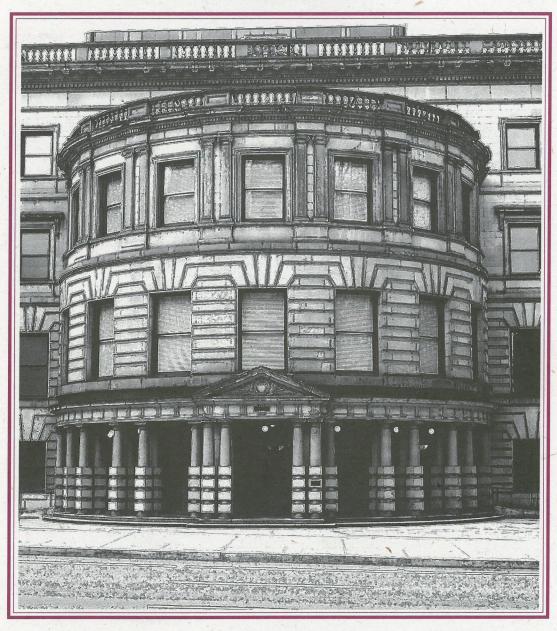
ADOPTED BUD

FPD Library

CITY OF PORTLAND OREGON



FISCAL YEAR 2003-2004

Volume One
Bureau Budgets
Programs and Services

The Portland City Hall

On the cover is the rotunda and 4th Avenue main entrance to Portland's historic City Hall, built in 1895. Diane Bilyeu, an employee in the Office of the City Auditor, took the handsome photograph of the east side of the building using an Olympus C3040 Zoom Digital camera; the photo was edited with Adobe Photoshop 7 software.

City Hall was designed by Portland architects Whidden and Lewis in a 16thcentury Manneristic Renaissance style. The exterior is made from sandstone quarried in Wyoming while the Aberdine granite columns surrounding the 4th Avenue entrance were imported from Scotland. Marble floor and wall materials inside the building were imported from France and Italy.

During major renovations in the 1930's, the original light courts in the main lobby were closed off, Council Chamber windows (seen above the columns) were sealed, the area in front of the grand entrance on 4th Avenue became parking for City workers, and the main entrance to the building was moved to 5th Avenue.

In the 1990's, the City undertook a \$29 million restoration of the building. The light courts were restored, Council Chambers were returned to their original orientation and completely remodeled, seismic improvements were made to bring the building up to current codes, and once again the 4th Avenue rotunda became the main entrance. On March 30, 1998, City Hall was rededicated for another century of service.

Adopted Budget

City of Portland, Oregon

Fiscal Year 2003-04 Volume One

Bureau Budgets Programs and Services

Mayor Vera Katz
Commissioner Jim Francesconi
Commissioner Randy Leonard
Commissioner Dan Saltzman
Commissioner Erik Sten
Auditor Gary Blackmer

The contents of this budget are printed on 100% post-consumer waste recycled paper.

Table of Contents

Introduction
User's Guide
Mayor's Message
Overviews
City Overview
Budget Overview
Financial Overview
Budget Notes 60
Financial Summaries
Guide to the Financial Summaries 61
Public Safety
Bureau of Police
Bureau of Fire, Rescue and Emergency Services
Bureau of Emergency Communications
Office of Emergency Management
Fire & Police Disability & Retirement
Parks, Recreation and Culture
Portland Parks and Recreation 175 Parks and Recreation - General Fund 192 Golf Fund 200 Portland International Raceway Fund 208 Parks Bond Construction Fund 213 Parks Construction Fund 217
Public Utilities
Bureau of Environmental Services

Table of Contents

	Bureau of Water Works	273
	Water Division	
C	Community Development	309
	Bureau of Development Services	
	Cable Communications and Franchise Management	
	Office of Sustainable Development	353
	Bureau of Housing and Community Development	373
	Office of Neighborhood Involvement	. 399
	Bureau of Planning	. 427
Т	ransportation and Parking	451
	Office of Transportation Bureau of Maintenance. Bureau of Transportation Systems Management. Bureau of Transportation Engineering & Development Office of Transportation Director.	473 481 488
L	egislative, Administrative and Support Services	503
	Office of the City Attorney	. 505
	Office of the City Auditor	. 521
	Office of Government Relations	. 545
	Bureau of Licenses	. 557
	Office of Management and Finance OMF Business Operations BGS Business Operations. Facilities Services Printing & Distribution Services Risk Management Vehicle Services Communication Services Financial Services	595 601 606 613 619 625 632
	Health Administration	646

Table of Contents

lossary	733
Special Appropriations	717
Commissioner of Public Utilities	707
Commissioner of Public Affairs	697
Commissioner of Public Safety	691
Commissioner of Public Works	681
Office of the Mayor	671
Human Resources. Information Technology. Bureau of Purchases.	652 658 664
	Information Technology Bureau of Purchases Office of the Mayor Commissioner of Public Works Commissioner of Public Safety Commissioner of Public Affairs Commissioner of Public Utilities

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 annual budget for the fiscal year beginning July 1, 2001.

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

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



User's Guide

The FY 2003-04 Adopted Budget document consists of three volumes. Volume One contains general information about the City of Portland budget, and presents the budgets of the City's bureaus and offices. Volume Two has information about the City's funds and Volume Three contains detail on the City's capital projects.

VOLUME ONE - BUREAU BUDGETS ~ PROGRAMS AND SERVICES

User's Guide

This outline describes the elements of Volume One.

Mayor's Budget Message Mayor Vera Katz presents a budget message, highlighting the challenges, opportunities, uncertainties and decisions that she and the City have faced in the development of the Adopted Budget for FY 2003-04.

Budget Overviews

Budget Overview

The Overview summarizes the City budget from a technical perspective, links decisions and programs to City Council goals and strategic issues, presents Citywide data and summarizes the budget decisions incorporated into the Adopted Budget.

Financial Overview

The Financial Overview provides a summary of the financial planning process and the five-year financial forecast. It also highlights key revenue and expenditure trends and issues.

Financial Tables

These are a series of financial summaries of operating and capital revenues and expenditures, both Citywide and for specific bureaus and funds.

Service Area Information City bureaus are categorized into service areas based on the nature of their programs and services. Each Service Area section of the budget document presents a summary description and highlights of the relevant bureaus. This is followed by the proposed budgets for each bureau in the service area.

- Public Safety
- Parks, Recreation and Culture
- Public Utilities
- Community Development
- Transportation and Parking
- Legislative, Administrative and Support Services

VOLUME TWO – FINANCIAL BUDGET

Financial Summaries

Tables at the front of Volume Two summarize the City budget across all funds. The tax levy computations and urban renewal tax certifications are included. Tables summarizing outstanding debt held by the City complete the financial summaries.

Fund Summaries

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

Appendices

The appendicies include three sections of documents supporting development of the City's budget:

- 1. Financial Plans: The financial plans of the General Fund and the enterprise funds are included to provide a more detailed information about the financial context and implementation decisions made in this budget
- 2. Financial Policies: These policies provide a framework for financial and budgetary decisions, especially during times of constrainted or constricting resources in tension with increasing expectations for services. Financial policies also provide for a basis for stability over time, leavening more immediate interests and issues.
- 3. Ordinances: The ordinances that formally adopt the budget and levy taxes are included here. Also presented is the letter of certification of the City's Approved budget by the Multnomah County Tax Supervising and Conservation Commission.

VOLUME THREE - 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 2003-04 General Fund capital budget, highlights of the FY 2003-04 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 Financial Planning Division in the Office of Management and Finance at (503) 823-5288.



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

Mayor's Message

INTRODUCTION

Portland continues to respond to a recessionary environment, challenging the City's ability to provide the same level of public services of past years. The national recession has hit Portland and Oregon especially hard. Our new and growing economies of the 1990's including the dot-com and high-technology industries, have not weathered the recession well. As a result, the city's tax base and business fees have experienced a significant drop below the city's projections.

Even with this need to reduce the budget, We have continued to focus efforts on our highest priorities: Public Safety, Economic Development, Public Schools, and the restoration of a healthy Willamette River. We have also continued to require increased government efficiency within all bureaus.

Complicating this year has been the serious financial problems of our governmental partners, Portland's school districts, Multnomah County, and State Government. The livability of our City cannot be preserved when one or more of our partners are not healthy. We need to work as an integrated system if we are to achieve progress. As an example, operating our public safety programs at the strength they are today won't do much good if the County can't prosecute offenders or has insufficient jail space to hold them. We cannot ensure the livability of our city if services critical to our most needy residents cannot be maintained by the State. In balancing this budget, We not only needed to minimize impact on our own critical services but also needed to make decisions based on the impacts of the actions of other governments.

The City will use the funds to be raised through the Children's Investment Fund Levy and the Parks Operating Fund Levy to leverage against the efforts of our school districts and Multnomah County partners.

FISCAL BACKGROUND

Over the last four years, there have been reductions or reallocations of over \$32 million in the General Fund of the City. This is done, in part, to ensure our budget will be in balance over a five-year period, based on financial forecasts that provide reasonable certainty of available resources for public services.

- During FY2000-01 and FY2001-02 we reduced internal administrative costs by over \$10.4 million and moved the savings to fund services such as police, fire and parks.
 This also provided savings for our utility and transportation bureaus.
- The FY 2002-03 budget reduced Current Service Level budgets by over \$12 million
- Budgets were reduced twice during FY 2001-02. The first reduction was \$4.1 million, the second \$3.0 million.

This has real impacts on programs and services, as well as jobs. Over the last four years we will have reduced over 110 General Fund positions; 46 of these positions are police officers.

Even with these substantial reductions, budgeting over a five-year period accomplishes two significant objectives. One, it demonstrates to the financial institutions the City's ability to successfully manage its resources, even in difficult financial times. Our 30-year history as a Triple-A bond rated city, one of the few in the US, allows us to secure bonds at the lowest interest rates available. That means essential capital projects cost less overall.

Two, our budgeting practices allow the City to provide a stable funding stream for basic public services, and prevents us from adding new services and programs that will inevitably need to be cut in the near term.

This is a difficult budget, reflecting difficult times. As is my practice and the practice of the commissioners, we strive to promote decisions that will address more than one issue, priority, or objective. You will see that the major budget decisions City Council has adopted do exactly that.

APPROACH TO RESTRUCTURING THE BUDGET

At the beginning of this budget process, the gap between being able to provide the current level of service and available resources was \$5.75 million. By the end of February that gap grew to \$7.6 million.

PERS savings helped offset the budget reductions.

Working with the bureaus and the Office of Management and Finance (OMF), We were able to narrow that gap back to approximately \$5.3 million. We reduced general fund costs by an estimated \$1.3 million by assuming Public Employee Retirement System (PERS) rate reform savings. Savings to other funds are estimated at \$4.2 million.

Other enterprise bureaus, such as the Bureaus of Environmental Services (BES) and Water, will use their PERS savings to control rate increases. The rate increase for Environmental Services is limited to 6.2%. For Water the increase is limited to 6%. Both are less than originally requested by these respective agencies. The increase in sewer costs to the average residential homeowner is estimated at \$1.00 per month. For water service the increase is \$2.18 per month.

Major maintenance of the City's deteriorating infrastructure will again be deferred until funds are available Unfortunately, we had to reduce the growth in General Fund capital set-aside. This fund was forecast to grow to over \$6.0 million by the end of the five-year forecast. It is now held constant at \$3.2 million per year. This is a short-term solution used in difficult times, but this does not bode well for the future. This short-term solution affects our ability to maintain public infrastructure, for our General Fund Bureaus. While this is an acceptable action that allows us to maintain critical services at a higher level, it is not an acceptable long-term policy. The city already faces substantial unfunded capital liability. Long-term we must find the means to reduce that liability and avoid the consequence of higher cost in the future.

The final major reduction in the General Fund was one million dollars a year that supports Street Lighting. The Portland Office of Transportation (PDOT) will back fill this reduction for one year through the use of contingency funds. By the second year we anticipate that the State Legislature will have met its responsibility of increasing funding for roads and bridges. If not, we face major finance problems and continued infrastructure deterioration to our transportation system, critical to our economic vitality

We also encouraged and worked with the bureaus to control costs in the current fiscal year to ensure we maintain our budgeted beginning balance and have funds sufficient to address the increased local costs associated with increased need for security related to national foreign policies and domestic threats.

The reductions we are making in the General Fund this next year added to the cuts made during the previous three years make the budget decisions even more difficult.

MAJOR BUDGET DECISIONS

Public Safety

We have worked extremely hard to minimize the impact to public safety. Public safety represents 65% of our General Fund discretionary budget making it impossible to avoid reductions in this area. Public Safety remains a priority in my budget.

- Public safety bureaus are limited to reductions of 2.2%. For the Police Bureau, this represents \$2.5 million.
- 46 police officer positions are left unfunded throughout the five years of our forecast.
- An additional \$517,000 is set aside in contingency to cover possible overtime such as experienced in the weeks surrounding the Iraq war.

The Fire Bureau is cutting \$1.5 million from last year's service level budget. Even with these reductions, the good news is that no fire stations are closing, and operating costs for the station scheduled to come on line in FY 2006-07 (Station 21) are included in the five-year forecast.

Emergency management efforts will be centralized and under my direction.

We have realigned existing emergency management efforts scattered throughout various bureaus into a new bureau, the Office of Emergency Management and increased net General Fund support for emergency management efforts by \$77,000. These resources will be used to improve planning and coordination internal to the city and with our regional partners.

We have expanded our community policing online efforts by taking what we have learned in Portsmouth on "virtual public involvement", what I call the e-back fence, and merge it with Portland Online. This will enhance electronic access to crime data and other information pertinent to the neighborhoods on a citywide basis. \$140,000 has been earmarked for the expansion.

Funding is continued for improvements to the 800MHz radio system, for the Public Emergency Notification System (PENS) and NET 8. NET 8 is a channel on the radio system that allows police officers to make information requests, such as warrants. It is available 24 hours a day and enables the officers to focus on their duties and suspects on location, rather than having to move themselves to another site to receive information.

Economic Development

Regulatory Reform and Code Audit

In response to the Auditor's report on improvements needed "to update and improve City building and land use regulations that hinder desirable development," additional staff time was necessary. This budget reprioritizes the use of existing staff in Bureau of Development Services (BDS), adds 2 positions in BES, adds 2 positions in Planning, and 2 positions in PDOT.

\$150,000 is allocated to perform an audit of the existing code to rethink how we use the code to achieve city goals while maintaining flexibility and innovation.

Efforts that stimulate the local economy will continue to be funded.

Small Business Advocate

This position, which has been very successful in the pilot stages, will be jointly funded by Portland Development Commission (PDC) and the City's General Fund to ensure our small businesses have the support to weather this recession and thrive in the future.

New Columbia - HOPE VI support

The Hope VI project, the complete rebuilding of Columbia Villa, is a public and private partnership budgeted at over \$140 million. The City and PDC have committed \$20 million in support. City bureaus involved include BES, Water, PDOT, Parks, Bureau of Housing and Community Development (BHCD).

Housing

This recessionary budget continues our efforts that address the need for affordable housing through a total allocation of over \$94 million. This funding, which is a combination of federal grant funds and urban renewal funds, will spur additional economic development through job creation and business expansion.

During these tough times, we will also assist our homeless residents through over \$5 million for temporary housing, programs and services.

Economic Development

The City will continue its support of economic development activities outside of Urban Renewal Areas through the inclusion of over \$900,000 in General Fund support and \$536,000 in BHCD funds. This will be used to leverage over \$27.6 million in PDC funds.

River Renaissance

We will continue our earlier emphasis on working to ensure we have a "vibrant city anchored by the banks of a healthy Willamette River". We are moving from planning to the construction of actual projects. This budget, partnered with other efforts, includes funding for six specific projects that should be highlighted:

Continued emphasis on our natural environment will increase livability, preserve our rich resources and spur economic development.

- Restoration and park improvements in Crystal Springs to replace three fish blocking culverts in the Westmoreland Park area.
- Continuing Fanno Creek protection efforts by removing 14,000 square feet of impervious service adjacent to the creek
- Property acquisition along the banks of Johnson Creek that will provide natural flood storage and fish and wildlife habitat.
- Restoration along Kelly Creek at the confluence with Johnson Creek through contouring and native wetland vegetation.
- Smith and Bybee Lakes restoration will allow resting habitat for salmonids migrating along the lower Willamette.
- Revegetation projects are funded along the Willamette covering nearly 50 acres.

The combined cost of these projects is over \$1 million. We will partner with the Corp of Engineers, allocating \$481,000 in city funds.

Education

The City, working with the business community, has committed up to \$20 million in FY 2002-03 to support Portland schools. The business community has agreed to tax itself \$6 million per year for the next three years to fund our local schools.

In addition to the business taxes, the Council supported the personal income tax surcharge passed by Multnomah County voters that supports schools, law enforcement and social services countywide.

School police and after school programs, such as SUN Schools, through the Parks Bureau, will continue to be funded.

These are short-term education funding stop-gap measures that will buy time to allow the pursuit of other options. The State Legislature must fulfill its responsibility to adequately fund our public schools. Our schools are at the heart of livability for local jurisdictions throughout the State. Further shortening an already short school year or further increasing already over-crowded classrooms is not a solution, it's a tragedy that will have long term consequences for our residents.

Reductions over the previous three years and continuing into this next year have required us

Government **Efficiency**

to do business differently. The major efforts in that regard for next year include:

We will continue our efforts to ensure an efficient and effective government that support our citizens.

- Regulatory Reform and code audit mentioned previously
- Establishment of the Office of Emergency Management
- Implementation of 'Managing for Results'. This initiative builds on the performance management and reporting efforts currently taking place in the city. The effort will develop a more systemized approach to overall strategic planning, performance management, budgeting, and improvement to performance reporting such as the nationally recognized performance measurement efforts highlighted in the budget documents and the Service Efforts and Accomplishments report.
- Consolidation of our communications and technology services into one bureau.
- Relocating housing inspections to the Office of Neighborhood Involvement to improve coordination and customer service in the neighborhoods. We hope to leverage this with the Planning Bureau effort to move some planners out into the neighborhoods as well.
- Closer scrutiny of bureau miscellaneous expenditures, including out-or town travel. I will be asking the Council to adopt a policy requiring their approval of all out-of-town travel for bureaus within their portfolio.

 Tighter controls on the hiring of consultants and technical experts both in the hopes of decreasing costs but also increasing business with minority and women owned business opportunities with the City.

These efforts are in addition to the past three years of reductions and improvements undertaken as part of the Administrative Service Review. That effort resulted in over \$10 million in administrative savings that were reprogrammed to support the direct delivery of services to citizens.

CONCLUSION

Our insistence upon adhering to financial policies that ensure we undertake all budgeting and planning decisions with a minimum five-year time horizon may make our reduction appear to be less drastic than those of other local and national jurisdictions. Nonetheless, the reductions are real, and will be seen and felt by our citizens. With careful decisions, we are able to continue to provide basic services, but at levels that will be inadequate to maintain the quality standard of living over the long-term that our citizens have come to expect.

There have been no easy choices in adopting this budget. I am hopeful the economy will begin to recover in the near future and prevent additional service reductions in 2004-05. Longer term we must restore our service levels if we are to maintain the livability of our city. In the interim, I pledge to continue my commitment to sound fiscal management of the limited public resources that has contributed greatly to the City's overall financial stability. I know from past experience that the Council joins me in that challenge.

Vera Katz

Mayor

City of Portland, Oregon

Overviews

City Overview

Introduction

This section of the FY 2003-04 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 annual 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 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.

Citizen involvement in the budget process is extensive. At the onset of the budget process, the City Council reviews overall goals and sets priorities. Every other year, the Council conducts an extensive public information and survey process, "Your City-Your Choice", to generate 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 annual budget cycle. (The "Your City-Your Choice" process was not used for the 2003-04 budget.) The Mayor's Message outlines the Council's 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 budget also responds to Council priorities over the long term.

