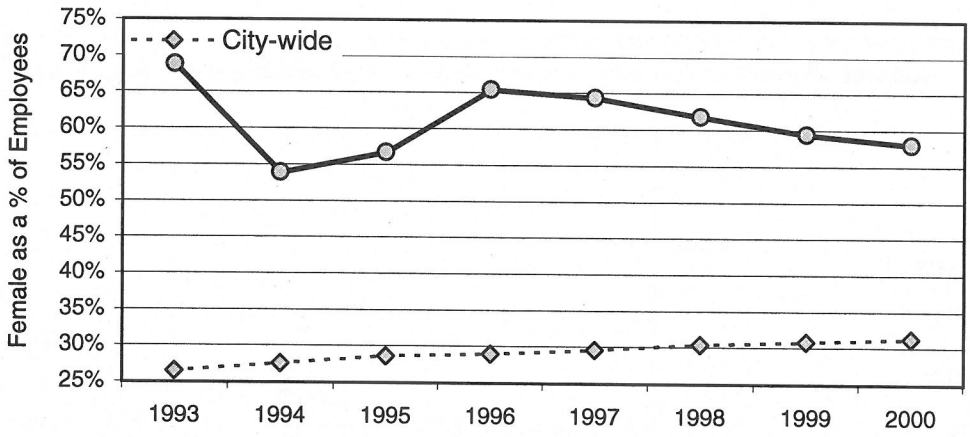
- The number of crime watch programs decreased from 1997 to 1999.
- ONI anticipates more programs being developed in the future.




## 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 | Actual FY 1999–00 | Yr End Est. 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% | 58.1% | | |
| Minority Employees as a Percent of Total | 21.4% | 23.5% | 21.9% | 25.6% | | |
| **Office of Neighborhood Involvement** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 4.40 | 0.00 | 0.00 | 2.49 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 4.40 | 8.58 | 0.00 | 7.46 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.52 | $0.00 | $0.00 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $1.63 | $2.21 | $0.00 | $0.32 | | |
| **Citizen Participation** | | | | | | |
| **Workload** | | | | | | |
| Number of NA's, coalitions, area offices maintained and business assns. and ethnic organizations coordinated with | 100 | 166 | 166 | 166 | 170 | 170 |
| **Effectiveness** | | | | | | |
| Number of citizens involved in neighborhood assn. and coalition activities | 106,567 | 109,151 | 118,782 | 124,356 | 156,769 | 160,000 |
| **Crime Prevention** | | | | | | |
| **Workload** | | | | | | |
| Number of crime watch programs developed and maintained | 265 | 250 | 224 | 240 | 250 | 250 |
| **Effectiveness** | | | | | | |
| Number of crime prevention and community policing projects | 362 | 350 | 420 | 430 | 440 | 440 |
| **Neighborhood Mediation Center** | | | | | | |
| **Workload** | | | | | | |
| Number of new cases receiving mediation services | 690 | 639 | 629 | 750 | 722 | 755 |
| **Effectiveness** | | | | | | |
| Number of cases successfully resolved | 294 | 224 | 326 | 525 | 360 | 375 |
| **Efficiency** | | | | | | |
| Percentage of cases responded to within 3 working days | | 45% | 77% | 75% | 75% | 80% |
| **Metropolitan Human Rights Center** | | | | | | |
| **Workload** | | | | | | |
| Dynamic Differences & Community Dialogues trainings | | | 12 | 12 | 12 | 12 |
| Information and Referral inquires | | | 15,600 | 15,600 | 15,600 | 11,580 |
| Disability accessibility appeals | | | 240 | 300 | 350 | 150 |
| **Effectiveness** | | | | | | |
| Dynamic Difference and Community Dialogues Trainees | | | 144 | 144 | 224 | 180 |
| **Effectiveness** | | | | | | |
| Information and Referral inquiries responded to | | | 15,600 | 15,600 | 15,600 | 11,580 |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| Successful Disability Accessibility Appeals | | | 196 | 250 | 300 | 125 |
| **Information & Referral** | | | | | | |
| **Workload** | | | | | | |
| Number of calls and e-mail inquiries received | 72,800 | 77,800 | 91,534 | 111,550 | 124,510 | 209,600 |
| **Effectiveness** | | | | | | |
| Number of calls and e-mail inquiries responded to | 70,990 | 75,490 | 89,703 | 109,319 | 124,306 | 207,549 |

# Office of Neighborhood Involvement AU 342

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 2,226,420 | 2,474,066 | 2,685,533 | 2,899,035 | 2,900,185 |
| External Materials and Services | 1,936,940 | 1,447,188 | 1,393,978 | 1,672,029 | 1,685,662 |
| Internal Materials and Services | 324,339 | 307,603 | 339,162 | 376,209 | 419,040 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 4,487,699 | 4,228,857 | 4,418,673 | 4,947,273 | 5,004,887 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 4,487,699** | **$ 4,228,857** | **$ 4,418,673** | **$ 4,947,273** | **$ 5,004,887** |
| Allocated Overhead | 120,391 | 164,062 | 84,448 | 115,092 | 92,145 |
| **Total Cost with Allocated Overhead** | 4,608,090 | 4,392,919 | 4,503,121 | 5,062,365 | 5,097,032 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 3,761,212 | 3,628,586 | 3,729,906 | 3,749,667 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 9,920 | 14,276 | 13,505 | 13,505 |
| Contract Revenues | | 77,089 | 189,496 | 330,236 | 330,236 |
| Interagency Revenues | | 229,192 | 471,660 | 741,889 | 741,889 |
| Program Revenue | | 6,986 | 0 | 0 | 0 |
| Overhead Revenues | | 144,458 | 114,655 | 131,737 | 169,590 |
| **Total Non-Discretionary Revenues** | | 467,645 | 790,087 | 1,217,367 | 1,255,220 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 4,228,857** | **$ 4,418,673** | **$ 4,947,273** | **$ 5,004,887** |

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 | | 2,142,284 | 2,035,043 | 2,535,725 | 2,301,480 |
| *Positions* | | *10* | *12* | *14* | *11* |
| Crime Prevention | | 982,005 | 1,146,760 | 1,176,110 | 1,193,772 |
| *Positions* | | *12* | *13* | *13* | *13* |
| Neighborhood Mediation Center | | 454,960 | 482,867 | 504,799 | 510,611 |
| *Positions* | | *5* | *6* | *6* | *6* |
| Elders in Action | | 160,375 | 160,275 | 0 | 0 |
| *Positions* | | *1* | *1* | *0* | *0* |
| Metropolitan Human Rights Center | | 260,184 | 368,223 | 370,223 | 374,694 |
| *Positions* | | *4* | *5* | *5* | *5* |
| Information & Referral | | 229,049 | 225,505 | 360,416 | 365,782 |
| *Positions* | | *4* | *6* | *6* | *6* |
| Administration | | 0 | 0 | 0 | 258,548 |
| *Positions* | | *0* | *0* | *0* | *3* |
| **TOTAL PROGRAMS** | | **$ 4,228,857** | **$ 4,418,673** | **$ 4,947,273** | **$ 5,004,887** |
| *Positions* | | ***36*** | ***43*** | ***44*** | ***44*** |
| *General Fund Discretionary Positions* | | ***32*** | ***36*** | ***36*** | ***36*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 1,249,720 | 1,435,835 | 1,817,146 | 1,897,918 | 1,897,918 |
| 512000 | Part-Time Employees | 149,342 | 153,634 | 147,394 | 230,566 | 230,566 |
| 514000 | Overtime | 5,623 | 8,625 | 7,000 | 9,800 | 10,950 |
| 515000 | Premium Pay | 0 | 3,444 | 0 | 0 | 0 |
| 517000 | Benefits | 591,012 | 640,921 | 711,820 | 760,751 | 760,751 |
| 518000 | Paid Absence | 230,723 | 231,607 | 2,173 | 0 | 0 |
| **Total Personnel Services** | | 2,226,420 | 2,474,066 | 2,685,533 | 2,899,035 | 2,900,185 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 37,726 | 65,190 | 38,787 | 18,056 | 19,781 |
| 522000 | Utilities | 219 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 449 | 0 | 700 | 7,000 | 7,000 |
| 524000 | Repair & Maintenance Services | 1,564 | 0 | 5,150 | 5,910 | 5,910 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 1,768,151 | 1,263,718 | 1,185,101 | 1,167,981 | 1,169,706 |
| 531000 | Office Supplies | 26,652 | 28,858 | 29,263 | 31,310 | 33,035 |
| 532000 | Operating Supplies | 4,257 | 842 | 3,772 | 12,871 | 12,871 |
| 533000 | Repair & Maintenance Supplies | 144 | 66 | 3,675 | 6,475 | 6,475 |
| 534000 | Minor Equipment & Tools | 35,204 | 14,030 | 6,727 | 20,252 | 23,142 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 5,083 | 11,714 | 2,100 | 5,725 | 5,725 |
| 541000 | Education | 21,667 | 5,265 | 9,950 | 11,100 | 13,112 |
| 542000 | Local Travel | 10,701 | 13,553 | 9,070 | 11,954 | 11,954 |
| 543000 | Out-of-Town Travel | 5,468 | 535 | 6,600 | 3,698 | 3,698 |
| 544000 | Space Rental | 16,434 | 15,154 | 17,500 | 9,500 | 9,500 |
| 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 | 3,221 | 28,263 | 75,583 | 360,197 | 363,753 |
| **Total External Materials and Services** | | 1,936,940 | 1,447,188 | 1,393,978 | 1,672,029 | 1,685,662 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 374 | 989 | 1,035 | 1,030 | 1,030 |
| 552000 | Printing & Distribution | 76,953 | 85,669 | 66,146 | 86,351 | 86,351 |
| 553000 | Facilities Services | 135,728 | 108,221 | 106,642 | 111,127 | 111,127 |
| 554000 | Communications Services | 39,130 | 53,595 | 39,979 | 48,411 | 48,411 |
| 555000 | Data Processing Services | 28,038 | 17,836 | 71,927 | 76,910 | 76,910 |
| 556000 | Insurance | 39,121 | 40,530 | 53,433 | 52,380 | 52,380 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 42,831 |
| 559000 | Other Fund Services | 0 | 763 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 319,344 | 307,603 | 339,162 | 376,209 | 419,040 |
| **Total Materials and Services** | | 2,256,284 | 1,754,791 | 1,733,140 | 2,048,238 | 2,104,702 |
| **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 | 4,995 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | | **$ 4,487,699** | **$ 4,228,857** | **$ 4,418,673** | **$ 4,947,273** | **$ 5,004,887** |

## Office of Neighborhood Involvement AU 342

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 920 | Administrative Supervisor I | 0 | 0 | 1 | 42,424 | 1 | 43,547 | 1 | 43,547 |
| 114 | Clerical Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7490 | Community Relations Assistant | 3 | 3 | 8 | 343,778 | 9 | 414,650 | 9 | 414,650 |
| 7492 | Community Relations Specialist | 8 | 7 | 6 | 356,129 | 5 | 281,757 | 5 | 281,757 |
| 5183 | Crime Prevention Representative | 9 | 10 | 10 | 396,739 | 10 | 393,356 | 10 | 393,356 |
| 118 | Customer Services Rep | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| 116 | Office Manager | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 102 | Office Support Specialist II | 0 | 0 | 7 | 214,098 | 8 | 254,362 | 8 | 254,362 |
| 106 | Office Support Specialist, Lead | 0 | 0 | 2 | 70,114 | 0 | 0 | 0 | 0 |
| 966 | Program Coordinator | 1 | 1 | 2 | 107,350 | 2 | 111,460 | 2 | 111,460 |
| 970 | Program Manager II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 972 | Program Manager IV | 1 | 1 | 1 | 69,343 | 1 | 80,905 | 1 | 80,905 |
| 964 | Program Specialist | 0 | 0 | 0 | 0 | 1 | 44,971 | 1 | 44,971 |
| 221 | Secretarial Clerk II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 1 | 1 | 2 | 72,743 | 2 | 69,481 | 2 | 69,481 |
| 7494 | Sr Community Relation Specialist | 4 | 4 | 2 | 114,444 | 3 | 172,342 | 3 | 172,342 |
| 900 | Staff Assistant | 1 | 1 | 2 | 29,984 | 2 | 31,087 | 2 | 31,087 |
| **TOTAL FULL-TIME POSITIONS** | | **36** | **36** | **43** | **$ 1,817,146** | **44** | **$ 1,897,918** | **44** | **$ 1,897,918** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 4,986,555 | 0 | 4,986,555 | 44.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (1,387) | 0 | (1,387) | 0.0 | Communications ASR Reduction |
| | (19,987) | 0 | (19,987) | 0.0 | Financial Management ASR Reduction |
| | (681) | 0 | (681) | 0.0 | Information Technology ASR Reduction |
| | (1,541) | 0 | (1,541) | 0.0 | Printing & Distribution ASR Reduction |
| | (190) | 0 | (190) | 0.0 | Purchasing ASR Reduction |
| | (265) | 0 | (265) | 0.0 | Risk Management ASR Reductions |
| | (15,172) | 0 | (15,172) | 0.0 | Reduce ONI GF Disc. By I/A Reveues |
| | (27) | 0 | (27) | 0.0 | Facilities Adjustments |
| | (32) | 0 | (32) | 0.0 | I/A Adjustment with BES |
| **Approved Budget Additions and Reductions** | | | | | |
| | 42,831 | 0 | 42,831 | 0.0 | HR Transition Implementation |
| | 14,783 | 0 | 14,783 | 0.0 | General Fund Restoration |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 18,332 | 0 | 18,332 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 5,004,887** | **44.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

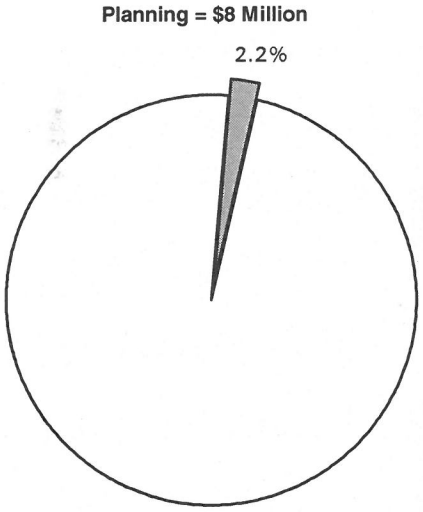
# Bureau of Planning

Community Development Service Area

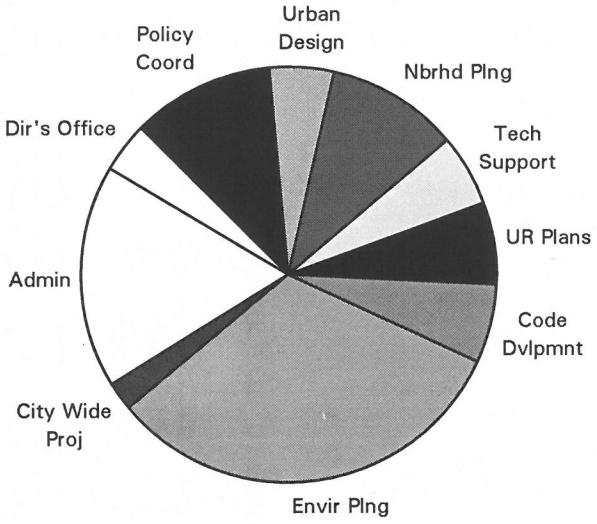
Mayor Vera Katz, Commissioner-in-Charge

Gil Kelley, Director

**Percent of General Fund**




**Bureau Programs**

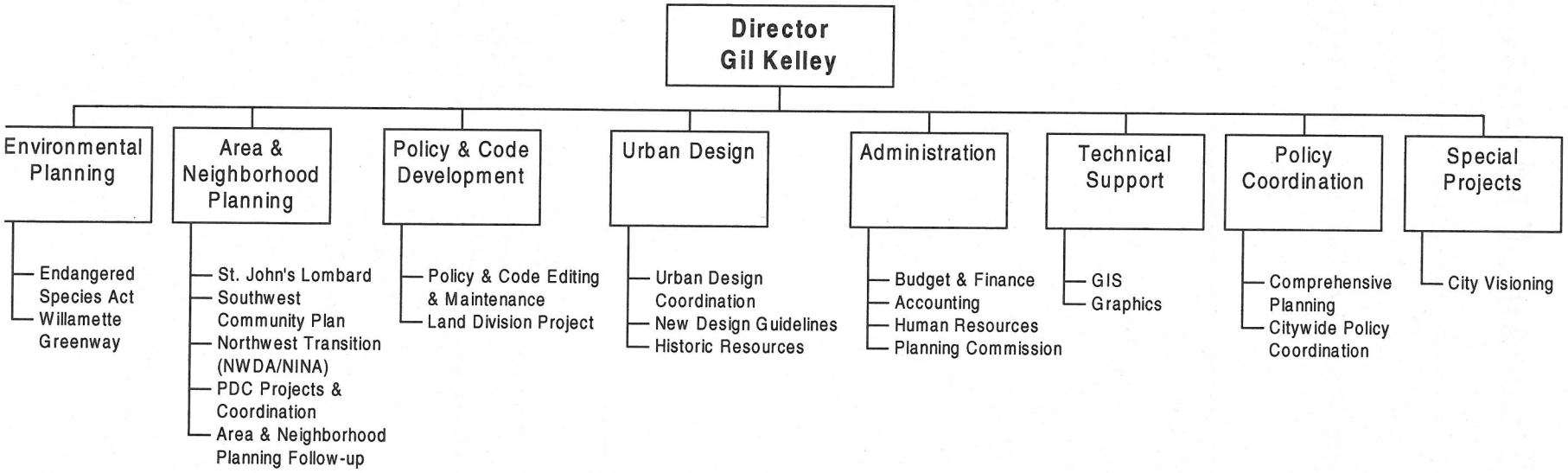



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 8,180,444 | 8,017,268 | -163,176 | -6.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 816,370 | 784,785 | -31,585 | -7.8% |
| **Total Cost with Allocated Overhead** | **$ 8,996,814** | **$ 8,802,053** | **$ -194,761** | **-6.2%** |
| Authorized Full-Time Positions | 67 | 65 | -2 | -7.0% |

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

# Bureau of Planning



# 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

The Bureau of Planning core functions include vision planning, comprehensive planning, implementation of the 2040 Plan, inter-bureau coordination and quality urban design. In addition, emphasis will be placed on the River Renaissance project - an effort to revitalize the Willamette River - and the Endangered Species Act.

The Bureau Planning took a reduction of $106,138 as a result of the Administrative Services Review and other General Fund cuts. However, the Bureau will be able maintain current service levels despite the reductions.

# General Description

## Bureau Overview

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.

**Core General Fund Work Program**

In FY 2000-2001 a new organization of the Bureau's work program and budget was outlined which organizes the bureau into distinct functional program areas.

The Bureau is comprised of the following nine functional areas overseen by the Director, each with a core General Fund staff, designated manager and detailed two-year work program:

- Intergovernmental Coordination
- Comprehensive Planning
- Area and Neighborhood Planning
- Urban Renewal (PDC Partnerships)
- Urban Design/Historic Preservation
- Code Development
- Environmental Planning
- Planning Technical Support
- Administration

## Changes from Prior Year

This budget includes a newly funded CIP Coordinator position. This position will coordinate ESA-related permitting efforts Citywide to minimize potential compliance issues in City capital projects.

Administrative Services Review (ASR) caused the loss of one position within the bureau.

## Funding Sources

The Bureau of Planning depends entirely on General Fund support for its core activity. This makes up less than half of the Bureau's funding.

**Special Appropriations**

Several of the Bureau's current efforts are continuations of multi-year projects funded by special, one-time appropriations. These efforts include River Renaissance, the Citywide Endangered Species Act Coordination Program and Northwest Planning Projects (Guilds Lake Industrial Area Plan and the Northwest Area Plan).

**Additional Funding Sources**

Housing Policy coordination is funded by an interagency agreement with the City's Bureau of Housing and Community Development.

A master intergovernmental agreement (IGA) is currently being negotiated with PDC to support a number of requested workplan items. including North Macadam, Gateway, North of Lovejoyand a variety of urban renewal projects. It is anticipated this IGA will bring an additional $500,000 to support the additional work requested of the Planning Bureau.

The Endangered Species Act project has interagencies with various City bureaus to share in the funding of the core team's general work program. These are with Portland Office of Transportation, the Water Bureau, Bureau of Environmental Services as well as various General Fund bureaus and the Portland Development Commission.

A limited amount of the Bureau's budget is funded through the Citywide overhead model. This funding covers the Comprehensive Planning work program, which coordinates major policy actions and Capital Improvement Programs on a Citywide scale.

# Strategic Direction

## Management Goals & Objectives

**Continuously Improve the Delivery of Quality Public Services**

The Bureau will meetthis objective by adhering to the following adopted operating principles.

- Provide excellent customer service.
- Use common sense.
- Be responsive, timely and efficient.
- Pursue professional excellence.
- Work as a team.
- Improve continuously.
- 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 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, in-fill 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 fleshed out, 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's performance measures support the following two categories of benchmarks:

1. Economic vitality and security benchmarks
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 zoning capacity for housing within community plan area.

# Overview of Programs

## Urban Renewal Plans

In the Urban Renewal program area, the Bureau undertakes projects 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 2001-2002 Work Program**

Major work programs include completion of West End, work on Gateway, North Macadam, Lents, and North of Lovejoy.

## 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. Communications staff provides required and proactive public involvement and participation programs, media relations, general constituent liaison, special events planning and document and notice review and editing. This position consults with project staff and management on communications and outreach issues and trends.

**Bureau Directors' Coordination Team**

In response to direction from Council in May 1999, the Bureau of Planning has taken a leadership role to ensure better coordination of long range planning and development functions among all City bureaus. The Bureau Directors' Coordination Team, chaired by the Planning Director, is comprised of the directors of the Portland Development Commission, Portland Office of Transportation, Office of Management and Finance, Portland Parks, Bureau of Housing and Community Development, Office of Neighborhood Involvement, Bureau of Environmental Services, Water Bureau, Office of Sustainable Development, and Office of Planning and Development Review. The Team was established by Council resolution to "convene on a regular basis for the purpose of coordinating and integrating policy development and implementation."

## Policy Coordination

The Bureau's Intergovernmental Coordination program area 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 Bureau Directors' Coordination Team.

**Regional Partnerships**

It is vital for Portland to have a strong presence at the regional table to effectively advocate for the City's interests. This collaboration is critical to ensure continued vitality of the central city, enhanced neighborhood quality, a balanced transportation system, excellent public schools, and protection of greenspaces and watershed health inside and outside the urban growth boundary.

Intergovernmental Coordination staff will coordinate strategically with the efforts of partners in the region, including Metro, the Port of Portland, neighboring cities and counties as well as the State and federal agencies affecting growth management objectives, working particularly closely with the Department of Land Conservation and Development. During the Oregon legislative session, staff reviews over 100 land use bills, proposed legislation and work closely with the Office of Government Relations to further City interests.

Intergovernmental Coordination staff will provide the Council representatives to Metro with staff support and advice for their roles on the Metro Policy Advisory committee. Staff will participate on a wide variety of Metro planning committees and sub-committees, including a formal role on the Metro Technical Advisory Committee.

Related to Metro's 2040 Growth Management Plan, Intergovernmental Coordination staff fulfills a City-County IGA to prepare the 2040 Functional Plan requirements for Multnomah County. This includes preparing the City to administer planning and zoning in Multnomah County's unincorporated areas.

As part of an IGA with Metro and City of Gresham, Intergovernmental Coordination staff are working on a unique and innovative Pleasant Valley concept plan for a 1500-acre area brought into the urban growth boundary by Metro in 1998. The plan seeks to resolve competing public policy objectives for future urbanization and address natural resource preservation challenges and transportation constraints.

Intergovernmental Coordination staff also performs a variety of housing policy and planning functions, working closely with staff from various housing entities (PDC, BHCD, OPDR and HAP) to assure consistent City housing policy. The functions include providing staff support to the Housing and Community Development Commission, policy review of major planning initiatives, and administering the housing property tax abatement programs.

Staff within this group also serves a think tank function for the City. Staff is able to 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.

**Comprehensive Planning**

Comprehensive Planning staff will carry out specific planning work program elements as they relate to the City's Comprehensive Plan. These include participating on the Capital Oversight Committee, staff support to the CIP Coordination Team, and conducting analyses of major policy review actions as directed by City Council.

Staff also coordinates and amends the Comprehensive Plan goals and policies to maintain consistency with changed circumstances and conditions. Staff works with other bureaus and the Planning Commission to assure that various City and State initiatives are consistent with Comprehensive Plan policies.

## 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 tailored to match the particular issues identified by community interests, the size of the area, level of interest and commitment of residents and businesses, and a combination of strategic opportunities such as:

- Potential to stimulate economic development or enhance business district vitality;
- Opportunities to increase housing development, particularly in places that are well served by public transit and where additional housing would enhance retail viability; and/or
- Ability to coordinate with and complement projects/programs undertaken by other bureaus.

Projects are intended to be of a reasonable duration (18 to 24 months) to ensure adequate time to accomplish the project's goals while sustaining public interest and participation. Generally the core program will allow two area plans to be underway at any one time.

Projects may also be undertaken through interagency or intergovernmental funding, and involve partnerships with other agencies and organizations, such as the partnership with the Peninsula Community Development Corporation for the Portsmouth Neighborhood Plan.

**FY 2001- 2002 Work Program**

Major work efforts in this program area for fiscal year 2001-2002 include the Southwest Community Plan (scheduled to be completed in December 2001); the Guilds Lake Industrial Area Plan, the Northwest Area Plan, the St. Johns Town Center/Lombard Main Street Plan, and the Portsmouth Neighborhood Plan. The latter plan is funded through an intergovernmental agreement with PDC and is being closely coordinated with the St. Johns/ Lombard plan because the Lombard Main Street is shared by the two study areas.

## 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 much of the new 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:

- develop and update design guidelines and standards which serve as approval criteria for projects undergoing design review.
- create new historic districts to recognize and preserve the richness of the city's heritage.
- update and create new historic design guidelines for application in historic areas.
- provide architectural and urban design consultation to planners working on developing new zoning tools to address localized or citywide issues.
- provide urban design consultation to other City bureaus working on development strategies and projects.

**FY 2001-2002 Work Program**

The major work program item for FY 2001-2002 includes finishing design guidelines for the King's Hill Historic District and developing special design guidelines for the Alphabet Historic District.

## CODE DEVELOPMENT

Code Development has two main functions funded in the Bureau's core budget.

The code editing function serves as an essential coordinating checkpoint for all of the work of the Bureau involving the City Code. For overall quality control, regulatory documents are edited through their development to ensure they do not contradict policies or other regulations, are clear, easy to understand and workable. In addition, the Bureau uses the editing function as a training process to improve planners' skill in drafting and perfecting quality code writing.

In past years, the editing function has also included a code maintenance aspect that involved processing minor amendments to policy and code language to keep documents up-to-date and consistent with new State or regional mandates, clarifyintent and fix unintended consequences. Due to staffing constraints, this function has been performed by OPDR last year. This is expected to continue for the next year or two.

The code formulation function includes projects that create new code with citywide application (e.g. design regulations for small lots, aka In-fill Design Standards, and a citywide main streets overlay zone). Many of these projects will have a strong urban design component.

This function also includes projects to update and improve the Code by focusing on discrete problems or areas not being addressed through other BOP projects. These projects require reconsideration of policy implications. Potential projects are prioritized by the commissioner-in-charge and can include suggested code amendments from BOP's database of approximately 600 suggestions. Currently, the top three projects for consideration are: 1) clarify the regulations about alternatives to incarceration; 2) update regulations about cell towers and radio frequency emissions facilities; and 3) address telecommunications/ electronic equipment facilities citywide.

When funding is available, the Code Development program area includes follow-up projects to monitor the effectiveness of regulations resulting from adopted projects.

**FY 2001-2002 Work Program**

Major projects in addition to regular work program for FY 2001-2002 include completing Land Division Code rewrite, design standards for small lots (aka in-fill design standards), alternatives to incarceration and radio frequency regulatory

## ENVIRONMENTAL PLANNING

An integrated approach to planning interweaves environmental considerations into every decision about Portland's urban environment, and requires that sensitive and critical areas receive very careful attention.

### River Renaissance Program

River Renaissance is a community-wide partnership to revitalize the Willamette River, its banks and watersheds throughout Portland. At its foundation is a vision for a clean and healthy river, a prosperous working harbor, Portland's front yard, vibrant waterfront districts and neighborhoods and partnerships, leadership and education. This comprehensive multi-objective program serves as an umbrella for new City initiatives and efforts already underway, including the City 's Clean River Plan, the Endangered Species Act Program, update of the Willamette River Greenway Plan, and urban renewal plans.

### Citywide ESA Coordination Program

The ESA Core Team, housed in the Planning Bureau, provides three types of services. First, it develops the overall strategy for addressing the Endangered Species Act and recovery of salmon and steelhead. This work includes assessing current conditions, developing biological objectives, analyzing alternatives and preparing a recovery plan. The ESA Core Team advises other bureaus regarding compliance with the Act. The Team also assists in the coordination and facilitation of City activities and provides liaison with NMFS, FWS and other natural resource managers.

The ESA Program hasan integrated approach to planning and implementing City of Portland activities with the potential to affect water and habitat. The program, in collaboration with BOP, BES and others, has developed a solid scientific foundation, a clear template for assessing watershed conditions, a method for developing detailed and measurable objectives and a proposed approach for developing, prioritizing and selecting watershed and habitat conservation actions and strategies.

The ESA Program also has collaborative working relationships with staff at the National Marine Fisheries Service and the U.S. Fish and Wildlife Service. These relationships help ensure that the City of Portland projects are reviewed early and federal regulatory issues are clearly identified as early as possible.

The ESA Program also works collaboratively with EPA and other Potentially Responsible Parties under the Superfund listing of Portland Harbor. That collaboration recently resulted in an agreement to allow the City of Portland to claim $150,000 in Superfund financial credits for the ESA Program's ongoing Willamette Fish Use Study. That credit will directly offset City of Portland costs.

The ESA Program's collaborative approach also has allowed it to help other bureaus resolve differences related to natural resource ordinances. A recent example involves stormwater regulations for parking lots. The ESA facilitator was able to foster agreement among BOP, BES and Parks regarding the appropriate trees required in parking facilities.

### FY 2001-2002 Work Program

The Bureau of Planning has two projects continuing into the next fiscal year 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 River Renaissance vision themes: A Clean and Healthy River, a Prosperous Working Harbor, Vibrant Waterfront Districts, and a Front Yard for Portland. The public process for this plan will begin in Fall of 2001.
- 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 are an update to the City's environmental zoning program and the identification of other projects and programs that would compliment or perhaps be a partial alternative to the regulatory program.

Key work elements for the ESA program are:

- Citywide Vision and Goals for specific ESA, water quality and other criteria for the Willamette River and Johnson and Tryon Creeks and potentially other water bodies;
- Objectives necessary to meet the goals based on the ESA Core Team's proposed Watershed Evaluation Method and other methods as required or suggested by other bureaus and programs;
- Analysis of the gaps between current watershed conditions and the future conditions that are needed to meet fish and wildlife, water quality, Superfund and other goals as suggested by other bureaus and programs;
- Inventory of ongoing actions to recover salmon and steelhead, meet water quality goals, Superfund goals and other goals as suggested by other bureaus or programs;
- Collaboratively develop and recommend a process to develop additional strategies and actions, a monitoring and evaluation program, adaptive management structure, schedule and budgets, and draft watershed plans for the Willamette, Johnson and Tryon Creeks (and other water bodies if possible; otherwise those watersheds will follow).

## PLANNING TECH SUPPORT

This program area supports most technology based requests and activity for the entire bureau: Geographic Information Systems (GIS), Graphics, and Information Systems (IS). It is responsible for performing the majority of maintenance functions on the bureau's web site. The work group also coordinates technology issues and requests between bureau staff and central IT. In addition, the program manager serves as representative to the Citywide Information Technology Leadership Team, Citywide GIS Management Committee, Regional GIS Coordinating Committee and GIS coordinating committees for neighboring counties.

An outcome of the Blueprint 2000 was an agreement for this group 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, development, and maintenance; GIS application development and support; ad hoc mapping and analysis for staff and management which include one-time maps and major project mapping; developing and implementing ArcView interactive mapping projects and applications; creating information for slide show presentations in Power Point; training on use of GIS software; coordinating data-sharing and gathering with bureaus and regional/State agencies; participating on bureau teams developing technical policy and procedural issues; maintaining a portion of the bureau's web page.

*Graphics* coordinates and works in collaboration with planning staff to develop and format all publications including illustration and design; develop electronic visual materials including Power; support the bureau web page; coordinate and maintain the bureau's artwork for the visual library database; assist in developing templates and standards for bureau documents and presentations.

*IS* develops, supports and maintains all bureau databases related to administrative functions (invoicing, equipment inventory, document inventory, project file inventory, archive inventory, zoning history) and specific projects (Historic Landmarks and Master Mailing Lists); serves as TRACS liaison to OPDR; integrates planning for new IT hardware; develops recommendations on protocols for database use; maintains the Zoning Code and Zoning Quarter Sections on the Web; assists in web architecture design; translates data between disparate systems

## 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 Building for the receptionist to serves OPDR Development Review staff housed on the same floor. The Bureau of Planning bears the entire cost.

**Planning Commission Staffing**

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

**Future Focus II**

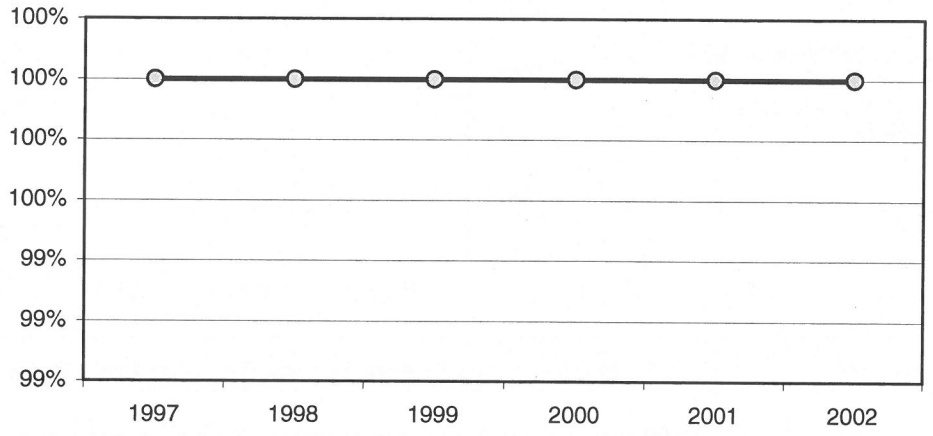
The Director will coordinate the charge to articulate a clear and comprehensive vision for the city's growth and change over the next two decades by engaging citizens, stakeholders, decision-makers and professionals in a well-managed process. This program will provide a set of specific outcomes within a three-year period including:

- 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.
- With the Office of Management and Finance and City Council, a strategic plan for matching City efforts to the long term vision and priorities.
- A set of recommendations for future activities and programs for City bureaus, the Bureau Directors' Coordination Team and outside agencies.
- A recommended program to assist Council, Planning Commission and OMF in evaluating biennial budget decisions against progress toward achieving the long-term vision

# Performance Measures

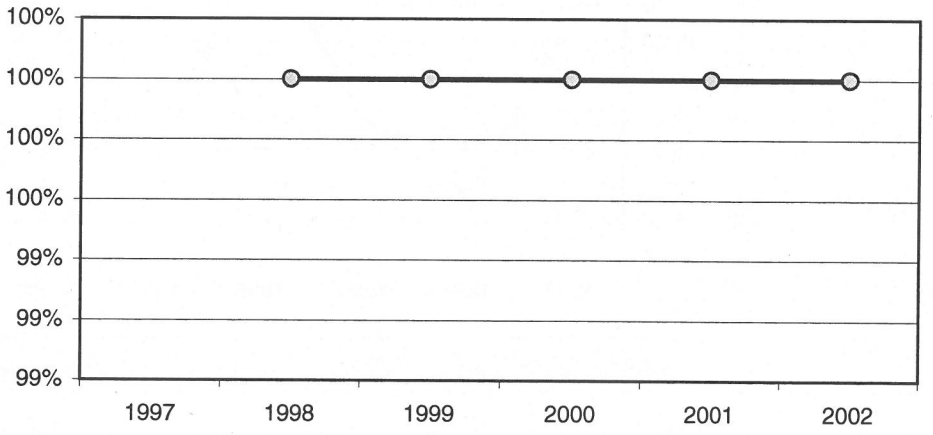
**Consistent, implementable legislative amendments**

- Completed legislative amendments are consistent with and implement state, regional and local plans, policies and mandates



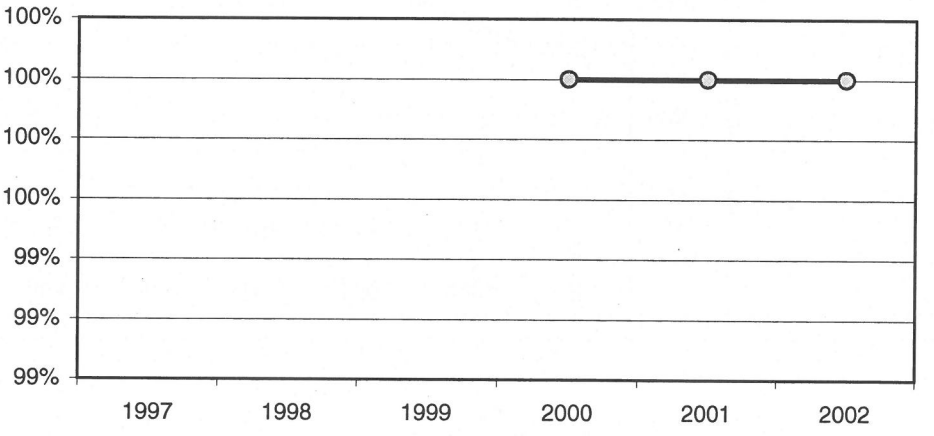

**Citizen involvement**

- All Legislative projects will exceed statewide planning and goal requirements for citizen involvement



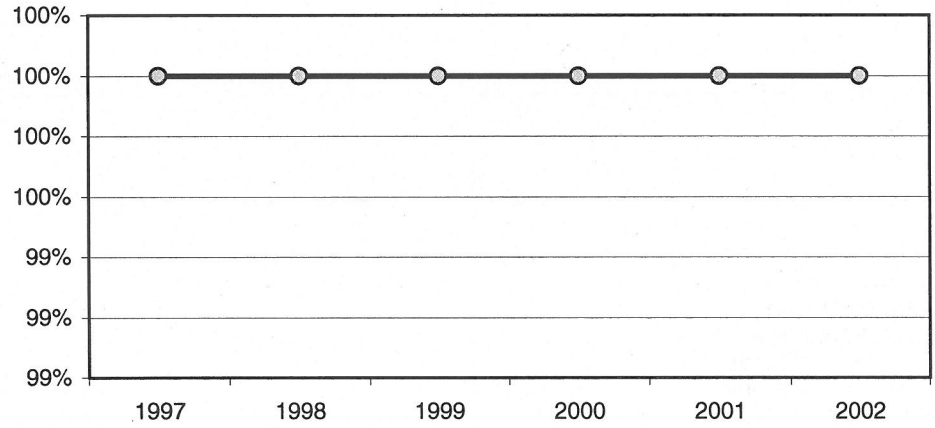

**Infill Development**

- Completed neighborhood and area plans will accomodate/further infill development in appropriate places, such as mixed used areas

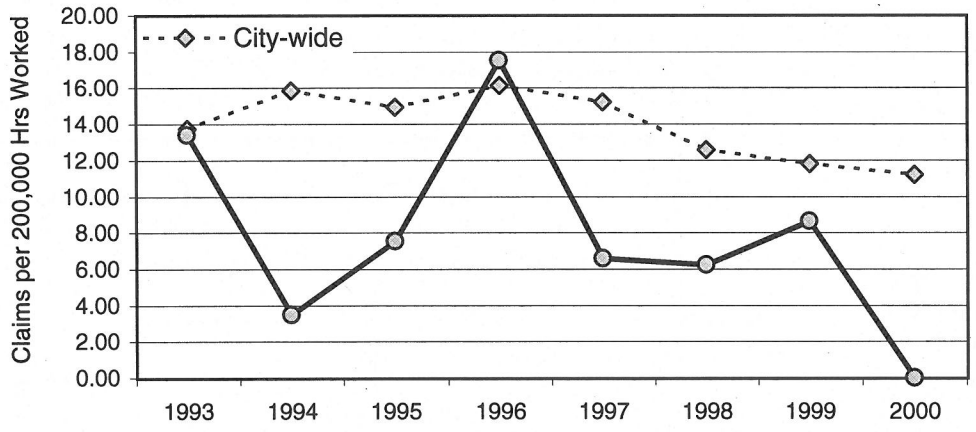


**Legislative timeframes met**

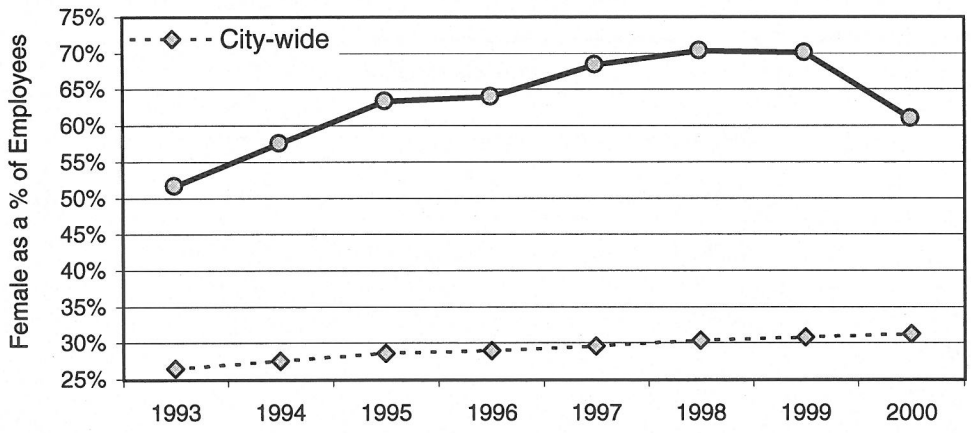
- All Legislative projects will meet timeframes and notices required by law.




**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 | Actual FY 1999–00 | Yr End Est. 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% | 60.7% | | |
| Minority Employees as a Percent of Total | 10.5% | 13.0% | 10.3% | 7.1% | | |
| **Bureau of Planning** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 6.61 | 6.24 | 8.64 | 0.00 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 1.10 | 1.04 | 0.96 | 0.00 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $3.33 | $1.55 | $0.98 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.12 | $0.01 | $0.05 | $0.00 | | |
| **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% |
| **Area Neighborhood Planning** | | | | | | |
| **Workload** | | | | | | |
| Percentage of City with an adopted land use Plan | | | | | 65 | 77 |
| **Effectiveness** | | | | | | |
| Monitored Plans | | | | | 1 | 1 |
| **Efficiency** | | | | | | |
| Unfunded Mandates | | | | | | |
| **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% | | | |
| **City/Neighborhood Planning** | | | | | | |
| **Workload** | | | | | | |
| Full Time Employees | | | | | | |
| **Planning Support Group** | | | | | | |
| **Workload** | | | | | | |
| # of Zone Amendments (moved to Policy & Code Development) | 25 | 25 | 25 | | | |

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 6,704,084 | 3,648,120 | 4,938,480 | 4,796,268 | 4,796,268 |
| External Materials and Services | 727,400 | 577,829 | 1,708,626 | 1,720,184 | 1,720,184 |
| Internal Materials and Services | 1,155,034 | 1,016,372 | 1,533,338 | 1,523,389 | 1,500,816 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 9,000 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 8,595,518 | 5,242,321 | 8,180,444 | 8,039,841 | 8,017,268 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 8,595,518** | **$ 5,242,321** | **$ 8,180,444** | **$ 8,039,841** | **$ 8,017,268** |
| Allocated Overhead | 1,246,751 | 843,261 | 816,370 | 876,330 | 784,785 |
| **Total Cost with Allocated Overhead** | 9,842,269 | 6,085,582 | 8,996,814 | 8,916,171 | 8,802,053 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 4,197,100 | 6,300,972 | 6,193,629 | 6,131,233 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 105,441 | 85,959 | 0 | 0 |
| Contract Revenues | | 162,439 | 607,625 | 565,268 | 565,268 |
| Interagency Revenues | | 761,064 | 969,167 | 1,085,441 | 1,085,441 |
| Program Revenue | | 16,277 | 0 | 0 | 0 |
| Overhead Revenues | | 0 | 216,721 | 195,503 | 235,326 |
| **Total Non-Discretionary Revenues** | | 1,045,221 | 1,879,472 | 1,846,212 | 1,886,035 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 5,242,321** | **$ 8,180,444** | **$ 8,039,841** | **$ 8,017,268** |

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.

# Bureau of Planning AU 510

## SUMMARY OF BUREAU BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 |
|---|---|---|---|---|
| **PROGRAMS** | | | | |
| Urban Renewal Plans | 0 | 0 | 500,000 | 500,000 |
| *Positions* | *0* | *0* | *6* | *6* |
| Director's Office | 0 | 421,478 | 322,704 | 322,704 |
| *Positions* | *0* | *3* | *3* | *3* |
| Policy Coordination | 0 | 764,607 | 895,894 | 895,894 |
| *Positions* | *0* | *10* | *10* | *10* |
| Area Neighborhood Planning | 0 | 1,606,900 | 813,232 | 813,232 |
| *Positions* | *0* | *16* | *7* | *7* |
| Urban Design/Historical Preservation | 0 | 463,665 | 399,577 | 399,577 |
| *Positions* | *0* | *5* | *5* | *5* |
| Code Development | 0 | 707,038 | 495,273 | 495,273 |
| *Positions* | *0* | *7* | *4* | *4* |
| Environmental Planning | 0 | 2,618,722 | 2,550,168 | 2,550,168 |
| *Positions* | *0* | *16* | *18* | *18* |
| Planning Tech Support | 0 | 624,841 | 458,708 | 458,708 |
| *Positions* | *0* | *5* | *6* | *6* |
| Administration | 320 | 773,193 | 1,404,285 | 1,381,712 |
| *Positions* | *0* | *5* | *4* | *4* |
| City Wide Special Projects | 0 | 200,000 | 200,000 | 200,000 |
| *Positions* | *0* | *1* | *2* | *2* |
| Current Planning | (633) | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| City/Neighborhood Planning | 1,999,164 | 0 | 0 | 0 |
| *Positions* | *26* | *0* | *0* | *0* |
| Permit Center | 1,302 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Planning Support Group | 932,342 | 0 | 0 | 0 |
| *Positions* | *7* | *0* | *0* | *0* |
| City Wide GIS | 5 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Administration | 1,535,299 | 0 | 0 | 0 |
| *Positions* | *14* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 4,467,799** | **$ 8,180,444** | **$ 8,039,841** | **$ 8,017,268** |
| *Positions* | ***48*** | ***67*** | ***65*** | ***65*** |
| *General Fund Discretionary Positions* | ***47*** | ***34*** | ***34*** | ***34*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 4,019,327 | 2,119,281 | 3,423,317 | 3,364,273 | 3,364,273 |
| 512000 | Part-Time Employees | 189,765 | 157,106 | 144,593 | 177,587 | 177,587 |
| 514000 | Overtime | 110,411 | 15,718 | 117,011 | 26,171 | 26,171 |
| 515000 | Premium Pay | 23,988 | 15,249 | 0 | 0 | 0 |
| 517000 | Benefits | 1,713,731 | 949,201 | 1,253,559 | 1,228,237 | 1,228,237 |
| 518000 | Paid Absence | 646,862 | 391,565 | 0 | 0 | 0 |
| **Total Personnel Services** | | 6,704,084 | 3,648,120 | 4,938,480 | 4,796,268 | 4,796,268 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 393,509 | 364,868 | 867,139 | 887,988 | 887,988 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 20,787 | 8,816 | 27,000 | 27,486 | 27,486 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 28,529 | 6,390 | 86,583 | 27,342 | 27,342 |
| 531000 | Office Supplies | 41,574 | 17,130 | 34,371 | 41,103 | 41,103 |
| 532000 | Operating Supplies | 0 | 2,639 | 37,000 | 37,666 | 37,666 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 147,238 | 84,000 | 69,161 | 142,040 | 142,040 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 14,130 | 4,046 | 16,500 | 16,797 | 16,797 |
| 541000 | Education | 33,680 | 22,819 | 40,500 | 48,229 | 48,229 |
| 542000 | Local Travel | 417 | 7,015 | 1,500 | 1,527 | 1,527 |
| 543000 | Out-of-Town Travel | 11,270 | 5,949 | 45,000 | 50,810 | 50,810 |
| 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 | 36,266 | 54,157 | 483,872 | 439,196 | 439,196 |
| **Total External Materials and Services** | | 727,400 | 577,829 | 1,708,626 | 1,720,184 | 1,720,184 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 10,986 | 5,387 | 8,280 | 8,240 | 8,240 |
| 552000 | Printing & Distribution | 264,695 | 126,661 | 123,835 | 146,209 | 146,209 |
| 553000 | Facilities Services | 480,133 | 558,688 | 540,226 | 546,896 | 546,896 |
| 554000 | Communications Services | 90,580 | 54,919 | 55,288 | 70,867 | 70,867 |
| 555000 | Data Processing Services | 131,084 | 145,683 | 213,407 | 225,721 | 225,721 |
| 556000 | Insurance | 102,056 | 43,521 | 155,074 | 156,440 | 156,440 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 20,000 | 191,228 | 349,016 | 326,443 |
| 559000 | Other Fund Services | 75,500 | 61,513 | 246,000 | 20,000 | 20,000 |
| **Total Internal Materials and Services** | | 1,155,034 | 1,016,372 | 1,533,338 | 1,523,389 | 1,500,816 |
| **Total Materials and Services** | | 1,882,434 | 1,594,201 | 3,241,964 | 3,243,573 | 3,221,000 |
| **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 | 9,000 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | | **$ 8,595,518** | **$ 5,242,321** | **$ 8,180,444** | **$ 8,039,841** | **$ 8,017,268** |

## Bureau of Planning AU 510

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 | Actual FY 2000 | Revised FY 2000–01 | | Proposed FY 2001–02 | | Adopted FY 2001–02 | |
|---|---|---|---|---|---|---|---|---|---|
| | | No. | No. | No. | Amount | No. | Amount | No. | Amount |
| 510 | Accounting Technician | 1 | 1 | 0 | 0 | 1 | 29,193 | 1 | 29,193 |
| 819 | Administrative Assistant | 2 | 1 | 1 | 47,154 | 1 | 48,686 | 1 | 48,686 |
| 926 | Administrative Services Manager | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 922 | Administrative Supervisor II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 826 | Assistant Financial Analyst | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 962 | Assistant Program Specialist | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3228 | Associate Planner | 7 | 6 | 9 | 334,796 | 11 | 409,968 | 11 | 409,968 |
| 928 | Bureau Administrative Manager | 0 | 0 | 1 | 56,930 | 0 | 0 | 0 | 0 |
| 3236 | Chief Planner | 5 | 3 | 5 | 364,019 | 5 | 338,535 | 5 | 338,535 |
| 114 | Clerical Specialist | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7490 | Community Relations Assistant | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 131 | Customer Accounts Specialist I | 0 | 0 | 1 | 35,651 | 0 | 0 | 0 | 0 |
| 118 | Customer Services Rep | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2510 | Data Processing Operations Tech. | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 943 | Economist II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2010 | Environmental Services Manager | 0 | 0 | 1 | 78,000 | 1 | 82,221 | 1 | 82,221 |
| 3194 | Environmental Specialist | 0 | 0 | 2 | 106,939 | 3 | 178,182 | 3 | 178,182 |
| 3270 | Graphics Illustrator I | 0 | 1 | 1 | 31,417 | 1 | 31,787 | 1 | 31,787 |
| 3271 | Graphics Illustrator II | 2 | 1 | 1 | 42,058 | 1 | 41,847 | 1 | 41,847 |
| 245 | Hearings Clerk | 1 | 1 | 1 | 41,933 | 1 | 43,493 | 1 | 43,493 |
| 2542 | Information Systems Analyst II | 1 | 2 | 2 | 99,362 | 2 | 105,448 | 2 | 105,448 |
| 2544 | Information Systems Analyst IV | 1 | 1 | 1 | 65,333 | 0 | 0 | 0 | 0 |
| 2550 | Information Systems Manager | 0 | 0 | 0 | 0 | 1 | 72,701 | 1 | 72,701 |
| 2522 | Information Systems Tech I | 0 | 1 | 0 | 0 | 1 | 31,529 | 1 | 31,529 |
| 102 | Office Support Specialist II | 0 | 0 | 3 | 101,046 | 4 | 140,941 | 4 | 140,941 |
| 104 | Office Support Specialist III | 0 | 0 | 4 | 111,664 | 1 | 32,262 | 1 | 32,262 |
| 3229 | Planner | 36 | 19 | 18 | 815,646 | 9 | 400,585 | 9 | 400,585 |
| 3238 | Planning Director | 1 | 1 | 1 | 101,088 | 1 | 104,832 | 1 | 104,832 |
| 970 | Program Manager II | 2 | 2 | 2 | 121,617 | 3 | 195,388 | 3 | 195,388 |
| 971 | Program Manager III | 0 | 0 | 0 | 0 | 0 | 25,110 | 0 | 25,110 |
| 972 | Program Manager IV | 2 | 1 | 3 | 239,450 | 3 | 252,019 | 3 | 252,019 |
| 220 | Secretarial Clerk I | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 828 | Senior Financial Analyst | 0 | 1 | 1 | 57,283 | 1 | 61,958 | 1 | 61,958 |
| 3231 | Senior Planner | 15 | 7 | 8 | 453,472 | 11 | 615,303 | 11 | 615,303 |
| 7494 | Sr Community Relation Specialist | 0 | 0 | 1 | 60,279 | 2 | 68,558 | 2 | 68,558 |
| 900 | Staff Assistant | 3 | 1 | 0 | 0 | 2 | 53,727 | 2 | 53,727 |
| 3107 | Technician I | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3108 | Technician II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3109 | Technician III | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **109** | **57** | **67** | **$ 3,365,137** | **65** | **$ 3,364,273** | **65** | **$ 3,364,273** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 8,001,258 | 0 | 8,001,258 | 66.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (60,799) | 0 | (60,799) | (1.0) | 1.4% Reduction |
| | (2,837) | 0 | (2,837) | 0.0 | ASR Reduction Printing & Distribution |
| | (1,027) | 0 | (1,027) | 0.0 | ASR Reduction Faciltiies Services |
| | (1,834) | 0 | (1,834) | 0.0 | ASR Reduction Communications Services |
| | (984) | 0 | (984) | 0.0 | ASR Reduction Data Processing Services |
| | (542) | 0 | (542) | 0.0 | ASR Reduction Insurance |
| | (7,814) | 0 | (7,814) | 0.0 | ASR Human Resources Reduction |
| | (23,477) | 0 | (23,477) | 0.0 | ASR PIO Reduction |
| | (6,350) | 0 | (6,350) | 0.0 | ASR Financial Management Reduction |
| | (474) | 0 | (474) | 0.0 | ASR Purchasing Reduction |
| | 42,779 | 0 | 42,779 | 0.0 | ESA Interagency BES |
| | 18,337 | 0 | 18,337 | 0.0 | ESA Interagency PDOT |
| | 18,337 | 0 | 18,337 | 0.0 | ESA Interagency Water |
| | 65,268 | 0 | 65,268 | 0.0 | ESA Interagency PDC |
| **Approved Budget Additions and Reductions** | | | | | |
| | (22,573) | 0 | (22,573) | 0.0 | HR ASR reorganization |
| | 0 | 0 | 0 | 0.0 | Overhead adjustment |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 16,010 | 0 | 16,010 | (1.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 8,017,268** | **65.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

**Transportation and Parking . . . . . 433**

Office of Transportation . . . . . 437
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Bureau of Transportation Systems Management . . . . . 460
Bureau of Transportation Engineering & Development . . . . . 466
Office of Transportation Director . . . . . 474

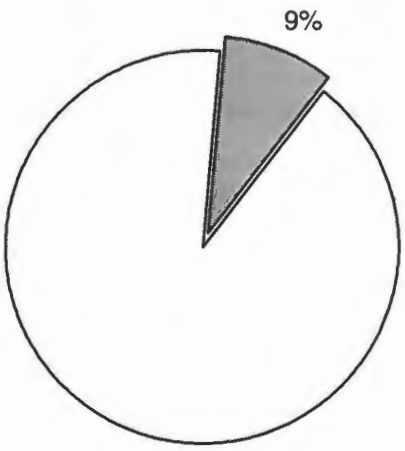

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# Transportation and Parking

Office of Transportation

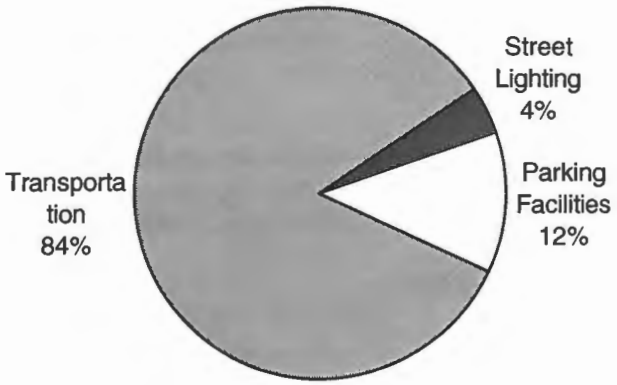
**Percent of City Budget**

**Transportation and Parking = $134.3 Million**




**City Budget = $1.45 Billion**

**Bureau Pie Chart**




## Service Area Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 75,736,864 | 81,230,847 | 4,784,081 | 2.0% |
| Capital | 70,893,677 | 28,668,344 | -41,050,271 | -59.6% |
| Allocated Overhead Costs | 3,249,914 | 3,000,370 | -747,159 | -26.2% |
| **Total Cost with Allocated Overhead** | **$ 149,880,455** | **$ 112,899,561** | **$ -37,013,349** | **-27.8%** |
| Authorized Full-Time Positions | 713 | 715 | -11 | -5.6% |

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

# Service Area Highlights

## DESCRIPTION

The Transportation and Parking Service Area includes those funds and bureaus that plan, build, manage, maintain, and facilitate an effective and safe transportation system and provide access and mobility throughout the City.

The service area includes the Office of Transportation and its related funds: Transportation Operating Fund, Transportation Reserve Fund, and Gas Tax Bond Redemption Fund.

The service area also includes the Parking Facilities Fund, managed by the Bureau of General Services. This fund accounts for the operation and maintenance of six of the seven City-owned parking garages in downtown Portland (the Smart Park system). The six garages are the Third and Alder garage (Morrison Park East), the Tenth and Yamhill garage (Morrison Park West), the Fourth and Yamhill garage, the Naito (or Front) and Davis (Old Town) garage, the O'Bryant Square garage, and the First and Jefferson garage.

In addition to the Parking Facilities Fund, there are four bond redemption funds, managed by the Bureau of Financial Management, which account for the fee revenues and debt service for the construction of four of the Smart Park garages: Morrison Park East, Morrison Park West, Fourth and Yamhill, and Old Town.

## MAJOR THEMES

### Portland Office of Transportation

**Street Maintenance and Improvement Fee**

For several years, the gap has been increasing between discretionary transportation revenues (primarily gas tax and parking fees) growing at a pace less than inflation, and expenditures growing at inflation or beyond. For FY 2001-02, Portland Office of Transportation anticipates a funding deficit of $4.9 million, expected to grow to over $10 million within five years. Historically, one-time funding, particularly from the General Fund, has been used to fill the budget gap.

Transportation has proposed a Street Maintenance and Improvement Fee (SMIF) as a mechanism to close the gap and allow the bureau to fund additional street, signal, community and transit projects. This budget includes SMIF revenues estimated to be $5.6 million in FY 2001-02 (half-year of revenues). The fee program is projected to begin on January 1, 2002.

**Balancing the Budget**

Portland Transportation has balanced its FY 2001-02 operating budget at $110.4 million with the following:

- $2.2 million in new SMIF revenues (the remaining $3.4 million will be held in the fund contingency);
- $692,450 in additional revenues from the Bureau of Environmental Services; and
- $4.9 million of operating and CIP reductions.

### Reduction in General Fund Support

Using SMIF revenues, Transportation will be able to relieve the General Fund of continuing support in some areas. In particular, downtown street cleaning, estimated at $728,000 annually, will no longer be funded by the General Fund. Also, $250,000 of General Fund support for street light operations and maintenance will be replaced by SMIF revenues. Certain programs, like Abandoned Auto, Street Area Landscaping, Special Events Support, and Downtown Sidewalk Scrubbing, all of which have been supported by the General Fund in the past, will now be supported by transportation revenues on an on-going basis.

### Continuing General Fund Support

The Proposed Budget includes $6.5 million in General Fund support:

- $5.15 million on-going support for street light operations and maintenance
- $500,000 for street light capital improvements
- $800,000 one-time support toward the purchase of a seventh streetcar
- $82,284 to support an apprenticeship program within the Bureau of Maintenance


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# Office of Transportation

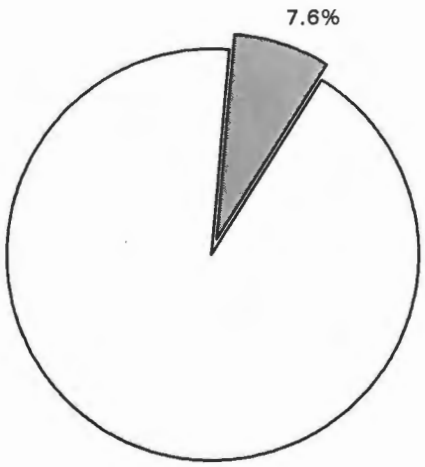
Transportation and Parking Service Area

Charlie Hales, Commissioner-in-Charge

Vic Rhodes, Director

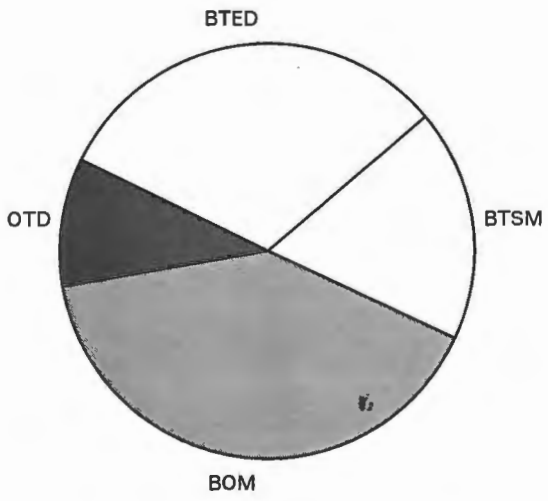
**Percent of City Budget**

**Transp = $110.4 Million**




**City Budget = $1.45 Billion**

**Bureau Divisions**

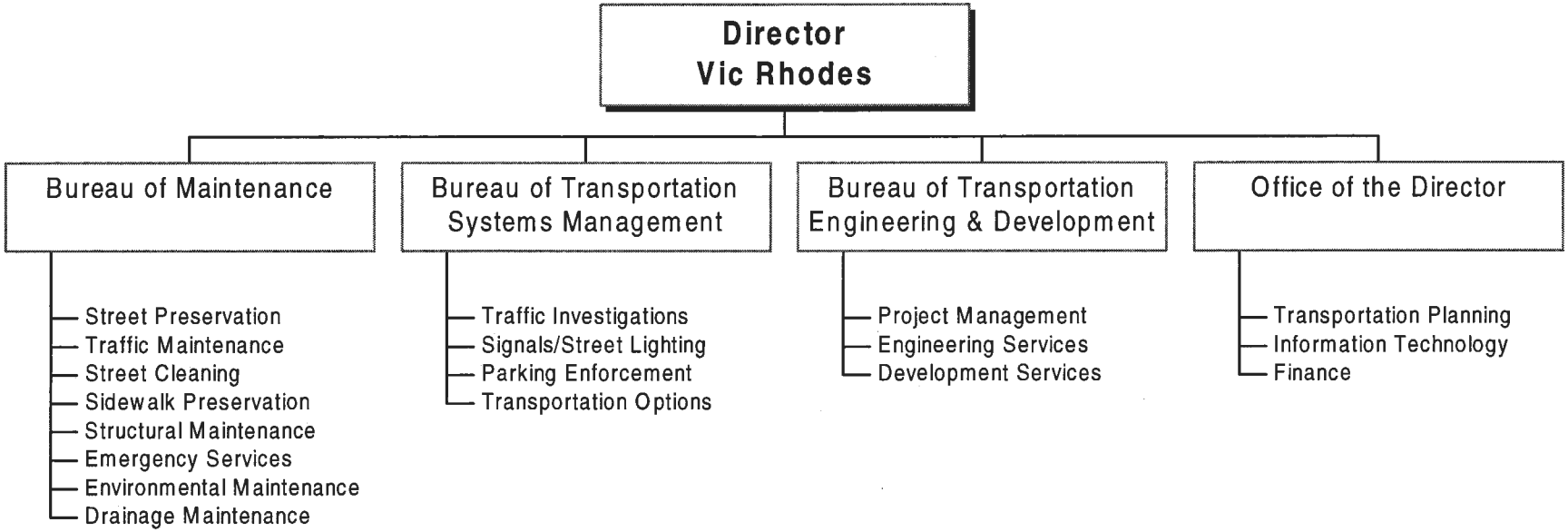



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 75,736,864 | 80,520,945 | 4,784,081 | 2.0% |
| Capital | 70,893,677 | 29,843,406 | -41,050,271 | -59.6% |
| Allocated Overhead Costs | 3,249,914 | 2,502,755 | -747,159 | -26.2% |
| **Total Cost with Allocated Overhead** | **$ 149,880,455** | **$ 112,867,106** | **$ -37,013,349** | **-27.8%** |
| Authorized Full-Time Positions | 713 | 702 | -11 | -5.6% |

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

# Portland Office of Transportation



# Bureau Summary

## Bureau Mission

The Portland Office of Transportation is a community partner in shaping a livable city. We plan, build, manage, and maintain an effective and safe transportation system that provides access and mobility.

## Bureau Highlights

**New Street Maintenance and Improvement Fee**

The FY 2001-02 Adopted Budget includes a Street Maintenance and Improvement Fee (SMIF) for transportation services. Collection of this fee is expected to begin in January 2002. Over the last few years, Transportation has faced a shortfall in discretionary revenue as there has been no increase in the gas tax rate during the past 10 years. Neither the State legislature nor the citizens have supported an increase.

*Resources have not kept pace with requirements*

The loss of purchasing power resulting from inflation, expansion in the asset base, increased use of the system, and aging of the community's transportation infrastructure all contribute to budget shortfalls. A new revenue source was needed to allow Portland to address critical transportation system requirements. The SMIF was chosen as the most feasible and equitable approach to provide a stable funding source for Transportation.

**General Fund Support**

The FY 01-02 Adopted Budget includes ongoing General Fund support for transportation services. Funding includes $5,149,791 for street light operations and maintenance and $82,284 for an apprenticeship program. One-time capital set-aside support is $500,000 for street light capital projects and $800,000 toward the purchase of a seventh streetcar.

# General Description

## Bureau Overview

Portland Transportation includes the bureaus of Maintenance, Transportation Systems Management, Transportation Engineering & Development, and the Office of the Director. Portland Transportation's FY 2001-02 Adopted Budget includes $80,520,945 in operating appropriation and $29,843,406 in capital project appropriation for a total of $110,364,351. Portland Transportation has a budgeted staff of 702 full-time employees.

## Changes from Prior Year

### Street Maintenance and Improvement Fee

The most significant change is the new Street Maintenance and Improvement Fee (SMIF) to fund transportation services. The SMIF will provide the means for Transportation to maintain the existing infrastructure as well as address pressing needs articulated at public forums. Over half the SMIF revenues will be allocated to support community priorities in the categories of neighborhood livability, school safety, safety/congestion improvements, street reconstruction, street improvements (paving gravel streets) and parking improvements.

The SMIF is expected to raise between $11 and $12 million per year. The collection of the fee is expected to begin in January 2002; six months' revenue of $5.6 million is included in the FY 2001-02 Adopted Budget. Transportation will work with citizens and local businesses to refine the tentative list of fee projects to determine exactly which projects will be implemented.

During FY 2001-02, SMIF will fund $2 million in services formerly supported by the General Fund or that were at risk of being cut or eliminated. These include:

- Abandoned Auto Program - $393,429
- Central Business District Sidewalk Scrubbing - $219,208
- Special Events Support - $159,236
- Street Area Landscaping - $493,006
- Central Business District Street Cleaning - $728,037
- Street Lighting Operations and Maintenance - $250,000

### Service Reductions

This budget includes reductions to the following services previously funded by Transportation Discretionary Revenue:

- Capital Improvement Plan (CIP) - ($3,195,674)
- Operations - ($262,000)
- Overhead and Management - ($217,169)

### Administrative Services Review

This budget includes the following changes as a result of the Administrative Services Review (ASR) process:

- Information Technology and Human Resources - ($1,730,762) These services will be transferred to Information Technology and Human Resources and will be charged to Transportation through an interagency agreement.
- Fleet and other ASR reductions - ($509,992)

**One-time General Fund Support**

The budget includes one-time General Fund support for:

- Streetcar debt funding and purchase - $800,000
- Apprenticeship Program - $84,284

**Additional Services**

The budget includes new interagency support for;

- Other projects - $79,380

# Strategic Direction

## Vision and Values

### Vision

Portland will continue to be a national model for managing growth. The livability and economic health of the city will be maintained because of decisions made by community leaders and residents. Portland's downtown will continue to be the center of a safe, attractive, and vital city. Neighborhoods and community business districts will be thriving. Housing will be affordable, and family-wage jobs will be available.

Residents will have a broad range of safe and convenient transportation options and will frequently walk, bicycle, carpool, or ride public transit as their first choice of transportation. The community as a whole will have an attitude of stewardship in making transportation decisions, and will understand the relationship between transportation, the environment, and livability. Portland will have a competitive economic advantage because congestion is managed and air quality is good.

### Values

In the Portland Office of Transportation we value:

- Serving public to the best of our collective ability, working cooperatively with the community, other jurisdictions and City bureaus, and contributing to a higher quality of life for future generations.
- A balanced, multi-modal transportation system that supports a healthy economy and a livable compact community.
- A well-maintained and safe transportation system.
- Respect for the natural environment as we plan, build, operate and maintain the transportation system.
- Using the public right-of-way to create a quality community by designing and constructing streetscapes that people are proud of and will use.
- A safe and supportive work environment for all employees; one that encourages innovation, efficiency, responsiveness, stewardship, independent thinking, respect, flexibility, professional growth, teamwork, and reasonable risk-taking.
- A work force that is diverse, efficient, hard-working, dedicated, productive, well-trained, and that effectively responds to the unexpected.
- Efficient and effective use of our financial, capital and human resources.

## Management Goals & Objectives

### Long-Term Goals

The Portland Office of Transportation Strategic Plan outlines the Office's vision, mission, values and priority issues. To achieve Portland's vision of the future, Portland Transportation will address the following five priority issues:

**Growth and Livability**

***Goal:*** Ensure that the City's transportation system becomes more multi-modal, supports growth, enhances livability, and improves public safety.

**Maintenance and Preservation of the Transportation System**

***Goal:*** Maintain and preserve the investment in the transportation infrastructure.

**External Communication**

*Goal :* Build effective working relationships with the public, customers, and other partners, and create awareness and understanding of transportation issues among city residents and City employees.

**Staff Development and Organizational Efficiency and Effectiveness**

*Goal :* Make Portland Transportation an exemplary organization.

**Funding**

*Goal :* Ensure that Portland Transportation has financial resources to maintain the public investment in the infrastructure, and to improve the transportation system to accommodate and manage growth and maintain regional accessibility.

## COUNCIL PRIORITIES

### Council Issues and Priorities

Portland Transportation continues to work toward the City's policy goals and meet major growth and livability objectives. The Office invests in the central city and adjacent neighborhoods with significant housing and job opportunities. It maintains the citizens' investment in the transportation infrastructure. The Office also develops transit, bicycle and pedestrian improvements to provide the public with transportation choices. These efforts are important to reduce congestion, increase safety, maintain quality of life and ensure mobility for all citizens and commerce.

Portland Transportation's activities support all of the Council's priorities, either directly or indirectly. The Office most significantly impacts the following priorities:

- 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.
- 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

Portland Transportation addresses a number of strategic goals articulated in Portland Future Focus:

- Manage regional growth to provide effective public services at the lowest possible cost, to improve environmental quality, and to enhance the quality of life.
- Ensure that each neighborhood is healthy and vigorous.
- Retain and continue to develop the unique character of Portland as a major metropolitan area.

- Maintain Portland as the vibrant core of the region's commercial and cultural life.
- Implement alternatives to the automobile in the region.
- Encourage the conservation of resources and energy.

**Benchmarks**

Portland Transportation addresses a number of Portland-Multnomah County Benchmarks, including but not limited to the following:

- Percentage of people who rate their neighborhood livability high.
- Percentage of citizens who feel safe and secure.
- Percentage of streets rated acceptably clean and percentage of citizens who rate their streets acceptably clean.
- Percentage of population that lives within one-half mile walk of transit service or bike path.
- Percentage of people who commute (one-way) within 30 minutes between where they live and work and percentage who commute to and from work and use multiple modes of transportation for commuting.
- Number of days per year the community meets government ambient air quality standards/carbon dioxide emissions as a percentage of 1990 emissions.
- Percentage of emergency service agencies with emergency plans and emergency response plans in place that are regularly exercised and updated.

## BUDGET NOTES

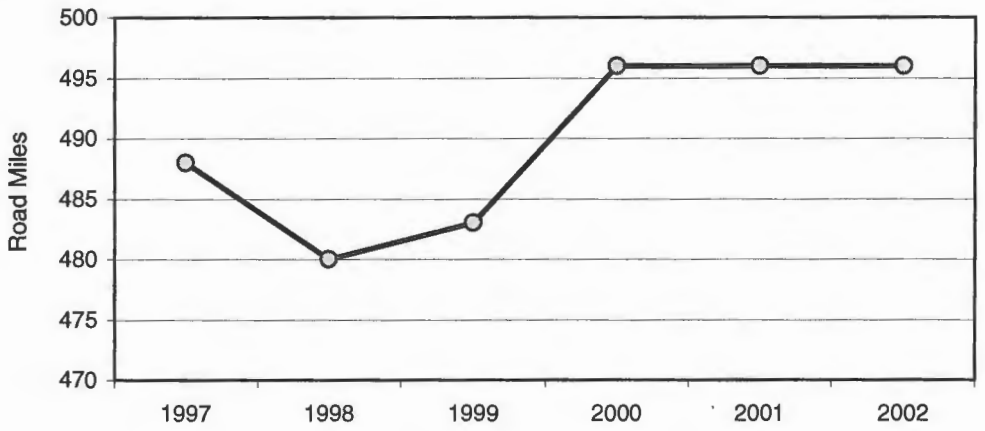
**Financial Plans Development**

Transportation shall prepare a five-year financial plan and restructure budget presentations to be consistent with other City bureaus. Transportation will work the Bureau of Financial Planning (BFP) on the structure and content of the financial plan and budget presentation. The plan shall be reviewed and analyzed by BFP as part of the regular budget process.