CITY OF PORTLAND CHARACTERISTICS

Basic Statistics

The city of Portland, with a population of 538,180, comprises an area of approximately 146 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 almost 2.0 million people. (The Portland/ Vancouver Primary Metropolitan Statistical Area includes the Oregon counties of Clackamas, Columbia, Multnomah, Washington, and Yamhill, and Clark County in Washington). Portland is the largest city in Oregon, the seat of Multnomah County, and the second largest city in the Pacific Northwest.

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 to the north.

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

Portland's professional sports teams include the Trail Blazers of the NBA and the Winter Hawks, a professional hockey team. The city's main arena, the Rose Garden, was opened in October 1995 as a private and public sector joint venture.

A \$38.5 million renovation of the city's Civic Stadium, now called PGE Park, has brought the Triple A Beavers baseball and Portland Timbers 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 shipping 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, the governmental unit responsible for air and marine port facilities, offers outstanding opportunities for expanding export industries, investments, business, and travel. The Port manages Portland International Airport, which is starting to return to pre-September 11th levels of ridership.

Manufacturing

A diverse economy is key to 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. Tektronix, Nike, Boeing, Kaiser Permanente, and Fred Meyer are some 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.

Several major hotels have been built or renovated over the past few years. In 2002, Portland saw the opening of the new Hilton Executive Tower while the former Imperial Hotel was reborn as the Hotel Lucia.

The Pearl District is a highlight of Portland redevelopment.

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. This livability is exemplified by the Pearl District, a modern mix of loft apartments, condominiums, small shops, and galleries, built in an area north of downtown formerly used for warehouses and factories.

Mass Transit

The Tri-County Metropolitan Transportation District (Tri-Met) provides transit services throughout the metropolitan area. Tri-Met operates 100 bus lines and provided 63.2 million bus rides in 2002. In October of 2002, the total system provided more than 300,000 daily weekday trips. System ridership continues to grow, with total ridership increasing more than five-fold during the past thirty years.

The downtown Transit Mall is at the heart of the Tri-Met's regional system.

The centerpiece of the system is the downtown Transit Mall. Fifty bus routes go through this 36-block area providing easy connections between buses and light rail. The Transit Mall is at the center of a Fareless Square area, which includes the heart of downtown Portland and extends to the Lloyd Center 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). In 2001, a 5.5 mile spur to the Portland airport was added.

The city's newest light rail line will be completed in 2004.

Work is about 80% complete on the Interstate MAX line, which will run 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, \$3 billion has been invested in new development within walking distance of the 54 MAX stations.

Working with Tri-Met, the City constructed a 2.1 mile streetcar line. The line began operating in October of 2001 and runs from Northwest Portland, through the rapidly developing Pearl District, to Portland State University's urban plaza.

The Region and Its Environment

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

Portland, 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 that context, the City has to carefully balance environmental, recreational, and commercial concerns as it develops both banks of the Willamette River through the River Renaissance project.

As part of the development of the long neglected east bank, the City 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 a unique perspective 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.

Post-Secondary Education

Portland State University's new urban plaza sits the city's new streetcar line.

Portland State University (PSU), 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 its nationally recognized University District Plan, PSU opened a new public administration building and urban plaza in 2001 and plans to build a new \$70 million Northwest Center for Engineering, Science, and Technology center nearby. The center is scheduled to open in 2005.

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 leading health science are found in Portland: 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.

A PROFILE OF PORTLAND'S CITIZENS

Source: US Census Bureau

		Percent		Percent	Growth or
General Characteristics	1990	of Total	2000	of Total	Decline
City Population					
Total ^{1a}	437,319		538,180		23.1%
Female 1b	225,405	51.5%	267,556	50.6%	18.7%
Male 1b	211,914	48.5%	261,565	49.4%	23.4%
Age					
Below 5 years	30,314	6.9%	32,300	6.0%	6.6%
6 to 24 years	110,264	25.2%	133,715	24.8%	21.3%
25 to 44 years	159,815	36.5%	183,604	34.1%	14.9%
45 to 64 years	73,269	16.8%	118,339	22.0%	61.5%
65 years and older	63,657	14.6%	61,163	11.4%	-3.9%
Race/Ethnic Distribution ^{2,3}					
African American			35,115	6.5%	
Asian			33,470	6.2%	
Hispanic			36,058	6.7%	
White			412,241	76.6%	
Other			26,340	4.9%	
Education (Age 25 or greater)					
High school or less	125,054	42.0%	133,073	36.6%	6.4%
Some college through Associate degree	95,423	32.0%	112,080	30.8%	17.5%
Bachelor's degree	50,212	16.9%	77,321	21.3%	54.0%
Graduate degree	27,047	9.1%	41,377	11.4%	53.0%

¹a. Total city of Portland population data is for 2002 and comes from the Portland State University Population Research Center. Comparable gender, age, and race/ethnic data are not available at this time.

^{3.} Percentages add to more than 100%; some respondents report more than one race or ethnic group.

		Percent		Percent	Growth or
Portland At Work	1990	of Total	2000	of Total	Decline
Occupation ⁴					
Management, professional, and related			102,760	33.2%	
Service			41,441	30.8%	
Sales and office			73,250	12.9%	
Farming, forestry, and fishing			679	0.9%	
Construction, extraction, and maintenance Production, transportation, and material			19,405	9.6%	
moving Total employed - 16 years and over	218,750		38,546 276,081	12.6%	26.2%
Median household income (2002 dollars) ⁵	\$37,108		\$43,327		16.8%
4. The census used a new system to categorize occupation in 200	0. 1990 data are n	ot comparable.			
5. The comparison is 1989 to 1999 data.					
		Percent		Percent	Growth or
Housing in Portland	1000	of Total	2000	of Total	Dooling

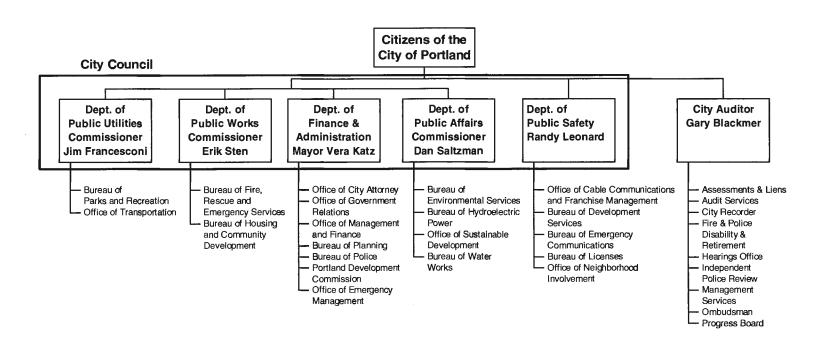
Housing in Portland	1990_	of Total	2000	of Total	Decline	
Housing Units	<u> </u>					
Number of owned units	99,206	53.0%	124,767	55.8%	25.8%	
Number of rented units	88,062	47.0%	98,970	44.2%	12.4%	
Median home price (2003 dollars)	\$82,216		\$164,975		100.7%	
Building permits issued ⁶	2,562		1,672		-34.7%	

^{6.} The comparison is 1990 to 2001 data.

¹b. Gender data is from the US Census Bureau, for the 2000 census. Total city of Portland population in 2000 was 529,121.

^{2.} Race and ethnic data before 2000 are not comparable as the US Census Bureau changed its methodology for the 2000 census.

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 --- 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 14 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. The Mayor can change these assignments at any time. Traditionally, the Mayor has been the Commissioner of Finance and Administration. Current assignments are shown in Figure 1 on page 14.

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

Trends data will next be updated for the FY 2004-05 budget.

The following trends and ten-year comparison charts provide important information to city residents and City management. The ten-year trends shown were current through calendar year 2001 and are updated every two years. Only the workforce diversity (Figure 2) and population growth data have been updated. All trends will next be updated later in 2003 and the data will be revised for inclusion in the FY 2004-05 budget. Consequently the bulk of the following information is the same as that published in the FY 2002-03 budget.

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 about 18%. 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 - until 2001- 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. In Figure 2 below, the first chart indicates that women employees, as a percentage of all City employees, have slowly increased, nearing 32% in 2003. The percentage of minority employees has stabilized at just over 14% in 2003.

The second chart in Figure 2 on page 16, is current as of March, 2003. It shows that female employment (in the City) is concentrated in the para-professional and administrative support categories, although representation among professionals is relatively high. Minority employment is not concentrated in any particular categories.

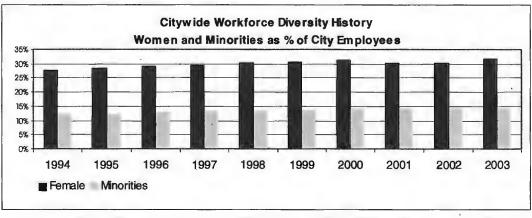
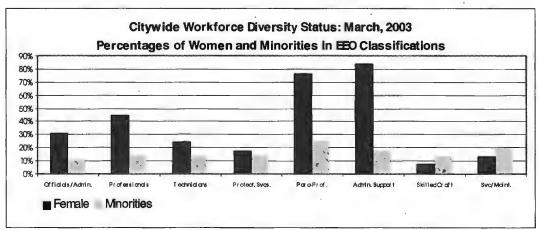
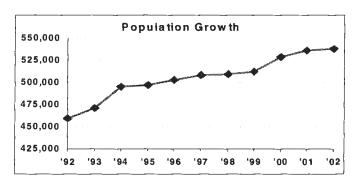


Figure 2: Workforce Diversity Data

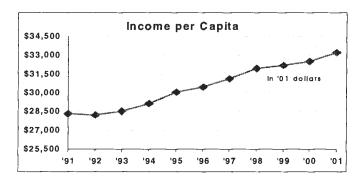


Demographic Data



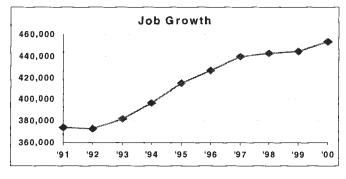
Rapid increases can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue requiring cuts in expenditures.

Total city population has increased about 17% over the past ten years - from 459,300 to 538,180. Annexations have added over 18% 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.

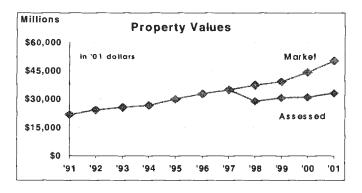
Income per capita has increased yearly since 1993. Total increase is 15% over the past ten years to an estimated \$32,496 in 2000.



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

Over 80,000 jobs were added in Multnomah County from 1992 to 2000. There were over 453,000 private and public sector jobs in 2000, more than any time in history.

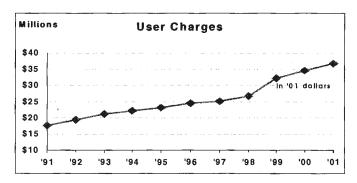
Job growth has been most significant in services, retail trade, construction, transportation, and local government.



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.

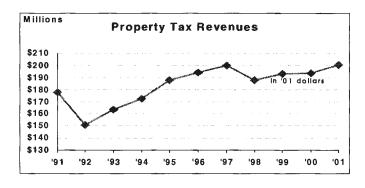
Assessed values mirrored market values and increased steadily from 1990 through 1997. In 1998, assessed values dropped 18% as property tax limitation Measure 50 rolled assessed values back to 90% of 1996 values and limited future growth to 3% a year plus the value of new construction.

Revenue Trends



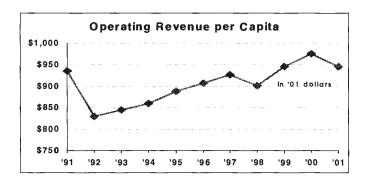
User charges are designed to cover all or part of the costs of services like recreation programs, building permits, and parking control. Such fees typically keep pace with inflation.

Per capita, city residents paid an average of \$43 in user fees in 1992 and \$69 in 2001. Fees for parks and recreation use, rents and reimbursements, and building and development fees have grown the fastest.



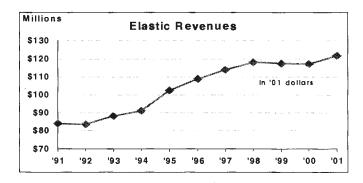
Property taxes are paid on the assessed value of real, personal, and utility property. City property taxes are also generated by separate levies that support police and fire pension benefits and various capital improvements.

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 43% in 1996.



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 declines in 1992 and 1998 were largely the result of passage of property tax limitation measures 5 and 50 respectively.

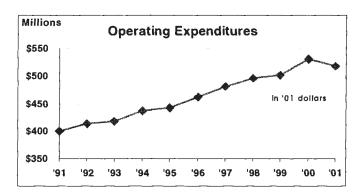


Elastic revenues are those highly responsive to economic conditions. These include business licenses, utility franchise fees, motel and hotel taxes, and building permits.

Adjusted for inflation, elastic revenues have grown over the past 10 years, increasing by 46% since 1992.

Business license fees are the largest and fastest-growing source of elastic revenue. Overall, these revenues comprise 24% of the City's net operating revenue.

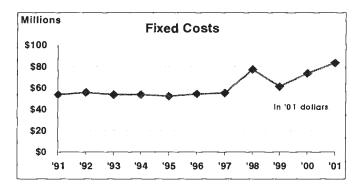
Expenditure Trends



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 7% more than inflation over the last 10 years.

Community development programs had the largest increase - 106% - due to affordable housing commitments, development, planning and building activities, and local neighborhood school support.

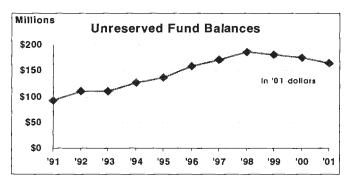


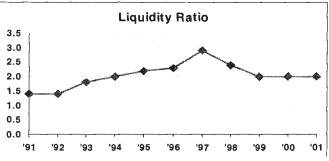
Fixed costs are mandatory expenditures over which the City has little short-term control. Pension benefits and repayments of bond principal and interest are examples of fixed costs.

Fixed costs have increased over the past four years and now represent 16% of total 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 2001, over half of the balance was intended to pay health, liability, and workers' compensation claims, and to replace vehicles, computer systems, and communication 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 \$27 million in 1992 to \$106 million in 2001, a 293% increase.

Budget Overview

A GUIDE TO THE BUDGET OVERVIEW

The City of Portland budget document for FY 2003-04 offers a great deal of fiscal, programmatic and policy information. In general, the document drills down from Citywide information to levels of increasing detail.

This Budget Overview section provides summary information about the Adopted Budget for FY 2003-04. You will find greater detail and discussion about the effects of financial reductions and re-allocations on programs and services in the Service Area Overviews of this document, and as well in each bureau's section.

Within the Budget Overview, we present the City's budget decisions and financial information from a variety of perspectives, each of which offers its own particular insight. There is special emphasis on the General Fund, as it encompasses the discretionary resources available and thus represents the most flexibility for the Mayor and Commissioners to allocate funds for specific programs. In most instances, the dollar amounts in the Budget Overview are shown in comparison with the Revised Budget for FY 2002-03. In the following pages, you will find information on:

- Total City Budget
- Expenditures by Major Object Category
- General Fund Budget
- Summary of Decisions by Strategic Issue
- General Fund Revenues Summary of Changes from the Previous Year
- Other Funds Summary of Changes from the Previous Year
- Capital Improvement Plan

You will find summary financial tables in the Financial Tables section of this budget document. These tables also present the information from a variety of perspectives.

BUILDING A BUDGET TO MEET CITY GOALS

It is never easy to develop a City budget, given the balancing of service demands and higher costs with limited resources. But it has been extremely difficult to build a budget for FY 2003-04. Increasing expenditures, particularly for public safety driven by homeland security issues, and a virtually flat growth rate in revenues because of the continued recession and tax limitations have combined to make it impossible for the City of Portland to maintain its current levels of service. This is true in almost every fund and bureau of the City: Environmental Services, Water, and Transportation, and particularly the General Fund bureaus of Police, Fire and Parks.

Limited City resources have required the Council to be strategic in focusing the budget to support established Council priorities, although in many instances at lower service levels. The Mayor and Council goals are as follows:

- 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.

In addition to these priorities, Council had identified a number of strategic issues that continue to be addressed in this Adopted Budget. The issues relate to the Council priorities and in many cases have both short-term and longer-term impacts. While in no priority order, issues requiring critical strategic planning and potential action include:

- Deteriorating physical infrastructure.
- Lack of local authority to address local issues with local funding.
- Public safety and security.
- River Renaissance and environmental mandates.
- Portland government structure and intergovernmental roles and responsibilities.
- Long-term planning and development.
- Impact of demographic changes.

This list is by no means inclusive but it provides insight to the strategic issues and concerns the Council faces now and in the future. In this Overview, the Summary of Decision by Strategic Issues section describes some of the decisions as they are incorporated into the Adopted Budget.

Budget Direction

As a first step in the development of the City budget, bureaus that receive General Fund discretionary resources were allocated an increase of 1.6% (CPI). This establishes what it would cost to deliver the current level of services (CSL). From this base budget, General Fund bureaus were directed to prepare programmatic reduction packages of 2.19%, which would result in General Fund bureau reductions of \$5.7 million. The bureaus were encouraged to propose revenue enhancement packages as well.

Even before the Mayor finalized her Proposed Budget decisions, it was clear that due to the continued recession and the cost related to homeland security further reductions would be necessary to balance the budget. The bureaus were directed to develop reductions totaling an additional 1.8%, for a total of 4%, or approximately \$7.6 million.

The Mayor and Commissioners re-allocated the savings from these reductions and very minor revenue enhancements to strategically restructure the Adopted Budget. Noteworthy among the results is that there are limited reductions to public safety services, revenue-producing bureaus are protected, there is continued funding for economic development programs and the City will move forward on River Renaissance projects tied to the health and vitality of the Willamette River.

The Parks Bureau budget was reduced \$1.0 million in spite of the passage of an operating levy in the Fall of 2002.

The Parks Bureau was not spared from the reductions. In the Fall 2002 election the citizens of Portland passed a parks operating levy. The levy included funding for the enhancement of a number of programs, including restoration of some programs reduced in the FY 2002-03 budget. Due to current fiscal constraints some of these program enhancements will not be funded. Overall, Parks will reduce their General Fund discretionary expenditures by 4%, or \$1.0 million.

BUDGET SUMMARY

Total City Budget

Total Legal Budget

The total City budget is up by \$352 million from the FY 2002-03 Revised Budget.

State of Oregon Local Budget Law requires reporting of the City's total budget. This is defined to include total operating costs and the internal transactions between funds. The Total Adopted Budget for FY 2003-04 is \$2.36 billion, which reflects a \$352 million increase from the FY 2002-03 Revised Budget.

Total Net Budget

The calculation for total City budget overstates actual expenditures for programs, because it double counts internal transactions. Such transactions occur between City funds, typically when one City agency provides services to another. Because this technically inflates the budget, the City usually references a net budget.

The net Adopted Budget is \$297.7 million higher than the FY 2002-03 Revised Budget.

Eliminating the double count for the internal transfers, the City's net budget for operating and capital requirements in FY 2003-04 is \$1.74 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures. A summary is shown below:

	Revised	Adopted	Dollar	Percent
Hein	FY 2002-03	FY 2003-04	Charge	Change
Total City Gross Budget	\$2.013,469,887	\$2,365,510,264	\$352,040,377	17.5%
Less: Tax Anticipation Notes				Ì
and Internal Trunsters	(570,949,737)	(625.214,880)	(54.265,143)	9.5%
Total City Net Budget	\$1,442,520,150	\$1,740,295,364	\$297.775.234	20.6%

Expenditures by Major Object Category

The table below presents another perspective on the Citywide expenditures at the bureau level.