# Performance Measures

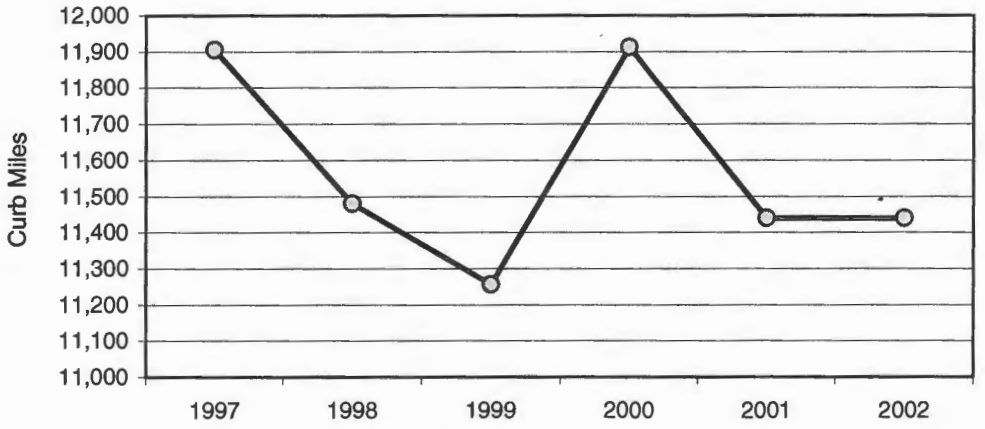
**Paving Backlog**

- Additional funds have been redirected to street preservation to keep the backlog from increasing.



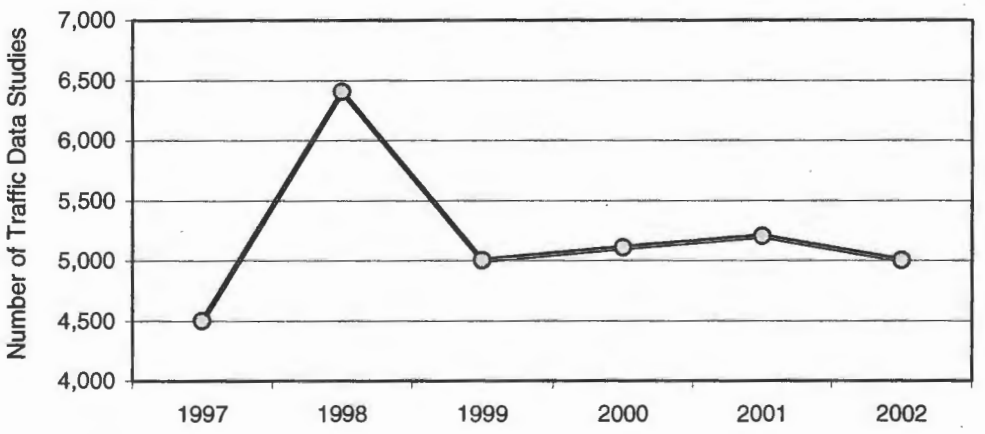

**Curb Miles Street Cleaned**

- Residential areas are cleaned 6 times per year. The Central Business District is cleaned 6 nights per week.



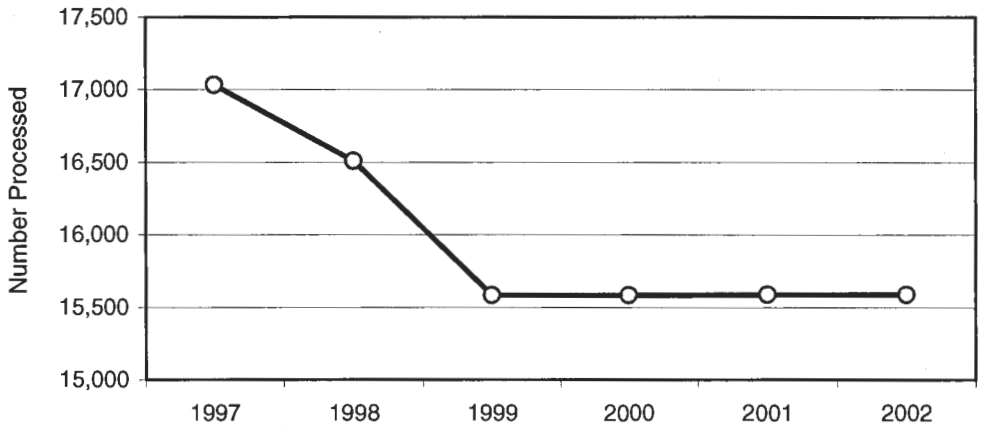

**Traffic Data Studies Performed**

- Typical data studies include making counts of traffic volumes, speeds and turning movements. Cost savings are realized through efficient use of staff across bureaus.
- New tasks include inspection of newly installed traffic signs, minor tree pruning to clear traffic signs, and video taping intersection activity for traffic movement.

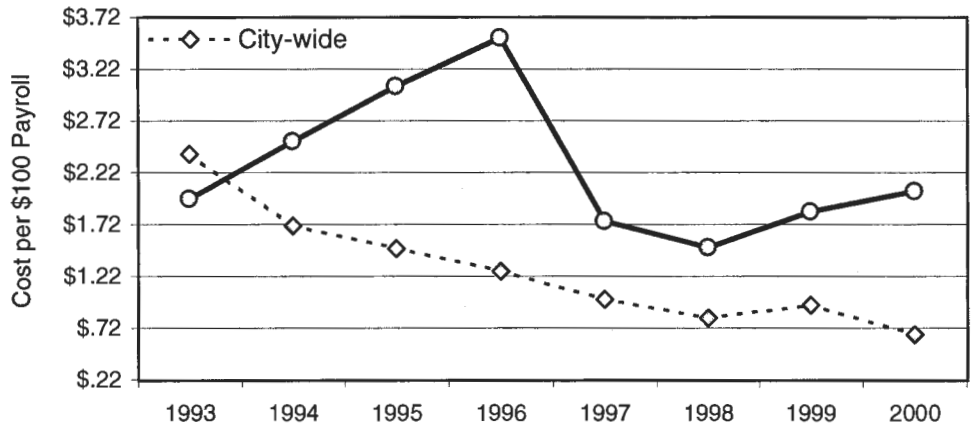


## Applications, Permits, and Acquisitions Processed

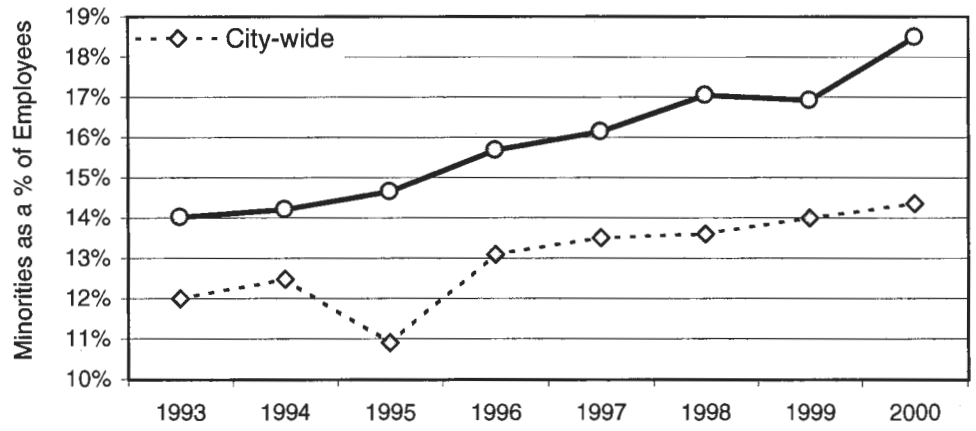
- Gross permit level is expected to remain constant.
- Major telecommunication installations are now complete and work is expected to be primarily maintenance and upgrade activity.




## 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 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **OFFICE OF TRANSPORTATION** | | | | | | |
| **Affirmative Action Measures** | | | | | | |
| Female Employees as a Percent of Total | 25.0% | 25.7% | 26.3% | 24.9% | | |
| Minority Employees as a Percent of Total | 15.6% | 16.5% | 16.4% | 17.7% | | |
| **Bureau of Maintenance** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 63.34 | 49.63 | 43.73 | 44.34 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 22.96 | 17.87 | 20.27 | 18.58 | | |
| Fleet Claims per 100,000 Miles Driven | 3.36 | 1.68 | 1.60 | 1.20 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $25,221 | $3,307 | $2,790 | $1,010 | | |
| General Liability Claims Cost per $100 Payroll | $1.63 | $1.22 | $1.10 | $0.81 | | |
| Worker's Comp Claims Cost per $100 Payroll | $1.75 | $1.50 | $1.84 | $2.04 | | |
| **Street Preservation** | | | | | | |
| **Workload** | | | | | | |
| Paving Backlog (Road Miles) | 488 | 480 | 483 | 496 | 496 | 496 |
| **Traffic Maintenance** | | | | | | |
| **Efficiency** | | | | | | |
| Traffic Signs Maintained (Cost per Location) | 30.39 | 28.52 | 31.93 | 45.83 | 38.79 | 40.00 |
| **Street Cleaning** | | | | | | |
| **Workload** | | | | | | |
| Central Business District Sweeping (Curb Miles) | 11,904 | 11,479 | 11,256 | 11,912 | 11,440 | 11,440 |
| **Bureau of Transportation Systems Management** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 13.01 | 15.78 | 11.64 | 11.50 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 7.44 | 10.21 | 4.85 | 13.15 | | |
| Fleet Claims per 100,000 Miles Driven | 1.58 | 1.65 | 0.27 | 0.57 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $2,432 | $7,822 | $140 | $440 | | |
| General Liability Claims Cost per $100 Payroll | $0.14 | $0.24 | $1.78 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $1.01 | $0.94 | $0.58 | $0.44 | | |
| **Traffic Investigations** | | | | | | |
| **Workload** | | | | | | |
| Traffic Data Studies Performed | 4,500 | 6,400 | 5,000 | 5,104 | 5,200 | 5,000 |
| **Effectiveness** | | | | | | |
| % Response to Traffic Requests | 35% | 45% | 50% | 50% | 75% | 75% |
| **Office of Transportation Director** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 0.00 | 0.00 | 0.00 | 3.88 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 2.63 | 2.71 | 5.12 | 0.00 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.03 | $0.33 | $0.12 | $0.00 | | |
| **Transportation Planning** | | | | | | |
| **Workload** | | | | | | |
| Land Use Cases Reviewed | 1,519 | 1,380 | 1,350 | 1,400 | 1,450 | 1,500 |
| Public Meetings Attended or Conducted | 514 | 509 | 569 | 500 | 500 | 500 |
| **OTD Management and Support** | | | | | | |
| **Efficiency** | | | | | | |
| Support Staff as a Percentage of Total Staff | 5.73% | 5.75% | 5.59% | 6.30% | 6.42% | 6.42% |
| **Bureau of Transportation Engineering & Development** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 8.35 | 4.43 | 8.42 | 8.74 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 2.78 | 3.69 | 3.51 | 5.56 | | |
| Fleet Claims per 100,000 Miles Driven | 0.88 | 2.63 | 0.76 | 1.80 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $999 | $7,593 | $180 | $3,070 | | |
| General Liability Claims Cost per $100 Payroll | $0.02 | $0.03 | $1.35 | $0.01 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.09 | $0.08 | $0.20 | $0.17 | | |
| **Project Management** | | | | | | |
| **Workload** | | | | | | |
| Arterial Improvements Designed and Contracted (Lane Miles) | 15.26 | 23.97 | 17.00 | 16.00 | 16.00 | 16.00 |
| **Development Services** | | | | | | |
| **Workload** | | | | | | |
| Applications, Permits and Acquisitions Processed | 17,031 | 16,509 | 15,583 | 15,583 | 15,585 | 15,586 |

## Office of Transportation AU 159

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 40,294,973 | 41,938,582 | 42,035,207 | 44,051,916 | 42,446,665 |
| External Materials and Services | 14,475,161 | 16,556,583 | 19,762,534 | 22,800,535 | 21,808,621 |
| Internal Materials and Services | 11,992,567 | 13,110,119 | 13,489,084 | 14,093,159 | 15,980,422 |
| Minor Capital Outlay | 462,823 | 1,061,743 | 412,900 | 285,237 | 285,237 |
| Equipment Cash Transfers | 231,578 | 109,895 | 37,139 | 0 | 0 |
| **Total Operating Budget** | 67,457,102 | 72,776,922 | 75,736,864 | 81,230,847 | 80,520,945 |
| Capital Improvements | 25,235,457 | 44,384,160 | 70,893,677 | 28,668,344 | 29,843,406 |
| **TOTAL BUREAU EXPENDITURES** | **$ 92,692,559** | **$ 117,161,082** | **$ 146,630,541** | **$ 109,899,191** | **$ 110,364,351** |
| Allocated Overhead | 2,951,517 | 3,245,146 | 3,249,914 | 3,000,370 | 2,502,755 |
| **Total Cost with Allocated Overhead** | 95,644,076 | 120,406,228 | 149,880,455 | 112,899,561 | 112,867,106 |
| **RESOURCES** | | | | | |
| **Discretionary Revenues** | | | | | |
| General Transportation Revenues | | 77,210,271 | 80,151,082 | 64,442,346 | 64,907,506 |
| Street Maintenance & Improvement Fee | | 0 | 0 | 2,242,916 | 2,242,916 |
| General Fund | | 6,721,027 | 6,456,853 | 6,532,076 | 6,532,076 |
| **Total Discretionary Revenues** | | 83,931,298 | 86,607,935 | 66,685,262 | 67,150,422 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 1,991,481 | 7,596,545 | 4,442,242 | 4,442,242 |
| Contract Revenues | | 11,240,510 | 15,521,012 | 13,442,210 | 13,442,210 |
| Interagency Revenues | | 15,226,882 | 26,947,278 | 20,582,026 | 20,582,026 |
| Bureau Program Revenues | | 4,770,911 | 9,957,771 | 4,747,451 | 4,747,451 |
| **Total Non-Discretionary Revenues** | | 33,229,784 | 60,022,606 | 43,213,929 | 43,213,929 |
| **TOTAL RESOURCES** | | **$ 117,161,082** | **$ 146,630,541** | **$ 109,899,191** | **$ 110,364,351** |
| 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** | | | | | |
| Bureau of Maintenance | | 40,232,009 | 44,216,591 | 44,316,880 | 44,505,147 |
| *Positions* | | *398* | *400* | *405* | *405* |
| Bureau of Transportation Systems Management | | 17,877,908 | 18,630,302 | 19,834,010 | 19,846,966 |
| *Positions* | | *27* | *133* | *132* | *132* |
| Bureau of Transportation Engineering & Development | | 49,595,985 | 72,412,103 | 34,925,410 | 34,972,200 |
| *Positions* | | *287* | *119* | *120* | *120* |
| Office of Transportation Director | | 9,455,180 | 11,371,545 | 10,822,891 | 11,040,038 |
| *Positions* | | *0* | *61* | *58* | *45* |
| **TOTAL DIVISIONS** | | **$ 117,161,082** | **$ 146,630,541** | **$ 109,899,191** | **$ 110,364,351** |
| *Positions* | | ***712*** | ***713*** | ***715*** | ***702*** |
| *General Fund Discretionary Positions* | | ***23*** | ***23*** | ***16*** | ***16*** |

| | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|
| **PROGRAMS** | | | | |
| **BUREAU OF MAINTENANCE** | | | | |
| Street Preservation | 10,750,246 | 13,951,804 | 13,253,229 | 13,253,229 |
| *Positions* | *95* | *95* | *94* | *94* |
| Traffic Maintenance | 3,252,934 | 3,803,485 | 3,890,824 | 3,890,824 |
| *Positions* | *37* | *39* | *43* | *43* |
| Street Cleaning | 5,817,877 | 5,838,343 | 6,060,679 | 6,060,679 |
| *Positions* | *52* | *52* | *51* | *51* |
| Sidewalk Preservation & Safety | 2,246,884 | 2,303,445 | 2,345,236 | 2,345,236 |
| *Positions* | *23* | *23* | *23* | *23* |
| Structural Maintenance | 1,938,771 | 2,369,524 | 2,284,970 | 2,284,970 |
| *Positions* | *28* | *28* | *29* | *29* |
| Emergency Services | 698,183 | 229,141 | 196,192 | 196,192 |
| *Positions* | *2* | *2* | *2* | *2* |
| Environmental Maintenance | 6,550,444 | 7,421,352 | 7,254,722 | 7,254,722 |
| *Positions* | *83* | *82* | *83* | *83* |
| Drainage Maintenance | 3,384,337 | 3,528,560 | 3,574,085 | 3,574,085 |
| *Positions* | *28* | *28* | *30* | *30* |
| BOM Management and Support | 5,592,333 | 4,770,937 | 5,456,943 | 5,645,210 |
| *Positions* | *52* | *51* | *50* | *50* |
| **TOTAL PROGRAMS** | **$ 40,232,009** | **$ 44,216,591** | **$ 44,316,880** | **$ 44,505,147** |
| *Positions* | ***398*** | ***400*** | **405** | **405** |
| **BUREAU OF TRANSPORTATION SYSTEMS MANAGEMENT** | | | | |
| Traffic Investigations | 1,917,395 | 2,205,210 | 1,891,482 | 1,894,375 |
| *Positions* | *0* | *22* | *22* | *22* |
| Signals/Street Lighting | 11,121,337 | 11,255,039 | 12,324,666 | 12,324,666 |
| *Positions* | *27* | *42* | *42* | *42* |
| Parking Enforcement | 2,905,311 | 3,155,383 | 3,472,254 | 3,482,317 |
| *Positions* | *0* | *54* | *54* | *54* |
| Transportation Options | 953,420 | 961,754 | 933,158 | 933,158 |
| *Positions* | *0* | *7* | *6* | *6* |
| BTSM Management and Support | 974,302 | 1,052,916 | 1,212,450 | 1,212,450 |
| *Positions* | *0* | *8* | *8* | *8* |
| Project Support | 5,532 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Traffic Calming | 103 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Street Lighting | 508 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 17,877,908** | **$ 18,630,302** | **$ 19,834,010** | **$ 19,846,966** |
| *Positions* | ***27*** | ***133*** | **132** | **132** |
| **BUREAU OF TRANSPORTATION ENGINEERING & DEVEL-** | | | | |
| Project Management | 33,441,591 | 52,495,522 | 19,486,649 | 19,595,439 |
| *Positions* | *0* | *17* | *19* | *19* |
| Engineering Services | 11,131,498 | 15,206,016 | 10,586,758 | 10,524,758 |
| *Positions* | *287* | *59* | *58* | *58* |
| Development Services | 2,827,238 | 3,547,483 | 3,888,791 | 3,888,791 |
| *Positions* | *0* | *36* | *37* | *37* |
| BTE&D Management and Support | 2,195,658 | 1,163,082 | 963,212 | 963,212 |
| *Positions* | *0* | *7* | *6* | *6* |
| **TOTAL PROGRAMS** | **$ 49,595,985** | **$ 72,412,103** | **$ 34,925,410** | **$ 34,972,200** |
| *Positions* | ***287*** | ***119*** | **120** | **120** |
| **OFFICE OF TRANSPORTATION DIRECTOR** | | | | |
| Transportation Planning | 1,836,688 | 2,201,663 | 1,911,154 | 1,911,154 |
| *Positions* | *0* | *16* | *17* | *17* |
| Information Technology | 3,965,872 | 5,421,608 | 5,162,113 | 5,149,157 |
| *Positions* | *0* | *26* | *25* | *12* |
| Resources | 1,379,552 | 1,136,771 | 1,205,175 | 1,205,175 |
| *Positions* | *0* | *12* | *13* | *13* |
| OTD Management and Support | 2,273,068 | 2,611,503 | 2,544,449 | 2,774,552 |

## Office of Transportation AU 159

**BUREAU PROGRAMS BY DIVISION**

| | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|
| **PROGRAMS** | | | | |
| *Positions* | *0* | *7* | *3* | *3* |
| **TOTAL PROGRAMS** | **$ 9,455,180** | **$ 11,371,545** | **$ 10,822,891** | **$ 11,040,038** |
| *Positions* | ***0*** | ***61*** | **58** | **45** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 110,724,716 | 500,000 | 111,224,716 | 714.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | 0 | 800,000 | 800,000 | 0.0 | CRC allocation for streetcar purchase |
| | 0 | 1,000,000 | 1,000,000 | 0.0 | Debt funding for streetcar purchase |
| | (250,000) | 0 | (250,000) | 0.0 | Reduce GF support to street lighting O&M |
| | (728,037) | 0 | (728,037) | 0.0 | Eliminate GF support for CBD street cleaning |
| | (217,169) | 0 | (217,169) | (3.0) | Overhead and mgmt reductions - GTR |
| | (52,000) | 0 | (52,000) | 0.0 | Traffic operations reductions - GTR |
| | (210,000) | 0 | (210,000) | 0.0 | Area planning reductions - GTR |
| | (3,195,674) | 0 | (3,195,674) | 0.0 | CIP reductions - GTR |
| | 250,000 | 0 | 250,000 | 0.0 | Street lighting O&M - SMIF funding |
| | 219,208 | 0 | 219,208 | 0.0 | CBD sidewalk scrubbing - SMIF funding |
| | 159,236 | 0 | 159,236 | 1.0 | Special events support - SMIF funding |
| | 393,429 | 0 | 393,429 | 7.0 | Abandoned Auto Program - SMIF funding |
| | 50,000 | 0 | 50,000 | 0.0 | Abandoned Auto Program - program revenue |
| | 493,006 | 0 | 493,006 | 0.0 | Street Area Landscape - SMIF funding |
| | 100,000 | 0 | 100,000 | 0.0 | Street Area Landscape - GTR funding |
| | 728,037 | 0 | 728,037 | 0.0 | CBD street cleaning - SMIF funding |
| | (16,934) | 0 | (16,934) | 0.0 | BIT ASR reductions - I/A |
| | (186,995) | 0 | (186,995) | 0.0 | BIT ASR reductions - Bureau |
| | (21,314) | 0 | (21,314) | 0.0 | ComNet ASR reductions - I/A |
| | (4,079) | 0 | (4,079) | 0.0 | Facilities ASR/daycare reductions - I/A |
| | (215,361) | 0 | (215,361) | 0.0 | Fleet ASR reductions - I/A |
| | (308,659) | 0 | (308,659) | (4.0) | Human Resources ASR reductions - Bureau |
| | 280,723 | 0 | 280,723 | 0.0 | Human Resources ASR adds - I/A |
| | (9,002) | 0 | (9,002) | 0.0 | P&D ASR reductions - I/A |
| | (13,000) | 0 | (13,000) | 0.0 | P&D/Purchasing ASR reductions - I/A |
| | (42,648) | 0 | (42,648) | 0.0 | Public Info ASR reductions - Bureau |
| | 82,284 | 0 | 82,284 | 0.0 | Purchasing ASR add - Apprentice Program |
| | 3,697 | 0 | 3,697 | 0.0 | Risk ASR add - I/A |
| | (18,356) | 0 | (18,356) | 0.0 | Risk ASR reductions - Bureau |
| | 18,337 | 0 | 18,337 | 0.0 | ESA support to Planning - I/A |
| | 5,198 | 0 | 5,198 | 0.0 | Goose Hollow Project - Parks I/A |
| | 9,055 | 0 | 9,055 | 0.0 | Goose Hollow Project - Parking I/A |
| | 1 | 0 | 1 | 0.0 | Adjustment to IBIS load |
| | (455,745) | 0 | (455,745) | 0.0 | Street light utility add included in Target |
| | 27,237 | 0 | 27,237 | 0.0 | Bureau adjustment to IBIS |
| **Approved Budget Additions and Reductions** | | | | | |
| | (1,422,103) | 0 | (1,422,103) | (13.0) | Reduce IT resources in bureau |
| | 1,422,103 | 0 | 1,422,103 | 0.0 | I/A to BIT for corporate IT services |
| | 418,370 | 0 | 418,370 | 0.0 | ASR I/A to Human Resources |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 46,790 | 0 | 46,790 | 0.0 | Insurance increase Steel Bridge Walkway |
| | (2,660,365) | 1,800,000 | (860,365) | (12.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 110,364,351** | **702.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Bureau of Maintenance

## Overview

**Organizational Description**

The Bureau of Maintenance (BOM) has nine budget programs: Street Preservation, Traffic Maintenance, Street Cleaning, Sidewalk Preservation and Safety, Structural Maintenance, Emergency Services, Environmental Maintenance, Drainage Maintenance, and BOM Management and Support.

## Changes from Prior Year

**SMIF Funding**

The FY 2001-02 Adopted Budget for the Bureau of Maintenance includes SMIF funding for the following services previously funded by the General Fund:

- CBD Street Cleaning - $728,037
- Street Area Landscaping - $493,006
- CBD Sidewalk Scrubbing - $219,208

**Service Reductions**

This budget includes reductions to the following services previously funded by Transportation Discretionary Revenue:

- Overhead & Management - ($30,000)

**Administrative Services Review**

This budget includes the following reductions as part of the Administrative Services Review (ASR) process:

- Human Resources - ($135,441) This service will be transferred to the Bureau of Human Resources and will be charged to Transportation through an interagency agreement.
- Fleet - ($215,361)
- Other ASR Reductions - ($26,959)

**Additional General Fund Support**

The FY 2001-02 Adopted Budget includes additional General Fund support for the following service:

- Apprenticeship Program - $82,284

# Overview of Programs

## STREET PRESERVATION

The Street Preservation program maintains local and arterial streets. The Bureau of Maintenance uses a Pavement Management System (PSM) based on visual inspection and structural testing to identify and prioritize maintenance projects. The PMS helps identify the most cost effective maintenance technique for each street based on its pavement condition. These techniques range from sealing cracks and patching holes to base repair and asphalt overlay.

## TRAFFIC MAINTENANCE

The Traffic Maintenance program supports the maintenance of signalized intersections, partially controlled intersections, legends placed on the street surface, painted lines, crosswalks, traffic control signs, parking control signs, parking meters and street name signs. In addition, a portion of City-owned street lights are maintained by the Bureau.

## STREET CLEANING

The Street Cleaning program provides mechanical cleaning of residential streets, arterial streets, the Central Business District, pedestrian subways, stairways, and bike paths. This program also responds to emergencies and special events such as Clean Sweeps and Rose Festival activities.

## SIDEWALK PRESERVATION & SAFETY

The Sidewalk Preservation and Safety program oversees the maintenance of sidewalks, curbs, and corners. The City Charter assigns the responsibility for maintenance of sidewalks to the owner of the abutting property; therefore, Transportation inspects the sidewalks and notifies the property owner of needed repairs. In the event timely repairs are not made by the property owner, the Bureau of Maintenance hires a private contractor to make the repairs and bills the property owner for the costs. Non-reimbursed activities include inspections, permits issuance, corner maintenance, and mall maintenance.

The Americans with Disabilities Act (ADA) contains provisions that significantly affect facilities within the public right-of-way. The Sidewalk Preservation and Safety budget continues the ongoing program to upgrade existing corners to ADA standards.

## STRUCTURAL MAINTENANCE

The Structural Maintenance program is responsible for maintaining vehicle and pedestrian structures in the City's right-of-way system. With engineering assistance from the Bureau of Transportation Engineering and Development, this program plans and conducts an annual maintenance program that ensures public safety and convenience and controls deterioration of these structures. Within the City of Portland these structures include major and minor bridges, stairways, retaining walls, the harbor wall along the Willamette River, guardrails, tunnels, fencing, and street furniture.

## EMERGENCY SERVICES

The Emergency Services program provides around-the-clock response to emergencies. These include snow and ice, wind storms, floods, mud slides and other weather conditions; hazardous materials incidents; clean-up following certain police actions; sewer breaks or plugs; and other natural or man-made incidents that inhibit safe transportation or threaten public safety. During emergency operations, the Bureau of Maintenance is reorganized, and all personnel are available to make up emergency crews.

## ENVIRONMENTAL MAINTENANCE

The Environmental Maintenance program oversees the annual programs for cleaning and inspection of the sewer system, investigation of customer problems, and repair and reconstruction of damaged, broken, or deteriorated sewers. These programs were established in cooperation with the Bureau of Environmental Services, which funds the entire cost of this program through an interagency agreement.

## DRAINAGE MAINTENANCE

The Drainage Maintenance program manages the stormwater drainage system and roadside vegetation in conjunction with the Bureau of Environmental Services.

The Clean Water Act of 1972 established the City's responsibility for the quality of the outflow from the City's sewer and drainage systems. To comply with the regulations and guidelines set forth by a variety of federal, State, and local agencies, a comprehensive program has been developed in conjunction with the Bureau of Environmental Services, which funds most of this program through an interagency agreement.

## BOM MANAGEMENT AND SUPPORT

The BOM Management and Support program provides specialized administrative and direct support services to maximize the efficiency and effectiveness of the field operations. These services include equipment management; materials handling; communication and radio dispatch; public information; facilities maintenance; personnel administration; loss control and training; finance and accounting; and program management.

# Bureau of Maintenance AU 159

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 22,782,221 | 23,403,907 | 23,910,534 | 24,777,977 | 24,777,977 |
| External Materials and Services | 8,228,102 | 7,758,463 | 11,413,541 | 10,415,931 | 10,415,931 |
| Internal Materials and Services | 8,104,057 | 8,208,358 | 8,329,411 | 8,762,946 | 8,951,213 |
| Minor Capital Outlay | 282,798 | 59,922 | 162,900 | 207,752 | 207,752 |
| Equipment Cash Transfers | 193,524 | 99,895 | 0 | 0 | 0 |
| **Total Operating Budget** | 39,590,702 | 39,530,545 | 43,816,386 | 44,164,606 | 44,352,873 |
| Capital Improvements | 2,251,463 | 701,464 | 400,205 | 152,274 | 152,274 |
| **TOTAL BUREAU EXPENDITURES** | **$ 41,842,165** | **$ 40,232,009** | **$ 44,216,591** | **$ 44,316,880** | **$ 44,505,147** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 41,842,165 | 40,232,009 | 44,216,591 | 44,316,880 | 44,505,147 |
| **RESOURCES** | | | | | |
| Transportation Operating Fund | | 40,232,009 | 44,216,591 | 44,316,880 | 44,505,147 |
| 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** | | | | | |
| Street Preservation | | 10,750,246 | 13,951,804 | 13,253,229 | 13,253,229 |
| *Positions* | | *95* | *95* | *94* | *94* |
| Traffic Maintenance | | 3,252,934 | 3,803,485 | 3,890,824 | 3,890,824 |
| *Positions* | | *37* | *39* | *43* | *43* |
| Street Cleaning | | 5,817,877 | 5,838,343 | 6,060,679 | 6,060,679 |
| *Positions* | | *52* | *52* | *51* | *51* |
| Sidewalk Preservation & Safety | | 2,246,884 | 2,303,445 | 2,345,236 | 2,345,236 |
| *Positions* | | *23* | *23* | *23* | *23* |
| Structural Maintenance | | 1,938,771 | 2,369,524 | 2,284,970 | 2,284,970 |
| *Positions* | | *28* | *28* | *29* | *29* |
| Emergency Services | | 698,183 | 229,141 | 196,192 | 196,192 |
| *Positions* | | *2* | *2* | *2* | *2* |
| Environmental Maintenance | | 6,550,444 | 7,421,352 | 7,254,722 | 7,254,722 |
| *Positions* | | *83* | *82* | *83* | *83* |
| Drainage Maintenance | | 3,384,337 | 3,528,560 | 3,574,085 | 3,574,085 |
| *Positions* | | *28* | *28* | *30* | *30* |
| BOM Management and Support | | 5,592,333 | 4,770,937 | 5,456,943 | 5,645,210 |
| *Positions* | | *52* | *51* | *50* | *50* |
| **TOTAL PROGRAMS** | | **$ 40,232,009** | **$ 44,216,591** | **$ 44,316,880** | **$ 44,505,147** |
| *Positions* | | ***398*** | ***400*** | ***405*** | ***405*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 12,260,807 | 12,629,681 | 16,048,981 | 16,880,791 | 16,880,791 |
| 512000 | Part-Time Employees | 331,984 | 402,422 | 400,419 | 257,673 | 257,673 |
| 514000 | Overtime | 793,270 | 756,584 | 610,401 | 654,758 | 654,758 |
| 515000 | Premium Pay | 289,887 | 320,600 | 254,965 | 277,745 | 277,745 |
| 517000 | Benefits | 6,168,658 | 6,376,874 | 6,595,768 | 6,707,010 | 6,707,010 |
| 518000 | Paid Absence | 2,948,166 | 2,936,218 | 0 | 0 | 0 |
| **Total Personnel Services** | | 22,792,772 | 23,422,379 | 23,910,534 | 24,777,977 | 24,777,977 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 117,473 | 124,741 | 105,161 | 51,400 | 51,400 |
| 522000 | Utilities | 506,241 | 558,591 | 472,854 | 479,291 | 479,291 |
| 523000 | Equipment Rental | 0 | 0 | 4,240 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 1,606,753 | 989,413 | 3,135,401 | 2,171,742 | 2,171,742 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 21,064 | 31,748 | 27,000 | 30,313 | 30,313 |
| 531000 | Office Supplies | 3,443 | 24,931 | 18,386 | 12,683 | 12,683 |
| 532000 | Operating Supplies | 1,596,523 | 2,320,556 | 2,164,567 | 3,032,103 | 3,032,103 |
| 533000 | Repair & Maintenance Supplies | 4,799,639 | 3,645,409 | 5,717,344 | 4,453,109 | 4,453,109 |
| 534000 | Minor Equipment & Tools | 308,245 | 262,692 | 42,388 | 263,449 | 263,449 |
| 535000 | Clothing & Uniforms | 48,668 | 53,673 | 41,400 | 35,400 | 35,400 |
| 539000 | Other Commodities External | (192,844) | (6,036) | (170,348) | (184,880) | (184,880) |
| 541000 | Education | 52,070 | 91,998 | 92,444 | 64,345 | 64,345 |
| 542000 | Local Travel | 12,752 | 14,599 | 2,840 | 2,060 | 2,060 |
| 543000 | Out-of-Town Travel | 20,382 | 22,120 | 14,329 | 11,450 | 11,450 |
| 544000 | Space Rental | 66,449 | 121,792 | 145,740 | 145,740 | 145,740 |
| 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 | 90,892 | 30,104 | 0 | 0 | 0 |
| **Total External Materials and Services** | | 9,057,750 | 8,286,331 | 11,813,746 | 10,568,205 | 10,568,205 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 5,698,057 | 5,491,923 | 5,796,674 | 6,028,358 | 6,028,358 |
| 552000 | Printing & Distribution | 70,012 | 63,153 | 93,252 | 99,020 | 99,020 |
| 553000 | Facilities Services | 113,333 | 204,330 | 115,882 | 126,212 | 126,212 |
| 554000 | Communications Services | 476,027 | 453,847 | 491,100 | 480,819 | 480,819 |
| 555000 | Data Processing Services | 0 | 0 | 0 | 0 | 0 |
| 556000 | Insurance | 981,984 | 1,164,653 | 1,185,858 | 1,253,194 | 1,253,194 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 920,488 | 826,047 | 646,645 | 775,343 | 963,610 |
| **Total Internal Materials and Services** | | 8,259,901 | 8,203,953 | 8,329,411 | 8,762,946 | 8,951,213 |
| **Total Materials and Services** | | 17,317,651 | 16,490,284 | 20,143,157 | 19,331,151 | 19,519,418 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 0 | 0 | 0 | 0 | 0 |
| 562000 | Buildings | 0 | 0 | 0 | 0 | 0 |
| 563000 | Improvements | 1,253,187 | 143,887 | 0 | 0 | 0 |
| 564000 | Capital Equipment | 282,798 | 59,922 | 162,900 | 207,752 | 207,752 |
| 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** | | 1,535,985 | 203,809 | 162,900 | 207,752 | 207,752 |
| 573000 | Equipment Cash Transfers | 193,524 | 99,895 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 2,233 | 15,642 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 41,842,165** | **$ 40,232,009** | **$ 44,216,591** | **$ 44,316,880** | **$ 44,505,147** |

## Bureau of Maintenance AU 159

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 | Actual FY 2000 | Revised FY 2000–01 | | Proposed FY 2001–02 | | Adopted FY 2001–02 | |
|---|---|---|---|---|---|---|---|---|---|
| | | No. | No. | No. | Amount | No. | Amount | No. | Amount |
| 514 | Accountant I | 2 | 2 | 1 | 37,066 | 2 | 73,295 | 2 | 73,295 |
| 515 | Accountant II | 1 | 1 | 2 | 89,981 | 2 | 94,890 | 2 | 94,890 |
| 530 | Accounting Supervisor I | 1 | 1 | 1 | 57,200 | 1 | 59,613 | 1 | 59,613 |
| 510 | Accounting Technician | 1 | 1 | 1 | 28,643 | 0 | 0 | 0 | 0 |
| 819 | Administrative Assistant | 5 | 5 | 5 | 290,481 | 4 | 245,149 | 4 | 245,149 |
| 926 | Administrative Services Manager | 2 | 2 | 2 | 134,160 | 1 | 73,237 | 1 | 73,237 |
| 815 | Administrative Specialist | 0 | 0 | 0 | 0 | 1 | 38,085 | 1 | 38,085 |
| 922 | Administrative Supervisor II | 1 | 1 | 1 | 48,464 | 1 | 54,440 | 1 | 54,440 |
| 1225 | Asphalt Raker | 11 | 11 | 11 | 390,027 | 11 | 404,514 | 11 | 404,514 |
| 1311 | Automotive Equipment Operator I | 58 | 54 | 54 | 2,009,760 | 54 | 2,089,359 | 54 | 2,089,359 |
| 1313 | Automotive Equipment Operator II | 15 | 15 | 15 | 589,065 | 15 | 611,205 | 15 | 611,205 |
| 1312 | Automotive Equipment Operator II | 0 | 0 | 8 | 310,404 | 7 | 285,229 | 7 | 285,229 |
| 620 | Bureau Human Resources Manager | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1420 | Carpenter | 7 | 7 | 7 | 294,518 | 7 | 295,274 | 7 | 295,274 |
| 1419 | Carpenter, Apprentice | 0 | 0 | 0 | 0 | 1 | 41,454 | 1 | 41,454 |
| 114 | Clerical Specialist | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1410 | Concrete Finisher | 11 | 10 | 10 | 420,740 | 10 | 436,380 | 10 | 436,380 |
| 1316 | Construction Equip Operator II | 16 | 16 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1315 | Construction Equipment Operator | 1 | 1 | 16 | 657,418 | 17 | 736,202 | 17 | 736,202 |
| 1455 | Electrical Supervisor | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1453 | Electrician | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3251 | Electronic Tech II Communication | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3153 | Engineering Associate | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1229 | Environmental Systems Maint Tech | 9 | 8 | 8 | 346,192 | 8 | 342,288 | 8 | 342,288 |
| 827 | Financial Analyst | 1 | 1 | 1 | 43,560 | 1 | 49,358 | 1 | 49,358 |
| 1524 | General Mechanic | 2 | 3 | 3 | 127,521 | 3 | 132,225 | 3 | 132,225 |
| 2542 | Information Systems Analyst II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 812 | Intergovernmental Program Coord | 0 | 0 | 0 | 0 | 1 | 83,466 | 1 | 83,466 |
| 314 | Lead Service Dispatcher | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1960 | Maintenance Director | 1 | 1 | 1 | 88,646 | 1 | 94,252 | 1 | 94,252 |
| 1200 | Maintenance Worker | 0 | 0 | 1 | 32,962 | 0 | 0 | 0 | 0 |
| 1208 | Maintenance Worker | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 102 | Office Support Specialist II | 0 | 0 | 4 | 120,222 | 4 | 141,881 | 4 | 141,881 |
| 104 | Office Support Specialist III | 0 | 0 | 2 | 73,258 | 2 | 80,996 | 2 | 80,996 |
| 1443 | Painter | 1 | 1 | 1 | 42,074 | 1 | 43,638 | 1 | 43,638 |
| 1250 | Parking Meter Technician | 4 | 4 | 4 | 159,800 | 6 | 248,604 | 6 | 248,604 |
| 1251 | Parking Meter Technician, Lead | 1 | 1 | 1 | 41,950 | 1 | 43,514 | 1 | 43,514 |
| 1608 | Paving Crew Leader | 8 | 8 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3169 | Principal Engineer | 1 | 1 | 1 | 82,347 | 1 | 85,384 | 1 | 85,384 |
| 966 | Program Coordinator | 1 | 2 | 2 | 106,267 | 2 | 112,279 | 2 | 112,279 |
| 968 | Program Manager I | 0 | 0 | 1 | 60,070 | 1 | 62,816 | 1 | 62,816 |
| 964 | Program Specialist | 0 | 0 | 0 | 0 | 1 | 46,155 | 1 | 46,155 |
| 3150 | Public Works Inspector | 1 | 1 | 1 | 48,939 | 1 | 50,752 | 1 | 50,752 |
| 1952 | Public Works Manager | 5 | 4 | 3 | 194,730 | 4 | 266,722 | 4 | 266,722 |
| 1950 | Public Works Supervisor | 20 | 20 | 21 | 1,168,603 | 20 | 1,129,756 | 20 | 1,129,756 |
| 222 | Secretarial Assistant | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 108 | Secretarial Assistant | 0 | 0 | 1 | 39,062 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 0 | 0 | 0 | 0 | 1 | 41,662 | 1 | 41,662 |
| 3166 | Senior Engineer | 0 | 0 | 2 | 128,734 | 2 | 135,596 | 2 | 135,596 |
| 3163 | Senior Engineering Associate | 1 | 2 | 1 | 59,196 | 1 | 61,381 | 1 | 61,381 |
| 1956 | Senior Public Works Manager | 4 | 4 | 3 | 228,987 | 4 | 314,683 | 4 | 314,683 |
| 848 | Senior Risk Specialist | 1 | 1 | 1 | 60,570 | 0 | 0 | 0 | 0 |
| 414 | Senior Stores System Manager | 1 | 1 | 1 | 60,570 | 1 | 62,816 | 1 | 62,816 |
| 315 | Service Dispatcher | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 310 | Service Dispatcher | 0 | 0 | 3 | 106,953 | 3 | 110,886 | 3 | 110,886 |
| 311 | Service Dispatcher, Lead | 0 | 0 | 1 | 39,062 | 1 | 40,498 | 1 | 40,498 |
| 1230 | Sewer Construction Crew Leader | 8 | 8 | 8 | 330,162 | 8 | 358,592 | 8 | 358,592 |
| 1325 | Sewer Vacuum Operator | 6 | 6 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2250 | Sidewalk Inspector | 4 | 4 | 4 | 176,234 | 4 | 173,388 | 4 | 173,388 |
| 1224 | Sign Maker | 1 | 1 | 1 | 42,074 | 1 | 43,638 | 1 | 43,638 |
| 410 | Storekeeper | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| 406 | Storekeeper/Acquisition Spec II | 0 | 0 | 5 | 198,535 | 5 | 205,920 | 5 | 205,920 |
| 408 | Storekeeper/Acquisition Spec III | 0 | 0 | 2 | 91,188 | 2 | 94,556 | 2 | 94,556 |
| 411 | Stores Supervisor I | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1226 | Street Maintenance Crew Leader | 0 | 0 | 8 | 329,956 | 8 | 352,935 | 8 | 352,935 |
| 3107 | Technician I | 2 | 2 | 3 | 107,991 | 3 | 111,697 | 3 | 111,697 |
| 3108 | Technician II | 1 | 1 | 1 | 48,682 | 1 | 50,482 | 1 | 50,482 |
| 3109 | Technician III | 0 | 1 | 1 | 59,196 | 1 | 61,381 | 1 | 61,381 |

## Bureau of Maintenance AU 159

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 1227 | Traffic Crew Leader | 0 | 0 | 9 | 366,258 | 9 | 362,065 | 9 | 362,065 |
| 1440 | Traffic Sign Crew Leader | 9 | 9 | 0 | 0 | 0 | 0 | 0 | 0 |
| 650 | Training & Development Analyst | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1218 | Utility Worker | 133 | 127 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1210 | Utility Worker I | 26 | 26 | 26 | 859,095 | 27 | 925,844 | 27 | 925,844 |
| 1211 | Utility Worker II | 0 | 0 | 128 | 4,537,260 | 129 | 4,738,095 | 129 | 4,738,095 |
| 1513 | Welder | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1510 | Welder | 0 | 0 | 2 | 84,148 | 2 | 82,264 | 2 | 82,264 |
| **TOTAL FULL-TIME POSITIONS** | | **428** | **398** | **400** | **$ 16,048,981** | **405** | **$ 16,880,791** | **405** | **$ 16,880,791** |

# Bureau of Transportation Systems Management

## Overview

**Organizational Description**

The Bureau of Transportation Systems Management (BTSM) has five budget programs: Traffic Investigations, Signals and Street Lighting, Transportation Options, Parking Enforcement, and BTSM Management and Support.

## Changes from Prior Year

**SMIF Funding**

The FY 2001-02 Adopted Budget for the Bureau of Transportation Systems Management includes SMIF funding for the following services previously funded by the General Fund:

- Street Lighting Operations & Maintenance - $250,000
- Abandoned Auto Program - $393,429
- Special Events Support - $159,236

**Service Reductions**

This budget includes reductions to the following services previously funded by Transportation Discretionary Revenue:

- Traffic Operations - ($52,000)
- Overhead and Management - ($20,000)

**Additional Services**

This budget includes new interagency support for:

- Goose Hollow Project - $14,253

# Overview of Programs

## Traffic Investigations

The Traffic Investigations program provides customer services for traffic safety and traffic control. These services include managing speeding and excessive traffic volumes; providing traffic control via signs and pavement marking systems; monitoring traffic safety and capacity improvements through study of collected data; installing parking meters, signs and special parking areas; and administering end-of-trip facilities and promotional events to attract more cyclists and pedestrians.

## Signals/Street Lighting

The Signals and Street Lighting program provides services to design, build, operate and maintain the City's traffic signal and street lighting systems. Services include developing the capital improvement plan; participating in regional traffic control efforts to alleviate congestion and improve traffic safety; monitoring external power and maintenance costs; and monitoring utility rate developments.

## Parking Enforcement

The Parking Enforcement program provides services to operate the City's on-street parking system. Services include issuing citations for parking violations; ensuring obstructions are cleared from intersections, crosswalks and sidewalks; and ensuring the removal of abandoned or dangerous vehicles.

## Project Support

Following reorganization of programs within Portland Transportation, this program and its historical data have been merged with other programs within the Bureau of Transportation Systems Management.

## BTSM Management and Support

The BTSM Management and Support program provides specialized administrative and direct support services to maximize the efficiency and effectiveness of field operations. These include personnel administration; loss control and training; finance and accounting; program management; and central secretarial support.

## Transportation Options

The Transportation Options program provides services to develop and encourage alternatives to single-occupancy vehicles. Services include developing carpools, work hour changes, transit use, walking, and cycling; developing school curricula to educate the public regarding modal choices and safety; and partnering with area businesses and institutions to encourage transportation alternatives.

## TRAFFIC CALMING

Following reorganization of programs within Portland Transportation, the operations portion of this program and the historical data have been made part of the Traffic Investigations and Transportation Options programs within BTSM.

The capital project portion of this program and its historical data have been merged with programs within the Bureau of Transportation Engineering and Development.

## STREET LIGHTING

Following reorganization of programs within Portland Transportation, this program and its historical data have been made part of the Signals/Street Lighting program.

## Bureau of Transportation Systems Management AU 159 — SUMMARY OF DIVISION BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 8,215,578 | 7,990,195 | 8,167,418 | 8,992,022 | 8,792,330 |
| External Materials and Services | 5,145,864 | 5,867,277 | 5,483,612 | 7,276,833 | 6,314,419 |
| Internal Materials and Services | 1,760,985 | 1,372,921 | 1,262,523 | 1,108,944 | 1,108,944 |
| Minor Capital Outlay | 0 | 0 | 10,000 | 0 | 0 |
| Equipment Cash Transfers | 38,054 | 0 | 37,139 | 0 | 0 |
| **Total Operating Budget** | 15,160,481 | 15,230,393 | 14,960,692 | 17,377,799 | 16,215,693 |
| Capital Improvements | 2,000,006 | 2,647,515 | 3,669,610 | 2,456,211 | 3,631,273 |
| **TOTAL BUREAU EXPENDITURES** | **$ 17,160,487** | **$ 17,877,908** | **$ 18,630,302** | **$ 19,834,010** | **$ 19,846,966** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 17,160,487 | 17,877,908 | 18,630,302 | 19,834,010 | 19,846,966 |
| **RESOURCES** | | | | | |
| Transportation Operating Fund | | 17,877,908 | 18,630,302 | 19,834,010 | 19,846,966 |
| 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** | | | | | |
| Traffic Investigations | | 1,917,395 | 2,205,210 | 1,891,482 | 1,894,375 |
| *Positions* | | *0* | *22* | *22* | *22* |
| Signals/Street Lighting | | 11,121,337 | 11,255,039 | 12,324,666 | 12,324,666 |
| *Positions* | | *27* | *42* | *42* | *42* |
| Parking Enforcement | | 2,905,311 | 3,155,383 | 3,472,254 | 3,482,317 |
| *Positions* | | *0* | *54* | *54* | *54* |
| Transportation Options | | 953,420 | 961,754 | 933,158 | 933,158 |
| *Positions* | | *0* | *7* | *6* | *6* |
| BTSM Management and Support | | 974,302 | 1,052,916 | 1,212,450 | 1,212,450 |
| *Positions* | | *0* | *8* | *8* | *8* |
| Project Support | | 5,532 | 0 | 0 | 0 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Traffic Calming | | 103 | 0 | 0 | 0 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Street Lighting | | 508 | 0 | 0 | 0 |
| *Positions* | | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 17,877,908** | **$ 18,630,302** | **$ 19,834,010** | **$ 19,846,966** |
| *Positions* | | ***27*** | ***133*** | ***132*** | ***132*** |

## Bureau of Transportation Systems Management AU 159

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 5,173,740 | 4,871,024 | 6,089,004 | 6,340,965 | 6,340,965 |
| 512000 | Part-Time Employees | 202,637 | 175,582 | 263,729 | 380,336 | 380,449 |
| 514000 | Overtime | 131,893 | 154,545 | 243,279 | 315,294 | 315,419 |
| 515000 | Premium Pay | 74,337 | 80,824 | 58,730 | 58,730 | 58,730 |
| 517000 | Benefits | 2,378,423 | 2,170,923 | 2,362,260 | 2,365,432 | 2,378,150 |
| 518000 | Paid Absence | 1,069,718 | 990,351 | 0 | 0 | 0 |
| **Total Personnel Services** | | 9,030,748 | 8,443,249 | 9,017,002 | 9,460,757 | 9,473,713 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 238,695 | 295,981 | 602,841 | 517,565 | 517,565 |
| 522000 | Utilities | 3,216,885 | 3,763,383 | 3,792,704 | 4,262,253 | 4,262,253 |
| 523000 | Equipment Rental | 1,103 | 0 | 9,933 | 13,223 | 13,223 |
| 524000 | Repair & Maintenance Services | 113,409 | 146,646 | 106,802 | 259,594 | 259,594 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 240,000 | 181,224 | 350,000 | 350,000 |
| 529000 | Miscellaneous Services | 280,816 | 127,286 | 121,106 | 245,238 | 245,238 |
| 531000 | Office Supplies | 7,968 | 4,476 | 39,502 | 45,693 | 45,693 |
| 532000 | Operating Supplies | 695,620 | 604,065 | 680,091 | 673,159 | 673,159 |
| 533000 | Repair & Maintenance Supplies | 615,300 | 693,968 | 322,022 | 1,204,055 | 1,204,055 |
| 534000 | Minor Equipment & Tools | 178,717 | 216,279 | 114,449 | 418,923 | 418,923 |
| 535000 | Clothing & Uniforms | 31,196 | 25,957 | 38,930 | 38,930 | 38,930 |
| 539000 | Other Commodities External | 9,023 | 6,675 | 0 | 0 | 0 |
| 541000 | Education | 43,925 | 40,677 | 42,145 | 71,145 | 71,145 |
| 542000 | Local Travel | 1,022 | 1,276 | 2,126 | 5,126 | 5,126 |
| 543000 | Out-of-Town Travel | 20,195 | 21,795 | 22,682 | 21,682 | 21,682 |
| 544000 | Space Rental | 674 | 110 | 0 | 0 | 0 |
| 545000 | Interest | 0 | 0 | 0 | 0 | 0 |
| 546000 | Refunds | 9,427 | 8,858 | 13,000 | 13,000 | 13,000 |
| 547000 | Retirement System Payments | 0 | 0 | 0 | 0 | 0 |
| 549000 | Miscellaneous | 17,385 | 22,030 | 15,206 | 542,151 | 542,151 |
| **Total External Materials and Services** | | 5,481,360 | 6,219,462 | 6,104,763 | 8,681,737 | 8,681,737 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 647,240 | 566,507 | 619,372 | 623,752 | 623,752 |
| 552000 | Printing & Distribution | 85,216 | 76,994 | 79,149 | 79,850 | 79,850 |
| 553000 | Facilities Services | 452,681 | 177,587 | 0 | 5,040 | 5,040 |
| 554000 | Communications Services | 152,056 | 162,122 | 163,778 | 0 | 0 |
| 555000 | Data Processing Services | 0 | 0 | 0 | 0 | 0 |
| 556000 | Insurance | 197,669 | 211,580 | 222,057 | 216,069 | 216,069 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 227,532 | 248,405 | 178,167 | 184,233 | 184,233 |
| **Total Internal Materials and Services** | | 1,762,394 | 1,443,195 | 1,262,523 | 1,108,944 | 1,108,944 |
| **Total Materials and Services** | | 7,243,754 | 7,662,657 | 7,367,286 | 9,790,681 | 9,790,681 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 0 | 0 | 0 | 0 | 0 |
| 562000 | Buildings | 0 | 0 | 0 | 0 | 0 |
| 563000 | Improvements | 833,233 | 1,761,019 | 2,198,875 | 0 | 0 |
| 564000 | Capital Equipment | 0 | 0 | 10,000 | 582,572 | 582,572 |
| 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** | | 833,233 | 1,761,019 | 2,208,875 | 582,572 | 582,572 |
| 573000 | Equipment Cash Transfers | 38,054 | 0 | 37,139 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 14,698 | 10,983 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 17,160,487** | **$ 17,877,908** | **$ 18,630,302** | **$ 19,834,010** | **$ 19,846,966** |

## Bureau of Transportation Systems Management AU 159

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 819 | Administrative Assistant | 0 | 0 | 1 | 49,296 | 1 | 40,945 | 1 | 40,945 |
| 1311 | Automotive Equipment Operator I | 0 | 3 | 3 | 111,753 | 3 | 115,878 | 3 | 115,878 |
| 114 | Clerical Specialist | 0 | 0 | 1 | 34,861 | 0 | 0 | 0 | 0 |
| 2203 | Code Spec II Parking Enforcement | 0 | 0 | 0 | 0 | 41 | 1,485,236 | 41 | 1,485,236 |
| 2201 | Code Specialist I | 0 | 0 | 0 | 0 | 3 | 93,842 | 3 | 93,842 |
| 2204 | Code Specialist III | 0 | 0 | 0 | 0 | 1 | 45,344 | 1 | 45,344 |
| 3255 | Communications Engineer | 0 | 0 | 1 | 63,710 | 0 | 0 | 0 | 0 |
| 1455 | Electrical Supervisor | 0 | 1 | 1 | 60,570 | 1 | 62,816 | 1 | 62,816 |
| 1453 | Electrician | 0 | 18 | 18 | 946,576 | 18 | 981,516 | 18 | 981,516 |
| 3251 | Electronic Tech II Communication | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3252 | Electronic Tech II Traffic Signl | 0 | 0 | 2 | 94,330 | 2 | 98,301 | 2 | 98,301 |
| 3164 | Engineer | 0 | 0 | 4 | 257,846 | 4 | 270,568 | 4 | 270,568 |
| 3153 | Engineering Associate | 0 | 0 | 4 | 191,417 | 4 | 195,333 | 4 | 195,333 |
| 2211 | Field Representative II | 0 | 0 | 1 | 43,722 | 0 | 0 | 0 | 0 |
| 827 | Financial Analyst | 0 | 0 | 1 | 54,621 | 0 | 0 | 0 | 0 |
| 2205 | Junior Field Representative | 0 | 0 | 4 | 125,464 | 1 | 32,531 | 1 | 32,531 |
| 2118 | Lighting and Signal Inspector | 0 | 0 | 2 | 114,906 | 2 | 119,142 | 2 | 119,142 |
| 116 | Office Manager | 0 | 0 | 1 | 33,093 | 0 | 0 | 0 | 0 |
| 102 | Office Support Specialist II | 0 | 0 | 0 | 0 | 7 | 234,747 | 7 | 234,747 |
| 104 | Office Support Specialist III | 0 | 0 | 0 | 0 | 1 | 37,685 | 1 | 37,685 |
| 2240 | Parking Enforcement Deputy | 0 | 0 | 41 | 1,393,938 | 0 | 0 | 0 | 0 |
| 3169 | Principal Engineer | 0 | 0 | 2 | 164,694 | 2 | 170,768 | 2 | 170,768 |
| 970 | Program Manager II | 0 | 0 | 2 | 108,997 | 2 | 119,567 | 2 | 119,567 |
| 971 | Program Manager III | 0 | 0 | 0 | 0 | 1 | 76,374 | 1 | 76,374 |
| 972 | Program Manager IV | 0 | 0 | 1 | 76,828 | 2 | 168,232 | 2 | 168,232 |
| 964 | Program Specialist | 0 | 0 | 5 | 264,640 | 5 | 277,815 | 5 | 277,815 |
| 1952 | Public Works Manager | 0 | 1 | 1 | 67,080 | 0 | 0 | 0 | 0 |
| 3359 | Public Works Project Manager | 0 | 0 | 2 | 134,326 | 2 | 134,994 | 2 | 134,994 |
| 1950 | Public Works Supervisor | 0 | 0 | 0 | 0 | 1 | 59,613 | 1 | 59,613 |
| 221 | Secretarial Clerk II | 0 | 0 | 7 | 227,987 | 0 | 0 | 0 | 0 |
| 930 | Senior Bureau Administrative Mgr | 0 | 0 | 1 | 80,309 | 0 | 0 | 0 | 0 |
| 3256 | Senior Communications Engineer | 0 | 0 | 0 | 0 | 1 | 71,661 | 1 | 71,661 |
| 3163 | Senior Engineering Associate | 0 | 0 | 8 | 468,655 | 7 | 420,164 | 7 | 420,164 |
| 3231 | Senior Planner | 0 | 0 | 2 | 104,207 | 2 | 114,937 | 2 | 114,937 |
| 3107 | Technician I | 0 | 0 | 4 | 148,645 | 4 | 148,943 | 4 | 148,943 |
| 3108 | Technician II | 0 | 0 | 6 | 275,665 | 6 | 296,060 | 6 | 296,060 |
| 3109 | Technician III | 0 | 0 | 4 | 228,725 | 5 | 299,807 | 5 | 299,807 |
| 912 | Traffic Management Director | 0 | 0 | 1 | 91,229 | 1 | 94,598 | 1 | 94,598 |
| 1218 | Utility Worker | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1211 | Utility Worker II | 0 | 0 | 2 | 70,914 | 2 | 73,548 | 2 | 73,548 |
| **TOTAL FULL-TIME POSITIONS** | | **0** | **27** | **133** | **$ 6,089,004** | **132** | **$ 6,340,965** | **132** | **$ 6,340,965** |

# Bureau of Transportation Engineering & Development

## OVERVIEW

**Organizational Description**

The Bureau of Transportation Engineering and Development (BTED) has four budget programs: Project Management, Engineering Services, Development Services, and BTED Management and Support.

## CHANGES FROM PRIOR YEAR

**Service Reductions**

The FY 2001-02 Adopted Budget for the Bureau of Transportation Engineering and Development includes reductions to the following services previously funded by Transportation Discretionary Revenue:

- Capital Improvement Plan - ($3,195,674)

**One-time General Fund Support**

This budget includes one-time General Fund support for:

- Capital Review Committee Allocation for Streetcar Purchase - $800,000

**Additional Services**

This budget includes new interagency support for:

- Insurance for Steel Bridge Walkway - $46,790
- Endangered Species Act program support - $18,337

# Overview of Programs

## PROJECT MANAGEMENT

The Project Management program develops and constructs a variety of transportation projects that are multi-modal and responsive to the needs of land use and urban design objectives in the community.

**Town Centers and Main Streets** Project managers develop and construct projects in the high priority areas of the City's Town Centers and Main Streets. Town Centers and Main Streets were developed through the Metro Region 2040 Growth Concept and Regional Plan and have been incorporated into the City of Portland's Comprehensive Plan.

**Neighborhoods** Projects include developing and constructing local improvements using Local Improvement District financing, traffic calming in neighborhoods and around schools, pedestrian crossings, bicycle lanes and pedestrian improvements. Local street improvements in combination with housing projects are planned to increase housing and retain residents within the city limits.

**Freight Access** Commerce, industrial access and Port of Portland related projects are addressed in this program area. Projects are concerned with environmental issues, multi-modal design and access to Port Facility.

**Special Area Projects** Larger scale projects within tax increment development districts and regional centers are developed and constructed in this program area. Projects include: Central City Streetcar/ Lovejoy Ramp; the River District; Interstate MAX Light Rail Transit; North Macadam District; Lloyd/Convention Center District.

## ENGINEERING SERVICES

The Engineering Services program provides survey, design, inspection, construction management and technical support services for a variety of projects.

**Survey** This section provides surveying services for street improvement programs and the Bureau of Environmental Services' sewer programs through service agreements. This section also manages a network of 4,000 Bench Marks of the City of Portland datum elevations.

**Bridges and Structures** This section manages the inspection, structural design, and construction management of the City's bridges, tunnels, retaining walls, and stairways. Additionally, this section manages all seismic-related issues for structures in the public right-of-way. In compliance with Federal law, detailed inspections of all City-owned bridges are conducted on a biennial cycle.

**Construction Inspections** This section provides quality assurance and inspection services for street improvement programs. This section also provides coordination between Office of Transportation projects and other projects within the city.

**Civil Design** This section provides drafting and engineering design services to produce construction contract documents including engineering estimates, plans and specifications for capital improvement program. This section also provides construction management and technical support for City, State or federally-assisted construction improvement projects as well as engineering review and oversight for consultant design projects.

**Traffic Design** This section provides traffic engineering support for capital improvement projects and transportation planning studies. This support includes conducting traffic studies, finding remedies to traffic problems, and coordinating the design of signing, striping, signal, and street lighting features. It also supports developing work zone traffic control plans, and overseeing the construction and installation of traffic operations features. This section provides oversight of traffic engineering consultant work.

## DEVELOPMENT SERVICES

The Development Services program facilitates public and private development of job opportunities which lead to job creation, housing construction, and enhanced neighborhood livability through oversight of private development activities.

**Street Systems Management** This section is responsible for leading the Office of Transportation in development activities through coordination of Transportation bureau responses to development proposals and through facilitation and resolution of policy issues. This section also regulates private use of the City's street system through various permitting processes. It further provides assistance to all Portland Transportation bureaus in addressing environmental regulations and hazardous materials issues.

**Development Review** This section provides comprehensive land use review services for the Office of Transportation to ensure land use and development proposals are consistent with City policy and include necessary improvements to the transportation system. This section also provides development assistance to the general public, professional development community and other City agencies regarding transportation system improvement requirements.

**Permit Engineering** This section supports development and neighborhood livability by managing developer-funded street improvements for residential and commercial/industrial expansion. Engineering review and construction inspection services are provided to ensure the safety and ability to maintain the improvements.

**Right-of-Way Acquisition** This section is a centralized service provider with the specialized resources necessary to acquire public right-of-way, easements and property needed for public infrastructure by the Office of Transportation, the Bureau of Water Works, and the Bureau of Environmental Services. This program also manages the street vacation process and negotiates and manages subsurface and air-rights leases of public right-of-way.

## BTE&D MANAGEMENT AND SUPPORT

The BTED Management and Support program provides specialized administrative and direct support services to maximize the efficiency and effectiveness of the field operations. These services include personnel administration; loss control and training; finance and accounting; program management; and central secretarial support.

In addition, this program manages the Transportation System Development Charge (SDC), which was created in 1997 to spread the cost of essential capacity increasing capital improvements to new development.

## Bureau of Transportation Engineering & Development AU 159 SUMMARY OF DIVISION BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 6,342,322 | 5,409,651 | 4,810,776 | 5,027,568 | 5,027,568 |
| External Materials and Services | 896,798 | 877,265 | 681,045 | 3,260,487 | 3,260,487 |
| Internal Materials and Services | 1,704,115 | 1,706,870 | 912,340 | 810,429 | 857,219 |
| Minor Capital Outlay | 180,025 | 852,780 | 30,000 | 77,485 | 77,485 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 9,123,260 | 8,846,566 | 6,434,161 | 9,175,969 | 9,222,759 |
| Capital Improvements | 20,311,753 | 40,749,419 | 65,977,942 | 25,749,441 | 25,749,441 |
| **TOTAL BUREAU EXPENDITURES** | **$ 29,435,013** | **$ 49,595,985** | **$ 72,412,103** | **$ 34,925,410** | **$ 34,972,200** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 29,435,013 | 49,595,985 | 72,412,103 | 34,925,410 | 34,972,200 |
| **RESOURCES** | | | | | |
| Transportation Operating Fund | | 49,595,985 | 72,412,103 | 34,925,410 | 34,972,200 |
| 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** | | | | | |
| Project Management | | 33,441,591 | 52,495,522 | 19,486,649 | 19,595,439 |
| *Positions* | | *0* | *17* | *19* | *19* |
| Engineering Services | | 11,131,498 | 15,206,016 | 10,586,758 | 10,524,758 |
| *Positions* | | *287* | *59* | *58* | *58* |
| Development Services | | 2,827,238 | 3,547,483 | 3,888,791 | 3,888,791 |
| *Positions* | | *0* | *36* | *37* | *37* |
| BTE&D Management and Support | | 2,195,658 | 1,163,082 | 963,212 | 963,212 |
| *Positions* | | *0* | *7* | *6* | *6* |
| **TOTAL PROGRAMS** | | **$ 49,595,985** | **$ 72,412,103** | **$ 34,925,410** | **$ 34,972,200** |
| *Positions* | | ***287*** | ***119*** | ***120*** | ***120*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 5,461,102 | 5,069,194 | 6,356,028 | 6,663,351 | 6,663,351 |
| 512000 | Part-Time Employees | 347,079 | 312,908 | 1,344,334 | 1,081,507 | 1,081,507 |
| 514000 | Overtime | 213,018 | 158,979 | 63,332 | 14,012 | 14,012 |
| 515000 | Premium Pay | 24,701 | 13,663 | 20,268 | 15,641 | 15,641 |
| 517000 | Benefits | 2,375,444 | 2,166,063 | 2,454,391 | 2,434,258 | 2,434,258 |
| 518000 | Paid Absence | 988,977 | 959,616 | 0 | 0 | 0 |
| **Total Personnel Services** | | 9,410,321 | 8,680,423 | 10,238,353 | 10,208,769 | 10,208,769 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 5,352,259 | 5,330,249 | 5,508,172 | 4,526,420 | 4,526,420 |
| 522000 | Utilities | 3,756 | 2,143 | 5,000 | 85,000 | 85,000 |
| 523000 | Equipment Rental | 1,100 | 0 | 5,900 | 19,900 | 19,900 |
| 524000 | Repair & Maintenance Services | 196,602 | 24,362 | 17,709 | 83,771 | 83,771 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 1,176,304 | 2,283,934 | 257,000 | 482,711 | 482,711 |
| 529000 | Miscellaneous Services | 178,135 | 102,638 | 38,741 | 235,371 | 235,371 |
| 531000 | Office Supplies | 7,736 | 3,046 | 39,434 | 42,484 | 42,484 |
| 532000 | Operating Supplies | 390,890 | 142,365 | 96,369 | 171,895 | 171,895 |
| 533000 | Repair & Maintenance Supplies | 1,079 | 8,778 | 1,869 | 6,600 | 6,600 |
| 534000 | Minor Equipment & Tools | 239,208 | 130,996 | 56,778 | 55,671 | 55,671 |
| 535000 | Clothing & Uniforms | 2,944 | 3,416 | 7,370 | 9,770 | 9,770 |
| 539000 | Other Commodities External | 21,962 | 30,476 | 8,037 | 9,650 | 9,650 |
| 541000 | Education | 55,662 | 45,185 | 69,813 | 70,255 | 70,255 |
| 542000 | Local Travel | 2,399 | 2,926 | 500 | 2,500 | 2,500 |
| 543000 | Out-of-Town Travel | 18,514 | 32,409 | 21,487 | 22,385 | 22,385 |
| 544000 | Space Rental | 1,465 | 35,000 | 87,000 | 71,818 | 71,818 |
| 545000 | Interest | 0 | 0 | 0 | 0 | 0 |
| 546000 | Refunds | 25,112 | 80,670 | 10,700 | 10,700 | 10,700 |
| 547000 | Retirement System Payments | 0 | 0 | 0 | 0 | 0 |
| 549000 | Miscellaneous | 83,344 | 130,541 | 355,544 | 220,720 | 220,720 |
| **Total External Materials and Services** | | 7,758,471 | 8,389,134 | 6,587,423 | 6,127,621 | 6,127,621 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 127,999 | 139,077 | 157,413 | 165,123 | 165,123 |
| 552000 | Printing & Distribution | 174,504 | 198,140 | 149,680 | 157,435 | 157,435 |
| 553000 | Facilities Services | 561,509 | 698,731 | 0 | 0 | 0 |
| 554000 | Communications Services | 162,934 | 149,878 | 145,024 | 79,698 | 79,698 |
| 555000 | Data Processing Services | 230,298 | 0 | 0 | 0 | 0 |
| 556000 | Insurance | 141,371 | 146,461 | 198,523 | 198,506 | 245,296 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 1,971,602 | 1,966,965 | 1,027,982 | 1,096,020 | 1,034,020 |
| **Total Internal Materials and Services** | | 3,370,217 | 3,299,252 | 1,678,622 | 1,696,782 | 1,681,572 |
| **Total Materials and Services** | | 11,128,688 | 11,688,386 | 8,266,045 | 7,824,403 | 7,809,193 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 11,340 | 145,475 | 1,552,000 | 217,481 | 217,481 |
| 562000 | Buildings | 0 | 0 | 846,514 | 0 | 0 |
| 563000 | Improvements | 8,874,700 | 29,081,701 | 51,479,191 | 16,597,272 | 16,659,272 |
| 564000 | Capital Equipment | 9,964 | 0 | 30,000 | 77,485 | 77,485 |
| 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** | | 8,896,004 | 29,227,176 | 53,907,705 | 16,892,238 | 16,954,238 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 29,435,013** | **$ 49,595,985** | **$ 72,412,103** | **$ 34,925,410** | **$ 34,972,200** |

## Bureau of Transportation Engineering & Development AU 159 FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 514 | Accountant I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 515 | Accountant II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 819 | Administrative Assistant | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 926 | Administrative Services Manager | 2 | 1 | 1 | 66,778 | 0 | 0 | 0 | 0 |
| 920 | Administrative Supervisor I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 924 | Administrative Supervisor III | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2532 | Applications Analyst II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2533 | Applications Analyst III | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2534 | Applications Analyst IV | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 826 | Assistant Financial Analyst | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 962 | Assistant Program Specialist | 1 | 2 | 1 | 45,210 | 0 | 0 | 0 | 0 |
| 3228 | Associate Planner | 2 | 1 | 1 | 43,306 | 1 | 40,856 | 1 | 40,856 |
| 928 | Bureau Administrative Manager | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3132 | CADD Manager | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3171 | Chief Engineer | 1 | 1 | 1 | 82,347 | 1 | 85,384 | 1 | 85,384 |
| 3173 | City Engineer | 1 | 1 | 1 | 90,341 | 1 | 94,598 | 1 | 94,598 |
| 114 | Clerical Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3255 | Communications Engineer | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2122 | Electrical Inspector | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 345 | Electronic Pre-Press Operator | 1 | 1 | 1 | 39,062 | 1 | 40,498 | 1 | 40,498 |
| 3164 | Engineer | 4 | 5 | 3 | 195,696 | 3 | 202,926 | 3 | 202,926 |
| 3153 | Engineering Associate | 8 | 8 | 4 | 192,822 | 4 | 208,895 | 4 | 208,895 |
| 3165 | Engineering Surveying Manager | 1 | 1 | 1 | 70,550 | 1 | 73,237 | 1 | 73,237 |
| 2032 | Environmental Resources Manager | 1 | 1 | 1 | 66,248 | 1 | 67,205 | 1 | 67,205 |
| 2210 | Field Representative | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2211 | Field Representative II | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 827 | Financial Analyst | 3 | 3 | 0 | 0 | 1 | 50,104 | 1 | 50,104 |
| 3271 | Graphics Illustrator II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2542 | Information Systems Analyst II | 1 | 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2544 | Information Systems Analyst IV | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2550 | Information Systems Manager | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2546 | Information Systems Supervisor | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2522 | Information Systems Tech I | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2523 | Information Systems Tech II | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 812 | Intergovernmental Program Coord | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2205 | Junior Field Representative | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2118 | Lighting and Signal Inspector | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2540 | MIS Support Technician | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 116 | Office Manager | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 104 | Office Support Specialist III | 0 | 0 | 3 | 120,107 | 3 | 123,949 | 3 | 123,949 |
| 2240 | Parking Enforcement Deputy | 38 | 40 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3229 | Planner | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3169 | Principal Engineer | 3 | 3 | 2 | 161,395 | 1 | 85,384 | 1 | 85,384 |
| 2545 | Principal Info Systems Analyst | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 966 | Program Coordinator | 4 | 4 | 1 | 45,011 | 1 | 41,662 | 1 | 41,662 |
| 970 | Program Manager II | 4 | 5 | 1 | 63,710 | 3 | 183,873 | 3 | 183,873 |
| 972 | Program Manager IV | 3 | 4 | 1 | 82,347 | 1 | 85,384 | 1 | 85,384 |
| 964 | Program Specialist | 8 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3152 | Public Works Const/Inspect Supvr | 1 | 1 | 1 | 70,616 | 2 | 138,900 | 2 | 138,900 |
| 3150 | Public Works Inspector | 8 | 7 | 7 | 341,933 | 7 | 355,264 | 7 | 355,264 |
| 3151 | Public Works Inspector, Senior | 7 | 7 | 7 | 374,547 | 6 | 335,194 | 6 | 335,194 |
| 3359 | Public Works Project Manager | 15 | 16 | 9 | 586,267 | 9 | 596,538 | 9 | 596,538 |
| 3217 | Right-of-Way Agent | 1 | 1 | 1 | 58,405 | 1 | 63,052 | 1 | 63,052 |
| 3219 | Right-of-Way Services Manager | 1 | 1 | 1 | 70,616 | 1 | 65,270 | 1 | 65,270 |
| 221 | Secretarial Clerk II | 11 | 11 | 0 | 0 | 0 | 0 | 0 | 0 |
| 930 | Senior Bureau Administrative Mgr | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3166 | Senior Engineer | 11 | 10 | 6 | 388,163 | 8 | 578,964 | 8 | 578,964 |
| 3163 | Senior Engineering Associate | 24 | 21 | 12 | 714,078 | 12 | 737,756 | 12 | 737,756 |
| 828 | Senior Financial Analyst | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3231 | Senior Planner | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| 115 | Supervising Clerk | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3167 | Supervising Engineer | 0 | 0 | 4 | 277,414 | 3 | 212,448 | 3 | 212,448 |
| 3120 | Surveying Aide I | 2 | 2 | 2 | 93,939 | 2 | 98,738 | 2 | 98,738 |
| 3121 | Surveying Aide II | 9 | 9 | 9 | 313,649 | 9 | 325,957 | 9 | 325,957 |
| 3124 | Surveying Supervisor | 1 | 1 | 1 | 58,741 | 1 | 63,401 | 1 | 63,401 |
| 3122 | Surveyor I | 6 | 5 | 5 | 228,319 | 5 | 236,788 | 5 | 236,788 |
| 3123 | Surveyor II | 1 | 1 | 2 | 96,538 | 2 | 99,632 | 2 | 99,632 |
| 3107 | Technician I | 14 | 14 | 7 | 259,251 | 7 | 276,835 | 7 | 276,835 |
| 3108 | Technician II | 18 | 23 | 14 | 630,994 | 14 | 651,909 | 14 | 651,909 |

## Bureau of Transportation Engineering & Development AU 159

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 3109 | Technician III | 15 | 12 | 8 | 427,628 | 8 | 442,750 | 8 | 442,750 |
| 912 | Traffic Management Director | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 914 | Transportation Director | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **288** | **287** | **119** | **$ 6,356,028** | **120** | **$ 6,663,351** | **120** | **$ 6,663,351** |

# Office of Transportation Director

## Overview

The Office of the Director (OTD) has four budget programs: Transportation Planning, Information Technology, Finance, and OTD Management and Support.