	Revised	Adopted	Dollar	Percent
Major Object Category	FY2002-03	FY2003-04	Change	Change
Personal Services	5403,133,396	\$416,540,055	\$13,406,659	3.34
External Materials & Services	419,752,383	520,516,109	100.763,726	24.0%
Internal Materials & Services	143,484,222	155,227,906	11,743,684	829
Capital Outlay	163,920,277	219,641,648	55.721,371	34.0%
Equipment Cash Transfers	97,192	466,545	369,353	380LU%
Total City Bureau Expenditures	\$1,130,387,470	\$1,312,392,263	\$182,004,793	16.1%

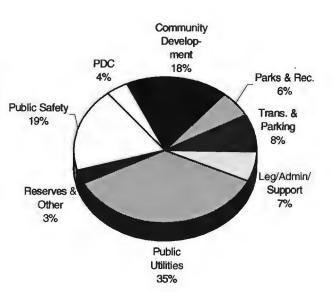
Total City Budget Charts

The following charts graphically summarize the total City budget. For a numerical summary, refer to Table 2 - Operating and Capital Budget by Service Area, which is in the Financial Tables section of this document.

Resource	Budget	Percent	Taxes 19% Federal	Local Sources 4% Misc. Sources
Beginning Fund Balance	\$ 460,743,080	26.5%		19%
Taxes	\$ 329,180,147	18.9%	2%	
Licenses and Permits	\$ 126,376,118	7.3%		
Service Charges and Fees	\$ 352,016,676	20.2%	Camina	
Federal Sources	\$ 39,519,776	2.3%	Service Charges and	Licenses
State Sources	\$ 35,870,050	2.1%	Fees	and Permits
Local Sources	\$ 62,188,422	3.6%	20%	7% Beginning
Misc. Sources	\$ 334,401,115	19.2%	State	Fund
Total Net Budget:	\$ 1,740,295,384	100.0%	Sources 2%	Balance 27%

City Net Budget - Resources by Major Category

Budget	Percent
\$ 116,904,063	6.7%
\$ 316,041,930	18.2%
\$ 64,709,021	3.7%
\$ 99,848,198	5.7%
\$ 326,335,848	18.8%
\$ 145,140,774	8.3%
\$ 616,583,074	35.4%
\$ 54,732,476	3.1%
\$ 1,740,295,384	100.0%
***	\$ 116,904,063 \$ 316,041,930 \$ 64,709,021 \$ 99,848,198 \$ 326,335,848 \$ 145,140,774 \$ 616,583,074 \$ 54,732,476



City Net Budget - Requirements by Service Area

General Fund Budget

General Fund resources are categorized as either discretionary or non-discretionary. Discretionary resources are those that the Mayor and Commissioners can allocate to fund programs and services in any area. In other words, there are few restrictions on how these resources can be allocated. Typically General Fund discretionary resources are used to support such basic City services as police, fire and parks.

Discretionary resources total \$282.3 million, 76% of the General Fund.

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

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

Net General Fund Budget

The following charts summarize the City's net General Fund Budget. For the numerical summary, refer to Table 3 - General Fund Revenues and Expenses, in the Financial Tables section.

General Fund resources increase a modest \$4.7 million from the FY 2002-03 Revised Budget. Note: The City's Net General Fund Budget is the same as its legal General Fund Budget, and totals \$370.2 million in FY 2003-04.

Figure 3: General Fund - Resources by Major Category

Resource	Budget	Percent
Beginning Fund Balance	\$ 13,749,115	3.71%
Property Taxes	\$ 151,594,887	40.94%
Lodging Taxes	\$ 10,978,701	2.96%
Business Licenses	\$ 40,664,039	10.98%
Utility License Fees	\$ 57,235,993	15.46%
Services Charges and Other	\$ 21,473,186	5.80%
Intergovernmental	\$ 27,497,212	7.43%
Transfers from Other Funds	\$ 47,085,068	12.72%
Total General Fund Budget:	\$ 370,278,201	100.00%

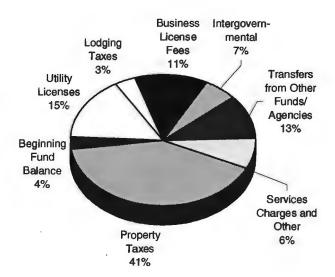
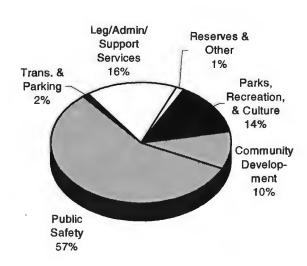


Figure 4: General Fund - Requirements by Service Area

•		
Service Area	Budget	Percent
Leg/Admin/Support Services	\$ 60,362,091	16.30%
Community Development	\$ 36,905,480	9.97%
Parks, Recreation, & Culture	\$ 52,458,543	14.17%
Public Safety	\$ 210,715,487	56.91%
Transportation & Parking	\$ 5,708,473	1.54%
Reserves and Other	\$ 4,128,127	1.11%
Total General Fund Budget:	\$ 370,278,201	100.00%



Summary of Decisions by Strategic Issues

This section summarizes the Council's budget decisions by strategic issue. Many of the decisions support more than one strategic issue which is consistent with the approach of the Mayor and Commissioners to leverage efforts and funding.

Deteriorating physical infrastructure

- Future growth in the General Fund Capital Set Aside is reduced. The set aside will be capped at \$3.2 million per year, inclusive of \$400,000 in debt service, during the five years of the financial forecast. It was forecast to grow to \$6 million annually by the fourth year of the five-year forecast.
- The General Fund capital set aside includes \$250,000 in funding for major maintenance of the 800 MHZ radio system, which includes the regional public safety communications system.
- Environmental Services and Water bureaus' budgets include funds for addressing the deteriorating infrastructure of their respective systems.
- Transportation will fund some of their paving backlog through the one-time use of \$880,000 from their fund contingency.

Public Safety

- Minimize reductions in Police, Fire and Emergency Communications.
 - Programmatic reductions in Police and Fire and BOEC are limited to 2.19% or a total of \$3.3 million.
 - * Forty-six police officer positions will be left vacant.
 - The Council has established a new Office of Emergency Management combining existing staff from other bureaus and funding three new staff including a new director position.

Environmental mandates and River Renaissance

- ◆ The Adopted Budget allocates \$1.0 million in General Fund support for Endangered Species Act (ESA) listings and planning efforts along the Willamette River.
- Bureau of Environmental Services funds cleanup of Portland Harbor, the Combined Sewer Overflow project and other expenditures to address listings under the ESA
- Six specific projects tied to River Renaissance are funded with \$481,000 of City funds and \$520,000 from other partners, mostly federal agencies.

Long-term planning and development

- The Adopted Budget allocates one-time funds to complete the St. John's/Lombard plan, North Macadam plan, and Northwest Transition plan.
- The Bureau of Planning will continue the planning work related to the central city that was not completed in FY 2002-03.

Home ownership and inadequate inventory of affordable housing

- In conjunction with the Portland Development Commission, the Adopted Budget funds over \$80 million for housing and homeless facilities.
- \$12 million is allocated for the Tryon Creek development.
- \$500,000 is dedicated to Smart Growth acquisitions.
- The City has committed \$20 million to support New Columbia, the approximately \$146 million HOPE VI redevelopment project in northeast Portland.

Economic downturn

• In response to the economic development strategy released by the Mayor in FY 2002-03, the Adopted Budget allocates \$900,000 in General Fund support to leverage \$27.6 million in PDC funds for jobs and economic development programs.

Education/schools

- Although education is not a direct financial responsibility of the City, the City has
 worked with Multnomah County, the school districts in the city and the business
 community to impose a Business License Fee surcharge for the next three years. This
 will raise \$6.0 million per year for Portland schools.
- Multnomah County will impose a personal income tax surcharge that will raise over
 \$88 million per year for schools throughout the county, including the Portland schools.

General Fund Revenues - Summary of Changes from the Previous Year In FY 2003-04, General Fund resources increase by \$4.7 million from the Revised Budget for FY 2002-03. The following section summarizes key revenue sources of the City's General Fund and compares them with FY 2002-03 Revised Budget figures. In the Financial Tables section, Table 5 - Total Revenues and Expenses by Fund provides extensive detail across five fiscal years.

Beginning Balance: The beginning balance decreases \$1.1 million from FY 2002-03. This reflects bureau efforts to contain costs in the Spring of 2003 and the strain upon other resources due to the continued recession.

Property Taxes: Property taxes increase \$3.5 million, or 2.4% to a total of \$151.6 million. This modest increase confirms the anticipated effects of the recession and 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, were severely impacted by the recession and the events of 9/11 and the continuing recession. This resource increases slightly, from \$10.4 million to \$11.0 million. Revenues are projected to increase at a higher rate in future years now that the Convention Center expansion is completed.

The recession and events of 9-11 have had a major impact on elastic resources such as Lodging Taxes and Business License Taxes. Business License: Revenues from fees paid by businesses operating in Portland decrease by \$3.0 million, about 7.0% down to \$40.6 million. This resource has dropped from its high of \$52.0 million in FY 2000-01. This decrease is directly related to the recession and is a very strong indicator that local and regional economic growth continues to suffer. This revenue source is scheduled to undergo significant reform in November of 2003, in time for calendar year 2003 taxes. The reform effort is structured to ensure revenue neutrality while spreading the costs across a wider spectrum of businesses.

Utility License Fees: These fees are charged to private utilities and cable companies, as well as to the City's water and sewer utilities. Revenues for FY 2003-04 increase \$5.4 million totaling \$57.1 million. This is the second largest source of General Fund revenues.

Internal Revenues: Sources of internal revenues are transfers and interagency agreements for services provided by General Fund bureaus. Thus they are offset by expenditures in the other funds. These revenues drop \$2.7 million, down from \$74.3 million. This includes a drop of \$8.2 million in federal grant revenues. Major increases include \$4.4 million transferred from the new Parks Local Option Levy bond fund to the Parks operations and capital projects.

The Adopted Budget increases some fees for targeted populations.

Service Charges and Fees: Projected revenues increase a modest \$184,000 to \$12.8 million. Parks and Recreation fees are expected to increase by \$322,000.

Other Funds -Summary of Changes from the Previous Year

This section presents highlights of changes within the specific funds. More detailed information on any fund is available within the bureau sections of this budget document.

There are two new funds for FY 2003-04 listed immediately below.

Children's Investment Fund

This is a new fund for the City, established during FY 2002-03. The citizens of Portland approved a five-year operating levy in the November 2002 election. The operating levy was structured to fund approximately \$10 million per year in support of early childhood programs, after school programs, and child abuse prevention programs. Due to the uncertain impact of compression on local option property tax levies, it is likely that actual tax receipts - and consequently expenditures - will fall short of the annual \$10 million estimate.

Parks Local Option Levy

This is a new fund for FY 2003-04. The citizens of Portland approved a five-year operating levy in the Spring of 2003. The levy was structured to fund approximately \$10 million per year to enhance programs and services reduced in previous years and to fund some of the many capital improvements needed at park facilities throughout the city. Due to the uncertain impacts of compression on local option property tax levies, the City has conservatively estimated revenues and expenditures at \$8.7 million per year.

Transportation Operating

The operating fund increases \$10.8 million. This reflects an increase in the capital improvement budget. The increase is funded by an additional \$8.5 million in grants and \$1.5 million in Local Improvement District assessments. Late news (June 25th) from the state legislature indicates additional transportation funds will be available in FY2003-04. If the funds materialize the budget will be adjusted in the fall.

The number of construction permits are projected to increase FY 2003-04.

Development Services Fund

This fund is renamed from the previous year due to an organizational realignment. The fund increases a modest \$530,000. Licenses and Permit revenues are anticipated to increase by \$1.7 million to a total of \$20.4 million.

The Neighborhood Inspections program will move from the Bureau of Development Services to the Office of Neighborhood Involvement in an effort to better involve and coordinate with the citizens directly affected.

Sewer Operating Fund

The operating budget increases by \$55 million over the current year's Revised Budget. Increases include general labor costs, new positions for regulatory reform, professional services for the Portland Harbor Superfund program, and internal costs to the Water Bureau and Office of Management and Finance for a new Customer Information System. Capital costs increase about \$46 million, mostly for increased funding of the Westside CSO Tunnel and Pump Station project.

Water Fund

This enterprise bureau's operating fund increases expenditures by \$13.8 million. This increase reflects \$49.6 million in capital expenditures, of which \$15.8 million addresses security concerns with the City's open reservoirs. External materials and services increase from \$18.3 million to \$24.2 million.

Golf Fund

The Golf Fund decreases by \$1.2 million, reflecting the scheduled completion of facilities improvements at the Red Tail golf course. and delaying of the clubhouse project at Heron Lakes to due declines in operating revenues from rounds played.

Parking Facilities Fund

In FY 2003-04 the fund balance of this fund will decrease from \$5.78 million to \$1.66 million. This is due to two factors. First, this assumes the backlog of major maintenance projects for the existing garages are completed. Second, the downtown Portland economy continues to be weak and this is impacting parking garage revenues. These revenues have decreased \$900,000 per year from FY 2001 and FY 2002 levels. This lower level of revenue is forecast to continue at least through FY 2004. This combined with the garage's ongoing maintenance needs continues to put pressure on the fund's ending balance and its ability to maintain reserve requirements.

Housing Investment Fund (HIF)

The Adopted Budget includes a \$495,800 transfer in on going resources from the General Fund. Overall the fund decreases \$660,000 to a total of \$28.0 million. The decrease reflects slightly fewer affordable housing projects.

General Reserve

The General Reserve Fund is budgeted at \$35.9 million. This amount maintains the City commitment to set aside funds for emergencies. Half of the fund is targeted for emergencies such as natural disasters. The other half is for economic or fiscal emergencies such as a recession or other significant negative impacts to General Fund resources, such as tax limitation measures.

Construction projects continue in the fire stations.

Bureau of Fire, Rescue and Emergency Services (BFRES) Facilities GO Bond Construction

The fund decreases \$8.1 million (total \$22.9 million) reflecting the continuation of scheduled capital construction and improvements for the Fire Bureau and Bureau of Emergency Communications. This is a multi-year capital improvement plan for seismic renovations and additional fire stations.

Fire and Police Disability and Retirement

This fund increases \$16.8 million, anticipating a \$11.0 million increase in retirements system payouts, disability benefits, and a \$5.0 million increase in debt payments. This fund is a pay-as-you-go retirement system for uniformed public safety employees.

Health Insurance Fund

This fund decreases from \$50.2 to \$48.3 million. A transfer from this fund is used to mitigate increased health costs that may otherwise need to paid by the employee. The latest projections anticipate that this contingency will be depleted in FY 2004-05. The City is working with labor groups to control health care cost increases.

Facilities Services will continue major projects in the Public Safety service area.

Facilities Services

This internal service fund is reduced from \$41.5 to \$35.5 million. The net reduction recognizes the completion of parking facilities projects and public safety projects.

Vehicle Services

Vehicle services is reduced \$4.9 million, down from \$37.6 million. The reductions reflect the timing of scheduled vehicle replacements.

CAPITAL IMPROVEMENT PLAN

Overview

The FY 2003-04 Adopted Citywide CIP Budget totals \$277 million, not including the Portland Development Commission (PDC). This is \$48 million, or 21%, more than the FY 2002-03 Revised CIP Budget of \$229 million.

The General Fund Capital Set Aside was reduced from \$3.19 million to \$2.8 million, net of debt service. Approximately \$366,000 was taken out of the set aside to minimize operating reductions to the Fire Bureau. In addition, \$998,004 of the set aside will now be used to fund ongoing fire apparatus replacement.

Highlights

Public Safety	
• Fire Apparatus Replacement	\$998,004
 Police Facilities 	\$647,5000
• Remodel Fire Station 1	\$4,175,000
Parks, Recreation and Culture	
 University Park Phase II 	\$500,000
• Springwater Corridor - Three Bridges	\$175,000
Public Utilities	
 Combined Sewer Overflow Program 	\$111,180,998
• Open Reservoirs	\$15,750,000
• Water Distribution Mains	\$4,900,000
Community Development	
• Union Station	\$205,685
Transportation	
• Centers and Main Streets	\$11,635,710
 Local Streets and Neighborhoods 	\$6,815,945
 Parking Facilities 	\$1,002,450
Legislative, Administrative, and Support Services	
Portland Building	\$1,269,000

Project Costs

The increase from FY 2002-03 is primarily due to an increase of \$64 million in public utility projects as well as a \$5 million increase in Transportation and Street Lighting projects. These increases are offset reductions in other service areas, such as a decrease of approximately \$11 million in public safety projects and a \$2 million decrease in parking garage projects. The former increases are primarily due to the Westside Sewer Tunnel, Open Reservoir projects, and Local and Main Street capital activities. The latter reductions primarily reflect completed projects for fire stations, the City's 800 MHz system, and the City-owned parking garages.

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 budget reflecting public interest and being structurally correct.

The Tax Supervising and Conservation Commission, a five-member citizen board appointed by the Governor, reviews the 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

Your City, Your Choice

The Portland City Council has significantly expanded opportunities for public input. This process referred to as 'Your City, Your Choice' (YCYC) is a community outreach program directed toward identifying needs to be addressed within the budget. An extensive YCYC effort is undertaken every other year. 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
- Large focus group discussion
- Web site survey and question and answer site

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.

In some years, the City also distributes an informal survey as an insert in the largest circulation local newspaper - over 400,000 households. The survey 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 managers. Citizens sit with Council members and managers to discuss their priorities and ideas for City government.

Financial Planning provides a forced choice survey during these community forum to demonstrate the types of choices Council must make during budget deliberations. This small survey is designed to parallel the scientific and informal surveys to further validate data developed on citizen needs, desires, and priorities.

Citizens have consistently indicated that they 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 the City provides, 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 Web Site

Citizens can participate over the Internet.

Portland has the capability for citizens to participate in the budget process through the City's web site. From the City's home page (during the YCYC budget year) HTTP://www.portlandonline.com/, 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. (http://www.bit.ci.portland.or.us/commbud/elist.cfm) Financial Planning compiles the input and conveys it to the elected officials. Financial Planning Division also reviews the input and responds as appropriate to citizen feedback.

Budget Advisory Committees (BACs)

The BACs are made up of citizens appointed by the Commissioners-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 many of the major City bureaus. The committees may be provided with time during Council budget hearings to present their reports or submit them in writing.

Portland Utilities Review Board (PURB)

The PURB is an appointed body of nine interested citizens who provide independent and representative 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 the rate makers and the rate payers through analysis of financial plans and budgets. The board meets monthly to ensure a comprehensive understanding and assessment of thew working in 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:

- Annual Budget Hearings The City 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.

• Proposed Budget Hearing - Testimony is taken at the City Council session for the final adoption of the budget. This typically occurs in mid to late June.

Citizens may also contact the Mayor and Commissioners 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 http://www.portlandonline.com/auditor/index.cfm?a=5749&c=27103), 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. Figure 5 on page 37 depicts the basic budget process and its general timeline. In 1994 the City transitioned to a two-year budget cycle. Since 2000, the City has dealt with continuing financial uncertainty and has temporarily abandoned the two-year budget cycle. The intent is to return to the two-year cycle once the economy and City finances have stabilized.

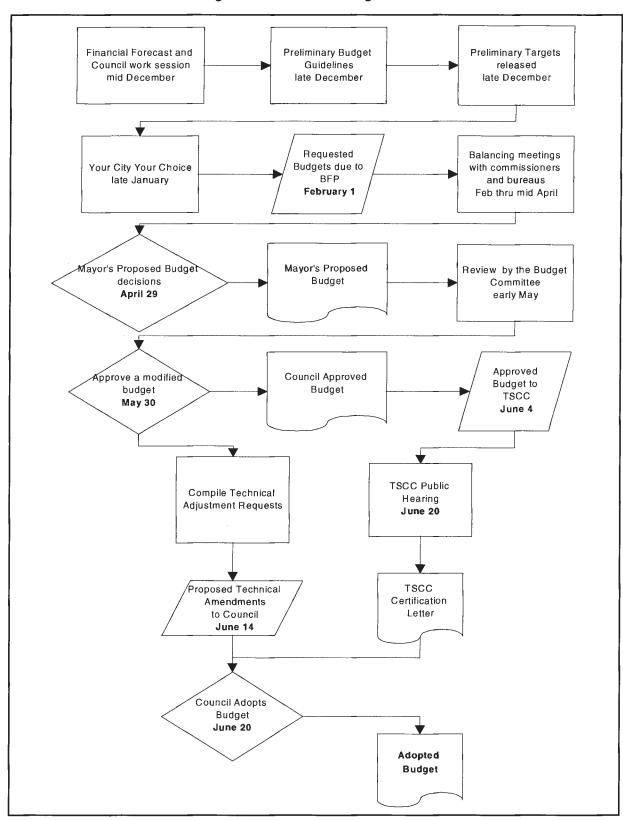


Figure 5: FY 2003-04 Budget Process.

Financial Overview

CITY FINANCIAL PLANNING PROCESS

Background

As the first step in the budget process, each major bureau prepares an update to its financial plan. Financial Planning prepares such updates for General Fund bureaus while Transportation, Environmental Services, the Bureau of Development Services, and Water are among other bureaus that prepare such plans.

City funds prepare financial plans to prepare for budget process.

These plans forecast revenue and expenditure requirements by fund over a minimum of five years, and 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. The purpose is to develop 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 provides guidance for preparing and finalizing budgets.

A brief summary of three of these financial plans is included in the following section; a longer executive summary is included for all fund financial plans in Volume Two of the budget. Due to its significance to the City's annual budget, the General Fund five-year financial plan is described in here greater detail.

GENERAL FUND FINANCIAL FORECAST

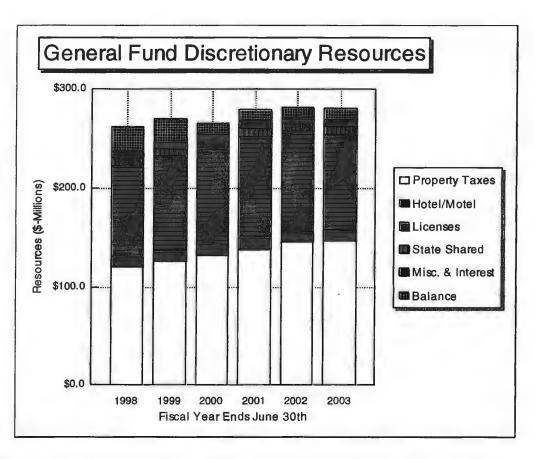
Overview

The Financial Planning Division 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.

General Fund revenue forecast is the basis for Council financial planning. The Council's financial planning process starts with the preparation of a five-year revenue forecast. Financial Planning issues a five-year revenue forecast document at the conclusion of this process.

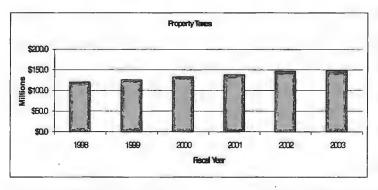
The revenue forecast is used to develop the five-year financial forecast. This forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining current General Fund service levels. The initial financial forecast was published in December 2002, formally reviewed by Council, and adopted by resolution in January 2003.

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 electronically distributed 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 incorporated into the financial forecast of General Fund resources. The Outlook is available on the City's web site at: http://www.portlandonline.com/omf/index.cfm?c=26784&.



The figure above summarizes recent General fund revenue growth over the past five years. Revenue growth has averaged about 2.6% per year. The General Fund's beginning fund balance has stabilized over the past three years at between \$10 and \$11 million. Overall resource growth, revenues plus beginning fund balance, has averaged about 1.4% per year. The regional economy has been hit hard by recession, and this factor combined with passage of Measure 50 has produced slower resource growth that has fallen behind escalating current service level (CSL) costs. This environment has made it impossible for the General Fund to maintain programs at current service levels.

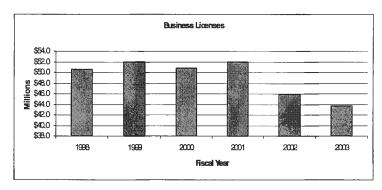
Historical Resources



Revenue growth slowed with the passage of the Measure 50 property tax limitation. Property taxes initially grew 4% to 5% annually. Under Measure 50, assessed value growth on existing properties is limited to 3% per year plus new construction.

The General Fund property tax rate is fixed.

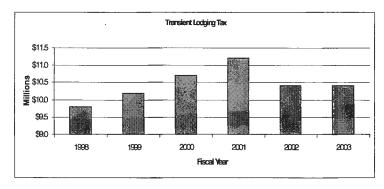
The General Fund's tax rate is permanently fixed at \$4.5770 per \$1,000 of Measure 50 assessed value. The onset of recession reduced FY 2002-03 assessed value growth to 2.4%. This was down from 4.5% in the previous year, and from 5.6% during FY 2000-01.



Business license revenues peaked at about a \$50 million annual rate during FY 1999-2000 and FY 2000-01. In FY 2001-02 revenue declined to \$45.9 million and between \$42 and \$43 million is currently forecast for year-end FY 2002-03. During this recession, revenues have

declined by close to 15% so far.

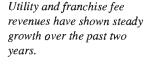
Business Licenses and Transient Lodging Taxes clearly exhibit the effects of the recession.

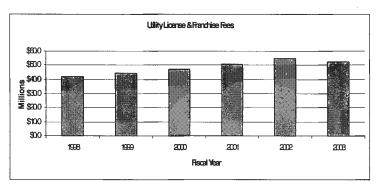


Transient lodging (hotel/motel) tax revenues are cyclical like business license revenues and follow the business cycle.

Transient lodging tax revenues peaked at \$11.1 million during FY 2000-01. In the aftermath of September 11th, revenues fell to \$10.4 million for FY

2001-02 with about \$10.5 million in revenues expected by year-end FY 2002-03.





Utility license and franchise fee revenue growth has been strong over the past two years, but a warmer than normal winter and a large rate decrease flattened out natural gas related franchise fees. Electric energy related franchise fees continue to show good year-to-year growth.

Franchise and utility license fees have been the only bright spot in the General Fund's revenues stream over the last couple of years.

At the end of FY 2002-03, consistent with Council Policy and Council's previous five-year financial plans, the General Reserve Fund is expected to total about \$35.9 million and remain fully funded at the required 10% of revenues (net of borrowing proceeds). Thus, the General Fund goes into FY 2003-04 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 continue to fund small annual transfers into the General Fund. These transfers are used to fund one-time budget expenditures in the FY 2003-04 Adopted Budget.

Forecast Assumptions

Continued Recession

The onset of recession during the spring of 2001, followed by the shock of the events of September 11th, put Oregon's economy into a tailspin. Both the state and regional economy experienced rapid declines in employment and rising unemployment rates. A faltering regional economy and recession quickly translated into declining business license and transient lodging revenues. The regional economy is still in recession.

Unemployment in the Portland area continues to hover around 8%, one of the highest rates in the nation.

Recent monthly Bureau of Labor Statistics publications continue to spotlight the Portland-Vancouver metropolitan area (along with San Jose) as having one of the highest unemployment rates in the nation. Over the past year the regional economy has failed to muster any economic growth and local area unemployment rates continue to hover just above 8%. In addition, the low interest rate environment created by the Federal Reserve cut General Fund interest income in half: FY 2002-03 interest income is expected to total under \$1 million. The December revenue and financial forecasts, as well as updated forecasts, continue to model the effects of recession on General Fund revenues.

Transient Lodging Taxes

The transient lodging revenue forecast calls for FY 2003-04 revenues of about \$10.9 million versus an expected FY 2002-03 year-end of about \$10.5 million. Revenues peaked at \$11.1 million in FY 2000-01. Revenues are not expected to test this cyclical peak until FY 2004-05 when the recently expanded Oregon Convention Center is expected to be fully on line. Revenues are forecast to grow about 3.2% per year.

A weak regional economy, the recent war, and an oversupply of hotel rooms continue 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. Most of the revenue growth occurs in the out-years of the forecast as a result of higher business levels expected to result from an expanded Convention Center.

Utility License and Franchise Fees

Utility license fees are forecast at \$57.2 million for FY 2003-04 versus an expected FY 2002-03 year-end of about \$55 million. This revenue category is composed of energy franchise and license fees, telecom and cable franchise and license fees as well as license fees received from the City's water and sewer utilities. The specifics of these forecasts are as follows:

- Northwest Natural Gas franchise fees are forecast at \$7.5 million FY 2003-04 versus a budget of \$7.2 million for FY 2002-03. Actual revenues for FY 2002-03 are likely to be about \$6.8 million reflecting a warmer winter and the Oregon Public Utility Commission (OPUC) ordered refunds last August and September (2002). Northwest Natural Gas will probably raise rates and revenues marginally next fall so as to pass higher natural gas costs through to customers. This small rate increase and normal winter heating conditions should combine to produce the budgeted revenue estimate.
- Portland General Electric franchise fees are forecast at \$17.1 million versus a FY 2002-03 budget of just under \$15 million and expected year-end revenues of \$16.8 million. PGE franchise fees have held up well in this recession due in large part to large rate and revenue increases that resulted from the west coast energy crisis. PGE reduced some energy rates January 1, 2003, but residential energy rates were little changed.

- Water and sewer franchise fees are forecast by the staff of the bureaus of Water and Environmental Services (BES). Revenues are forecast to continue their recent rapid growth. These forecasts are incorporated into the General Fund Adopted Budget and financial forecast as estimated by bureau staff. Estimated FY 2002-03 revenues are \$15.8 million. Budget to budget revenue growth is expected to be about 10%.
- Telecom and cable franchise and license fees, including Qwest license fees, are expected to be flat reflecting the steep downturn in this sector as well as several high profile bankruptcies.

Qwest franchise fees are currently forecast at \$5.8 million for FY 2003-04 with very little out-year growth. Qwest withheld the first three FY 2001-02 franchise fee payments from Portland as well as all other Oregon cities citing a Federal Appeals Court decision in Washington State. The City took Qwest to court and prevailed in the Federal District Court (Oregon). Qwest has since paid back franchise fees with interest and resumed normal quarterly payments.

During this period it appears that revenue growth weakened, in part to competition within the telecom sector. Actual FY 2002-03 revenues are currently forecast at \$5.3 million. Qwest franchise fee revenues continue to be at risk for this five-year forecast: Qwest is in the process of appealing the Federal District Court's decision.

The energy related franchise fee forecasts at this point are consistent with the expected effects of Oregon's energy deregulation scheme. Deregulation, however remains a question mark. Early returns seem to indicate that deregulation is having little if any impact on energy related franchise fees.

Overall, franchise revenues are forecast to grow by about 2% annually over the life of the forecast.

Property Taxes

Property taxes are expected to grow by about 3.5% annually over the life of the forecast. This compares to an annual growth rate averaging between 4-5% in previous forecasts. Revenue growth is lower, in part, due to the expected effects of recession on new construction values added to the tax rolls. In addition, during FY 2001-02 the Oregon Supreme Court handed down what is now generally referred to as the Shilo Inn decision.

The Shilo Inn decision ruled that Oregon's current method of collecting urban renewal related property tax revenues was unconstitutional and violated a key provision of Measure 5 which requires that local government tax collections on a property not exceed \$10 per \$1,000 of real market value. In response to this decision, the Department of Revenue (DOR) undertook a rule making process that implemented a revised method for collecting urban renewal related property tax related revenues beginning July 1, 2002. One key effect of this new tax collection method has been to increase compression on local government property tax levies.

During FY 2001-02, the General Fund's tax base levy lost about 1.7% of the levy to compression. Under DOR's new method, the General Fund's tax base is expected to experience about a 3.1% compression loss. This 1.4% increase in compression reduced the property tax revenue forecast by about \$1.7 million per year and reduced the annual revenue growth rate from about 4.7% to an expected 3.5%.

Following court decision, Qwest paid back franchise fees.

Shilo-Inn decision affected collection of property taxes.

Financial Forecast Results

For the present, the regional economy continues to be plagued by recession. When viewed in terms of cyclical revenue impacts (business license and transient lodging tax revenues), this recession is deeper than the recession of the early 1980s. The Portland area's unemployment rate at about 8.1% this April is still one of the highest in the nation. The national economy appears to be growing very slowly while the local economy shows few signs of recovery.

December, 2002 forecast of General Fund revenues down \$4.93 million from June, 2002 forecast. This environment translated into an initial December FY 2003-04 resource forecast of about \$288.1 million versus the previous June's forecast for FY 2003-04 of \$292.7 million. In the December forecast revenues were \$4.93 million lower than last June:

- Property taxes were \$3.8 million lower due to weaker assessed value growth and the new Shilo-Inn property tax collection method.
- * Business license revenues were \$2.35 million lower reflecting the severity of the recession and continued negative impact on revenues.
- Utility franchise and license fee revenues were \$2.22 million higher in the December forecast compared to the previous June, but this was mostly offset by lower interest income, transient lodging, and miscellaneous revenue forecasts.

Current service level (CSL) costs were forecast slightly lower at \$291.9 million versus \$292.7 million last June.

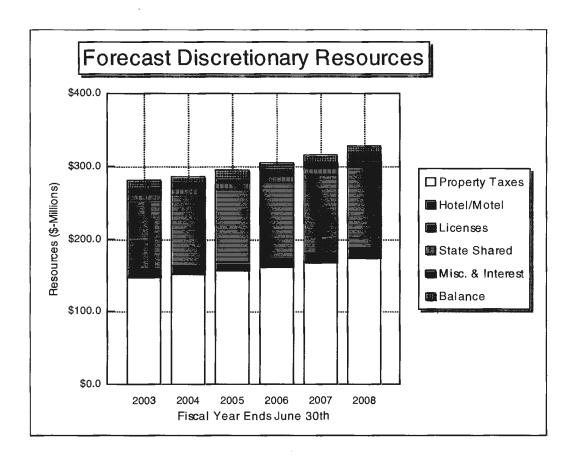
Lower December forecast led to 2.2% cut in General Fund spending for FY 2003-04.

The December financial forecast showed that ongoing bureau program requirements needed to be scaled back by about \$5.75 million (about 2.2%) in order to balance the General Fund for FY 2003-04 as well as over the out-years of the forecast.

The December forecast was updated during March and April of 2003 in advance of Council's budget deliberations. This forecast showed a continuing erosion of revenues with CSL costs largely unchanged. The April revenue forecast showed forecast revenues of \$284.9 million:

- * The business license revenue estimate dropped from \$45.4 million to \$40.7 million. Revenues are expected to be flat through FY 2003-04 with a return to positive revenue growth not expected until FY 2004-05.
- Utility license and franchise fees offset some of the decline in the business license revenue forecast, but overall, net revenues in the April forecast were down another \$3.3 million compared to the December forecast.
- * The FY 2003-04 beginning fund balance estimate remains at \$8.4 million but recent issues of the <u>OUTLOOK</u> continue to show lower balance estimates. Council may have to deal with a material difference between budgeted beginning fund balance and actual next fall.

The updated financial forecast showed that the General Fund's financial condition continued to worsen as the recession deepened. The current financial forecast showed that ongoing bureau and Council set-aside requirements needed to be scaled back by about \$8 million in order to balance the General Fund for FY 2003-04 and the four out-years of the forecast.



The above figure summarizes the current five-year revenue forecast. Average annual growth is projected at about 3.4%. Budget to budget revenue growth is flat at 0.2%. The crucial forecast assumption is that the national economy eventually recovers from recession with the reemergence of moderate local area economic growth during late FY 2003-04, early FY 2004-05.

FIVE-YEAR GENERAL FUND FINANCIAL PLAN

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

General Fund financial forecast of December, 2002 called for \$5.75 million in service level reductions. The December financial forecast showed that about \$5.75 million of ongoing current service level (CSL) reductions would be needed to balance the General Fund over the five-year forecast period. The revised forecast, done for Council's Adopted Budget, identified a larger gap of about \$8 million. This higher gap was due principally to further deterioration in business license fee revenues.

Council's Adopted Budget and five-year financial plan reduce FY 2003-04 current service levels to an overall amount of \$284.9 million compared to a December CSL estimate of \$291.9 million and a revised April CSL estimate of \$291.6 million:

- Ongoing discretionary General Fund bureau budgets have been reduced from December's \$253.4 million estimate to about \$246.3 million in Council's Adopted Budget. This represents a \$7.1 million, or 2.8%, reduction compared to December of 2002.
- * In addition, the General Fund's ongoing discretionary allocation to Transportation (principally to support street lighting costs) was reduced by about \$1 million bringing total reductions to just over \$8 million.

	Two-Year Bu	dget Window	Following Tw	Out-Year	
ltem	2004	2005	2006	2007	2008
Total Resources	\$284,901,000	\$295,097,235	\$302,990,069	\$313,616,885	\$325,272,907
Transfer In From			i		
General Reserve	\$0	\$0	\$292,358	\$528,501	\$924,080
Bureaus & Programs	\$246,274,412	\$256,011,376	\$264,852,112	\$275,570,139	\$285,943,263
Capital Set-Aside	\$2,833,619	\$2,833,620	\$2,833,620	\$2,833,620	\$2,833,620
Est. CSL Reduction	\$c				
Planned One-Time	\$1,525,188	<i>\$352,77</i> 8	\$0	\$0	\$0
New One-Time	\$ d	\$719,131	\$927,077	\$76,170	\$299,501
Pension Bonds P&I	\$3,320,937	\$5,077,442	\$6,813,860	<i>\$7,787,710</i>	\$8,544,873
Council Set-Asides	\$30,946,841	\$30,102,888	\$27,855,758	\$27,877,748	\$28,575,730
Total Requirements	\$284,901,000	\$295,097,235	\$303,282,427	\$314,145,387	\$326,196,987
Difference	. \$0	(\$0)	\$ 0	(\$0)	(\$0)
Reserve Fund As A					
Percent Net Revenues	10.1%	11.0%	10.9%	10.7%	10.5%

These reductions balance the General Fund over the life of the five-year forecast as shown in the above table with an additional \$1.0 million of one-time allocations incorporated into Council's Adopted Budget. The proposed financial plan calls for excess reserve draws totaling about \$1.7 million during the last three years of the forecast in order to accommodate backfilling the Police schools grant (\$625,000 in FY 2004-05) and staffing a new fire station (FY 2006-07). The General Reserve Fund is not forecast to drop below the required 10% level during the five-year planning horizon.

Uncertainties

Council's FY 2003-04 Adopted Budget balances the General Fund for the life of the 5-year forecast. This approach will provide the Council with more flexibility in meeting future financial uncertainties that include:

Financial uncertainties include new business license fee structure, Shilo-Inn effect, and weak national economy.

* The City is in the process of restructuring the business license fee into a combined payroll and net income tax. Restructured fee revenues are expected to be revenue neutral initially, but Multnomah County payrolls have historically grown more slowly than business license revenues. In addition, staff will not be able to forecast restructured fee revenues because of a lack of data and the fact that this will be a totally new revenue stream. There is uncertainty as to how restructured fee revenues will behave in the out-years of the forecast, pending some experience with the restructured revenue stream.

- The Shilo Inn effect on General Fund property tax revenues is still not precisely known. FY 2002-03 represents the first full year of experience with this new property tax collection method. The long run effect of the Shilo Inn collection rule on property tax revenue compression is not known.
- * The national economy appears to continue its recovery from recession although growth continues to be very weak with little overall job creation. Both the state and regional economies show little evidence of recovery. Unemployment rates declined somewhat through the summer and fall of 2002, but trended back up during the first and second quarters of calendar 2003. If the recession continues on into FY 2004-05, out-year revenue forecasts are likely to suffer downward revisions.
- Last November voters approved two new City local option levies: a Parks five-year levy and a Children's Investment five-year levy. In addition, the voters also approved a new higher five-year County local option library levy. The City's FPD&R levy is also increased well beyond what was in previous forecasts and financial plans for FY 2003-04. It is uncertain, under this property tax system, what kind of impact these levy increases will have on overall levy compression and local government property tax revenues losses that accompany increased compression. The impact of the new levies and the FPD&R increase represents a major uncertainty for this fall.