## Changes from Prior Year

**Service Reductions**

The FY 2001-02 Adopted Budget for the Office of Transportation Director includes reductions to the following services previously funded by Transportation Discretionary Revenue:

- Area Planning - ($210,000)
- Overhead Reductions - ($167,169)

**Administrative Services Review**

This budget includes the following changes as a result of the Administrative Services Review (ASR) process:

- Information Technology - ($1,422,103) This service will be transferred to the Bureau of Information Technology and will be charged to Transportation through an interagency agreement.
- Human Resources - ($173,218). This service will be transferred to the Bureau of Human Resources and will be charged to Transportation through an interagency agreement.
- Other ASR Reductions - ($267,672)

# Overview of Programs

## TRANSPORTATION PLANNING

The Transportation Planning program provides services include coordinating the Transportation System Plan; participating in regional transit initiatives; developing major regional transportation planning projects; developing transportation and growth management studies; and providing transportation modeling, analysis, and forecasting. This program also coordinates bicycle and pedestrian efforts for the entire Office of Transportation.

## INFORMATION TECHNOLOGY

The Information Technology program provides information technology management for the entire Office of Transportation. This program coordinates the Infrastructure Management System, an officewide project which automates and integrates transportation facility information; oversees the Bureau of Information Technology interagency agreement; and manages Transportation's Geographic Information System (GIS).

## RESOURCES

The Finance program provides financial, budgeting and accounting services for the entire Office of Transportation. These services include financial planning and revenue forecasting, operating and capital budget development, grants and cost accounting, and payroll, accounts payable, and accounts receivable processing.

In addition, this program coordinates the City's involvement in the regional transportation financing process and provides analysis and response for urban issues and State and federal legislative issues.

## OTD MANAGEMENT AND SUPPORT

The OTD Management and Support program provides overall administrative guidance and direction for the entire Office of Transportation. In addition, this program provides local and regional advocacy for transportation interests; coordinates the development and implementation of transportation policies; and coordinates public information efforts through the media and other outreach methods.

This program provides specialized administrative and direct support services to maximize the efficiency and effectiveness of the field operations. These services include personnel administration; loss control and training; finance and accounting; program management; and central secretarial support.

## Office of Transportation Director AU 159

SUMMARY OF DIVISION BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 2,954,852 | 5,134,716 | 5,146,479 | 5,254,349 | 3,848,790 |
| External Materials and Services | 204,397 | 2,053,578 | 2,184,336 | 1,847,284 | 1,817,784 |
| Internal Materials and Services | 423,410 | 1,821,970 | 2,984,810 | 3,410,840 | 5,063,046 |
| Minor Capital Outlay | 0 | 149,041 | 210,000 | 0 | 0 |
| Equipment Cash Transfers | 0 | 10,000 | 0 | 0 | 0 |
| **Total Operating Budget** | 3,582,659 | 9,169,305 | 10,525,625 | 10,512,473 | 10,729,620 |
| Capital Improvements | 672,235 | 285,762 | 845,920 | 310,418 | 310,418 |
| **TOTAL BUREAU EXPENDITURES** | **$ 4,254,894** | **$ 9,455,067** | **$ 11,371,545** | **$ 10,822,891** | **$ 11,040,038** |
| Allocated Overhead | 2,951,517 | 3,245,146 | 3,249,914 | 3,000,370 | 2,502,755 |
| **Total Cost with Allocated Overhead** | 7,206,411 | 12,700,213 | 14,621,459 | 13,823,261 | 13,542,793 |
| **RESOURCES** | | | | | |
| Transportation Operating Fund | | 9,455,067 | 11,371,545 | 10,822,891 | 11,040,038 |
| 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** | | | | | |
| Transportation Planning | | 1,836,688 | 2,201,663 | 1,911,154 | 1,911,154 |
| *Positions* | | *0* | *16* | *17* | *17* |
| Information Technology | | 3,965,872 | 5,421,608 | 5,162,113 | 5,149,157 |
| *Positions* | | *0* | *26* | *25* | *12* |
| Resources | | 1,379,552 | 1,136,771 | 1,205,175 | 1,205,175 |
| *Positions* | | *0* | *12* | *13* | *13* |
| OTD Management and Support | | 2,273,068 | 2,611,503 | 2,544,449 | 2,774,552 |
| *Positions* | | *0* | *7* | *3* | *3* |
| **TOTAL PROGRAMS** | | **$ 9,455,180** | **$ 11,371,545** | **$ 10,822,891** | **$ 11,040,038** |
| *Positions* | | ***0*** | ***61*** | ***58*** | ***45*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 1,843,309 | 3,043,869 | 3,563,953 | 3,527,035 | 2,732,537 |
| 512000 | Part-Time Employees | 199,401 | 344,257 | 622,920 | 709,482 | 527,796 |
| 514000 | Overtime | 22,940 | 55,609 | 43,169 | 44,570 | 17,115 |
| 515000 | Premium Pay | 3,601 | 2,691 | 2,600 | 2,600 | (54,808) |
| 517000 | Benefits | 797,000 | 1,343,757 | 1,327,315 | 1,263,579 | 919,067 |
| 518000 | Paid Absence | 356,084 | 568,531 | 0 | 0 | 0 |
| **Total Personnel Services** | | 3,222,335 | 5,358,714 | 5,559,957 | 5,547,266 | 4,141,707 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 246,536 | 799,574 | 1,177,500 | 730,000 | 730,000 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 50,000 | 50,000 |
| 524000 | Repair & Maintenance Services | 2,103 | 169,435 | 304,539 | 70,618 | 70,618 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 30,886 | 361,846 | 201,875 | 279,500 | 279,500 |
| 531000 | Office Supplies | 26,277 | 33,242 | 53,750 | 58,750 | 58,750 |
| 532000 | Operating Supplies | 79,524 | 242,824 | 289,117 | 228,169 | 228,169 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 38,126 | 57,300 | 57,300 |
| 534000 | Minor Equipment & Tools | 39,903 | 343,700 | 244,800 | 318,611 | 318,611 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 20,264 | 11,839 | 0 | 0 | 0 |
| 541000 | Education | 33,676 | 24,019 | 73,398 | 66,708 | 38,208 |
| 542000 | Local Travel | 5,677 | 6,865 | 5,773 | 3,315 | 3,315 |
| 543000 | Out-of-Town Travel | 13,892 | 28,177 | 18,545 | 17,735 | 16,735 |
| 544000 | Space Rental | 618 | 270 | 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 | 73,901 | 90,577 | 209,355 | (15,921) | (15,921) |
| **Total External Materials and Services** | | 573,257 | 2,112,368 | 2,616,778 | 1,864,785 | 1,835,285 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 613 | 1,826 | 2,070 | 1,030 | 1,030 |
| 552000 | Printing & Distribution | 45,556 | 35,739 | 135,666 | 135,297 | 135,297 |
| 553000 | Facilities Services | 188,489 | 968,643 | 1,562,832 | 1,604,648 | 1,604,648 |
| 554000 | Communications Services | 31,037 | 73,255 | 90,934 | 329,633 | 329,633 |
| 555000 | Data Processing Services | 0 | 296,209 | 1,011,544 | 986,643 | 2,408,746 |
| 556000 | Insurance | 43,016 | 44,565 | 56,337 | 55,459 | 55,459 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 150,591 | 400,707 | 125,427 | 298,130 | 528,233 |
| **Total Internal Materials and Services** | | 459,302 | 1,820,944 | 2,984,810 | 3,410,840 | 5,063,046 |
| **Total Materials and Services** | | 1,032,559 | 3,933,312 | 5,601,588 | 5,275,625 | 6,898,331 |
| **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 | 149,041 | 210,000 | 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 | 149,041 | 210,000 | 0 | 0 |
| 573000 | Equipment Cash Transfers | 0 | 10,000 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 4,000 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 4,254,894** | **$ 9,455,067** | **$ 11,371,545** | **$ 10,822,891** | **$ 11,040,038** |

## Office of Transportation Director AU 159

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 514 | Accountant I | 0 | 0 | 2 | 79,956 | 2 | 82,908 | 2 | 82,908 |
| 515 | Accountant II | 0 | 0 | 1 | 42,432 | 1 | 47,445 | 1 | 47,445 |
| 516 | Accountant III | 0 | 0 | 1 | 48,651 | 1 | 52,208 | 1 | 52,208 |
| 926 | Administrative Services Manager | 0 | 0 | 1 | 67,080 | 2 | 145,486 | 2 | 145,486 |
| 2532 | Applications Analyst II | 0 | 0 | 1 | 53,887 | 1 | 57,525 | 0 | 0 |
| 2533 | Applications Analyst III | 0 | 0 | 4 | 238,931 | 4 | 246,822 | 1 | 57,408 |
| 2534 | Applications Analyst IV | 0 | 0 | 1 | 58,802 | 1 | 60,294 | 1 | 60,294 |
| 826 | Assistant Financial Analyst | 0 | 0 | 1 | 43,428 | 0 | 0 | 0 | 0 |
| 620 | Bureau Human Resources Manager | 0 | 0 | 1 | 67,080 | 0 | 0 | 0 | 0 |
| 3132 | CADD Manager | 0 | 0 | 1 | 56,805 | 1 | 58,906 | 0 | 0 |
| 827 | Financial Analyst | 0 | 0 | 1 | 54,621 | 2 | 117,831 | 2 | 117,831 |
| 3271 | Graphics Illustrator II | 0 | 0 | 1 | 48,682 | 1 | 50,482 | 1 | 50,482 |
| 610 | Human Resources Analyst | 0 | 0 | 1 | 51,896 | 0 | 0 | 0 | 0 |
| 2542 | Information Systems Analyst II | 0 | 0 | 5 | 243,647 | 5 | 254,487 | 1 | 45,719 |
| 2544 | Information Systems Analyst IV | 0 | 0 | 1 | 45,580 | 1 | 49,171 | 0 | 0 |
| 2550 | Information Systems Manager | 0 | 0 | 2 | 151,674 | 2 | 157,290 | 1 | 81,193 |
| 2546 | Information Systems Supervisor | 0 | 0 | 1 | 70,803 | 1 | 73,424 | 1 | 73,424 |
| 2523 | Information Systems Tech II | 0 | 0 | 1 | 42,519 | 1 | 45,881 | 1 | 45,881 |
| 812 | Intergovernmental Program Coord | 0 | 0 | 2 | 139,804 | 1 | 64,024 | 1 | 64,024 |
| 3229 | Planner | 0 | 0 | 4 | 185,388 | 4 | 192,192 | 4 | 192,192 |
| 832 | Principal Financial Analyst | 0 | 0 | 1 | 66,131 | 1 | 71,678 | 1 | 71,678 |
| 2545 | Principal Info Systems Analyst | 0 | 0 | 4 | 271,605 | 4 | 290,377 | 3 | 216,953 |
| 966 | Program Coordinator | 0 | 0 | 2 | 99,512 | 2 | 100,422 | 2 | 100,422 |
| 970 | Program Manager II | 0 | 0 | 1 | 63,710 | 1 | 66,061 | 1 | 66,061 |
| 972 | Program Manager IV | 0 | 0 | 3 | 239,896 | 3 | 251,961 | 2 | 170,768 |
| 3359 | Public Works Project Manager | 0 | 0 | 5 | 318,287 | 5 | 330,159 | 5 | 330,159 |
| 816 | Senior Administrative Specialist | 0 | 0 | 1 | 39,062 | 1 | 41,662 | 1 | 41,662 |
| 930 | Senior Bureau Administrative Mgr | 0 | 0 | 2 | 160,618 | 1 | 81,120 | 1 | 81,120 |
| 952 | Senior Management Analyst | 0 | 0 | 1 | 57,244 | 1 | 61,458 | 1 | 61,458 |
| 3231 | Senior Planner | 0 | 0 | 3 | 177,588 | 3 | 184,143 | 3 | 184,143 |
| 3107 | Technician I | 0 | 0 | 1 | 38,146 | 1 | 39,562 | 1 | 39,562 |
| 3108 | Technician II | 0 | 0 | 3 | 139,400 | 3 | 147,224 | 3 | 147,224 |
| 914 | Transportation Director | 0 | 0 | 1 | 101,088 | 1 | 104,832 | 1 | 104,832 |
| **TOTAL FULL-TIME POSITIONS** | | **0** | **0** | **61** | **$ 3,563,953** | **58** | **$ 3,527,035** | **45** | **$ 2,732,537** |

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CITY OF PORTLAND, OREGON
1851

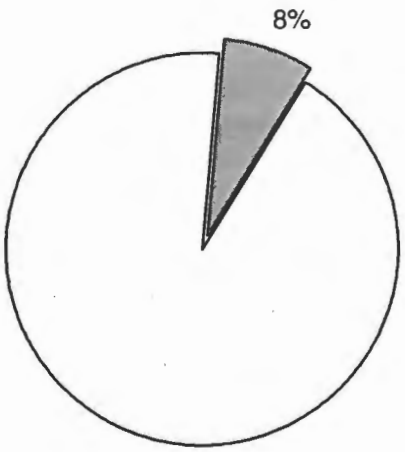
# Legislative, Administrative and Support Services

Office of the City Attorney
Office of the City Auditor
Office of Management and Finance
Office of Government Relations
Bureau of Licenses
Office of the Mayor

Commissioner of Public Utilities
Commissioner of Public Works
Commissioner of Public Affairs
Commissioner of Public Safety
Special Appropriations

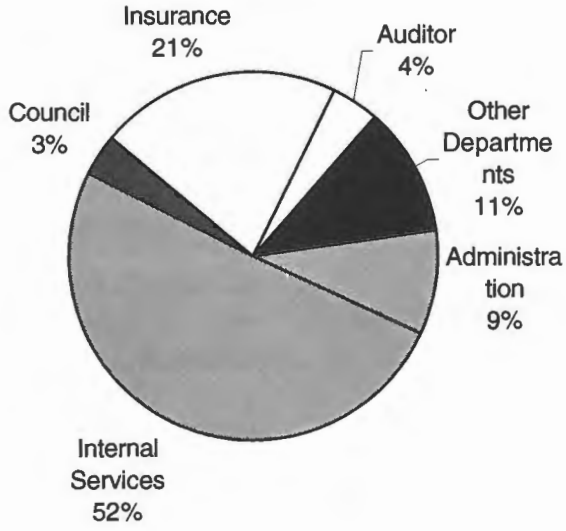
**Percent of City Budget**

**Leg/Admin/Support Services = $110.4 Million**




**City Budget = $1.45 Billion**

**Bureau Pie Chart**




## Service Area Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 163,940,500 | 172,022,612 | 15,503,597 | 5.0% |
| Capital | 22,336,458 | 14,032,401 | -6,350,556 | -31.4% |
| Allocated Overhead Costs | 2,337,264 | 2,614,126 | 194,037 | 3.9% |
| **Total Cost with Allocated Overhead** | **$ 188,614,222** | **$ 188,669,139** | **$ 9,347,078** | **0.6%** |
| Authorized Full-Time Positions | 599 | 634 | 110 | 13.5% |

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

# Service Area Highlights

## DESCRIPTION

The Legislative, Administrative and Support Services Service Area includes the City's internal support bureaus, the offices of the Mayor and Commissioners, the Bureau of Licenses and all Special Appropriations. The internal support bureaus are the offices of the City Attorney, the City Auditor, Government Relations, and Management and Finance.

## MAJOR THEMES

This service area was a major focus of the Administrative Service Review (ASR) which resulted in budget reductions throughout administrative bureaus. The increase in the operating budget reflects the transfer of human resources and information technology staff from other City bureaus to the Office of Managment and Finance due restructuring efforts resulting from the ASR. The Adopted Budget includes additional changes in each of the bureaus in this service area as follows:

**Attorney**

The City Attorney will add a part-time attorney position which is expected to generate $90,000 in cost savings.

**Auditor**

The Police Internal Investigations Auditing Committee will be transferred from the Mayor's Office to the Auditor's Office in FY 2001-02. Increased funding of $374,085 is provided to expand the program. The Auditor will also receive funding to support the first full year of the Ombudsman program and to complete the Electronic Records Management System.

**Office of Management and Finance**

The Office of Management and Finance will receive funding for the Your City, Your Choice public outreach program for FY 01-02 and for a pre-apprenticeship program. In addition, two new positions were approved to monitor professional, technical and expert services in Purchases and maintain the position control system in Human Resources. Communication Services received a $1.3 million increase due to an extension in the Integrated Regional Network Enterprise project schedule. Capital funds were also approved to renovate the King Neighborhood Facility and to move Purchases to the seventh floor of The Portland Building.

**Special Appropriations**

Special Appropriations will fund six new projects for FY 01-02: Early Childhood Development, the Holiday Festival, Human Resources Transition Costs, Pioneer Square Security, Portland Center Stage and the Small Business Program.

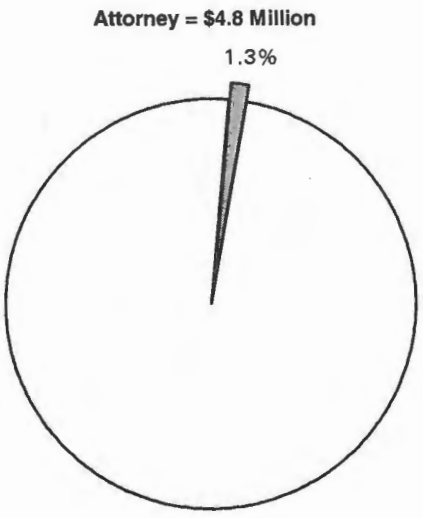
# Office of the City Attorney

Legislative, Administrative and Support Services Service Area

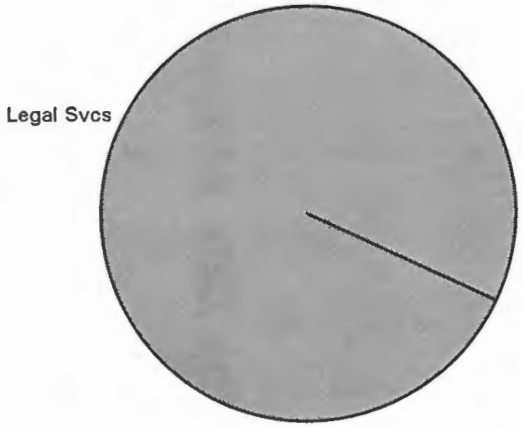
Mayor Vera Katz, Commissioner-in-Charge

Jeffrey L. Rogers, City Attorney

**Percent of General Fund**




**Bureau Programs**

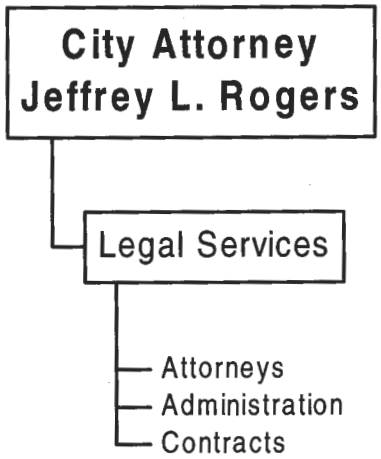



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 4,564,680 | 4,773,437 | 208,757 | 0.3% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 0 | 0 | 0 | 0.0% |
| **Total Cost with Allocated Overhead** | **$ 4,564,680** | **$ 4,773,437** | **$ 208,757** | **0.3%** |
| Authorized Full-Time Positions | 40 | 40 | 0 | -4.1% |

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

# Office of the City Attorney



# Bureau Summary

## Bureau Mission

To help the City achieve its policy goals in the public interest by providing excellent, objective, timely, and economical legal advice and advocacy unaffected by politics, personalities, or self-interest.

## Bureau Highlights

### Workload

The City of Portland's legal requirements often exceed the capacity of the City Attorney's Office. As in recent years, this situation will likely result in the need to hire outside counsel to handle overflow.

*The Office competes with private law firms in litigation, land use, hiring, and other areas.*

In the past year, the City spent about $1 million dollars on outside counsel. Some of this counsel was necessary due to conflicts of interest or the need for specialized services. Part of the need for outside counsel was from overflow because the City Attorney's Office did not have the capacity to absorb all of the increase in the City's legal work.

Litigated cases are becoming larger and more complex. The most difficult and costly cases have been constitutional challenges in federal court to policies and programs put into place by City Council. The second largest exposure comes from tort cases filed against the City.

The City's non-litigation legal workload is comprised of general advice; legal analysis and opinions for City Council, bureaus and managers, and consultation regarding the legal issues that arise in City programs.

### Cost Control

*Two ways to cut costs: increase paralegal use and decrease outside counsel use.*

**Reducing Attorney Costs**

Two of the most effective ways to control the City's legal costs are to minimize the use of outside counsel and to maximize use of paralegal assistants. The City's legal costs have increased in the past three years as the City has hired outside firms to handle overflow work. Some of that overflow work could also be handled by paralegals.

**Other Cost Control Options**

The Office staff is rapidly shifting to computer-assisted legal research work. It is necessary to use automated legal research to stay competitive with private firms who compete with us in litigation, land use, and other matters, including hiring of lawyers and staff. Although automated legal research is costly, the conversion will ultimately save time and money by reducing library expenses and the costly purchase of legal subscriptions.

# General Description

## BUREAU OVERVIEW

*The Office provides many types of legal services.*

The City Attorney is appointed by the full City Council and provides legal services as needed for its client, the City of Portland.

The legal staff handles work generated by citizens, the City Council and City bureaus. Legal requirements include defending the City in court, initiating legal actions when appropriate in the public interest, handling other judicial and quasi-judicial actions, reviewing policies and programs, providing legal advice and counsel, producing formal legal opinions and performing any other legal services required by the City of Portland.

Legal services are required by City Code, state statutes, regulations, administrative requirements and federal law. In addition, the Oregon State Bar Association establishes ethical professional requirements that govern office lawyers and the legal work performed for the City and City officials.

At any given time the Office is involved in issues including constitutional defense of municipal legislation, personnel and labor law issues, workers' compensation, land use litigation and planning, environmental issues, code enforcement, police and public records issues, fire and safety requirements, utilities and license fees, collections and work related to franchises, contracts, and more.

*The work includes training and educating employees and officials on legal issues in an effort to prevent problems.*

Consultative legal work encompasses reviewing and analyzing activities and materials, negotiating actions, drafting documents and legal instruments, and assisting in policy development and program implementation as requested and needed.

Office attorneys and paralegals work with Council members and bureaus to assist with citywide goals and programs, such as Fair Contracting/Employment initiatives, transportation planning, housing needs, public safety and community policy objectives.

*Legal issues usually arise outside the office's direct control*

Legal services are affected by decisions made within City government, including legislative issues, and by other municipalities and government entities. Legal issues usually originate outside the office's direct control.

Preventive law efforts play an important part in managing the City's legal needs to avoid problems that involve financial and human resources. Legal advice is sometimes required on short notice. However, the effects of legal advice are usually long term.

## CHANGES FROM PRIOR YEAR

**Adopted Budget**

The Adopted Budget includes an ASR reduction of $7,043, by which the bureau complied with Council-directed Citywide cost-saving measures. This budget approves one paralegal assistant position that is supported by interagency funds. Additionally a 1/2 time Deputy City Attorney III position was approved.There was an increase in the target adjustment totaling $46,039 to provide interagency funding for Human Resources Services. The total City Attorney budget is approximately $4.7 million, an amount 3.5% higher than the current budget.

**Revenues**

The Adopted Budget is supported by General Fund discretionary revenues, General Fund overhead revenues, and interagency agreements based upon services provided to other City bureaus. One primary funding source is interagency funding which has increased 5.2% from last year totaling $2 million. The General Fund discretionary and overhead funding is about $2.7 million, which represents a 4.2% increase from the present level of funding.

**City Code Update Project**

The budget also includes $25,000 in General Fund resources carried over from the prior year to support the City Code Update Project. This is work that had been delayed for several years due to lack of funding. The current one-time funding will give the Office the ability to make some headway on this complex and time-consuming project.

# Strategic Direction

## Management Goals & Objectives

### Long-Term Goals

The Office operates to fulfill the following long-term goals:

1. Perform top quality, professional work, unaffected by politics or personalities.
2. Pursue aggressive cost controls and expenditure restrictions to decrease costs and promote efficiencies.
3. Identify legal risks and repair legal problems, while nonetheless encouraging prudent risk-taking. When the City encounters legal obstacles, propose alternative legally acceptable ways to accomplish public objectives.
4. Pursue reorganization, changes in staff assignments and revise office procedures to best use existing resources to improvise benchmark performance relative to the best practices of law firms and legal departments. Review at the end of the fiscal year.
5. Annually update environmental practices and procedures.
6. Make maximum feasible use of computerized research and other legal tools so as to limit expenditures and be able to perform as well as private firms which oppose the City in litigation.
7. Maintain an office environment and a level of compensation that allows the Office to compete with private law firms in hiring and retaining top quality lawyers and staff.

## Major Initiatives

### Initiatives

*The nature and amount of legal work is not under the control of the office.*

Although the City Attorney's Office works on most major City initiatives, the content of the work generally depends on forces beyond its control. As noted, one of those forces is initiatives taken by City Council and bureaus. Other sources of legal work include litigation filed against the City by citizens and businesses, employment and disciplinary matters in bureaus, federal and state mandates, code enforcement matters, land use applications, environmental requirements, applications for workers' compensation, and intergovernmental initiatives.

In some instances, the City Attorney's Office goes beyond traditional lawyering and plays a key role on major initiatives. An example is the City's multi-year effort to prohibit discrimination on the basis of sexual orientation in employment, housing and public accommodations in Portland. This initiative required extensive legal work over many years, including efforts to craft the needed ordinances and programs, as well as extensive litigation in trial and appellate court.

## Council Priorities

### Council Issues and Priorities

Because of its role as provider of legal services to all parts of the City, the Office necessarily works on virtually all of the City's priorities. The intensity of the legal work required varies from priority to priority.

It is anticipated that in the next two fiscal years, the Office will be most actively providing legal advice and services on the following priorities identified by the Council:

*Virtually all major City initiatives require legal work.*

- Multi-model transportation system.
- Maintain street networks.
- Diversify City work force.
- Dealing with growth and its implications, including how to pay for services.
- Providing access to jobs for Portland citizens.
- Neighborhood infrastructure.
- Public safety.
- FPD&R and PERS funding.
- Youth and families.
- 25-year vision.
- Unified planning strategy.
- Purchase property to link the Greenway.
- The City Attorney's office also works internally to promote diversity and other goals.
- The Office works with the League of Oregon Cities, the Oregon City Attorney Association, the Oregon State Bar, and other community organizations and groups to promote policies and programs in support of goals found in the Portland/Multnomah Benchmarks and Future Focus.

# Overview of Programs

## LEGAL SERVICES

*All bureau staff work within the Legal Services Program*

The City Attorney's budget has one program that includes personnel, administrative and overhead costs. The Legal Services Program includes the following personnel: the City Attorney, Chief Deputies, Deputy City Attorneys, Paralegal Assistants, Legal Assistants, and Administrative Staff. All provide legal work directly to the City Council, bureaus, agencies and program managers.

Legal Services include representing the City in court litigation, administrative proceedings, appeals, and other judicial processes. This program also provides advice, consultation and research on issues and questions regarding municipal operations and programs.

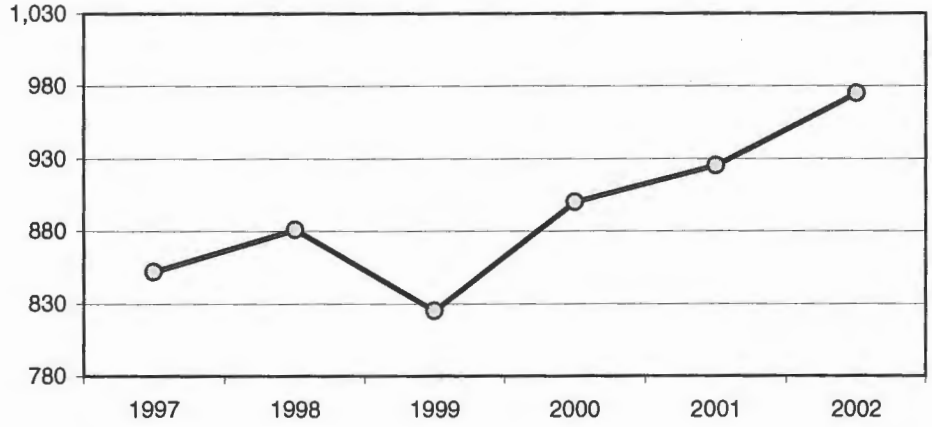
*Sources of program funding*

The revenues for the Legal Services program include General Fund discretionary dollars, internal City overhead allocation and interagency agreements. These funds support office operations through materials, services and overhead expenses. Interagency agreements with selected agencies support additional specialized legal work in specific areas. Over 85% of the City Attorney's costs are for personal services. The Office's indirect overhead costs are substantially less than those in private sector law firms and other law offices.

# Performance Measures

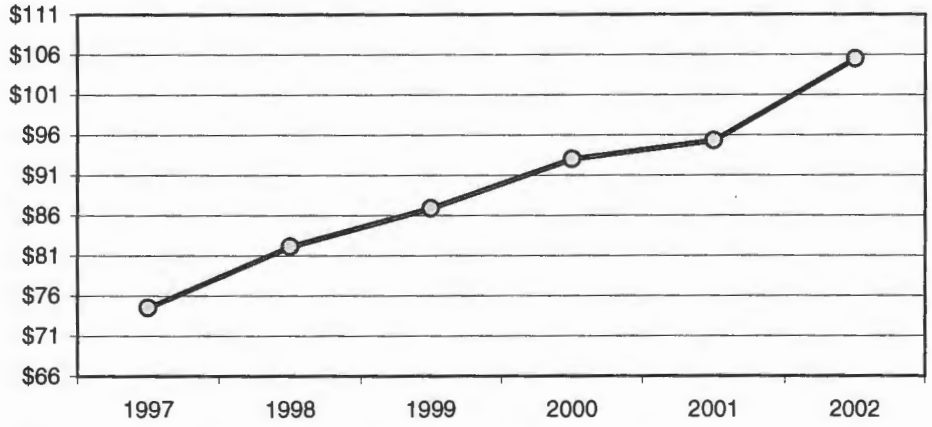
**Litigation Cases Handled**

- Complexity and cost of litigation have increased despite efforts to minimize litigation.



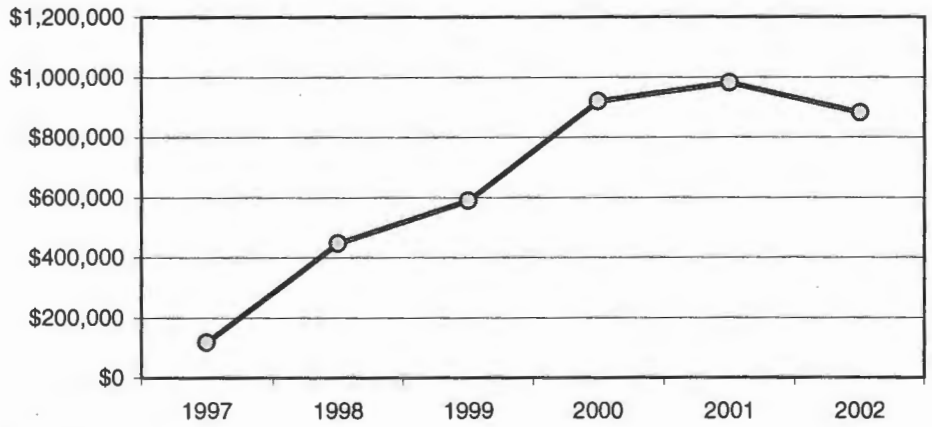

**Fully Loaded Hourly Rate**

- A law office's fully loaded hourly rate includes direct expenses for staff and materials necessary to produce legal work, and also both indirect and direct overhead costs.



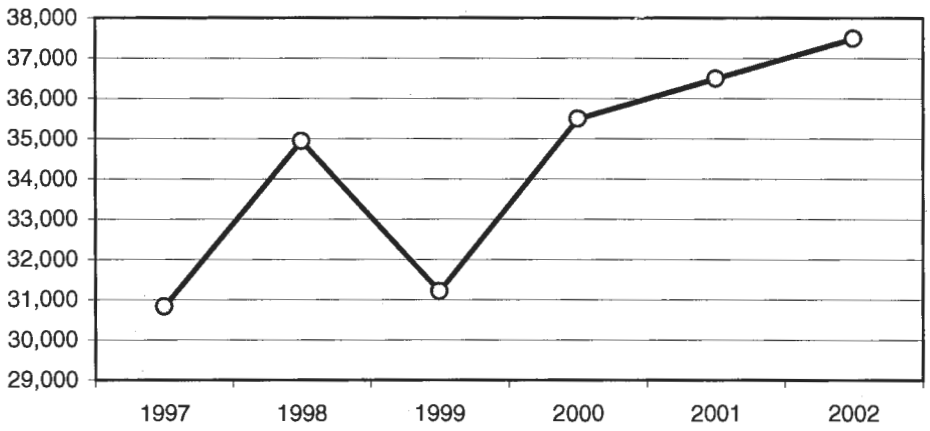

**Outside Legal Expense**

- Hiring outside counsel is usually 1.5 to 2.5 times as expensive as handling the work in-house. Adding a new half-time attorney position will reduce outside legal expenses in 2002.
- (Note: The FY 2000 amount does not include outside counsel costs for Civic Stadium negotiations.)

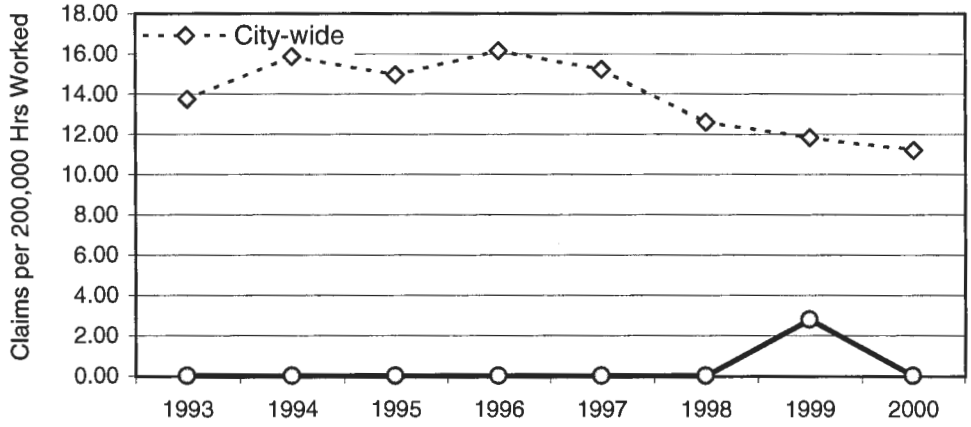


## Legal Document Pages

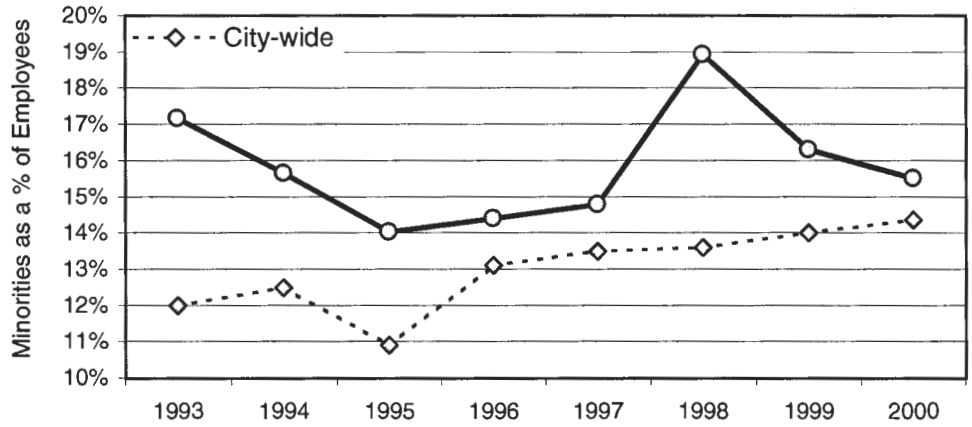
- While all legal work is document-intensive, actual printing requirements fluctuate.




## 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 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **OFFICE OF THE CITY ATTORNEY** | | | | | | |
| **Affirmative Action Measures** | | | | | | |
| Female Employees as a Percent of Total | 68.6% | 68.4% | 68.4% | 65.9% | | |
| Minority Employees as a Percent of Total | 14.3% | 18.4% | 15.8% | 14.6% | | |
| **Office of the City Attorney** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 0.00 | 0.00 | 2.80 | 0.00 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.04 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.00 | | |
| **Legal Services** | | | | | | |
| **Workload** | | | | | | |
| Hourly Rate | $74 | $82 | $87 | $93 | $95 | $105 |
| Litigation Cases | 852 | 881 | 825 | 900 | 925 | 975 |
| Legal Document Pages | 30,821 | 34,944 | 31,200 | 35,500 | 36,500 | 37,500 |
| **Efficiency** | | | | | | |
| Outside Legal Expense | $115,669 | $447,521 | $589,051 | $918,384 | $980,000 | $880,000 |

## Office of the City Attorney AU 312

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 3,553,551 | 3,693,006 | 3,806,997 | 4,010,178 | 4,010,178 |
| External Materials and Services | 293,721 | 310,121 | 356,538 | 305,006 | 305,006 |
| Internal Materials and Services | 342,824 | 364,289 | 401,145 | 412,214 | 458,253 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 4,190,096 | 4,367,416 | 4,564,680 | 4,727,398 | 4,773,437 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 4,190,096** | **$ 4,367,416** | **$ 4,564,680** | **$ 4,727,398** | **$ 4,773,437** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 4,190,096 | 4,367,416 | 4,564,680 | 4,727,398 | 4,773,437 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 1,433,959 | 1,530,331 | 1,641,198 | 1,650,443 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 0 | 0 | 0 | 0 |
| Contract Revenues | | 0 | 0 | 0 | 0 |
| Interagency Revenues | | 1,795,715 | 1,946,179 | 2,051,405 | 2,051,405 |
| Program Revenue | | 11,915 | 0 | 0 | 0 |
| Overhead Revenues | | 1,125,827 | 1,088,170 | 1,034,795 | 1,071,589 |
| **Total Non-Discretionary Revenues** | | 2,933,457 | 3,034,349 | 3,086,200 | 3,122,994 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 4,367,416** | **$ 4,564,680** | **$ 4,727,398** | **$ 4,773,437** |
| 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 | | 11,794 | 0 | 0 | 0 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Legal Services | | 4,355,622 | 4,564,680 | 4,727,398 | 4,773,437 |
| *Positions* | | *39* | *40* | *40* | *40* |
| **TOTAL PROGRAMS** | | **$ 4,367,416** | **$ 4,564,680** | **$ 4,727,398** | **$ 4,773,437** |
| *Positions* | | ***39*** | ***40*** | ***40*** | ***40*** |
| *General Fund Discretionary Positions* | | ***13*** | ***14*** | ***14*** | ***14*** |

## Office of the City Attorney AU 312

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 2,087,613 | 2,251,719 | 2,616,844 | 2,797,256 | 2,797,256 |
| 512000 | Part-Time Employees | 205,483 | 184,031 | 249,666 | 237,334 | 237,334 |
| 517000 | Benefits | 855,355 | 896,547 | 940,487 | 975,588 | 975,588 |
| 518000 | Paid Absence | 405,100 | 360,709 | 0 | 0 | 0 |
| **Total Personnel Services** | | 3,553,551 | 3,693,006 | 3,806,997 | 4,010,178 | 4,010,178 |
| **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 | 2,130 | 3,246 | 15,025 | 15,506 | 15,506 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 119,734 | 134,942 | 104,669 | 80,077 | 80,077 |
| 531000 | Office Supplies | 53,107 | 48,181 | 64,059 | 68,609 | 68,609 |
| 532000 | Operating Supplies | 82,902 | 89,241 | 92,629 | 99,640 | 99,640 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 0 | 7,197 | 0 | 0 | 0 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 0 | 0 | 0 | 0 | 0 |
| 541000 | Education | 29,225 | 19,633 | 29,522 | 30,467 | 30,467 |
| 542000 | Local Travel | 1,474 | 1,048 | 2,044 | 2,562 | 2,562 |
| 543000 | Out-of-Town Travel | 5,149 | 3,053 | 6,090 | 6,285 | 6,285 |
| 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 | 0 | 3,580 | 42,500 | 1,860 | 1,860 |
| **Total External Materials and Services** | | 293,721 | 310,121 | 356,538 | 305,006 | 305,006 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 2,612 | 2,258 | 3,105 | 3,090 | 3,090 |
| 552000 | Printing & Distribution | 48,571 | 50,875 | 50,194 | 55,282 | 55,282 |
| 553000 | Facilities Services | 170,635 | 182,886 | 185,540 | 193,103 | 193,103 |
| 554000 | Communications Services | 50,476 | 54,373 | 47,409 | 48,627 | 48,627 |
| 555000 | Data Processing Services | 14,379 | 15,726 | 45,432 | 43,751 | 43,751 |
| 556000 | Insurance | 56,151 | 58,171 | 69,465 | 68,361 | 68,361 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 46,039 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 342,824 | 364,289 | 401,145 | 412,214 | 458,253 |
| **Total Materials and Services** | | 636,545 | 674,410 | 757,683 | 717,220 | 763,259 |
| **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** | | **$ 4,190,096** | **$ 4,367,416** | **$ 4,564,680** | **$ 4,727,398** | **$ 4,773,437** |

## Office of the City Attorney AU 312

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 920 | Administrative Supervisor I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 922 | Administrative Supervisor II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 924 | Administrative Supervisor III | 0 | 0 | 1 | 58,032 | 1 | 65,686 | 1 | 65,686 |
| 962 | Assistant Program Specialist | 1 | 1 | 1 | 47,670 | 1 | 51,647 | 1 | 51,647 |
| 714 | Chief Deputy City Attorney | 2 | 2 | 2 | 173,335 | 2 | 179,737 | 2 | 179,737 |
| 715 | City Attorney | 1 | 1 | 1 | 101,088 | 1 | 104,832 | 1 | 104,832 |
| 114 | Clerical Specialist | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 710 | Deputy City Attorney I | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 711 | Deputy City Attorney II | 3 | 4 | 4 | 236,038 | 4 | 255,480 | 4 | 255,480 |
| 712 | Deputy City Attorney III | 6 | 7 | 3 | 215,810 | 3 | 233,664 | 3 | 233,664 |
| 2543 | Information Systems Analyst III | 1 | 1 | 1 | 55,536 | 1 | 59,556 | 1 | 59,556 |
| 240 | Legal Assistant | 6 | 6 | 6 | 288,776 | 6 | 301,439 | 6 | 301,439 |
| 102 | Office Support Specialist II | 0 | 0 | 2 | 59,690 | 2 | 65,416 | 2 | 65,416 |
| 709 | Paralegal Assistant | 4 | 3 | 4 | 170,315 | 4 | 204,014 | 4 | 204,014 |
| 970 | Program Manager II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 971 | Program Manager III | 0 | 0 | 1 | 67,694 | 1 | 74,040 | 1 | 74,040 |
| 713 | Senior Deputy City Attorney | 9 | 9 | 13 | 1,087,710 | 13 | 1,141,444 | 13 | 1,141,444 |
| 828 | Senior Financial Analyst | 0 | 0 | 1 | 55,150 | 1 | 60,301 | 1 | 60,301 |
| **TOTAL FULL-TIME POSITIONS** | | **39** | **39** | **40** | **$ 2,616,844** | **40** | **$ 2,797,256** | **40** | **$ 2,797,256** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 4,768,308 | 0 | 4,768,308 | 40.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (33,867) | 0 | (33,867) | 0.0 | Savings from Part-time Atty |
| | (1,428) | 0 | (1,428) | 0.0 | ASR cut Financial Mgmt. |
| | (1,436) | 0 | (1,436) | 0.0 | I/A ASR cut Communications |
| | (331) | 0 | (331) | 0.0 | I/A ASR cut Risk |
| | (1,115) | 0 | (1,115) | 0.0 | I/A ASR cut BIT |
| | (431) | 0 | (431) | 0.0 | I/A ASR cut Printing & Dist. |
| | (1,422) | 0 | (1,422) | 0.0 | ASR cut Printing & Dist. |
| | (379) | 0 | (379) | 0.0 | ASR cut Purchasing |
| | (501) | 0 | (501) | 0.0 | ASR cut Facilities |
| **Approved Budget Additions and Reductions** | | | | | |
| | 46,039 | 0 | 46,039 | 0.0 | HR Funding Conversion |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 5,129 | 0 | 5,129 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 4,773,437** | **40.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

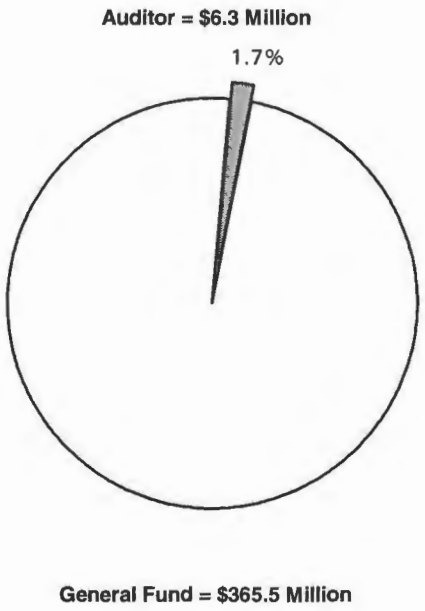

CITY OF PORTLAND OREGON
1851

# Office of the City Auditor

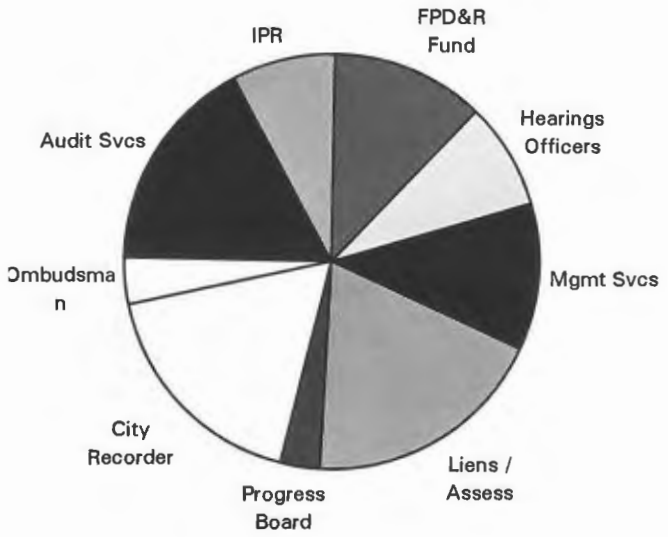
Legislative, Administrative and Support Services Service Area

Gary Blackmer, City Auditor

**Percent of General Fund**




**Bureau Programs**

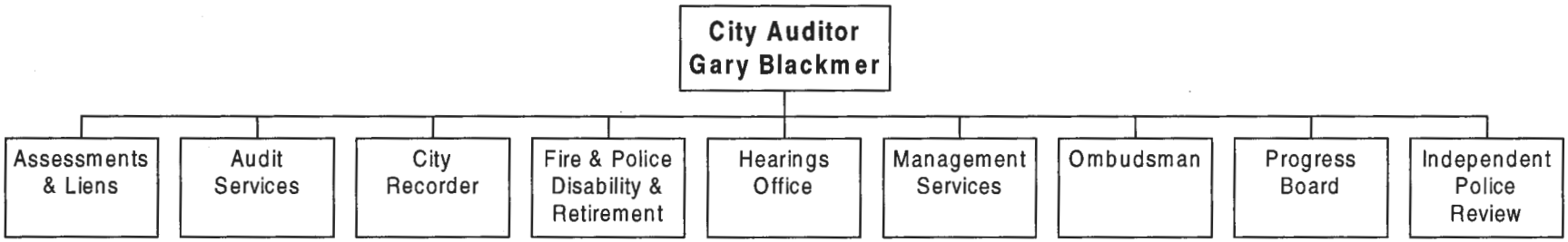



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 5,298,481 | 6,218,909 | 920,428 | 12.6% |
| Capital | 205,000 | 95,000 | -110,000 | -55.6% |
| Allocated Overhead Costs | 0 | 0 | 0 | 0.0% |
| **Total Cost with Allocated Overhead** | **$ 5,503,481** | **$ 6,313,909** | **$ 810,428** | **10.0%** |
| Authorized Full-Time Positions | 58 | 64 | 6 | 5.8% |

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

# Office of the City Auditor



# Bureau Summary

## Bureau Mission

The mission of the City Auditor's Office is to promote open and accountable government by providing independent and impartial reviews, public access to information, and service for City government and the public. To that end, the Auditor's Office performs audits, maintains City records, and provides financial services with integrity, sensitivity, and efficiency.

## Bureau Highlights

**Adopted Budget**

The Auditor's Office FY 2001-02 Adopted Budget supports all ongoing activities and services provided to citizens, other City bureaus and agencies. These services continue to be provided with a reduced staffing level and an increased span of control effected in the 1998-99 budget submission.

**Ombudsman Office**

The Ombudsman Office will provide citizens with a single point of contact when they are having difficulties with City offices and can help resolve problems through an objective review.

**Closed Captioning**

The Auditor's Office received funding in FY 2000-02 to provide closed captioning of official City Council meetings. This program has been successfully implemented and closed captioning of Council meetings is now provided to the hearing-impaired community.

**E-Files**

The Auditor's Office Adopted Budget includes funding for an Electronic Records Management System to preserve critical records, to fulfill legal requirements, and to help future Councils and citizens understand the basis for today's City actions.

**Information Technician**

The FY 2000-02 budget for the Auditor's Office provided for a new Information Technician position to implement the E-files system. This system will require additional duties and responsibilities that cannot be absorbed within the Office. The Auditor's Office transferred this position to the Bureau of Information Technology per the ASR directive. The Auditor's Office is working with BIT to ensure the system can be implemented within the new ASR reporting structure.

**Decision Packages - Independent Police Review (IPR)**

The Auditor has worked with the Mayor and City Council to develop an Independent Police Review structure, define the roles and responsibilities of Council members and citizens, and establish procedures for handling citizen complaints.

The Auditor's Office Adopted Budget will establish an Independent Police Review (IPR) program within the Auditor's Office.

**ASR Reductions**

The Auditor's Office has reduced Interagency Service expenditures by approximately $45,000. Staff also participated in the LID re-engineering project and will transfer many of the LID assessment responsibilities to the Portland Office of Transportation. This change will eliminate one staff position in the Assessment and Liens program. The Auditor's Office has also discussed the possibility of consolidating collection functions with the Office of Management and Finance and the Water Bureau.

# General Description

## Bureau Overview

### Organizational Description

The City Auditor is the sixth elected official of the City of Portland. In the Commission form of government, the Auditor provides accountability for the use of public resources, and access to information for all Council members and the public. The Auditor is required by City Charter to be professionally certified and is prohibited from running for any other elected City position while in office. The City Auditor is elected on a non-partisan basis and serves a four-year term.

The City Charter describes the legal authority of the Auditor regarding the following activities: financial and performance audits, supervision of City elections, maintenance of all official business records of the City business, provide official certifications, act as the Secretary of the Fire and Police Disability and Retirement system, and perform responsibilities concerning Assessments and Liens. The Hearings Office was assigned to the Auditor's Office in 1990. The Portland Multnomah Progress Board was moved to the City Auditor's Office on January 1, 2000. The Ombudsman Office was approved in the FY 2000-01 budget and the program will start July 1, 2001. In addition, the Independent Police Review (IPR) is slated to start on July 1, 2001. These final two programs were assigned to the City Auditor due to the independence, integrity and impartiality of this Office. Activities are carried out by the following divisions:

### Operations

**Audit Services**

This division conducts independent performance audits and analyses that provide objective information for City officials, management and the public. The Division also manages the contract with the outside accounting firm which conducts the annual audit of the City's financial statements as required by state law.

**City Recorder**

As Clerk of the Council, the City Recorder Division develops, maintains and provides accurate current and historical documentation of City business records and acts as an information clearinghouse for Council, bureaus and the public. This division provides a central point for contracts and payments, maintains and distributes the City Code, is responsible for applying state records retention requirements, and provides for records storage, retrieval and destruction.

*The Assessments and Liens Division administers the financing of property enhancements.*

**Assessments and Liens**

This division administers the financing of Local Improvement Districts (LIDs) for improvements to streets, sidewalks, sewers, and special projects, such as the Portland Streetcar LID. This division finances both original construction costs and property owner assessment contracts after project completion. The Division assists the Office of Planning and Development Review in their code enforcement efforts. This division is also responsible for collecting and financing sidewalk assessments for the Bureau of Maintenance and system development charges for the Parks Bureau, the Office of Transportation and the Bureau of Environmental Services.

### Fire and Police Disability and Retirement Fund

The City Auditor serves as Secretary of the Fire and Police Disability and Retirement Fund and is one of the eleven-member Board of Trustees. This division administers all pension and disability matters, including disbursing payments to qualifying police officers and firefighters.

### Hearings Officers

This division carries out two hearings functions: Land Use and City Code. The Land Use Hearings Officer is responsible for holding public hearings and making decisions to allow or deny land use permits. The Code Hearings Officer provides enforcement of the City Code in proceedings initiated by other bureaus and also hears appeals from citizens on code enforcement determinations made by bureaus.

### Management Services

The Management Services Division provides leadership and support for all Auditor's Office divisions. Services include budgeting and accounting, human resource functions, payroll matters, purchasing and managing information technology systems.

The Auditor is also responsible for overseeing election processes in the city of Portland. Staff in the Management Services Division receive, process and file all declarations of candidacy for City office,contributions and expenditure reports, initiative, referendum, and recall petitions, and Council-originated ballot measures.

*The Progress Board measures whether the community is reaching its vision and goals.*

### Portland Multnomah Progress Board

The Portland Multnomah Progress Board identifies and reports on indicators (benchmarks) which collectively gauge whether the community is meetings its goals and vision for the future. Staff maintain trend data on over 60 benchmarks on the Internet and produce an annual report. In addition, Board staff produce special reports analyzing individual benchmarks, as well as provide technical assistance to encourage other organizations to adopt performance-based efforts.

### Ombudsman Office

Ombudsman staff investigate complaints and determine whether a citizen has been treated fairly by the City. Staff may seek solutions, provide independent explanations, and make recommendations.

### Independent Police Review

The Independent Police Review (IPR) Division provides the central intake point for citizen complaints against the police, determines the best manner for addressing the complaint and ensures it is handled in a timely, thorough and fair manner.

## Bureau Management and Direction

Gary Blackmer, the City Auditor, uses his management role to promote open and accountable government by providing independent and impartial reviews, public access to information and service for City government and the public. The Auditor's Office performs audits, maintains City records and provides financial services with integrity, sensitivity and efficiency.

## MAJOR ISSUES

**Lien Accounting System Replacement**

The Auditor's Office interagency agreement with the Bureau of Information Technology has increased by $80,000 (26%) over the last two fiscal years. The Auditor's Office will seek solutions that avoid passing the increased costs to customers. The Lien Accounting System is over ten years old and is becoming too expensive to operate in its current configuration. The Office plans to be prepared for system replacement in connection with IBIS replacement.

**Foreclosure**

There is approximately $7 million due to the City in inactive, delinquent assessments for code violations, nuisance fees and improvements. Although the City of Portland has not foreclosed on properties for over 20 years, some of these accounts may need to be resolved by these means. The City must develop policies and procedures to ensure fair and appropriate foreclosure practices are put in place.The Auditor's Office will work closely with the City Treasurer, Council and other bureaus to draft guidelines for moving forward with foreclosures.

## CHANGES FROM PRIOR YEAR

The Auditor's Office has made reductions, reorganized some ongoing activities and services, and applied resources to new and expanded programs.

**Assessment and Liens**

The Auditor's Office eliminated one position in the Assessment and Liens Division due to the transfer of LID activities to the Portland Office of Transportation.

**Ombudsman Office**

The Auditor's Office budget contains funding for one Ombudsman, who started in January 2001 and two Ombudsman staff who will begin on July 1, 2001. This Office will be fully functional on July 1, 2001 to receive complaints and begin the investigative process.

**E-Files**

The second year of capital set-aside funds have been approved to purchase and implement an Electronic Records Management System (E-Files). This project implements a new electronic system and the Auditor's Office will undertake an outreach, education, and support effort to every City employee who creates or accesses archived paper or electronic City records.

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**Closed Captioning**

At the request of the City Council, the Auditor's Office received funds in the Adopted Budget to continue to provide closed captioning services for official City Council meetings. These funds are to pay LNS, the vendor, for providing these services. LNS has received a federal grant which will pay for approximately half of the total cost to provide these services. At the end of the three-year grant period (FY 02-03), the cost to the City will be approximately $63,000.

**Independent Police Review Program**

The Auditor's Office Adopted Budget contains funding for an Independent Police Review Division (IPR) which is empowered to act on complaints against Police Bureau personnel for alleged misconduct.

## FUNDING SOURCES

**General Fund**

The Auditor's Office receives partial funding from General Fund discretionary resources and the overhead allocation.

**Interagency Revenues**

The Auditor's Office receives revenue from other City agencies and has interagency service agreements with the following funds and bureaus to provide support for specific programs: LID Construction Fund, the Fire and Police Disability and Retirement Fund, the Bureaus of Police, Environmental Services, Licenses, and the Office of Planning and Development Review.

**Intergovernmental Revenues**

The Auditor's Office has intergovernmental agreements for specific programs and services with Multnomah County, the Port of Portland, Tri-Met, the Portland Public Schools and the Oregon Department of Transportation.

**Other Funding Sources**

The Auditor's Office receives revenue from the Planning Bureau permit fees for partial support of the Land Use Appeals process and miscellaneous revenues from the sale of copies of the City Code and City Charter.

# Strategic Direction

## Vision and Values

Citizens will have increased confidence in City government knowing that an independent Auditor's Office is improving their City services and access to information. The Auditor's Office has the following vision and values:

We value our unique position of independence in the Commission form of government.

We value professionalism in the quality of our work and our interactions with each other, with other bureaus, and with the public.

We value open and accountable government to achieve continuous improvement in City services to the public.

## Management Goals & Objectives

**Management Objectives for FY 2001-02**

The Auditor's Office plans to achieve the following objectives in FY 2001-2002:

- Complete eight audits that help improve the City's public accountability and identify opportunities for increased efficiency and effectiveness.
- Continue to work closely with City bureaus and elected officials to improve the City's performance management and reporting systems.
- Provide bureau staff with the capability of electronically reviewing Council documentation for the weekly meeting.
- Complete the E-Files project with the purchase, implementation and configuration of the server and storage hardware.
- Organize and coordinate the information on the City's Internet and Intranet web sites. Maintain and update the web site with current information on a weekly basis.
- Continue to work with the Office of Transportation and Bureau of Environmental Services in the transfer of LID duties from the Auditor's Office to Transportation.
- Develop and implement a plan to rewrite the current Lien Accounting System software to operate on another platform and migrate the system off the City's enterprise server. Develop software that is more user friendly, cost efficient, and accessible to customers in a web-based environment.
- Establish policies, procedures, and recommendations on how the City should proceed with foreclosures.
- Develop a database for the Land Use Hearings Office.
- Update the Progress Board benchmarks and publish an annual report.
- Study at least one benchmark in detail and prepare a report on it.
- Implement a fully functional Ombudsman Office on July 1, 2001. Prepare an annual report for Council.
- Implement the Independent Police Review Division in FY 2001-02.

**Long-Term Goals**

The Auditor's Office plans to achieve these long-term goals during the next five years:

- Focus on core responsibilities and appropriate activities and transfer other duties to other bureaus to best serve the needs of the public.
- Gather and objectively report information to help improve City services, to assist Council decision-making, and better engage citizens and businesses in collaborative problem-solving.
- Provide an information system for the storage, management, and retrieval of official City records in both paper-based and electronic forms.
- Provide citizen and bureau access to current and retrospective information on the City Code, City Charter, Council documentation and other City records through effective use of information technology.
- Provide a full range of services for assisting citizens in resolving problems with City bureaus.

## MAJOR INITIATIVES

**Major Shifts in Organization and Priorities**

The City Auditor was sworn into office on January 4, 2000. He has reviewed the roles and responsibilities of the City Auditor, prepared a presentation for City Council, and proposed a two-year plan for significant changes within the Office. The Auditor identified "core functions" that logically fit within the Auditor's Office, "legacy responsibilities" that have carried over for many years, and "proposed" or "possible" activities that might be most appropriately located in the Auditor's Office.

**Core Functions**

Audit Services is a "core" responsibility of the Auditor's Office. The two-year Adopted Budget provides for a slight increase in Audit staff and resources to allow this division to perform additional audits.

Maintaining records of City actions and notifying the public of official proceedings are as critical to accountability as an independent audit. A priority is providing crucial Citywide information, both current and historical, in an electronic format.

The Auditor's Office also plans on updating many current City Recorder functions to provide citizens with better information on current City activities. The Auditor wants the City Recorder Division to take on the responsibility for providing a unified content for the City's Internet and Intranet sites. The Auditor's Office wants timely, organized information available to citizens electronically, so they can better understand their City services and activities.

One of the Auditor's long term goals is to provide a full range of services for assisting citizens in resolving problems with City bureaus. The Auditor's Office budget contains funding for an Ombudsman Office and an Independent Police Review Division.

**Possible Additions**

The Auditor has identified one possible activity that might be more appropriate under the Auditor's Office: the City/County Information and Referral Program. The Auditor will continue to explore this possible addition but is not anticipating any changes before the next budget cycle.

**Possible Transfers of Legacy Responsibilities**

Because of their duties, the Assessments and Liens Division and the Fire and Police Disability and Retirement Fund staff might be better located elsewhere than the Auditor's Office. The Auditor will continue to investigate the possibility of moving these functions during the next two years.

## COUNCIL PRIORITIES

### Council Issues and Priorities

**Support Quality Education to Produce Well Educated Citizens**

***Monitoring and Technical Assistance:*** The Auditor is a member of the Portland Public School Best Use of Facilities Task Force that provides expertise on audit and management related issues.

***School Success Benchmark:*** The Portland Multnomah Progress Board has completed a major study of the factors leading to school success, worked closely with the Commission on Children, Families, and Communities as well as the Leaders Roundtable.

**Maintain a Financially Stable City of Portland**

***Financial Condition Report:*** The Audit Services Division regularly produces a financial condition report that identifies warning trends that can affect the City's financial position and ability to sustain its services. The most recent report was published in Spring of 2001.

**Maintain and Improve our Parks, Green Spaces, Water, and Air Sheds**

***Parks Audit:*** The Audit Services Division has completed a major audit of Parks operations with a primary focus on maintenance issues.

***Salmon Study:*** The Portland Multnomah Progress Board completed an in-depth study of salmon in the Johnson Creek watershed, identified the factors and relevant laws and agencies involved in protecting the water quality, stream conditions, the fish and habitat.

**Keep the Central City Vital**

***Technical Assistance:*** Several of the elements of a vital central city are also Progress Board benchmarks. Board staff have offered assistance in developing additional measures and analyzing data to help assess progress toward the 25-Year Vision.

**Become a More Effective Partner in the Region**

***Progress Board Partnership:*** The Portland Multnomah Progress Board is comprised of executives from the cities of Gresham and Fairview, Multnomah County, the Portland School District, the Port of Portland, the Housing Authority, Portland State University, Portland Community College and Metro, as well as several business community representatives and citizens. Through these relationships and common benchmark goals, the mayor and other City officials have established strong partnerships.

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

***City Recorder:*** Citizen access to City information is a primary responsibility of this division, ensuring the public is notified of the Council meetings, that they have the opportunity to speak, and that they can research past Council decisions. The Auditor's Office will be placing more information about the City on the Internet.

***Elections:*** Citizens can monitor and participate in government through the electoral process. The Auditor's Office provides citizens, candidates and the media easy access to current and historical election information through the Internet.

**Continuously Improve the Delivery of Quality Public Services**

***Performance Audits:*** Only the Audit Services Division has the charter authority and mission of improving the delivery of services throughout the City of Portland. Through its audits, the division has identified management improvements in the City for the past 16 years.

***SEA Report:*** The Audit Services Division produces the annual Service Efforts and Accomplishments Report (SEA). This report gathers and analyzes performance measures from the City's nine largest bureaus to provide objective information to assess improvements in efficiency and effectiveness. The SEA report also includes the results of the Auditor's citizen survey on satisfaction with City services. This report is used with the benchmarks report to provide valuable information for the decision-makers in the City and County government.

# Overview of Programs

## OMBUDSMAN OFFICE

The Office of the Ombudsman was established by City Council on July 1, 2001. It is an independent, impartial ombudsman office, responsible to the City Auditor, that investigates the administrative acts of City agencies in a non-adversarial manner and, when warranted, recommends appropriate changes that will promote higher standards of competency, efficiency and justice in the provision of City services. The Ombudsman has access to all public records, but has no authority to make or reverse a decision.

The Ombudsman's job is to investigate complaints and determine whether a citizen has been treated unfairly by the City. If the Ombudsman concludes a complaint is justified, staff will work with the citizen and the agency to find a fair solution or will recommend changes in policies or procedures to avoid subsequent problems. If a complaint is not justified, they will explain the reasoning and the public interest implications. This helps protect employees from unfounded criticism. The task is to consider all sides of an issue in an impartial and objective way, always keeping the general public interest in focus. The Ombudsman provides a significant role in making sure concerns are addressed, and in turn, helps to increase trust in local government.

## INDEPENDENT POLICE REVIEW

The Independent Police Review (IPR) division within the Office of the City Auditor was established by City Council, effective July 1, 2001. The primary duties of the Division are to oversee the acceptance and resolution of citizen complaints about police and to develop and transmit recommendations to improve the Portland Police Bureau. The Division will have broad powers for accepting, reviewing, and investigating citizen complaints about police behavior.

While the Police Bureau retains primary authority for investigating complaints, the staff of the IPR will receive the initial complaints, review police investigative findings, monitor and report on complaint status, and conduct independent investigations when warranted. A Citizen Review Committee, appointed by City Council, will review and decide on citizen appeals of investigation findings. The Committee will also review complaint trends and advise the Police Bureau on ways to improve practices that contribute to citizen complaints.

The IPR Division will conduct independent investigations if warranted. The IPR Director has the authority to initiate independent investigations using staff or contract employees if the Director believes that the Police Bureau investigation might not be timely, was not thorough, complete or sufficiently fair. IPR will prepare frequent public reports on the status and resolution of citizen complaints. This division will implement an ongoing outreach program to inform citizens and police officers of the operation of the complaint handling system. Evaluation surveys will be distributed regularly to monitor customer service goals. The Auditor's Office and City Council will decide the role of IPR regarding police shootings or deaths in custody by December 2001.

## AUDIT SERVICES

The mission of the Audit Services program is to promote honest, efficient, effective and fully accountable City government. The program addresses this mission by conducting independent audits and analyses that provide objective information to City officials, management and the public. The program also prepares the annual Service Efforts and Accomplishments Report which includes the City Auditor's Citizen Survey.

Performance and financial audit reports identify savings and revenue enhancements, strengthen management controls and improve the efficiency and effectiveness of City government operations. Since 1985, the Audit Services program has issued over 127 reports and identified over $16 million in measurable financial benefits to the City. Bureaus have implemented or are in the process of implementing over 85% of audit report recommendations.

## CITY RECORDER

The City Recorder program develops, maintains and provides accurate and objective documentation of City business and acts as an information clearinghouse for the Council, bureaus and the public. The City Recorder represents the elected Auditor on the City Home Page Group for planning and maintaining the home page presence for the City on the Internet.

**Council Clerk/ Contracts**

As Clerk of the Council, the City Recorder Division is responsible for preparing the Council agenda, processing City ordinances and resolutions and transcribing the official summary minutes of Council meetings. The Division maintains the official copy of the Portland City Code and City Charter and coordinates the publishing of the City Code in paper, CD Rom and on-line. The City Recorder Division also receives accounting documents, contracts and data from other bureaus and provides this information to the public, other City bureaus and to various financial institutions as requested. Through this division, the City Auditor gives final approval to all claims for payment against the City, disburses payments, and maintains current files of all City contracts.

**Records Management/ Archives**

The Archives and Records Management Program of the City Recorder Division assists the Mayor's Office and City Commissioners in managing their public records legally and efficiently. This division is committed to documenting and preserving evidence of City actions and City government history. The Division develops and distributes retention and disposal schedules for all City agencies and negotiates retention periods and policy disclosure status in cooperation with the Oregon State Archives. The Division is responsible for semi-current and inactive records storage, confidential destruction, preservation of historical records, and provision of reference and retrieval services for City employees and the public at the Stanley Parr Archives and Records Center (SPARC).

## LIENS & ASSESSMENTS

The Assessment and Liens program helps plan and finance local improvement projects, assist in code enforcement efforts and provide low-cost financing to property owners for street, sewer and sidewalk improvements. This program oversees the LID Construction Fund, the Bancroft Bond Fund and the Assessment Collection Fund.

**Program Revenues**

The program is entirely funded through fees and charges paid by property owners and, to a limited extent, interagency revenues from the Office of Transportation, the Bureau of Environmental Services and the Assessment Collection Fund.

In FY 1998-99, over $16 million in liens receivable was collected for City assessments for street, sewer and sidewalk improvements and code enforcement efforts. New accounts created that year totalled 3,320 with a total assessed value over $7.4 million. There are currently 13,000 active accounts, with a total value of over $50 million.

Last year the Division added Parks Bureau System Development Charges (SDCs) to its portfolio of assessments, which now includes Transportation and Bureau of Environmental Services SDCs; Local Improvement District assessments; nuisance abatement, derelict building, code violation, and demolition assessments; sidewalk assessments; and the private plumbing loan program. Also new last year was the use of the LID Program to finance speed bumps, street lighting, and, in part, the Portland Streetcar.

**Future Issues**

As the City seeks to implement Metro 2040 goals and address a large backlog of infrastructure needs, it is anticipated there may be even greater reliance on the Local Improvement District process to finance infrastructure development creatively.

## Fire & Police Disability & Retirement Fund

This program manages the City's Fire and Police Disability and Retirement System, which was authorized by the voters in 1948 and revised by them in 1989. This program is supported by the proceeds of a continuing property tax levy authorized in 1948. Program personnel support the Fund's Board of Trustees, advise and assist members of the retirement system, provide claims management service, prepare payments for members of the system and their survivors, and manage the Employee Assistance Program for the Fire and Police Bureaus.

**Revisions**

The revision of this program, authorized by voters in 1989, significantly affected the way this program does business. The revisions emphasized rehabilitation and return to work of disabled personnel, limited claims due to stress, and changed the list of work-related injuries. These changes, particularly those affecting disability eligibility and return to work, require a more active role of staff in investigating and processing claims and greatly increase the need to counsel members on eligibility requirements and program options.

**Budgeted Costs**

This program includes only the personnel costs of managing the Fire and Police Disability and Retirement System. The Auditor's Office is fully reimbursed for these costs through an interagency service agreement. All other costs are budgeted directly in the Fire and Police Disability and Retirement Fund.

## Hearings Officers

The City's Hearing Officers are a vital and integral part of the Land Use and Code Enforcement processes. The Hearings Officers program encompasses two hearings functions: Land Use and City Code.

**Land Use**

The Land Use Hearings Officer is responsible for holding public hearings and making decisions to allow or deny land use permits. Public hearing process and timelines for decision-making are strictly governed by state law and the City Code. The Land Use Hearings Officer provides a public process for review of land use permit applications and ensures that Land Use applications are reviewed in a fair and open process and that the decisions are legally supportable.

**City Code**

The Code Hearings Officer provides a means of quick, fair and efficient enforcement of City Code requirements. The appeal functions of the Code Hearings Officer ensure administrative determinations of the various bureaus are legally supportable, fair and appropriate by allowing parties an opportunity to obtain an impartial review of those determinations and decisions.

The Code Hearings Officer enforces the City Code in proceedings initiated by the Office of Planning and Development Review (OPDR), the Bureau of Environmental Services (BES), and the Bureau of Fire, Rescue and Emergency Services. The Code Hearings Officer hears appeals from code enforcement determinations made by OPDR, the Police Bureau, the Licenses Bureau, and BES and hears appeals of all vehicle tows. Drug-Free Zone, Prostitution Free Zone, Park Exclusions, and Adult Care Facility appeals are also heard by the Office.