Forecast Risk

The principal risk to the FY 2003-04 Adopted Budget and five-year General Fund financial plan is continued recession. Business license revenues have fallen almost 14% from their peak so far in this recession versus about 20% during the recession of the 1980s. If the recession continues to deepen and recession conditions persist on into FY 2004-05, subsequent revenues forecasts will show lower revenues making it difficult for Council to fund even the reduced current service levels in the Adopted Budget, even with the judicious use of counter-cyclical reserves.

In addition, the Oregon Legislature continues to grapple with a very large gap between statewide revenues and current service level costs. The General Fund's state shared cigarette and liquor tax revenues, about \$9.5 million annually in this forecast, may be at risk.

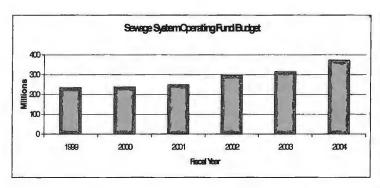
FINANCIAL OUTLOOK - OTHER FUNDS

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 presented. 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 bureaus' financial plans developed using information available through December 2002. The plans were reviewed and adjustments were incorporated into the budget. The following is a brief overview of the updated financial outlook for three of the City's major non-General Fund bureaus. For each bureau or fund the chart shows total fund expenditures.

Bureau of Environmental Services (BES)



BES' five-year financial plan forecasts an increase for the average single family bill of 6.5% in FY 2003-04. The Office of Management and Finance recommended over \$690,000 of reductions from ongoing expenditures that resulted in a rate increase of 6.2%.

The FY 2003-04 budget results in an increase of 6.2% for the average single family customer.

The BES budget contains operating program expenditures that are approximately \$3.5 million, or 4.3%, higher than the FY 2002-03 Revised Budget primarily because of an additional \$900,000 payment to the Water Bureau to support work on the billing system and \$550,000 to support the Portland Harbor Sediment Program. The latter funds will be used to support remedial investigation and analysis of contamination in the harbor, in coordination with other public and private property owners near the Superfund site.

Personal Services expenditures in support of 472 FTEs increase about \$1.9 million or 5.0%, due to cost of living adjustments, implementation of compensation studies, and the net addition of seven new FTEs. These are primarily technical staff to bolster programs in stormwater, industrial permit monitoring, regulatory improvement, and engineering activities.

External Materials and Services increased by \$5.2 million as a result of construction management services related to the construction phase of the Combined Sewer Overflow (CSO) projects, specifically the Westside CSO Tunnel and Pump Station. Operating External Materials and Services increase less than \$500,000, with most of the increase due to the Portland Harbor Sediment Program.

Internal Materials and Services increase by \$3.4 million over the revised budget. Over \$1.5 million of the increase is due to additional payments to the Water Bureau for the Customer Information Service (CIS), the combined water and sewer billing system, and over \$570,000 to the Office of Management and Finance for oversight on the implementation of a replacement billing/customer information system. An increase of over \$1.3 million reflects services from the Bureau of Maintenance for maintenance of the drainage and sanitary systems and additional CIP survey services from the Bureau of Transportation.

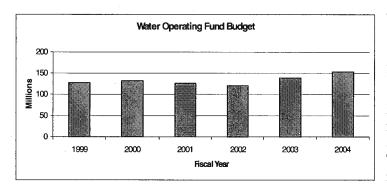
Capital costs remain the primary driver behind forecast rate increases.

Capital costs continue to be the prime driver behind the level of forecast rate increases. The largest category of capital improvement 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.

Bureau of Water Works The preliminary financial plan for Water projected an average retail rate increase of 10.6% - 14.4% in FY 2003-04. Modifications during the budget preparation process resulted in a budgeted average retail rate increase of 6.0%. Major reasons for the rate decrease include customer service savings (updated interagency agreement with Environmental Services and reduced costs for the new billing system), implementation of peak season cost allocations for wholesale customers, PERS savings, and budget cuts recommended by the Mayor.

The average water bill for single family residential retail customers will increase 6.0%.

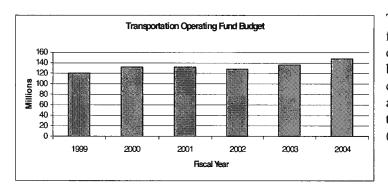


The operating budget of \$54.2 million is an increase of \$6.5 million from the FY 2002-03 Revised Budget of \$47.7 million.

Major reasons for this increase are new programs and higher service levels. Total positions have increased from 535 to 542.

The CIP budget of \$49.6 million reflects an increase of \$8.0 million from the FY 2002-03 Revised Budget. The bureau's ten-year Capital Improvement Plan includes an increase of about 7% per year for expenditures. This continued increase in capital spending represents the bureau's effort to address the need to replace major aging infrastructure, new methods of treatment in response to regulations, protection of water systems, and maintenance of the system's integrity.

Office of Transportation



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).

Transportation continues to confront an increasing gap between costs to maintain service levels and revenues. Service reductions in the past several years, and in particular \$6.4 million in ongoing program cuts beginning in FY 2002-03, have brought the Transportation Fund into balance for FY 2003-04. However, the cuts had significant effects upon service delivery and organizational capacity. Without new revenues, the funding gap is projected to be \$1.4 million in FY 2004-05, growing to \$4.2 million in FY 2007-08. The projected gap is primarily the result of state highway fund receipts failing to keep pace with inflation, plus increasing operation and maintenance costs.

The FY 2003-04 Adopted Budget for Transportation is \$128.6 million. This budget is 5% higher than the FY 2002-03 Revised Budget, primarily from non-discretionary sources. The capital budget increased \$4.7 million, while the operating budget increased \$1.8 million. GTR decreased \$2.2 million (4%) in nominal dollars, while inflation drove up costs an average of 4.5%. The budget contains 704 FTE, two more than the current year's revised budget.

Transportation continues to work to maintain the livability of the Portland community, to provide core maintenance requirements, and to respond to demands for transportation improvements in a significantly underfunded environment. New and stable resources are required to maintain, operate, and improve the community's transportation systems.

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.

Detailed information regarding the City's debt management policies is contained in the Appendix. The Appendix is in Volume Two of this budget document.

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2003.

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.

- \$65.3 million in voter-approved general obligation bonds for park system improvements and for emergency facilities improvements.
- \$11.4 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:

- \$897.7 million in sewer system revenue bonds
- \$93.8 million in water revenue bonds
- \$3.6 million in golf revenue bonds
- \$12.0 million in arena gas tax revenue bonds
- \$8.8 million in gas tax revenue bonds
- \$27.7 million in hydropower revenue bonds
- \$8.4 million in parking revenue bonds
- \$282.6 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:

- \$92.5 million in limited tax revenue bonds and certificates of participation for building improvements and equipment acquisition.
- \$17.3 million in arena limited tax and limited tax revenue bonds issued to fund public improvements for the Oregon Arena project. These bonds have been and are expected to be repaid from user fees and parking revenues derived from the operations of the Arena project.
- \$29.7 million in limited tax improvement bonds.

- \$27.4 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.
- ◆ \$135.4 million in limited tax revenue bonds for the Convention Center Expansion project (\$100 million), Civic Stadium Improvement project (\$33.6 million) and Portland Center for Performing Arts improvements (\$1.8 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.
- \$18.7 million in urban renewal lines of credit. It is expected these interim financing obligations will be retired with the proceeds of long-term tax increment bonds.
- \$0.7 million in lines of credit used to provide short-term and interim financing for local improvement district projects and housing preservation.
- ♦ \$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

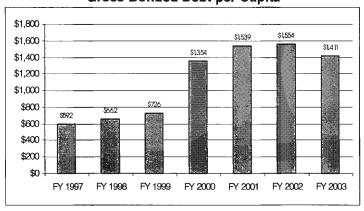
Under Oregon law (ORS 287.004), the City's general obligation debt limit is equal to three percent of the City's Real Market Valuation (\$52.7 billion), or about \$1.6 billion. Certain self-supporting bonds are exempted from this limitation. Currently the City has \$65.3 million outstanding in general obligation debt that is subject to the debt limitation.

Debt Limitation Criteria

Criteria	Limit
2002-03 REAL MARKET VALUE	\$52,662,700,989
THREE PERCENT OF REAL MARKET VALUE	\$ 1,579,881,030
CITY OUTSTANDING DEBT SUBJECT TO LIMIT	\$ 65,290,000
PERCENT OF LIMITATION OUTSTANDING	4.13%
DEBT MARGIN	\$ 1,514,591,030

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

Gross Bonded Debt per Capita



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.

In fiscal year 2003, the City issued refunding bonds for the Downtown Waterfront and Airport Way urban renewal areas. The City also refunded the Full Faith and Credit Bonds, 1993 Series A & B, Limited Tax Revenue Bonds, 2000 Series B (Interstate Max), and the Sewer System Revenue Refunding Bonds, 1993 Series A. These bonds were refunded to take advantage of lower interest rates.

In addition to the refunding bonds, the City issued \$197.1 million in Second Lien Sewer System Revenue Bonds, \$61.9 million in River District Urban Renewal and Redevelopment Bonds, and \$21.4 million in Limited Tax Improvement Bonds.

The City took draws on lines of credit totaling about \$55.8 million. The draws were taken to finance the \$19.6 million grant to the Portland school districts, \$1.0 million to the Children's Receiving Center, \$0.6 million for the streetcar extension, \$13.9 for local improvement projects, \$1.0 million for the Gateway urban renewal area, \$1.0 million for Parks property purchases, and \$18.6 million to fund Water Bureau capital projects.

Anticipated Debt Issuance in FY 2003-04

The City anticipates issuing the following debt obligations during FY 2003-04:

- \$90.0 million in water revenue bonds to fund system improvements.
- \$29.3 million in voter approved general obligation bonds to fund emergency facility improvements.

The City will likely incur additional indebtedness during FY 2003-04 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 Volume Two of the City budget. For example, all Water Bureau-related funds are found within the Public Utilities Service Area section. General Fund summaries are found in the Financial Summaries section of Volume One.

Types of Funds

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

Other Operating Funds: These funds support agencies such as Emergency Communications, Transportation, and the Bureau of Development Services (BDS). The Water and Environmental Services funds are commonly referred to as "enterprise" funds because they are self-supporting. Others, such as BDS and Transportation, receive ongoing General Fund subsidies as well as dedicated revenues.

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 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.

Permanent Funds: The City occasionally creates accounts for gifts or bequests that are legally restricted to the extent that only earnings and no principal may be used as designated by the donor. Currently the City has only one fund of this type, the Parks Endowment Fund.

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 in the PDC published 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 2003-04 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 the Financial Planning Division 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 Financial Planning, and reported to Council.

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

Adjustments to bureau budgets generally occur during one of these trimester reporting processes or, if legally required by 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 that Council's directives are being followed. Bureaus may also request changes to their budget during the year via ordinances.

The City has a system for monitoring the financial condition of its General Fund. A 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.

Types of Accounting

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

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

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Governmental funds include the General Fund, Transportation, other Special Revenue, Debt Service, Capital, and Permanent funds. Revenues are recognized as soon as they become both measurable and available. Federal and state grants are recorded to the extent that revenues are earned as eligible expenditures are incurred.

Expenditures are recorded when a liability is incurred, as under accrual accounting. Exceptions are:

- Claims and judgments
- Interfund transactions for services which are recorded on the accrual basis
- Interest expenditures on general long-term debt which are recorded when due
- Earned but unpaid vacations which are recorded as expenditures to the extent they are expected to be liquidated with expendable, available financial resources

Financial Reporting

The Comprehensive Annual Financial Report (CAFR) of the City presents a picture of the City's finances on a Citywide and individual fund basis. 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 the past 20 years.

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 20 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 fiscal affairs of the City 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 Government Auditing Standards, issued by the Comptroller General of the United States, and 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.

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 to maintain the City's Aaa (triple A) bond rating issued by Moody's, to ensure prudent debt decisions, and to lower 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 annual budget.

The City of Portland maintains a 10% General Fund cash reserve. The Council has successfully developed a General Fund Reserve budgeted at \$37 million for FY 2002-03, 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 multi-year period to adjust to slow-downs resulting from economic recession.

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 are defined. Guidelines make bureaus responsible for revenue collection. Direction is 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 resolving 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 and updated in 2001, this policy established 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 annual 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 Commission (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 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 provide a filter against which to base decisions, including those considered during the annual budget process.

The City intends to update the strategic plan over the next two years as part of the Managing for Results Initiative.

Portland - Multnomah County Benchmarks

During 1993, a public process including several hundred people was conducted to develop measures 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 continues to 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 is updated every two years, with the next update scheduled for the Spring of 2004.

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. Construction is currently underway of a north-south light rail line, which will extend from the Rose Quarter in inner Northeast Portland to the Expo Center, located in North Portland near the Columbia River. A vintage trolley system is also in operation on the light rail line, with plans under development for its expansion.

In July of 2001, the City began operation of a new streetcar system which runs 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.

The Water Bureau is working with the other water purveyors in the region to update the RWSP, including tasks to identify long-term water needs, to develop strategies for meeting those needs, and to determine specific facility requirements for the future. Part of this effort includes the ongoing negotiation of new wholesale water sales agreements to replace existing contracts that are scheduled to expire over the next three to five years.

Environmental Services Policy

The FY 2003-04 budget for the Bureau of Environmental Services (BES) reflects a number of policies, most intended to comply with federal and state requirements.

Endangered Species Act

City complies with federal ESA requirements to protect and restore salmon and steelhead species. 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 Endanger Species Act. To respond, the BES budget includes funding to develop comprehensive watershed plans for the Willamette River watershed as well as the Fanno/Tryon Creek, Johnson Creek, and Columbia Slough sub-watersheds. The plans will provide background information and recommendations to improve watershed health that will support the City's fish recovery efforts.

Combined Sewer Overflow Program

CSO capital program continues with Westside Tunnel construction in FY 2003-04.

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

Portland Harbor Sediments

The Environmental Protection Agency has listed the Willamette River Portland Harbor as a Superfund site on the National Priorites 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. BES, representing the City, participates in the Lower Willamette Group, a group of potentially responsible parties that has negotiated an administrative order with the EPA to fund and define the parameters of a remedial investigation and feasibility study to determine the extent of contamination in the Harbor.

Sustainable Development

Office of Sustainable Development

OSD carries out City/County policies on energy, global warming, green building, and sustainable operations.

In the Fall of 2000, City Council created the Office of Sustainable Development (OSD) by merging the former Energy Office and Bureau of Refuse Disposal. OSD implements and carries out the policies of the Portland Energy Policy, adopted by Council in 1990, and the Local Action Plan on Global Warming, adopted by both the City and Multnomah County in 2001. The office is also responsible to implement the Green Building Initiative, which Council adopted in 1999, and supports and staffs the joint City-County Sustainable Development Commission, which was created to carry out the Sustainable City Principles adopted in 1994.

Solid Waste

Solid waste programs are now managed by the Office of Sustainable Development. In creating OSD, Council assigned it responsibility for solid waste programs and policies. Council adopted ordinance 162497 in 1990 to establish residential garbage collection franchise areas, expand neighborhood-based recycling programs, and assess a garbage collection franchise fee. In January 1996, a commercial recycling program was implemented. In FY 2001-02, the City Council approved renewal of the franchise contracts with private haulers for the residential solid waste and recycling collection services. The FY 2003-04 budget supports the continuation of this franchise collection system as well as an extensive recycling and yard debris program.

Prosperous Portland

The City's first 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.

Economic Development Strategy

In October of 2002, the Portland Development Commission (PDC) released its Economic Development Strategy for the City of Portland. The strategy, resulting from the work of a blue ribbon committee appointed by the Mayor, continues the work started with Prosperous Portland. The recommended strategies and actions will become the basis of a five-year economic development plan to be managed by PDC for the City.

Arts Plan 2000+

Presented to Council in July of 1991, the Arts Plan 2000+ culminated an eighteen-month planning process launched by the City of Portland, the 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

Bureau of Emergency Communications (BOEC) BOEC will fund development of a five-year strategic plan using existing bureau resources. The strategic plan will be presented to Council by February 2004.

Fire and Police Disability and Retirement (FPD&R)

FPD&R, in conjunction with the bureaus of Police and Fire, will investigate implementation of the use of a limited duty position pilot project. The investigation will include a determination of whether a change to the City Charter is necessary. This report shall be delivered by mid-December 2003, in time for discussion during the early phases of budget development.

PARKS, RECREATION AND CULTURE

Portland Parks and Recreation

Parks shall carry out a one-year Off-Leash Area pilot project to develop a more effective approach to dogs in parks. This will include signage, improved enforcement, and better coordinated responses to complaints and other inquiries. The program has one-time funding for FY 2003-04, and it will be evaluated during the next budget cycle for continued funding.

COMMUNITY DEVELOPMENT

Office of Neighborhood Involvement (ONI) Neighborhood Inspections were moved from the Bureau of Development Services (BDS) to ONI effective July 1, 2004. ONI will closely monitor program performance, service impact and costs throughout the fiscal year. ONI will report to the Mayor and Council on this program during the budget development process for FY 2004-05.

LEGISLATIVE, ADMINISTRATIVE AND SUPPORT SERVICES

City Attorney

The Office of the City Attorney will investigate the establishment of a Special Litigation Unit. A report and recommendation will be delivered to Council by mid-December 2003 in time for early direction during the budget development process.

Special Appropriations

Regional Arts and Culture Council (RACC)

The City Council will convey the last of five \$200,000 payments to the Portland Opera in the next fiscal year budget that does not require reductions in other city services funded through the general fund. Further, it is the intent of the City Council to support an ongoing arts stabilization fund to be administered by the RACC when fiscally feasible.

Financial

The Office of Management and Finance (OMF) will hire a Comptroller by January 1, 2004. By the same date, OMF will develop and bring to Council new City Code language that clearly establishes responsibility for accounting policy, practice and financial reporting with the City's Accounting Manager/Comptroller.

General Fund

If General Fund discretionary revenue is found above forecasted growth, the first priority is to invest in capital (including PDOT capital).

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 2003-04 Adopted Budget as a whole, consolidating the budget figures across all the City's funds and bureaus.

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

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 2002-03 with FY 2003-04. 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 (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 personnel 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 (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 a term 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 shows operating and capital budgets by service areas.

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 2002-03 Revised Budget to the FY 2003-04 Approved Budget.

DISCRETIONARY VS. NON-DISCRETIONARY

Table 3 shows General Fund discretionary and total budgets by bureau.

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 City 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 does not include revenues restricted to certain activities and thus 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 2003-04 Adopted Budget is \$369,079,111. After subtracting the cost of those activities tied to non-discretionary funding sources, the flexible part of the General Fund is actually \$285,713,932. City Council can choose to dedicate discretionary resources to any service area, bureau or program.

SUMMARY OF AUTHORIZED FULL-TIME POSITIONS

Table 4 summarizes authorized 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. They do not include limited-term or part-time positions.

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 2002-03	Adopted FY 2003-04
RESOURCES		
External Revenues		
Property Taxes	267,069,802	316,060,543
Other Taxes	12,383,636	13,119,604
Licenses and Permits	110,735,563	126,376,118
Service Charges	326,444,215	352,016,676
Intergovernmental	151,115,814	137,578,248
Miscellaneous	49,218,353	55,254,8 9 7
Debt Proceeds	150,660,229	304,146,218
·Total External Revenues	1,067,627,612	1,304,552,304
Transfer from Other Funds		
Service Reimbursements	143,581,414	155,694,451
Cash Transfers	397,368,323	444,520,429
Total Transfers from Other Funds	540,949,737	600,214,880
Beginning Fund Balances	404,892,538	460,743,080
Total Budget	2,013,469,887	2,365,510,264
Less Interfund Transfers and Tax Anticipation Notes	(570,949,737)	(625,214,880)
TOTAL NET BUDGET	\$ 1,442,520,150	\$ 1,740,295,384
REQUIREMENTS		
Bureau Expenses		
Personal Services	403,133,396	416,540,055
External Materials & Services	419,865,334	520,516,109
Internal Materials & Services	143,484,222	155,227,906
Capital Outlay	163,920,277	219,641,648
Equipment Cash Transfers	97,192	466,545
Total Bureau Expenses	1,130,500,421	1,312,392,263
Fund Level Expenses		
Debt Service	218,531,424	252,046,721
Fund Level Cash Transfers	397,368,322	444,520,429
Inventory Increases	140,000	140,000
Contingency	214,008,335	265,660,326
Total Fund Level Expenses	830,048,081	962,367,476
Total Appropriated Budget	1,960,548,502	2,274,759,739
Unappropriated Ending Balance	52,921,385	90,750,525
Total Budget	2,013,469,887	2,365,510,264
Less Interfund Transfers and Tax Anticipation Notes	(570,949,736)	(625,214,880)
TOTAL NET BUDGET	\$ 1,442,520,150	\$ 1,740,295,384

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.

equirements such as contingencies, reserves, debi	Revised FY 2002-03		Adopted FY 2003-04			
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Public Safety						
Police	127,394,954	0	127,394,954	125,076,734	0	125,076,734
Emergency Management	0	0	0	956,252	0	956,252
Fire	65,547,643	1,712,268	67,259,911	66,648,219	1,173,004	67,821,223
Fire & Police Disability & Retirement	72,408,865	0	72,408,865	83,510,824	0	83,510,824
Bureau of Emergency Communications	12,739,950	0	12,739,950	12,683,744	0	12,683,744
Public Safety Fund - Capital	0	1,394,956	1,394,956	0	165,268	165,268
Other Public Safety	14,009,607	33,235,381	47,244,988	13,544,252	15,742,435	29,286,687
Total Public Safety	292,101,019	36,342,605	328,443,624	302,420,025	17,080,707	319,500,732
Parks, Recreation and Culture						
Parks and Recreation	42,552,554	0	42,552,554	45,803,469	0	45,803,469
Parks Bond Construction Fund	0	15,573	15,573	0	0	0
Parks Construction Fund	0	8,974,986	8,974,986	0	9,398,038	9,398,038
Parks Local Option Levy	0	0	0	4,983,081	0	4,983,081
Golf	5,252,747	1,425,491	6,678,238	4,920,046	600,000	5,520,046
Portland International Raceway	1,018,396	0	1,018,396	1,118,262	0	1,118,262
Spectator Facilities	2,610,029	849,087	3,459,116	1,634,225	850,000	2,484,225
Other Parks, Recreation and Culture	8,900,589	0	8,900,589	8,759,201	0	8,759,201
Total Parks, Recreation and Culture	60,334,315	11,265,137	71,599,452	67,218,284	10,848,038	78,066,322
Public Utilities	, , , , , ,		, , , , , ,		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
Environmental Services - Sewer	81,196,876	92,037,249	173,234,125	84,721,809	145,496,711	230,218,520
	, .	0	0		0	0
Hydroelectric Power	936,550	0	936,550	547,267	0	547,267
Water	50,193,783	39,075,300	89,269,083	54,180,688	49,580,400	103,761,088
Sustainable Dev Refuse Disposal	3,018,977	0	3,018,977	2,948,814	0	2,948,814
Other Public Utilities	8,230,294	325,000	8,555,294	8,307,951	325,000	8,632,951
Total Public Utilities	143,576,480	131,437,549	275,014,029	150,706,529	195,402,111	346,108,640
Community Development						
Cable and Franchise Management	1,740,124	0	1,740,124	1,719,697	0	1,719,697
Cable Fund	2,964,594	0	2,964,594	2,885,344	0	2,885,344
Housing & Community Dev. Op	13,568,496	0	13,568,496	9,362,037	0	9,362,037
Children's Investment Fund	0	0	0	8,450,000	0	8,450,000
Housing & Community Dev. Fund	20,733,052	0	20,733,052	16,300,867	0	16,300,867
LID Construction	3,398,741	2,249,161	5,647,902	5,444,890	3,359,713	8,804,603
Office of Neighborhood Involvement	5,240,308	0	5,240,308	7,265,955	0	7,265,955
Planning and Development Review	29,729,324	0	29,729,324	28,222,484	0	28,222,484
Planning	8,621,509	0	8,621,509	8,099,627	0	8,099,627
Office of Sustainable Development	2,986,317	0	2,986,317	3,106,040	0	3,106,040
Transfers to PDC	43,440,000	0	43,440,000	152,232,000	0	152,232,000
Other Community Development	46,958,807	288,882	47,247,689	38,169,786	205,685	38,375,471
Total Community Development	179,381,272	2,538,043	181,919,315	281,258,727	3,565,398	284,824,125
Transportation and Parking	170,001,272	2,000,040	101,010,010	201,200,727	0,000,000	204,024,120
Parking facilities	5,177,686	3,150,151	8,327,837	3,643,786	904,966	4,548,752
Transportation and Street Lighting	82,335,560	39,770,513	122,106,073	84,143,492	44,447,197	128,590,689
Other Transportation and Parking	5,100,386	0	5,100,386	5,456,871	0	5,456,871
	92,613,632	42,920,664	135,534,296		45,352,163	
Total Transportation and Parking Legislative, Administrative & Support	92,013,032	42,820,004	130,034,286	93,244,149	40,002,103	138,596,312
Services						
City Attorney	4,889,929	0	4,889,929	5,160,2 2 4	0	5,160,224
	1 .,555,525	ū	.,_00,020	-,,	Ū	-,100,227

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 2002-03			Adopted FY 2003-04	
	Operating Budget	Capital Improvements	Tot ai Expenditures	Operating Budget	Capital Improvementa	Total Expenditures
City Auditor	6,660,382	0	6,660,382	6,862,585	0	6,862,585
General Services - Administration	0	0	0	0	0	0
Business License Surcharge	0	0	0	304,594	0	304,594
General Services - Communications	9,264,080	2,743,000	12,007,080	11,039,984	0	10,601,984
General Services - Facilities Services	11,790,546	1,526,479	1 3,317,025	12,422,731	4,579,213	17,001,944
General Services - Fleet	20,803,034	0	20,803,034	21,195,783	0	21,195,783
General Services - Printing and Dist.	6,433,698	0	6,433,698	6,333,095	0	6,333,095
Government Relations	751,627	0	751,627	730,366	0	730,366
Information Technology	16,594,208	0	16,594,208	16,499,539	0	16,499,539
Insurance and Claims	6,841,934	0	6,841,934	6,986,404	0	6,986,404
Licenses	3,796,755	0	3,796,755	4,031,091	0	4,031,091
Management and Finance	23,112,752	0	23,112,752	25,298,228	0	25,298,228
Mayor and Commissioners' Offices	3,811,916	0	3,811,916	4,033,582	0	4,033,582
Purchases	0	0	0	0	0	0
Worker's Compensation	4,454,294	0	4,454,294	5,375,314	0	5,375,314
Other Leg, Admin & Support Services	14,500,071	0	14,500,071	14,443,399	0	14,443,399
Total Legislative, Administrative & Support Services	133,705,226	4,269,479	137,974,705	140,716,919	4,579,213	145,296,132
PDC Urban Renewal Debt						
Waterfront Renewal Debt Service	15,000	0	15,000	0	0	0
Total PDC Urban Renewal debt	15,000	0	15,000	0	0	0
TOTAL EXPENDITURES	\$ 901,613,993	\$ 228,773,477	\$1,130,500,421	\$1,035,564,633	\$ 276,827,630	\$1,312,392,263
FUND REQUIREMENTS						
Ending Fund Balance			52,921,385			90,750,525
Contingency			214,121,286			265,660,326
GF Overhead Transfers			10,808,064			13,005,058
Grants Transfers			25,763,560			21,834,186
Other Cash Transfers			360,796,698			409,681,185
Inventory Increases			140,000			140,000
Debt Retirement			218,531,424			252,046,7 2 1
TOTAL CITY BUDGET	\$	\$	\$2,013,469,887	\$	\$	\$2,365,510,264
TOTAL NET CITY BUDGET	\$	\$	\$1,442,520,150	\$	\$	\$1,740,295,384

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

	Discretion	nary Budget	Tota	l Budget
	Revised FY 2002-03	Adopted FY 2003-04	Revised FY 2002-03	Adopted FY 2003-04
RESOURCES				
Property Taxes	148,074,994	151,594,887	148,074,994	151,594,887
Lodging Taxes	10,388,630	10,978,701	10,388,630	10,978,701
Business Licenses	43,640,528	40,664,039	43,640,528	40,664,039
Utility License Fees	52,058,100	57,235,993	52,058,100	57,235,993
Service Charges and Other	847,302	3,100,674	19,343,413	21,473,186
Intergovernmental	11,334,869	11,783,024	35,608,506	27,497,211
Transfers from Other Funds/Agencies	3,415,395	1,194,569	43,042,402	47,085,069
Beginning Fund Balance	10,872,084	8,349,115	13,484,670	13,749,115
TOTAL GENERAL FUND RESOURCES	\$ 280,631,902	\$ 284,901,001	\$ 365,641,243	\$ 370,278,201
EXPENSES			1	
City Attorney	1,574,447	1,573,075	4,889,929	5,160,224
City Auditor	2,447,100	2,246,077	6,660,382	6,862,585
Cable & Franchise Management	1,423,238	1,403,581	1,740,124	1,719,697
Commissioner #1	300,531	273,164	646,869	653,787
Commissioner #2	300,203	272,451	636,869	620,551
Commissioner #3	300,634	274,165	671,772	757,207
Commissioner #4	121,665	270,283	410,798	615,579
Community Development	2,678,248	2,976,616	13,568,495	9,362,037
Office Sustainable Development	285,767	441,896	2,986,317	3,106,040
Office Management & Finance	2,873,037	3,857,637	23,112,752	25,298,228
Fire	62,794,414	64,924,996	67,294,911	67,821,223
Overhead Difference	0	0	0	0
Governmental Relations	326,420	301,912	751,627	730,366
Licenses	2,593,509	2,537,006	3,796,755	4,031,092
Mayor	663,122	559,215	1,445,608	1,386,458
Office Emergency Management	0	367,022	0	956,251
Neighborhood Involvement	3,663,760	4,566,813	5,127,357	7,265,955
Parks & Recreation	29,944,555	29,505,189	42,552,554	45,803,469
Planning	5,933,763	6,650,375	8,621,509	8,099,627
Police	110,346,578	112,598,183	127,394,954	125,076,734
Parks Stores	25,000	25,000	25,000	25,000
Special Appropriations	21,988,007	19,354,118	23,239,880	19,603,864
Total Bureau Expenses	250,583,997	254,978,774	335,574,462	334,955,974
Transfers To Other Funds	27,213,308	26,419,484	27,232,184	26,419,484
TANS & Interest	0	0	0	0
Contingency-Operating & Unforeseen	1,406,441	3,502,743	1,406,441	3,502,743
Contingency-Encumbrance Carryover	1,428,156	0	1,428,156	5,400,000
TOTAL GENERAL FUND EXPENSES	\$ 280,631,902	\$ 284,901,001	\$ 365,641,243	\$ 370,278,201

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.

This table summarizes the number of regular full-time positions authorized in each bureau or fund. Limited-term or part-time positions are not included.

	Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03	Adopted FY 2003–04	Change
General Fund					
City Attorney	40	38	38	37	-1
City Auditor	58	66	65	63	-2
Cable Communications	6	7	7	7	0
Commissioner of Public Affairs	7	7	7	8	1
Commissioner of Public Works	8	8	7	7	0
Commissioner of Public Utilities	7	7	7	7	0
Commissioner of Public Safety	6	6	4	7	3
Emergency Management	0	0	0	6	6
Sustainable Development	21	22	24	25	1
OMF - Bus Ops	8	35	34	33	-1
OMF - Financial Services	62	58	58	57	-1
OMF - Human Resources	37	55	54	54	0
Bureau of Fire, Rescue and Emergency Services	743	721	710	701	-9
Government Relations	5	4	5	4	-1
Community Development	21	21	26	23	-3
Licenses	46	39	38	39	1
Mayor	16	15	15	15	0
Neighborhood Involvement	43	44	46	58	12
Parks - GF	337	344	311	350	39
Planning	67	69	68	61	-7
Police	1,249	1,284	1,284	1,257	-27
Purchases	28	29	27	29	2
Total General Fund	2,814	2,878	2,835	2,848	13
Other Funds	_,-,-,	_,-,-	_,	_,	
Emergency Communications	160	133	133	127	-6
Environmental Services	458	456	456	472	16
OMF - Communications	38	38	42	42	0
OMF - Facilities	37	37	35	37	2
OMF - Health	7	6	6	6	0
OMF - Information Technology	, 50	129	128	126	-2
OMF - Risk	27	19	18	17	-2 -1
OMF - Vehicle Services	83	83	83	83	0
BDS	302	297	286	266	
Golf	302	38	39	34	-20 -5
Hydroelectric Power Division		36	39	34	
-	3				0
Parks Construction	11	14	11	15 6	4
PIR OME Deinting & Distribution	6	6	6	6	0
OMF - Printing & Distribution	29	29	27	26	-1
Transportation	713	702	702	704	2
Water Division	543	528	535	542	7
Total Other Funds	2,499	2,519	2,510	2,506	-4
TAL CITY	5,313	5,397	5,345	5,354	99

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

Service Area	Adopted	Capital Plan						
Bureau	Prior Years	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007–08	5-Year Total
Public Safety								
Bureau of Fire, Rescue & Emergency	3,187,500	1,747,268	1,173,004	1,362,196	1,090,701	1,120,260	1,150,648	5,896,809
Bureau of General Services	497,726	5,734,191	14,887,435	11,343,584	4,639,584	6,005,584	2,060,584	38,936,771
Total Public Safety	3,685,226	7,481,459	16,060,439	12,705,780	5,730,285	7,125,844	3,211,232	44,833,580
Parks, Recreation and Culture								
Bureau of Parks and Recreation	12,688,481	13,039,564	10,626,614	12,149,055	14,867,775	8,584,175	10,337,000	56,564,619
Spectator Facilities	1,309,478	799,354	850,000	850,000	850,000	850,000	850,000	4,250,000
Total Parks, Recreation and Culture	13,997,959	13,838,918	11,476,614	12,999,055	15,717,775	9,434,175	11,187,000	60,814,619
Public Utilities								
Bureau of Environmental Services	224,179,805	87,600,752	145,496,711	129,494,635	81,200,494	74,625,203	120,972,175	551,789,218
Bureau of Water Works	41,324,642	39,337,300	49,580,400	64,059,000	64,896,000	65,657,000	66,160,000	310,352,400
Environmental Remediation Division	0	325,000	325,000	0	0	0	0	325,000
Total Public Utilities	265,504,447	127,263,052	195,402,111	193,553,635	146,096,494	140,282,203	187,132,175	862,466,618
Community Development								
Bureau of General Services	0	288,882	205,685	45,200	108,200	1,637,000	1,617,000	3,613,085
Total Community Development & Ser-	0	288,882	205,685	45,200	108,200	1,637,000	1,617,000	3,613,085
Transportation and Parking								
Bureau of General Services	0	0	904,966	1,002,450	1,340,238	1,477,812	1,509,240	6,234,706
Office of Transportation	11,296,161	18,921,569	46,500,099	33,947,248	21,099,731	15,565,209	3,660,307	120,772,594
Total Transportation and Parking	11,296,161	18,921,569	47,405,065	34,949,698	22,439,969	17,043,021	5,169,547	127,007,300
Legislative, Administrative & Support S	vcs							
Bureau of General Services	314,000	663,000	2,310,000	1,931,000	2,094,000	1,258,000	2,994,000	10,587,000
Total Legislative, Administrative & Sup-	314,000	663,000	2,310,000	1,931,000	2,094,000	1,258,000	2,994,000	10,587,000
Total City Capital Plan	\$294,797,793	\$168,456,880	\$272,859,914	\$256,184,368	\$192,186,723	\$176,780,243	\$211,310,954	\$1,109,322,202

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

Service Area		Revised	Adopted		Capita	al Plan		
Fund Group	Prior Years	FY 2002-03	FY 200304	FY 200405	FY 2005-06	FY 2006-07	FY 2007-08	5-Year Total
Public Safety								
Bureau Revenues	0	406,967	1,879,935	768,584	602,584	834,584	425,584	4,511,271
Fund Balance	497,726	3,320,274	613,500	0	0	0	0	613,500
General Fund Discretionary	3,187,500	2,005,218	1,423,004	2,262,196	1,990,701	2,020,260	2,050,648	9,746,809
General Obligation Bonds	0	1,749,000	12,144,000	9,675,000	3,137,000	3,350,000	735,000	29,041,000
Intergovernmental	0	0	0	0	0	921,000	0	921,000
Total Public Safety	3,685,226	7,481,459	16,060,439	12,705,780	5,730,285	7,125,844	3,211,232	44,833,580
Unfunded	0	0	0	13,832,000	51,362,000	60,301,000	23,369,000	148,864,000
Total Grand Total	3,685,226	7,481,459	16,060,439	26,537,780	57,092,285	67,426,844	26,580,232	193,697,580
Parks, Recreation and Culture								
Bureau Revenues	1,330,478	1,019,354	879,825	870,000	850,000	850,000	850,000	4,299,825
Fund Balance	0	1,096,504	839,439	20,000	0	0	0	859,439
General Fund Discretionary	2,220,850	2,595,000	2,114,628	1,800,000	2,645,000	2,175,000	2,425,000	11,159,628
Grants/Donations	0	2,705,000	382,834	5,285,000	2,320,000	2,157,000	20,000	10,164,834
Intergovernmental	210,065	50,000	404,000	0,200,000	0	0	0	404,000
Others Financing	0	60,000	446,096	1,192,500	7,941,000	2,216,000	6,167,000	17,962,596
Revenue Bonds	0	94,000	153,000	0	0	0	0,707,000	153,000
Service Charges and Fees	1,213,071	1,425,491	650,000	1,250,000	425,000	1,000,000	525,000	3,850,000
System Development Charges	5,463,804	3,967,719	4,300,660	837,775	1,036,775	1,036,175	1,200,000	8,411,385
Tax Increment Financing	3,559,691	775,850		1,743,780	500,000	1,030,173	1,200,000	3,549,912
Total Parks, Recreation and Culture	13,997,959	13,838,918	1,306,132	12,999,055	15,717,775	9,434,175	11,187,000	60,814,619
Public Utilities	13,997,959	13,030,910	11,470,014	12,999,000	15,717,775	9,434,175	11,107,000	60,614,619
	1 400 755	E E00 000	6 667 500	4 4EE E00	2 767 500	2 622 500	4,597,500	22 121 500
Bureau Revenues	1,423,755	5,590,000	6,667,500	4,456,500	3,767,500	3,632,500		23,121,500
Grants/Donations	8,842,613	2,795,200	521,794	6,947,840	5,100,000	130,000	0	12,699,634
Others Financing	6,951,411	2,732,358	4,293,501	4,039,448	2,532,673	2,327,523	3,773,549	16,966,694
Revenue Bonds	191,869,095	97,510,752	147,793,106	151,464,179	116,779,345	116,560,072	151,900,626	684,497,328
Service Charges and Fees	56,417,573	18,634,742	36,126,210	26,645,668	17,916,976	17,632,108	26,860,500	125,181,462
Total Public Utilities	265,504,447	127,263,052	195,402,111	193,553,635	146,096,494	140,282,203	187,132,175	862,466,618
Community Development								
Bureau Revenues	0	288,882	205,685	45,200	108,200	137,000	117,000	613,085
Others Financing	0	0	0	0	0	1,500,000	1,500,000	3,000,000
Total Community Development & Ser-	0	288,882	205,685	45,200	108,200	1,637,000	1,617,000	3,613,085
Transportation and Parking								
Bureau Revenues	1,272,067	904,290	4,201,972	629,783	197,076	202,988	209,078	5,440,897
Fund Balance	70,277	892,798	711,489	0	0	0	0	711,489
General Fund Discretionary	450,000	350,000	400,000	400,000	400,000	400,000	400,000	2,000,000
General Transportation Revenue	1,813,466	1,421,799	1,988,388	1,480,000	1,480,000	1,480,000	1,480,000	7,908,388
Grants/Donations	4,966,132	3,040,657	14,327,715	13,932,633	10,732,650	6,285,976	0	45,278,974
Intergovernmental	1,294,708	6,046,680	18,831,654	7,651,104	4,040,590	120,000	0	30,643,348
Others Financing	0	0	904,966	1,002,450	1,340,238	1,477,812	1,509,240	6,234,706
Revenue Bonds	0	3,222,000	3,867,500	2,490,000	0	0	0	6,357,500
Service Charges and Fees	884,334	1,187,742	1,534,286	1,351,104	1,398,104	1,447,304	1,485,504	7,216,302
System Development Charges	545,177	1,855,603	637,095	6,012,624	2,851,311	5,628,941	85,725	15,215,696
Total Transportation and Parking	11,296,161	18,921,569	47,405,065	34,949,698	22,439,969	17,043,021	5,169,547	127,007,300
Legislative, Administrative & Support Sv								<u></u>
Bureau Revenues	314,000	663,000	2,310,000	1,931,000	2,094,000	1,258,000	2,994,000	10,587,000
Total Legislative, Administrative & Sup-	314,000	663,000	2,310,000	1,931,000	2,094,000	1,258,000	2,994,000	10,587,000
<u>.</u>	÷ : .,500	,	_,,,,,,,,,		_,_, .,.00	-,===,===	_,55.,500	3,77.,000