**Program Revenues**

The Hearings Officers program is partially supported by fees, interagency service agreements and intergovernmental contracts. Fees are charged for the program's services to the Land Use Program of the Bureau of Planning and the Code Enforcement and Neighborhood Improvement Programs of OPDR. Costs for code appeal hearings are recovered either by interagency service agreements or intergovernmental contracts.

## MANAGEMENT SERVICES

The Management Services Division provides leadership and support for all divisions of the Auditor's Office. These functions include budgeting, accounting, human resource and payroll matters, purchasing and supplies, and information technology systems. The Division monitors problem-solving efforts throughout the Office and serves as a contact point for other agencies in the City.

**Elections**

This program is also responsible for overseeing the election processes in the City. Staff receive, process, and file all declarations of candidacy for City office; contributions and expenditure reports; initiative, referendum, and recall petitions; and Council originated ballot measures.

The Division supports all functions of the Auditor's Office and helps ensure good management of the operational programs.

## PROGRESS BOARD

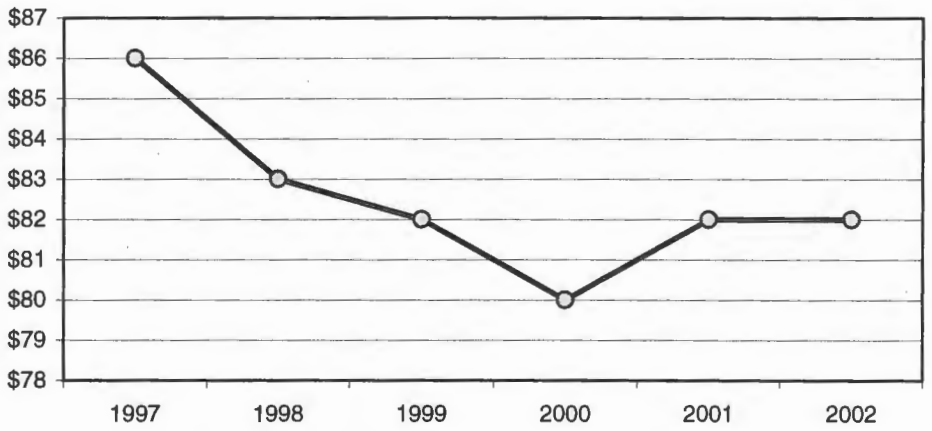
This program provides research and technical assistance to the Portland Multnomah Progress Board. The Board's staff maintain trend data on over 65 benchmarks on its web site and produce two in-depth benchmark analyses each year.

The Portland Multnomah Progress Board was established in 1994 to identify and report on indicators (benchmarks) which collectively gauge whether the community is meeting its goals and vision for the future. These benchmarks measure the livability of the community, environmental concerns, education system concerns, and the shift to a world economy. The local government, business, and educational leaders who serve on the board track major trends in the community and act as a catalyst for performance improvements as gauged by the benchmarks.

# Performance Measures

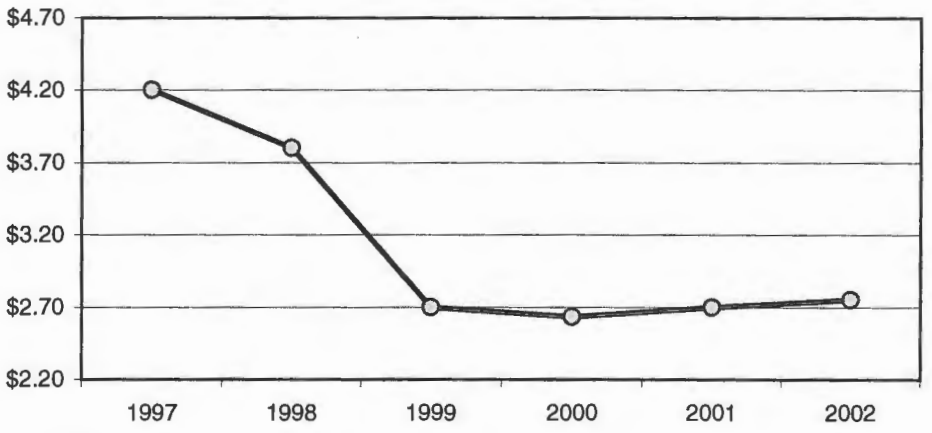
**Full cost per Audit Hour**

- The full costs per Audit Hour have decreased since FY 1997.



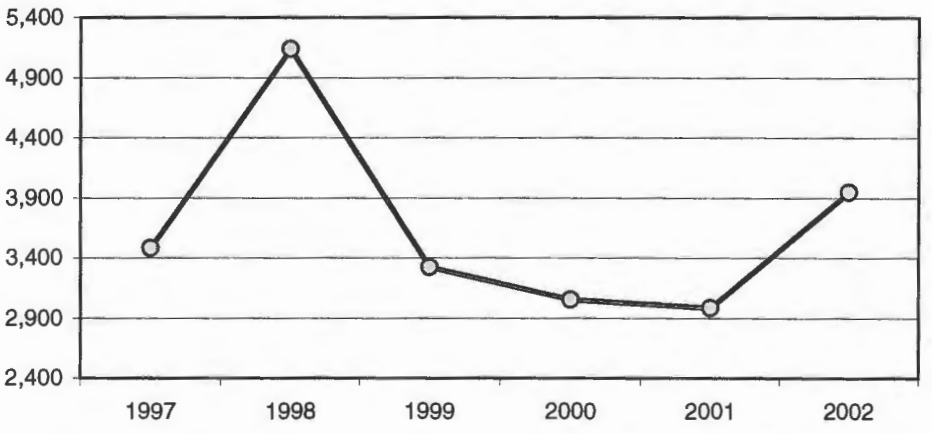

**Direct Cost per Retrieval and Delivery of Record**

- Direct costs have decreased since FY 1996.



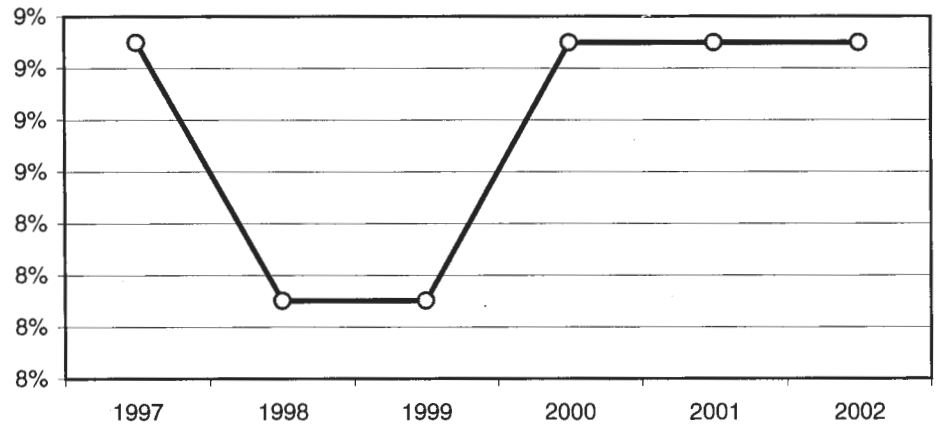

**New Liens Recorded**

- The number of new liens recorded has fluctuated since FY 1997 due to special projects, such as the Central City Streetcar.

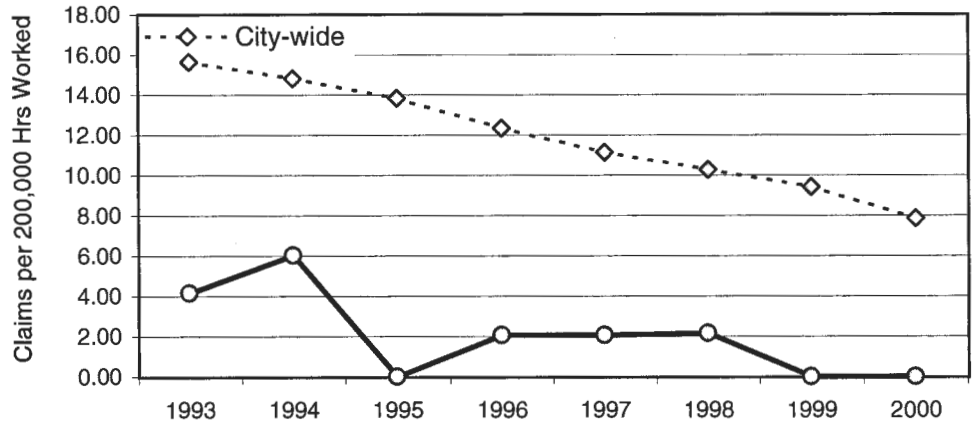


## Administrative Costs as a % of Total Budget

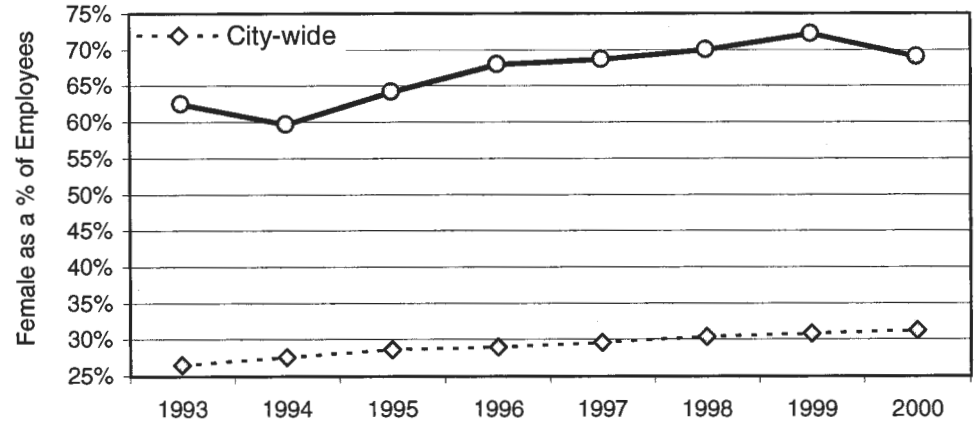
- Administrative costs have consistently remained under 10% of the total budget.




## 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 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **OFFICE OF THE CITY AUDITOR** | | | | | | |
| **Affirmative Action Measures** | | | | | | |
| Female Employees as a Percent of Total | 68.6% | 70.0% | 72.2% | 68.6% | | |
| Minority Employees as a Percent of Total | 15.7% | 16.0% | 16.7% | 13.7% | | |
| **Office of the City Auditor** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 0.00 | 2.15 | 0.00 | 0.00 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 2.08 | 2.15 | 0.00 | 0.00 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.07 | $0.00 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.04 | $0.69 | $0.00 | $0.00 | | |
| **Audit Services** | | | | | | |
| **Workload** | | | | | | |
| Number of reports issued | 10 | 7 | 9 | 9 | 9 | 9 |
| **Effectiveness** | | | | | | |
| Percent of report recommendations implemented -- Goal is 90% | 90% | 86% | 85% | 85% | 90% | 90% |
| **Efficiency** | | | | | | |
| Full cost per Audit Hour | $86 | $83 | $82 | $80 | $82 | $82 |
| **City Recorder** | | | | | | |
| **Workload** | | | | | | |
| Number of checks/deposit advices processed | 202,800 | 203,100 | 177,755 | 221,331 | 223,100 | 224,000 |
| Record & Center Retrieval Requests | 45,000 | 46,776 | 44,884 | 56,724 | 45,000 | 45,000 |
| **Effectiveness** | | | | | | |
| Percent of Requests provided within 24 hours -- Goal 100% | 99.90% | 99.50% | 99.70% | 99.70% | 95.50% | 99.80% |
| **Efficiency** | | | | | | |
| Direct cost per retrieval and delivery of record from Records Center | $4.20 | $3.80 | $2.70 | $2.63 | $2.70 | $2.75 |
| **Liens & Assessments** | | | | | | |
| **Workload** | | | | | | |
| New Liens Assessed | 3,482 | 5,136 | 3,320 | 3,049 | 2,980 | 3,943 |
| **Effectiveness** | | | | | | |
| Total # of Liens Delinquent | 8,305 | 7,754 | 7,053 | 6,442 | 6,400 | 6,250 |
| **Efficiency** | | | | | | |
| # of Delinquent Accounts Per Staff | 1,160 | 1,051 | 901 | 794 | 821 | 865 |
| **Fire & Police Disability & Retirement Fund** | | | | | | |
| **Workload** | | | | | | |
| Performance measurements are reported in the FPD&R budget | | | | | | |
| **Hearings Officers** | | | | | | |
| **Workload** | | | | | | |
| Code Proceedings filed | 375 | 290 | 243 | 205 | 220 | 225 |
| **Management Services** | | | | | | |
| **Effectiveness** | | | | | | |
| Percent of City Auditor performance measures fully achieved -- Goal 100% | 98% | 98% | 99% | 100% | 100% | 100% |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **Efficiency** | | | | | | |
| Administrative Costs under 10% of total budget | 9% | 8% | 8% | 9% | 9% | 9% |
| **Progress Board** | | | | | | |
| **Workload** | | | | | | |
| Number of Benchmark Audits issued | | | 1 | 2 | 2 | 2 |
| **Effectiveness** | | | | | | |
| Number of organizations that added benchmarks to their accountability systems, assisted by the Progress Board | | | 2 | 4 | 4 | 4 |

## Office of the City Auditor AU 336

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 3,388,905 | 3,542,914 | 3,848,401 | 4,397,509 | 4,306,356 |
| External Materials and Services | 368,143 | 377,527 | 598,544 | 799,827 | 798,827 |
| Internal Materials and Services | 659,414 | 776,877 | 851,536 | 902,558 | 1,113,726 |
| Minor Capital Outlay | 0 | 14,010 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 4,416,462 | 4,711,328 | 5,298,481 | 6,099,894 | 6,218,909 |
| Capital Improvements | 0 | 0 | 205,000 | 95,000 | 95,000 |
| **TOTAL BUREAU EXPENDITURES** | **$ 4,416,462** | **$ 4,711,328** | **$ 5,503,481** | **$ 6,194,894** | **$ 6,313,909** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 4,416,462 | 4,711,328 | 5,503,481 | 6,194,894 | 6,313,909 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 1,231,339 | 1,472,388 | 2,305,795 | 2,240,496 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 0 | 0 | 0 | 0 |
| Contract Revenues | | 104,758 | 98,332 | 91,813 | 91,813 |
| Interagency Revenues | | 1,864844 | 2,188,263 | 2,196,880 | 2,196,880 |
| Program Revenue | | 93,944 | 137,500 | 141,088 | 141,088 |
| Overhead Revenues | | 1,416,443 | 1,606,998 | 1,459,318 | 1,643,632 |
| **Total Non-Discretionary Revenues** | | 3,476,682 | 4,031,093 | 3,889,099 | 4,073,413 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 4,711,328** | **$ 5,503,481** | **$ 6,194,894** | **$ 6,313,909** |
| 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** | | | | | |
| Ombudsman Office | | 0 | 27,643 | 234,999 | 234,999 |
| *Positions* | | *0* | *0* | *3* | *3* |
| Independent Police Review | | 0 | 0 | 448,170 | 509,136 |
| *Positions* | | *0* | *0* | *6* | *7* |
| Audit Services | | 965,918 | 1,028,744 | 1,072,839 | 1,072,839 |
| *Positions* | | *9* | *9* | *9* | *9* |
| City Recorder | | 862,912 | 1,207,951 | 1,121,272 | 1,121,272 |
| *Positions* | | *11* | *12* | *12* | *12* |
| Liens & Assessments | | 1,152,188 | 1,308,712 | 1,191,083 | 1,191,083 |
| *Positions* | | *16* | *14* | *13* | *13* |
| Fire & Police Disability & Retirement Fund | | 638,355 | 722,387 | 748,983 | 748,983 |
| *Positions* | | *9* | *10* | *10* | *10* |
| Hearings Officers | | 511,819 | 517,803 | 525,444 | 525,444 |
| *Positions* | | *5* | *5* | *5* | *5* |
| Management Services | | 404,751 | 504,440 | 665,080 | 723,129 |
| *Positions* | | *4* | *6* | *5* | *3* |
| Progress Board | | 175,385 | 185,801 | 187,024 | 187,024 |
| *Positions* | | *2* | *2* | *2* | *2* |
| **TOTAL PROGRAMS** | | **$ 4,711,328** | **$ 5,503,481** | **$ 6,194,894** | **$ 6,313,909** |
| *Positions* | | ***56*** | ***58*** | ***65*** | ***64*** |
| *General Fund Discretionary Positions* | | ***13*** | ***15*** | ***20*** | ***19*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 2,047,558 | 2,090,024 | 2,729,309 | 3,168,343 | 3,117,654 |
| 512000 | Part-Time Employees | 107,412 | 157,196 | 86,973 | 83,602 | 83,602 |
| 514000 | Overtime | 788 | 693 | 800 | 800 | 800 |
| 515000 | Premium Pay | 1,698 | 2,433 | 2,250 | 2,250 | 2,250 |
| 517000 | Benefits | 871,391 | 910,628 | 1,029,069 | 1,142,514 | 1,102,050 |
| 518000 | Paid Absence | 360,058 | 381,940 | 0 | 0 | 0 |
| **Total Personnel Services** | | 3,388,905 | 3,542,914 | 3,848,401 | 4,397,509 | 4,306,356 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 207,168 | 223,159 | 310,506 | 379,998 | 379,998 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 7,170 | 9,864 | 33,687 | 35,811 | 35,811 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 15,127 | 16,292 | 65,154 | 90,991 | 90,991 |
| 531000 | Office Supplies | 10,830 | 14,190 | 35,413 | 39,890 | 39,890 |
| 532000 | Operating Supplies | 85,744 | 44,922 | 97,992 | 157,197 | 157,197 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 0 | 30,141 | 0 | 0 | 0 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 0 | 0 | 0 | 0 | 0 |
| 541000 | Education | 22,687 | 13,215 | 22,721 | 26,470 | 25,470 |
| 542000 | Local Travel | 872 | 988 | 3,065 | 3,267 | 3,267 |
| 543000 | Out-of-Town Travel | 12,497 | 17,445 | 13,477 | 21,421 | 21,421 |
| 544000 | Space Rental | 0 | 0 | 0 | 0 | 0 |
| 545000 | Interest | 0 | 0 | 0 | 0 | 0 |
| 546000 | Refunds | 0 | 0 | 1,961 | 2,026 | 2,026 |
| 547000 | Retirement System Payments | 0 | 0 | 0 | 0 | 0 |
| 549000 | Miscellaneous | 6,048 | 7,311 | 14,568 | 42,756 | 42,756 |
| **Total External Materials and Services** | | 368,143 | 377,527 | 598,544 | 799,827 | 798,827 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 1,744 | 1,885 | 1,863 | 1,854 | 1,854 |
| 552000 | Printing & Distribution | 117,341 | 123,542 | 101,947 | 110,598 | 110,598 |
| 553000 | Facilities Services | 246,417 | 303,561 | 305,091 | 353,921 | 353,921 |
| 554000 | Communications Services | 44,544 | 54,993 | 45,632 | 57,244 | 57,244 |
| 555000 | Data Processing Services | 194,496 | 236,078 | 329,388 | 312,343 | 465,462 |
| 556000 | Insurance | 54,072 | 56,018 | 66,715 | 65,668 | 65,668 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 800 | 800 | 900 | 930 | 58,979 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 659,414 | 776,877 | 851,536 | 902,558 | 1,113,726 |
| **Total Materials and Services** | | 1,027,557 | 1,154,404 | 1,450,080 | 1,702,385 | 1,912,553 |
| **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 | 14,010 | 205,000 | 95,000 | 95,000 |
| 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 | 14,010 | 205,000 | 95,000 | 95,000 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | | **$ 4,416,462** | **$ 4,711,328** | **$ 5,503,481** | **$ 6,194,894** | **$ 6,313,909** |

## Office of the City Auditor AU 336

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 514 | Accountant I | 0 | 1 | 1 | 34,694 | 1 | 38,438 | 1 | 38,438 |
| 515 | Accountant II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 516 | Accountant III | 0 | 1 | 1 | 46,675 | 1 | 50,461 | 1 | 50,461 |
| 510 | Accounting Technician | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 819 | Administrative Assistant | 3 | 3 | 3 | 132,643 | 3 | 141,089 | 3 | 141,089 |
| 815 | Administrative Specialist | 3 | 3 | 2 | 60,222 | 1 | 26,500 | 1 | 26,500 |
| 924 | Administrative Supervisor III | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3212 | Assessment Analyst | 1 | 1 | 1 | 44,836 | 0 | 0 | 0 | 0 |
| 826 | Assistant Financial Analyst | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 962 | Assistant Program Specialist | 3 | 2 | 3 | 147,784 | 6 | 256,153 | 7 | 317,419 |
| 844 | Assistant Risk Specialist | 0 | 1 | 2 | 82,452 | 2 | 89,096 | 2 | 89,096 |
| 928 | Bureau Administrative Manager | 1 | 1 | 1 | 70,857 | 1 | 76,296 | 1 | 76,296 |
| 3 | City Auditor | 1 | 1 | 1 | 73,174 | 1 | 75,878 | 1 | 75,878 |
| 859 | Claims Technician | 0 | 1 | 1 | 33,140 | 1 | 35,881 | 1 | 35,881 |
| 858 | Claims Technician, Assistant | 2 | 1 | 1 | 32,983 | 1 | 29,627 | 1 | 29,627 |
| 114 | Clerical Specialist | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7492 | Community Relations Specialist | 0 | 0 | 0 | 0 | 1 | 42,099 | 1 | 42,099 |
| 131 | Customer Accounts Specialist I | 6 | 6 | 5 | 178,255 | 5 | 165,860 | 5 | 165,860 |
| 118 | Customer Services Rep | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 541 | Deputy City Auditor | 1 | 1 | 1 | 63,710 | 1 | 66,061 | 1 | 66,061 |
| 538 | Director Of Audits | 1 | 1 | 1 | 82,347 | 1 | 85,384 | 1 | 85,384 |
| 827 | Financial Analyst | 0 | 1 | 1 | 42,836 | 1 | 44,939 | 1 | 44,939 |
| 245 | Hearings Clerk | 3 | 3 | 3 | 122,084 | 3 | 128,853 | 3 | 128,853 |
| 935 | Hearings Officer | 2 | 2 | 2 | 144,107 | 2 | 141,903 | 2 | 141,903 |
| 2544 | Information Systems Analyst IV | 1 | 1 | 1 | 64,969 | 1 | 67,746 | 0 | 0 |
| 2523 | Information Systems Tech II | 0 | 0 | 1 | 12,937 | 1 | 43,909 | 0 | 0 |
| 716 | Legal Advisor | 0 | 1 | 1 | 81,515 | 1 | 87,810 | 1 | 87,810 |
| 536 | Management Auditor | 2 | 3 | 3 | 132,835 | 3 | 146,183 | 3 | 146,183 |
| 100 | Office Support Specialist I | 0 | 1 | 1 | 29,994 | 1 | 31,096 | 1 | 31,096 |
| 102 | Office Support Specialist II | 0 | 2 | 2 | 65,753 | 3 | 97,833 | 3 | 97,833 |
| 104 | Office Support Specialist III | 0 | 3 | 3 | 109,887 | 2 | 76,322 | 2 | 76,322 |
| 966 | Program Coordinator | 1 | 2 | 2 | 108,994 | 2 | 117,021 | 2 | 117,021 |
| 968 | Program Manager I | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970 | Program Manager II | 2 | 2 | 3 | 152,187 | 4 | 254,614 | 4 | 254,614 |
| 964 | Program Specialist | 2 | 2 | 2 | 104,312 | 3 | 148,963 | 3 | 148,663 |
| 960 | Program Technician | 0 | 0 | 0 | 0 | 1 | 32,594 | 1 | 32,594 |
| 450 | Records Center Specialist | 0 | 0 | 0 | 0 | 2 | 56,732 | 2 | 56,732 |
| 850 | Risk Supervisor | 0 | 1 | 1 | 64,619 | 1 | 68,999 | 1 | 68,999 |
| 220 | Secretarial Clerk I | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 2 | 2 | 2 | 79,810 | 2 | 74,256 | 2 | 74,256 |
| 537 | Senior Management Auditor | 5 | 6 | 6 | 356,341 | 6 | 369,747 | 6 | 369,747 |
| **TOTAL FULL-TIME POSITIONS** | | **53** | **56** | **58** | **$ 2,756,952** | **65** | **$ 3,168,343** | **64** | **$ 3,117,654** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 5,698,279 | 95,000 | 5,793,279 | 59.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (1,558) | 0 | (1,558) | 0.0 | I/A cut Communications |
| | (317) | 0 | (317) | 0.0 | I/A ASR cut Risk |
| | (1,709) | 0 | (1,709) | 0.0 | I/A ASR cut Printing & Dist. |
| | (39,524) | 0 | (39,524) | 0.0 | I/A ASR cut BIT |
| | 374,085 | 0 | 374,085 | 5.0 | PIIAC Expansion |
| | 74,085 | 0 | 74,085 | 1.0 | PIIAC transfer from Mayor's Office |
| | (569) | 0 | (569) | 0.0 | ASR cut Purchasing |
| | (2,878) | 0 | (2,878) | 0.0 | I/A ASR cut Facilities |
| **Approved Budget Additions and Reductions** | | | | | |
| | 58,049 | 0 | 58,049 | 0.0 | HR Funding Conversion |
| | 60,966 | 0 | 60,966 | 1.0 | PIIAC Expansion |
| | (153,119) | 0 | (153,119) | (2.0) | Reduce IT Positions - ASR cut IT |
| | 153,119 | 0 | 153,119 | 0.0 | IT interagency Increase |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 520,630 | 0 | 520,630 | 5.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 6,313,909** | **64.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

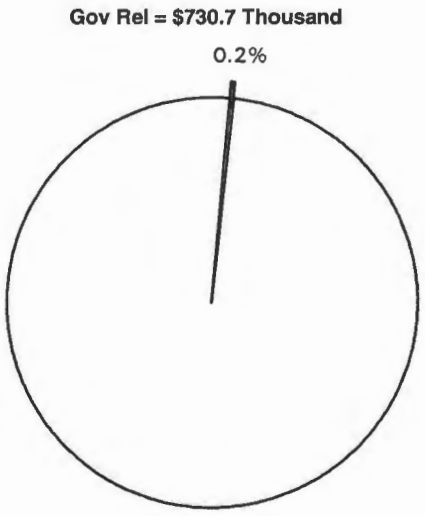
# Office of Government Relations

Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

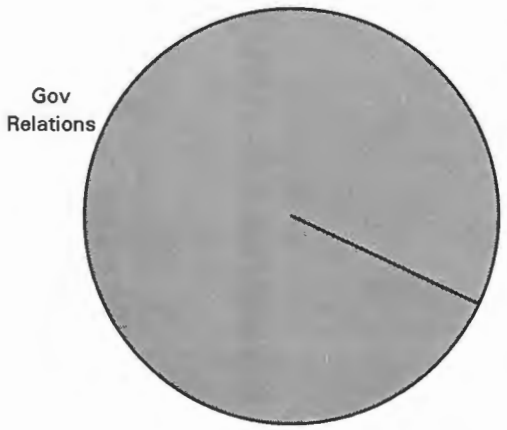
Marge Kafoury, Director

**Percent of General Fund**




**General Fund = $365.5 Million**

**Bureau Programs**

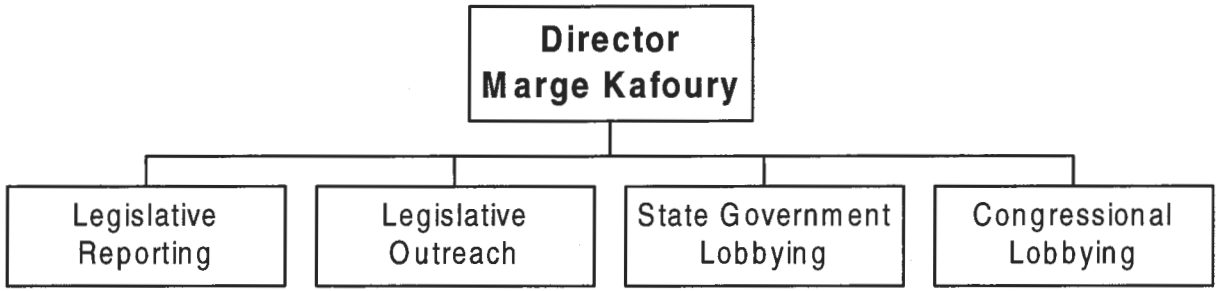



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 697,074 | 730,662 | 33,588 | 0.5% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 0 | 0 | 0 | 0.0% |
| **Total Cost with Allocated Overhead** | **$ 697,074** | **$ 730,662** | **$ 33,588** | **0.5%** |
| Authorized Full-Time Positions | 5 | 4 | -1 | -23.3% |

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

# Office Of Government Relations



# Bureau Summary

## BUREAU HIGHLIGHTS

**Overview**

This budget provides for representation of City Council issues by Government Relations in advancing City objectives with local government, State, and Congress. Government Relations continues to administer the City's Washington, D.C. lobbying contract. Government Relations will continue working to enhance and improve the Legislative Tracking System, incorporating bureau suggestions to make it easier for them to use. Government Relations is continuing the Council- directed outreach with the Oregon Legislative delegation throughout the state. Th e Office provides information and help with grants and appropriations for the City, monitors federal initiatives, and is liaison with national member associations.

**Funding**

The General Fund is the primary source of revenues for Government Relations with the balance coming from interagency funding from Transportation, Environmental Services, and Water.

# General Description

## Bureau Overview

**Organizational Description**

The Office of Government Relations provides government representation for all City bureaus and offices, the Mayor, and members of the City Council in advancing City objectives with the Congress, State Legislature and other governments. The Office also provides assistance to City Council members in achieving their outlined goals and objectives.

## Changes from Prior Year

This budget reflects a Legislative Session year for Government Relations. The office in Salem will be open, and staff will be spending more than six months in Salem lobbying on the City's behalf. In addition, staff will continue its travel to Washington, D.C. to lobby for increased appropriations to advance the Council's goals. Staff will also continue to travel around the State to further the Council Outreach Program with legislators outside the city of Portland Legislative Delegation area. Staff will continue regular meetings with the Portland Area delegation as well.

Government Relations will write the 2001 Legislative Session Package for Council approval.

# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

**Long-Term Goals**

The Office of Government Relations will continue with the Council Outreach Program and endeavor to establish working relationships with other jurisdictions located around the State.

**Management Objectives for FY 2001-02**

Government Relations will continue working with Oregon's Congressional Delegation on issues relative to the economic vitality of the city of Portland. The Office will also maintain the City's working relationships with legislators in keeping them apprised of City issues and areas of concern throughout the State.

## COUNCIL PRIORITIES

**Council Issues and Priorities**

The Office of Government Relations works for the entire City Council. Their goals become the goals of the Office.

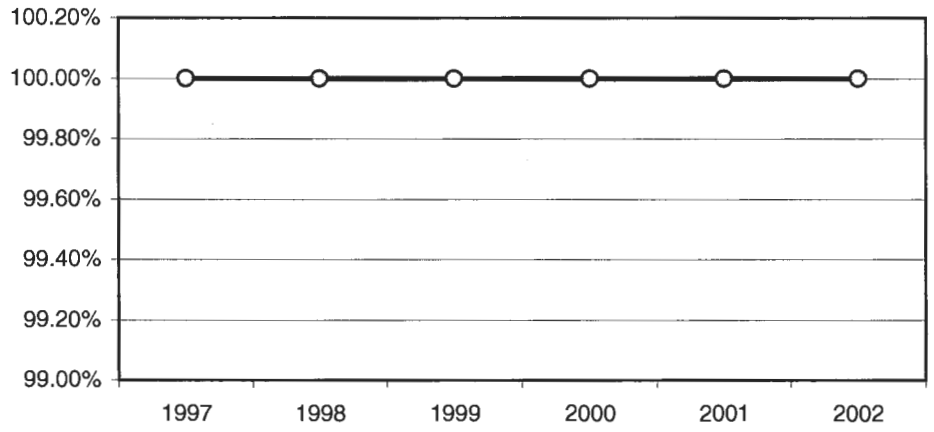
Government Relations currently works and will continue to work with Congress and the Legislature to advance the following Council goals which include but are not limited to:

- Affordable Housing
- Growth Management
- Support for Education Funding
- Economic Development
- Financial Stability for the City
- Adequate Funding for Police Officers and Public Safety Programs
- Clean Air and Water Quality
- Viable Transportation Systems
- Partner with State Legislators Outside Portland Area
- Funding for a Vital Central City

# Performance Measures

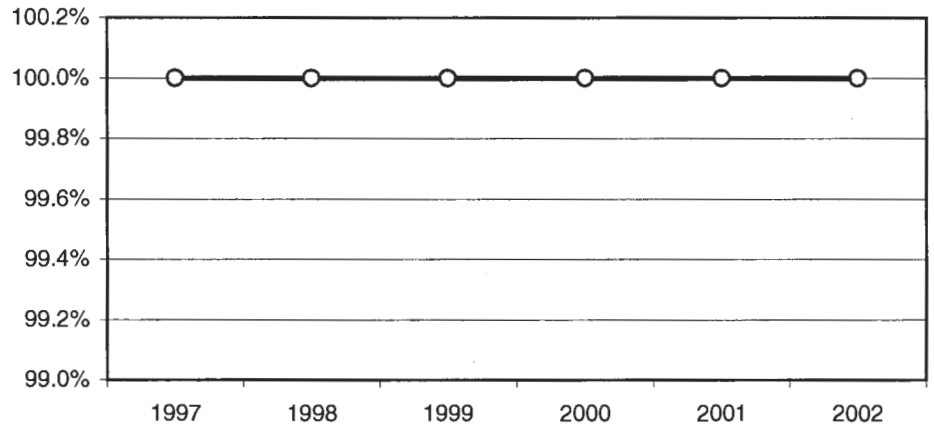
**Representation at Legislature**

- The Office of Government Relations will produce a Legislative Package before Legislative Sessions, and a Legislative Report after Sessions.



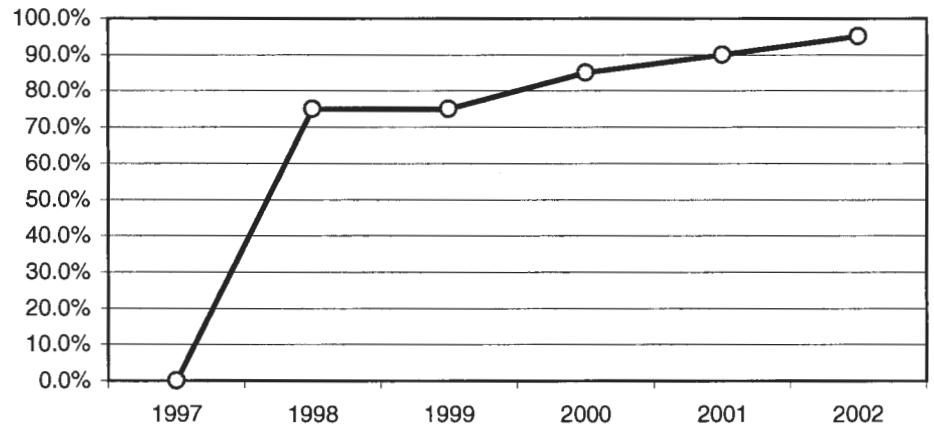

**City Representation at Congress**

- Government Relations continues to represent the City of Portland on issues before the U.S. Congress.



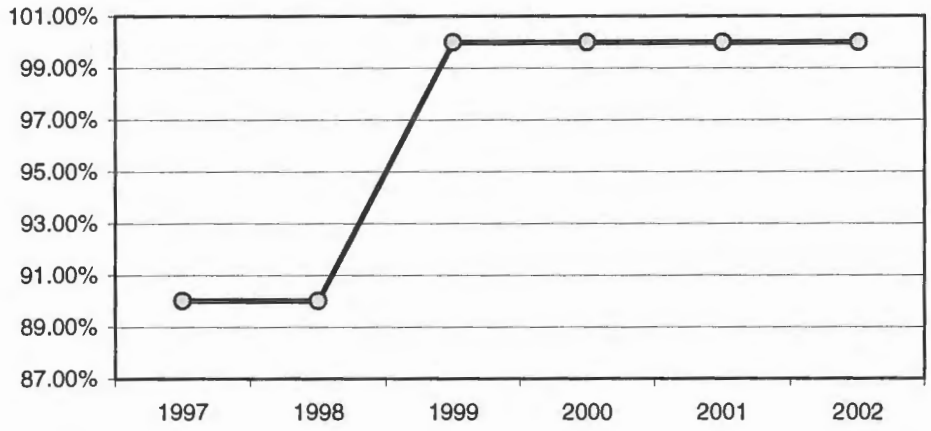

**Conference Attendance**

- Government Relations will conduct outreach efforts with non-Portland Legislators during Legislative Interims.



**Delegation Briefings**

- Legislative delegations are briefed by the Office of Government Relations.



| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **OFFICE OF GOVERNMENT RELATIONS** | | | | | | |
| **Government Relations** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.00 | $0.00 | | |
| **Government Relations** | | | | | | |
| **Workload** | | | | | | |
| Legislative Reporting | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Represent City with Congress | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Legislative Outreach | 0.0% | 75.0% | 75.0% | 85.0% | 90.0% | 95.0% |
| Brief Legislative Delegation on City Issues | 90.00% | 90.00% | 100.00% | 100.00% | 100.00% | 100.00% |

## Office of Government Relations AU 303

SUMMARY OF BUREAU BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 377,445 | 372,940 | 393,247 | 374,161 | 374,161 |
| External Materials and Services | 201,580 | 234,118 | 183,731 | 245,370 | 245,370 |
| Internal Materials and Services | 77,409 | 64,706 | 120,096 | 107,128 | 111,131 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 656,434 | 671,764 | 697,074 | 726,659 | 730,662 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 656,434** | **$ 671,764** | **$ 697,074** | **$ 726,659** | **$ 730,662** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 656,434 | 671,764 | 697,074 | 726,659 | 730,662 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 263,691 | 299,098 | 323,567 | 322,023 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 0 | 0 | 0 | 0 |
| Contract Revenues | | 0 | 0 | 0 | 0 |
| Interagency Revenues | | 41,970 | 43,390 | 43,390 | 43,390 |
| Program Revenue | | 0 | 0 | 0 | 0 |
| Overhead Revenues | | 366,103 | 354,586 | 359,702 | 365,249 |
| **Total Non-Discretionary Revenues** | | 408,073 | 397,976 | 403,092 | 408,639 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 671,764** | **$ 697,074** | **$ 726,659** | **$ 730,662** |
| **PROGRAMS** | | | | | |
| Government Relations | | 671,764 | 697,074 | 726,659 | 730,662 |
| *Positions* | | *4* | *5* | *4* | *4* |
| **TOTAL PROGRAMS** | | **$ 671,764** | **$ 697,074** | **$ 726,659** | **$ 730,662** |
| *Positions* | | ***4*** | ***5*** | ***4*** | ***4*** |
| *General Fund Discretionary Positions* | | ***2*** | ***2*** | ***2*** | ***2*** |

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.

## Office of Government Relations AU 303

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 247,878 | 238,944 | 282,968 | 279,219 | 279,219 |
| 512000 | Part-Time Employees | 10,480 | 1,812 | 10,800 | 0 | 0 |
| 517000 | Benefits | 88,187 | 93,258 | 99,479 | 94,942 | 94,942 |
| 518000 | Paid Absence | 30,900 | 38,926 | 0 | 0 | 0 |
| **Total Personnel Services** | | 377,445 | 372,940 | 393,247 | 374,161 | 374,161 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 142,000 | 182,400 | 150,400 | 155,000 | 155,000 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 2,100 | 0 | 0 | 4,000 | 4,000 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 105 | 0 | 0 | 3,000 | 3,000 |
| 531000 | Office Supplies | 3,253 | 2,868 | 3,500 | 4,500 | 4,500 |
| 532000 | Operating Supplies | 0 | 0 | 0 | 0 | 0 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 9,739 | 1,745 | 367 | 8,500 | 8,500 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 3,844 | 3,213 | 3,000 | 3,500 | 3,500 |
| 541000 | Education | 320 | 530 | 0 | 0 | 0 |
| 542000 | Local Travel | 8,361 | 3,466 | 7,500 | 8,500 | 8,500 |
| 543000 | Out-of-Town Travel | 9,916 | 12,628 | 11,500 | 16,000 | 16,000 |
| 544000 | Space Rental | 8,813 | 8,813 | 0 | 20,000 | 20,000 |
| 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 | 13,129 | 18,455 | 7,464 | 22,370 | 22,370 |
| **Total External Materials and Services** | | 201;580 | 234,118 | 183,731 | 245,370 | 245,370 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 8,817 | 6,239 | 16,560 | 0 | 0 |
| 552000 | Printing & Distribution | 2,432 | 3,411 | 3,729 | 3,643 | 3,643 |
| 553000 | Facilities Services | 24,286 | 26,019 | 26,487 | 27,569 | 27,569 |
| 554000 | Communications Services | 13,270 | 12,091 | 12,106 | 11,107 | 11,107 |
| 555000 | Data Processing Services | 20,272 | 8,314 | 50,510 | 54,309 | 54,309 |
| 556000 | Insurance | 8,332 | 8,632 | 10,704 | 10,500 | 10,500 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 4,003 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 77,409 | 64,706 | 120,096 | 107,128 | 111,131 |
| **Total Materials and Services** | | 278,989 | 298,824 | 303,827 | 352,498 | 356,501 |
| **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** | | **$ 656,434** | **$ 671,764** | **$ 697,074** | **$ 726,659** | **$ 730,662** |

## Office of Government Relations AU 303

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 230 | Administrative Secretary | 1 | 0 | 1 | 16,520 | 0 | 0 | 0 | 0 |
| 807 | Government Relations Assistant | 1 | 1 | 1 | 49,296 | 1 | 51,126 | 1 | 51,126 |
| 810 | Government Relations Director | 1 | 1 | 1 | 91,229 | 1 | 94,598 | 1 | 94,598 |
| 808 | Government Relations Lobbyist | 2 | 2 | 2 | 125,923 | 2 | 133,495 | 2 | 133,495 |
| **TOTAL FULL-TIME POSITIONS** | | **5** | **4** | **5** | **$ 282,968** | **4** | **$ 279,219** | **4** | **$ 279,219** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 727,534 | 0 | 727,534 | 4.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (19) | 0 | (19) | 0.0 | I/A ASR cut BIT |
| | (205) | 0 | (205) | 0.0 | I/A ASR cut Communications |
| | (385) | 0 | (385) | 0.0 | ASR cut Financial Mgmt. |
| | (47) | 0 | (47) | 0.0 | I/A ASR cut Printing & Dist. |
| | (190) | 0 | (190) | 0.0 | ASR cut Purchasing |
| | (53) | 0 | (53) | 0.0 | I/A ASR cut Risk Mgmt |
| | (69) | 0 | (69) | 0.0 | I/A ASR Facilities |
| | 93 | 0 | 93 | 0.0 | I/A Facilities - Daycare |
| **Approved Budget Additions and Reductions** | | | | | |
| | 4,003 | 0 | 4,003 | 0.0 | HR Funding Conversion |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 3,128 | 0 | 3,128 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 730,662** | **4.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

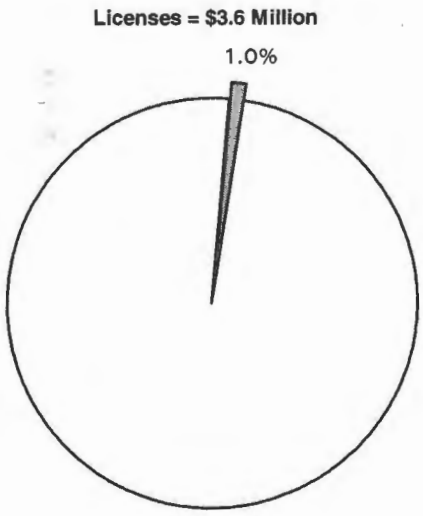
# Bureau of Licenses

Legislative, Administrative and Support Services Service Area

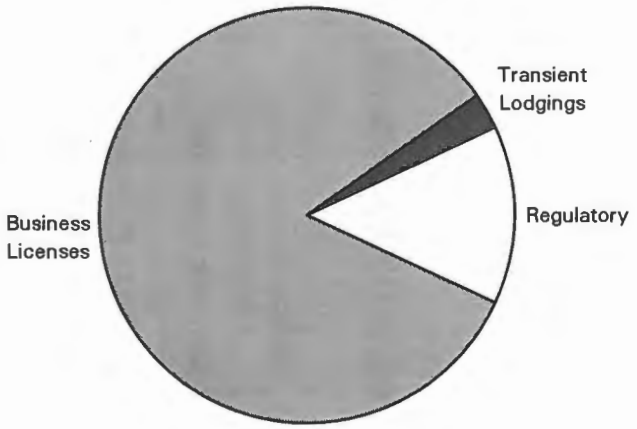
Jim Francesconi, Commissioner-in-Charge

Jim Wadsworth, Director

**Percent of General Fund**




**Bureau Programs**

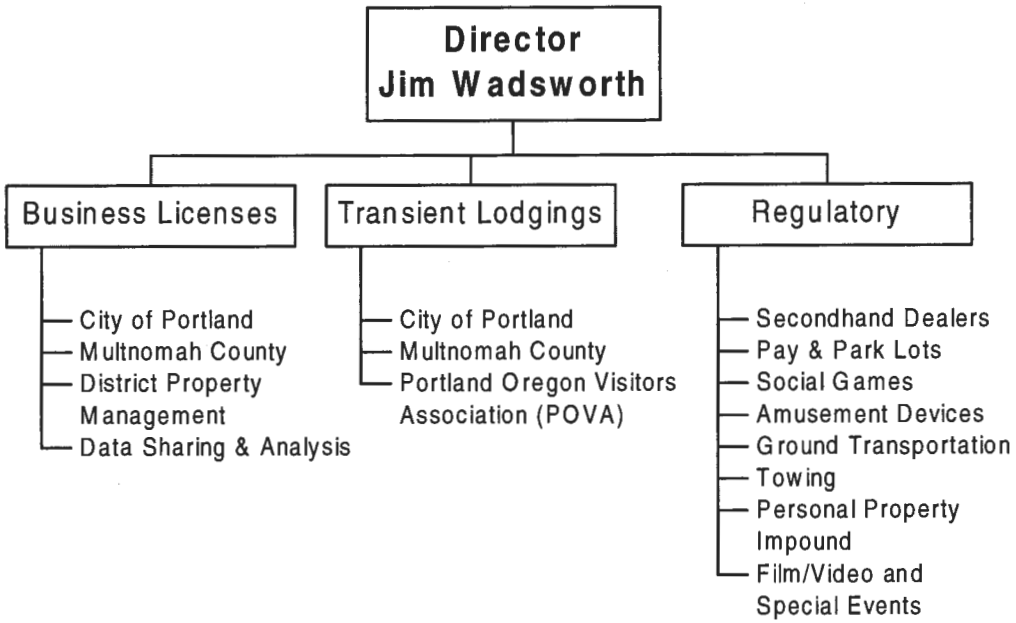



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 3,680,279 | 3,640,622 | -39,657 | -5.1% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 196,774 | 260,202 | 63,428 | 26.8% |
| **Total Cost with Allocated Overhead** | **$ 3,877,053** | **$ 3,900,824** | **$ 23,771** | **-3.5%** |
| Authorized Full-Time Positions | 46 | 40 | -6 | -16.6% |

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

# Bureau Of Licenses



# Bureau Summary

## Bureau Mission

Help create an environment in which people in our neighborhoods, businesses, government and other agencies work together through common sense licensing, regulation, and revenue collection to promote public safety, support business, and enhance the livability and economic vitality of Portland and surrounding communities.

## Bureau Highlights

### Overview

The major focus of the Bureau of Licenses is to identify, license, collect, and audit a variety of license and regulatory fees and taxes paid by citizens, visitors and businesses in the city of Portland and Multnomah County, and national and international businesses doing business in Portland and/or Multnomah County.

### Operations

To meet this objective, the Bureau will continue to incorporate information technology to automate many functions and improve the response time, accuracy, and cost effectiveness of customer service. An example is the recently developed business portal, WWW: BUSINESSINPORTLAND.ORG, developed in partnership with OECDD to provide information and access to government services to business.

During FY 2001-02 the Bureau will focus on:

- Continue to expand the capabilities of the Business License Information System (BLIS) to improve productivity.
- Use the Internet to enhance filing for tax and fee payers.
- Continue efforts to develop electronic filing and funds transfer capabilities through BLIS and e-commerce.
- Enhance the Internet business portal for business owners that currently do business or want to start doing business in Portland. Assistance includes referral to existing services available from the City, County, State, and non-for-profits, and information on how to begin doing business in Portland.

### Total Revenue Collection

In FY 2001-02, the Bureau will collect an estimated $119.7 million in revenues for the City, Multnomah County and other agencies.

# General Description

## Bureau Overview

### Organizational Description

The Bureau has three major program areas:

**Revenue Collection**

The revenue collection program area includes the Business License program through which the consolidated Portland Business License/Multnomah County Business Income Tax is collected. This area also includes the Transient Lodgings and Property Management programs.

**Event Coordination**

The Bureau coordinates with other bureaus and agencies in issuing permits for special events such as parades and runs, film and video projects and other similar types of events within the city limits that require street closures.

**Business Regulation**

Licenses administers regulatory programs which monitor the activities of towing, taxi transportation, pay and park lots, second-hand dealers, amusement devices and social games.

## Major Issues

### Economic Impact

The biggest challenge facing the Bureau of Licenses in FY 2001-02 will be maintaining service levels and revenue collection for the City and County in light of domestic and international fiscal downturns and mergers. Not only do these factors generally weaken revenue collections, but they also can add confusion and uncertainty within the customer base.

### Small Business Support

In cooperation with the Portland Development Commission and members of the business community, the Bureau will continue to enhance small business support through defining links to existing services and identifying possible new services and service delivery methods.

### Workload

The Bureau expects that audit, collection, customer service and IT support staff will face increased workloads in helping customers comply with requirements of the Bureau's programs and because of continuing enhancements in the computer system and service improvement. However, as processes are further streamlined and re-engineered, and technology used to perform routine functions, staff should have increased capacity for customer service, handling of exceptions, and improved collections.

There will also be an increase in the Taxi Program to regulate executive cars and shuttle vans as requested by Council. The Bureau will partner with the Portland Office of Transportation to provide increased enforcement. The Port of Portland and Tri-Met will also be approached for similar enforcement partnership opportunities.

## RECENT TRENDS

## CHANGES FROM PRIOR YEAR

There are three significant changes from the prior year's budget.

**Enhance Revenue Collection Capacity**

Funding in FY 2000-01 allowed additional programming and development of the Business License Information System (BLIS), and the addition of three full-time revenue collecting employees. Administrative Service Review cuts reduced the expected number additional full time revenue collecting employees by 1.5 positions.

**Service Improvement Initiative Efforts**

The Bureau is in the third year of efforts to improve staff and organizational proficiency and better serve its many and varied customers. All management and staff are being trained in applying the principles of performance measurement, project planning and management, process improvement, activity-based costing, and resource and organizational realignment to enhance service delivery and increase interacting with and availability of information to the public and other agencies.

**Business Assistance Referral**

A recent survey conducted by the Bureau indicated that businesses would like to know and readily access services already available to better and more easily operate a business in the city of Portland. In response, the Bureau has partnered with other City and State agencies to develop a one-stop resource information and referral web portal to assist businesses. The portal BUSINESSINPORTLAND.ORG has been implemented, and will be further enhanced during the next fiscal year.

## FUNDING SOURCES

Funding for the Bureau's programs comes from fees collected to regulate specific business activities such as the towing of vehicles requested by the City, the County or the Portland Airport, second-hand dealers, and taxicab and other for-hire ground transportation.

Additional funding is provided by agencies outside the City that contract with the Bureau to collect revenues for programs, such as Multnomah County Business Income Tax, Convention & Tourism and the Downtown and Lloyd Business Improvement Districts.

The Bureau also partners with other jurisdictions on specific projects (i.e. the business portal) to improve service delivery and quality of services.

The majority of funding for Bureau operations comes from the General Fund.

# Strategic Direction

## VISION AND VALUES

### Values

The Bureau of Licenses is committed to the following values as a means to accomplish its assigned mission:

- **Innovation:** Actively seeking better ways to solve problems and provide services.
- **Flexibility:** Being adaptable to changes in how we do our jobs.
- **Quality Service:** Being courteous, friendly, caring, accurate, efficient, timely, respectful and accessible to customers and co-workers.
- **Diversity:** Being equitable, inclusive and respectful of different cultures, languages and the unique nature of individuals.
- **Professionalism:** Having integrity and honesty, and being well trained and competent, helpful, knowledgeable, respectful, hard working, and conscientious.

## MANAGEMENT GOALS & OBJECTIVES

In FY 1999-00, the Bureau of Licenses reviewed how it has been doing business and the internal environment in which it operates. As part of the process, goals were set for the next three years. The Bureau is in its third year of accomplishing the following goals:

- Realign staff resources by functions (FY 00-01) and define and implement a system to measure bureau processes, outcomes, successes and improvements (completed in FY 01-02).
- Reevaluate all represented and support positons in the Bureau reflective of the completed realignment by functions.
- Continue information technology development, systems enhancements and requirements, and data sharing.
- Enhance all staff information technology proficiency and continue to identify and implement training plans to maintain a highly skilled, technologically proficient, TQM capable and knowledgeable workforce.
- Continue to identify marketing strategies for Bureau data, services, knowledge, skills and abilities to position the bureau to develop new programs, clients and revenue collection opportunities.

## COUNCIL PRIORITIES

### Council Issues and Priorities

**Small Business Assistance**

The Bureau (in collaboration with the bureaus of Purchases and Housing and Community Development, Portland Development Commission, the Commissioners' staff, and OECDD) has developed a small business support proposal that involved City bureaus and outside agencies and associations. The Bureau developed a web portal for businesses and citizens to access information, services and assistance available from the City, County, State and non-profits. The Portland Development Commission will be the lead agency for the City in FY 2001-02 in implementing a business assistance and support program that will span City services.

**Business Improvement Districts**

The Bureau will assist in developing and administering business improvement districts (BID) throughout the city. Two existing BIDs are operational and several others are considering formation.

**For-Hire Ground Transportation**

To provide innovative, cost effective and common sense regulations, the Bureau continues to work with representatives of the Port of Portland, Portland Oregon Visitors Association, Tri-Met, the taxi and for-hire ground transportation and towing industries, and citizens to promote service quality standards and ensure public safety.

# Overview of Programs

## Business Licenses

Through the Business License program, the Bureau collects and audits a variety of business license fees and taxes paid by businesses in the City of Portland and Multnomah County. The largest of these is the consolidated Portland Business License/Multnomah County Business Income Tax (MCBIT).

*In FY 2001-02, Business license and income tax for the City and County will total $85 million.*

Business License revenue is the second largest source of General Fund resources for the City with receipts expected exceed $50 million in FY 2001-02. Additionally $35 million is anticipated to be collected for the County during the next fiscal year.

Program staff use computer and data-matching technology to identify businesses subject to the business license law and MCBIT, collect accounts, maintain accurate records, audit accounts for accuracy and help businesses comply with the law.

For budget purposes, this program includes the Downtown Property Management Program.

## Regulatory Programs

The Regulatory program involves investigating, monitoring, and issuing various regulatory permits. Regulatory programs include second-hand dealers, pay and park lots, social games, amusement devices, taxicabs and other for-hire ground transportation, and towing companies.

Regulation of the liquor licensing endorsement program was moved to the Police Bureau and Office of Neighborhood Involvement in FY 2000-01. The Bureau of Licenses will continue to collect the revenues.

Under intergovernmental agreements, this program also administers contract towing for Portland International Airport and Multnomah County Sheriff's Office.

As a result of the functional realignment, in FY2001-02 Film/Video and Special Event Coordination will move to the Regulatory section.

## Transient Lodgings

The program includes identifying operators subject to the tax, collecting fees, auditing accounts for accuracy, maintaining records, and assisting operators in paying the tax.

The Bureau continues to collect this tax for Multnomah County within the boundaries of Portland. The County added a 2.5% increase to fund the Convention Center expansion and the Civic Stadium (PGE Park) renovation. The Bureau began collecting this increase in April, 2000. The Bureau will pursue the collection of *all* Multnomah County transient lodging taxes beginning in 2002.

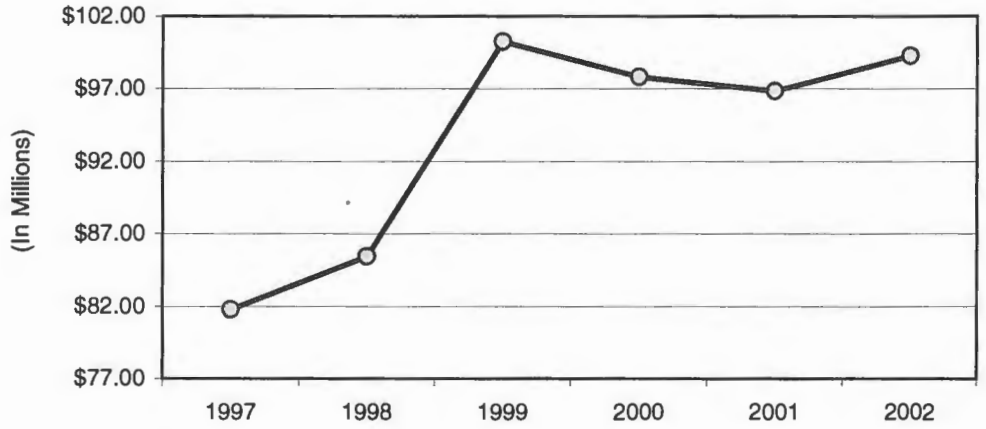
*The transient lodgings tax will provide $13 million to the General Fund in FY 2001-02.*

In total, the transient lodgings tax generates over $22 million annually for distribution to the City and Multnomah County. The Transient Lodgings Tax Program is the fourth largest source of General Fund revenue for the City, with receipts expected to exceed $13 million in FY 2001-02. This program also provides approximately $2 million in funding for POVA to support tourism activity.

# Performance Measures

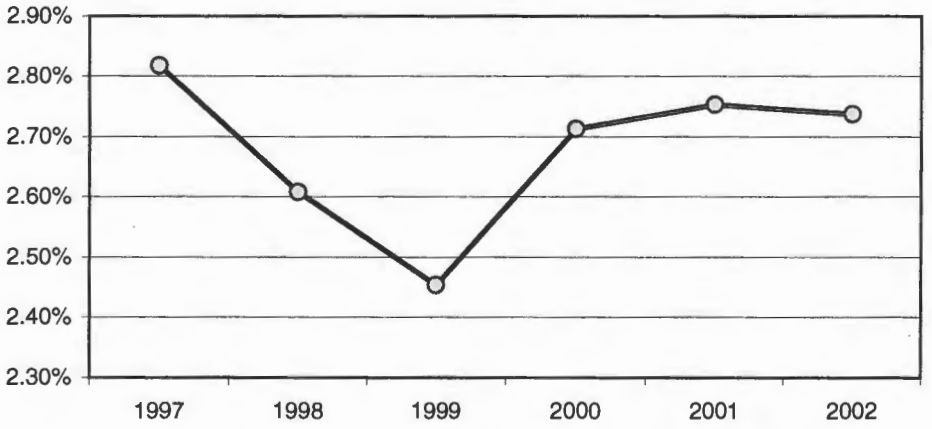
**Business Licenses Total Revenue Collected**

- The FY 1999 increase was due to a one-time only surcharge applied to MCBIT payers to support schools.
- Portland's local economy grew in past years, but has leveled off in recent years.



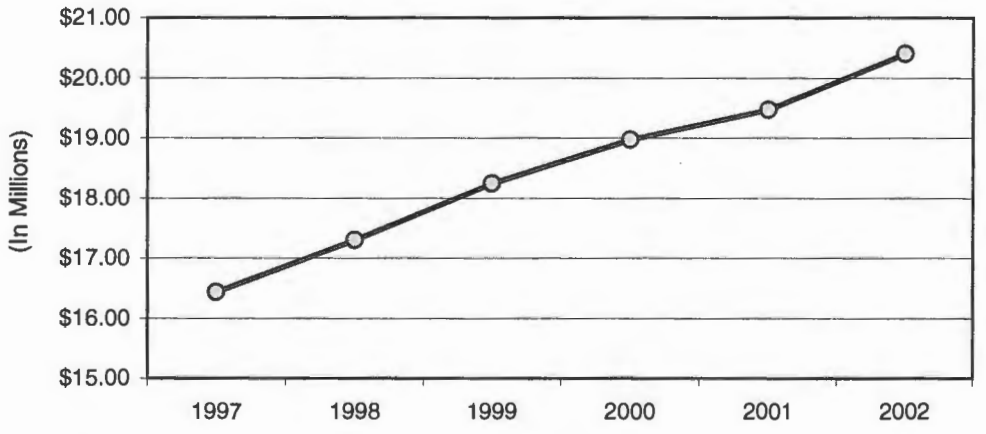

**Expenses as a Percent of Revenue**

- Increases are primarily associated with the Business License Information System application development project.



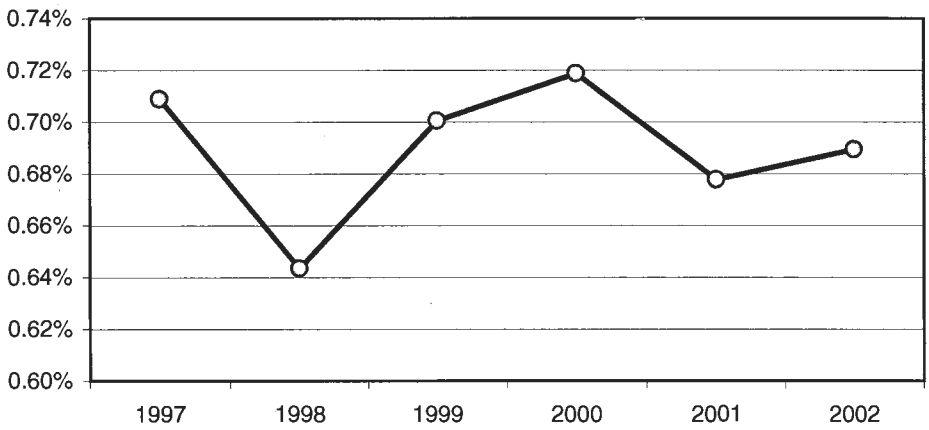

**Transient Lodging Tax Collected**

- In April, 2000, Multnomah County temporarily added 2.5% tax for the expansion of the Convention Center and renovation of Civic Stadium.

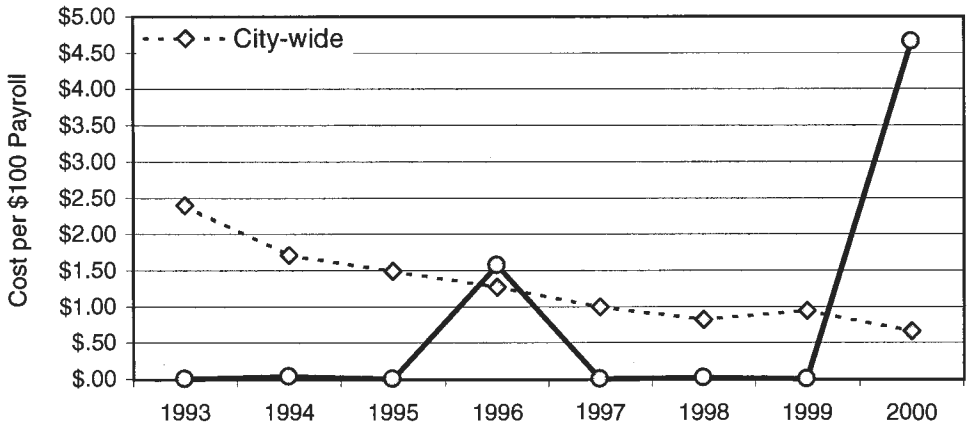


## Transient Lodgings - Expenses as % of Revenues

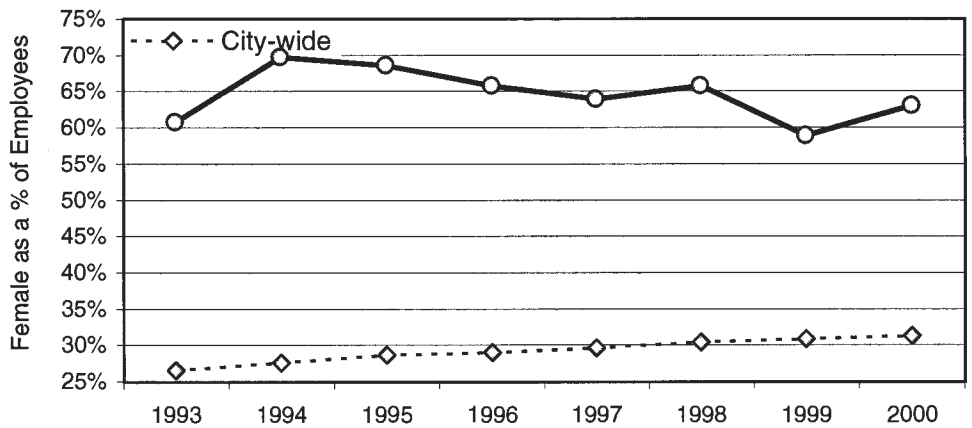
- These ratios reflect Transient Lodging Taxes, collected quarterly, from approximately 187 hotels and motels in Portland and transient lodgings in the County, and from Convention & Tourism.
- In FYs 1998-99 the allocation of expenses was changed to better reflect the activity of the program.
- In FY 2001, the County's temporary 2.5% tax increase has reduced the expense ratio.




## 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 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **BUREAU OF LICENSES** | | | | | | |
| **Affirmative Action Measures** | | | | | | |
| Female Employees as a Percent of Total | 63.9% | 65.7% | 58.8% | 63.2% | | |
| Minority Employees as a Percent of Total | 13.9% | 14.3% | 14.7% | 15.8% | | |
| **Bureau of Licenses** | | | | | | |
| **Risk Data** | | | | | | |
| General Liability Claims per 200,000 Hours Worked | 0.00 | 0.00 | 2.94 | 2.96 | | |
| Worker's Comp Claims per 200,000 Hours Worked | 0.00 | 6.10 | 0.00 | 2.96 | | |
| Fleet Claims per 100,000 Miles Driven | 0.00 | 0.00 | 0.00 | 0.00 | | |
| Fleet Claims Cost per 100,000 Miles Driven | $0 | $0 | $0 | $0 | | |
| General Liability Claims Cost per $100 Payroll | $0.00 | $0.00 | $0.35 | $0.00 | | |
| Worker's Comp Claims Cost per $100 Payroll | $0.00 | $0.02 | $0.00 | $4.66 | | |
| **Business Licenses** | | | | | | |
| **Workload** | | | | | | |
| Business Licenses - No. of Monetary Transactions | 54,991 | 174,808 | 179,698 | 163,645 | 173,470 | 176,470 |
| **Effectiveness** | | | | | | |
| Business Licenses -- Total Revenue Collected | $81.77 | $85.44 | $100.25 | $97.82 | $96.86 | $99.26 |
| **Efficiency** | | | | | | |
| Business Licenses - % Expenses are of revenue | 2.82% | 2.61% | 2.45% | 2.71% | 2.75% | 2.74% |
| **Regulatory Programs** | | | | | | |
| **Workload** | | | | | | |
| Regulatory Permits - No. of Permits | 7,020 | 6,806 | 6,705 | 3,972 | 1,820 | 2,020 |
| **Effectiveness** | | | | | | |
| Regulatory - Length of Time Handling Liquor Apps | 56 | 56 | 42 | 42 | NA | NA |
| **Efficiency** | | | | | | |
| Regulatory - % of Expenses per Permit | 1.4872% | 1.5370% | 1.7101% | 0.8305% | 0.3513% | 0.3604% |
| **Transient Lodgings** | | | | | | |
| **Workload** | | | | | | |
| Transient Lodging - No. of Hotel/Motel Audits Performed | 25 | 27 | 26 | 19 | 25 | 25 |
| **Effectiveness** | | | | | | |
| Transient Lodging Tax Collected | $16.42 | $17.30 | $18.24 | $18.97 | $19.46 | $20.40 |
| **Efficiency** | | | | | | |
| Transient Lodging % Expenses are of Revenue | 0.71% | 0.64% | 0.70% | 0.72% | 0.68% | 0.69% |

## Bureau of Licenses AU 316

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 2,258,213 | 2,244,456 | 2,709,761 | 2,784,935 | 2,590,065 |
| External Materials and Services | 242,810 | 325,954 | 337,248 | 158,931 | 186,913 |
| Internal Materials and Services | 478,090 | 564,621 | 633,270 | 624,041 | 863,644 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 2,979,113 | 3,135,031 | 3,680,279 | 3,567,907 | 3,640,622 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 2,979,113** | **$ 3,135,031** | **$ 3,680,279** | **$ 3,567,907** | **$ 3,640,622** |
| Allocated Overhead | 229,013 | 459,004 | 196,774 | 285,191 | 260,202 |
| **Total Cost with Allocated Overhead** | 3,208,126 | 3,594,035 | 3,877,053 | 3,853,098 | 3,900,824 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 1,921,470 | 2,372,769 | 2,386,484 | 2,459,199 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 0 | 45,000 | 0 | 0 |
| Contract Revenues | | 563,273 | 627,978 | 564,253 | 564,253 |
| Interagency Revenues | | 52,967 | 54,662 | 56,850 | 56,850 |
| Program Revenue | | 597,321 | 579,870 | 560,320 | 560,320 |
| **Total Non-Discretionary Revenues** | | 1,213,561 | 1,307,510 | 1,181,423 | 1,181,423 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 3,135,031** | **$ 3,680,279** | **$ 3,567,907** | **$ 3,640,622** |
| 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** | | | | | |
| Business Licenses | | 2,606,869 | 3,067,953 | 2,964,475 | 3,037,190 |
| *Positions* | | *34* | *39* | *36* | *34* |
| Regulatory Programs | | 462,820 | 526,595 | 510,600 | 510,600 |
| *Positions* | | *7* | *6* | *6* | *6* |
| Transient Lodgings | | 65,342 | 85,731 | 92,832 | 92,832 |
| *Positions* | | *1* | *1* | *1* | *1* |
| Property Management | | 0 | 0 | 0 | 0 |
| *Positions* | | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 3,135,031** | **$ 3,680,279** | **$ 3,567,907** | **$ 3,640,622** |
| *Positions* | | ***42*** | ***46*** | ***42*** | ***40*** |
| *General Fund Discretionary Positions* | | ***33*** | ***36*** | ***34*** | ***32*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 1,349,200 | 1,356,623 | 1,925,253 | 2,028,116 | 1,878,762 |
| 512000 | Part-Time Employees | 53,756 | 45,551 | 30,264 | 34,204 | 34,204 |
| 514000 | Overtime | 7,006 | 10,253 | 0 | 0 | 0 |
| 515000 | Premium Pay | 0 | 11 | 0 | 0 | 0 |
| 517000 | Benefits | 581,077 | 590,433 | 754,244 | 722,615 | 677,099 |
| 518000 | Paid Absence | 267,174 | 241,585 | 0 | 0 | 0 |
| **Total Personnel Services** | | 2,258,213 | 2,244,456 | 2,709,761 | 2,784,935 | 2,590,065 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 25,721 | 20,796 | 14,950 | 0 | 0 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 3,780 | 4,540 | 5,507 | 3,800 | 3,800 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 27,170 | 84,037 | 213,550 | 42,800 | 68,600 |
| 531000 | Office Supplies | 29,457 | 58,319 | 15,844 | 22,672 | 26,054 |
| 532000 | Operating Supplies | 46,009 | 51,496 | 40,852 | 18,000 | 18,000 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 65,363 | 49,851 | 0 | 20,000 | 20,000 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 0 | 0 | 0 | 0 | 0 |
| 541000 | Education | 31,244 | 46,249 | 15,550 | 20,000 | 24,500 |
| 542000 | Local Travel | 5,218 | 4,800 | 28,745 | 29,159 | 23,459 |
| 543000 | Out-of-Town Travel | 0 | 2,056 | 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 | 8,848 | 3,810 | 2,250 | 2,500 | 2,500 |
| **Total External Materials and Services** | | 242,810 | 325,954 | 337,248 | 158,931 | 186,913 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 0 | 0 | 0 | 0 | 0 |
| 552000 | Printing & Distribution | 86,633 | 83,674 | 74,837 | 91,155 | 91,155 |
| 553000 | Facilities Services | 201,184 | 324,862 | 285,283 | 288,633 | 288,633 |
| 554000 | Communications Services | 37,503 | 46,895 | 45,010 | 51,365 | 51,365 |
| 555000 | Data Processing Services | 49,477 | 61,662 | 48,903 | 47,156 | 247,726 |
| 556000 | Insurance | 39,095 | 40,503 | 52,254 | 51,532 | 51,532 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 2,250 | 4,275 | 5,000 | 5,000 | 133,233 |
| 559000 | Other Fund Services | 61,948 | 2,750 | 121,983 | 89,200 | 0 |
| **Total Internal Materials and Services** | | 478,090 | 564,621 | 633,270 | 624,041 | 863,644 |
| **Total Materials and Services** | | 720,900 | 890,575 | 970,518 | 782,972 | 1,050,557 |
| **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** | | **$ 2,979,113** | **$ 3,135,031** | **$ 3,680,279** | **$ 3,567,907** | **$ 3,640,622** |

## Bureau of Licenses AU 316

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 926 | Administrative Services Manager | 0 | 0 | 1 | 58,808 | 1 | 65,302 | 1 | 65,302 |
| 815 | Administrative Specialist | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 922 | Administrative Supervisor II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2532 | Applications Analyst II | 0 | 1 | 2 | 90,896 | 2 | 100,739 | 2 | 100,739 |
| 2534 | Applications Analyst IV | 1 | 1 | 1 | 53,343 | 1 | 62,754 | 1 | 62,754 |
| 535 | Assistant Management Auditor | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2220 | Assistant Regulatory Specialist | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 114 | Clerical Specialist | 9 | 9 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2202 | Code Specialist II | 0 | 0 | 10 | 377,970 | 7 | 292,116 | 7 | 289,338 |
| 2204 | Code Specialist III | 0 | 0 | 1 | 43,722 | 1 | 43,727 | 1 | 43,727 |
| 2207 | Code Specialist, Lead | 0 | 0 | 1 | 32,829 | 2 | 93,318 | 2 | 93,318 |
| 2210 | Field Representative | 6 | 6 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2211 | Field Representative II | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2543 | Information Systems Analyst III | 0 | 0 | 1 | 43,536 | 1 | 69,883 | 0 | 0 |
| 2550 | Information Systems Manager | 0 | 0 | 0 | 0 | 1 | 79,471 | 0 | 0 |
| 2523 | Information Systems Tech II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2213 | License Bureau Director | 1 | 1 | 1 | 86,653 | 1 | 92,461 | 1 | 92,461 |
| 536 | Management Auditor | 3 | 3 | 4 | 200,200 | 4 | 226,733 | 4 | 229,510 |
| 100 | Office Support Specialist I | 0 | 0 | 0 | 0 | 1 | 27,380 | 1 | 27,380 |
| 102 | Office Support Specialist II | 0 | 0 | 11 | 319,090 | 10 | 336,256 | 10 | 336,256 |
| 104 | Office Support Specialist III | 0 | 0 | 2 | 68,358 | 2 | 74,095 | 2 | 74,096 |
| 2545 | Principal Info Systems Analyst | 1 | 1 | 1 | 63,478 | 0 | 0 | 0 | 0 |
| 966 | Program Coordinator | 0 | 0 | 0 | 0 | 1 | 52,215 | 1 | 52,215 |
| 968 | Program Manager I | 5 | 5 | 4 | 189,658 | 3 | 186,013 | 3 | 186,013 |
| 964 | Program Specialist | 1 | 1 | 1 | 54,586 | 1 | 58,067 | 1 | 58,067 |
| 2222 | Regulatory Program Administrator | 4 | 4 | 4 | 178,416 | 3 | 167,586 | 3 | 167,586 |
| 7494 | Sr Community Relation Specialist | 0 | 0 | 1 | 63,710 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **41** | **42** | **46** | **$ 1,925,253** | **42** | **$ 2,028,116** | **40** | **$ 1,878,762** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 3,613,103 | 0 | 3,613,103 | 42.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (1,593) | 0 | (1,593) | 0.0 | Communications ASR Reductions |
| | (1,222) | 0 | (1,222) | 0.0 | IT ASR Reduction |
| | (1,276) | 0 | (1,276) | 0.0 | Printing & Distribution ASR Reductions |
| | (243) | 0 | (243) | 0.0 | Risk Management ASR Reductions |
| | (6,231) | 0 | (6,231) | 0.0 | Facilities ASR Reductions |
| | (949) | 0 | (949) | 0.0 | Purchasing ASR Reduction |
| | (33,682) | 0 | (33,682) | 0.0 | Financial Management ASR Reduction |
| **Approved Budget Additions and Reductions** | | | | | |
| | 39,033 | 0 | 39,033 | 0.0 | HR Funding Conversion |
| | 33,682 | 0 | 33,682 | 0.0 | Add-back Fin Mgmt ASR cut |
| | 0 | 0 | 0 | (2.0) | Transfer 2 Positions to BIT |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 27,519 | 0 | 27,519 | (2.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 3,640,622** | **40.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 52,000 | 0 | 52,000 | 0.0 | Restore External M&S |
| | | | **$ 52,000** | **0.0** | Total Decision Packages Not Funded |


CITY OF PORTLAND OREGON
1851

# Office of Management and Finance

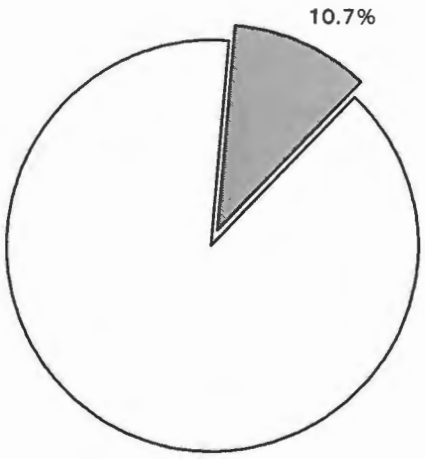
Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

Timothy Grewe, Chief Administrative Officer

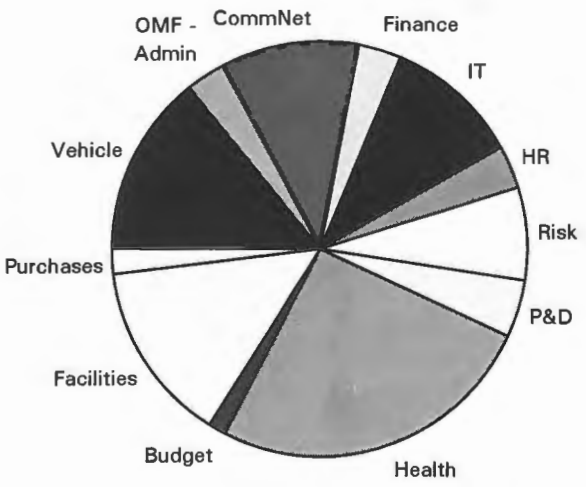
**Percent of City Budget**

**OMF = $155.3 Million**




**City Budget = $1.45 Billion**

**Bureau Divisions**

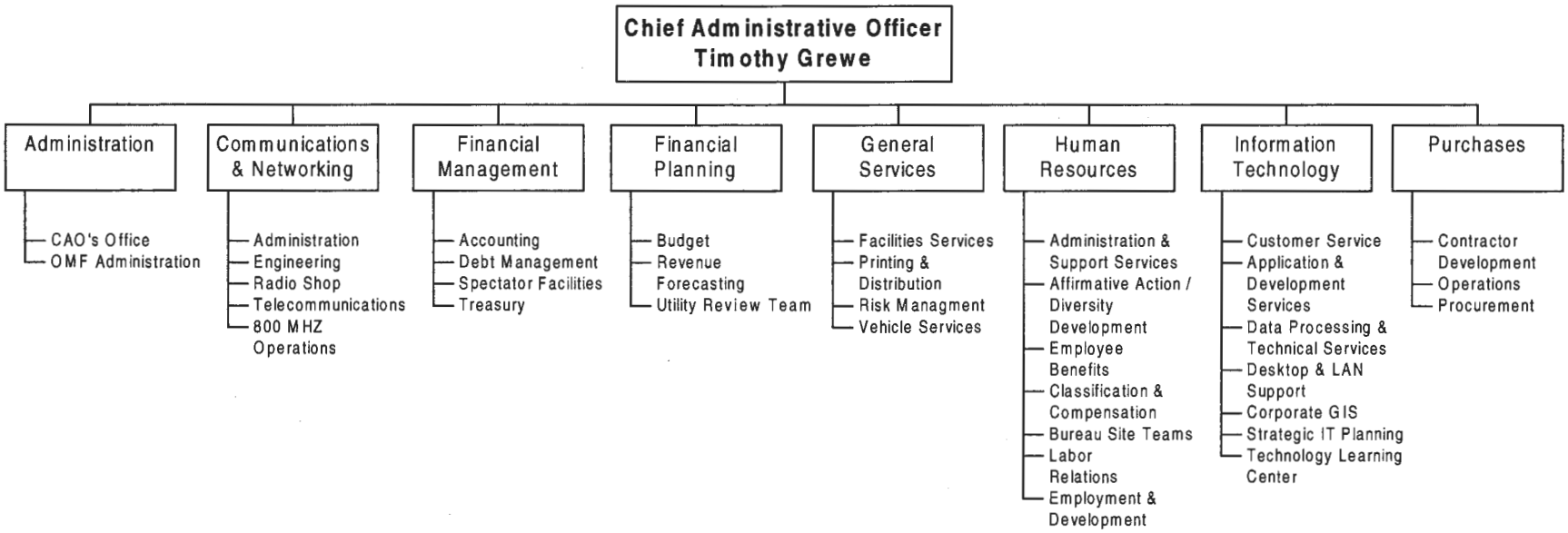



## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 120,901,678 | 139,367,991 | 18,466,313 | 10.5% |
| Capital | 20,248,458 | 15,890,902 | -4,357,556 | -24.7% |
| Allocated Overhead Costs | 2,140,490 | 2,271,099 | 130,609 | 1.7% |
| **Total Cost with Allocated Overhead** | **$ 143,290,626** | **$ 157,529,992** | **$ 14,239,366** | **5.4%** |
| Authorized Full-Time Positions | 406 | 518 | 112 | 22.3% |

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

# Office of Management and Finance



# Bureau Summary

## Bureau Mission

The Office of Management and Finance provides visionary stewardship of the City's human, financial, capital, information technology resources and general facilities and equipment assets through timely, quality, cost-effective internal support services, which enable the City to provide excellent leading edge, direct services to citizens. All of these functions help to make Portland a better community in which to live.