		Revised	Adopted	_	Capita	al Plan		
	Prior Years	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	5-Year Tota
Public Safety								
All Area	3,650,226	6,002,059	6,396,939	3,479,780	4,981,285	41,717,844	11,978,232	68,554,080
Central City	0	0	470,500	0	28,014,000	14,237,000	0	42,721,500
East	0	0	153,000	0	0	24,000	0	177,000
North	0	140,400	450,000	672,000	44,000	0	735,000	1,901,000
Northeast	0	1,304,000	1,042,000	7,222,000	7,528,000	385,000	0	16,177,000
Northwest	35,000	3 5,000	2,552,000	2,459,000	35,000	35,000	13,867,000	18,948,000
Southeast	0	0	469,000	794,000	7,093,000	8,865,000	0	17,221,000
Southwest	0	0	4,527,000	11,911,000	9,397,000	2,163,000	0	27,998,000
Total Public Safety	3,685,226	7,481,459	16,060,439	26,537,780	57,092,285	67,426,844	26,580, 2 32	193,697,580
Parks, Recreation and Culture								
All Area	5,660,254	7, 3 87,223	4,997,058	2,155,275	5,924,775	3,442,175	2,835,000	19,354,283
Central City	1,409,215	575,000	67,500	350,000	1,500,000	1,200,000	1,101,000	4,218,500
East	50,000	0	680,746	0	. 0	535,000	4,956,000	6,171,746
North	1,137,071	1,974,850	1,828,674	5,650,000	1,725,000	800,000	325,000	10,328,674
Northeast	2,234,478	1,489,174	1,722,242	1,175,000	1,420,000	850,000	850,000	6,017,242
Northwest	2,812,281	295,000	998,000	1,970,000	970,000	470,000	20,000	4,428,000
Southeast	524,200	1,125,000	889,721	385,000	2,300,000	2,137,000	1,100,000	6,811,721
Southwest	170,460	992,671	292,673	1,313,780	1,878,000	0	0	3,484,453
Total Parks, Recreation and Culture	13,997,959	13,838,918	11,476,614	12,999,055	15,717,775	9,434,175	11,187,000	60,814,619
Public Utilities								
All Area	154,605,853	84,665,255	146,892,135	126,295,998	89,702,222	89,364,365	136,691,000	588,945,720
Central City	3,709,915	845,000	2,395,000	150,000	0	0	0	2,545,000
East	11,437,528	8,667,300	19,914,242	33,194,100	30,688,000	23,320,000	8,041,000	115,157,342
North	31,479,068	2,3 88,650	5,745,227	8,621,909	8,209,000	6,406,000	5,500,000	34,482,136
Northeast	16,176,864	12,525,000	9,268,508	14,594,378	15,555,572	4,536,538	7,831,300	51,786,296
Northwest	27,644,187	9,060,000	1,955,609	6,087,000	0	0	53,175	8,095,784
Southeast	16,536,840	6,435,490	5,019,390	4,419,000	1,941,700	16,605,300	25, 3 33,700	53,319,090
Southwest	2,441,470	2,025,127	2,651,000	191,250	0	50,000	682,000	3,574,250
West	1,472,723	651,230	1,561,000	0	0	0	3,000,000	4,561,000
Total Public Utilities	265,504,448	127,263,052	195,402,111	193,553,635	146,096,494	140,282,203	187,132,175	862,466,618
Community Development								
Central City	0	2 88,882	205,685	45,200	108,200	1,637,000	1,617,000	3,613,085
Total Community Development & Ser-	0	2 88,882	205,685	45,200	108,200	1,637,000	1,617,000	3,613,085
Fransportation and Parking								
All Area	259,285	4,564,242	5,574,378	1,925,977	1,248,791	1,399,443	1,401,191	11,549,780
Central City	3,017,902	1,935,478	3,347,602	3,303,910	3,284,648	3,183,661	3,257,631	16,377,452
East	1,164,554	25,000	22,098	0	0	0	0	22,098
North	2,077,790	4,870,225	2,740,683	1,232,539	932,290	1,116,956	0	6,022,468
Northeast	1,177,554	4,617,637	12,017,677	15,136,591	15,065,640	7,837,754	85,725	50,143,387
Northwest	1,016,437	1,088,911	5, 661,569	5, 145,33 8	857,010	400,000	400,000	12,463,917
Southeast	1,441,181	1,612,981	3,462,412	2,976,219	926,590	2,047,049	0	9,412,270
Southwest	1,141,458	207,095	14,578,646	5,229,124	125,000	1,058,158	25,000	21,015,928
Total Transportation and Parking	11,296,161	18,921,569	47,405,065	34,949,698	22,439,969	17,043,021	5,169,547	127,007,300
Legislative, Administrative & Support St	/cs							
Central City	314,000	663,000	2,188,000	1,628,000	1,883,000	1,133,000	2,930,000	9,762,000
North	0	0	122,000	143,000	117,000	0	27,000	409,000
Southeast	0	0	0	160,000	94,000	125,000	37,000	416,000
Total Legislative, Administrative & Sup-	314,000	663,000	2,310,000	1,931,000	2,094,000	1,258,000	2,994,000	10,587,000
otal City Capital Plan						\$237,081,243		

OPERATING & MAINTENANCE - TABLE 8

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

Service Area		Revised	Adopted		Capita	l Plan		
Fund Group	Prior Years	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	5–Year
Public Safety								
Bureau of Fire, Rescue & Emergency		0	0	0	0	0	0	0
Bureau of General Services		300,000	300,000	300,000	320,000	1,344,991	2,540,000	4,804,991
Total Public Safety			300,000	300,000	320,000	1,344,991	2,540,000	4,804,991
Parks, Recreation and Culture								
Bureau of Parks and Recreation		79,950	79,950	237,700	514,430	777,000	1,612,750	3,221,830
Spectator Facilities		0	0	0	0	0	0	0
Total Parks, Recreation and Culture			79,950	237,700	514,430	777,000	1,612,750	3,221,830
Public Utilities								
Bureau of Environmental Services		198,000	198,000	180,790	1,121,240	1,152,845	1,361,265	4,014,140
Bureau of Water Works		0	0	0	0	0	0	0
Total Public Utilities			198,000	180,790	1,121,240	1,152,845	1,361,265	4,014,140
Transportation and Parking					· · · · · ·			
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	51,248	51,248	51,248	256,240
Total Net O&M Costs	\$	\$	\$ 629,198	\$ 769,738	\$ 2,006,918	\$ 3,326,084	\$ 5,565,263 \$	12,297,201



Table of Contents

Pı	ublic Safety	. 75
	Bureau of Police	. 79
	Bureau of Fire, Rescue and Emergency Services	103
	Bureau of Emergency Communications	127
	Office of Emergency Management	145
	Fire & Police Disability & Retirement	153



Public Safety

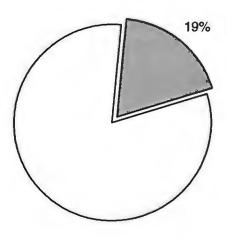
Bureau of Police

Bureau of Fire, Rescue and Emergency Services

Office of Emergency Management

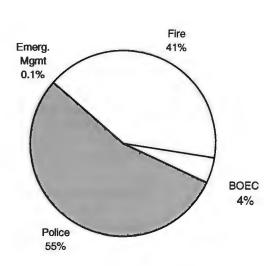
Bureau of Emergency Communications Fire & Police Disability & Retirement

Percent of City Budget Public Safety = \$326.3 Million



City Budget = \$1.74 Billion

Bureau Pie Chart



Service Area Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	278,091,412	288,875,773	10,784,361	-2.6%
Capital	1,712,268	1,173,004	-539,264	-35.8%
Allocated Overhead Costs	5,147,629	5,789,557	641,928	5.4%
Total Cost with Allocated Overhead	\$ 284,951,309	\$ 295,838,334	\$ 10,887,025	-2.7%
Authorized Full-Time Positions	2,127	2,091	-36	-7.8%

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, the Bureau of Emergency Communications (BOEC), and the Office of Emergency Management. The Fire and Police Disability and Retirement funds are also included in the service area.

MAJOR THEMES

The Adopted Budget minimizes reductions in the Police, Fire, and Emergency Communications bureaus:

- Reductions in Police, Fire, BOEC, are limited to 2.19% from their current service levels (CSL). This amounted to cuts of over \$3 million.
- The Mayor has established a new Office of Emergency Management, transferring existing staff from the Fire Bureau to the new organization and providing funding for three new, additional staff.

Police Bureau

The Police Bureau's Adopted Budget for FY 2003-04 reflects a net reduction of \$2.45 million from current service level. This includes \$2.49 million in program reductions as well as some budget enhancements. A set aside of \$517,620 for Police overtime has also been included in the City's General Fund contingency. Some significant budget adjustments are included below:

- Reduce interagency agreements (\$143,749).
- Eliminate Director of Services and Support staff (\$173,316).
- Leave 46 sworn staff positions vacant (\$2,208,184).
- Transfer support for Domestic Violence Coordinator services to the Police Bureau from the Bureau of Housing and Community Development - (\$34,747).

Other FY 2003-04 Adopted Budget decisions include reduced Public Employee Retirement System (PERS) costs, increased rates from the Bureau of Technology Services, increased interagency funding from the Office of Transportation, and one-time funding for compliance with the Health Insurance Portability and Accountability Act (HIPAA).

Fire Bureau

The Adopted Operating Budget for the Portland Fire Bureau is reduced a net of \$1.5 million. These cuts will impact the bureau's ability to train personnel and to provide public safety and outreach services to citizens. Some significant reductions include the following:

- Modify staffing by shifting personnel to a Traveler Pool (\$648,960). This reduces premium pay by having more staff available to fill in for firefighters at training or who are on leave.
- Eliminate three positions (\$239,788).
- Increase Code Enforcement fees and eliminate some General Fund support -(\$150,000).

In addition, the Community Emergency Services program and part of the Portland Office of Emergency Management program is transferred to the newly created Office of Emergency Management.

Bureau of Emergency Communications

BOEC's FY 2003-04 Adopted Budget (not including fund-level expenses) reflects a net reduction of approximately \$397,040 from current service level. \$447,452 is added to cover additional expenses, such as restoring Net 8 services and one-time human resources costs related to HIPAA compliance. \$844,492 in reductions are also included and primarily reflect changes in PERS costs, modifications in the Bureau of Technology Services' rate methodology, and reductions in facilities costs.

Office of Emergency Management

The Adopted Budget creates the City's Office of Emergency Management with the start of FY 2003-04. The office centralizes leadership and coordination responsibility of emergency management services into a single organization under the direction of the Mayor.

Fire and Police Disability and Retirement Fund

Although the Pension and Disability Programs remain programmatically the same, the fund has experienced significant cost increases in the past few years. The budget for FY 2003-04 assumes that the trend will continue in the immediate future. The current system relies on a tax levy authorized in 1948 which provides up to \$2.80 per \$1,000 of real market value on property within the City of Portland.



Bureau of Police

Public Safety Service Area

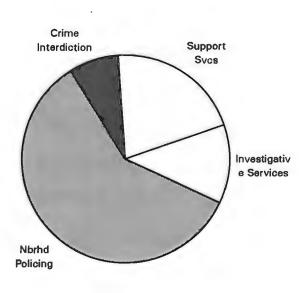
Mayor Vera Katz, Commissioner-in-Charge Mark Kroeker, Chief of Police

Percent of General Fund

Police = \$125.1 Million

34.2%

Bureau Programs



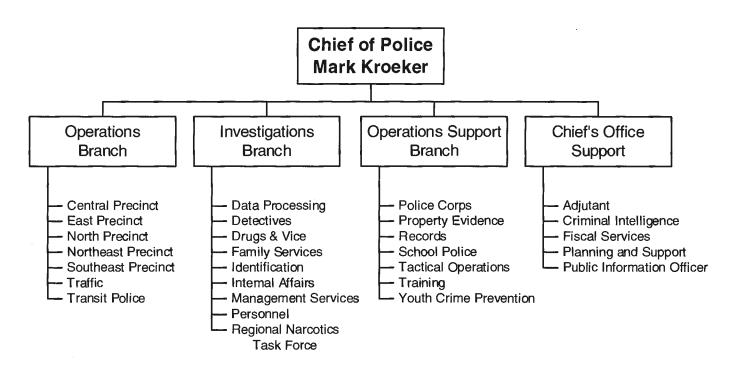
General Fund = \$365.5 Million

Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	127,394,954	125,076,734	-2,318,220	-8.0%
Capital	0	0	0	0.0%
Allocated Overhead Costs	3,676,548	4,038,642	362,094	3.0%
Total Cost with Allocated Overhead	\$ 131,071,502	\$ 129,115,376	\$ -1,956,126	-7.6%
Authorized Full-Time Positions	1,284	1,257	-27	-8.2%

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

Portland Police Bureau



Bureau Summary

BUREAU 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.

VISION AND VALUES

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 the community, 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 the community 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, crime resistant neighborhoods.

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. The cornerstones 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 resources, strategies, and outcomes.

BUREAU OVERVIEW

Organizational Description

The bureau is managed and directed by the Chief of Police and three Assistant Chiefs. The Director of Services position has been eliminated. The bureau is comprised of the Chief's Office and three branches: Operations, Investigations, and Operations Support.

Chief's Office

The Chief's Office includes the Chief's staff, Fiscal Services, Public Information Office, Criminal Intelligence, Mayor's Security, and Planning and Support.

The bureau is comprised of the Chief's Office and three branches: Operations, Investigations, and Operations Support.

Operations Branch

The Operations Branch is comprised of the five precincts and the Traffic and Transit Police Divisions. This branch provides neighborhood policing services to help reduce crime and the fear of crime.

Investigations Branch

The Investigations Branch includes the following divisions: Detectives, Drugs and Vice, Internal Affairs, Identification, Data Processing, Management Services, Personnel, Regional Narcotics Task Force, and Family Services.

Operations Support Branch

The Operations Support Branch includes the following divisions: Tactical Operations, Training, Police Corps, Property Evidence, Records, School Police, and Youth Crime Prevention.

The Tactical Operations Division includes the Special Emergency Response Team (SERT), Explosives Disposal, the Youth Gun Anti-Violence Task Force (YGAT), and Gang Enforcement Team (GET) Units. This division responds to emergency and tactical situations.

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.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Overview

Since 1998, major crimes have decreased 2% and have remained at the same level since calendar year 2001. Total calls for service, including self-initiated and dispatched calls, have increased 3% from 2001. Although homicides during the initial weeks of 2003 indicate the potential for an increase in the murder rate, the city has seen a significant decrease in murders since calendar year 1999 and the current murder rate has remained constant since 2000.

The FY 2003-2004 Adopted Budget includes continued officer vacancies and the elimination of the Director of Services position. The bureau will not eliminate the sworn vacancies in the hope that an upturn in the economy will enable a return to full staffing. With the elimination of the Director of Services position, all divisions under the Support Services Branch will be redistributed among the Operations, Investigations, and Operations Support branches.

SUMMARY OF BUDGET DECISIONS

The FY 2003-04 Adopted Budget maintains 46 sworn vacancies.

Service Modifications

The reduction of \$2.46 million in the bureau's overall budget will impact the bureau's ability to deliver a high level of service. These reductions take the form of modifications to the Neighborhood Policing, Investigative, and Support Services program areas. The necessary service revisions will affect the bureau's programs as follows:

- Neighborhood Policing Services (\$2,285,230)
- Support Services (\$105,241)
- Investigative Services (\$46,409)
- Crime Interdiction Services (\$19,520)

Decision Packages

Overtime Reserves: \$517,620

The Adopted Budget will include an overtime reserve for the Police Bureau in the City's contingency fund for any unanticipated costs.

Program Changes: (\$2,456,400)

The Adopted Budget includes program reductions and increased funding associated with the following:

- Interagency Reductions (\$136,462)
- Director of Services (\$173,316)
- 46 Police Officer Vacancies (\$2,208,184)
- Public Emergency Notification System (PENS) Funding transferred from Fire Bureau -\$26,815
- Domestic Violence Coordinator Services with Multnomah County Human Resources -\$34,747

Other FY 2003-04 adjustments include reduced PERS costs, increased rates from the Bureau of Technology Services, increased interagency funding from Transportation, and one-time funding for HIPAA implementation. The overall Police Bureau budget is \$2,456,400 below current service level.

FUNDING SOURCES

General Fund Allocation

The Adopted Budget for the Police Bureau totals \$125,076,734 of which \$112,597,652 is supported by General Fund discretionary resources.

Grant Funding

Resources available to the Police Bureau in FY 2003-04 include \$3.6 million in grant funding. The major grant awards are Bureau of Justice Assistance Block 2000 (\$975,000), the COPS More 1998 (\$1 million), and COPS in Schools (\$625,000).

The COPS Universal Hiring grant expired October 31, 2001; the Police Bureau's maintenance of effort is underway. The FY 2003-04 Adopted Budget holds 46 officer positions vacant. Significant decreases in sworn staffing levels may jeopardize current and future grant funding.

Bureau Program Revenue

Two major sources of program revenue are from the alarms program and a contract with Tri-Met. The bureau forecasts \$8.8 million in revenue. This is a 5% decrease from the FY 2002-03 Revised Budget.

The Adopted Budget includes a slight decrease in revenues from the Alarms Program to reflect anticipated uncollectables.

Strategic Direction

SIGNIFICANT ISSUES

Significant Issues

The bureau faces programmatic reductions and sworn vacancies due to the continued economic downturn and limited City resources. Although the bureau will carry 46 sworn vacancies, the bureau will not eliminate the positions in the hope that an upturn in the economy will enable the bureau to return to full staffing of sworn positions. The City is currently discussing the proposed vacancies with the Department of Justice to determine if there will be any impact on federal grant requirements.

MANAGEMENT GOALS & OBJECTIVES

2002-04 Community Policing Strategic Plan

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

- 1. Develop and encourage personnel.
- 2. Obtain and make effective use of technology and equipment.
- 3. 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:

- Senior Neighborhood Officer program
- Neighborhood problem solving initiatives
- Block Captain recruitment
- CrimeMapper, public information website, and other web-based tools
- Project Strategic and Focused Enfocement (SAFE), photo radar, and an emphasis on traffic enforcement
- Improvements in making initial investigations
- Expansion to five precincts
- Creation of the Crisis Intervention Team
- Community and internal assessments and performance measures

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 number of burglaries.