The Office of Management and Finance has established the following goals:

To expand and improve information and services, with a focus on customer satisfaction.

To foster teamwork, personal development, and organizational excellence.

To provide high quality support to the City Council, City operations, and City employees.

To assist the City Council in articulating and attaining unified direction.

To promote creativity, excellence, and organizational stability.

To provide timely, cost-effective and quality internal services.

## Bureau Highlights

The Office of Management and Finance accomplishes its goals through the following programs:

- OMF Administration
  - Leadership and management of the functions and activities of the Office of Management and Finance.
  - On-going evaluation and improvements to ensure the delivery of effective Citywide administrative services at minimal cost.
  - Management of and/or participation in a broad range of Council special projects.

*OMF supports Council's goals and strategies through its wide array of services.*

- Financial Management
  - Management of the City's approximately $550 million investment portfolio.
  - Issuance and management of outstanding debt totaling $2 billion.
  - Management of pension liabilities of over $1 billion.
  - Management of the City's corporate accounting systems and processes and preparation of the City's Comprehensive Annual Financial Report.
  - Federal, state, and foundation grant management, including oversight of the Federal Single Audit and Davis-Bacon Act.
  - Oversight of the Oregon Arena and PGE Park and project leadership in other spectator facility issues.
- Financial Planning
  - Financial planning and forecasting.
  - Management of the City's operating and capital budget processes and systems.
- General Services

- Management of capital facility planning and projects, building maintenance, real property, and the City's Smart Park garage system.
- Acquisition, modification, repair, and disposal of vehicles and equipment owned, leased, and rented by the City.
- Copy, mail, duplication, and microfilm services.
- Management and administration of the City's self-insured workers' compensation and liability insurance programs.

- Human Resources
  - Management of the Citywide human resources system and processes, including recruitment and selection, employee benefits, employee relations, labor relations, classification-compensation, training and workforce development, site teams and affirmative action.
- Information Technology
  - Management of Citywide information technology activities including Corporate Geographic Information Systems.
  - Operation of the Technology Learning Center.
- Purchases
  - Management and oversight of the City's procurement activities.
  - Administration of competitive contracting and bidding.
  - Facilitation and oversight of the City's Fair Contracting Employment Strategy.
- Communications and Networking
  - Operation and maintenance of all communications-related services, including telecommunications, radio services, the 800 MHz radio system, and other electronic services.
  - Implementation of the Integrated Regional Network Enterprise.

# General Description

## Bureau Overview

The Office of Management and Finance is the primary advisor and provider of central services to the City Council and City bureaus. These services include financial management, human resources, information technology, purchasing, urban services, and centralized services, such as vehicles, facilities, communications, printing and distribution services, and risk management.

OMF was created by the City Council on May 3, 2000 by reorganizing the Office of Finance and Administration and the Bureaus of General Services and Purchases. The consolidation was undertaken to achieve efficiencies and savings in City administrative and support services.

## Changes from Prior Year

The Office of Management and Finance's operating budget reflects a 10% increase over the FY 2000-01 Revised Budget and a 28% growth in positions. The increases are due to the Administrative Services Review (ASR). While OMF budgets overall were reduced as a result of the ASR, Human Resources and Information Technology had significant increases in appropriation and positions due to the transfer of staff and their associated costs from other City bureaus into those program areas. The ASR reductions are detailed at the program level.

The Council approved a number of add packages for FY 2001-02. These related to the creation of positions, program enhancements, and allocations from the General Fund Capital Set-Aside. These packages are also detailed at the program level.

## Funding Sources

The Office of Management and Finance is funded by a combination of resources. OMF Administration, Financial Management, Financial Planning, and Purchasing are funded primarily by General Fund overhead and discretionary resources. General Services, Communications, Information Technology and Human Resources are funded primarily through interagency revenues.

# Strategic Direction

## Management Goals & Objectives

**Management Objectives for FY 2001-02**

The Chief Administrative Officer has been charged with ongoing review and evaluation of Citywide administrative functions. OMF will continue to review its services for opportunities to streamline, increase efficiency and contain costs.

OMF's management objectives for FY 2001-02 are detailed below:

### OMF Administration

Administration's goals and objectives include:

- Develop a five-year strategic plan for OMF.
- Continue to review and improve OMF's internal business processes and functions.
- Develop five-year financial plans for OMF internal service funds.

### Financial Planning

The goals and objectives are:

- Review the two-year budget process to facilitate Council decision-making and streamline the process.
- Review, refine, and implement the Your City, Your Choice citizen involvement and outreach effort for the FY 2002-04 budget process.

### Financial Management

The goals and objectives for Financial Management are:

- Provide oversight of the Oregon Arena and PGE Park to protect the City's interests and investments.
- Continue emphasis on rebate compliance to ensure arbitrage requirements are met.
- Continue leadership in maintaining the City's Aaa bond rating.
- Continue leadership in managing a long-term financing strategy for the Public Employees Retirement System and Fire and Police Disability and Retirement pension liabilities.
- Implement new financial reporting models established by the Governmental Accounting Standards Board.
- Provide leadership in assessing the City's current financial management system and developing a business plan for replacement.
- Develop and implement Citywide accounting policies and procedures in collaboration with the Accounting Advisory Committee and customers.
- Continue review and evaluation of service improvement and administrative efficiencies.

### Human Resources Program

The goals and objectives for the Human Resources are:

- Implement the new service delivery model for Citywide human resources services.
- Improve the City's strategic approach to compensation and classification.

- Integrate and link affirmative action and diversity development efforts with recruitment, workforce planning, retention, compensation, and employee development activities to ensure the workforce is representative of the community.
- Develop a strategic bargaining strategy enabling the City to move toward an effective collaborative bargaining approach which is less time consuming and costly.
- Continue improvements to the comprehensive human resources management information system.
- Develop a proactive workforce planning process which supports the linkage between bureau objectives, human resource activities, school-to-work programs, succession planning efforts and internships.
- Continue management of the Leadership Institute to develop the knowledge and skills of the City's managers.
- Negotiate successor agreements with the Portland Police Association and the Portland Fire Fighter's Association.
- Conduct a comprehensive review of the City's human resources systems and processes and implement recommended changes.
- Conduct proactive Affirmative Action outreach through job fairs, partnerships with community employment organizations, and management of an outreach applicant pool to promote diversity in the City's workforce.
- Promote, support and manage the development of City apprenticeship and training programs consistent with the City's Fair Contracting and Employment Strategy.
- Continue coordination, participation in, and support of the Labor-Management Benefits Committee.
- Continue benefits plan redesign including employee communication and involvement.

**Information Technology**

The goals and objectives for Information Technology are:

- Facilitate transition to Citywide consolidated management of the IT infrastructure.
- Develop a Citywide review process for new application development.
- Develop a suitable reserve to address future IT requirements such as a General Fund equipment replacement and IT developments that significantly impact the IT environment and necessitate large-scale change (e.g., Internet).
- Continue implementation of the enterprise Geographic Information System.
- Enhance the computer virus protection and recovery plan.
- Develop a disaster recovery and business continuity plan for Citywide IT operations.
- Support development of the Integrated Regional Network Enterprise.
- Provide leadership for e-business/e-commerce policy development.
- Reengineer the Citywide Help Desk services.
- In collaboration with customers, refine the IT cost of service model and implement a cost accounting application to track IT expenditures by cost pool.

**General Services**

The goals and objectives for General Services programs are:

- Continue emphasis on loss prevention.
- Construct three fire stations.

**Purchases**

The goals and objectives for Purchases are:

- Complete a three-year review of the Fair Contracting and Employment Strategy.
- Implement web-based system access to plans and specifications to bidding vendors, provide education and encourage use by internal and external clients.
- Continue education and promotion of procurement cards.
- Implement and provide training for web-based procurement of travel services.
- Review and evaluate the professional, technical and expert (PTE) services system and processes.
- Continue efforts to reduce procurement processing time and costs while maintaining best practices.

**Communications and Networking Services (ComNet)**

ComNet's goals and objectives for FY 2001-02 include:

- Implement the Integrated Regional Network Enterprise.
- Maintain and enhance the 800 MHz public safety radio system.

## MAJOR INITIATIVES

The Office of Management and Finance provides for a number of major initiatives in the FY 2001-02 Adopted Budget.

**Citywide Administrative Efficiencies**

The City's Chief Administrative Officer will provide continued leadership in ensuring the City's administrative services are delivered efficiently and at least cost.

**Strategic Planning**

OMF will begin a five-year strategic planning process in FY 2001-02 which will confirm its mission and vision and assist in the development of annual work plans. Additionally, the strategic plan will tie to OMF's budget and five-year fund-level financial plans. The strategic planning process will include input and involvement from the Council as well as customers and other stakeholders.

**Employee Health Care Benefits**

OMF will continue to provide leadership in benefits redesign to contain costs while providing employees with a competitive health care program.

**New GASB Reporting**

OMF will implement new financial reporting standards developed by the Governmental Accounting Standards Board beginning in FY 2001-02. This change in reporting is mandatory. Failure to comply will result in a qualified opinion of the City's financial reports. This would impact the City's Aaa bond rating, thereby significantly increasing borrowing costs.

**IBIS Replacement / Enhancement**

OMF will consider replacement of and/or enhancement to the Integrated Business Information System (IBIS) to provide better management information upon which to base decisions and to establish financial systems to support planned City e-commerce/business.

**800 MHz Radio System Major Maintenance**

Communications and Networking Services will begin a series of maintenance and enhancement projects to add greater coverage and protect investment in the 800 MHz system.

**Integrated Regional Network Enterprise (IRNE)**

The Integrated Regional Network Enterprise (IRNE) will be operational in FY 2001-02. This represents a major investment designed to remove technological barriers for government participation in the e-commerce economy and reduce costs by sharing infrastructure among partners. The IRNE will provide a high-speed, high-capacity link among government buildings. Once this link is in place, various public service enhancements can occur.

**Fire Station Construction**

In cooperation with the Bureau of Fire, Rescue and Emergency Services, OMF will continue to provide project management in the construction of three new fire stations.

## COUNCIL PRIORITIES

Through its wide array of services, OMF supports Council's strategic goals and strategies.

**Future Focus**

The Office of Management and Finance provides administrative services to the mayor, City Council and bureaus. The activities of OMF contribute most directly to the goal to "maintain a financially stable city". OMF systems and processes are under review to ensure effective systems and processes are in place which meet the City and bureaus' business needs.

**Portland/Multnomah Benchmarks**

OMF partners with the Council and City bureaus in delivery of service to Portland's citizens. The activities of OMF contribute most directly to the benchmarks of Economic Prosperity, Government Performance, Neighborhood Livability, Diverse Workforce, Growth, Public Safety, Jobs and Infrastructure, Multi-Modal Transportation, and Access to High Speed Internet.

OMF also shares information with and receives input from citizens through community budget forums, the Public Utility Review Board and other citizen committees and boards.

OMF participates in a variety of forums with other regional jurisdictions (Metro, the City of Gresham, Multnomah County, etc.) on a variety of issues. The City's Chief Administrative Officer regularly attends the metro area managers meeting to share and discuss issues of common interest. Additionally, OMF regularly collaborates with the business and community agencies, such as the Chamber of Commerce, the Regional Arts and Culture Council, and the Association for Portland Progress.

## BUDGET NOTES

**Financial Plans Development**

Five-year financial plans shall be prepared for all internal service funds by December 1, 2001.The ComNet five-year financial plan and capital plan will include development of options for the Public Safety Radio Enhancement Project. OMF will work with Financial Planning on the structure and content of the financial plans. The plan shall be reviewed and analyzed by BFP as part of the regular budget process.

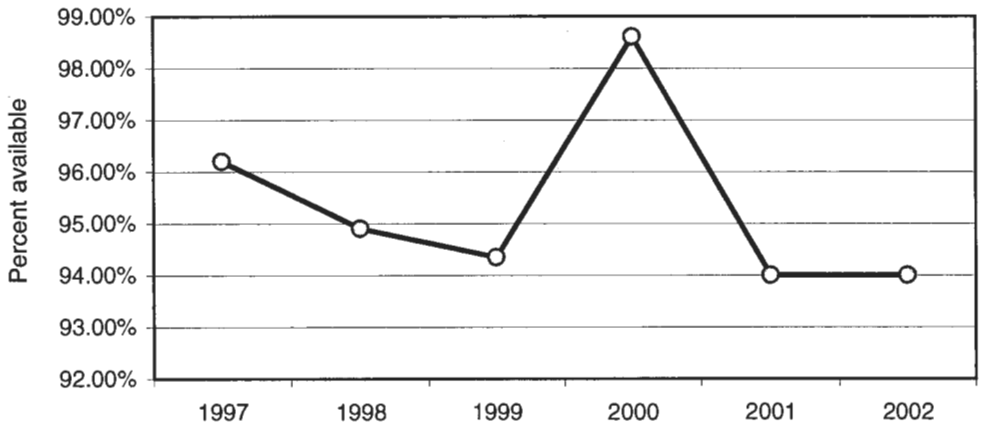
**Revenue Bureau Study**

In Year 2 of this budget, the Office of Management and Finance will study possible implementation of a revenue bureau to coordinate the efforts now under the bureaus of Licenses, Environmental Services, and Water and the Auditor's Office.

# Performance Measures

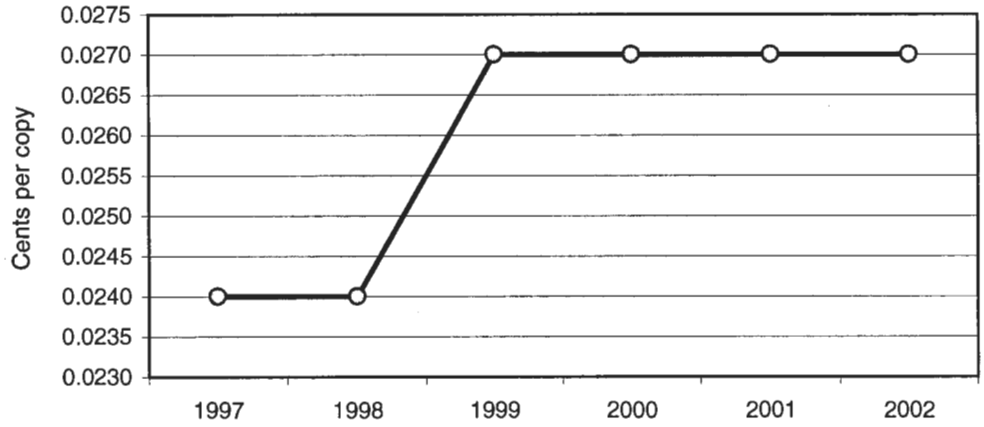
**Percentage Availability of All Vehicles**

- This measure reflects the total percentage of time vehicles are not in the shop for repairs or maintenance.
- Vehicles have been available 94% of the time or better in the last 5 years.



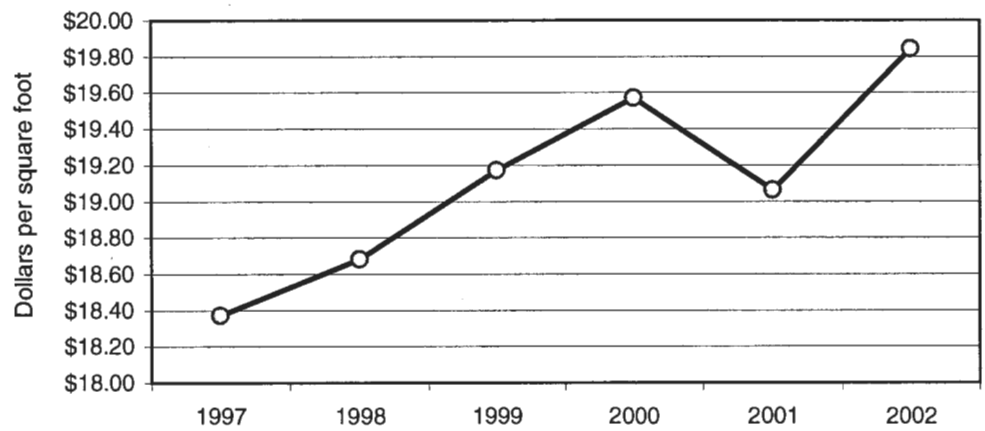

**Basic Copy Center Rate**

- Through efficiences and increased volume, Printing and Distribution has increased the basic copy center rate only once in the last ten years.
- Over the ten year period, inflation has averaged 3.2%, while the basic copy center rate has only increased the equivalent of 1.25%.



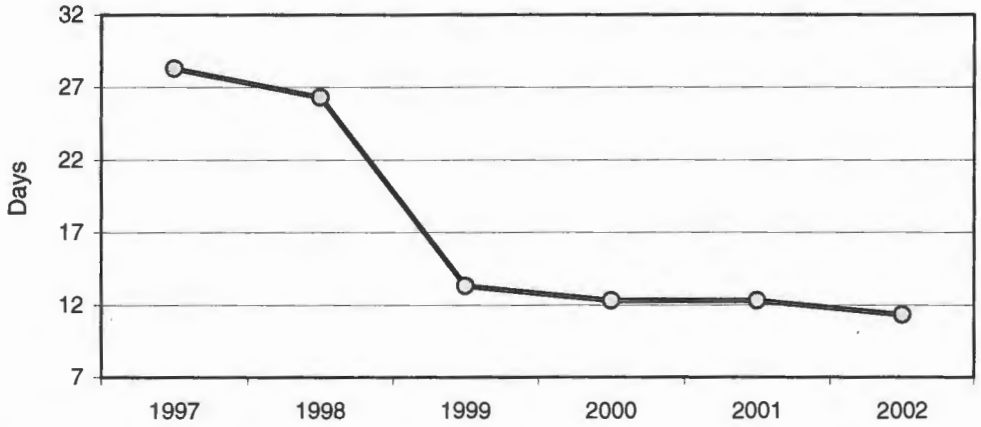

**Average Rental Rate for City-Owned Property Leased to City Bureaus**

- The rental rate has stayed close to the rate of inflation for the last 10 years.

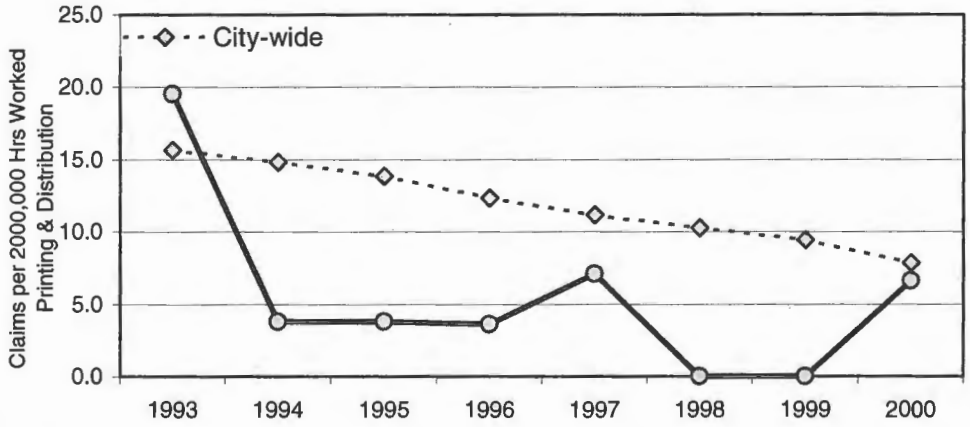


### Processing Time (Days) for Formal Contracts

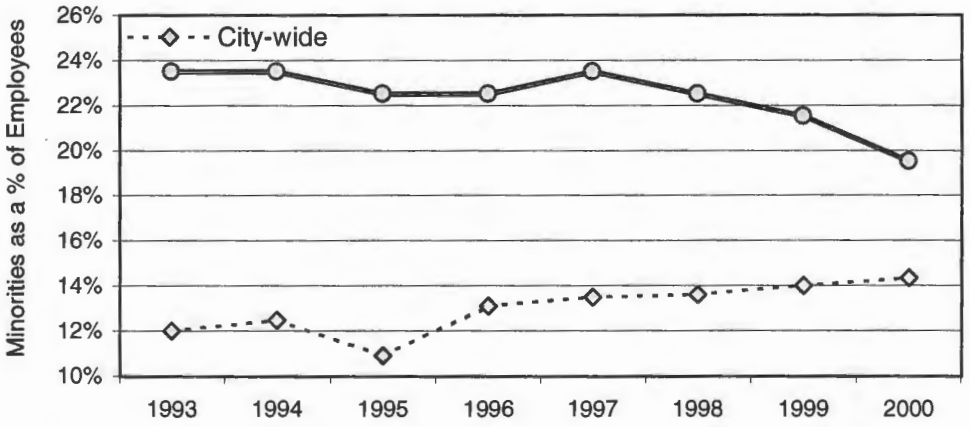
- Time to process a contract from bid acceptance was reduced substantially during FY 1998-99.
- Improvements to contract processes are estimated to reduce processing time further in future years.




### 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 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **OFFICE OF MANAGEMENT AND FINANCE** | | | | | | |
| **Affirmative Action Measures** | | | | | | |
| Worker's Comp Claims per 200,000 Hours Worked - Printing & Distribution | 7.10 | 0.00 | 0.00 | 6.60 | | |
| Female Employees as a Percent of Total | 39.0% | 40.0% | 40.0% | 40.0% | | |
| Minority Employees as a Percent of Total | 23.0% | 22.0% | 21.0% | 19.0% | | |
| **Communication Services** | | | | | | |
| **Radio Shop** | | | | | | |
| **Workload** | | | | | | |
| Number of pieces of electronic equipment maintained | 5,040 | 5,072 | 5,411 | 5,734 | 5,911 | 6,000 |
| **Effectiveness** | | | | | | |
| Percentage of customers surveyed rating services good or very good | | | 98% | 100% | 100% | 100% |
| **Efficiency** | | | | | | |
| Number of pieces of electronic equipment maintained per technician | 400 | 403 | 404 | 489 | 507 | 515 |
| **800 MHz Operations** | | | | | | |
| **Workload** | | | | | | |
| Number of communication units accessing system | 5,158 | 5,339 | 5,748 | 6,049 | 6,230 | 6,350 |
| **Effectiveness** | | | | | | |
| Percentage of time system operated without failure | 100.00% | 99.99% | 99.99% | 99.99% | 99.99% | 99.99% |
| **Efficiency** | | | | | | |
| Number of communication units per employee | 1,011 | 834 | 858 | 680 | 716 | 730 |
| **Telecommunications** | | | | | | |
| **Workload** | | | | | | |
| Number of Service Requests Processed | 2,877 | 2,823 | 3,091 | 4,060 | 3,550 | 3,600 |
| **Effectiveness** | | | | | | |
| Percentage of Customers Surveyed Rating Services Good or Very Good | | | 93% | 100% | 100% | 100% |
| **Efficiency** | | | | | | |
| Service Requests per Telephone Coordinator | 719 | 941 | 1,030 | 1,015 | 888 | 900 |
| **Facilities Services** | | | | | | |
| **Building Operations** | | | | | | |
| **Effectiveness** | | | | | | |
| Percent of customers rating services as satisfactory or better | | | | 71% | NA | 71% |
| **Property Management** | | | | | | |
| **Workload** | | | | | | |
| Total square footage of facilities managed | | | | 2,743,163 | 2,900,000 | 3,131,233 |
| Number of facilities managed | | | | 26 | 30 | 30 |
| Number of facility transactions completed - Purchases, Sales, and Leases | | | | 63 | 75 | 85 |
| **Effectiveness** | | | | | | |
| Percentage of customers rating services as satisfactory or better | | | | 73% | NA | 73% |
| **Efficiency** | | | | | | |
| Average rental rate for City-owned property leased to City bureaus | $18.37 | $18.68 | $19.17 | $19.57 | $19.06 | $19.84 |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| Average rental rate for privately-owned property leased by City bureaus | | | | $15.46 | $13.51 | $13.92 |
| Average rental rate for City-owned property leased to the public | | | | $12.99 | $13.43 | $13.97 |
| **Project Management** | | | | | | |
| **Workload** | | | | | | |
| Number of square feet built per year | | | | 161,000 | 0 | 9,300 |
| Number of square feet renovated per year | | | | 84,698 | 19,397 | 48,637 |
| Value of capital improvements completed | | | | $28,095,134 | $18,292,790 | $28,975,000 |
| Value of capital improvements planned | | | | $28,095,134 | $29,100,500 | $28,975,000 |
| **Effectiveness** | | | | | | |
| Percentage of projects completed within authorized schedule and budget | | | | 100% | NA | 75% |
| Percentage of customers rating services as satisfactory of better | | | | 74% | NA | 74% |
| PARKING FACILITIES - Average gross revenue per space | $2,051 | $1,976 | $2,174 | $2,324 | $2,480 | $2,554 |
| PARKING FACILITIES - Maintain short term parking percentage | 87% | 88% | 84% | 83% | 85% | 85% |
| **Efficiency** | | | | | | |
| Cost per square foot for new construction | | | | $179.00 | NA | $67.00 |
| Cost per square foot for renovated space | | | | $23.00 | $27.00 | $27.00 |
| **Facilities Maintenance** | | | | | | |
| **Workload** | | | | | | |
| Number of facilities maintained | | | | 68 | 63 | 63 |
| Number of square feet maintained | | | | 3,156,573 | 3,023,726 | 3,023,726 |
| **Effectiveness** | | | | | | |
| Percentage of customers rating services as satisfactory or better | | | | 78% | NA | 78% |
| Percentage of City facilities maintained in good or better condition | | | | 100% | 90% | 90% |
| Percentage of maintenance service requests resolved within 24 hours | | | | 95% | 30% | 40% |
| Percentage of maintenance mechanic time devoted to preventive maintenance | | | | 35% | 20% | 30% |
| **Efficiency** | | | | | | |
| Annual expense for routine maintenance & repair of City-owned buildings, as a percent of aggregate current replacement value | | | | 1.2% | 0.9% | 3.0% |
| **Administrative Support** | | | | | | |
| **Effectiveness** | | | | | | |
| Percent of customers rating services as satisfactory or better | | | | 88% | NA | 88% |
| **Vehicle Services** | | | | | | |
| **Maintenance & Repair** | | | | | | |
| **Workload** | | | | | | |
| Number of Work Orders Issued | 18,292 | 22,333 | 16,719 | 20,646 | 20,500 | 20,500 |
| **Effectiveness** | | | | | | |
| Percentage availability of all vehicles | 96.20% | 94.90% | 94.34% | 98.61% | 94.00% | 94.00% |
| **Efficiency** | | | | | | |
| Number of Work Orders per Vehicle | 7.78 | 8.90 | 6.42 | 7.94 | 7.60 | 7.60 |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **Motor Pool** | | | | | | |
| **Workload** | | | | | | |
| Number of Motor Pool Trips | 2,919 | 2,861 | 2,878 | 2,742 | 2,900 | 2,900 |
| **Capital Replacement** | | | | | | |
| **Workload** | | | | | | |
| Number of Vehicles/Equipment in Fleet Services Inventory | 2,351 | 2,508 | 2,603 | 2,608 | 2,700 | 2,600 |
| **Efficiency** | | | | | | |
| Percentage of Planned Replacement Vehicles Purchased | 35% | 68% | 87% | 82% | 85% | 85% |
| **Printing & Distribution Services** | | | | | | |
| **Copy Services** | | | | | | |
| **Workload** | | | | | | |
| Total number of copies | 29,797,432 | 29,044,799 | 32,069,427 | 27,308,630 | 25,000,000 | 26,000,000 |
| **Distribution** | | | | | | |
| **Workload** | | | | | | |
| Total number of pieces mailed | 3,590,000 | 3,775,000 | 5,300,000 | 5,345,678 | 3,500,000 | 4,000,000 |
| **Effectiveness** | | | | | | |
| Delivery routes completed on time | | | 98% | 98% | 98% | 98% |
| **Efficiency** | | | | | | |
| Total number of pieces mailed per employee | 598,333 | 629,167 | 883,333 | 890,946 | 770,000 | 875,000 |
| **Duplicating** | | | | | | |
| **Workload** | | | | | | |
| Total number of work orders completed | 25,363 | 25,797 | 25,850 | 29,477 | 27,000 | 29,500 |
| **Effectiveness** | | | | | | |
| Work shipped on time | 97.2% | 97.9% | 96.9% | 97.9% | 98.0% | 98.0% |
| **Efficiency** | | | | | | |
| Basic Copy Center Rate | 0.0240 | 0.0240 | 0.0270 | 0.0270 | 0.0270 | 0.0270 |
| **Microfilm** | | | | | | |
| **Workload** | | | | | | |
| Total number of work orders completed | 1,533 | 1,911 | 2,226 | 1,173 | 1,900 | 1,500 |
| **Effectiveness** | | | | | | |
| Work shipped on time | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| **Efficiency** | | | | | | |
| Total number of work orders completed per employee | 767 | 956 | 1,113 | 782 | 950 | 800 |
| **Financial Management** | | | | | | |
| **Bureau of Financial Management** | | | | | | |
| **Workload** | | | | | | |
| No. of Invoices Issued | | 2,600 | 2,700 | 3,968 | 4,000 | 4,000 |
| Number of Active Federal Grants | 159 | 146 | 167 | 163 | 153 | 165 |
| Investment Portfolio | $520 | $575 | $538 | $550 | $520 | $525 |
| Long-Term Debt Under Issuance | $0.99 | $1.00 | $1.21 | $1.55 | $1.94 | $2.10 |
| Oregon Arena Management Financial Plans | 2 | 2 | 1 | 1 | 1 | 1 |
| **Effectiveness** | | | | | | |
| No. of Grant Audit Findings | 5 | 6 | 3 | 1 | 0 | 0 |
| Accounts Payable Turnaround Time (Days From Receipt) | 1-3 Days | 1-3 Days | 1-3 Days | 1-3 Days | 1-3 Days | 1-3 Days |
| GFOA CAFR Compliance Certificate | 1 | 1 | 1 | 1 | 1 | 1 |
| No. Days After FY End to Issue CAFR | 165 | 165 | 165 | 165 | 208 | 165 |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| No. of Payroll Checks Without Error | 155,000 | 155,000 | 163,000 | 163,000 | 163,000 | 163,000 |
| Percent of Invoices Collected Within 60 Days | 85% | 85% | 85% | 85% | 85% | 85% |
| **Efficiency** | | | | | | |
| City's Bond Rating | Aaa | Aaa | Aaa | Aaa | Aaa | Aaa |
| **Financial Planning** | | | | | | |
| **Financial Planning** | | | | | | |
| **Workload** | | | | | | |
| No. of PURB Meetings | 56 | 65 | 54 | 57 | 41 | 50 |
| Number of Major Policy Reviews | | | | | 5 | |
| No. of Budget Documents Produced | 6 | 8 | 8 | 5 | 6 | 6 |
| **Effectiveness** | | | | | | |
| Accuracy of Financial Forecast (Percent Within Actuals) | | 2.3% | 1.0% | 1.0% | 1.0% | 3.0% |
| Quality puppy time index | 0.56 | 0.47 | 0.32 | 0.73 | 0.76 | 0.95 |
| GFOA Budget Quality Award | 1 | 1 | 1 | 1 | 1 | 1 |
| **Efficiency** | | | | | | |
| Financial Outlooks Issued Within 20 Days of AP End | | | 75% | 75% | 75% | 75% |
| **Human Resources** | | | | | | |
| **Human Resources** | | | | | | |
| **Workload** | | | | | | |
| Diversity Development (D.D.)-Number of trainee hours in D.D. Classes | | | | N.A. | N.A. | 3,500 |
| Hours Spent in Collective Bargaining | 2,682 | 2,000 | 1,900 | 2,200 | 2,500 | 2,500 |
| Hours Spent in Contract Administration | 4,293 | 5,018 | 5,200 | 4,800 | 5,200 | 5,200 |
| Number of Classification Actions | 300 | 248 | 2,231 | 375 | 2,300 | 300 |
| Training Participant Hours | 12,073 | 12,300 | 12,950 | 13,100 | 14,160 | 13,900 |
| Employment Exams Posted | 140 | 200 | 208 | 244 | 250 | 250 |
| Personnel Action Notices Processed | 9,800 | 8,095 | 16,000 | 13,672 | 13,320 | 13,500 |
| **Effectiveness** | | | | | | |
| Percent Reduction in Number of Contract Administration Grievances | 5.0% | 65.0% | 0.0% | 2.6% | 2.0% | 2.0% |
| Percent of Workforce Classifications Reviewed Annually | 20% | 25% | 55% | 17% | 49% | 25% |
| Percent of Exam/Class Appeals Resolved Prior to Civil Service Board Action | 94% | 95% | 87% | 94% | 95% | 95% |
| Percent of Customer Service Surveys on Exams With Ratings of 4 or 5 on a Scale of 1-5 | 84% | 96% | 93% | 96% | 95% | 95% |
| Parity Achievement-% of City employees from Protected Classes | | N.A. | N.A | 14% | 15% | 16% |
| Percent of Affirmative Action Plan Implemented | 65% | 100% | 80% | 90% | 85% | 100% |
| Percent EEO Complaints Investigated | 90% | 100% | 85% | 70% | 90% | 100% |
| Percent of Training Professional Services Costs Funded Through Participant Fees | | | | 87.0% | 90.0% | 90.0% |
| Length of Time to Establish Eligibility Lists | 81 | 50 | 55 | 37 | 35 | 40 |
| **Efficiency** | | | | | | |
| Average Personal Services Costs Per Classification Action | $288 | $346 | $85 | $459 | $75 | $100 |
| Personal Services Costs Per Exam Administered | $4,831 | $3,414 | $3,426 | $3,380 | $2,578 | $2,800 |
| Personal Services Costs Per Training Participant Hour | $7.35 | $8.00 | $7.02 | $5.07 | $4.78 | $5.00 |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| Personal Services Costs Per Training Participant Hour | $7.35 | $8.00 | $7.02 | $5.07 | $4.78 | $5.00 |
| **Information Technology** | | | | | | |
| **Information Technology Planning and Operations** | | | | | | |
| **Workload** | | | | | | |
| Application and Development Hours Billed | | | 18,150 | 18,600 | 17,000 | 17,850 |
| IBM Online Transactions Per Day | | | 120,000 | 120,000 | 120,000 | 120,000 |
| Institute a Formal 3-Tiered Problem Escalation Process | | | | | 100% | 100% |
| Percent of City-Wide GIS Implementation Completed | | | | | 33% | 66% |
| Percent of ITSP Implementation Complete | | | 45% | 45% | 50% | 50% |
| **Effectiveness** | | | | | | |
| Help Desk Tier 1 Response | | | | 50% | 50% | 50% |
| **Effectiveness** | | | | | | |
| Help Desk Tier 2 Response | | | | 98% | 98% | 98% |
| Networked Devices Per Technician | 101 | 101 | 101 | 52 | 52 | 52 |
| Application Programs Supported Per Programmer | 400 | 400 | 425 | 425 | 425 | 425 |
| Help Desk Calls Recorded | | | | 48% | 98% | 98% |
| IBM System Availability | 99.5% | 99.5% | 99.5% | 99.5% | 99.5% | 99.5% |
| Network Problem Resolution (Business Day) | | | | | 90% | 90% |
| Network Problem Resolution (After Hours) | | | | | 90% | 90% |
| **Risk Management** | | | | | | |
| **Workers Compensation Admin/Claims** | | | | | | |
| **Workload** | | | | | | |
| Number of Workers' Compensation claims | | 348 | 336 | 297 | 297 | 297 |
| **Effectiveness** | | | | | | |
| Number of Workers' Compensation claims administration FTE's | | 6.00 | 5.50 | 5.50 | 6.00 | 6.00 |
| **Efficiency** | | | | | | |
| Cost of services as a percentage of City Net Budget | | 1.33% | 1.31% | 0.93% | 0.93% | 0.93% |
| **Insurance & Claims Administration/Claims** | | | | | | |
| **Workload** | | | | | | |
| Number of Liability claims | | 804 | 825 | 806 | 806 | 806 |
| **Effectiveness** | | | | | | |
| Number of Liability claims administration FTE's | | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| **Efficiency** | | | | | | |
| Cost of services as a percentage of City Net Budget | | 0.98% | 0.97% | 0.76% | 0.76% | 0.76% |
| **Bureau of Purchases** | | | | | | |
| **Purchases** | | | | | | |
| **Workload** | | | | | | |
| Project Manager and Inspector Training - Number of Students | | 211 | 265 | 275 | 300 | 300 |
| **Effectiveness** | | | | | | |
| Processing Time (Days) For Formal Contracts | 28 | 26 | 13 | 12 | 12 | 11 |
| **Effectiveness** | | | | | | |
| Percentage of Hours Worked by Minority and Women Contractors on City Projects | 17% | 18% | 21% | 22% | 24% | 24% |

| | Actual FY 1996–97 | Actual FY 1997–98 | Actual FY 1998–99 | Actual FY 1999–00 | Yr End Est. FY 2000–01 | Target FY 2001–02 |
|---|---|---|---|---|---|---|
| **Purchasing Admin** | | | | | | |
| **Workload** | | | | | | |
| Number of EEO Certifications Processed | 3,500 | 3,500 | 3,525 | 3,575 | 3,600 | 3,625 |
| **Procurement** | | | | | | |
| **Workload** | | | | | | |
| Requisitions and Formal Bids | 1,800 | 1,900 | 1,950 | 2,000 | 2,050 | 2,100 |
| Processing Time for Formal Contracts | 28 | 26 | 13 | 12 | 12 | 11 |
| Percentage of Requisitions to POs in Less Than 15 Days | 90% | 90% | 90% | 90% | 90% | 90% |
| **Contractor Development** | | | | | | |
| **Workload** | | | | | | |
| Prime Contracts < $200,000 Awarded to M/W/ESB Contractors | 8% | 16% | 27% | 30% | 30% | 30% |
| Percentage of Hours Worked by Minorities and Women on City Projects | 17% | 18% | 21% | 24% | 24% | 24% |
| Project Manager Training - Number of Students | | 211 | 265 | 275 | 300 | 300 |

## Office of Management and Finance AU

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 23,762,404 | 25,329,929 | 27,937,179 | 31,855,378 | 38,645,136 |
| External Materials and Services | 55,518,381 | 65,135,761 | 73,373,031 | 80,748,715 | 80,859,181 |
| Internal Materials and Services | 16,886,669 | 21,759,500 | 9,763,053 | 12,436,972 | 12,768,531 |
| Minor Capital Outlay | 7,510,838 | 7,534,031 | 9,828,415 | 6,845,143 | 7,095,143 |
| Equipment Cash Transfers | 53,044 | 16,070 | 0 | 0 | 0 |
| **Total Operating Budget** | 103,731,336 | 119,775,291 | 120,901,678 | 131,886,208 | 139,367,991 |
| Capital Improvements | 23,196,413 | 15,178,165 | 20,248,458 | 13,937,401 | 15,890,902 |
| **TOTAL BUREAU EXPENDITURES** | **$ 126,927,749** | **$ 134,953,456** | **$ 141,150,136** | **$ 145,823,609** | **$ 155,258,893** |
| Allocated Overhead | 2,170,722 | 2,180,799 | 2,140,490 | 2,328,935 | 2,271,099 |
| **Total Cost with Allocated Overhead** | 129,098,471 | 137,134,255 | 143,290,626 | 148,152,544 | 157,529,992 |
| **RESOURCES** | | | | | |
| BGS-Facilities Services | | 25,969,840 | 24,025,890 | 21,911,887 | 21,889,013 |
| BGS-Printing & Distribution | | 6,712,696 | 6,708,143 | 6,945,610 | 6,965,448 |
| BGS-Risk | | 12,892,572 | 10,840,175 | 11,049,479 | 11,097,913 |
| BGS-Vehicle Services | | 18,454,952 | 22,793,025 | 21,447,785 | 21,750,026 |
| Communication Services | | 10,693,843 | 21,444,796 | 15,603,292 | 16,951,003 |
| Health Insurance | | 29,617,641 | 30,775,528 | 39,630,363 | 39,889,507 |
| Information Services | | 16,071,178 | 9,479,994 | 9,066,033 | 16,115,286 |
| Discretionary General Fund | | 4,296,366 | 5,980,164 | 5,759,605 | 2,935,573 |
| **Total Fund Revenues** | | 124,709,088 | 132,047,715 | 131,414,054 | 137,593,769 |
| **Non-Discretionary Revenues** | | | | | |
| Interagency Revenues | | 2,605,028 | 2,014,970 | 6,276,198 | 11,254,747 |
| Bureau Program Revenues | | 538,036 | 476,884 | 1,236,144 | 1,236,144 |
| Overhead Revenues | | 7,100,539 | 6,610,567 | 6,897,213 | 5,174,233 |
| **Total Non-Discretionary Revenues** | | 10,243,603 | 9,102,421 | 14,409,555 | 17,665,124 |
| **TOTAL RESOURCES** | | **$ 134,952,691** | **$ 141,150,136** | **$ 145,823,609** | **$ 155,258,893** |

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** | | | | | |
| Bureau of Purchases | | 2,536,420 | 2,938,802 | 3,050,177 | 3,081,382 |
| *Positions* | | *28* | *28* | *29* | *29* |
| Facilities Services | | 25,969,840 | 24,025,890 | 21,911,887 | 21,889,013 |
| *Positions* | | *37* | *37* | *36* | *35* |
| Risk Management | | 12,892,572 | 10,840,175 | 11,049,479 | 11,097,913 |
| *Positions* | | *36* | *27* | *19* | *19* |
| Information Technology | | 16,071,178 | 9,479,994 | 9,066,033 | 16,115,286 |
| *Positions* | | *50* | *50* | *52* | *129* |
| Human Resources | | 3,033,851 | 3,880,050 | 5,429,312 | 5,375,442 |
| *Positions* | | *34* | *37* | *56* | *54* |
| Health Administration | | 29,617,641 | 30,775,528 | 39,630,363 | 39,889,507 |
| *Positions* | | *0* | *7* | *3* | *6* |
| Financial Planning | | 1,485,831 | 1,453,989 | 2,119,123 | 2,119,123 |
| *Positions* | | *13* | *13* | *12* | *12* |
| Financial Management | | 4,870,382 | 4,801,467 | 5,246,239 | 5,246,239 |
| *Positions* | | *49* | *49* | *45* | *45* |
| OMF Administration | | 2,613,485 | 2,008,277 | 4,324,309 | 4,778,511 |
| *Positions* | | *11* | *8* | *38* | *39* |
| Communication Services | | 10,693,843 | 21,444,796 | 15,603,292 | 16,951,003 |
| *Positions* | | *35* | *38* | *38* | *38* |
| Vehicle Services | | 18,454,952 | 22,793,025 | 21,447,785 | 21,750,026 |
| *Positions* | | *81* | *83* | *83* | *83* |
| Printing & Distribution Services | | 6,712,696 | 6,708,143 | 6,945,610 | 6,965,448 |
| *Positions* | | *31* | *29* | *29* | *29* |
| **TOTAL DIVISIONS** | | **$ 134,952,691** | **$ 141,150,136** | **$ 145,823,609** | **$ 155,258,893** |
| *Positions* | | ***405*** | ***406*** | ***440*** | ***518*** |
| *General Fund Discretionary Positions* | | ***44*** | ***63*** | ***44*** | ***46*** |

# OMF Administration

## Overview

The Office of Management and Finance's (OMF) Administration provides overall leadership, management and administrative support to the programs which comprise OMF: Communications and Networking Services, General Services, Human Resources, Financial Management, Financial Planning, Information Technology and Purchases.

OMF is the primary provider of internal support services which enable the City to provide services to its citizens.

*The CAO is charged with improving administrative services, containing costs and improving accountability.*

The Chief Administrative Officer (CAO) is responsible and accountable to the Council to:

- Provide strategic leadership and management for all OMF programs and activities.
- Provide strategic leadership and oversight of all Citywide administrative services to ensure the delivery of quality and cost-effective services and the development of Citywide policies and procedures, systems and processes to improve systemwide accountability.
- Advise the Council and bureaus in Citywide matters both within and beyond the scope of services delivered by OMF.
- Lead or participate in a variety of Council special projects and economic development projects.

Additionally, OMF Administration provides support and coordination for OMF's internal business operations, including strategic planning, budget development and administration, financial activities, human resources and information technology.

### Accomplishments

In response to the Administrative Services Review process directed by Council in Spring 2000, the CAO presented recommendations to the Council in February 2001. The recommendations were approved by Council and achieved Citywide savings in FY 2001-02 of approximately $5.3 million, including the reorganization of the delivery of information technology and human resources services.

## Changes from Prior Year

Following the creation of the Office of Management and Finance in May 2000, OMF Administration was created to centralize most of OMF's internal business functions. This new structure is reflected for the first time in FY 2001-02. The various OMF agencies show corresponding reductions in staff and associated costs for those staff that were transferred to OMF Administration.

## OMF Administration AU 307

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 763,645 | 856,873 | 705,469 | 2,878,795 | 2,963,097 |
| External Materials and Services | 248,213 | 610,592 | 1,140,390 | 936,824 | 987,634 |
| Internal Materials and Services | 446,310 | 1,146,020 | 162,418 | 508,690 | 827,780 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 1,458,168 | 2,613,485 | 2,008,277 | 4,324,309 | 4,778,511 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 1,458,168** | **$ 2,613,485** | **$ 2,008,277** | **$ 4,324,309** | **$ 4,778,511** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 1,458,168 | 2,613,485 | 2,008,277 | 4,324,309 | 4,778,511 |
| **RESOURCES** | | | | | |
| Discretionary General Fund | | 0 | 524,182 | 0 | 97,165 |
| **Total Discretionary Revenues** | | 0 | 524,182 | 0 | 97,165 |
| **Non-Discretionary Revenues** | | | | | |
| Interagency Revenues | | 1,348,348 | 332,210 | 3,344,077 | 4,681,346 |
| Bureau Program Revenues | | 3,960 | | | |
| Overhead Revenues | | 1,261,177 | 1,151,885 | 980,232 | 0 |
| **Total Non-Discretionary Revenues** | | 2,613,485 | 1,484,095 | 4,324,309 | 4,681,346 |
| **TOTAL RESOURCES** | | **$ 2,613,485** | **$ 2,008,277** | **$ 4,324,309** | **$ 4,778,511** |
| 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 | | 2,613,485 | 2,008,277 | 4,324,309 | 4,778,511 |
| *Positions* | | *11* | *8* | *38* | *39* |
| **TOTAL PROGRAMS** | | **$ 2,613,485** | **$ 2,008,277** | **$ 4,324,309** | **$ 4,778,511** |
| *Positions* | | ***11*** | ***8*** | ***38*** | ***39*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 424,495 | 494,183 | 474,374 | 2,072,244 | 2,135,673 |
| 512000 | Part-Time Employees | 60,040 | 69,660 | 59,560 | 71,664 | 71,664 |
| 514000 | Overtime | 63 | 0 | 1,000 | 3,000 | 3,000 |
| 515000 | Premium Pay | 1,171 | 1,871 | 0 | 0 | 0 |
| 517000 | Benefits | 190,965 | 209,486 | 170,535 | 731,887 | 752,760 |
| 518000 | Paid Absence | 86,911 | 81,673 | 0 | 0 | 0 |
| **Total Personnel Services** | | 763,645 | 856,873 | 705,469 | 2,878,795 | 2,963,097 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 94,760 | 113,005 | 158,960 | 135,140 | 135,140 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 186 | 4,651 | 25,839 | 101,919 | 101,919 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 49,840 | 13,307 | 152,731 | 122,000 | 122,000 |
| 531000 | Office Supplies | 5,644 | 9,574 | 42,629 | 86,798 | 87,032 |
| 532000 | Operating Supplies | 23,901 | 540 | 46,061 | 70,406 | 70,406 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 1,800 | 3,713 |
| 534000 | Minor Equipment & Tools | 7,438 | 441,424 | 91,551 | 103,821 | 103,821 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 30 | 0 | 0 | 2,500 | 2,500 |
| 541000 | Education | 17,496 | 7,516 | 67,015 | 81,235 | 82,435 |
| 542000 | Local Travel | 706 | 200 | 2,320 | 2,694 | 2,694 |
| 543000 | Out-of-Town Travel | 5,610 | 3,259 | 8,119 | 12,137 | 12,137 |
| 544000 | Space Rental | 0 | 0 | 0 | 5,000 | 5,000 |
| 545000 | Interest | 0 | 0 | 0 | 1,900 | 1,900 |
| 546000 | Refunds | 0 | 0 | 0 | 1,250 | 1,250 |
| 547000 | Retirement System Payments | 0 | 0 | 0 | 0 | 0 |
| 549000 | Miscellaneous | 42,602 | 17,116 | 545,165 | 208,224 | 255,687 |
| **Total External Materials and Services** | | 248,213 | 610,592 | 1,140,390 | 936,824 | 987,634 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 1,029 | 1,033 | 0 | 6,539 | 6,539 |
| 552000 | Printing & Distribution | 9,463 | 5,405 | 25,494 | 50,730 | 50,730 |
| 553000 | Facilities Services | 315,587 | 562,377 | 87,209 | 205,441 | 218,637 |
| 554000 | Communications Services | 13,051 | 13,027 | 11,268 | 30,754 | 30,754 |
| 555000 | Data Processing Services | 91,275 | 556,928 | 29,714 | 73,966 | 73,966 |
| 556000 | Insurance | 7,205 | 6,850 | 8,283 | 31,370 | 31,370 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 8,700 | 400 | 450 | 109,890 | 415,784 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 446,310 | 1,146,020 | 162,418 | 508,690 | 827,780 |
| **Total Materials and Services** | | 694,523 | 1,756,612 | 1,302,808 | 1,445,514 | 1,815,414 |
| **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** | | **$ 1,458,168** | **$ 2,613,485** | **$ 2,008,277** | **$ 4,324,309** | **$ 4,778,511** |

## OMF Administration AU 307

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 514 | Accountant I | 0 | 1 | 0 | 0 | 2 | 76,828 | 2 | 76,828 |
| 515 | Accountant II | 0 | 0 | 0 | 0 | 5 | 225,933 | 5 | 225,933 |
| 819 | Administrative Assistant | 0 | 0 | 1 | 30,941 | 0 | 0 | 0 | 0 |
| 926 | Administrative Services Manager | 1 | 1 | 1 | 66,588 | 0 | 0 | 0 | 0 |
| 920 | Administrative Supervisor I | 0 | 0 | 0 | 0 | 2 | 101,775 | 2 | 101,775 |
| 2531 | Applications Analyst I | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2534 | Applications Analyst IV | 0 | 0 | 0 | 0 | 1 | 67,746 | 1 | 67,746 |
| 826 | Assistant Financial Analyst | 0 | 0 | 0 | 0 | 3 | 155,789 | 3 | 155,789 |
| 962 | Assistant Program Specialist | 0 | 0 | 0 | 0 | 1 | 53,810 | 1 | 53,810 |
| 928 | Bureau Administrative Manager | 0 | 0 | 0 | 0 | 1 | 71,219 | 1 | 71,219 |
| 620 | Bureau Human Resources Manager | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 840 | Chief Administrative Officer | 0 | 0 | 1 | 94,012 | 1 | 119,746 | 1 | 119,746 |
| 932 | Chief Bureau Administrative Mgr | 0 | 0 | 1 | 0 | 1 | 89,856 | 1 | 89,856 |
| 817 | Director's Administrative Assist | 0 | 0 | 0 | 0 | 1 | 45,136 | 1 | 45,136 |
| 837 | Finance & Admin Director | 1 | 1 | 0 | 7,076 | 0 | 0 | 0 | 0 |
| 827 | Financial Analyst | 0 | 0 | 0 | 0 | 1 | 59,613 | 1 | 59,613 |
| 838 | General Services Director | 0 | 0 | 0 | 0 | 1 | 94,598 | 1 | 94,598 |
| 2542 | Information Systems Analyst II | 0 | 0 | 0 | 0 | 2 | 103,055 | 2 | 103,055 |
| 2543 | Information Systems Analyst III | 0 | 0 | 0 | 0 | 1 | 63,773 | 1 | 63,773 |
| 102 | Office Support Specialist II | 0 | 0 | 2 | 111,301 | 7 | 222,477 | 7 | 222,477 |
| 106 | Office Support Specialist, Lead | 0 | 0 | 0 | 0 | 1 | 40,498 | 1 | 40,498 |
| 953 | Principal Management Analyst | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 968 | Program Manager I | 1 | 1 | 1 | 57,408 | 1 | 61,162 | 1 | 61,162 |
| 970 | Program Manager II | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 63,429 |
| 973 | Program Manager V | 0 | 1 | 1 | 91,229 | 1 | 94,598 | 1 | 94,598 |
| 964 | Program Specialist | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 850 | Risk Supervisor | 0 | 0 | 0 | 0 | 1 | 69,555 | 1 | 69,555 |
| 220 | Secretarial Clerk I | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 1 | 1 | 0 | 10,314 | 0 | 0 | 0 | 0 |
| 930 | Senior Bureau Administrative Mgr | 0 | 0 | 0 | 0 | 1 | 81,120 | 1 | 81,120 |
| 952 | Senior Management Analyst | 0 | 1 | 0 | 5,505 | 3 | 173,957 | 3 | 173,957 |
| 650 | Training & Development Analyst | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **9** | **11** | **8** | **$ 474,374** | **38** | **$ 2,072,244** | **39** | **$ 2,135,673** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 4,567,141 | 0 | 4,567,141 | 40.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (4,256) | 0 | (4,256) | 0.0 | Printing & Distribution ASR Reductions |
| | (4,639) | 0 | (4,639) | 0.0 | Communications ASR Reductions |
| | (132,495) | 0 | (132,495) | (1.0) | Information Technology ASR Reductions |
| | (611) | 0 | (611) | 0.0 | Risk ASR Reductions |
| | (13,852) | 0 | (13,852) | 0.0 | Financial Management ASR Reductions |
| | (474) | 0 | (474) | 0.0 | Purchasing ASR Reductions |
| | (40,520) | 0 | (40,520) | (1.0) | Human Resources ASR Reductions |
| | (48,326) | 0 | (48,326) | 0.0 | PERS Debt Service |
| | 2,341 | 0 | 2,341 | 0.0 | Technical Adjustment |
| **Approved Budget Additions and Reductions** | | | | | |
| | 48,439 | 0 | 48,439 | 0.0 | Adjustment for PERS Debt Service |
| | 305,894 | 0 | 305,894 | 0.0 | HR Transition Implementation |
| | 99,869 | 0 | 99,869 | 1.0 | Transfer 1.0 FTE from Facilities |
| | 211,370 | 0 | 211,370 | (1.0) | Total FY 2000-01 Decision Packages |
| | | | **$ 4,778,511** | **39.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Facilities Services

## OVERVIEW

Facilities Services in General Services manages the facility requirements for all City operations, with the exception of buildings owned and operated by the bureaus of Water, Environmental Services, Parks, and Fire, Rescue and Emergency Services.

Services include:

- Facility planning
- Remodeling and new construction project management
- Real property management
- Building maintenance

*Facilities Services works to ensure City buildings are sound and well maintained.*

Facilities Services uses interagency charges to fully recover costs through:

- Rental rates, including operations and maintenance, charged to the occupants of the Portland Building, City Hall, various police facilities, and the Portland Communications Center.
- Service agreements with bureaus for the provision of a variety of discretionary facility-related services not covered in rental rates.

### Accomplishments

**Fire Stations**

Five new fire stations have been sited and construction will begin on three in FY 2002. Renovations have been completed on three stations and six more are being planned. In addition, the US Green Building Council's Leadership in Energy and Environmental Design (LEED) program is being used to construct new buildings that meet sustainability objectives.

**Portland Communications Center**

A significant expansion of the Portland Communications Center will be completed this fiscal year. The project expands the second floor to improve operations for the Bureau of Emergency Communications, prepares the building for the installation of the Integrated Regional Network Enterprise (IRNE), and relocates the City's Emergency Operations Center.

**Police Facilities**

Facilities Services has completed several capital projects for the Portland Police Bureau. A permanent facility for the Mounted Patrol Unit has been sited at the former Centennial Mill site on NW Naito Parkway. Improvements to this location are now underway and will be completed in Fall 2001. The Police Facilities Master Plan will be completed by the end of 2001 and will establish facility projects and priorities for the next 20 years. In addition, the Police Bureau portion of the Justice Center, a condominium owned by Multnomah County and the City, is undergoing a major maintenance program, including replacing paint and carpet.

### The Portland Building

The maintenance program for The Portland Building continues to concentrate on building infrastructure issues, e.g., electrical and HVAC upgrades. The Portland Building exterior has been waterproofed by re-sealing windows and re-grouting tile. Another accomplishment is the opening of the City Kids Child Care Center in the Fall of 2000. An external play area was added to the center late in the 2000-01 fiscal year.

## CHANGES FROM PRIOR YEAR

### Administrative Services Review

In response to the Council-directed Administrative Services Review (ASR), the Facilities ASR Committee created an inventory of all City buildings, identified operating and replacement costs, and measured them against industry-wide benchmarks. The following reductions were made:

*The Facilities ASR Committee achieves reductions of $460,500.*

- A dispatch center was created to improve work order tracking, dispatch, and management of building maintenance staff, resulting in productivity gains.
- Operating and maintenance costs for newer police facilities were reduced to reflect actual experience.
- Hours of access to City Hall, The Portland Building, and the Development Building will be reduced. An initial investment is required for a remote monitoring system, with savings resulting in FY 2002-03 and beyond.
- The major maintenance reserve for police facilities was reduced from 1.9% to 1.45% of replacement value. A review of the options for achieving the desired 3% reserve goal will be evaluated.
- Fire facilities maintenance costs were reduced as a result of major facilities renovations currently underway as part of the bond construction program. The reduction is in the Fire Bureau's budget.

### Add Packages

The Council approved $275,000 to renovate the King Neighborhood Facility and $200,000 to move Purchases to the 7th floor of The Portland Building. Both projects are in the Facilities Services budget and are funded by the General Fund Capital Set-Aside.

# Overview of Programs

## PROPERTY MANAGEMENT

Property Management is responsible for the City's real properties and the following services:

- Evaluate real property transactions
- Negotiate for the acquisition and disposal of real property
- Manage the City's commercial property leases and rentals
- Evaluate and dispose of unassigned or surplus property

## PROJECT MANAGEMENT

Project Management provides construction planning and management services, including the following:

- Construction cost estimates
- Consultant selection and management
- Capital improvement project planning
- Coordination of moves
- Construction management
- Record-keeping for construction and related contract documents

## BUILDING OPERATIONS

Building Operations provides oversight for City-owned buildings within the Facilities Services portfolio, including security program policy and operations, such as management of a 24/7 security camera monitoring station.

## FACILITIES MAINTENANCE

Facilities Maintenance provides maintenance services for the buildings within the Facilities Services portfolio. These include:

- Operate a 24 hour, seven-day-a-week building maintenance and repair program
- Manage the operations and maintenance of the dispatch center
- Operate the Facility Center work order management system
- Provide preventive maintenance of building systems, including HVAC, electrical, and plumbing
- Conduct an annual building inspection program to protect the City's buildings infrastructure
- Administer custodial contracts
- Manage the elevator program
- Provide recycling and waste management services
- Landscape services for building grounds

## ADMINISTRATIVE SUPPORT

Administrative Support provides overall management and support to Facilities Services. These services include rate setting, budgeting, and billing.

## Facilities Services AU 732

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 1,621,778 | 1,904,704 | 2,531,789 | 2,167,505 | 2,520,502 |
| External Materials and Services | 7,635,334 | 8,559,140 | 10,433,958 | 12,878,226 | 12,896,835 |
| Internal Materials and Services | 1,048,659 | 1,101,292 | 1,200,014 | 1,314,755 | 1,335,793 |
| Minor Capital Outlay | 5,638 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 10,311,409 | 11,565,136 | 14,165,761 | 16,360,486 | 16,753,130 |
| Capital Improvements | 22,446,448 | 14,404,704 | 9,860,129 | 5,551,401 | 5,135,883 |
| **TOTAL BUREAU EXPENDITURES** | **$ 32,757,857** | **$ 25,969,840** | **$ 24,025,890** | **$ 21,911,887** | **$ 21,889,013** |
| Allocated Overhead | 633,036 | 870,609 | 706,480 | 843,969 | 831,782 |
| **Total Cost with Allocated Overhead** | 33,390,893 | 26,840,449 | 24,732,370 | 22,755,856 | 22,720,795 |
| **RESOURCES** | | | | | |
| Facilities Services Fund | | 25,969,840 | 24,025,890 | 21,911,887 | 21,889,013 |
| 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** | | | | | |
| Building Operations | | 607 | 345,137 | 377,228 | 376,764 |
| *Positions* | | *0* | *5* | *5* | *5* |
| Property Management | | 417,601 | 225,251 | 167,816 | 167,914 |
| *Positions* | | *2* | *2* | *2* | *2* |
| Project Management | | 14,081,209 | 13,610,473 | 11,008,929 | 10,940,403 |
| *Positions* | | *12* | *9* | *9* | *8* |
| Facilities Maintenance | | 10,457,666 | 9,066,936 | 9,579,376 | 9,602,174 |
| *Positions* | | *19* | *19* | *19* | *19* |
| Administrative Support | | 1,012,757 | 778,093 | 778,538 | 801,758 |
| *Positions* | | *4* | *2* | *1* | *1* |
| **TOTAL PROGRAMS** | | **$ 25,969,840** | **$ 24,025,890** | **$ 21,911,887** | **$ 21,889,013** |
| *Positions* | | ***37*** | ***37*** | ***36*** | ***35*** |

## Facilities Services AU 732

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 1,187,941 | 1,461,924 | 1,863,315 | 1,918,357 | 1,854,928 |
| 512000 | Part-Time Employees | 2,910 | 4,756 | 0 | 0 | 0 |
| 514000 | Overtime | 55,388 | 65,695 | 43,516 | 45,135 | 45,135 |
| 515000 | Premium Pay | 23,837 | 32,632 | 17,529 | 18,181 | 18,181 |
| 517000 | Benefits | 514,307 | 631,804 | 709,132 | 725,738 | 726,645 |
| 518000 | Paid Absence | 231,289 | 251,047 | 0 | 0 | 0 |
| **Total Personnel Services** | | 2,015,672 | 2,447,858 | 2,633,492 | 2,707,411 | 2,644,889 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 1,299,206 | 1,296,905 | 1,813,437 | 2,352,557 | 2,352,557 |
| 522000 | Utilities | 1,397,698 | 1,426,457 | 1,762,051 | 1,922,008 | 1,922,008 |
| 523000 | Equipment Rental | 277 | 17,858 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 2,513,201 | 3,222,140 | 3,866,004 | 3,966,866 | 3,966,866 |
| 525000 | Non-Capital Improvement | 2,974,841 | 5,038,996 | 6,938,779 | 4,962,560 | 4,962,560 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 1,501,937 | 1,798,550 | 206,092 | 113,594 | 113,594 |
| 531000 | Office Supplies | 8,539 | 15,015 | 8,250 | 7,754 | 7,520 |
| 532000 | Operating Supplies | 116,906 | 91,012 | 127,263 | 77,329 | 77,329 |
| 533000 | Repair & Maintenance Supplies | 266,958 | 339,212 | 247,094 | 200,463 | 200,446 |
| 534000 | Minor Equipment & Tools | 479,966 | 3,266,914 | 612,090 | 94,980 | 94,980 |
| 535000 | Clothing & Uniforms | 1,554 | 1,254 | 1,400 | 1,381 | 1,381 |
| 539000 | Other Commodities External | 4,908 | 184 | 0 | 0 | 0 |
| 541000 | Education | 22,062 | 16,296 | 20,895 | 18,694 | 17,494 |
| 542000 | Local Travel | 1,034 | 1,803 | 2,920 | 2,111 | 2,111 |
| 543000 | Out-of-Town Travel | 3,380 | 3,529 | 971 | 740 | 740 |
| 544000 | Space Rental | 1,420,417 | 1,045,628 | 821,192 | 917,262 | 917,262 |
| 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 | 412,260 | 847,963 | 990,786 | 949,174 | 974,709 |
| **Total External Materials and Services** | | 12,425,144 | 18,429,716 | 17,419,224 | 15,587,473 | 15,611,557 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 45,897 | 54,352 | 56,941 | 58,162 | 58,162 |
| 552000 | Printing & Distribution | 30,962 | 53,893 | 51,836 | 57,634 | 51,734 |
| 553000 | Facilities Services | 0 | 0 | 0 | 0 | 0 |
| 554000 | Communications Services | 168,189 | 605,453 | 317,501 | 430,186 | 430,186 |
| 555000 | Data Processing Services | 64,203 | 70,816 | 58,421 | 54,659 | 54,659 |
| 556000 | Insurance | 89,419 | 92,639 | 116,140 | 117,146 | 117,146 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 751,932 | 772,307 | 802,175 | 847,688 | 869,152 |
| **Total Internal Materials and Services** | | 1,150,602 | 1,649,460 | 1,403,014 | 1,565,475 | 1,581,039 |
| **Total Materials and Services** | | 13,575,746 | 20,079,176 | 18,822,238 | 17,152,948 | 17,192,596 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | (300,763) | 0 | 0 | 0 | 0 |
| 562000 | Buildings | 17,400,197 | 3,442,806 | 2,570,160 | 2,051,528 | 2,051,528 |
| 563000 | Improvements | 45,825 | 0 | 0 | 0 | 0 |
| 564000 | Capital Equipment | 20,880 | 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** | | 17,166,139 | 3,442,806 | 2,570,160 | 2,051,528 | 2,051,528 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 300 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 32,757,857** | **$ 25,969,840** | **$ 24,025,890** | **$ 21,911,887** | **$ 21,889,013** |

## Facilities Services AU 732

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 819 | Administrative Assistant | 0 | 1 | 1 | 44,578 | 1 | 48,114 | 1 | 48,114 |
| 815 | Administrative Specialist | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3134 | Architect | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 962 | Assistant Program Specialist | 0 | 1 | 1 | 44,092 | 1 | 47,596 | 1 | 47,596 |
| 1052 | Assistant Trades Supervisor | 0 | 2 | 2 | 96,385 | 2 | 103,836 | 2 | 103,836 |
| 3164 | Engineer | 1 | 1 | 1 | 65,229 | 1 | 67,642 | 1 | 67,642 |
| 1136 | Facilities & Maintenance Manager | 1 | 1 | 1 | 74,318 | 1 | 77,064 | 1 | 77,064 |
| 1115 | Facilities Maintenance Tech | 12 | 13 | 12 | 509,981 | 12 | 528,900 | 12 | 528,900 |
| 1116 | Facilities Maintenance Tech Lead | 2 | 2 | 2 | 89,232 | 2 | 90,334 | 2 | 90,334 |
| 1140 | Facilities Services Manager | 0 | 0 | 1 | 82,347 | 0 | 0 | 0 | 0 |
| 2542 | Information Systems Analyst II | 0 | 0 | 1 | 46,491 | 0 | 0 | 0 | 0 |
| 102 | Office Support Specialist II | 0 | 0 | 2 | 53,251 | 2 | 84,198 | 2 | 84,198 |
| 966 | Program Coordinator | 1 | 1 | 1 | 77,046 | 1 | 57,824 | 1 | 57,824 |
| 968 | Program Manager I | 0 | 0 | 1 | 52,856 | 1 | 57,074 | 1 | 57,074 |
| 970 | Program Manager II | 5 | 7 | 9 | 525,885 | 9 | 559,868 | 8 | 496,439 |
| 972 | Program Manager IV | 1 | 1 | 0 | 0 | 1 | 89,856 | 1 | 89,856 |
| 221 | Secretarial Clerk II | 2 | 2 | 1 | 41,427 | 1 | 43,235 | 1 | 43,235 |
| 3108 | Technician II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3109 | Technician III | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1054 | Trades Supervisor | 1 | 1 | 1 | 60,197 | 1 | 62,816 | 1 | 62,816 |
| **TOTAL FULL-TIME POSITIONS** | | **31** | **37** | **37** | **$ 1,863,315** | **36** | **$ 1,918,357** | **35** | **$ 1,854,928** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 22,138,670 | 0 | 22,138,670 | 37.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (1,629) | 0 | (1,629) | 0.0 | Vehicle Services ASR Reductions |
| | (22,187) | 0 | (22,187) | 0.0 | Purchasing ASR Reductions |
| | (408) | 0 | (408) | 0.0 | Risk Management ASR Reductions |
| | (951) | 0 | (951) | 0.0 | Printing & Distribution ASR Reductions |
| | (2,185) | 0 | (2,185) | 0.0 | Information Technology ASR Reductions |
| | (2,728) | 0 | (2,728) | 0.0 | Communications ASR Reductions |
| | (13,457) | 0 | (13,457) | 0.0 | I/A reduction with Parks Bureau |
| | (16,305) | 0 | (16,305) | 0.0 | OMF Administration ASR Reductions |
| | (124,238) | 0 | (124,238) | 0.0 | Reduce Puchases Move to 7th Floor |
| | 548,103 | 0 | 548,103 | 0.0 | Technical Adjustment for 911 Center Expansion |
| | (22,838) | 0 | (22,838) | 0.0 | Eliminate Bike Racks Project |
| | (67,473) | 0 | (67,473) | (1.0) | Transfer IT position to OMF Administration |
| | (225,000) | 0 | (225,000) | 0.0 | Facilities ASR Reductions |
| | (2) | 0 | (2) | 0.0 | Financial Management ASR Reduction |
| | (270,555) | 0 | (270,555) | 0.0 | Technical Corrections on Capital Project Budget |
| | (4,930) | 0 | (4,930) | 0.0 | Decrease I/A with Parking for Goose Hollow Lots |
| **Approved Budget Additions and Reductions** | | | | | |
| | 23,144 | 0 | 23,144 | 0.0 | HR Transition Implementation |
| **Adopted Budget Additions and Reductions** | | | | | |
| | (63,973) | 0 | (63,973) | (1.0) | Move 1.0 FTE to Administration |
| | (1,680) | 0 | (1,680) | 0.0 | Technical Adjustment w/ Parking |
| | (5,900) | 0 | (5,900) | 0.0 | Reduce I/A w/ P&D for Web Based Specs |
| | 25,535 | 0 | 25,535 | 0.0 | Recognize Increased Daycare Expenses |
| | (249,657) | 0 | (249,657) | (2.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 21,889,013** | **35.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Printing & Distribution Services

## OVERVIEW

Printing and Distribution (P&D) provides services to City bureaus, Multnomah County, the State of Oregon and other governmental agencies.

Services include traditional printing and bindery; electronic printing and pre-press; inserting and addressing of mail; microfilming, blueprinting, purchasing and maintaining copy machines; xerographing; mail processing and delivering of interoffice and U.S. mail. Most services are provided in house with approximately 30% of reproduction work done by outside vendors.

*Competitive rates yield more customers.*

P&D has not increased its rate for basic copy center services for the past four years. Rates for all other service elements have increased less than the rate of inflation over the past 10 years. As a result, the customer base has grown through P&D's participation in the competitive bid process for other jurisdictions.

More and more customers are using P&D's digital printing services, benefiting from higher productivity and a better quality product.

## CHANGES FROM PRIOR YEAR

**Citywide Administrative Services Review**

In response to the Council-directed Administrative Services Review (ASR), P&D made reductions in costs and services which were passed through to customers in their interagency agreements.

The P&D ASR Committee focused on efficiencies as the best method of achieving the ASR reduction, while maintaining and/or improving service levels without impacting rates. The efficiencies included in the Adopted Budget are:

*ASR reductions total $87,790.*

- 2.4% decrease in paper consumption.
- Development and implementation of Citywide printing standards and options, including various qualities and turnaround times.
- Development and implementation of Citywide mailing standards, including mailing list maintenance and standard size documents.

# Overview of Programs

## COPY SERVICES

Copy Services consults with bureaus and non-City customers about their business needs and recommends and procures appropriate copy machines and copier/printer equipment. They also provide paper supplies and manage the vendor maintenance contract.

## DISTRIBUTION

Distribution provides delivery of incoming and outgoing interoffice and U.S. mail and Print Shop orders. Special deliveries are available by request.

## DUPLICATING

*Two downtown locations serve customers.*

P&D's main print shop provides traditional in-house and vended duplicating services to City and non-City customers. Inserting and addressing, photographic and graphics services, variable data services, electronic printing, printing on demand, and digital pre-press services are also available.

Printing & Distribution's site at the Development Building offers reprographics services to City agencies and the public doing business with the City. This facility also offers limited copy center services to building tenants.

## MICROFILM

Microfilm provides 16 and 35 mm filming, processing, jacketing, indexing and duplicating services. The program also provides secure off-site storage for archived film.

## OPERATIONS

Operations provides overall management and administrative support to the other programs in Printing and Distribution Services. These services include rate setting, budgeting and billing.

## Printing & Distribution Services AU 354

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 1,618,780 | 1,769,365 | 1,731,702 | 1,829,368 | 1,829,368 |
| External Materials and Services | 3,502,588 | 3,810,619 | 3,960,176 | 3,896,333 | 3,896,333 |
| Internal Materials and Services | 505,016 | 633,592 | 661,265 | 682,909 | 702,747 |
| Minor Capital Outlay | 729,827 | 499,885 | 355,000 | 537,000 | 537,000 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 6,356,211 | 6,713,461 | 6,708,143 | 6,945,610 | 6,965,448 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 6,356,211** | **$ 6,713,461** | **$ 6,708,143** | **$ 6,945,610** | **$ 6,965,448** |
| Allocated Overhead | 252,099 | 253,183 | 222,758 | 250,575 | 228,723 |
| **Total Cost with Allocated Overhead** | 6,608,310 | 6,966,644 | 6,930,901 | 7,196,185 | 7,194,171 |
| **RESOURCES** | | | | | |
| Print/Dist Services Operating Fund | | 6,713,461 | 6,708,143 | 6,945,610 | 6,965,448 |
| 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** | | | | | |
| Copy Services | | 341,366 | 316,622 | 385,682 | 385,682 |
| *Positions* | | *1* | *1* | *1* | *1* |
| Distribution | | 2,062,168 | 1,787,946 | 1,923,426 | 1,923,426 |
| *Positions* | | *5* | *3* | *4* | *4* |
| Duplicating | | 3,305,213 | 3,514,425 | 3,521,507 | 3,521,507 |
| *Positions* | | *22* | *20* | *19* | *19* |
| Microfilm | | 94,207 | 161,812 | 210,261 | 210,261 |
| *Positions* | | *0* | *2* | *2* | *2* |
| Operations | | 909,742 | 927,338 | 904,734 | 924,572 |
| *Positions* | | *3* | *3* | *3* | *3* |
| Non-Budget | | 0 | 0 | 0 | 0 |
| *Positions* | | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 6,712,696** | **$ 6,708,143** | **$ 6,945,610** | **$ 6,965,448** | |
| *Positions* | ***31*** | ***29*** | ***29*** | ***29*** | |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 861,182 | 985,022 | 1,134,555 | 1,207,919 | 1,207,919 |
| 512000 | Part-Time Employees | 77,203 | 23,244 | 60,700 | 45,500 | 45,500 |
| 514000 | Overtime | 57,748 | 60,334 | 71,000 | 78,500 | 78,500 |
| 515000 | Premium Pay | 35,531 | 31,819 | 9,500 | 25,500 | 25,500 |
| 517000 | Benefits | 421,081 | 475,078 | 455,947 | 471,949 | 471,949 |
| 518000 | Paid Absence | 166,035 | 193,868 | 0 | 0 | 0 |
| **Total Personnel Services** | | 1,618,780 | 1,769,365 | 1,731,702 | 1,829,368 | 1,829,368 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 6,875 | 0 | 2,000 | 2,000 | 2,000 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 1,872 | 43,640 | 3,000 | 3,000 | 3,000 |
| 524000 | Repair & Maintenance Services | 370,688 | 462,321 | 439,000 | 402,209 | 402,209 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 2,293,598 | 2,552,382 | 2,869,339 | 2,738,342 | 2,738,342 |
| 531000 | Office Supplies | 1,806 | 4,496 | 3,000 | 4,100 | 4,100 |
| 532000 | Operating Supplies | 644,722 | 667,833 | 566,887 | 667,382 | 667,382 |
| 533000 | Repair & Maintenance Supplies | 3,637 | 8,691 | 5,000 | 5,700 | 5,700 |
| 534000 | Minor Equipment & Tools | 153,664 | 49,102 | 32,750 | 32,600 | 32,600 |
| 535000 | Clothing & Uniforms | 2,449 | 3,119 | 1,500 | 1,500 | 1,500 |
| 539000 | Other Commodities External | 228 | 296 | 0 | 0 | 0 |
| 541000 | Education | 7,865 | 5,436 | 21,000 | 22,500 | 22,500 |
| 542000 | Local Travel | 3,442 | 3,745 | 2,500 | 3,000 | 3,000 |
| 543000 | Out-of-Town Travel | 7,525 | 8,045 | 11,500 | 11,000 | 11,000 |
| 544000 | Space Rental | 1,384 | 344 | 2,700 | 3,000 | 3,000 |
| 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 | 2,833 | 1,169 | 0 | 0 | 0 |
| **Total External Materials and Services** | | 3,502,588 | 3,810,619 | 3,960,176 | 3,896,333 | 3,896,333 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 28,014 | 29,578 | 39,941 | 34,406 | 34,406 |
| 552000 | Printing & Distribution | 0 | 0 | 0 | 0 | 0 |
| 553000 | Facilities Services | 127,876 | 186,110 | 185,259 | 187,364 | 187,364 |
| 554000 | Communications Services | 27,768 | 33,481 | 32,663 | 31,655 | 31,655 |
| 555000 | Data Processing Services | 115,946 | 162,529 | 166,013 | 200,742 | 200,742 |
| 556000 | Insurance | 37,410 | 38,757 | 42,611 | 42,022 | 42,022 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 168,002 | 183,137 | 194,778 | 186,720 | 206,558 |
| **Total Internal Materials and Services** | | 505,016 | 633,592 | 661,265 | 682,909 | 702,747 |
| **Total Materials and Services** | | 4,007,604 | 4,444,211 | 4,621,441 | 4,579,242 | 4,599,080 |
| **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 | 729,827 | 499,885 | 355,000 | 537,000 | 537,000 |
| 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** | | 729,827 | 499,885 | 355,000 | 537,000 | 537,000 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 6,356,211** | **$ 6,713,461** | **$ 6,708,143** | **$ 6,945,610** | **$ 6,965,448** |

## Printing & Distribution Services AU 354

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 515 | Accountant II | 0 | 1 | 1 | 45,760 | 1 | 47,445 | 1 | 47,445 |
| 512 | Billing Accountant | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 127 | Delivery Driver | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 337 | Distribution Technician | 0 | 0 | 3 | 101,827 | 4 | 146,676 | 4 | 146,676 |
| 339 | Distribution Technician, Lead | 0 | 0 | 1 | 37,232 | 1 | 38,605 | 1 | 38,605 |
| 346 | Electronic Pre-Press Oper Lead | 0 | 0 | 1 | 44,595 | 1 | 46,238 | 1 | 46,238 |
| 345 | Electronic Pre-Press Operator | 0 | 0 | 2 | 72,726 | 0 | 0 | 0 | 0 |
| 125 | Mail Clerk I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 126 | Mail Clerk II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 102 | Office Support Specialist II | 0 | 1 | 1 | 33,093 | 1 | 34,320 | 1 | 34,320 |
| 341 | Print & Dist Cust Svc Rep Lead | 0 | 0 | 1 | 42,445 | 1 | 46,064 | 1 | 46,064 |
| 340 | Print & Distrib Cust Svc Rep | 0 | 0 | 2 | 76,994 | 3 | 116,311 | 3 | 116,311 |
| 966 | Program Coordinator | 0 | 0 | 1 | 49,945 | 1 | 53,938 | 1 | 53,938 |
| 968 | Program Manager I | 0 | 1 | 1 | 60,570 | 1 | 62,816 | 1 | 62,816 |
| 972 | Program Manager IV | 1 | 1 | 1 | 77,581 | 1 | 83,774 | 1 | 83,774 |
| 354 | Reproduction Operator III | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 349 | Reproduction Technician | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 350 | Reprographic Operator I | 7 | 8 | 8 | 250,633 | 6 | 200,554 | 6 | 200,554 |
| 351 | Reprographic Operator II | 7 | 8 | 4 | 151,964 | 6 | 238,702 | 6 | 238,702 |
| 353 | Reprographic Operator III | 0 | 3 | 2 | 89,190 | 2 | 92,476 | 2 | 92,476 |
| 220 | Secretarial Clerk I | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1056 | Senior Trades Supervisor | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1054 | Trades Supervisor | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **29** | **31** | **29** | **$ 1,134,555** | **29** | **$ 1,207,919** | **29** | **$ 1,207,919** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 7,111,519 | 0 | 7,111,519 | 29.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (752) | 0 | (752) | 0.0 | Vehicle Services ASR Reductions |
| | (87,790) | 0 | (87,790) | 0.0 | Printing & Distribution ASR Reductions |
| | (5,792) | 0 | (5,792) | 0.0 | Facilities ASR Reductions |
| | (1,120) | 0 | (1,120) | 0.0 | Communications ASR Increase |
| | (172) | 0 | (172) | 0.0 | Information Technology ASR Increase |
| | (198) | 0 | (198) | 0.0 | Risk Management ASR Reductions |
| | (5,540) | 0 | (5,540) | 0.0 | OMF Administration ASR Reductions |
| | (33,785) | 0 | (33,785) | 0.0 | Customer Requested ASR Reductions |
| | (46,560) | 0 | (46,560) | 0.0 | Customer Requested 1.4% Reductions |
| | 15,800 | 0 | 15,800 | 0.0 | Customer Requested Add Packages |
| **Approved Budget Additions and Reductions** | | | | | |
| | 19,838 | 0 | 19,838 | 0.0 | OMF Admin for HR ASR and Pension Debt |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | (146,071) | 0 | (146,071) | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 6,965,448** | **29.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Risk Management

## OVERVIEW

*The City self insures its general and fleet liability and workers' compensation programs.*

Risk Management's primary objectives are to:

- Safeguard the City's financial and human resources and assets from the adverse impact of loss.
- Make whole, in an expedient and fair manner, individuals who have suffered bodily injury, personal injury, and/or property damage, when the City is found to be responsible.

## CHANGES FROM PRIOR YEAR

### Administrative Services Review

In response to the Council-directed Administrative Services Review (ASR) process, Risk Management made reductions in costs and services which were passed through to customers in their interagency agreements.

*Citywide Risk Management ASR reductions total $73,035.*

- Annual savings of $35,000 by bringing the bloodborne pathogen testing program in house. This added a registered nurse to Risk Management's staff.
- The back injury prevention program was reduced by $4,000.
- Risk Management's facilities costs were reduced $15,000 when the Employee Benefits program relocated, reducing space needs.
- $19,000 in across-the-board cuts in materials and services were made in the bureaus of Transportation, Water, Environmental Services, Police, Fire, and Parks.

### OMF Reorganization

Effective July 1, 2000, the Employee Benefits Program was moved to Human Resources from Risk Management. Three other employee benefit programs also were relocated to Human Resources from Risk: Employee Assistance, Wellness, and Deferred Compensation.

Creating the Office of Management and Finance (OMF) and OMF Administration has resulted in internal management and administrative efficiencies. Risk's nine-person Operations staff are now part of OMF Administration and their costs are supported by interagency revenue from the Insurance and Claims and Workers' Compensation Funds.

# Overview of Programs

## Insurance & Claims Administration/Claims

The Insurance and Claims Program provides for fleet and general liability claims administration, management of the liability self-insurance program, management of the City's commercial insurance portfolio, and Citywide leadership in loss prevention.

## Workers Compensation Admin/Claims

The Workers' Compensation Program provides for claims administration, management of the Workers' Compensation self-insurance program, and Citywide loss prevention activities aimed toward minimizing occupational injury and illness.

## Risk Management

Risk Management is responsible for the management and administration of the Liability and Workers' Compensation programs and the City's commercial insurance portfolio. Additionally, in support of Council's priority to control losses, Risk also provides leadership and assistance to bureaus in developing and implementing Citywide loss prevention/safety programs.

## Risk Management AU 577, 572

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 2,076,078 | 2,136,064 | 1,762,594 | 1,419,089 | 1,419,089 |
| External Materials and Services | 5,887,178 | 5,542,338 | 7,070,502 | 7,337,804 | 7,384,594 |
| Internal Materials and Services | 4,183,948 | 5,214,170 | 2,007,079 | 2,292,586 | 2,294,230 |
| Minor Capital Outlay | 17,630 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 12,164,834 | 12,892,572 | 10,840,175 | 11,049,479 | 11,097,913 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 12,164,834** | **$ 12,892,572** | **$ 10,840,175** | **$ 11,049,479** | **$ 11,097,913** |
| Allocated Overhead | 248,352 | 282,666 | 269,612 | 265,184 | 262,653 |
| **Total Cost with Allocated Overhead** | 12,413,186 | 13,175,238 | 11,109,787 | 11,314,663 | 11,360,566 |
| **RESOURCES** | | | | | |
| Risk Management | | 12,892,572 | 10,840,175 | 11,049,479 | 11,097,913 |
| **TOTAL RESOURCES** | | **$ 12,892,572** | **$ 10,840,175** | **$ 11,049,479** | **$ 11,097,913** |
| 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** | | | | | |
| Workers Compensation Admin/Claims | | 3,575,837 | 4,430,339 | 4,531,644 | 4,532,466 |
| *Positions* | | *0* | *13* | *10* | *10* |
| Insurance & Claims Administration/Claims | | 5,397,783 | 6,409,836 | 6,517,835 | 6,565,447 |
| *Positions* | | *0* | *14* | *10* | *10* |
| Risk Management | | 3,918,952 | 0 | 0 | 0 |
| *Positions* | | *36* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 12,892,572** | **$ 10,840,175** | **$ 11,049,479** | **$ 11,097,913** |
| *Positions* | | ***36*** | ***27*** | ***19*** | ***19*** |

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **Personnel Services** | | | | | |
| 511000 Full-Time Employees | 1,296,956 | 1,298,160 | 1,275,987 | 1,042,160 | 1,042,160 |
| 512000 Part-Time Employees | 6,985 | 36,585 | 14,330 | 17,160 | 17,160 |
| 514000 Overtime | 0 | 0 | 2,146 | 0 | 0 |
| 515000 Premium Pay | 6,578 | 3,118 | 0 | 0 | 0 |
| 517000 Benefits | 552,696 | 554,747 | 470,131 | 359,769 | 359,769 |
| 518000 Paid Absence | 212,863 | 243,454 | 0 | 0 | 0 |
| **Total Personnel Services** | 2,076,078 | 2,136,064 | 1,762,594 | 1,419,089 | 1,419,089 |
| **Materials and Services** | | | | | |
| **External Materials and Services** | | | | | |
| 521000 Professional Services | 1,013,400 | 1,309,529 | 335,129 | 335,885 | 335,885 |
| 522000 Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 Repair & Maintenance Services | 3,599 | 1,864 | 7,915 | 5,478 | 5,478 |
| 525000 Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 Miscellaneous Services | 4,687,923 | 4,082,683 | 6,631,996 | 6,888,387 | 6,935,177 |
| 531000 Office Supplies | 13,053 | 12,293 | 20,053 | 13,404 | 13,404 |
| 532000 Operating Supplies | 57 | 309 | 0 | 0 | 0 |
| 533000 Repair & Maintenance Supplies | 0 | 1 | 0 | 0 | 0 |
| 534000 Minor Equipment & Tools | 72,191 | 47,378 | 21,264 | 14,716 | 14,716 |
| 535000 Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 Other Commodities External | 0 | 0 | 0 | 0 | 0 |
| 541000 Education | 21,641 | 12,822 | 13,226 | 9,154 | 9,154 |
| 542000 Local Travel | 3,050 | 4,004 | 9,673 | 9,696 | 9,696 |
| 543000 Out-of-Town Travel | 17,171 | 10,629 | 11,443 | 9,320 | 9,320 |
| 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 | 55,093 | 60,826 | 19,803 | 51,764 | 51,764 |
| **Total External Materials and Services** | 5,887,178 | 5,542,338 | 7,070,502 | 7,337,804 | 7,384,594 |
| **Internal Materials and Services** | | | | | |
| 551000 Fleet Services | 1,797 | 1,503 | 5,729 | 5,570 | 5,570 |
| 552000 Printing & Distribution | 89,970 | 93,764 | 61,261 | 51,472 | 51,472 |
| 553000 Facilities Services | 157,911 | 578,720 | 139,957 | 118,718 | 103,718 |
| 554000 Communications Services | 39,971 | 42,822 | 41,758 | 24,576 | 24,576 |
| 555000 Data Processing Services | 149,660 | 240,130 | 89,188 | 66,598 | 66,598 |
| 556000 Insurance | 25,212 | 26,637 | 26,831 | 17,628 | 17,628 |
| 557000 Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 Same Fund Services | 80,798 | 91,785 | 0 | 0 | 0 |
| 559000 Other Fund Services | 3,638,629 | 4,138,809 | 1,642,355 | 2,008,024 | 2,024,668 |
| **Total Internal Materials and Services** | 4,183,948 | 5,214,170 | 2,007,079 | 2,292,586 | 2,294,230 |
| **Total Materials and Services** | 10,071,126 | 10,756,508 | 9,077,581 | 9,630,390 | 9,678,824 |
| **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 | 17,630 | 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** | 17,630 | 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** | **$ 12,164,834** | **$ 12,892,572** | **$ 10,840,175** | **$ 11,049,479** | **$ 11,097,913** |

## Risk Management AU 577, 572

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 815 | Administrative Specialist | 4 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 920 | Administrative Supervisor I | 2 | 1 | 1 | 51,896 | 0 | 0 | 0 | 0 |
| 844 | Assistant Risk Specialist | 4 | 4 | 2 | 85,703 | 2 | 92,504 | 2 | 92,504 |
| 928 | Bureau Administrative Manager | 1 | 1 | 1 | 36,889 | 1 | 77,064 | 1 | 77,064 |
| 859 | Claims Technician | 2 | 2 | 3 | 111,629 | 3 | 115,752 | 3 | 115,752 |
| 858 | Claims Technician, Assistant | 3 | 3 | 2 | 60,709 | 2 | 64,184 | 2 | 64,184 |
| 114 | Clerical Specialist | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2542 | Information Systems Analyst II | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2543 | Information Systems Analyst III | 0 | 1 | 1 | 60,320 | 0 | 0 | 0 | 0 |
| 102 | Office Support Specialist II | 0 | 0 | 5 | 144,118 | 0 | 0 | 0 | 0 |
| 106 | Office Support Specialist, Lead | 0 | 0 | 1 | 39,062 | 0 | 0 | 0 | 0 |
| 853 | Risk Management Director | 1 | 1 | 1 | 86,654 | 1 | 89,856 | 1 | 89,856 |
| 846 | Risk Specialist | 5 | 3 | 2 | 106,631 | 2 | 112,648 | 2 | 112,648 |
| 850 | Risk Supervisor | 3 | 3 | 3 | 201,240 | 2 | 139,111 | 2 | 139,111 |
| 220 | Secretarial Clerk I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 2 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 848 | Senior Risk Specialist | 2 | 4 | 5 | 291,136 | 6 | 351,041 | 6 | 351,041 |
| 115 | Supervising Clerk | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **37** | **36** | **27** | **$ 1,275,987** | **19** | **$ 1,042,160** | **19** | **$ 1,042,160** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 10,965,947 | 0 | 10,965,947 | 18.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | 109,908 | 0 | 109,908 | 1.0 | Risk Management ASR Reductions |
| | (474) | 0 | (474) | 0.0 | Purchasing ASR Reductions |
| | (1,364) | 0 | (1,364) | 0.0 | Printing & Distribution ASR Reductions |
| | (225) | 0 | (225) | 0.0 | Facilities ASR Reductions |
| | (629) | 0 | (629) | 0.0 | Communications ASR Reductions |
| | (202) | 0 | (202) | 0.0 | Information Technology ASR Reductions |
| | (82) | 0 | (82) | 0.0 | OMF Reorganization Adjustment |
| | (23,400) | 0 | (23,400) | 0.0 | OMF Administration ASR Reductions |
| **Approved Budget Additions and Reductions** | | | | | |
| | 16,644 | 0 | 16,644 | 0.0 | HR Transition Implementation |
| **Adopted Budget Additions and Reductions** | | | | | |
| | (15,000) | 0 | (15,000) | 0.0 | Facilities I/A Decrease (Risk ASR Reduction) |
| | 46,790 | 0 | 46,790 | 0.0 | Steel Bridge Insurance for PDOT |
| | 131,966 | 0 | 131,966 | 1.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 11,097,913** | **19.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Vehicle Services

## OVERVIEW

### Organizational Description

Vehicle Services acquires, modifies, services, repairs, and disposes of vehicles and equipment owned, leased, and rented by the City. Vehicle Services operates eight garages, a body and paint facility and a fabrication shop. It also operates a downtown motor pool to provide vehicles on a convenient and short-term basis to meet the business needs of City bureaus.

*While the City's fleet has grown in size and sophistication, efficiencies have helped to contain costs.*

The number of City vehicles has grown by over 700 units in the last ten years. Additionally, the City is purchasing more sophisticated vehicles to support customers' service needs. While the equipment and vehicles improve a bureau's ability to deliver service, Vehicle Services' budget trends reflect increasing expenditures as a result of higher purchase costs, expensive repair components and test/diagnostic equipment, and increased repair time.

Vehicle Services has managed expenditures and limited staff growth by implementing efficiencies, employing technology, and adhering to responsible replacement schedules for equipment and vehicles. As a result, Vehicle Services has been able to maintain a high level of vehicle availability and reliability, while continuing to improve service.

### New/Expanded Programs and Efficiencies

New Department of Environmental Quality requirements for Enhanced Vehicle Exhaust Emissions Certifications require all City vehicles to be tested and certified that they meet the new standards. Equipment has been purchased and installed, employees have been trained, City mechanics have been authorized to provide official certification, and stations have been inspected and approved by the State. Compliance with the new program requirements may increase the downtime and costs associated with City vehicles.

Previously, Vehicle Services rented or leased vehicles for short-term use from outside providers to meet customer needs. To better serve customers, in FY 01-02 Vehicle Services will increase the number and variety of vehicles in its pool to provide a larger variety of vehicles for short-term use at lower costs.

Management Information System improvements are underway to provide electronic billing detail to customers.

## CHANGES FROM PRIOR YEAR

### Citywide Administrative Services Review

In response to the Council-directed Administrative Services Review, Vehicle Services reduced FY 2001-02 costs by an estimated $1,317,000 Citywide. $931,390 of these savings will be passed through to bureaus through reduced interagencies. The reductions are summarized below:

- Extend lifecycles by one year for all vehicle classes. A mechanic is added to handle the anticipated increase in workload due to older vehicle inventories.

*Council directs 10% reductions in City Administrative Services.*

- Cut in half the number of leased vehicles.
- Reduce the number of take home vehicles and increase charges.
- Reduce the size of the City fleet overall.
- Reduce maintenance costs for golf carts through standardized purchases.

# Overview of Programs

## OPERATIONS

Operations provides management oversight and administrative support for Vehicle Services. The purchase of new and replacement vehicles, management of the repair parts activity, coordination of human resources and budget, and the management information system are among Operation's responsibilities.

## MAINTENANCE & REPAIR

Maintenance and Repair is responsible for the preparation of new vehicles and equipment, scheduled preventive maintenance, and unscheduled repairs of City vehicles and equipment.

## FUEL MANAGEMENT

Fuel Management provides fuel for City vehicles and equipment. Fuel is provided from City-operated facilities and commercial vendors.

## BODY AND PAINT

Body and Paint assists the Maintenance and Repair program in the preparation of new vehicles. Additionally they provide body and paint restoration of damaged City fleet vehicles and equipment.

## FABRICATION

Fabrication provides metal work for City vehicles and equipment, such as welding, machining, bending and cutting used in the repair and/or modification of vehicles and equipment.

## MOTOR POOL

The Motor Pool maintains a fleet of unassigned vehicles for periodic and short-term use by City bureaus.

## LEASE EQUIPMENT

Lease Equipment manages the leasing of vehicles for extended use when leasing is deemed to be more cost effective than purchase. This work unit also manages rentals of large passenger vans, buses and other atypical vehicles for short-term or seasonal use.

## CAPITAL REPLACEMENT

Capital Replacement tracks funds designated for the purchase of replacement vehicles. Replacement funds are a component of the Vehicle Services rate methodology.

## NEW EQUIPMENT/CASH TRANSFERS

The New Equipment/Cash Transfers program tracks all funds designated for the purchase of new vehicles requested by customers.

## POLICE UNDERCOVER ACCOUNT

The Police Undercover Account tracks funds designated for the purchase or lease of undercover vehicles for the Bureau of Police.

## Vehicle Services AU 562

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 4,645,298 | 4,748,219 | 5,267,169 | 5,412,996 | 5,412,996 |
| External Materials and Services | 6,021,037 | 6,829,648 | 6,882,204 | 7,793,267 | 7,793,267 |
| Internal Materials and Services | 918,732 | 872,818 | 1,048,822 | 1,042,522 | 1,094,763 |
| Minor Capital Outlay | 6,195,044 | 6,004,267 | 8,927,830 | 6,100,000 | 6,350,000 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 17,780,111 | 18,454,952 | 22,126,025 | 20,348,785 | 20,651,026 |
| Capital Improvements | 0 | 0 | 667,000 | 1,099,000 | 1,099,000 |
| **TOTAL BUREAU EXPENDITURES** | **$ 17,780,111** | **$ 18,454,952** | **$ 22,793,025** | **$ 21,447,785** | **$ 21,750,026** |
| Allocated Overhead | 504,527 | 300,731 | 479,712 | 527,831 | 555,907 |
| **Total Cost with Allocated Overhead** | 18,284,638 | 18,755,683 | 23,272,737 | 21,975,616 | 22,305,933 |
| **RESOURCES** | | | | | |
| Fleet Services Operating Fund | | 18,454,952 | 22,793,025 | 21,447,785 | 21,750,026 |
| 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** | | | | | |
| Operations | | 1,098,638 | 1,087,314 | 999,471 | 1,004,500 |
| *Positions* | | *9* | *9* | *9* | *9* |
| Maintenance & Repair | | 6,719,137 | 8,162,708 | 9,121,171 | 9,157,744 |
| *Positions* | | *54* | *55* | *55* | *55* |
| Fuel Management | | 1,924,537 | 1,475,146 | 2,111,720 | 2,112,243 |
| *Positions* | | *1* | *1* | *1* | *1* |
| Body and Paint | | 868,238 | 1,060,191 | 965,430 | 969,866 |
| *Positions* | | *6* | *6* | *6* | *6* |
| Fabrication | | 609,377 | 727,368 | 693,509 | 696,705 |
| *Positions* | | *6* | *6* | *6* | *6* |
| Motor Pool | | 125,261 | 467,172 | 416,608 | 417,435 |
| *Positions* | | *1* | *1* | *1* | *1* |
| Lease Equipment | | 1,081,487 | 1,253,264 | 1,017,667 | 1,017,861 |
| *Positions* | | *1* | *1* | *1* | *1* |
| Capital Replacement | | 5,825,810 | 8,088,662 | 6,122,209 | 6,123,672 |
| *Positions* | | *3* | *5* | *5* | *5* |
| New Equipment/Cash Transfers | | 202,467 | 471,200 | 0 | 250,000 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Police Undercover Account | | 0 | 0 | 0 | 0 |
| *Positions* | | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 18,454,952** | **$ 22,793,025** | **$ 21,447,785** | **$ 21,750,026** |
| *Positions* | | ***81*** | ***83*** | ***83*** | ***83*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 2,655,958 | 2,785,729 | 3,684,246 | 3,824,225 | 3,824,225 |
| 512000 | Part-Time Employees | 14,401 | 6,637 | 17,000 | 10,000 | 10,000 |
| 514000 | Overtime | 123,465 | 73,700 | 42,000 | 42,000 | 42,000 |
| 515000 | Premium Pay | 33,016 | 37,545 | 34,000 | 35,000 | 35,000 |
| 517000 | Benefits | 1,301,829 | 1,317,215 | 1,489,923 | 1,501,771 | 1,501,771 |
| 518000 | Paid Absence | 516,629 | 527,393 | 0 | 0 | 0 |
| **Total Personnel Services** | | 4,645,298 | 4,748,219 | 5,267,169 | 5,412,996 | 5,412,996 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 4,548 | 2,578 | 7,500 | 7,500 | 7,500 |
| 522000 | Utilities | 99,288 | 104,210 | 103,100 | 125,000 | 125,000 |
| 523000 | Equipment Rental | 1,176,447 | 1,076,486 | 1,197,249 | 960,362 | 960,362 |
| 524000 | Repair & Maintenance Services | 744,317 | 794,801 | 994,036 | 1,107,500 | 1,107,500 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 184,742 | 226,726 | 207,500 | 314,000 | 314,000 |
| 531000 | Office Supplies | 7,163 | 10,788 | 15,150 | 16,150 | 16,150 |
| 532000 | Operating Supplies | 1,503,299 | 2,054,109 | 1,636,500 | 2,242,755 | 2,242,755 |
| 533000 | Repair & Maintenance Supplies | 2,063,903 | 2,298,604 | 2,369,500 | 2,656,000 | 2,656,000 |
| 534000 | Minor Equipment & Tools | 145,463 | 110,900 | 203,000 | 159,000 | 159,000 |
| 535000 | Clothing & Uniforms | 24,090 | 24,495 | 42,000 | 40,000 | 40,000 |
| 539000 | Other Commodities External | 552 | 122 | 0 | 0 | 0 |
| 541000 | Education | 20,388 | 20,593 | 37,350 | 40,000 | 40,000 |
| 542000 | Local Travel | 0 | 123 | 300 | 300 | 300 |
| 543000 | Out-of-Town Travel | 2,644 | 3,570 | 14,200 | 13,200 | 13,200 |
| 544000 | Space Rental | 17,546 | 53,428 | 12,500 | 60,000 | 60,000 |
| 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 | 26,647 | 48,115 | 42,319 | 51,500 | 51,500 |
| **Total External Materials and Services** | | 6,021,037 | 6,829,648 | 6,882,204 | 7,793,267 | 7,793,267 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 0 | 0 | 0 | 0 | 0 |
| 552000 | Printing & Distribution | 24,052 | 24,221 | 20,236 | 25,155 | 25,155 |
| 553000 | Facilities Services | 205,208 | 165,832 | 953,896 | 1,396,533 | 1,396,533 |
| 554000 | Communications Services | 38,702 | 46,453 | 38,526 | 40,681 | 40,681 |
| 555000 | Data Processing Services | 73,602 | 78,999 | 42,248 | 38,733 | 38,733 |
| 556000 | Insurance | 146,728 | 152,010 | 250,043 | 238,463 | 238,463 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 430,440 | 405,303 | 410,873 | 401,957 | 454,198 |
| **Total Internal Materials and Services** | | 918,732 | 872,818 | 1,715,822 | 2,141,522 | 2,193,763 |
| **Total Materials and Services** | | 6,939,769 | 7,702,466 | 8,598,026 | 9,934,789 | 9,987,030 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 0 | 0 | 0 | 0 | 0 |
| 562000 | Buildings | 0 | 0 | 0 | 0 | 0 |
| 563000 | Improvements | 0 | 22,010 | 0 | 0 | 0 |
| 564000 | Capital Equipment | 6,195,044 | 5,982,257 | 8,927,830 | 6,100,000 | 6,350,000 |
| 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** | | 6,195,044 | 6,004,267 | 8,927,830 | 6,100,000 | 6,350,000 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 17,780,111** | **$ 18,454,952** | **$ 22,793,025** | **$ 21,447,785** | **$ 21,750,026** |

## Vehicle Services AU 562

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 819 | Administrative Assistant | 1 | 1 | 1 | 40,163 | 1 | 43,318 | 1 | 43,318 |
| 926 | Administrative Services Manager | 0 | 1 | 1 | 67,080 | 1 | 72,639 | 1 | 72,639 |
| 962 | Assistant Program Specialist | 0 | 1 | 1 | 44,597 | 1 | 48,095 | 1 | 48,095 |
| 1516 | Auto Body Restorer | 5 | 5 | 5 | 214,450 | 5 | 219,938 | 5 | 219,938 |
| 430 | Auto Parts Specialist | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1232 | Auto Servicer | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 929 | Bureau Operations Manager | 0 | 1 | 1 | 73,801 | 1 | 77,063 | 1 | 77,063 |
| 1520 | Industrial Machinist | 1 | 1 | 1 | 42,890 | 1 | 44,075 | 1 | 44,075 |
| 2522 | Information Systems Tech I | 0 | 1 | 1 | 37,669 | 1 | 39,099 | 1 | 39,099 |
| 1200 | Maintenance Worker | 0 | 1 | 1 | 14,910 | 1 | 15,331 | 1 | 15,331 |
| 1208 | Maintenance Worker | 1 | 0 | 0 | 6,390 | 0 | 6,571 | 0 | 6,571 |
| 1530 | Motorcycle Mechanic | 1 | 1 | 1 | 42,890 | 1 | 44,075 | 1 | 44,075 |
| 100 | Office Support Specialist I | 0 | 1 | 1 | 27,747 | 1 | 31,096 | 1 | 31,096 |
| 102 | Office Support Specialist II | 0 | 1 | 1 | 33,093 | 1 | 34,320 | 1 | 34,320 |
| 1444 | Painter, Lead | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 966 | Program Coordinator | 0 | 0 | 1 | 50,690 | 1 | 46,675 | 1 | 46,675 |
| 968 | Program Manager I | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 220 | Secretarial Clerk I | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1956 | Senior Public Works Manager | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1056 | Senior Trades Supervisor | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 407 | Storekeeper II Auto Parts Spec | 0 | 4 | 5 | 200,969 | 5 | 205,920 | 5 | 205,920 |
| 411 | Stores Supervisor I | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 413 | Stores System Manager | 1 | 1 | 1 | 57,491 | 1 | 59,613 | 1 | 59,613 |
| 1058 | Trades Manager | 1 | 1 | 1 | 67,080 | 1 | 69,555 | 1 | 69,555 |
| 1054 | Trades Supervisor | 6 | 6 | 6 | 333,507 | 6 | 336,206 | 6 | 336,206 |
| 1533 | Vehicle & Equip Mechanic Lead | 2 | 2 | 2 | 90,064 | 2 | 92,518 | 2 | 92,518 |
| 1532 | Vehicle & Equipment Mechanic | 44 | 46 | 47 | 1,981,510 | 47 | 2,071,526 | 47 | 2,071,526 |
| 1060 | Vehicle Services Manager | 0 | 1 | 1 | 85,717 | 1 | 89,856 | 1 | 89,856 |
| 1513 | Welder | 3 | 3 | 3 | 127,359 | 3 | 130,914 | 3 | 130,914 |
| 1511 | Welder, Lead | 1 | 1 | 1 | 44,179 | 1 | 45,822 | 1 | 45,822 |
| **TOTAL FULL-TIME POSITIONS** | | **80** | **81** | **83** | **$ 3,684,246** | **83** | **$ 3,824,225** | **83** | **$ 3,824,225** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 22,365,432 | 0 | 22,365,432 | 83.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (575) | 0 | (575) | 0.0 | Facilities ASR Reductions |
| | (1,381) | 0 | (1,381) | 0.0 | Communications ASR Reductions |
| | (1,944) | 0 | (1,944) | 0.0 | Information Technology ASR Reductions |
| | (174) | 0 | (174) | 0.0 | Risk ASR Reductions |
| | (9,437) | 0 | (9,437) | 0.0 | OMF Administration ASR Reductions |
| | (489) | 0 | (489) | 0.0 | Printing & Distribution ASR Reductions |
| | (931,390) | 0 | (931,390) | 0.0 | Vehicle Services ASR Reductions |
| | 25,544 | 0 | 25,544 | 0.0 | Abandoned Auto Add Package |
| | 6,276 | 0 | 6,276 | 0.0 | OPDR Technical Adjustment |
| | 1,124 | 0 | 1,124 | 0.0 | Parks Increase Motorpool |
| | 3,933 | 0 | 3,933 | 0.0 | Police Van Add Package |
| | (9,134) | 0 | (9,134) | 0.0 | Customer Requested 1.4% Reductions |
| **Approved Budget Additions and Reductions** | | | | | |
| | 52,241 | 0 | 52,241 | 0.0 | OMF Admin for HR ASR and Pension Debt |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 250,000 | 0 | 250,000 | 0.0 | Mowing Equipment for Portland Public Schools |
| | (615,406) | 0 | (615,406) | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 21,750,026** | **83.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Communication Services

## OVERVIEW

### Organizational Description

Communications and Networking Services (ComNet) provides leadership to the Council and bureaus in strategic planning and management of the City's communications-related equipment and systems.

ComNet procures, operates, and maintains the City's communications-related equipment and systems, including:

*IRNE will improve the efficiency and reliability of regional governmental communications.*

- Telecommunications, including fiber optic systems; voice, video, and data services; and networks.
- Radio services covering installations, maintenance, and repair.
- Public safety radio systems for voice and mobile data, including maintenance of the system's infrastructure.
- Other electronic services, including the provision and maintenance of sirens, radar guns and video systems.

ComNet is responsible for the design and construction of the Integrated Regional Network Enterprise (IRNE). The IRNE is a telecommunications network plan which will carry all voice, video, and data communications for the City of Portland and its partners. This partnership will leverage funds, expertise, and infrastructure resources into a broadband, integrated, regional, and statewide network serving government, transportation, education, and public safety organizations. $1.3 million was added to the project for an extension in the project completion schedule.

*The 800 MHz system is an essential public safety tool.*

ComNet is also responsible for managing a state-of-the-art, public safety radio system (known as the 800 MHz radio system), which serves a majority of the region's public safety providers. In FY 2001-02, ComNet will begin a series of maintenance and enhancement projects to expand coverage, protect the investment, and add Internet Protocol traffic to the system. Council approved an investment of $375,000 for system maintenance and enhancement for FY 2001-02.

## CHANGES FROM PRIOR YEAR

### Citywide Administrative Services Review

In response to the Council-directed Administrative Services Review, the following Citywide reductions were made:

- Reduced long distance spending.
- Reduced cellular phone rates and spending.

*ComNet reduces Citywide costs by approximately $406,280.*

- Enhanced enforcement of telecommunication franchise fees, resulting in increased revenues from fees and penalties. This revenue offset appears in the Office of Cable Communications and Franchise Management.
- Reduced IRNE rates as a result of buydown of debt using the Qwest refund for overbilling.

Council directed that a cost of service study be conducted in FY 2001-02 to review the rate methodology for the 800 MHz system.

# Overview of Programs

## Division Administration

The Administration program provides management and administrative support for Communication Services, including budgeting, billing, inventory, contracting, direct service, and sales to bureaus and external customers of radio and telecommunications services. Administration also provides and maintains inventories for other bureau programs.

## Radio Shop

The Radio Shop installs, maintains, and repairs the City's electronic and communications equipment, video equipment, and fiber optic systems. This is performed at customer sites and at the electronics maintenance shop, located at the 911 Emergency Communications Center. 24-hour, on-call service is available.

## 800 MHz Operations

The Public Safety Radio System (800 MHz) section manages the operations of the regional system, including maintaining the backbone equipment (e.g., microwave towers which transmit and receive radio signals), and the electronic hardware and software which control the complex network infrastructure.

## Engineering

The Engineering program provides expertise in consultation, design, project and construction management, and quality assurance for radio and telecommunications projects. This includes radio communications, wireless and wireline data transmission, microwave, remote control, television surveillance, fire cable network, fiber optics, telemetry, and audio systems. In addition, Engineering is responsible for managing the radio frequency licensing requirements with the Federal Communications Commission and the Association of Public Safety Communications Officers.

## Telecommunications

The Telecommunications program provides voice, video, and data services, including telephone, cellular phones, pagers, and data network backbones. It also manages Citywide contracts for telephone services, data networking, network management, wiring, and other telecommunications-related services and products.

## Cash Transfers

Cash Transfers coordinates the procurement of electronic equipment requested by City bureaus and external agencies and manages the transfer of funds for payment.

## Replacement Equipment

Replacement Equipment receives and holds funds for the future replacement of existing electronic equipment.

## Communication Services AU 360

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 1,968,295 | 2,227,111 | 2,672,086 | 3,012,772 | 2,486,932 |
| External Materials and Services | 5,530,955 | 6,221,405 | 7,742,571 | 4,174,101 | 3,654,828 |
| Internal Materials and Services | 920,260 | 927,108 | 1,059,277 | 1,019,419 | 1,043,224 |
| Minor Capital Outlay | 246,911 | 528,688 | 249,533 | 110,000 | 110,000 |
| Equipment Cash Transfers | 53,044 | 16,070 | 0 | 0 | 0 |
| **Total Operating Budget** | 8,719,465 | 9,920,382 | 11,723,467 | 8,316,292 | 7,294,984 |
| Capital Improvements | 749,965 | 773,461 | 9,721,329 | 7,287,000 | 9,656,019 |
| **TOTAL BUREAU EXPENDITURES** | **$ 9,469,430** | **$ 10,693,843** | **$ 21,444,796** | **$ 15,603,292** | **$ 16,951,003** |
| Allocated Overhead | 227,065 | 283,988 | 275,475 | 265,615 | 237,278 |
| **Total Cost with Allocated Overhead** | 9,696,495 | 10,977,831 | 21,720,271 | 15,868,907 | 17,188,281 |
| **RESOURCES** | | | | | |
| Communications Services Operating Fund | | 10,693,843 | 21,444,796 | 15,603,292 | 16,951,003 |
| 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** | | | | | |
| Division Administration | | 837,621 | 1,185,940 | 1,151,817 | 1,138,530 |
| *Positions* | | *6* | *5* | *5* | *5* |
| Radio Shop | | 1,409,164 | 1,653,893 | 1,384,787 | 1,384,787 |
| *Positions* | | *10* | *11* | *11* | *11* |
| 800 MHz Operations | | 1,830,894 | 2,797,308 | 1,904,157 | 1,904,157 |
| *Positions* | | *9* | *9* | *5* | *5* |
| Engineering | | 198,448 | 191,232 | 559,487 | 501,360 |
| *Positions* | | *1* | *2* | *6* | *5* |
| Telecommunications | | 5,431,362 | 13,562,022 | 10,578,644 | 11,997,769 |
| *Positions* | | *9* | *12* | *12* | *12* |
| Cash Transfers | | 870,165 | 1,797,466 | 24,400 | 24,400 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Replacement Equipment | | 116,189 | 256,935 | 0 | 0 |
| *Positions* | | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 10,693,843** | **$ 21,444,796** | **$ 15,603,292** | **$ 16,951,003** |
| *Positions* | | ***35*** | ***38*** | ***38*** | ***38*** |

## Communication Services AU 360

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 1,191,871 | 1,399,981 | 1,924,178 | 2,072,319 | 2,072,319 |
| 512000 | Part-Time Employees | 33,575 | 42,796 | 81,350 | 73,121 | 73,121 |
| 514000 | Overtime | 24,156 | 26,350 | 36,000 | 61,000 | 61,000 |
| 515000 | Premium Pay | 31,833 | 35,623 | 35,000 | 41,000 | 41,000 |
| 517000 | Benefits | 523,658 | 581,314 | 794,707 | 765,332 | 765,332 |
| 518000 | Paid Absence | 196,335 | 226,824 | 0 | 0 | 0 |
| **Total Personnel Services** | | 2,001,428 | 2,312,888 | 2,871,235 | 3,012,772 | 3,012,772 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 288,898 | 455,453 | 420,153 | 248,000 | 283,000 |
| 522000 | Utilities | 25,536 | 26,565 | 33,500 | 31,500 | 31,500 |
| 523000 | Equipment Rental | 21,922 | 986 | 24,400 | 12,000 | 12,000 |
| 524000 | Repair & Maintenance Services | 642,182 | 900,846 | 604,982 | 647,554 | 613,804 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 3,521,422 | 3,593,544 | 5,256,965 | 3,319,084 | 4,774,740 |
| 531000 | Office Supplies | 10,223 | 9,924 | 12,000 | 12,000 | 12,000 |
| 532000 | Operating Supplies | 19,708 | 35,467 | 123,827 | 355,500 | 445,500 |
| 533000 | Repair & Maintenance Supplies | 320,908 | 266,219 | 455,264 | 255,016 | 255,016 |
| 534000 | Minor Equipment & Tools | 1,030,497 | 1,121,735 | 2,293,574 | 2,015,000 | 2,353,000 |
| 535000 | Clothing & Uniforms | 5,022 | 716 | 10,400 | 8,400 | 8,400 |
| 539000 | Other Commodities External | 0 | 56 | 0 | 0 | 0 |
| 541000 | Education | 39,874 | 29,075 | 74,100 | 55,600 | 55,600 |
| 542000 | Local Travel | 5,221 | 5,170 | 5,100 | 6,700 | 6,700 |
| 543000 | Out-of-Town Travel | 41,528 | 40,012 | 61,743 | 87,000 | 87,000 |
| 544000 | Space Rental | 58,566 | 42,199 | 85,582 | 89,247 | 89,247 |
| 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 | 15,262 | 38,159 | 23,500 | 31,500 | 31,500 |
| **Total External Materials and Services** | | 6,046,769 | 6,566,126 | 9,485,090 | 7,174,101 | 9,059,007 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 48,030 | 50,274 | 113,913 | 51,996 | 51,996 |
| 552000 | Printing & Distribution | 25,587 | 19,053 | 12,598 | 25,734 | 25,734 |
| 553000 | Facilities Services | 406,138 | 432,660 | 381,133 | 386,751 | 386,751 |
| 554000 | Communications Services | 0 | 0 | 0 | 0 | 0 |
| 555000 | Data Processing Services | 44,313 | 46,261 | 103,704 | 104,922 | 104,922 |
| 556000 | Insurance | 46,586 | 48,264 | 61,225 | 60,438 | 60,438 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 362,841 | 372,686 | 386,704 | 389,578 | 413,383 |
| **Total Internal Materials and Services** | | 933,495 | 969,198 | 1,059,277 | 1,019,419 | 1,043,224 |
| **Total Materials and Services** | | 6,980,264 | 7,535,324 | 10,544,367 | 8,193,520 | 10,102,231 |
| **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 | 434,694 | 829,561 | 8,029,194 | 4,397,000 | 3,836,000 |
| 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** | | 434,694 | 829,561 | 8,029,194 | 4,397,000 | 3,836,000 |
| 573000 | Equipment Cash Transfers | 53,044 | 16,070 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 9,469,430** | **$ 10,693,843** | **$ 21,444,796** | **$ 15,603,292** | **$ 16,951,003** |

# Financial Management

## OVERVIEW

Financial Management is composed of Accounting including Grants Compliance, Public Finance and Treasury, and Spectator Facilities.

Financial Management has three primary functions:

*The City's financial operations support a broad range of enterprise and basic service activities.*

1. Provide financial management services to all City bureaus in the areas of accounting, financial reporting and grants administration, and debt, investment, treasury and pension liability management.
2. Provide day-to-day operations management of the City's spectator facilities activities; Oregon Arena and PGE Park (Civic Stadium).
3. Provide internal "financial consulting" services on a broad range of projects in support of City bureau programs and economic development and housing activities of the Portland Development Commission.

### Accomplishments

Financial Management's accomplishments include:

- Investment of an average treasury balance of $550 million,
- Issuance and management of outstanding debt totaling $2 billion,
- Management of pension liabilities of over $1 billion,
- Management of public/private partnership facilities in excess of $300 million,
- Consistent receipt of the Government Finance Officers Association's Certificate of Achievement in Governmental Financial Reporting,
- Maintenance of the City's Aaa bond rating, and
- Opening of PGE Park

## CHANGES FROM PRIOR YEAR

### Administrative Services Review

In response to the Council-directed Administrative Services Review (ASR), the Financial Management ASR Committee identified several long-range strategies to reduce Citywide costs. The target savings for Financial Management reductions totaled $342,206. To achieve this, across-the-board reductions were made in City bureaus pending further study of identified cost saving/streamlining strategies.

Financial Management's share of these reductions amounted to approximately $78,000. To reach this goal, a position was eliminated in Spectator Facilities to save $55,725 and new revenues were identified for reimbursement of bond issuance costs and increased contract revenue from the Portland Development Commission for debt management services totaling $22,409.

Accounting eliminated an Applications Analyst I position to achieve OMF's share of the Information Technology ASR reductions.

### Reorganization

The Adopted Budget reflects the organizational placement of Grants Compliance into Accounting which occurred during FY 2001-02.

## Financial Management AU 307

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 2,775,339 | 2,979,633 | 3,305,707 | 3,259,088 | 3,229,345 |
| External Materials and Services | 349,187 | 419,489 | 543,951 | 326,928 | 356,671 |
| Internal Materials and Services | 1,232,808 | 1,459,320 | 946,079 | 1,660,223 | 1,660,223 |
| Minor Capital Outlay | 15,255 | 11,940 | 5,730 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 4,372,589 | 4,870,382 | 4,801,467 | 5,246,239 | 5,246,239 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 4,372,589** | **$ 4,870,382** | **$ 4,801,467** | **$ 5,246,239** | **$ 5,246,239** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 4,372,589 | 4,870,382 | 4,801,467 | 5,246,239 | 5,246,239 |
| **RESOURCES** | | | | | |
| Discretionary General Fund | | 1,045,103 | 1,218,083 | 1,372,466 | 1,372,469 |
| **Total Discretionary Revenues** | | 1,045,103 | 1,218,083 | 1,544,129 | 1,372,469 |
| **Non-Discretionary Revenues** | | | | | |
| Interagency Revenues | | 1,192,009 | 1,347,139 | 979,244 | 979,244 |
| Bureau Program Revenues | | 512,870 | 476,884 | 938,562 | 938,562 |
| Overhead Revenues | | 2,120,400 | 1,759,361 | 1,784,304 | 1,955,964 |
| **Total Non-Discretionary Revenues** | | 3,825,279 | 3,583,384 | 3,702,110 | 3,873,770 |
| **TOTAL RESOURCES** | | **$ 4,870,382** | **$ 4,801,467** | **$ 5,246,239** | **$ 5,246,239** |
| 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** | | | | | |
| Bureau of Financial Management | | 4,870,382 | 4,801,467 | 5,246,239 | 5,246,239 |
| *Positions* | | *49* | *49* | *45* | *45* |
| **TOTAL PROGRAMS** | | **$ 4,870,382** | **$ 4,801,467** | **$ 5,246,239** | **$ 5,246,239** |
| *Positions* | | ***49*** | ***49*** | ***45*** | ***45*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 1,667,799 | 1,769,014 | 2,339,002 | 2,362,052 | 2,363,009 |
| 512000 | Part-Time Employees | 72,538 | 86,646 | 47,407 | 49,048 | 24,873 |
| 514000 | Overtime | 23,404 | 13,909 | 55,379 | 25,000 | 25,000 |
| 515000 | Premium Pay | 3,641 | 3,655 | 700 | 0 | 0 |
| 517000 | Benefits | 708,452 | 770,383 | 863,219 | 822,988 | 816,463 |
| 518000 | Paid Absence | 299,505 | 336,026 | 0 | 0 | 0 |
| **Total Personnel Services** | | 2,775,339 | 2,979,633 | 3,305,707 | 3,259,088 | 3,229,345 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 122,290 | 185,311 | 113,858 | 38,057 | 38,057 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 14,760 | 20,111 | 22,682 | 23,431 | 23,431 |
| 524000 | Repair & Maintenance Services | 2,852 | 4,096 | 19,227 | 19,777 | 19,777 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 101,203 | 56,452 | 37,370 | 46,099 | 46,099 |
| 531000 | Office Supplies | 22,684 | 16,282 | 23,974 | 43,367 | 43,367 |
| 532000 | Operating Supplies | 7,328 | 48,345 | 12,077 | 12,973 | 12,973 |
| 533000 | Repair & Maintenance Supplies | 0 | 14 | 126 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 15,034 | 12,773 | 22,570 | 23,233 | 23,233 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 218 | 149 | 1,878 | 1,000 | 1,000 |
| 541000 | Education | 31,501 | 41,947 | 41,055 | 42,231 | 42,231 |
| 542000 | Local Travel | 27 | 29 | 515 | 531 | 531 |
| 543000 | Out-of-Town Travel | 15,217 | 18,673 | 18,994 | 24,444 | 24,444 |
| 544000 | Space Rental | 25 | 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 | 16,048 | 15,307 | 229,625 | 51,785 | 81,528 |
| **Total External Materials and Services** | | 349,187 | 419,489 | 543,951 | 326,928 | 356,671 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 92 | 0 | 155 | 150 | 150 |
| 552000 | Printing & Distribution | 75,481 | 68,544 | 72,752 | 73,879 | 73,879 |
| 553000 | Facilities Services | 171,909 | 202,665 | 223,900 | 216,454 | 216,454 |
| 554000 | Communications Services | 43,229 | 45,455 | 53,125 | 51,031 | 51,031 |
| 555000 | Data Processing Services | 800,823 | 919,746 | 353,284 | 371,321 | 371,321 |
| 556000 | Insurance | 36,737 | 39,576 | 46,925 | 43,730 | 43,730 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 104,537 | 183,334 | 195,938 | 903,658 | 903,658 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 1,232,808 | 1,459,320 | 946,079 | 1,660,223 | 1,660,223 |
| **Total Materials and Services** | | 1,581,995 | 1,878,809 | 1,490,030 | 1,987,151 | 2,016,894 |
| **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 | 15,255 | 11,940 | 5,730 | 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** | | 15,255 | 11,940 | 5,730 | 0 | 0 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 4,372,589** | **$ 4,870,382** | **$ 4,801,467** | **$ 5,246,239** | **$ 5,246,239** |

## Financial Management AU 307

FULL-TIME POSITIONS

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 514 | Accountant I | 5 | 6 | 8 | 299,782 | 8 | 328,616 | 8 | 328,616 |
| 515 | Accountant II | 7 | 6 | 6 | 262,457 | 5 | 233,283 | 4 | 185,838 |
| 516 | Accountant III | 0 | 0 | 6 | 285,515 | 6 | 308,423 | 7 | 356,825 |
| 533 | Accounting Manager | 1 | 1 | 1 | 82,347 | 1 | 85,384 | 1 | 85,384 |
| 531 | Accounting Supervisor II | 3 | 2 | 1 | 63,710 | 1 | 66,061 | 1 | 66,061 |
| 532 | Accounting Supervisor III | 0 | 0 | 2 | 110,803 | 2 | 125,216 | 2 | 125,216 |
| 510 | Accounting Technician | 10 | 10 | 2 | 62,073 | 2 | 66,612 | 2 | 66,612 |
| 511 | Accounts Payable Audit Clerk | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 926 | Administrative Services Manager | 0 | 1 | 1 | 67,080 | 1 | 65,270 | 1 | 65,270 |
| 920 | Administrative Supervisor I | 0 | 1 | 1 | 51,896 | 1 | 53,810 | 1 | 53,810 |
| 2531 | Applications Analyst I | 0 | 0 | 1 | 40,943 | 0 | 0 | 0 | 0 |
| 2534 | Applications Analyst IV | 0 | 1 | 1 | 59,794 | 0 | 0 | 0 | 0 |
| 826 | Assistant Financial Analyst | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 860 | City Treasurer | 1 | 1 | 1 | 75,015 | 1 | 80,974 | 1 | 80,974 |
| 114 | Clerical Specialist | 5 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| 834 | Debt Manager | 1 | 1 | 1 | 78,088 | 1 | 81,120 | 1 | 81,120 |
| 827 | Financial Analyst | 0 | 1 | 1 | 45,349 | 2 | 107,273 | 2 | 107,273 |
| 839 | Financial Management Director | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 94,598 |
| 836 | Financial Planning Director | 0 | 0 | 0 | 0 | 1 | 94,598 | 0 | 0 |
| 870 | Investment Officer | 1 | 1 | 1 | 78,229 | 0 | 0 | 0 | 0 |
| 100 | Office Support Specialist I | 0 | 0 | 1 | 29,994 | 1 | 31,096 | 1 | 31,096 |
| 102 | Office Support Specialist II | 0 | 0 | 4 | 129,063 | 4 | 133,848 | 4 | 133,848 |
| 104 | Office Support Specialist III | 0 | 0 | 1 | 36,629 | 1 | 40,498 | 1 | 40,498 |
| 833 | Principal Debt Analyst | 2 | 2 | 2 | 131,186 | 2 | 122,859 | 2 | 122,859 |
| 832 | Principal Financial Analyst | 0 | 0 | 1 | 67,080 | 1 | 73,237 | 1 | 73,237 |
| 968 | Program Manager I | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 970 | Program Manager II | 1 | 2 | 1 | 63,710 | 1 | 66,061 | 1 | 66,061 |
| 971 | Program Manager III | 0 | 0 | 0 | 0 | 1 | 75,558 | 1 | 75,558 |
| 220 | Secretarial Clerk I | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 831 | Senior Debt Analyst | 1 | 1 | 1 | 54,517 | 1 | 56,638 | 1 | 56,638 |
| 828 | Senior Financial Analyst | 0 | 2 | 2 | 114,196 | 1 | 65,617 | 1 | 65,617 |
| 952 | Senior Management Analyst | 0 | 0 | 1 | 49,546 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **41** | **49** | **49** | **$ 2,339,002** | **45** | **$ 2,362,052** | **45** | **$ 2,363,009** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 5,303,555 | 0 | 5,303,555 | 45.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (950) | 0 | (950) | 0.0 | Printing & Distribution ASR Reductions |
| | 876 | 0 | 876 | 0.0 | Information Technology ASR Increase |
| | (55,725) | 0 | (55,725) | 0.0 | Financial Management ASR Reductions |
| | (1,517) | 0 | (1,517) | 0.0 | Purchasing ASR Reductions |
| **Approved Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | (57,316) | 0 | (57,316) | 0.0 | Total FY 2000-01 Decision Packages |
| | | | **$ 5,246,239** | **45.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Financial Planning

## Overview

Financial Planning provides leadership and management for the following Citywide major activities:

- Operating and capital budget planning, development and monitoring.
- Financial planning and operational review of the City's utilities - water, sewer and transportation - in concert with the City's Public Utility Review Board.

*Financial Planning provides visionary stewardship of the City's financial resources.*

- Long-range financial forecasting for the City's General Fund and related funds.
- Various financial and economic studies and forecasting, including costing out collective bargaining proposals for Human Resources.
- Performance measurement development and oversight.

In addition, Financial Planning provides leadership and/or participates in a variety of Council and bureau special projects which have a financial impact on the City's General Fund as well as other City funds.

### Accomplishments

Financial Planning continues to make strides toward improving and streamlining the City's biennial budget process. The City's Adopted Budget document continues to receive the Government Finance Officer's Association (GFOA) Distinguished Budget Presentation Award annually.

The Automated Budget Publishing system (OFA Publisher) continues to be refined and received the GFOA's award for Excellence in Technology in 2000.

## Changes from Prior Year

### Administrative Services Review

In response to the Council-directed Administrative Services Review, Citywide costs for Financial Planning were cut by $266,000 through the following:

- Reduced three full-time positions and part-time dollars for financial planning related staff Citywide. One Senior Financial Analyst position was reduced in Financial Planning for a savings of $83,000.
- Gained efficiencies through technology improvements in the Water Bureau
- Reduced materials and services by $4,000 in Financial Planning's budget for the Public Utilities Review Board

### Add Package

Council approved $80,000 in ongoing funding for the second year of each biennial budget for Your City, Your Choice, a community outreach program to engage citizens in the City's budget process.

## Financial Planning AU 307

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 969,365 | 1,050,377 | 1,086,604 | 1,035,394 | 1,035,394 |
| External Materials and Services | 200,778 | 157,580 | 103,533 | 186,812 | 186,812 |
| Internal Materials and Services | 209,812 | 277,874 | 263,852 | 896,917 | 896,917 |
| Minor Capital Outlay | 23,019 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 1,402,974 | 1,485,831 | 1,453,989 | 2,119,123 | 2,119,123 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 1,402,974** | **$ 1,485,831** | **$ 1,453,989** | **$ 2,119,123** | **$ 2,119,123** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 1,402,974 | 1,485,831 | 1,453,989 | 2,119,123 | 2,119,123 |
| **RESOURCES** | | | | | |
| Discretionary General Fund | | 729,355 | 826,718 | 1,336,007 | 927,328 |
| **Total Discretionary Revenues** | | 729,355 | 742,965 | 1,377,405 | 927,328 |
| **Non-Discretionary Revenues** | | | | | |
| Interagency Revenues | | | | 60,540 | 60,540 |
| Bureau Program Revenues | | | | | |
| Overhead Revenues | | 756,476 | 711,024 | 681,178 | 1,131,255 |
| **Total Non-Discretionary Revenues** | | 756,476 | 711,024 | 741,718 | 1,191,795 |
| **TOTAL RESOURCES** | | **$ 1,485,831** | **$ 1,453,989** | **$ 2,119,123** | **$ 2,119,123** |
| 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** | | | | | |
| Financial Planning | | 1,485,831 | 1,453,989 | 2,119,123 | 2,119,123 |
| *Positions* | | *13* | *13* | *12* | *12* |
| **TOTAL PROGRAMS** | | **$ 1,485,831** | **$ 1,453,989** | **$ 2,119,123** | **$ 2,119,123** |
| *Positions* | | ***13*** | ***13*** | ***12*** | ***12*** |

## Financial Planning AU 307

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 618,607 | 693,105 | 813,201 | 782,463 | 782,463 |
| 512000 | Part-Time Employees | 3,331 | 0 | 0 | 0 | 0 |
| 517000 | Benefits | 243,847 | 248,483 | 273,403 | 252,931 | 252,931 |
| 518000 | Paid Absence | 103,580 | 108,789 | 0 | 0 | 0 |
| **Total Personnel Services** | | 969,365 | 1,050,377 | 1,086,604 | 1,035,394 | 1,035,394 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 129,197 | 74,229 | 35,033 | 36,014 | 36,014 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 867 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 0 | 0 | 2,887 | 2,877 | 2,877 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 5,316 | 15,856 | 5,258 | 5,405 | 5,405 |
| 531000 | Office Supplies | 1,579 | 882 | 6,562 | 6,177 | 6,177 |
| 532000 | Operating Supplies | 8,581 | 4,842 | 0 | 0 | 0 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 18,716 | 15,238 | 7,733 | 7,950 | 7,950 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 0 | 0 | 0 | 0 | 0 |
| 541000 | Education | 16,317 | 17,744 | 12,372 | 12,718 | 12,718 |
| 542000 | Local Travel | 251 | 242 | 309 | 318 | 318 |
| 543000 | Out-of-Town Travel | 11,930 | 18,437 | 10,486 | 10,780 | 10,780 |
| 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 | 8,891 | 9,243 | 22,893 | 104,573 | 104,573 |
| **Total External Materials and Services** | | 200,778 | 157,580 | 103,533 | 186,812 | 186,812 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 31 | 266 | 0 | 0 | 0 |
| 552000 | Printing & Distribution | 40,957 | 49,943 | 43,870 | 44,147 | 44,147 |
| 553000 | Facilities Services | 2,608 | 2,469 | 56,918 | 61,432 | 61,432 |
| 554000 | Communications Services | 9,284 | 8,795 | 10,239 | 9,214 | 9,214 |
| 555000 | Data Processing Services | 128,645 | 146,990 | 139,513 | 148,510 | 148,510 |
| 556000 | Insurance | 9,365 | 9,896 | 11,962 | 11,844 | 11,844 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 18,922 | 59,515 | 1,350 | 621,770 | 621,770 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 209,812 | 277,874 | 263,852 | 896,917 | 896,917 |
| **Total Materials and Services** | | 410,590 | 435,454 | 367,385 | 1,083,729 | 1,083,729 |
| **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 | 23,019 | 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** | | 23,019 | 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** | | **$ 1,402,974** | **$ 1,485,831** | **$ 1,453,989** | **$ 2,119,123** | **$ 2,119,123** |

## Financial Planning AU 307

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 944 | City Economist | 1 | 1 | 1 | 78,194 | 1 | 81,120 | 1 | 81,120 |
| 942 | Economist I | 3 | 2 | 2 | 121,140 | 2 | 125,632 | 2 | 125,632 |
| 943 | Economist II | 1 | 1 | 1 | 70,616 | 1 | 73,237 | 1 | 73,237 |
| 827 | Financial Analyst | 3 | 1 | 0 | 0 | 1 | 59,076 | 1 | 59,076 |
| 836 | Financial Planning Director | 1 | 1 | 1 | 91,229 | 1 | 83,418 | 1 | 83,418 |
| 832 | Principal Financial Analyst | 3 | 2 | 2 | 125,975 | 2 | 128,840 | 2 | 128,840 |
| 828 | Senior Financial Analyst | 6 | 5 | 6 | 326,047 | 4 | 231,140 | 4 | 231,140 |
| **TOTAL FULL-TIME POSITIONS** | | **18** | **13** | **13** | **$ 813,201** | **12** | **$ 782,463** | **12** | **$ 782,463** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 2,123,400 | 0 | 2,123,400 | 13.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (951) | 0 | (951) | 0.0 | Printing & Distribution ASR Reductions |
| | 243 | 0 | 243 | 0.0 | Information Technology ASR Increase |
| | (569) | 0 | (569) | 0.0 | Purchasing ASR Reductions |
| | (83,000) | 0 | (83,000) | (1.0) | Financial Planning ASR Reductions |
| | 80,000 | 0 | 80,000 | 0.0 | Your City Your Choice |
| **Approved Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | (4,277) | 0 | (4,277) | (1.0) | Total FY 2000-01 Decision Packages |
| | | | **$ 2,119,123** | **12.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Health Administration

## OVERVIEW

Employee Benefits, within Human Resources, is responsible for managing and administering the City's employee benefit programs and plans. The majority of the programs are budgeted in the Health Insurance Fund. Long-term disability, group term life insurance and employee assistance program costs for non-represented employees are not included in the Health Insurance Fund.

Employee Benefits provides leadership and expertise to the Council and the Labor-Management Benefits Committee in developing the strategic direction of the City benefits programs. In addition, Employee Benefits is responsible for the following:

- Coordinating the Labor-Management Benefits Committee.
- Administering COBRA and Retiree continuation coverage.
- Coordinating health and wellness programs at a level which can be supported within available resources based on program reductions.
- Managing and administering the City's employee assistance program.
- Administering the City's deferred compensation program at the direction of the City's Deferred Compensation Committee.
- Conducting Citywide new employee benefit orientation sessions, as well as annual enrollment forums to educate employees on benefit design changes.
- Administering the health care continuation component of the Family Medical Leave Act (FMLA).
- Negotiating and managing contracts for the City's medical vendors, flexible spending account administrator, employee assistance program vendor, group life and long term disability vendor, benefits consultants and the Third Party Administrators who process the City's claims.
- Directing and managing all employee benefit communications.

## CHANGES FROM PRIOR YEAR

Funding for the administration of Deferred Compensation and the Employee Assistance Program has historically been a component of Risk Management's Workers' Compensation interagencies. These two programs will be supported by Human Resources interagencies beginning FY 2001-02.

## Health Administration AU 465

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 0 | 0 | 378,645 | 205,325 | 387,264 |
| External Materials and Services | 21,482,451 | 28,711,644 | 30,176,310 | 38,862,711 | 39,110,942 |
| Internal Materials and Services | 762,498 | 905,997 | 220,573 | 562,327 | 391,301 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 22,244,949 | 29,617,641 | 30,775,528 | 39,630,363 | 39,889,507 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 22,244,949** | **$ 29,617,641** | **$ 30,775,528** | **$ 39,630,363** | **$ 39,889,507** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 22,244,949 | 29,617,641 | 30,775,528 | 39,630,363 | 39,889,507 |
| **RESOURCES** | | | | | |
| Health Insurance Fund | | 29,617,641 | 30,775,528 | 39,630,363 | 39,889,507 |
| 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** | | | | | |
| Health Insurance | | 29,617,641 | 30,775,528 | 39,630,363 | 39,889,507 |
| *Positions* | | *0* | *7* | *3* | *6* |
| **TOTAL PROGRAMS** | | **$ 29,617,641** | **$ 30,775,528** | **$ 39,630,363** | **$ 39,889,507** |
| *Positions* | | ***0*** | ***7*** | ***3*** | ***6*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 0 | 0 | 268,244 | 149,089 | 279,596 |
| 514000 | Overtime | 0 | 0 | 2,165 | 4,088 | 2,165 |
| 517000 | Benefits | 0 | 0 | 108,236 | 52,148 | 105,503 |
| **Total Personnel Services** | | 0 | 0 | 378,645 | 205,325 | 387,264 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 941,974 | 1,002,187 | 1,318,710 | 1,423,332 | 1,363,039 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 0 | 0 | 987 | 987 | 987 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 19,219,198 | 24,569,573 | 28,825,769 | 37,332,548 | 37,635,768 |
| 531000 | Office Supplies | 0 | 0 | 4,342 | 4,342 | 4,342 |
| 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 | 674 | 807 | 6,109 |
| 542000 | Local Travel | 0 | 0 | 133 | 0 | 0 |
| 543000 | Out-of-Town Travel | 0 | 0 | 3,839 | 3,839 | 3,839 |
| 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 | 1,321,279 | 3,139,884 | 21,856 | 96,856 | 96,858 |
| **Total External Materials and Services** | | 21,482,451 | 28,711,644 | 30,176,310 | 38,862,711 | 39,110,942 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 0 | 0 | 239 | 206 | 206 |
| 552000 | Printing & Distribution | 0 | 0 | 24,134 | 27,272 | 27,272 |
| 553000 | Facilities Services | 0 | 0 | 32,830 | 14,236 | 14,236 |
| 554000 | Communications Services | 0 | 0 | 9,795 | 6,868 | 6,868 |
| 555000 | Data Processing Services | 0 | 0 | 114,309 | 121,473 | 121,473 |
| 556000 | Insurance | 0 | 0 | 6,294 | 6,202 | 6,202 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 762,498 | 905,997 | 32,972 | 386,070 | 215,044 |
| **Total Internal Materials and Services** | | 762,498 | 905,997 | 220,573 | 562,327 | 391,301 |
| **Total Materials and Services** | | 22,244,949 | 29,617,641 | 30,396,883 | 39,425,038 | 39,502,243 |
| **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** | | **$ 22,244,949** | **$ 29,617,641** | **$ 30,775,528** | **$ 39,630,363** | **$ 39,889,507** |

## Health Administration AU 465

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 815 | Administrative Specialist | 0 | 0 | 3 | 92,175 | 2 | 63,705 | 3 | 97,512 |
| 632 | Benefits Manager | 0 | 0 | 1 | 36,889 | 1 | 85,384 | 1 | 85,384 |
| 614 | Human Resources Coordinator | 0 | 0 | 1 | 47,518 | 0 | 0 | 1 | 56,969 |
| 2542 | Information Systems Analyst II | 0 | 0 | 1 | 45,448 | 0 | 0 | 0 | 0 |
| 102 | Office Support Specialist II | 0 | 0 | 0 | 9,289 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 0 | 0 | 1 | 36,925 | 0 | 0 | 1 | 39,731 |
| **TOTAL FULL-TIME POSITIONS** | | **0** | **0** | **7** | **$ 268,244** | **3** | **$ 149,089** | **6** | **$ 279,596** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 36,070,478 | 0 | 36,070,478 | 6.3 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (620) | 0 | (620) | 0.0 | Printing & Distribution ASR Reductions |
| | (27) | 0 | (27) | 0.0 | Facilities ASR Reductions |
| | (192) | 0 | (192) | 0.0 | Communications ASR Reductions |
| | (1,091) | 0 | (1,091) | 0.0 | Information Technology ASR Reductions |
| | (29) | 0 | (29) | 0.0 | Risk Management ASR Reductions |
| | (18,301) | 0 | (18,301) | (3.3) | Human Resources ASR Reductions |
| | 3,580,145 | 0 | 3,580,145 | 0.0 | Technical Adjustment for Increase in Medical |
| **Approved Budget Additions and Reductions** | | | | | |
| | 6,123 | 0 | 6,123 | 3.0 | Technical Adjustment to Correct 3.0 FTE |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 313,314 | 0 | 313,314 | 0.0 | Increase in Self Insured Claims |
| | (60,293) | 0 | (60,293) | 0.0 | Reduction in Self Insured Claims Admin Expense |
| | 3,819,029 | 0 | 3,819,029 | (0.3) | Total FY 2000-01 Decision Packages |
| | | | **$ 39,889,507** | **6.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Human Resources

## OVERVIEW

Human Resources provides strategic leadership and management of the City's human resources functions and activities which link to the overall business strategy of the City. Human Resources is responsible for recruitment, development and retention of a competent and high quality workforce, which is representative of the community. HR also performs a Citywide policy function in the development, interpretation and oversight of human resources policies, rules and procedures.

*Human Resources is the steward of the City's human assets.*

Human Resources is the "internal consultant" for workforce development and planning and organizational development.

The major strategic objectives of Human Resources include:

- Lead in the development and implementation of a strategic Human Resources Plan linked to the broader organizational goals and objectives.
- Develop, implement and consistently apply Citywide HR policies and procedures.
- Promote the City as an employer of choice.
- Develop cooperative labor-management strategies.
- Recruit, select and retain qualified candidates for City positions.
- Develop and administer a Citywide employee training and development program.
- Maintain a contemporary and effective classification and total compensation system.
- Develop a workforce which is representative of the community's demographics.
- Develop an organizational culture which values diversity and provides equal opportunity.

## CHANGES FROM PRIOR YEAR

### Citywide Administrative Services Review

In a bold response to the Council-directed Administrative Services Review, the delivery of Citywide human resource services is being reorganized Citywide. This comprehensive reorganization of human resource (HR) services reallocates HR resources to create greater flexibility for meeting bureau demands and clarifies accountability for Citywide HR outcomes. The goal is to address identified gaps in service delivery and quality Citywide.

In addition to providing services at the corporate level, HR is forming four human resource service teams: Public Safety, Public Utilities, Administrative, and Community Development/Livability. These site-based teams will offer bureaus added human resources expertise, competence and skill sets, and more flexibility in the deployment and use of resources.

The restructure also creates a dedicated classification and compensation team and adds a position for Training and Workforce Planning and Development activities.

*Citywide Human Resources reductions total $623,489.*

The following reductions have resulted in Citywide savings:

- Eliminate the Citywide Service Improvement Initiative - $304,000 and two positions
- Restructure the Wellness Program by cutting $127,000 and two positions
- Reduce printing costs by $19,913 through increased use of technology

- Reorganize Citywide human resources by cutting $172,576 and 2.83 positions. Human Resources' budget increases by 19 positions and $1,294,999 as a result of the restructure. Positions in the bureaus will have a corresponding reduction.

**Add Packages**

The Adopted Budget includes two add packages:

- A clerical position to maintain the Citywide position inventory/control database
- $65,000 to support a pre-apprenticeship program

**Human Resources Funding**

In FY 2001-02, the funding methodology of Human Resources moves from General Fund discretionary and overhead charges to full recovery of costs through interagency charges. In subsequent years, interagency agreements will be accompanied by Long-Term Service Agreements which outline the services to be provided.

## Human Resources AU 307

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 2,100,046 | 1,985,178 | 2,484,488 | 4,174,371 | 3,982,501 |
| External Materials and Services | 764,468 | 495,039 | 871,313 | 411,801 | 549,801 |
| Internal Materials and Services | 572,133 | 553,932 | 524,249 | 843,140 | 843,140 |
| Minor Capital Outlay | 95,509 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 3,532,156 | 3,034,149 | 3,880,050 | 5,429,312 | 5,375,442 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 3,532,156** | **$ 3,034,149** | **$ 3,880,050** | **$ 5,429,312** | **$ 5,375,442** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 3,532,156 | 3,034,149 | 3,880,050 | 5,429,312 | 5,375,442 |
| **RESOURCES** | | | | | |
| Discretionary General Fund | | 1,693,531 | 2,246,284 | 2,255,427 | 0 |
| **Total Discretionary Revenues** | | 1,693,531 | 2,246,284 | 2,255,427 | 0 |
| **Non-Discretionary Revenues** | | | | | |
| Interagency Revenues | | 64,671 | 335,621 | 1,734,162 | 5,375,442 |
| Bureau Program Revenues | | 21,206 | | | |
| Overhead Revenues | | 1,254,443 | 1,298,145 | 1,439,723 | 0 |
| **Total Non-Discretionary Revenues** | | 1,340,320 | 1,633,766 | 3,173,885 | 5,375,442 |
| **TOTAL RESOURCES** | | **$ 3,033,851** | **$ 3,880,050** | **$ 5,429,312** | **$ 5,375,442** |
| **PROGRAMS** | | | | | |
| Personnel | | 53,006 | 26,300 | 0 | 0 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Human Resources | | 2,703,537 | 3,527,053 | 5,429,312 | 5,375,442 |
| *Positions* | | *31* | *35* | *56* | *54* |
| Citywide Service Improvement Initiative | | 277,308 | 326,697 | 0 | 0 |
| *Positions* | | *3* | *2* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 3,033,851** | **$ 3,880,050** | **$ 5,429,312** | **$ 5,375,442** |
| *Positions* | | ***34*** | ***37*** | ***56*** | ***54*** |

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.

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 1,285,416 | 1,221,592 | 1,811,471 | 3,124,257 | 2,987,553 |
| 512000 | Part-Time Employees | 29,194 | 39,414 | 0 | 0 | 0 |
| 514000 | Overtime | 768 | 4,279 | 3,000 | 3,000 | 3,000 |
| 515000 | Premium Pay | 0 | 50 | 0 | 0 | 0 |
| 517000 | Benefits | 541,247 | 512,976 | 670,017 | 1,047,114 | 991,948 |
| 518000 | Paid Absence | 243,421 | 206,867 | 0 | 0 | 0 |
| **Total Personnel Services** | | 2,100,046 | 1,985,178 | 2,484,488 | 4,174,371 | 3,982,501 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 396,097 | 206,420 | 506,286 | 201,420 | 201,420 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 9,216 | 18,338 | 11,909 | 28,859 | 28,859 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 113,336 | 109,367 | 83,504 | 76,504 | 76,504 |
| 531000 | Office Supplies | 128,130 | 30,167 | 27,581 | 27,902 | 27,902 |
| 532000 | Operating Supplies | 0 | 0 | 0 | 0 | 0 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 10,113 | 7,960 | 13,550 | 9,450 | 9,450 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 0 | 0 | 0 | 0 | 0 |
| 541000 | Education | 60,393 | 70,505 | 27,570 | 24,465 | 24,465 |
| 542000 | Local Travel | 142 | 242 | 400 | 400 | 400 |
| 543000 | Out-of-Town Travel | 9,509 | 28,485 | 9,837 | 9,837 | 9,837 |
| 544000 | Space Rental | 0 | 1,347 | 0 | 0 | 0 |
| 545000 | Interest | 0 | 0 | 0 | 0 | 0 |
| 546000 | Refunds | 0 | 160 | 0 | 0 | 0 |
| 547000 | Retirement System Payments | 0 | 0 | 0 | 0 | 0 |
| 549000 | Miscellaneous | 37,532 | 22,048 | 190,676 | 32,964 | 170,964 |
| **Total External Materials and Services** | | 764,468 | 495,039 | 871,313 | 411,801 | 549,801 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 2,431 | 2,206 | 5,408 | 3,598 | 3,598 |
| 552000 | Printing & Distribution | 109,114 | 83,748 | 119,073 | 90,810 | 90,810 |
| 553000 | Facilities Services | 205,146 | 201,497 | 161,231 | 183,787 | 183,787 |
| 554000 | Communications Services | 41,950 | 43,907 | 50,581 | 52,214 | 52,214 |
| 555000 | Data Processing Services | 156,754 | 195,155 | 154,382 | 159,507 | 159,507 |
| 556000 | Insurance | 26,294 | 27,019 | 33,124 | 33,710 | 33,710 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 30,444 | 400 | 450 | 319,514 | 319,514 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 572,133 | 553,932 | 524,249 | 843,140 | 843,140 |
| **Total Materials and Services** | | 1,336,601 | 1,048,971 | 1,395,562 | 1,254,941 | 1,392,941 |
| **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 | 95,509 | 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** | | 95,509 | 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** | | **$ 3,532,156** | **$ 3,034,149** | **$ 3,880,050** | **$ 5,429,312** | **$ 5,375,442** |

## Human Resources AU 307

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 819 | Administrative Assistant | 0 | 0 | 1 | 35,008 | 5 | 243,535 | 5 | 243,535 |
| 926 | Administrative Services Manager | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 920 | Administrative Supervisor I | 0 | 0 | 1 | 43,748 | 1 | 49,138 | 1 | 49,138 |
| 924 | Administrative Supervisor III | 1 | 1 | 1 | 57,252 | 1 | 61,741 | 1 | 61,741 |
| 627 | Affirmative Action Manager | 0 | 0 | 1 | 71,259 | 1 | 71,934 | 1 | 71,934 |
| 962 | Assistant Program Specialist | 0 | 0 | 1 | 46,634 | 0 | 0 | 0 | 0 |
| 844 | Assistant Risk Specialist | 0 | 0 | 1 | 47,054 | 0 | 0 | 0 | 0 |
| 934 | Chief Bureau Operations Manager | 0 | 0 | 1 | 84,682 | 1 | 89,856 | 1 | 89,856 |
| 635 | Classification/Compensation Mgr | 0 | 0 | 0 | 0 | 1 | 72,800 | 1 | 72,800 |
| 114 | Clerical Specialist | 5 | 6 | 0 | 0 | 0 | 0 | 0 | 0 |
| 630 | Employee Relations Manager | 1 | 1 | 1 | 71,289 | 1 | 76,951 | 1 | 76,951 |
| 637 | HR Bureau Site Manager | 0 | 0 | 0 | 0 | 4 | 254,008 | 4 | 254,008 |
| 610 | Human Resources Analyst | 3 | 3 | 1 | 46,000 | 4 | 215,240 | 4 | 215,240 |
| 614 | Human Resources Coordinator | 4 | 6 | 6 | 344,542 | 14 | 907,982 | 13 | 852,966 |
| 640 | Human Resources Director | 1 | 1 | 1 | 88,088 | 1 | 94,598 | 1 | 94,598 |
| 102 | Office Support Specialist II | 0 | 0 | 7 | 226,030 | 7 | 224,938 | 8 | 216,291 |
| 104 | Office Support Specialist III | 0 | 0 | 1 | 31,359 | 1 | 35,880 | 1 | 35,880 |
| 625 | Recruitment & Selection Manager | 1 | 1 | 1 | 62,941 | 1 | 80,662 | 1 | 80,662 |
| 108 | Secretarial Assistant | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 222 | Secretarial Assistant | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 221 | Secretarial Clerk II | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 816 | Senior Administrative Specialist | 5 | 4 | 3 | 112,364 | 4 | 160,340 | 2 | 87,299 |
| 612 | Senior Human Resources Analyst | 9 | 7 | 9 | 443,221 | 9 | 484,654 | 9 | 484,654 |
| 115 | Supervising Clerk | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 650 | Training & Development Analyst | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **34** | **34** | **37** | **$ 1,811,471** | **56** | **$ 3,124,257** | **54** | **$ 2,987,553** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 3,992,092 | 0 | 3,992,092 | 33.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (26,550) | 0 | (26,550) | 0.0 | Printing & Distribution ASR Reductions |
| | (5,653) | 0 | (5,653) | 0.0 | Communications ASR Reductions |
| | (3,967) | 0 | (3,967) | 0.0 | Information Technology ASR Reductions |
| | (379) | 0 | (379) | 0.0 | Purchasing ASR Reductions |
| | (100) | 0 | (100) | 0.0 | Vehicle Services ASR Reductions |
| | 1,348,869 | 0 | 1,348,869 | 22.0 | Human Resources ASR Increase |
| | 60,000 | 0 | 60,000 | 1.0 | BHR Position Control Position |
| | 65,000 | 0 | 65,000 | 0.0 | Pre-Apprenticeship Program |
| **Approved Budget Additions and Reductions** | | | | | |
| | 138,000 | 0 | 138,000 | 1.0 | HR Transition Implementation |
| | (191,870) | 0 | (191,870) | (3.0) | Technical Adjustment to Correct 3.0 FTE |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 1,383,350 | 0 | 1,383,350 | 21.0 | Total FY 2000-01 Decision Packages |
| | | | **$ 5,375,442** | **54.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Information Technology

## Overview

Information Technology (IT) provides leadership in strategic Citywide information technology planning and development activities and services, including:

- Corporate Geographic Information Systems (CGIS)
- Support for the City's financial management system (IBIS) and other Citywide administrative applications (e.g., D-TARS)
- Data network administration
- E-mail administration
- Virus protection and recovery
- HelpDesk/Desktop support
- Marketing and operation of the Technology Learning Center

Program objectives include to:

- Provide services that meet the evolving business needs of the City and its customer bureaus
- Promote strong customer working relationships through the development and implementation of measurable service level agreements
- Support Council's direction to deliver effective Citywide services at least cost and to avoid duplication
- Advance e-government initiatives

## Changes from Prior Year

**Citywide Administrative Services Review**

The Council accepted a model for the delivery of IT services which centralizes accountability in Information Technology and creates flexibility to deploy resources to meet bureau business needs. Approximately $1.1 million in IT savings result Citywide. The savings are found in Information Technology and other City bureaus and reflect a combination of staff reductions and decreased materials and services expenses.

The IT ASR team's reductions fell short of the $1.3M target by $216,996. Information Technology has temporarily absorbed the reduction within its budget for technical balancing purposes. The actual IT reductions will be identified and implemented in FY 2001-02 as part of the IT Transition Planning effort.

The FY 2001-02 Information Technology budget reflects a decrease of $236,228 for their share of the $1.1 million in ASR reductions. Some of these reductions are from the elimination of a position and automation of tasks related to the operation of the IBM Enterprise Server (e.g., the mainframe) for a Lights Out Data Center. The Lights Out Data Center proposal will save about $200,000 but requires a one-time investment of $240,000 in FY 2001-02. Savings are projected to begin in FY 2002-03 but will not be fully realized until the end of the three-year pay-back for the up front costs.

*To minimize disruption to IT services, consolidation will be phased in over a multi-year period.*

The budget also increases by about $7 million as a result of the new service delivery model. The increase is largely due to the transfer of IT staff and training and education resources from bureaus into IT. The staff being transferred are primarily associated with the following IT activities:

- Systems Management (i.e., e-mail, networks, system security, Internal Service Provider functions, etc.)
- Desktop Support
- Help Desk

Staff responsible for vertical application development and maintenance will likely remain in their bureaus to ensure continuity of these critical applications. The remaining phases of the IT consolidation of will be addressed through the IT Transition Plan, which will be presented to Council by the City's Chief Administrative Officer in the summer of 2001.

# Overview of Programs

## CORPORATE GIS

The Corporate Geographic Information Systems (CGIS) program was created to coordinate the GIS efforts of City bureaus. The program manages the design of data structures, hardware and software configurations, and procedures for sharing data and information that have geographic features. The goal of CGIS is to ensure there is a Citywide effort to share data and applications efficiently.

Corporate GIS is supported by the General Fund, interagency revenues, and bonded debt. In FY 2001-02, the CGIS Budget totals approximately $2.2 million and supports costs associated with implementation of the program's largest and most critical project, the Enterprise GIS Hub (Hub).

The Hub is a large-scale, enterprise-wide spatial data warehouse that uses Relational Database Management Systems and GIS technologies to support storage, maintenance and access to corporate data. The Hub will serve as a central repository for corporate data that can be shared among all bureaus across multiple GIS platforms. The program's expenses include nine staff and materials and services to support implementation of the Hub and on-going operating costs, including database development, address standards, and layer maintenance.

## COMPUTER SERVICES

This program is composed of five direct service areas: Application and Development, Desktop and Local Area Network (LAN) Support, Data Processing and Technical Support, Corporate Geographic Information Systems, and the Technology Learning Center. This program provides services to:

- Manage Citywide integrated information networks which link multiple, independent City organizations.
- Develop, implement, operate, and maintain quality and cost effective information systems to support the City's business activities.
- Support users of information technology by providing training, troubleshooting, and service restoration.
- Develop Citywide strategies for improved application of technology to improve citizen access to information and services and improve the internal effectiveness of the City operations.

## INFORMATION TECHNOLOGY PLANNING AND OPERATIONS

In FY 1997-98, Resolution 35413 established an Information Technology Initiative, which directed the development of a long-term information technology plan. The Information Technology Strategic Planning (ITSP) program was created and charged with the development and update of the plan, which identified the tasks necessary to create accessible, coherent, and compatible systems for the City and citizens.

Due to IT Consolidation Citywide, the ITSP program is being discontinued and the plan will be re-engineered through the IT Transition Planning process.

## Information Technology AU 550

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 3,637,743 | 4,036,960 | 4,147,015 | 4,527,002 | 11,444,975 |
| External Materials and Services | 3,346,965 | 3,265,426 | 3,856,385 | 3,403,896 | 3,501,452 |
| Internal Materials and Services | 5,803,231 | 8,279,243 | 1,186,272 | 1,036,992 | 1,070,716 |
| Minor Capital Outlay | 182,005 | 489,251 | 290,322 | 98,143 | 98,143 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 12,969,944 | 16,070,880 | 9,479,994 | 9,066,033 | 16,115,286 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 12,969,944** | **$ 16,070,880** | **$ 9,479,994** | **$ 9,066,033** | **$ 16,115,286** |
| Allocated Overhead | 305,643 | 189,622 | 186,453 | 175,761 | 154,756 |
| **Total Cost with Allocated Overhead** | 13,275,587 | 16,260,502 | 9,666,447 | 9,241,794 | 16,270,042 |
| **RESOURCES** | | | | | |
| Information Technology Fund | | 16,070,880 | 9,479,994 | 9,066,033 | 16,115,286 |
| 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** | | | | | |
| Corporate GIS | | 0 | 2,943,159 | 2,224,935 | 2,224,935 |
| *Positions* | | *0* | *9* | *9* | *9* |
| Computer Services | | 6,694,354 | 6,536,835 | 6,841,098 | 13,890,351 |
| *Positions* | | *0* | *41* | *43* | *120* |
| Information Technology Planning and Operations | | 9,376,824 | 0 | 0 | 0 |
| *Positions* | | *50* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 16,071,178** | **$ 9,479,994** | **$ 9,066,033** | **$ 16,115,286** |
| *Positions* | | ***50*** | ***50*** | ***52*** | ***129*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 2,214,342 | 2,488,782 | 2,982,649 | 3,266,245 | 8,147,205 |
| 512000 | Part-Time Employees | 162,083 | 93,211 | 81,800 | 81,453 | 361,346 |
| 514000 | Overtime | 32,092 | 40,658 | 28,956 | 57,449 | 97,257 |
| 515000 | Premium Pay | 19,460 | 13,171 | 33,551 | 6,881 | 20,309 |
| 517000 | Benefits | 902,132 | 987,457 | 1,020,059 | 1,114,974 | 2,818,858 |
| 518000 | Paid Absence | 307,634 | 413,681 | 0 | 0 | 0 |
| **Total Personnel Services** | | 3,637,743 | 4,036,960 | 4,147,015 | 4,527,002 | 11,444,975 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 637,239 | 1,109,311 | 1,614,836 | 587,728 | 587,728 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 314,137 | 314,168 | 314,148 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 154,480 | 160,590 | 187,330 | 206,402 | 206,402 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 61,945 | 165,817 | 45,668 | 44,633 | 44,633 |
| 531000 | Office Supplies | 5,044 | 9,065 | 7,800 | 9,074 | 9,074 |
| 532000 | Operating Supplies | 904,953 | 901,163 | 849,572 | 1,150,967 | 1,150,967 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 968,901 | 242,047 | 299,527 | 300,235 | 377,035 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 405 | 0 | 0 | 0 | 0 |
| 541000 | Education | 135,915 | 51,985 | 106,331 | 109,321 | 227,649 |
| 542000 | Local Travel | 414 | 892 | 80 | 82 | 1,082 |
| 543000 | Out-of-Town Travel | 6,691 | 23,176 | 17,046 | 17,524 | 29,927 |
| 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 | 156,841 | 287,212 | 414,047 | 977,930 | 866,955 |
| **Total External Materials and Services** | | 3,346,965 | 3,265,426 | 3,856,385 | 3,403,896 | 3,501,452 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 1,641 | 1,508 | 1,415 | 1,442 | 1,442 |
| 552000 | Printing & Distribution | 16,092 | 44,555 | 21,251 | 23,050 | 23,050 |
| 553000 | Facilities Services | 538,396 | 453,966 | 489,981 | 505,346 | 505,346 |
| 554000 | Communications Services | 80,806 | 186,376 | 109,700 | 86,617 | 86,617 |
| 555000 | Data Processing Services | 18,061 | 109,780 | 130,512 | 162,323 | 162,323 |
| 556000 | Insurance | 32,933 | 32,727 | 47,847 | 47,150 | 47,150 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 343,011 | 675,333 | 0 | 0 | 0 |
| 559000 | Other Fund Services | 4,772,291 | 6,774,998 | 385,566 | 211,064 | 244,788 |
| **Total Internal Materials and Services** | | 5,803,231 | 8,279,243 | 1,186,272 | 1,036,992 | 1,070,716 |
| **Total Materials and Services** | | 9,150,196 | 11,544,669 | 5,042,657 | 4,440,888 | 4,572,168 |
| **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 | 182,005 | 489,251 | 290,322 | 98,143 | 98,143 |
| 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** | | 182,005 | 489,251 | 290,322 | 98,143 | 98,143 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL DIVISION EXPENSES** | | **$ 12,969,944** | **$ 16,070,880** | **$ 9,479,994** | **$ 9,066,033** | **$ 16,115,286** |

## Information Technology AU 550

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 819 | Administrative Assistant | 0 | 1 | 1 | 38,584 | 1 | 40,127 | 1 | 40,127 |
| 815 | Administrative Specialist | 0 | 2 | 2 | 63,199 | 2 | 67,591 | 2 | 67,591 |
| 2532 | Applications Analyst II | 3 | 4 | 2 | 99,771 | 2 | 102,793 | 4 | 217,304 |
| 2533 | Applications Analyst III | 0 | 2 | 4 | 230,761 | 4 | 237,914 | 7 | 422,868 |
| 2534 | Applications Analyst IV | 8 | 3 | 3 | 193,528 | 2 | 135,492 | 3 | 198,516 |
| 928 | Bureau Administrative Manager | 1 | 3 | 2 | 147,076 | 2 | 152,506 | 2 | 152,506 |
| 2512 | Data Processing Analyst/Operator | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2516 | Data Processing Operations Mgr. | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2510 | Data Processing Operations Tech. | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 975 | Deputy Director | 0 | 0 | 1 | 86,653 | 1 | 85,365 | 1 | 85,365 |
| 2541 | Information Systems Analyst I | 0 | 1 | 0 | 0 | 0 | 0 | 2 | 88,411 |
| 2542 | Information Systems Analyst II | 6 | 4 | 3 | 140,668 | 3 | 155,118 | 14 | 753,637 |
| 2543 | Information Systems Analyst III | 0 | 2 | 6 | 246,958 | 8 | 415,368 | 19 | 1,058,899 |
| 2544 | Information Systems Analyst IV | 3 | 5 | 2 | 114,307 | 2 | 118,542 | 9 | 559,385 |
| 2550 | Information Systems Manager | 2 | 0 | 0 | 0 | 0 | 0 | 4 | 314,671 |
| 2546 | Information Systems Supervisor | 4 | 0 | 1 | 56,380 | 1 | 60,348 | 3 | 205,338 |
| 2522 | Information Systems Tech I | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2523 | Information Systems Tech II | 0 | 5 | 4 | 182,491 | 3 | 155,081 | 13 | 637,398 |
| 2524 | Information Systems Tech III | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 52,978 |
| 2554 | Information Technology Director | 1 | 1 | 1 | 91,229 | 1 | 94,598 | 1 | 94,598 |
| 2540 | MIS Support Technician | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 100 | Office Support Specialist I | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 31,096 |
| 2545 | Principal Info Systems Analyst | 0 | 9 | 13 | 973,386 | 14 | 973,925 | 22 | 1,543,639 |
| 966 | Program Coordinator | 0 | 1 | 1 | 51,662 | 1 | 62,046 | 1 | 62,046 |
| 968 | Program Manager I | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 63,453 |
| 970 | Program Manager II | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 71,933 |
| 971 | Program Manager III | 0 | 0 | 0 | 0 | 1 | 68,415 | 1 | 68,415 |
| 972 | Program Manager IV | 0 | 0 | 0 | 0 | 1 | 85,365 | 2 | 170,730 |
| 973 | Program Manager V | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 262,394 |
| 816 | Senior Administrative Specialist | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2552 | Senior Information Systems Mgr | 4 | 4 | 4 | 265,996 | 3 | 255,651 | 11 | 923,907 |
| **TOTAL FULL-TIME POSITIONS** | | **47** | **50** | **50** | **$ 2,982,649** | **52** | **$ 3,266,245** | **129** | **$ 8,147,205** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 9,308,156 | 0 | 9,308,156 | 52.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (19,043) | 0 | (19,043) | 0.0 | Financial Management ASR Reduction |
| | (224) | 0 | (224) | 0.0 | Risk Management ASR Reductions |
| | (383) | 0 | (383) | 0.0 | Printing & Distribution ASR Reductions |
| | (236,228) | 0 | (236,228) | 0.0 | Information Technology ASR Reductions |
| | (3,117) | 0 | (3,117) | 0.0 | Communications ASR Reductions |
| | 13,421 | 0 | 13,421 | 0.0 | Increase with OMF Admin. for HR Support |
| | 4,150 | 0 | 4,150 | 0.0 | ASR Balancer |
| | (699) | 0 | (699) | 0.0 | Facilities ASR Reductions |
| **Approved Budget Additions and Reductions** | | | | | |
| | 33,724 | 0 | 33,724 | 0.0 | HR Transition Implementation |
| | 6,938,729 | 0 | 6,938,729 | 76.0 | Partial IT Transition Implementation |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 1.0 | Strategic Information Manager |
| | 76,800 | 0 | 76,800 | 0.0 | Parks Equipment Replacement |
| | 6,807,130 | 0 | 6,807,130 | 77.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 16,115,286** | **129.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 36,000 | 0 | 36,000 | 0.0 | Portland Area Housing Clearing House |
| | | | **$ 36,000** | **0.0** | Total Decision Packages Not Funded |

# Bureau of Purchases

## Overview

Purchases administers competitive bidding and contract processing in compliance with necessary laws to acquire goods and services for City bureaus.

Additionally, Purchases is responsible for implementing the Fair Contracting and Employment Strategy as approved by City Council on February 26, 1997. The Strategy includes, but is not limited to the following:

- Implementing the Sheltered Market Program.
- Providing technical assistance for small firms.
- Implementing good faith effort requirements.
- Doing outreach to minority, women-owned, and emerging small business (M/W/ESB) firms.
- Coordinating Equal Employment Opportunity (EEO) certification.
- Administering the Workforce Training and Hiring program.
- Providing contract compliance and monitoring.

These procurement and fair contracting programs impact most City bureaus and departments on a daily basis.

### Accomplishments

Purchases' major accomplishments during the past year include:

- Completed a three-year review of the Fair Contracting and Employment Strategy.
- Updated the Procurement Manual to create a more user friendly document, the first improvement since 1985.
- Amended the City Code to streamline the City's procurement process by providing the Purchasing Agent additional authority on bids and contracts.
- Assumed responsibility for contractor pre-qualification from the Portland Office of Transportation.
- Updated procurement card rules and provided training to City users.
- Entered into a contract for the implementation of EAGLS, a web-based tracking and reporting system for the procurement card.

## Changes from Prior Year

### Administrative Services Review

In response to the Council-directed Administrative Services Review, Citywide purchasing costs were reduced through:

- Increased use of the City's procurement card.
- Increased use of technology for web-based plans and specifications, resulting in reduced printing and distribution costs.

*Purchases achieved $270,673 in Citywide savings.*

- Reduced the Apprenticeship and Training Program and shifted responsibility from Purchases to Human Resources for the development and implementation of a program which will assist the City in achieving a diverse workforce through entry and/or training level employment opportunities for under-represented populations.
- Increased use of recycled toner cartridges.

These reductions totaled $184,188 in savings in Purchases.

**Add Package**

Council approved the addition of one position to improve the tracking, monitoring and reporting to Council on the City's use of professional, technical and expert service contracts.

**OMF Efficiencies**

OMF has consolidated its information technology positions in order to achieve efficiencies and maximize resources. One position was reallocated from Purchases to OMF Administration as a result.

## Bureau of Purchases AU 307

**SUMMARY OF DIVISION BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 1,586,037 | 1,635,445 | 1,863,911 | 1,933,673 | 1,933,673 |
| External Materials and Services | 549,227 | 512,841 | 591,738 | 540,012 | 540,012 |
| Internal Materials and Services | 283,262 | 388,134 | 483,153 | 576,492 | 607,697 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 2,418,526 | 2,536,420 | 2,938,802 | 3,050,177 | 3,081,382 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 2,418,526** | **$ 2,536,420** | **$ 2,938,802** | **$ 3,050,177** | **$ 3,081,382** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 2,418,526 | 2,536,420 | 2,938,802 | 3,050,177 | 3,081,382 |
| **RESOURCES** | | | | | |
| Discretionary General Fund | | 828,377 | 1,248,650 | 582,644 | 538,611 |
| **Total Discretionary Revenues** | | 828,377 | 1,248,650 | 582,644 | 538,611 |
| **Non-Discretionary Revenues** | | | | | |
| Interagency Revenues | | | | 158,175 | 158,175 |
| Bureau Program Revenues | | | | 297,582 | 297,582 |
| Overhead Revenues | | 1,708,043 | 1,690,152 | 2,011,776 | 2,087,014 |
| **Total Non-Discretionary Revenues** | | 1,708,043 | 1,690,152 | 2,467,533 | 2,542,771 |
| **TOTAL RESOURCES** | | **$ 2,536,420** | **$ 2,938,802** | **$ 3,050,177** | **$ 3,081,382** |
| 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** | | | | | |
| Purchases | | 0 | 0 | 3,050,177 | 3,081,382 |
| *Positions* | | *0* | *0* | *29* | *29* |
| Purchasing Admin | | 510,790 | 1,172,520 | 0 | 0 |
| *Positions* | | *6* | *7* | *0* | *0* |
| Procurement | | 1,069,469 | 725,782 | 0 | 0 |
| *Positions* | | *11* | *11* | *0* | *0* |
| Contractor Development | | 956,161 | 1,040,500 | 0 | 0 |
| *Positions* | | *11* | *10* | *0* | *0* |
| **TOTAL PROGRAMS** | | **$ 2,536,420** | **$ 2,938,802** | **$ 3,050,177** | **$ 3,081,382** |
| *Positions* | | ***28*** | ***28*** | ***29*** | ***29*** |

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 995,549 | 1,042,420 | 1,373,395 | 1,444,499 | 1,444,499 |
| 512000 | Part-Time Employees | 3,982 | 0 | 0 | 0 | 0 |
| 514000 | Overtime | 79 | 0 | 0 | 0 | 0 |
| 515000 | Premium Pay | 1,006 | 4,532 | 0 | 0 | 0 |
| 517000 | Benefits | 415,546 | 426,230 | 490,516 | 489,174 | 489,174 |
| 518000 | Paid Absence | 169,875 | 162,263 | 0 | 0 | 0 |
| **Total Personnel Services** | | 1,586,037 | 1,635,445 | 1,863,911 | 1,933,673 | 1,933,673 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 334,162 | 361,133 | 315,863 | 348,157 | 348,157 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 40,182 | 28,364 | 52,650 | 40,000 | 40,000 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 8,054 | 8,638 | 70,235 | 41,866 | 41,866 |
| 531000 | Office Supplies | 31,801 | 23,166 | 25,000 | 29,000 | 29,000 |
| 532000 | Operating Supplies | 5,958 | 8,046 | 10,000 | 9,000 | 9,000 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 3,765 | 1,620 | 0 | 0 | 0 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 38,056 | 44,181 | 87,565 | 44,489 | 44,489 |
| 541000 | Education | 16,737 | 22,643 | 8,175 | 9,500 | 9,500 |
| 542000 | Local Travel | 300 | 112 | 450 | 350 | 350 |
| 543000 | Out-of-Town Travel | 17,466 | 16,230 | 7,800 | 7,650 | 7,650 |
| 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 | 52,746 | (1,292) | 14,000 | 10,000 | 10,000 |
| **Total External Materials and Services** | | 549,227 | 512,841 | 591,738 | 540,012 | 540,012 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 5,782 | 5,296 | 5,175 | 5,665 | 5,665 |
| 552000 | Printing & Distribution | 61,407 | 63,030 | 66,410 | 71,399 | 71,399 |
| 553000 | Facilities Services | 89,142 | 94,968 | 95,622 | 99,711 | 99,711 |
| 554000 | Communications Services | 27,741 | 26,536 | 31,578 | 32,841 | 32,841 |
| 555000 | Data Processing Services | 62,177 | 68,832 | 65,411 | 69,862 | 69,862 |
| 556000 | Insurance | 26,493 | 27,446 | 38,406 | 37,711 | 37,711 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 10,520 | 47,950 | 82,276 | 259,303 | 290,508 |
| 559000 | Other Fund Services | 0 | 54,076 | 98,275 | 0 | 0 |
| **Total Internal Materials and Services** | | 283,262 | 388,134 | 483,153 | 576,492 | 607,697 |
| **Total Materials and Services** | | 832,489 | 900,975 | 1,074,891 | 1,116,504 | 1,147,709 |
| **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** | | **$ 2,418,526** | **$ 2,536,420** | **$ 2,938,802** | **$ 3,050,177** | **$ 3,081,382** |

## Bureau of Purchases AU 307

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 819 | Administrative Assistant | 1 | 1 | 1 | 49,009 | 1 | 51,126 | 1 | 51,126 |
| 962 | Assistant Program Specialist | 2 | 1 | 1 | 52,312 | 0 | 0 | 0 | 0 |
| 114 | Clerical Specialist | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 102 | Office Support Specialist II | 0 | 1 | 1 | 27,165 | 1 | 29,078 | 1 | 29,078 |
| 104 | Office Support Specialist III | 0 | 3 | 3 | 104,583 | 5 | 186,090 | 5 | 186,090 |
| 419 | Procurement Assistant | 3 | 4 | 4 | 145,378 | 3 | 109,200 | 3 | 109,200 |
| 424 | Procurement Director | 1 | 1 | 1 | 82,347 | 1 | 85,384 | 1 | 85,384 |
| 423 | Procurement Manager | 2 | 2 | 2 | 139,921 | 0 | 0 | 0 | 0 |
| 420 | Procurement Specialist | 1 | 1 | 1 | 44,116 | 2 | 85,132 | 2 | 85,132 |
| 421 | Procurement Specialist, Senior | 5 | 5 | 5 | 260,795 | 5 | 271,782 | 5 | 271,782 |
| 966 | Program Coordinator | 3 | 4 | 4 | 224,416 | 5 | 275,748 | 5 | 275,748 |
| 971 | Program Manager III | 0 | 0 | 0 | 0 | 2 | 151,419 | 2 | 151,419 |
| 964 | Program Specialist | 2 | 5 | 5 | 243,353 | 4 | 199,540 | 4 | 199,540 |
| 221 | Secretarial Clerk II | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL FULL-TIME POSITIONS** | | **24** | **28** | **28** | **$ 1,373,395** | **29** | **$ 1,444,499** | **29** | **$ 1,444,499** |

-1 Asst Pr Sp

+2 OSS III

-1 Proc Asst

+1 Proc Spec.

+1 Prog Coord

-1 Prog Spec

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.

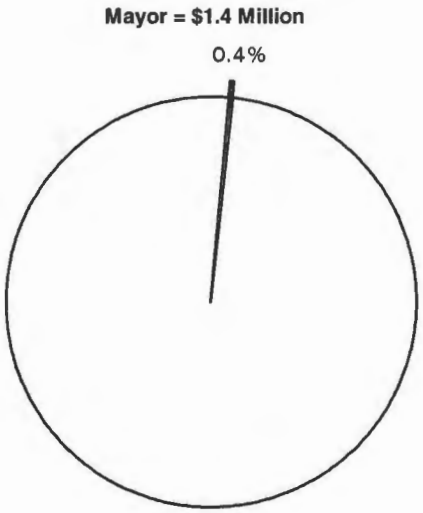
| ACTION | AMOUNT Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 3,096,784 | 0 | 3,096,784 | 28.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (487) | 0 | (487) | 0.0 | Printing & Distribution ASR Reductions |
| | (918) | 0 | (918) | 0.0 | Communications ASR Reductions |
| | 157 | 0 | 157 | 0.0 | Information Technology ASR Increase |
| | (188) | 0 | (188) | 0.0 | Risk ASR Reductions |
| | (983) | 0 | (983) | 0.0 | Financial Management ASR Reductions |
| | (184,188) | 0 | (184,188) | 0.0 | Purchasing ASR Reductions |
| | 62,000 | 0 | 62,000 | 1.0 | PTE Position |
| | 0 | 78,000 | 78,000 | 0.0 | PDC Grant |
| **Approved Budget Additions and Reductions** | | | | | |
| | 31,205 | 0 | 31,205 | 0.0 | HR Transition Implementation |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | (93,402) | 78,000 | (15,402) | 1.0 | Total FY 2000-01 Decision Packages |
| | | | **$ 3,081,382** | **29.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Office of the Mayor

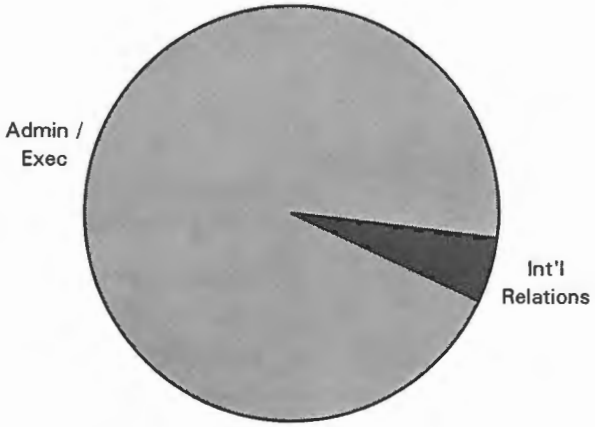
Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

**Percent of General Fund**




**Bureau Programs**




## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 1,468,220 | 1,438,515 | -29,705 | -6.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 0 | 0 | 0 | 0.0% |
| **Total Cost with Allocated Overhead** | **$ 1,468,220** | **$ 1,438,515** | **$ -29,705** | **-6.0%** |
| Authorized Full-Time Positions | 16 | 15 | -1 | -10.1% |

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

# Bureau Summary

## Bureau Mission

The Office of the Mayor strives for excellence in implementing the Mayor's vision and supporting her leadership.

## Bureau Highlights

The Mayor is charged with the responsibility to exercise careful supervision over the general affairs of the City. In doing so, some of the Mayor's duties include preparing a proposed City budget each year, chairing Council meetings, and assigning bureau oversight to Council members.

# General Description

## Bureau Overview

As a member of the City Council, Mayor Katz oversees the following bureaus:

- Office of the City Attorney
- Office of Management and Finance
- Bureau of Police
- Bureau of Planning
- Office of Governmental Relations
- Portland Development Commission

Being the general representative of the City, the Mayor serves as liaison to various organizations. These include:

- Portland Multnomah Progress Board (co-chair)
- Local Public Safety Coordinating Council
- Leaders Roundtable
- Portland/Oregon Visitors Association
- METRO Policy Advisory Committee

# Strategic Direction

## Management Goals & Objectives

The Katz administration envisions a safe and prosperous Portland with a superior quality of life, a responsive and accountable government, and an involved citizenry. In pursuing this vision, Mayor Katz has goals and objectives to:

- Guide the successful operation of the Office of the Mayor, the City Council, and the Mayor's portfolio of bureaus.
- Implement the Mayor's workplan to address the City's critical needs.
- Anticipate and identify current and emerging local issues and develop the best program and policy options to respond to them.
- Lead and facilitate Portland's efforts to make our community and region more international.
- Proactively, create comprehensive strategies that effectively communicate the vision, goals, and priorities of the Mayor and her administration to the public.
- Serve as an advocate for city constituents and provide accurate and timely information to the public.
- Assist in problem solving and develop recommendations to promote more responsive public services.
- Manage resources with foresight and efficiency to assist the Mayor's Office in accomplishing its objectives and aid communication both within the Office and with outside groups.

# Overview of Programs

## ADMINISTRATIVE/EXECUTIVE

**Coordination and Constituent Service**

The Administrative/Executive Program oversees several functions within the Office of the Mayor. The program coordinates activities and workload of the City Council and City officials and supports the legislative duties of the Mayor. The program establishes policies for the Mayor's bureaus and ensures they are efficient and responsive to the Mayor and the Council's directives.

The program plays a significant role in facilitating communication between City bureaus and the public and encourages citizen participation. It is important to respond to and to seek resolution to citizen concerns. To achieve this, the program develops and maintains communications between City government and numerous community groups.

**Education Advocate**

In 1998, in recognition of the importance of a quality education that prepares young people for entry into the workforce, post-secondary education, and training, the Mayor created the position of Education Advocate for the City.

**Workforce Development**

The Workforce Development Program focuses on school-to-work opportunities, developing a more cohesive, coordinated youth employment system and increasing coordination and capacity in adult workforce development programs.

## INTERNATIONAL RELATIONS

The Office of International Relations provides leadership and staff support in the planning and implementation of the metropolitan region's international economic development program. The Office is a resource for international economic and cultural exchange opportunities. Program staff advise the Mayor, City Council, City bureaus and staff, and the community on issues of international protocol. The Office fosters active and widely supported sister city organizations and relationships. The goal of the Office is to increase the international profile and prestige of the city of Portland.

## Office of the Mayor AU 195

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 1,061,352 | 1,091,563 | 985,938 | 979,697 | 979,697 |
| External Materials and Services | 84,899 | 62,967 | 96,591 | 52,407 | 52,407 |
| Internal Materials and Services | 218,081 | 228,306 | 385,691 | 391,398 | 406,411 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 1,364,332 | 1,382,836 | 1,468,220 | 1,423,502 | 1,438,515 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 1,364,332** | **$ 1,382,836** | **$ 1,468,220** | **$ 1,423,502** | **$ 1,438,515** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 1,364,332 | 1,382,836 | 1,468,220 | 1,423,502 | 1,438,515 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 528,062 | 624,184 | 626,429 | 637,320 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 1,013 | 59,419 | 0 | 0 |
| Contract Revenues | | 0 | 0 | 0 | 0 |
| Interagency Revenues | | 0 | 0 | 0 | 0 |
| Program Revenue | | 78,114 | 66,100 | 78,159 | 78,159 |
| Overhead Revenues | | 775,647 | 718,517 | 718,914 | 723,036 |
| **Total Non-Discretionary Revenues** | | 854,774 | 844,036 | 797,073 | 801,195 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 1,382,836** | **$ 1,468,220** | **$ 1,423,502** | **$ 1,438,515** |
| **PROGRAMS** | | | | | |
| Administrative/Executive | | 1,246,422 | 1,347,563 | 1,352,783 | 1,367,796 |
| *Positions* | | *14* | *14* | *14* | *14* |
| International Relations | | 136,414 | 120,657 | 70,719 | 70,719 |
| *Positions* | | *2* | *2* | *1* | *1* |
| **TOTAL PROGRAMS** | | **$ 1,382,836** | **$ 1,468,220** | **$ 1,423,502** | **$ 1,438,515** |
| *Positions* | | ***16*** | ***16*** | ***15*** | ***15*** |
| *General Fund Discretionary Positions* | | ***6*** | ***6*** | ***6*** | ***6*** |

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.

## Office of the Mayor AU 195

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 692,882 | 724,892 | 740,449 | 735,199 | 735,199 |
| 512000 | Part-Time Employees | 15,612 | 20,941 | 0 | 11,116 | 11,116 |
| 517000 | Benefits | 268,467 | 273,320 | 245,489 | 233,382 | 233,382 |
| 518000 | Paid Absence | 84,391 | 72,410 | 0 | 0 | 0 |
| **Total Personnel Services** | | 1,061,352 | 1,091,563 | 985,938 | 979,697 | 979,697 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 3,419 | 16,913 | 6,528 | 4,972 | 4,972 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 28 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 697 | 1,531 | 1,057 | 1,370 | 1,370 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 20,492 | 21,631 | 53,908 | 21,314 | 21,314 |
| 531000 | Office Supplies | 4,960 | 10,334 | 6,397 | 5,565 | 5,565 |
| 532000 | Operating Supplies | 519 | 316 | 516 | 200 | 200 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 25,869 | 69 | 1,047 | 800 | 800 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 5,510 | 0 | 3,691 | 0 | 0 |
| 541000 | Education | 40 | 1,490 | 412 | 260 | 260 |
| 542000 | Local Travel | 0 | 0 | 0 | 0 | 0 |
| 543000 | Out-of-Town Travel | 3,700 | 0 | 4,640 | 2,884 | 2,884 |
| 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 | 19,693 | 10,655 | 18,395 | 15,042 | 15,042 |
| **Total External Materials and Services** | | 84,899 | 62,967 | 96,591 | 52,407 | 52,407 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 4,851 | 5,310 | 9,051 | 3,075 | 3,075 |
| 552000 | Printing & Distribution | 27,643 | 24,869 | 28,306 | 26,659 | 26,659 |
| 553000 | Facilities Services | 105,368 | 111,430 | 109,374 | 113,273 | 113,273 |
| 554000 | Communications Services | 24,977 | 27,994 | 26,815 | 26,371 | 26,371 |
| 555000 | Data Processing Services | 25,133 | 28,469 | 63,331 | 71,213 | 71,213 |
| 556000 | Insurance | 29,183 | 30,234 | 28,538 | 28,125 | 28,125 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 926 | 0 | 120,276 | 122,682 | 137,695 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 218,081 | 228,306 | 385,691 | 391,398 | 406,411 |
| **Total Materials and Services** | | 302,980 | 291,273 | 482,282 | 443,805 | 458,818 |
| **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** | | **$ 1,364,332** | **$ 1,382,836** | **$ 1,468,220** | **$ 1,423,502** | **$ 1,438,515** |

## Office of the Mayor AU 195

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 230 | Administrative Secretary | 1 | 1 | 2 | 61,646 | 1 | 35,131 | 1 | 35,131 |
| 821 | Commissioners Assistant I | 4 | 11 | 11 | 484,823 | 10 | 468,440 | 10 | 468,440 |
| 822 | Commissioners Assistant II | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 823 | Commissioners Assistant III | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 824 | Executive Assistant | 1 | 1 | 1 | 74,318 | 1 | 77,064 | 1 | 77,064 |
| 1 | Mayor | 1 | 1 | 1 | 92,518 | 1 | 95,950 | 1 | 95,950 |
| 900 | Staff Assistant | 2 | 2 | 1 | 27,144 | 2 | 58,614 | 2 | 58,614 |
| **TOTAL FULL-TIME POSITIONS** | | **16** | **16** | **16** | **$ 740,449** | **15** | **$ 735,199** | **15** | **$ 735,199** |

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.

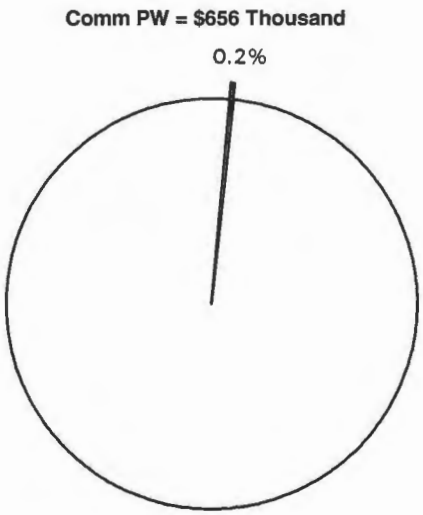
| ACTION | AMOUNT Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 1,444,663 | 0 | 1,444,663 | 16.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (9,066) | 0 | (9,066) | 0.0 | 1.4% Reduction |
| | (285) | 0 | (285) | 0.0 | Purchasing ASR Reduction |
| | (711) | 0 | (711) | 0.0 | Communications ASR Reductions |
| | 511 | 0 | 511 | 0.0 | IT ASR Increase |
| | (600) | 0 | (600) | 0.0 | Printing & Distribution ASR Reductions |
| | (133) | 0 | (133) | 0.0 | Risk Management ASR Reductions |
| | (221) | 0 | (221) | 0.0 | Vehicle Services ASR Reductions |
| | 99 | 0 | 99 | 0.0 | Facilities Adjustments |
| | 44,809 | 0 | 44,809 | 0.0 | Mayor's Security |
| | (74,085) | 0 | (74,085) | (1.0) | PIIAC Transfer |
| | 18,521 | 0 | 18,521 | 0.0 | PIIAC Correction |
| **Approved Budget Additions and Reductions** | | | | | |
| | 15,013 | 0 | 15,013 | 0.0 | HR Reorganization Implementation |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | (6,148) | 0 | (6,148) | (1.0) | Total FY 2001-02 Decision Packages |
| | | | **$ 1,438,515** | **15.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Commissioner of Public Works

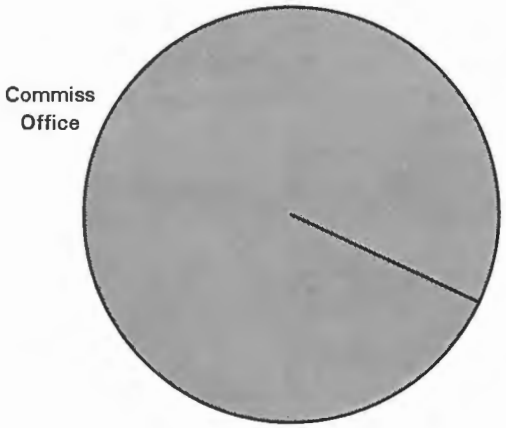
Legislative, Administrative and Support Services Service Area

Erik Sten, Commissioner-in-Charge

**Percent of General Fund**




**Bureau Programs**




## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 623,693 | 656,010 | 32,317 | 0.9% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 0 | 0 | 0 | 0.0% |
| **Total Cost with Allocated Overhead** | **$ 623,693** | **$ 656,010** | **$ 32,317** | **0.9%** |
| Authorized Full-Time Positions | 8 | 8 | 0 | -4.1% |

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

# Bureau Summary

## BUREAU HIGHLIGHTS

The Commissioner of Public Works oversees the Water Bureau, the Office of Cable and Franchise Management, the Bureau of Housing and Community Development, and the City's energy policy and salmon recovery efforts.

Commissioner Sten's goals reflect his priorities to:

- Make more affordable housing units available to Portland's low-income families.
- Promote the adoption of a comprehensive Regional Water Supply Plan.
- Lead the City's efforts to assist in the recovery of endangered species.
- Improve the overall environmental health of our community through sustainable development practices and conservation strategies.
- Support positive labor-management relations.
- Represent the interests of city consumers of energy and telecommunication services.

# General Description

## Bureau Overview

The Commissioner of Public Works is responsible for overseeing several City bureaus. These include:

- Bureau of Housing and Community Development
- Water Bureau
- Office of Cable Communications and Franchise Management

The Commissioner also serves as the City's liaison to several organizations:

- Mt. Hood Cable Regulatory Commission
- Portland Cable Access Board
- Regional Water Consortium Board
- Portland Development Commission Housing Program
- Housing Authority of Portland
- Housing and Community Development Commission

Commissioner Sten manages the Endangered Species Act (ESA) Program. This is the City's response to the recent listing of local steelhead and salmon species as threatened under the ESA.

Commissioner Sten also serves as the City's representative to the International Council on Local Environmental Initiatives (ICLEI) and oversees the City's global warming action plan.

The Office of the Commissioner of Public Works encompasses the legislative, policy setting, and management responsibilities of the Commissioner as set out in Chapter 2 of the City Charter. These include legislative functions, policy development, bureau management, internal office management, citizen outreach, and the Commissioner's responsibilities as a civic leader.

# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

As a member of the City Council, the Commissioner of Public Works supports existing and emerging initiatives to protect and enhance the quality of life for the citizens of Portland. The Commissioner's Office aggressively pursues the development and implementation of policies that protect sustainable resources in the community. Commissioner Sten has the following priorities in the pursuit of such efforts:

### Housing, Energy, and Environmental Quality

**Goal #1: Expand Housing Production Capacity**

These objectives include:

- Create additional land assembly capacity and expand land available for housing development.
- Promote the development of regional affordable housing strategies and funding sources.
- Actively seek cooperation from the State Legislature in developing regional approaches and promote federal efforts to encourage regional efforts to address affordable housing issues.
- Periodically review City regulations for impacts on affordable housing development.
- Create additional means to preserve affordable housing in our community.
- Adopt clear home-ownership goals for the City.
- Encourage more transit-oriented housing developments.
- Enhance housing and service opportunities for homeless city residents.
- Develop anti-displacement strategies for urban renewal districts.
- Move forward with a strategy to secure continued, permanent financing for the Housing Investment Fund (HIF).

**Goal #2: Pursue A Regional Water Supply Strategy**

These objectives include:

- Continue participation in the Regional Water Consortium.
- Pursue opportunities to improve regional cooperation.
- Continue to pursue federal protection of the Little Sandy Watershed.
- Increase emphasis on water conservation.

**Goal #3: Represent City Interests in Energy and Telecommunications Deregulations**

These objectives include:

- Continue to pursue advantageous energy marketing options for city residents.
- Develop and implement strategies to respond to deregulation legislation from the 2001 Oregon Legislative Assembly.
- Continue to monitor deregulation legislation at the federal level and coordinate the City response.
- Continue to advocate for a national nondiscriminatory cable access policy.
- Negotiate franchises with telecommunications companies that will allow them to provide advanced telecommunications services to city residents and businesses.

**Goal #4: Support Strategies to Promote the Environmental Health of Our Community**

These objectives include:

- Respond to the Endangered Species Act (ESA) listing of local steelhead and salmon species as threatened by designing a strategic plan to assist with recovery.
- Implement an integrated management strategy to address water supply, hydropower, and endangered fish species protection issues in the Sandy Basin.
- Promote sustainable development standards for affordable housing projects.

## Community, Regional, and City Partnerships

**Goal #5: Continue Support for Positive Labor-Management Relations**

These objectives include:

- Continue participation in labor-management activities in the Water Bureau.
- Monitor labor contract negotiations.

**Goal #6: Pursue Consumer Interest Strategies**

These objectives include:

- Address citizen concerns about water, sewer, and stormwater rates.
- Make water and sewer bills more affordable and more directly tied to actual water use.
- Increase the fairness of stormwater charges and give customers greater ability to control the size of their bill by developing incentives for conservation and stormwater management.
- Pursue universal access to the Internet.

**Goal #7: Support Community Outreach Efforts**

These objectives include:

- Conduct the 2001 Constituent Satisfaction Survey.
- Improve the Commissioner's Office webpage.
- Continue the successful intern program in the Commissioner's Office.

## Commissioner of Public Works AU 190

SUMMARY OF BUREAU BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 475,100 | 513,725 | 518,012 | 538,239 | 538,239 |
| External Materials and Services | 20,943 | 19,564 | 5,901 | 6,968 | 6,968 |
| Internal Materials and Services | 86,143 | 77,865 | 99,780 | 102,796 | 110,803 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 582,186 | 611,154 | 623,693 | 648,003 | 656,010 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 582,186** | **$ 611,154** | **$ 623,693** | **$ 648,003** | **$ 656,010** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 582,186 | 611,154 | 623,693 | 648,003 | 656,010 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 273,528 | 277,221 | 303,769 | 307,131 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 0 | 0 | 0 | 0 |
| Contract Revenues | | 0 | 0 | 0 | 0 |
| Interagency Revenues | | 0 | 0 | 0 | 0 |
| Program Revenue | | 2,546 | 0 | 0 | 0 |
| Overhead Revenues | | 335,080 | 346,472 | 344,234 | 348,879 |
| **Total Non-Discretionary Revenues** | | 337,626 | 346,472 | 344,234 | 348,879 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 611,154** | **$ 623,693** | **$ 648,003** | **$ 656,010** |
| 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** | | | | | |
| Commissioner's Office | | 611,154 | 623,693 | 648,003 | 656,010 |
| *Positions* | | *8* | *8* | *8* | *8* |
| **TOTAL PROGRAMS** | | **$ 611,154** | **$ 623,693** | **$ 648,003** | **$ 656,010** |
| *Positions* | | ***8*** | ***8*** | ***8*** | ***8*** |
| *General Fund Discretionary Positions* | | ***4*** | ***4*** | ***4*** | ***4*** |

## Commissioner of Public Works AU 190

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 319,599 | 344,494 | 382,818 | 401,952 | 401,952 |
| 512000 | Part-Time Employees | 1,879 | 4,729 | 0 | 0 | 0 |
| 517000 | Benefits | 119,647 | 128,518 | 135,194 | 136,287 | 136,287 |
| 518000 | Paid Absence | 33,975 | 35,984 | 0 | 0 | 0 |
| **Total Personnel Services** | | 475,100 | 513,725 | 518,012 | 538,239 | 538,239 |
| **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 | 945 | 217 | 150 | 225 | 225 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 1,044 | 0 | 0 | 0 | 0 |
| 531000 | Office Supplies | 1,638 | 1,268 | 1,000 | 1,000 | 1,000 |
| 532000 | Operating Supplies | 0 | 0 | 0 | 0 | 0 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 12,173 | 10,618 | 500 | 1,043 | 1,043 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 2,467 | 3,193 | 3,500 | 3,500 | 3,500 |
| 541000 | Education | 705 | 578 | 201 | 200 | 200 |
| 542000 | Local Travel | 0 | 0 | 0 | 0 | 0 |
| 543000 | Out-of-Town Travel | 1,971 | 3,690 | 550 | 1,000 | 1,000 |
| 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 | 0 | 0 | 0 | 0 | 0 |
| **Total External Materials and Services** | | 20,943 | 19,564 | 5,901 | 6,968 | 6,968 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 1,163 | 108 | 311 | 309 | 309 |
| 552000 | Printing & Distribution | 7,771 | 6,749 | 7,199 | 7,064 | 7,064 |
| 553000 | Facilities Services | 44,864 | 46,720 | 47,223 | 49,149 | 49,149 |
| 554000 | Communications Services | 9,860 | 10,141 | 9,689 | 9,515 | 9,515 |
| 555000 | Data Processing Services | 7,962 | 7,390 | 21,343 | 23,011 | 23,011 |
| 556000 | Insurance | 6,523 | 6,757 | 14,015 | 13,748 | 13,748 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 8,000 | 0 | 0 | 0 | 8,007 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 86,143 | 77,865 | 99,780 | 102,796 | 110,803 |
| **Total Materials and Services** | | 107,086 | 97,429 | 105,681 | 109,764 | 117,771 |
| **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** | | **$ 582,186** | **$ 611,154** | **$ 623,693** | **$ 648,003** | **$ 656,010** |

## Commissioner of Public Works AU 190

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 230 | Administrative Secretary | 1 | 1 | 1 | 33,530 | 1 | 34,778 | 1 | 34,778 |
| 2 | Commissioner | 1 | 1 | 1 | 77,917 | 1 | 80,808 | 1 | 80,808 |
| 821 | Commissioners Assistant I | 0 | 0 | 1 | 36,036 | 1 | 42,099 | 1 | 42,099 |
| 822 | Commissioners Assistant II | 5 | 5 | 4 | 176,117 | 4 | 182,865 | 4 | 182,865 |
| 824 | Executive Assistant | 1 | 1 | 1 | 59,218 | 1 | 61,402 | 1 | 61,402 |
| **TOTAL FULL-TIME POSITIONS** | | **8** | **8** | **8** | **$ 382,818** | **8** | **$ 401,952** | **8** | **$ 401,952** |

**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.

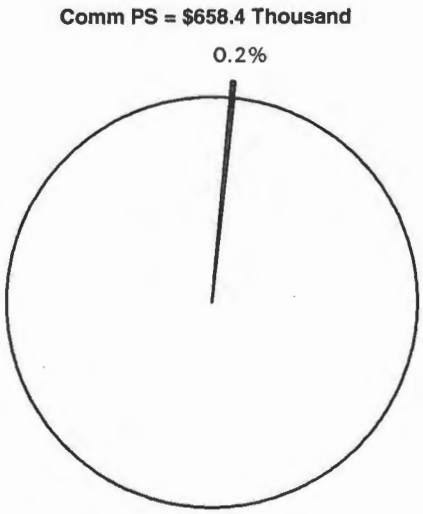
| ACTION | AMOUNT Ongoing | AMOUNT One-Time | AMOUNT Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 653,135 | 0 | 653,135 | 8.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (4,325) | 0 | (4,325) | 0.0 | 1.4% Reduction |
| | (274) | 0 | (274) | 0.0 | Financial Management ASR Reductions |
| | (190) | 0 | (190) | 0.0 | Purchasing ASR Reduction |
| | (292) | 0 | (292) | 0.0 | Communications ASR Reductions |
| | 78 | 0 | 78 | 0.0 | IT ASR Investment |
| | (102) | 0 | (102) | 0.0 | Printing & Distribution ASR Reductions |
| | (69) | 0 | (69) | 0.0 | Risk Management ASR Reductions |
| | 42 | 0 | 42 | 0.0 | Facilities Adjustments |
| **Approved Budget Additions and Reductions** | | | | | |
| | 8,007 | 0 | 8,007 | 0.0 | HR Reorganization Implementation |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 2,875 | 0 | 2,875 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 656,010** | **8.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Commissioner of Public Safety

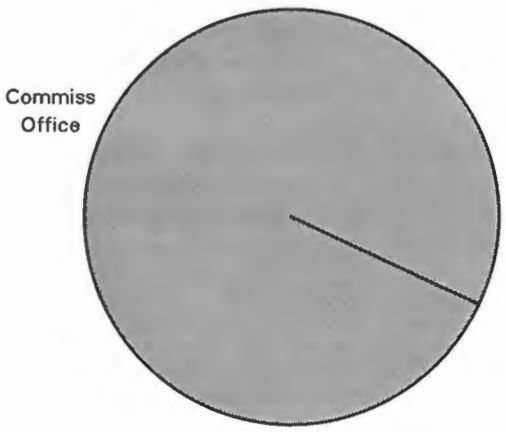
Legislative, Administrative and Support Services Service Area

Charlie Hales, Commissioner-in-Charge

**Percent of General Fund**




**Bureau Programs**




## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 627,535 | 658,378 | 30,843 | 0.6% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 0 | 0 | 0 | 0.0% |
| **Total Cost with Allocated Overhead** | **$ 627,535** | **$ 658,378** | **$ 30,843** | **0.6%** |
| Authorized Full-Time Positions | 6 | 6 | 0 | -4.1% |

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

# Bureau Summary

## Bureau Highlights

Commissioner Charlie Hales supervises the Portland Office of Transportation and the Office of Planning and Development Review. He also serves as the City's liaison to the Regional Arts and Culture Council.

Commissioner Hales' initiatives include:

- **Construction and operation of the Portland Streetcar.** The streetcar, the first modern streetcar line to open in the United States in a half century, begins operation between Northwest Portland and the campus of Portland State University on July 20, 2001.

- **Planning for a proposed public market in the city.** The Commissioner's goal is to open a year-round public market that celebrates the state's agricultural bounty, including its fine wine-making industry. Several locations are currently under consideration for the market by a citizens' committee. A final proposal will be announced this year.

- **Siting a downtown skate park.** Commissioner Hales and a citizens' committee are designing a proposed skate park for skateboarders and in-line skaters of all ages and abilities. A downtown site is under consideration and discussion continues between the City, neighborhood leaders, and skaters.

# General Description

## Bureau Overview

As a member of the City Council, the Commissioner of Public Safety is responsible for overseeing various City bureaus. These include:

- Portland Office of Transportation
- Office of Planning and Development Review
- Regional Arts and Culture Council

Commissioner Hales also serves as the City's liaison to several inter-governmental organizations. His assignments include:

- Portland Historic Landmarks Commission
- Design Commission
- Metro Joint Policy Advisory Committee on Transportation
- Portland Streetcar, Inc.
- League of Oregon Cities (past president and board member)

The Office of the Commissioner of Public Safety consists of one administrative program which includes all personnel and material resources to fulfill the policy setting, legislative, and bureau management responsibilities of the Commissioner as outlined in Chapter 2 of the Portland City Charter.

# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

The Office of Commissioner Hales improves the quality of life in Portland by assisting the Commissioner on programs and initiatives to ensure the city maintains a livable community and a unique sense of place. The Office of Commissioner Hales pursues these objectives through the following efforts:

- Managing and overseeing the bureaus assigned to the Commissioner of Public Safety.
- Increasing involvement of citizens, businesses, and community groups through a variety of public participation strategies.
- Increasing productivity and efficiency in the delivery of City services through the consolidation of government services, cost reductions, and coordination of service delivery.
- Funding and implementing a comprehensive plan for funding City capital needs.
- Actively promoting diversity in the City's workforce and the community.
- Working to implement the Council's top priority goals for 2000-2002, such as:
  - Creating a safe and peaceful community
  - Working to ensure quality education
  - Promoting community economic development

Commissioner Hales, through his direction of the Office of Transportation, leads the City's efforts to expand the availability of transportation options for our citizens. The Office of Transportation also works to provide well-maintained streets and rights-of-way, street lighting, bike paths and pedestrian corridors; to manage traffic congestion; and to obtain a stable, long-term source of transportation funding. Included in this effort is the work of the Transportation Office on the Airport and Interstate Light Rail projects, the Portland Streetcar, and bicycle and pedestrian plans.

The Office of the Commissioner of Public Safety, through its direction of the Office of Planning and Development Review, seeks to maintain a large inventory of well-built and well-maintained residential, commercial, and industrial buildings. The City's permitting bureaus continue to set record numbers in permit activities. Implementation of Blueprint 2000, approved by the City Council, has streamlined the City's permitting process.

Commissioner Hales supports and is the public advocate for the Regional Arts and Culture Council (RACC), a non-profit citizens group chartered by the region's governments that receives the majority of its funding from the City of Portland. RACC administers grants to artists and arts organizations, manages the City's sophisticated public art program, and coordinates the art and cultural programs in local schools.

## Commissioner of Public Safety AU 191

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 485,499 | 494,454 | 490,093 | 513,337 | 513,337 |
| External Materials and Services | 26,450 | 28,604 | 36,706 | 33,441 | 33,441 |
| Internal Materials and Services | 82,891 | 81,280 | 100,736 | 104,594 | 111,600 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 594,840 | 604,338 | 627,535 | 651,372 | 658,378 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 594,840** | **$ 604,338** | **$ 627,535** | **$ 651,372** | **$ 658,378** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 594,840 | 604,338 | 627,535 | 651,372 | 658,378 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 269,238 | 280,572 | 305,174 | 308,245 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 0 | 0 | 0 | 0 |
| Contract Revenues | | 0 | 0 | 0 | 0 |
| Interagency Revenues | | 0 | 0 | 0 | 0 |
| Program Revenue | | 20 | 0 | 0 | 0 |
| Overhead Revenues | | 335,080 | 346,963 | 346,198 | 350,133 |
| **Total Non-Discretionary Revenues** | | 335,100 | 346,963 | 346,198 | 350,133 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 604,338** | **$ 627,535** | **$ 651,372** | **$ 658,378** |

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** | | | | | |
| Commissioner's Office | | 604,338 | 627,535 | 651,372 | 658,378 |
| *Positions* | | *6* | *6* | *6* | *6* |
| **TOTAL PROGRAMS** | | **$ 604,338** | **$ 627,535** | **$ 651,372** | **$ 658,378** |
| *Positions* | | ***6*** | ***6*** | ***6*** | ***6*** |
| *General Fund Discretionary Positions* | | ***3*** | ***3*** | ***3*** | ***3*** |

## Commissioner of Public Safety AU 191

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 318,501 | 339,000 | 355,118 | 373,339 | 373,339 |
| 512000 | Part-Time Employees | 11,436 | 10,946 | 10,791 | 13,216 | 13,216 |
| 517000 | Benefits | 116,067 | 114,752 | 124,184 | 126,782 | 126,782 |
| 518000 | Paid Absence | 39,495 | 29,756 | 0 | 0 | 0 |
| **Total Personnel Services** | | 485,499 | 494,454 | 490,093 | 513,337 | 513,337 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 3,925 | 7,275 | 11,341 | 11,371 | 11,371 |
| 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 | 793 | 1,039 | 2,062 | 1,812 | 1,812 |
| 531000 | Office Supplies | 856 | 911 | 1,031 | 936 | 936 |
| 532000 | Operating Supplies | 435 | 1,170 | 5,347 | 4,597 | 4,597 |
| 533000 | Repair & Maintenance Supplies | 280 | 905 | 1,031 | 1,031 | 1,031 |
| 534000 | Minor Equipment & Tools | 535 | 0 | 0 | 0 | 0 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 1,832 | 2,158 | 6,099 | 5,599 | 5,599 |
| 541000 | Education | 2,075 | 2,672 | 3,093 | 2,593 | 2,593 |
| 542000 | Local Travel | 0 | 0 | 0 | 0 | 0 |
| 543000 | Out-of-Town Travel | 9,747 | 9,135 | 6,702 | 5,502 | 5,502 |
| 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 | 5,972 | 3,339 | 0 | 0 | 0 |
| **Total External Materials and Services** | | 26,450 | 28,604 | 36,706 | 33,441 | 33,441 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 2,460 | 1,997 | 2,691 | 2,678 | 2,678 |
| 552000 | Printing & Distribution | 9,447 | 5,811 | 6,901 | 6,646 | 6,646 |
| 553000 | Facilities Services | 43,931 | 47,067 | 47,714 | 49,659 | 49,659 |
| 554000 | Communications Services | 7,847 | 7,436 | 7,203 | 7,408 | 7,408 |
| 555000 | Data Processing Services | 7,467 | 6,806 | 23,396 | 25,605 | 25,605 |
| 556000 | Insurance | 11,739 | 12,163 | 12,831 | 12,598 | 12,598 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 7,006 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 82,891 | 81,280 | 100,736 | 104,594 | 111,600 |
| **Total Materials and Services** | | 109,341 | 109,884 | 137,442 | 138,035 | 145,041 |
| **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** | | **$ 594,840** | **$ 604,338** | **$ 627,535** | **$ 651,372** | **$ 658,378** |

## Commissioner of Public Safety AU 191

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 2 | Commissioner | 1 | 1 | 1 | 77,917 | 1 | 80,808 | 1 | 80,808 |
| 822 | Commissioners Assistant II | 4 | 4 | 4 | 208,956 | 4 | 218,878 | 4 | 218,878 |
| 824 | Executive Assistant | 1 | 1 | 1 | 68,245 | 1 | 73,653 | 1 | 73,653 |
| **TOTAL FULL-TIME POSITIONS** | | **6** | **6** | **6** | **$ 355,118** | **6** | **$ 373,339** | **6** | **$ 373,339** |

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.

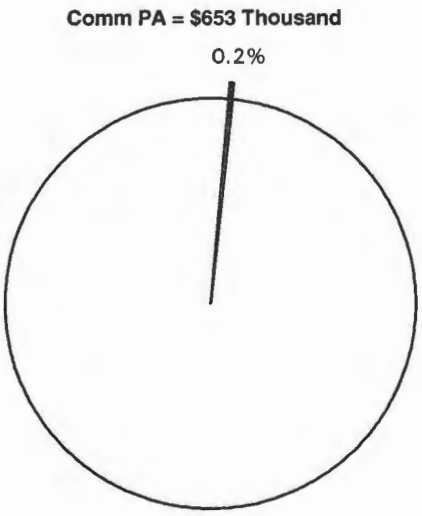
| ACTION | AMOUNT Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 656,092 | 0 | 656,092 | 6.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (4,339) | 0 | (4,339) | 0.0 | 1.4% Reduction |
| | (96) | 0 | (96) | 0.0 | Purchasing ASR Reduction |
| | (381) | 0 | (381) | 0.0 | Communications ASR Reductions |
| | 211 | 0 | 211 | 0.0 | IT ASR Investment |
| | (96) | 0 | (96) | 0.0 | Printing & Distribution ASR Reductions |
| | (62) | 0 | (62) | 0.0 | Risk Management ASR Reductions |
| | 43 | 0 | 43 | 0.0 | Facilities Adjustments |
| **Approved Budget Additions and Reductions** | | | | | |
| | 7,006 | 0 | 7,006 | 0.0 | HR Reorganization Implementation |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 2,286 | 0 | 2,286 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 658,378** | **6.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Commissioner of Public Affairs

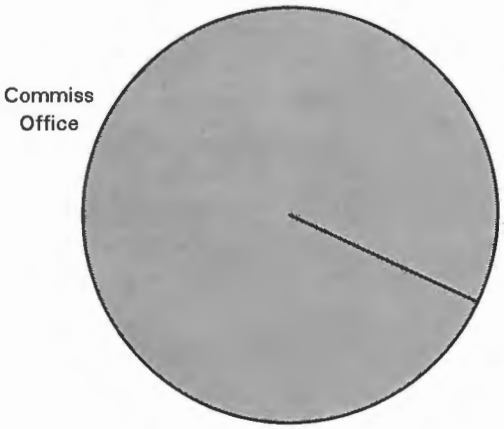
Legislative, Administrative and Support Services Service Area

Dan Saltzman, Commissioner-in-Charge

**Percent of General Fund**




**Bureau Programs**




## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 621,294 | 652,966 | 31,672 | 0.8% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 0 | 0 | 0 | 0.0% |
| **Total Cost with Allocated Overhead** | **$ 621,294** | **$ 652,966** | **$ 31,672** | **0.8%** |
| Authorized Full-Time Positions | 7 | 7 | 0 | -4.1% |

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

# Bureau Summary

## BUREAU HIGHLIGHTS

Commissioner Dan Saltzman is responsible for overseeing the Bureau of Environmental Services, the Bureau of Emergency Communications, the Office of Neighborhood Involvement, and the Office of Sustainable Development.

Commissioner Saltzman's top priorities are:

- Leading the way toward a more sustainable environment through the Green Building Initiative -- establishing Portland Green Building Standards and fostering sustainable development by investments from the Green Building Investment Fund.
- Increasing City investment in early childhood development, child abuse prevention/ intervention, and after school activities.
- Enacting administrative reforms to reduce the cost of government.
- Implementing the Clean River Plan to clean up the Willamette River.
- Providing the most comprehensive and efficient 911 system for the safety of our citizens.
- Assisting neighborhood associations to become a more cohesive system for neighborhood involvement and to attract greater and more diverse citizen participation.

# General Description

## Bureau Overview

As a member of the City Council, the Commissioner of Public Affairs is responsible for overseeing various City bureaus. These include:

- Bureau of Environmental Services
- Bureau of Emergency Communications (BOEC)
- Office of Neighborhood Involvement
- Office of Sustainable Development

Commissioner Saltzman also serves as the City's liaison to many organizations. These include:

- BOEC Users Group
- Elders in Action
- Airport Issues Roundtable
- Metro Solid Waste Advisory Committee
- Metro Policy Advisory Committee
- Metropolitan Exposition and Recreation Commission
- Multnomah County Animal Control
- Public Safety Coordinating Council
- Sustainable Development Commission

The Office of the Commissioner of Public Affairs provides policy development and administration services. These functions are combined into one program which includes all personnel and material resources to fulfill the policy, legislative, and bureau management responsibilities of the Commissioner as outlined in Chapter 2 of the Portland City Charter.

# Strategic Direction

## Management Goals & Objectives

Commissioner Saltzman's goals reflect support for reducing administrative costs of City government; support for environmental quality and sustainability; and support for responsible planning, community partnerships and involvement, and public safety.

### Family Friendly Policies

**GOAL #1: Encourage Family Support Strategies and Promote Portland as the Country's Most Family Friendly City**

The objectives for this goal include to:

- Identify and promote the principles of a family friendly city.
- Identify options for a more sustainable funding system for domestic violence beds.
- Continue to work with Multnomah County to establish the Child Abuse Center.

### Environmental Quality

**GOAL #2: Promote Sustainability through the Green Building Initiative**

Work with the Sustainable Development Commission and other community members to implement the City's adopted Green Building Initiative, which includes:

- Greening of City government operations.
- Designing green building principles.
- Implementing the Green Investment Fund.
- Establishing an on-going funding mechanism and a five-year financial plan.
- Working with businesses and the community to develop public and private sector opportunities to promote resource-efficient, healthy, environmentally-friendly building and site development.

**GOAL #3: Promote Sustainability through the Clean River Plan**

The objectives of this goal are as follows:

- Provide a strategy for Portland to implement inflow reductions to the combined sewer system through green solutions.
- Implement green solution projects.

### Community Involvement

**GOAL #4: Support Community Involvement Strategies in the Office of Neighborhood Involvement**

With the Office of Neighborhood Involvement, the Commissioner seeks to:

- Provide quality services to neighborhood coalitions and associations and to other City bureaus.
- Continue service delivery to citizens and strengthen neighborhood associations as a primary tool for citizen involvement.
- Link neighborhood associations with the other community involvement programs.
- Advocate for human rights through the Metropolitan Human Relations Center and the International Refugee Center.

- Strengthen ONI's centralized programs and increase its value to the neighborhood network.

## Public Safety

**GOAL # 5: Work with the Bureau of Emergency Communications (BOEC) to Promote Public Safety by Providing the Most Effective and Responsive 911 System Possible**

The objectives of this goal are as follows:

- Work with the BOEC User jurisdictions to review policies that affect them.
- Support the staff in providing an effective and responsive 911 system.
- Assess opportunities for a child care facility for BOEC, other City of Portland employees in east Portland, and Tri-Met.

## Commissioner of Public Affairs AU 192

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 493,181 | 474,301 | 488,889 | 512,919 | 512,919 |
| External Materials and Services | 35,521 | 23,884 | 32,153 | 28,636 | 28,636 |
| Internal Materials and Services | 87,413 | 85,739 | 100,252 | 103,404 | 111,411 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 3,500 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 619,615 | 583,924 | 621,294 | 644,959 | 652,966 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 619,615** | **$ 583,924** | **$ 621,294** | **$ 644,959** | **$ 652,966** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 619,615 | 583,924 | 621,294 | 644,959 | 652,966 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 248,844 | 275,068 | 301,953 | 305,705 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 0 | 0 | 0 | 0 |
| Contract Revenues | | 0 | 0 | 0 | 0 |
| Interagency Revenues | | 0 | 0 | 0 | 0 |
| Program Revenue | | 0 | 0 | 0 | 0 |
| Overhead Revenues | | 335,080 | 346,226 | 343,006 | 347,261 |
| **Total Non-Discretionary Revenues** | | 335,080 | 346,226 | 343,006 | 347,261 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 583,924** | **$ 621,294** | **$ 644,959** | **$ 652,966** |

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** | | | | | |
| Commissioner's Office | | 583,924 | 621,294 | 644,959 | 652,966 |
| *Positions* | | *7* | *7* | *7* | *7* |
| **TOTAL PROGRAMS** | | **$ 583,924** | **$ 621,294** | **$ 644,959** | **$ 652,966** |
| *Positions* | | ***7*** | ***7*** | ***7*** | ***7*** |
| *General Fund Discretionary Positions* | | ***3*** | ***3*** | ***3*** | ***3*** |

## Commissioner of Public Affairs AU 192

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 317,563 | 291,131 | 342,908 | 343,458 | 343,458 |
| 512000 | Part-Time Employees | 18,741 | 31,842 | 21,029 | 43,000 | 43,000 |
| 517000 | Benefits | 117,642 | 118,953 | 124,952 | 126,461 | 126,461 |
| 518000 | Paid Absence | 39,235 | 32,375 | 0 | 0 | 0 |
| **Total Personnel Services** | | 493,181 | 474,301 | 488,889 | 512,919 | 512,919 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 8,865 | 12,495 | 16,916 | 15,084 | 15,084 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 308 | 452 | 1,031 | 469 | 469 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 0 | 90 | 0 | 0 | 0 |
| 531000 | Office Supplies | 7,993 | 2,487 | 2,578 | 2,065 | 2,065 |
| 532000 | Operating Supplies | 0 | 1,755 | 2,577 | 2,423 | 2,423 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 10,075 | 0 | 0 | 0 | 0 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 3,336 | 4,019 | 3,484 | 3,662 | 3,662 |
| 541000 | Education | 3,838 | 1,474 | 2,474 | 2,995 | 2,995 |
| 542000 | Local Travel | 29 | 52 | 1,031 | 0 | 0 |
| 543000 | Out-of-Town Travel | 1,077 | 1,060 | 2,062 | 1,938 | 1,938 |
| 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 | 0 | 0 | 0 | 0 | 0 |
| **Total External Materials and Services** | | 35,521 | 23,884 | 32,153 | 28,636 | 28,636 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 122 | 275 | 311 | 309 | 309 |
| 552000 | Printing & Distribution | 9,421 | 6,826 | 6,677 | 6,300 | 6,300 |
| 553000 | Facilities Services | 48,807 | 50,391 | 51,350 | 53,505 | 53,505 |
| 554000 | Communications Services | 10,710 | 10,047 | 9,573 | 9,664 | 9,664 |
| 555000 | Data Processing Services | 7,282 | 6,730 | 18,969 | 20,505 | 20,505 |
| 556000 | Insurance | 11,071 | 11,470 | 13,372 | 13,121 | 13,121 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 8,007 |
| 559000 | Other Fund Services | 0 | 0 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 87,413 | 85,739 | 100,252 | 103,404 | 111,411 |
| **Total Materials and Services** | | 122,934 | 109,623 | 132,405 | 132,040 | 140,047 |
| **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 | 3,500 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | | **$ 619,615** | **$ 583,924** | **$ 621,294** | **$ 644,959** | **$ 652,966** |

## Commissioner of Public Affairs AU 192

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 230 | Administrative Secretary | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 36,000 |
| 2 | Commissioner | 1 | 1 | 1 | 77,917 | 1 | 80,808 | 1 | 80,808 |
| 821 | Commissioners Assistant I | 3 | 0 | 1 | 38,584 | 1 | 43,000 | 1 | 43,000 |
| 822 | Commissioners Assistant II | 1 | 2 | 1 | 49,982 | 1 | 40,019 | 0 | 0 |
| 823 | Commissioners Assistant III | 0 | 1 | 1 | 50,357 | 1 | 52,229 | 1 | 63,128 |
| 824 | Executive Assistant | 1 | 1 | 1 | 69,992 | 1 | 61,402 | 1 | 61,402 |
| 960 | Program Technician | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 900 | Staff Assistant | 0 | 1 | 2 | 56,076 | 2 | 66,000 | 2 | 59,120 |
| **TOTAL FULL-TIME POSITIONS** | | **7** | **7** | **7** | **$ 342,908** | **7** | **$ 343,458** | **7** | **$ 343,458** |

**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.

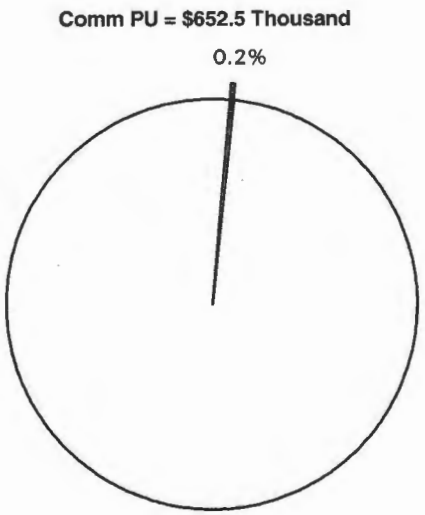
| ACTION | AMOUNT Ongoing | AMOUNT One-Time | AMOUNT Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 650,116 | 0 | 650,116 | 7.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (4,300) | 0 | (4,300) | 0.0 | 1.4% Reduction |
| | (95) | 0 | (95) | 0.0 | Purchasing ASR Reduction |
| | (280) | 0 | (280) | 0.0 | Communications ASR Reductions |
| | (357) | 0 | (357) | 0.0 | IT ASR Reductions |
| | (106) | 0 | (106) | 0.0 | Printing & Distribution ASR Reductions |
| | (65) | 0 | (65) | 0.0 | Risk Management ASR Reductions |
| | 46 | 0 | 46 | 0.0 | Facilities Adjustments |
| **Approved Budget Additions and Reductions** | | | | | |
| | 8,007 | 0 | 8,007 | 0.0 | HR Reorganization Implementation |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 2,850 | 0 | 2,850 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 652,966** | **7.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

# Commissioner of Public Utilities

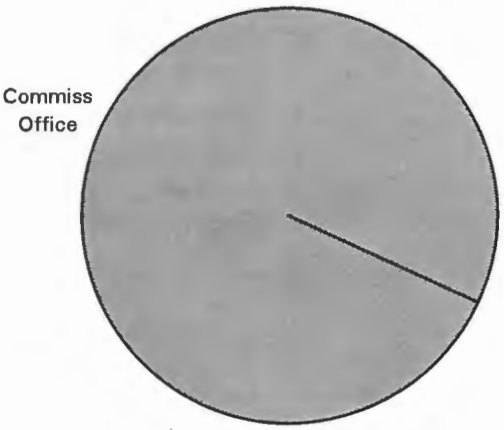
Legislative, Administrative and Support Services Service Area

Jim Francesconi, Commissioner-in-Charge

**Percent of General Fund**




**Bureau Programs**




## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 637,036 | 652,522 | 15,486 | -1.8% |
| Capital | 0 | 0 | 0 | 0.0% |
| Allocated Overhead Costs | 0 | 0 | 0 | 0.0% |
| **Total Cost with Allocated Overhead** | **$ 637,036** | **$ 652,522** | **$ 15,486** | **-1.8%** |
| Authorized Full-Time Positions | 7 | 7 | 0 | -4.1% |

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

# Bureau Summary

## BUREAU HIGHLIGHTS

Commissioner Jim Francesconi is responsible for overseeing the Bureau of Parks and Recreation; the Bureau of Fire, Rescue and Emergency Services; and the Bureau of Licenses. Commissioner Francesconi is also on the Portland Public School District's Strategic Plan Core Team, is the City Council's representative on the Mayor's Business Roundtable, and is the liaison to the Portland Rose Festival Association.

Commissioner Francesconi is committed to:

- Developing partnerships with the City, school district, County, and business community.
- Providing after school programs in low and moderate income neighborhoods, increasing academic performance, and providing a safe place for kids to play.
- Creating a world class park and recreation system for all to enjoy, including our families, youth, and seniors.
- Connecting our neighborhoods to the natural environment.
- Protecting our community by continuing the tradition of first-rate fire and rescue response.
- Ensuring a healthy climate where our small businesses can thrive.

# General Description

## Bureau Overview

The Commissioner of Public Utilities is responsible for overseeing several City bureaus. These include:

- Bureau of Parks and Recreation
- Bureau of Fire, Rescue and Emergency Services
- Bureau of Licenses

The Commissioner also serves as the City's liaison to several organizations. These include:

- Business License Board of Appeals
- Citywide Asian Long-Horned Beetle Eradication Efforts
- Mayor's Business Roundtable
- Pioneer Courthouse Square
- Pittock Mansion Advisory Committee
- Regional Drug Initiative
- Rose Festival Association
- Taxicab Board of Review
- Towing Board of Review
- Emergency Medical Services Policy Board
- Fire Code Board of Appeals
- Urban Forestry Commission

# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

Commissioner Francesconi's goals reflect his lifelong concern for children and families and include support of schools, parks, open space and economic vitality. That is what makes great neighborhoods and a great city. The Commissioner has the following goals:

### Portland Schools

**Build Partnerships with the Schools**

The objectives for this goal include to:

- Continue support of 11 SUN Schools which offer after-school and evening activities for more than 5,000 children and their parents.
- Expand the SUN Schools program into additional schools with the greatest need.
- Continue to convince employers to adopt schools and offer endowment funds, volunteers and mentors, and service learning opportunities.
- Find additional ways to support the schools through new and innovative partnerships.

### Parks and Public Spaces

**Create More Parks, Natural Areas, and Exciting Public Spaces**

This includes efforts to:

- Bring the citizen document, *Parks 2020 Vision Plan*, to Council for adoption.
- Create a Parks Board, a private sector Parks Foundation, and possibly pass a parks bond measure to assist the City Council and the Bureau of Parks and Recreation in implementing the Parks 2020 vision.
- Provide affordable, quality recreational opportunities in all our neighborhoods, especially for youth, seniors, and low income families.
- Continue to purchase parks and natural areas, especially in neighborhoods that are park deficient.
- Add four additional large community parks in growth areas.
- Renovate and build several new community centers.
- Make additional key connections on the Willamette Greenway Trail.
- Increase public access to the Willamette River without damaging valuable fish and wildlife habitat.

### Fire Stations

**Improve Public Safety**

The Commissioner's objectives are to continue seismic upgrades and build additional fire stations as called for in the Fire and Rescue bond measure passed by the citizens of Portland.

### Economic Vitality

**Maintain Economic Vitality for the City**

The objectives for this goal include to:

- Continue efforts to strengthen Portland State University, especially in the areas of engineering and fine arts, and make it a world class school.
- Continue strengthening neighborhood business districts.

- Continue small business workshops to help new and minority business owners connect with financial resources and gain valuable information about business practices.

**Efficient City Management**

**Improve City Management**

This includes efforts to:

- Work to make City bureaus more efficient.
- Monitor management improvements resulting from the Bureau of Parks and Recreation's performance audit to ensure that the efficiencies gained continue.
- Ensure the highest quality emergency response by the Fire Bureau while continuing to identify cost savings.
- Monitor newly combined City administrative functions in the Office of Management and Finance to make sure it helps the City perform more efficiently and reduces costs.

## Commissioner of Public Utilities AU 193

SUMMARY OF BUREAU BUDGET

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 475,254 | 507,726 | 496,766 | 517,529 | 517,529 |
| External Materials and Services | 25,148 | 27,441 | 37,571 | 19,172 | 19,172 |
| Internal Materials and Services | 91,569 | 94,115 | 102,699 | 107,814 | 115,821 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 591,971 | 629,282 | 637,036 | 644,515 | 652,522 |
| Capital Improvements | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 591,971** | **$ 629,282** | **$ 637,036** | **$ 644,515** | **$ 652,522** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 591,971 | 629,282 | 637,036 | 644,515 | 652,522 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 294,202 | 290,810 | 301,263 | 305,497 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 0 | 0 | 0 | 0 |
| Contract Revenues | | 0 | 0 | 0 | 0 |
| Interagency Revenues | | 0 | 0 | 0 | 0 |
| Program Revenue | | 0 | 0 | 0 | 0 |
| Overhead Revenues | | 335,080 | 346,226 | 343,252 | 347,025 |
| **Total Non-Discretionary Revenues** | | 335,080 | 346,226 | 343,252 | 347,025 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 629,282** | **$ 637,036** | **$ 644,515** | **$ 652,522** |
| 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** | | | | | |
| Commissioner's Office | | 629,282 | 637,036 | 644,515 | 652,522 |
| *Positions* | | *7* | *7* | *7* | *7* |
| **TOTAL PROGRAMS** | | **$ 629,282** | **$ 637,036** | **$ 644,515** | **$ 652,522** |
| *Positions* | | ***7*** | ***7*** | ***7*** | ***7*** |
| *General Fund Discretionary Positions* | | ***3*** | ***3*** | ***3*** | ***3*** |

## Commissioner of Public Utilities AU 193

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 511000 | Full-Time Employees | 302,162 | 337,483 | 364,178 | 373,423 | 373,423 |
| 512000 | Part-Time Employees | 0 | 0 | 0 | 10,020 | 10,020 |
| 517000 | Benefits | 123,431 | 127,941 | 132,588 | 134,086 | 134,086 |
| 518000 | Paid Absence | 49,661 | 42,302 | 0 | 0 | 0 |
| **Total Personnel Services** | | 475,254 | 507,726 | 496,766 | 517,529 | 517,529 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 14,094 | 15,379 | 17,578 | 2,578 | 2,578 |
| 522000 | Utilities | 0 | 0 | 0 | 0 | 0 |
| 523000 | Equipment Rental | 0 | 0 | 0 | 0 | 0 |
| 524000 | Repair & Maintenance Services | 0 | 0 | 1,660 | 1,660 | 1,660 |
| 525000 | Non-Capital Improvement | 0 | 0 | 0 | 0 | 0 |
| 528000 | Local Match Payments | 0 | 0 | 0 | 0 | 0 |
| 529000 | Miscellaneous Services | 400 | 275 | 1,031 | 1,031 | 1,031 |
| 531000 | Office Supplies | 2,080 | 3,903 | 4,640 | 3,037 | 3,037 |
| 532000 | Operating Supplies | 0 | 0 | 0 | 0 | 0 |
| 533000 | Repair & Maintenance Supplies | 0 | 0 | 0 | 0 | 0 |
| 534000 | Minor Equipment & Tools | 635 | 0 | 1,412 | 1,412 | 1,412 |
| 535000 | Clothing & Uniforms | 0 | 0 | 0 | 0 | 0 |
| 539000 | Other Commodities External | 1,204 | 606 | 1,083 | 1,083 | 1,083 |
| 541000 | Education | 1,652 | 1,217 | 1,204 | 1,204 | 1,204 |
| 542000 | Local Travel | 1,538 | 1,362 | 1,608 | 1,608 | 1,608 |
| 543000 | Out-of-Town Travel | 1,181 | 2,661 | 3,330 | 2,670 | 2,670 |
| 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 | 2,364 | 2,038 | 4,025 | 2,889 | 2,889 |
| **Total External Materials and Services** | | 25,148 | 27,441 | 37,571 | 19,172 | 19,172 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 62 | 0 | 0 | 0 | 0 |
| 552000 | Printing & Distribution | 14,149 | 13,500 | 9,371 | 9,746 | 9,746 |
| 553000 | Facilities Services | 47,222 | 50,523 | 51,121 | 53,205 | 53,205 |
| 554000 | Communications Services | 9,846 | 9,954 | 8,944 | 10,249 | 10,249 |
| 555000 | Data Processing Services | 7,808 | 7,263 | 19,712 | 21,171 | 21,171 |
| 556000 | Insurance | 10,922 | 11,315 | 11,991 | 11,763 | 11,763 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 0 | 0 | 0 | 0 | 8,007 |
| 559000 | Other Fund Services | 1,560 | 1,560 | 1,560 | 1,680 | 1,680 |
| **Total Internal Materials and Services** | | 91,569 | 94,115 | 102,699 | 107,814 | 115,821 |
| **Total Materials and Services** | | 116,717 | 121,556 | 140,270 | 126,986 | 134,993 |
| **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** | | **$ 591,971** | **$ 629,282** | **$ 637,036** | **$ 644,515** | **$ 652,522** |

## Commissioner of Public Utilities AU 193

**FULL-TIME POSITIONS**

| Class | Title | Actual FY 1999 No. | Actual FY 2000 No. | Revised FY 2000–01 No. | Revised FY 2000–01 Amount | Proposed FY 2001–02 No. | Proposed FY 2001–02 Amount | Adopted FY 2001–02 No. | Adopted FY 2001–02 Amount |
|---|---|---|---|---|---|---|---|---|---|
| 2 | Commissioner | 1 | 1 | 1 | 77,917 | 1 | 80,808 | 1 | 80,808 |
| 821 | Commissioners Assistant I | 3 | 5 | 2 | 86,408 | 3 | 139,069 | 3 | 139,069 |
| 822 | Commissioners Assistant II | 1 | 0 | 1 | 49,798 | 1 | 52,686 | 1 | 52,686 |
| 823 | Commissioners Assistant III | 1 | 0 | 1 | 57,899 | 0 | 0 | 0 | 0 |
| 7452 | Community Service Aide II | 0 | 0 | 1 | 25,480 | 1 | 30,306 | 1 | 30,306 |
| 824 | Executive Assistant | 1 | 1 | 1 | 66,676 | 1 | 70,554 | 1 | 70,554 |
| **TOTAL FULL-TIME POSITIONS** | | **7** | **7** | **7** | **$ 364,178** | **7** | **$ 373,423** | **7** | **$ 373,423** |

**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 Ongoing | AMOUNT One-Time | AMOUNT Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 650,311 | 0 | 650,311 | 7.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (4,299) | 0 | (4,299) | 0.0 | 1.4% Reduction |
| | (95) | 0 | (95) | 0.0 | Purchasing ASR Reduction |
| | (311) | 0 | (311) | 0.0 | Communications ASR Reductions |
| | (398) | 0 | (398) | 0.0 | IT ASR Reductions |
| | (253) | 0 | (253) | 0.0 | Printing & Distribution ASR Reductions |
| | (59) | 0 | (59) | 0.0 | Risk Management ASR Reductions |
| | (427) | 0 | (427) | 0.0 | Financial Management ASR Reductions |
| | 46 | 0 | 46 | 0.0 | Facilities ASR Reductions |
| **Approved Budget Additions and Reductions** | | | | | |
| | 8,007 | 0 | 8,007 | 0.0 | HR Reorganization Implementation |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 2,211 | 0 | 2,211 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 652,522** | **7.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |

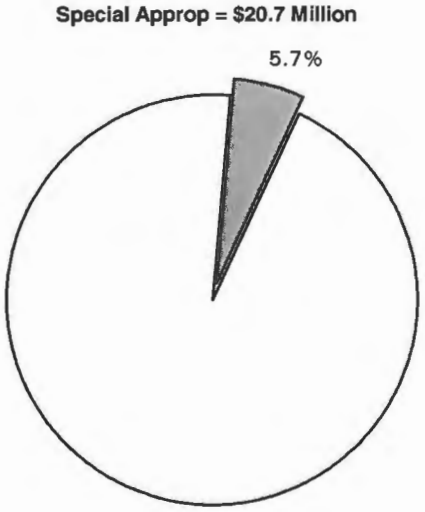
# Special Appropriations

Legislative, Administrative and Support Services Service Area

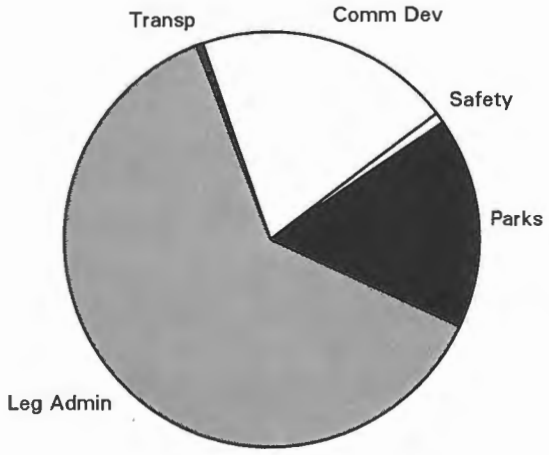
Mayor Vera Katz, Commissioner-in-Charge

Timothy Grewe, Chief Administrative Officer

**Percent of General Fund**




**Bureau Divisions**




## Bureau Overview

| Expenditures in Millions | Revised FY 2000–01 | Adopted FY 2001–02 | Change from Prior Year | Per Capita Change |
|---|---|---|---|---|
| Operating | 24,820,530 | 20,654,085 | -4,166,445 | -20.2% |
| Capital | 1,883,000 | 0 | -1,883,000 | -100.0% |
| Allocated Overhead Costs | 0 | 0 | 0 | 0.0% |
| **Total Cost with Allocated Overhead** | **$ 26,703,530** | **$ 20,654,085** | **$ -6,049,445** | **-25.8%** |
| Authorized Full-Time Positions | 0 | 0 | 0 | 0.0% |

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

# Bureau Summary

## Bureau Highlights

**Description**

City Council uses Special Appropriations as a means to fund services or projects which offer a Citywide benefit but are not specific to a bureau's operating budget. A particular appropriation may be for a specific length of time or on-going.

The FY 2001-02 budget for Special Appropriations is approximately $20.7 million.

Funding for Special Appropriations in this fiscal year is from discretionary General Fund resources and grants.

**New Appropriations**

There are six new special appropriations in FY 01-02: Early Childhood Development, Holiday Festival, Human Resources Transition Costs, Pioneer Square Security, Portland Center Stage and PDC Small Business.

# General Description

## Bureau Overview

**Program purpose**

Special Appropriations are primarily used for General Fund expenditures on services or projects which are not specific to a bureau and provide Citywide benefit. During the course of a fiscal year, Council may identify a particular bureau to provide the service of the special appropriation. If this occurs, the appropriation is transferred to the budget of the bureau and is discontinued as a special appropriation.

*Special appropriations support programs that provide Citywide benefits*

Note: If the historical actual expenditure of a special appropriation is reported as $0, it could represent that the appropriation was transferred to the bureau performing that service, and the actual expenditure was reported in that bureau.

## Major Issues

**Funding levels have decreased**

The Special Appropriations' FY 2001-02 Adopted Budget is $20.7 million, $6.0 million (22.7 percent) less than the FY 2000-01 Revised Budget. It includes a 2.9 percent adjustment for inflation and the 1.4 percent decrease taken by all General Fund bureaus.

Major changes include the discontinuation of the Innovation Loans Fund, School Surplus Property Fund, Qwest Refund and PDC Storefront Improvements. Other changes include a decrease of nearly $1.5 million in Compensation Set-Asides, and a decrease of $605,000 in the 2040 Implementation Fund.

## Changes from Prior Year

**New Appropriations**

There are six new special appropriations for FY 2001-02: Early Childhood Development, Holiday Festival, Human Resources Transition Costs, Pioneer Square Security, Portland Center Stage, and PDC Small Business.

**Discontinued Appropriations**

Four special appropriations are no longer used or have expired, and the appropriation for the specified service is being discontinued.

- **Innovations Loan Fund:** $251,000 funding to encourage, recognize, and implement innovative and entrepreneurial projects at the bureau level.
- **PDC Storefront Improvements:** $200,000 matching grants to businesses in targeted districts to make storefront/facade improvements.
- **Qwest Refund:** $3,173,135 to refund franchise fees to Qwest.
- **School Surplus Property:** $1,883,000 carryover of unexpended balance from FY 1998-99. This appropriation provided one-time support of $7,000,000 to Portland Public Schools through the purchase of excess school properties which were then added to the parks system.

**Carryovers**

Three special appropriations are being carried over to FY 2001-02. The funds are added to General Fund contingency and will be made available through the Fall budget monitoring process if there are sufficient funds. These appropriations are:

- **DCTU Training:** $300,000 resulted from labor negotiations. This four-year appropriation began in FY 1997-98 and funds training for employees represented by the District Council Trade Union (DCTU).
- **DCTU Service Improvement:** $250,000 was funded for furthering the goals and objectives of the Service Improvement Initiative (SII).
- **IRS Rebate:** $84,100 funds a rebate to the Internal Revenue Service (IRS) owed by the City of Portland.

# Overview of Programs

## Public Safety Service Area

**Pioneer Square Security**

**Center Code 40112001**

This special appropriation funds enhanced security at Pioneer Courthouse Square.

**Public Safety Coordinating Council**

**Center Code 40105030**

This special appropriation funds a local group that plans for the use of state and local resources to serve local offenders and coordinates local criminal justice policy across jurisdictions.

**Regional Drug Initiative - City Funding**

**Center Code 40105006**

This is the City's contribution toward the cost of a multi-jurisdictional partnership in the metropolitan area to fight illegal drug activity. The city funds are used for education and community involvement projects that do not qualify for funding under the RDI grant.

**Regional Drug Initiative - Federal Grants**

**Center Codes 40105299 (Portland) and 40105399 (Gresham)**

The federal grant passes through special appropriations to the Regional Drug Initiative (RDI) as an administrative function. This special appropriation is completely offset by federal funds and does not impact General Fund requirements. This grant has expired and the Special Appropriation has been discontinued.

## Parks & Recreation Service Area

**Cultural Tourism**

**Center Code 40101001**

This special appropriation provides support for facilities development and remodeling of the Portland Art Museum as part of an initiative to attract significant artistic and cultural events to the City. FY 1999-00 was the last year of a five-year commitment to provide $200,000 annual General Fund support. This Special Appropriation has ended and will be discontinued.

**Holiday Festival**

**Center Code 40105035**

This Special Appropriation provides funding for a Winter Holiday Festival in downtown Portland.

**MERC/PCPA**

**Center Code 40110036**

Per the recommendation of the City and the Metro Facilities Consolidation Committee, this appropriation is used to support the Portland Center for Performing Arts' tenant relief, capital maintenance and improvement.

**Oregon Historical Society**

**Center Code 40101004**

This appropriation has supported various activities of the Oregon Historical Society including the City's use of the OHS library and the Society's planning for the Year 2000 citywide celebration. FY 20001-02 is the fourth year of a commitment to provide $35,000 General Fund support.

**Portland Center Stage**

**Center Code 40113001**

This one-time funding enables the Council to support Portland Center Stage.

**Regional Arts and Culture Council**

**Center Code 40101002**

This special appropriation is for the Regional Arts and Culture Council (RACC), an independent non-profit agency. City funding enables the Council to manage public arts programs, arts in education, and neighborhood art programs and to support symphony in the park on an ongoing basis.

**School Surplus Property**

**Center Code 40105034**

This special appropriation represented a carryover of unexpended balance used in FY 1999-00. In FY 1998-99, this special appropriation provided one-time support of $7.0 million to the Portland Public Schools through the purchase of excess school properties which were added to the parks system.This special appropriation has ended and will be discontinued.

## COMMUNITY DEVELOPMENT SERVICE AREA

**BHCD - Workforce Development**

**Center Code 40110048**

This special appropriation provides support for information and referral services to connect job seekers in northeast Portland with job training, placement, and social service programs. Particular emphasis is placed on helping clients overcome barriers to employment, such as lack of child care, transportation, or health care.

**Block by Block Weatherization**

**Center Code 40133001**

This program provides attic insulation and installation of effective, low cost energy conservation measures by local contractors to more than 1,300 low-income families per year. This appropriation is primarily grant funded.

**Civil Rights Enforcement**

**Center Code 40103012**

This special appropriation funds contracts with the Oregon Bureau of Labor and Industry (BOLI) and the Fair Housing Council to coordinate the enforcement of the City's civil rights ordinance. It is managed by BHCD. The BOLI and Fair Housing of Oregon parts of the special appropriation have been transferred into the BHCD budget, and will be discontinued as a special appropriation.

**Civil Rights Mediation**

**Center Code 40105031**

This special appropriation provides funding for services that support Portland's Civil Rights ordinance. This Special Appropriation has ended and will be discontinued.

### Clean & Safe

**Center Code 40106001**

This special appropriation funds the City's share of the Downtown Business Improvement District (BID), based on the management of commercial, residential and rental building space in the district. These charges to downtown property managers support guides, marketing strategy, enhanced security, and street-cleaning services downtown.

### Downtown Services

**Center Code 40115001**

This special appropriation began in FY 1991-92 and pays for services to keep downtown Portland a safe and attractive center for people and businesses. Services include a park bicycle patrol, public restroom cleaning, and maintenance of flowers along the transit mall and light rail corridor. This appropriation is in addition to the Clean & Safe special appropriation.

### Early Childhood Development

**Center Code 40116001**

This special appropriation provides funding for early childhood development activities in Multnomah County.

### Endangered Species Act

**Center Code 40110200**

This special appropriation provided support to General Fund bureaus for their efforts in response to the requirements of the Endangered Species Act. ESA Management is now in the Bureau of Planning and is being funded by a General Fund set-aside and interagencies for work done for other bureaus. This special appropriation has ended and will be discontinued.

### Fair Housing of Oregon

**Center Code 40103014**

This special appropriation provided funds for fair housing enforcement. This appropriation has been transferred into BHCD's budget.

### Oregon Bureau of Labor & Industries

**Center Code 40103013**

This special appropriation provided funds for enforcement of the City's civil rights ordinance. This appropriation has been transferred into BHCD's budget.

### PDC 2040

**Center Code 40110026**

This special appropriation provided funds to PDC for the planning of the 2040 Development Implementation. This special appropriation has ended and will be discontinued.

### PDC - 2040 Development Implementation

**Center Code 40110055**

This special appropriation provides funds to PDC for infrastructure projects that meet the City's 2040 goals (including jobs) and plans for growth.

### PDC - Business Districts Program

**Center Code 40110050**

The Business District program administered by PDC provides technical assistance to local businesses to facilitate the formation and growth of business district associations. These are pass-through funds to the Alliance of Portland Neighborhood Business Associations.

**PDC - Citywide Business Development**

**Center Code 40110047**

The Citywide Business Development program of PDC engages in efforts to retain and expand businesses in Portland to create family-wage jobs.

**PDC - Enterprise Zone Program**

**Center Code 40110038**

This special appropriation provides funds for PDC's efforts to recruit businesses to locate in the Enterprise Zone in Portland's north/northeast neighborhoods.

**PDC - Regional Business Development**

**Center Code 40110054**

PDC's Regional Business Development program engages in efforts to recruit businesses to the metropolitan area to create family-wage jobs. This program also supports business recruitment efforts in Portland. The funds are supplemented by private sector and regional public partner funds.

**PDC - Small Business Program**

**Center Code 40114001**

This appropriation supports PDC's new Small Business program which is designed to help small businesses stay healthy, competitive and to expand in the Portland area.

**PDC - Storefront Improvements**

**Center Code 40110037**

This funding was for storefront/facade improvements in designated districts. This special appropriation has ended and will be discontinued. PDC will continue to operate this program through remaining balance of previous appropriations and existing funds.

**PDC - Targeted Industry Jobs**

**Center Code 40110051**

The Targeted Industry program provides resources to work with industry clusters to support their growth and expansion in a strategic manner. This program functions as a part of the Citywide Business Development work.

**PDC - Waterfront Development Activities**

**Center Code 40110052**

This special appropriation supports PDC's business, housing and revitalization efforts in the downtown waterfront district.

**Portland Area Schools**

**Center Code 40105025**

This special appropriation provided one-time General Fund support for summer school and operational or management efficiencies in Portland area schools. This special appropriation has ended and will be discontinued.

## TRANSPORTATION SERVICE AREA

**Employee Transit Program**

**Center Code 40108001**

This appropriation funds a program to encourage alternative transit modes for City employees in order to relieve traffic congestion and improve air quality.

## LEGISLATIVE & ADMINISTRATION SERVICE AREA

### Business License Refunds

**Center Code 40111001**

This special appropriation covers refunds required when businesses overpay business license fees.

### City Membership and Dues

**Center Code 40105001**

This special appropriation covers the City's memberships and dues as a municipality.

### Compensation Adjustments

**Center Code 40110004**

This special appropriation is a set-aside for General Fund adjustments to salaries and benefits for City employees, based on projections of inflation. These funds are distributed to bureaus during the Spring budget monitoring process each fiscal year.

### Council Emergency Fund

**Center Code 40110006**

This is an annual appropriation for use by the mayor and commissioners as specified by City Charter 2-105a 14, and 2-108.

### DCTU Service Improvement

**Center Code 40110056**

This special appropriation resulted from labor negotiations. It is a carryover of an appropriation that provides for furthering the goals and objectives of the Service Improvement Initiative (SII).

### DCTU Training

**Center Code 40110042**

This special appropriation resulted from labor negotiations. It is a carryover of an appropriation that provides training for the District Council Trade Union (DCTU) represented employees.

### Employee Suggestion Program

**Center Code 40105015**

This program recognizes and encourages innovative suggestions from City employees that will save the City money.

### Human Resources Transition

**Center Code 40110040**

This special appropriation provides one-time funding for human resources transition costs related to the Administrative Services Review initiative.

### Innovations Loan Fund

**Center Code 40105014**

This special appropriation enables the City to encourage, recognize, and implement innovative and entrepreneurial projects at the bureau level. This special appropriation has ended and will be discontinued.

### IRS Rebate

**Center Code 40110031**

This special appropriation funds a rebate to the Internal Revenue Service owed by the City of Portland.

### Leaders Roundtable

**Center Code 40105013**

This special appropriation is the City's share of support for an advisory group of community leaders which is convened to coordinate and improve interrelated services.

### Management Council

**Center Code 40110005**

This is an annual appropriation for development activities and meetings of the City's bureau managers.

### Qwest Refund

**Center Code 40110057**

This special appropriation provided funding for a franchise fee refund to Qwest. This special appropriation has ended and will be discontinued.

### Unemployment Insurance

**Center Code 40110003**

This special appropriation provides for the General Fund share of the cost of the City's unemployment insurance claims.

## Special Appropriations AU 401

**SUMMARY OF BUREAU BUDGET**

| | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | |
| **Operating Budget** | | | | | |
| Personal Services | 9,810 | 8,200 | 0 | 0 | 0 |
| External Materials and Services | 16,171,293 | 17,063,070 | 24,618,012 | 20,780,096 | 20,431,986 |
| Internal Materials and Services | 169,361 | 783,038 | 202,518 | 222,099 | 222,099 |
| Minor Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Budget** | 16,350,464 | 17,854,308 | 24,820,530 | 21,002,195 | 20,654,085 |
| Capital Improvements | 5,117,000 | 0 | 1,883,000 | 0 | 0 |
| **TOTAL BUREAU EXPENDITURES** | **$ 21,467,464** | **$ 17,854,308** | **$ 26,703,530** | **$ 21,002,195** | **$ 20,654,085** |
| Allocated Overhead | 0 | 0 | 0 | 0 | 0 |
| **Total Cost with Allocated Overhead** | 21,467,464 | 17,854,308 | 26,703,530 | 21,002,195 | 20,654,085 |
| **RESOURCES** | | | | | |
| General Fund Discretionary | | 17,303,644 | 26,378,870 | 20,742,411 | 20,535,292 |
| **Non-Discretionary Revenues** | | | | | |
| Grants & Donations | | 176,003 | 0 | 0 | 0 |
| Contract Revenues | | 0 | 0 | 0 | 0 |
| Interagency Revenues | | 55,000 | 65,000 | 0 | 0 |
| Program Revenue | | 0 | 0 | 0 | 0 |
| Overhead Revenues | | 319,661 | 259,660 | 259,784 | 118,793 |
| **Total Non-Discretionary Revenues** | | 550,664 | 324,660 | 259,784 | 118,793 |
| **TOTAL GENERAL FUND RESOURCES** | | **$ 17,854,308** | **$ 26,703,530** | **$ 21,002,195** | **$ 20,654,085** |
| 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** | | | | | |
| Public Safety Service Area | | 203,712 | 55,918 | 147,319 | 147,319 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Parks & Recreation Service Area | | 3,523,473 | 4,992,543 | 3,582,397 | 3,582,397 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Community Development Service Area | | 8,822,811 | 3,704,603 | 3,945,400 | 3,945,400 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Transportation Service Area | | 140,183 | 140,612 | 144,133 | 144,133 |
| *Positions* | | *0* | *0* | *0* | *0* |
| Legislative & Administration Service Area | | 5,164,129 | 17,809,854 | 13,182,946 | 12,834,836 |
| *Positions* | | *0* | *0* | *0* | *0* |
| **TOTAL DIVISIONS** | | **$ 17,854,308** | **$ 26,703,530** | **$ 21,002,195** | **$ 20,654,085** |
| *Positions* | | ***0*** | ***0*** | ***0*** | ***0*** |
| *General Fund Discretionary Positions* | | ***0*** | ***0*** | ***0*** | ***0*** |

| | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|
| **PROGRAMS** | | | | |
| **PUBLIC SAFETY SERVICE AREA** | | | | |
| Pioneer Square Security | 0 | 0 | 90,000 | 90,000 |
| *Positions* | *0* | *0* | *0* | *0* |
| Public Safety Coordinating Council | 0 | 28,065 | 28,768 | 28,768 |
| *Positions* | *0* | *0* | *0* | *0* |
| Regional Drug Initiative - Federal Grant | 176,002 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Regional Drug Initiative-City Contribution | 27,710 | 27,853 | 28,551 | 28,551 |
| *Positions* | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 203,712** | **$ 55,918** | **$ 147,319** | **$ 147,319** |
| *Positions* | ***0*** | ***0*** | **0** | **0** |
| **PARKS & RECREATION SERVICE AREA** | | | | |
| Cultural Tourism | 200,000 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Holiday Festival | 26,850 | 0 | 50,000 | 50,000 |
| *Positions* | *0* | *0* | *0* | *0* |
| MERC/PCPA | 600,000 | 600,000 | 591,600 | 591,600 |
| *Positions* | *0* | *0* | *0* | *0* |
| Oregon Historical Society | 35,000 | 35,000 | 35,000 | 35,000 |
| *Positions* | *0* | *0* | *0* | *0* |
| Portland Center Stage | 0 | 0 | 200,000 | 200,000 |
| *Positions* | *0* | *0* | *0* | *0* |
| Regional Arts & Culture Commission | 2,661,623 | 2,474,543 | 2,705,797 | 2,705,797 |
| *Positions* | *0* | *0* | *0* | *0* |
| Schools Surplus Property | 0 | 1,883,000 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 3,523,473** | **$ 4,992,543** | **$ 3,582,397** | **$ 3,582,397** |
| *Positions* | ***0*** | ***0*** | **0** | **0** |
| **COMMUNITY DEVELOPMENT SERVICE AREA** | | | | |
| BHCD Workforce Development | 97,895 | 106,381 | 109,045 | 109,045 |
| *Positions* | *0* | *0* | *0* | *0* |
| Block by Block Weatherization | 203,895 | 204,806 | 209,644 | 209,644 |
| *Positions* | *0* | *0* | *0* | *0* |
| Civil Rights Enforcement | 0 | 56,956 | 14,828 | 14,828 |
| *Positions* | *0* | *0* | *0* | *0* |
| Civil Rights Mediation | 16,832 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Clean & Safe (BID) | 16,246 | 18,418 | 18,879 | 18,879 |
| *Positions* | *0* | *0* | *0* | *0* |
| Downtown Services | 823,843 | 873,375 | 802,993 | 802,993 |
| *Positions* | *0* | *0* | *0* | *0* |
| Early Childhood Development | 0 | 0 | 1,000,000 | 1,000,000 |
| *Positions* | *0* | *0* | *0* | *0* |
| Endangered Species Act | 607,514 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Fair Housing of Oregon | 11,510 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Oregon Bureau of Labor and Industries | 10,248 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| PDC 2040 | 1,043,400 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| PDC 2040 Implementation | 521,648 | 1,000,000 | 395,264 | 395,264 |
| *Positions* | *0* | *0* | *0* | *0* |
| PDC Business Districts Program | 54,015 | 50,327 | 51,588 | 51,588 |
| *Positions* | *0* | *0* | *0* | *0* |
| PDC Citywide Business Development | 466,866 | 457,251 | 433,702 | 433,702 |
| *Positions* | *0* | *0* | *0* | *0* |
| PDC Enterprise Zone Program | 0 | 50,000 | 51,252 | 51,252 |
| *Positions* | *0* | *0* | *0* | *0* |
| PDC Regional Business Development | 100,000 | 100,523 | 138,040 | 138,040 |
| *Positions* | *0* | *0* | *0* | *0* |
| PDC Small Business Program | 0 | 0 | 118,909 | 118,909 |
| *Positions* | *0* | *0* | *0* | *0* |

| | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|
| **PROGRAMS** | | | | |
| PDC Storefront Improvements | 0 | 200,000 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| PDC Targeted Industry Jobs | 119,244 | 116,788 | 119,713 | 119,713 |
| *Positions* | *0* | *0* | *0* | *0* |
| PDC Waterfront Dev. Activities | 479,657 | 469,778 | 481,543 | 481,543 |
| *Positions* | *0* | *0* | *0* | *0* |
| Portland Area Schools | 4,249,998 | 0 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 8,822,811** | **$ 3,704,603** | **$ 3,945,400** | **$ 3,945,400** |
| *Positions* | ***0*** | ***0*** | **0** | **0** |
| **TRANSPORTATION SERVICE AREA** | | | | |
| Employee Transit Program | 140,183 | 140,612 | 144,133 | 144,133 |
| *Positions* | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 140,183** | **$ 140,612** | **$ 144,133** | **$ 144,133** |
| *Positions* | ***0*** | ***0*** | **0** | **0** |
| **LEGISLATIVE & ADMINISTRATION SERVICE AREA** | | | | |
| Business License Refunds | 4,677,665 | 5,060,972 | 5,308,768 | 5,308,768 |
| *Positions* | *0* | *0* | *0* | *0* |
| City Membership and Dues | 242,779 | 193,374 | 189,064 | 189,064 |
| *Positions* | *0* | *0* | *0* | *0* |
| Compensation Adjustments | 0 | 8,261,740 | 6,798,694 | 6,798,694 |
| *Positions* | *0* | *0* | *0* | *0* |
| Council Emergency Funds | 7,096 | 5,000 | 5,000 | 5,000 |
| *Positions* | *0* | *0* | *0* | *0* |
| DCTU Service Improvements | 0 | 250,000 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| DCTU Training | 27,962 | 300,000 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Employee Suggestion Program | 7,267 | 14,527 | 14,783 | 6,673 |
| *Positions* | *0* | *0* | *0* | *0* |
| HR Transition Costs | 8,200 | 0 | 650,612 | 310,612 |
| *Positions* | *0* | *0* | *0* | *0* |
| Innovations Fund | 0 | 251,259 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| IRS Rebate | 0 | 84,100 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Leaders Roundtable | 10,137 | 10,190 | 10,370 | 10,370 |
| *Positions* | *0* | *0* | *0* | *0* |
| Management Council | 0 | 5,557 | 5,655 | 5,655 |
| *Positions* | *0* | *0* | *0* | *0* |
| Qwest Refund | 0 | 3,173,135 | 0 | 0 |
| *Positions* | *0* | *0* | *0* | *0* |
| Unemployment Insurance | 183,023 | 200,000 | 200,000 | 200,000 |
| *Positions* | *0* | *0* | *0* | *0* |
| **TOTAL PROGRAMS** | **$ 5,164,129** | **$ 17,809,854** | **$ 13,182,946** | **$ 12,834,836** |
| *Positions* | ***0*** | ***0*** | **0** | **0** |

## Special Appropriations AU 401

LINE ITEM DETAIL

| | | Actual FY 1998–99 | Actual FY 1999–00 | Revised FY 2000–01 | Proposed FY 2001–02 | Adopted FY 2001–02 |
|---|---|---|---|---|---|---|
| **Personnel Services** | | | | | | |
| 517000 | Benefits | 9,810 | 8,200 | 0 | 0 | 0 |
| **Total Personnel Services** | | 9,810 | 8,200 | 0 | 0 | 0 |
| **Materials and Services** | | | | | | |
| **External Materials and Services** | | | | | | |
| 521000 | Professional Services | 176,887 | 0 | 0 | 0 | 0 |
| 522000 | Utilities | 6,068 | 3,026 | 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 | 6,042,594 | 9,283,015 | 4,705,011 | 4,590,649 | 4,590,649 |
| 531000 | Office Supplies | 10,575 | 4,278 | 1,000 | 1,500 | 1,500 |
| 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 | 979 | 28,858 | 300,500 | 750 | 750 |
| 542000 | Local Travel | 162 | 224 | 0 | 200 | 200 |
| 543000 | Out-of-Town Travel | 7,000 | 1,899 | 0 | 0 | 0 |
| 544000 | Space Rental | 11,740 | 5,500 | 0 | 0 | 0 |
| 545000 | Interest | 8,269 | 6,018 | 10,000 | 0 | 0 |
| 546000 | Refunds | 7,857,297 | 4,671,647 | 5,050,972 | 5,308,768 | 5,308,768 |
| 547000 | Retirement System Payments | 0 | 0 | 0 | 0 | 0 |
| 549000 | Miscellaneous | 2,049,722 | 3,058,605 | 14,550,529 | 10,878,229 | 10,530,119 |
| **Total External Materials and Services** | | 16,171,293 | 17,063,070 | 24,618,012 | 20,780,096 | 20,431,986 |
| **Internal Materials and Services** | | | | | | |
| 551000 | Fleet Services | 43 | 0 | 207 | 200 | 200 |
| 552000 | Printing & Distribution | 21,074 | 12,798 | 7,000 | 19,708 | 19,708 |
| 553000 | Facilities Services | 1,706 | 1,778 | 1,619 | 5,880 | 5,880 |
| 554000 | Communications Services | 0 | 0 | 0 | 0 | 0 |
| 555000 | Data Processing Services | 0 | 25 | 0 | 0 | 0 |
| 556000 | Insurance | 0 | 0 | 0 | 0 | 0 |
| 557000 | Master Lease | 0 | 0 | 0 | 0 | 0 |
| 558000 | Same Fund Services | 146,538 | 160,923 | 193,692 | 196,311 | 196,311 |
| 559000 | Other Fund Services | 0 | 607,514 | 0 | 0 | 0 |
| **Total Internal Materials and Services** | | 169,361 | 783,038 | 202,518 | 222,099 | 222,099 |
| **Total Materials and Services** | | 16,340,654 | 17,846,108 | 24,820,530 | 21,002,195 | 20,654,085 |
| **Capital Outlay** | | | | | | |
| 561000 | Land | 5,117,000 | 0 | 1,883,000 | 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** | | 5,117,000 | 0 | 1,883,000 | 0 | 0 |
| 573000 | Equipment Cash Transfers | 0 | 0 | 0 | 0 | 0 |
| 576000 | Minor Equipment Transfers | 0 | 0 | 0 | 0 | 0 |
| **TOTAL BUREAU EXPENSES** | | **$ 21,467,464** | **$ 17,854,308** | **$ 26,703,530** | **$ 21,002,195** | **$ 20,654,085** |

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 Ongoing | One-Time | Total Package | FTE | DECISION |
|---|---|---|---|---|---|
| FY 2001-02 | 18,282,227 | 0 | 18,282,227 | 0.0 | FY 2001-02 Current Service Level Estimate |
| **CSL Adjustments** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| **Mayor's Proposed Budget Decisions** | | | | | |
| | (79,857) | 0 | (79,857) | 0.0 | 1.4% Reductions |
| | (72,943) | 0 | (72,943) | 0.0 | Compensation Adjustments Updated Forecast |
| | (5,688) | 0 | (5,688) | 0.0 | Close Innovations Loans |
| | (291) | 0 | (291) | 0.0 | Block by Block Weatherization - I/A Reduction |
| | 1,000,000 | 0 | 1,000,000 | 0.0 | Early Childhood Development |
| | 50,000 | 0 | 50,000 | 0.0 | Holiday Festival |
| | 0 | 650,612 | 650,612 | 0.0 | HR Transition Costs |
| | 134,226 | 0 | 134,226 | 0.0 | 2040 Implementation |
| | 35,000 | 0 | 35,000 | 0.0 | Oregon Historical Society |
| | 90,000 | 0 | 90,000 | 0.0 | Pioneer Square Security |
| | 0 | 200,000 | 200,000 | 0.0 | Portland Center Stage |
| | 600,000 | 0 | 600,000 | 0.0 | RACC - Opera, Ballet, & Arts Stabilization |
| | 118,909 | 0 | 118,909 | 0.0 | Small Business Opportunity |
| **Approved Budget Additions and Reductions** | | | | | |
| | 1,980 | 0 | 1,980 | 0.0 | Correct Enterprise Zone/PDC |
| | (1,980) | 0 | (1,980) | 0.0 | Balance Using 2040 Implementation |
| | 138,040 | 0 | 138,040 | 0.0 | Correct Business Development/Regional |
| | (35,000) | 0 | (35,000) | 0.0 | Correct Business Development/Citywide |
| | (103,040) | 0 | (103,040) | 0.0 | Correct Storefront/PDC |
| | (8,110) | 0 | (8,110) | 0.0 | Decrease Employee Suggestion Program |
| | 0 | (340,000) | (340,000) | 0.0 | Decrease HR Transition Costs |
| **Adopted Budget Additions and Reductions** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | 1,861,246 | 510,612 | 2,371,858 | 0.0 | Total FY 2001-02 Decision Packages |
| | | | **$ 20,654,085** | **0.0** | Total Adopted Budget |
| **FY 2001-02 Decision Packages Not Funded** | | | | | |
| | 0 | 0 | 0 | 0.0 | None |
| | | | **$ 0** | **0.0** | Total Decision Packages Not Funded |


CITY OF PORTLAND, OREGON
1851

# Glossary

**2040 PLAN:** This plan, produced by Metro, the governing body for the Portland metropolitan area, is the planning guide for growth in the region over the next 45 to 50 years.

**ACCOUNT:** The classification of appropriation by type of expenditure (see Line Item).

**ACCOUNTING PERIOD:** The fiscal year is divided into 13 accounting periods. Each accounting period includes two bi-weekly payrolls, and is generally four weeks long.

**APPROPRIATION:** The legal authority to spend funds designated for a specific purpose.

**APPROPRIATION UNIT (AU):** The level of organizational unit at which the City government legally budgets appropriations within a fund, usually a bureau or office.

**BALLOT MEASURE 47:** A property tax limitation measure approved by Oregon voters in November of 1996.

**BALLOT MEASURE 50:** A property tax limitation measure referred by the Oregon Legislature to voters and approved by voters in May of 1997 as a replacement for Measure 47.

**BASIS OF ACCOUNTING:** The basis of accounting determines when transactions are recognized for financial reporting purposes. The General Fund and other governmental type funds normally use the modified accrual basis of accounting. Enterprise type funds normally use the accrual basis of accounting.

- **ACCRUAL:** This basis of accounting recognizes transactions when the transaction, event or interfund activity takes place, regardless of when related cash is received or disbursed. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred.

- **CASH:** this basis of accounting recognizes transactions when cash is received or disbursed, regardless of when related activities take place.

- **MODIFIED ACCRUAL:** This basis of accounting recognizes revenues when they become available and measurable and expenditures when the liability is incurred, if measurable. An exception to this rule is unmatured interest on general long term debt and similar accrued obligations which are recognized when due.

**BEGINNING BALANCE:** Resources less requirements remaining from the previous fiscal year, budgeted in the present year.

**BRIDGE FUNDING:** Temporary funds from reserves intended to provide for services during a period of transition or downsizing.

**BUDGET:** The financial, operating, and management plan for the City that establishes annual appropriations in accordance with State of Oregon Budget Law and allows for the provision of services.

**BUDGET CALENDAR:** The schedule of major events in the budget process.

**BUDGET COMMITTEE:** The City Council, sitting as a special committee under Local Budget Law (ORS 294) to review the Mayor's Proposed Budget that votes to appropriate budget.

**BUDGET MESSAGE:** A written explanation of the budget and the City's financial plan and priorities presented to the Budget Committee (City Council) by the Mayor, a requirement of Local Budget Law, ORS 294.

**BUDGET MONITORING PROCESS (BMP):** A report submitted by bureaus three times each year, after the end of Accounting Periods 5, 10, and 13. The report compares planned to actual appropriation unit expenditures, revenues, and performance measures.

**BUDGET NOTES:** A listing of policy or programmatic issues that the Council has determined require further study, analyses, action, or other directive.

**BUDGET PHASES:** The following are the major phases of the budget process

- **REQUESTED:** The requested appropriation of a bureau as submitted to the Bureau of Financial Planning and the City Council.

- **PROPOSED:** The Mayor's recommended budget as presented to the Budget Committee.

- **APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission.

- **ADOPTED:** The budget as passed by ordinance by City Council after certification by the Multnomah County Tax Supervising and Conservation Commission. It is the Adopted Budget from which the City operates during the fiscal year.

- **REVISED BUDGET:** The budget as amended by ordinances adopted by Council, throughout the fiscal year.

**BUREAU ADVISORY COMMITTEE (BAC):** A committee, specific to a particular bureau, consisting of citizens appointed by the Commissioner-in-Charge to advise the bureau on its budget requests and to make recommendations to Council.

**BUREAU ADVISORY COORDINATING COMMITTEE (BACC):** Composed of representatives of each of the Bureau Advisory Committees, this committee reviews and advises Council on policy and budget matters for the City as a whole. It additionally serves as a steering committee for the Bureau Advisory Committee process.

**BUREAU GOAL:** A statement of purpose or policy for a bureau which describes the services provided to meet an identified community need.

**CAPITAL BUDGET:** The expenditures scheduled for the first year of the Five-Year Capital Improvement Plan and included in the budget.

**CAPITAL IMPROVEMENT:** An expenditure which adds to the City's fixed assets, has a life expectancy of ten years or more, and required expenditures of more than $10,000 for personnel, materials and services and equipment, or major equipment with a purchase price of $50,000 or greater.

**CAPITAL REVIEW COMMITTEE (CRC):** A committee comprised of representatives from the General Fund bureaus submitting capital budget requests. The committee makes recommendations on capital budget requests.

**CAPITAL IMPROVEMENT PLAN (CIP):** A multi-year plan approved by the Council listing capital improvement projects, costs and schedules for completion.

**CAPITAL OUTLAY:** A major expenditure category which includes land purchase, buildings (purchase or construction), improvements other than building (purchase or construction), or equipment and furniture with a unit cost in excess of $5,000.

**CENTRAL CITY STREETCAR:** A proposed economic development activity partially funded through a Federal grant to tie north and south downtown together through construction of a streetcar line.

**CITY AND NEIGHBORHOOD PLANNING:** Regulation of development patterns through permitting and zoning.

**COMBINED SEWER OVERFLOW (CSO):** Flows from a sewer system that contain both sanitary sewage and storm water that are discharged directly, without treatment, to a receiving waterway during periods of high flows.

**CONTINGENCY:** An account established for the purpose of meeting unanticipated requirements. Formal Council action is required for transfers from contingency to operating accounts.

**CONTRACT:** An agreement whereby the City and an individual, legal, or political entity, agree to do certain things. If the City is to provide a service(s) for reimbursement, the bureau to provide the service(s) must indicate the appropriation necessary and identify the source and amount of funds to be received in its budget request. If the City is agreeing to purchase services or a capital asset, the bureau requesting the purchase must have appropriation for the contract and identify the source of funds (e.g., the operating fund, grant, etc.)

**COPS PROGRAM:** Community Oriented Policing Services. A federal program of the Department of Justice intended to put more police officers on the street.

**COMPREHENSIVE ORGANIZATION REVIEW AND EVALUATION (CORE):** A process for bureaus based on developing and integrating Strategic Planning, Operational Planning, and Financial Planning, resulting in action plans approved by City Council.

**CURRENT SERVICE LEVEL (CSL):** The cost of providing the same services in the upcoming fiscal year as the bureau provides in the current year. Based on current year revised budget, less one-time expenditures, plus an inflation factor. The starting point for developing next year's budget.

**DISCRETIONARY RESOURCES:** Those resources (such as property tax revenues) which may be allocated to various City services at the discretion of Council, as opposed to non-discretionary resources which, by policy or statute, support one service or activity (such as a categorical grant, contract, or bureau specific revenue).

**ENCUMBRANCES:** Funds which have been set aside for specific projects or services for which a contract or purchase order has been issued. Encumbrances can be carried over from one fiscal year to the next.

**EPA:** Environmental Protection Agency, which is an agency of the United States Federal Government.

**EQUIPMENT:** Types of machinery, vehicles, furniture, etc. with a unit cost in excess of $5,000 and an expected life of one year or more.

**EXPENSES:**

- **BUREAU EXPENSES:** Requirements from the programs or services provided by the City's bureaus, consisting of personal services, internal and external materials and services, capital outlay, equipment, and cash transfers.
- **FUND EXPENSES:** Financial requirements of a fund for providing programs and services, including operating and capital requirements, and requirements to meet other obligations such as contingencies, debt retirement, and interfund transfers.

**EXPENDITURE:** The actual outlay of, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund level requirements such as contingency and cash transfers.

**FINANCIAL OUTLOOK:** Report of current information on the General Fund's financial condition used by Council and produced 13 time periods per year.

**FINANCIAL PLANNING DIVISION:** The Responsibility Unit within the Office of Finance and Administration which plans and administers the budget process for the City. This includes the preparation of instructions, analysis of requests, preparation of the Mayor's Proposed Budget document, and the preparation of the Approved and Adopted Budget documents.

**FISCAL YEAR (FY):** The twelve-month period beginning July 1 and ending June 30 for which the annual budget of the City is prepared, approved, and adopted.

**FPD&R:** Fire and Police Disability and Retirement Fund

**FTE:** Full time equivalent; the equivalent of one full-time position, including positions shared by multiple employees.

**FUND:** A budgetary and fiscal accounting mechanism for designating a sum of money or other resources set aside for the purpose of providing services and achieving objectives in accordance with state and local laws, regulation, or other limitations. Each fund constitutes an independent budgetary, fiscal and accounting entity.

All appropriation units are within one and only one fund, although a bureau may be responsible for managing more than one fund. In addition to the General Fund, other types of funds include operating, debt service, revenue, construction retirement, working capital, federal grant, and City agency and trust. The definition of purposes, services and other restrictions of City funds are specified in the City Charter or City Code.

- **BONDED DEBT FUNDS:** These funds account for the payment of debt service on general obligation, revenue, assessment improvement, and urban renewal tax increment bonds.
- **CITY AGENCY & TRUST FUNDS:** The City, from time to time, creates accounts for specific purposes which receive revenues such as gifts or bequests to the City. A variety of these small accounts currently exist, such as the Portland Parks Trust Fund.
- **FEDERAL FUNDS:** These funds account for grant revenues received from the Federal Government, such as Community Development Block Grant funds.

• **ENTERPRISE FUNDS:** These funds are used to account for activities which render services on a user fee basis and are expected to pay their own way. Accounts are maintained separately by the City. This enables the City to operate these funds on a separate basis and monitor the revenues and expenses separately. Funds operated on this basis are Hydroelectric, Power, Water, Sewer, Refuse Disposal, Golf, and Parking Facilities.

• **GENERAL FUND:** The General Fund includes all general purpose activities of the City supported by property taxes and other non-dedicated revenues such as license and permit fees and state-shared cigarette and liquor tax, etc. Bureaus supported by the General Fund include the Bureaus of Fire, Rescue and Emergency Services; Police; Parks; Licenses; Purchases and Stores; Planning; Community Development; the Offices of the Mayor and the City Council; Auditor; Finance and Administration; General Services; Attorney; Neighborhood Association; Energy; and Cable.

• **INTERNAL SERVICE FUNDS:** Internal Service funds provide central services such as fleet and printing to other bureaus and agencies. They operate almost solely on revenues received from the agencies using their services.

• **OPERATING FUNDS:** These funds contain the general government activities of the City, the bureaus, and programs that provide services. The most visible, and largest, operating fund is the General Fund, which provides police, fire, parks, and other services. Enterprise funds are specific purpose operating funds, which are self-supporting from user charges and fees. In the City of Portland, water, sewer, and stormwater services are provided by enterprise funds. Other operating funds are established as special revenue funds where revenues collected are dedicated to a specific service or activity. The Transportation Operating Fund is supported mainly by state shared Gas Tax Revenues, which are restricted to the benefit of the motoring public.

• **RESERVE FUNDS:** Reserve funds are established to provide a place for emergency and counter-cyclical reserve monies. Dollars must be transferred from these funds to operating funds in order to be expended. Transfers can only occur under circumstances which are clearly specified when the fund is created. Examples include the General Reserve and Transportation Reserve Funds.

• **RETIREMENT FUNDS:** These are funds for retirement of police and fire personnel. Revenues are received from a property tax levy authorized by Portland voters in 1940.

**GENERAL OBLIGATION BONDS:** Voter approved bonds backed by the full faith and credit and taxing authority of the City. These bonds are typically paid from a property tax levied upon all taxable property within the City. General Obligation Bonds are used to finance a wide range of capital projects.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION DISTINGUISHED BUDGET AWARD:** Highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff, and elected officials of recipients. Budgets are evaluated from effectiveness as a policy document, a financial plan, an operations guide, and as a communication device.

**GRANT:** "Grant" is a generic term which means donated financial assistance received from either State, Federal, or other third party sources.

• **FEDERAL FINANCIAL ASSISTANCE:** Assistance provided by a Federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance, or direct appropriation to individuals. It includes awards received directly from Federal agencies, or indirectly through other units of State and local governments.

**HOUSING INVESTMENT FUND:** A fund established by Council to support the development of affordable housing throughout the City by leveraging private development funding with City General Fund support, Community Development Block Grant (CDBG) resources, and Tax Increment Financing.

**IBIS (INTEGRATED BUSINESS INFORMATION SYSTEM):** The City's central financial system, including General Ledger, Accounts Payable, Accounts Receivable, Payroll, Budget, and other modules.

**INFORMATION TECHNOLOGY STRATEGIC PLAN (ITSP):** An effort to improve information technology applications within the City by developing a strategic plan and city-wide policies for the use of information technologies. Information technologies are those tools for the managing, sharing, and storing of information. These include computers, networks, and telecommunications systems.

**INTERAGENCY AGREEMENT:** An agreement for provision and receipt of services between City bureaus or funds. Their agreement establishes a mutually agreed upon budget amount for anticipated services to be provided and received.

**INTERNAL SERVICE BUREAUS:** Bureaus which exist to provide services to other City bureaus. These services include Fleet, Communications, Printing/ Distribution, and Facilities Management, as well as Risk Management (insurance), and Information Services (computers).

**LINE ITEM:** A classification of appropriation by type of expenditure. Line Items are detail accounts within Major Object Codes. (See Account or Major Object Code)

**LOCAL BUDGET LAW:** Oregon Revised Statutes, Chapter 294, prescribes budgeting practices for municipalities within Oregon.

**MAJOR OBJECT CODES:** Broad categories of expenditures such as Personal Services, External Materials and Services, Internal Materials and Services, Capital Outlay, Capital Cash Transfer, Contingency, etc. (See Account or Line Item)

**MAJOR SUPPLEMENTAL BUDGET:** The traditional interim budget modification process which must be followed to make changes to the budget that cannot legally be made by ordinary Council action.

The Major Supplemental is required by local budget law when the estimated expenditures in the supplemental budget are more than 10% of the expenditures of the annual budget of the fund being adjusted. A Tax Supervising and Conservation Commission (TSCC) public hearing must be conducted for the Major Supplemental Budget.

**MISSION:** A statement of an organization's overall purpose.

**MODIFIED ACCRUAL:** This basis of accounting recognizes revenues when they become available and measurable and expenditures when the liability is incurred, if measurable. An exception to this rule is unmatured interest on general long term debt and similar accrued obligations which are recognized when due.

**OBJECTIVE:** A desired result of a group of related activities performed by a bureau in which the achievement satisfies part or all of a bureau goal.

**OFFICE OF FINANCE AND ADMINISTRATION (OF&A):** The appropriation unit that includes many of the City's central administrative functions such as Human Resources, Risk Management, Accounting, Information Services, Treasury, and Debt Management. Included is the Financial Planning Division, which is responsible for planning and administering the budget process.

**ONE-TIME EXPENDITURES:** These are expenditures for one-time projects or services. After the project or service is completed, expenditures are terminated and are not considered part of normal capital or operating costs.

**ORS:** Oregon Revised Statues, the laws of the State of Oregon.

**OVERHEAD:** An amount assessed, usually at the fund level, to support administrative and other services.

**PACKAGE:** A group of expenditures which a bureau identifies for a specific service and related activities. The package will provide justification and description of the service, related activities, personnel and dollar requirements that are requested to be added or cut in a budget proposal.

**PORTLAND DEVELOPMENT COMMISSION (PDC):** The Portland Development Commission is the City of Portland's urban renewal agency responsible for economic development and housing.

**PERFORMANCE MEASURE:** An indicator which measures the degree of accomplishment of an objective. The major types are as follows

- **BENCHMARK:** A measure of system-wide effectiveness or efficiency. For example the public safety system consists of police, corrections, prosecution, legal defense, adjudication and other related systems. A benchmark should be designed to measure or track the performance of the overall system.

- **EFFECTIVENESS MEASURE:** A qualitative and/or quantitative extent to which the performance of a series of related tasks achieve a desired result or objective the ratio of actual to planned accomplishment of a specific objective.

- **EFFICIENCY MEASURE:** The extent to which the process utilized by an organization to produce goods and/ or services minimizes the use of resources. The ratio of a unit of goods and/or services produced to the amount of resources required to produce it.

• **PERFORMANCE OBJECTIVE:** Goals to establish direction for bureau work plans. Performance objectives are intended to better communicate to the public and policy makers what is being accomplished with public dollars, providing accountability.

**WORKLOAD MEASURE:** A quantity of work performed.

**PORTLAND FUTURE FOCUS:** The City's community-based strategic planning process to develop a vision of Portland in the year 2000.

**PORTLAND/MULTNOMAH PROGRESS BOARD:** A community-wide committee responsible for developing the City's community benchmark (see Benchmark).

**PORTLAND UTILITIES REVIEW BOARD (PURB):** An appointed body of 15 citizens who provide independent and representative customer review of water, sewer, and solid waste financial plans and rates. This board operates in an advisory capacity to the City Council.

**PROGRAM:** A cluster of activities and projects which seek to accomplish a common specific objective. Within the budget, programs are typically considered to be a subdivision of an Appropriation Unit, or a bureau's, budget.

**PROSPEROUS PORTLAND:** The City's Economic Development Plan.

**PUBLIC FACILITIES PLAN:** A support document or documents to the City of Portland's Comprehensive Plan and Capital Improvement Plan. In addition, the facilities plan describes "significant" projects which will support land uses in the City's Comprehensive Plan and other projects listed as short-term (5 years) and long-term (6-20 years) bureau needs. There are two classes of public facilities as follows

- Significant facilities necessary to support land uses designated in the Comprehensive Plan;
- All other facilities over $10,000 projected value, including buildings, structures or equipment incidental to the direct operation of significant facilities listed above.

**RECURRING EXPENDITURES:** Continuing expenditures which maintain established levels of service (compare to One-Time Expenditures).

**REGIONAL WATER SUPPLY PLAN:** A long-range plan for the water supply of 28 suppliers in the Greater Portland Area.

**REPLACEMENT EQUIPMENT:** Equipment purchased to be used in place of existing equipment.

**REQUIREMENTS:** Appropriations for a fund or bureau. Requirements include budgeted expenditures, contingencies, interfund cash transfers, and set-asides for unanticipated expenses.

**RESERVES:** Resources set-aside for unanticipated, emergency expenses, downturns in the economy, or other unforeseen needs (see Reserve Funds).

**RESOURCES:** Revenue and other funding a bureau has or expects to receive. Resources include estimated revenues, beginning fund balances, and internal transfer revenues.

**RESPONSIBILITY UNIT (RU):** Within the financial system, an organizational or cost accumulation unit below the appropriation unit level, usually a division of a large bureau.

**REVENUE:** Money received into a fund from outside the fund which, together with beginning fund balances, form the fund resources for a given fiscal year.

**RIVER DISTRICT:** An area of the City near, and north of, the downtown core, along the Willamette River, targeted for redevelopment in a private/public partnership. The area is expected to contain 5,555 housing units and commercial space after full development.

**SERVICE IMPROVEMENT INITIATIVE (SII):** A Citywide team established to assist the City bureaus in developing an organizational culture that promotes high performance, excellent customer service, and a workplace that values employees.

**SOURCE FUND:** A fund transferring dollars to another fund (the "destination fund").

**SPECIAL APPROPRIATION:** Special Appropriation are used for special projects, programs, fees, etc. that provide Citywide benefit and are not specific to any particular bureau's operating budget.

**SERVICE EFFORTS & ACCOMPLISHMENTS REPORT (SEA):** A report issued by the Office of the City Auditor that identifies workload and performance trends for each of the City's major service areas.

**TAX SUPERVISING & CONSERVATION COMMISSION (TSCC):** The State-authorized body which reviews the budgets of all government entities within Multnomah County prior to adoption by their elected officials. TSCC certifies that the budget is in compliance with local budget law.

**TECHNOLOGY LEARNING CENTER:** A training facility that provides computers connected to the City's networks at each desk. The TLC offers City employees an opportunity to enhance skills in PC software and City-specific information systems.

**UTILITY LICENSE FEE:** A percentage of utility revenues that are transferred to the City's General Fund as a payment for the use of the public right of way.


CITY OF PORTLAND, OREGON
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