Priorities for Public Safety

City Council priorities for public safety are:

- Reducing child abuse.
- Reducing domestic violence.
- Stopping youth gun violence.
- Implementing Institute for Law and Justice recommendations.

Overview of Programs

NEIGHBORHOOD POLICING SERVICES

This program includes the bureau's Precincts, Transit Police, Traffic, Tactical Operations, Sunshine Division, and School Police.

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 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.

Transit Police

The Transit Police provides contract police services for the Tri-County Metropolitan Transit System (TriMet). The role of the Transit Police is to provide the transit district with officers who respond to primary calls in, on, and related to TriMet and MAX property and vehicles. The budget for the Transit Police includes intergovernmental agreements with Washington County, Multnomah County Sheriff's Office, 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

The mission of the Tactical Operations Division (TOD) is to support community safety through specialized tactical services, emergency preparedness, and directed enforcement and intervention. The Special Emergency Response Team (SERT) and Explosive Disposal Unit (EDU) focus on the core mission of TOD. In addition, the Mounted Patrol Unit (MPU), Canine Unit (K-9), the Reserve Unit, and the Rapid Response Team (RRT) assist in providing Neighborhood Policing Services. The Emergency Operations Center (EOC) responsibility is another service provided by TOD.

Sunshine Division

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

School Police

The mission of the School Police Division is twofold: 1) Provide an environment in and around Portland Public Schools which is free of crime, the fear of crime, intimidation and disorder, so that school staff and students can attain their educational goals and objectives without distraction and 2) Improve the quality of life for students, both in the present and the future.

The Portland Public School District is divided into ten school clusters. A school cluster is made up of one high school, two to three middle schools and approximately eight elementary schools. Each of the ten school clusters has at least one school resource officer assigned to it. The busy school clusters have two school resource officers assigned.

The School Police Division is made up of 15 school resource officers, two sergeants, one captain, and one police administrative support specialist. The 15 school resource officers are partially funded (salary only) through a three-year federal grant. The grant expires in 2004. The school resource officers engage in several activities to help keep the school campuses safe. The activities include, but are not limited to, high visibility patrol both inside and outside schools, response to calls for service, mediation of disputes, classroom teaching related to law enforcement and mentoring/coaching.

INVESTIGATIVE SERVICES

This program includes the divisions of Detectives, Family Services, Internal Affairs, and Identification.

Detective Division

The Detective Division is divided into two sections: person crimes and property crimes. Services provided by the Persons Crimes Section include major crime scene response, and initial and follow-up investigation of serious felony crimes (homicides, assaults, robbery, sex crimes, bias/hate crimes, and missing persons). The Property Crimes Section is responsible for the investigation of fraud/white collar crime matters, elder fraud and identity theft, computer crimes, special property investigations (pawn shop), and arson. In addition, the Detective Division has a full-time polygraph examiner. The Hostage Negotiations Team is an integral component of the Detective Division.

Partnerships have been created with the Multnomah County District Attorney's Office, the Federal Bureau of Investigation Violent Crimes Task Force, and the Bureau of Alcohol, Tobacco, and Firearms by assigning investigative personnel to them. The Detective Division is also the parent division for the Auto Theft Task Force (ATTF), Telephone Report Unit, Information and Referral Unit, Court Services Unit, and the District Attorney Investigations Units.

Family Services Division

The Family Services Division consists of the Child Abuse Team, Domestic Violence Reduction Unit, Domestic Violence Intervention Team, a juvenile section, Elder Crimes Units, and the Crisis Intervention Team. The Child Abuse Team is a multi-agency team that investigates cases of child abuse. This division receives overtime reimbursement through the District Attorney's Office from the Child Abuse Multidisciplinary Intervention (CAMI) account. The Bureau provides an officer for the Child Abuse Response and Evaluation Services (CARES) NW project which works with the victims of child sex assault and abuse cases. Another component is the Women's Strength Program that teaches self-defense classes and personal safety workshops.

The Crisis Intervention Team provides specialized training for patrol officers to enhance their ability to respond to calls involving people with mental illness. The Domestic Violence Reduction Unit is a team of officers that assist with domestic violence investigations to improve the system's ability to hold batterers accountable, thus breaking the cycle of violence. The Domestic Violence Intervention Team combines officers with Domestic Violence Advocates to apply services to chronic calls of domestic disturbance, with the intent to intervene early in the progressive cycle of violence.

Internal Affairs Division

The Internal Affairs Division (IAD) is responsible for investigations into complaints of police conduct. Additionally, responsibilities include identifying behavior/trends among officers that may erode community trust and confidence. IAD has a role in promoting individual and organizational accountability within the Police Bureau. They also identify policy and training issues to strengthen the police/community relationship and quality of service. Since July 2001, IAD has worked to establish a partnership with the Independent Police Review Division to work jointly in support of the above responsibilities.

Identification Division

The Identification Division provides specialized support services to the Portland Police Bureau and other criminal justice agencies by determining the identity of individuals through fingerprints, photos, and evidence obtained from major crime scenes. The Multnomah County Sheriffs Office contracts with the Police 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 audio tapes. The Integrated Ballistics Identification System (IBIS) and X-Imaging photo systems have made it easier to positively identify people and firearms. 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 Drug and Vice Division, GET,YGAT, Criminal Intelligence Unit, the Regional Organized Crime/Narcotics Task Force (ROCN), Youth Crime Prevention Division, and the Air Support Unit.

Drugs and 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 participation in the Portland Airport Interagency Narcotics Team (PAINT) and the Drug Enforcement Agency (DEA) task force.

The vice units activities include special enforcement efforts targeting illegal adult businesses. Another important task is conducting liquor license investigations to insure liquor establishments do not reduce neighborhood quality of life. There is also a K-9 drug dog/officer team assigned to this division. The forfeiture unit assists all divisions in removing profit incentives from criminal enterprises.

Tactical Operations Division/Gang Enforcement Team and YGAT

The Gang Enforcement Team (GET), YGAT, and the Air Support Unit 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 buyback programs and the gun show undercover operations. The Air Support Unit assists in surveillance and patrol operations.

Youth Crime Prevention Division

The mission of the Youth Crime Prevention Division is to provide education and intervention strategies that support the community safety initiatives of Neighborhood Policing Services. This division is comprised of the Gang Resistance Education And Training (GREAT) program, the Police Cadets, and the Career Academy located at Roosevelt High School.

Criminal Intelligence Unit

The Criminal Intelligence Unit's 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. It also provides information and personnel support for the protection of dignitaries and persons of special interest.

Regional Organized Crime and Narcotics (ROCN)

The Police Bureau's drug interdiction efforts have intensified through participation in this regional program. The bureau assigns one detective to this task force and receives funding for overtime reimbursement. The bureau presently has a limited-term captain's position assigned to ROCN and is reimbursed for its salary and benefits.

SUPPORT SERVICES

The Support Services program has the responsibility to provide 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 and Support, Property Evidence Control, Management Services, Fiscal Services, and Alarm Administration.

Chief's Office

The Chief's Office is responsible for the overall leadership, management, policy formulation, legal review, and internal control of the Police Bureau. 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 the Chief, three assistant chiefs and support staff. Components of the Chief's office also include the Crime Stoppers program, 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 with existing bureau personnel in the development of new skills, procedures, and tactics.

The Training Division is responsible for the bureau's annual in-service training program, the Citizens' Academy, and numerous other bureau-wide training needs.

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 (PPDS) 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 Police Bureau. The division staff promotes and supports PPDS as an effective regional law enforcement system. They project the future technological needs of the Bureau and acquire technological support for the entire Police Bureau.

Planning and Support Division

The Planning and Support Division provides bureau-wide strategic planning, communication support, crime analysis, statistical support, and policy development in accordance with the bureau's goals and objectives. The division develops and maintains the bureau web site, which includes more than 400 topic areas including CrimeMapper. The division develops and conducts an annual review of the agency's 175+ policies and procedures, and publishes the Manual of Policy and Procedure on the web site.

Staff in Planning and Support perform a variety of services, including providing technical support to the Crisis Intervention Team, conducting Safety Zone crime prevention classes for adults with developmental disabilities, coordinating an emergency telephone notification system, and managing efforts to increase the number of Neighborhood Watch block captains.

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.

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 Police Bureau. This includes the Safety Committee, Collision Review Board, hazardous materials program, Occupational Safety and Health Administration (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 the 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 providers 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, accounts payable and accounts receivable, 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 badge sales. The division prepares, controls and monitors daily financial activities and provides fiscal reports on bureau operations and resources.

Alarm Administration

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

Police Corps

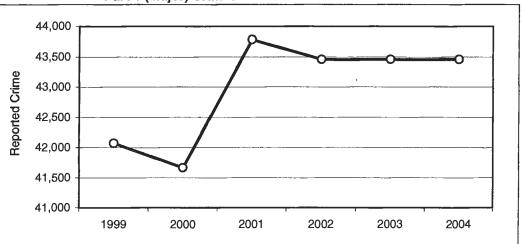
The Police Corps program has enabled the bureau to hire and train qualified college students to become police officers. In 1996, Oregon became one of the first six states to receive Police Corps funding to train college graduates for work as law enforcement officers. The Oregon Police Corps (OPC) is a federally funded college scholarship and police training program that trains entry-level law enforcement officers for work in police departments and sheriffs' offices throughout Oregon. OPC conducts its own dynamic and intensive academy, which far exceeds the minimum training mandated by the State of Oregon's Department of Public Safety Standards and Training (DPSST).

The Oregon Police Corps has high expectations of achievement, conduct, and growth in each cadet's academy life and training. OPC graduates are known in their respective departments as officers with strong work ethics, great character, high fitness levels, and exceptional tactical and communication skills. Oregon Police Corps staff are all City of Portland employees and to date, the Portland Police Bureau has hired 69 OPC graduates.

Performance Measures

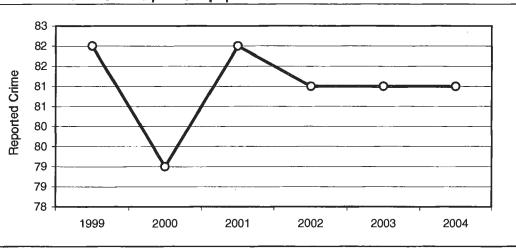
Part 1 (Major) Crimes

- Overall reported crimes have decreased since 1997 with an increase in 2001 and little change in 2002.
- Reductions have continued in reported aggravated assault, robbery, and burglary.
- The number of murders in 2000 was the lowest since 1972.Data supplied by Planning & Support



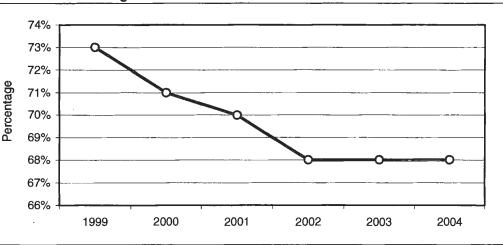
Part 1 Crimes per 1000 population

- 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.
- Data supplied by Planning & Support

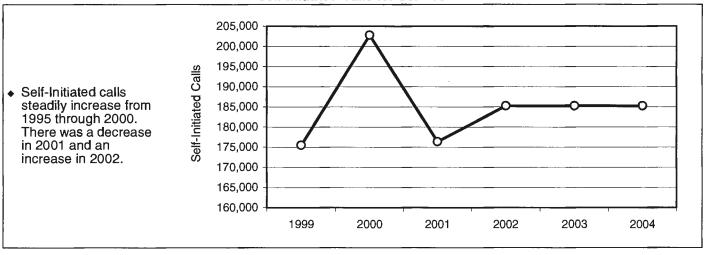


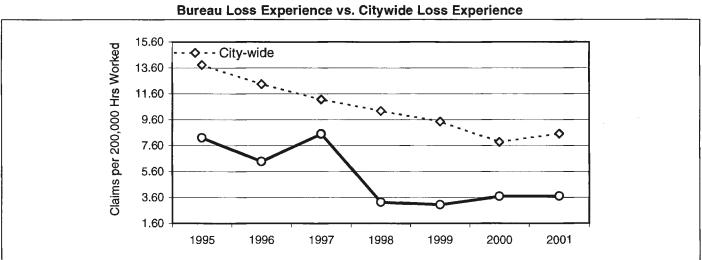
Citizens Rating Service as Good or Better

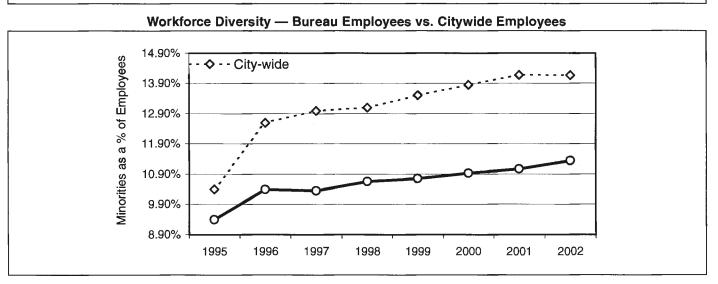
- The percentage of citizens rating police services good or better has stayed within four percentage points of 70% since 1993.
- Data supplied by Planning & Support



Self-Initiated Calls for Service







	Actual FY 1998–99	Actual FY 1999-00	Actual FY 200001	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003–04
BUREAU OF POLICE						
Affirmative Action Measures						
Affirmative Action - Minority	10.7%	10.8%	10.9%	11.1%	11.3%	
Minority Employees as a Percent of Total						
Affirmative Action - Female	27.9%	28.4%	26.7%	26.4%	26.6%	
Female Employees as a Percent of Total						
Bureau of Police						
Risk Data						
General Liability Claims per 200,000 Hours Worked	13.85	13.50	16.44	13.32		
Worker's Comp Claims per 200,000 Hours Worked	3.23	3.04	3.68	3.69		
Fleet Claims per 100,000 Miles Driven	1.17	1.24	4.64	0.81		
Fleet Claims Cost per 100,000 Miles Driven	\$6,710	\$4,470	\$1	\$3		
General Liability Claims Cost per \$100 Payroll	\$1.05	\$1.24	\$2.46	\$1.31		
Worker's Comp Claims Cost per \$100 Payroll	\$0.33	\$0.14	\$0.62	\$10.48		
Neighborhood Policing Services						
Workload						
Average number of Cars on Patrol, Shift Time 0000-0359	70	73	70	70	70	70
Average Number of Cars on Patrol, Shift Time: 0400-0759	45	45	44	44	44	44
Average Number of Cars on Patrol, Shift Time: 0800-1159	56	60	59	59	59	59
Average Number of Cars on Patrol, Shift Time: 1200-1559	60	62	60	60	60	60
Average Number of Cars on Patrol, Shift Time: 1600-1959	66	68	69	69	69	69
Average Number of Cars on Patrol, Shift Time: 2000-2359	86	90	86	86	86	86
Part 1 (major) Crimes	42,071	41,662	43,784	43,454	43,454	43,454
Incidents Dispatched	228,293	230,740	243,861	248,865	248,865	248,865
Self-Initiated Calls for Service	175,459	202,811	176,363	185,261	185,261	185,261
Part 2 Crimes	44,400	50,511	46,448	N/A	N/A	N/A
Telephone Reports	51,981	48,433	44,840	38,973	38,973	38,973
Effectiveness						
Citizens rating service as good or better	73%	71%	70%	68%	68%	68%
Average time available for self-initiated activity and problem solving	39%	38%	36%	N/A	N/A	N/A
Part 1 Crimes per 1000 population - persons	12	11	9	8	N/A	N/A
Part 1 Crimes per 1000 population - property	70	68	73	73	N/A	N/A
Part 1 Crimes per 1000 population - total	82	79	82	81	81	81
Citizens who feel safe walking alone in their neighborhood - nights	48%	51%	53%	50%	N/A	N/A
Efficiency						
Burglary victimization rate	5%	4%	5%	5%	N/A	N/A
False alarms	26,003	22,418	26,520	25,985	N/A	N/A
Average high priority travel time	5.10	4.81	4.79	4.87	N/A	N/A
Dispatched calls per Officer	413	400	429	441	N/A	N/A

	Actual FY 1998–99	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04
Investigative Services		''				
Workload						
Major cases assigned for investigation	3,639	3,5 6 3	3,141	N/A	N/A	N/A
Crime Interdiction Services						
Workload						
D.A.R.E. number of students	5,300	5,300	272	N/A	N/A	N/A
G.R.E.A.T. number of students	4,121	3,178	1,801	N/A	N/A	N/A
Support Services						
Workload						
Report - number of days for requests	23	10	13	12	12	12
Report - number of days into PPDS	90	3	68	226	226	226

	Actual FY 2000–01		Actual FY 2001–02		Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES									
Operating Budget									
Personal Services			93,776,939		91,092,911		91,092,91		
External Materials and Services	7,700,650		8,120,880		11,485,399	10,955,977			10,967,48
Internal Materials and Services	20,846,570		20,871,988		21,864,899	99 22,931,737			22,816,34
Minor Capital Outlay	139,945		113,884		255,093				200,000
Equipment Cash Transfers	238,998		488,355		12,624		0		(
Total Operating Budget	118,899,180		125,017,770		127,394,954		125,180,625		125,076,734
Capital Improvements	7,495		37,996		0		0		(
TOTAL BUREAU EXPENDITURES	\$ 118,906,675	\$	125,055,766	\$	127,394,954	\$	125,180,625	\$	125,076,734
Allocated Overhead	3,767,964		3,231,553		3,676,548		3,554,743		4,038,642
Total Cost with Allocated Overhead	122,674,639		128,287,319		131,071,502		128,735,368		129,115,376
RESOURCES									
General Fund Discretionary	103,225,205		112,165,043		110,709,018		112,701,543		112,597,652
Non-Discretionary Revenues									
Grants & Donations	8,829,687	5,657,151		7,368,840		3,610,000			3,610,000
Contract Revenues	3,354,839		3,854,231		3,676,826		3,947,216		3,947,216
Interagency Revenues	229,505		611,501	715,436		749,047			749,047
Program Revenue	3,267,439		2,767,840		4,924,834		4,172,819		4,172,819
Total Non-Discretionary Revenues	15,681,470		12,890,723		16,685,936		12,479,082		12,479,082
									
TOTAL GENERAL FUND RESOURCES	118,906,675	\$	125,055,766	\$	127,394,954	\$	125,180,625	\$	125,076,734
TOTAL GENERAL FUND RESOURCES Note: Discretionary General Fund re Non-Discretionary revenues are rest	evenues are those w	vhich	may be used by	· / City	Council for any	publ	ic purpose.	•	125,076,734
Note: Discretionary General Fund re Non-Discretionary revenues are rest PROGRAMS	evenues are those w tricted by policy or c	vhich	may be used by ctual agreemen	· / City	Council for any he bureaus that	publ	ic purpose. erate the revenu	•	
Note: Discretionary General Fund re Non-Discretionary revenues are rest PROGRAMS Neighborhood Policing Services	evenues are those w tricted by policy or c 69,324,403	vhich	may be used by ctual agreemen	· / City	Council for any he bureaus that 76,577,916	publ	ic purpose. erate the revenu 73,999,820	•	73,929,484
Note: Discretionary General Fund re Non-Discretionary revenues are rest PROGRAMS Neighborhood Policing Services Positions	evenues are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are the	vhich	may be used by ctual agreemen 73,071,195 830	· / City	Council for any he bureaus that 76,577,916	publ	ic purpose. erate the revenue 73,999,820 808	•	73,929,484 <i>808</i>
Note: Discretionary General Fund re Non-Discretionary revenues are rest PROGRAMS Neighborhood Policing Services Positions Investigative Services	evenues are those we tricted by policy or control of the following series of t	vhich	may be used by ctual agreemen 73,071,195 830 15,964,420	· / City	Council for any he bureaus that 76,577,916 794 15,054,596	publ	73,999,820 808 15,410,633	•	73,929,484 <i>808</i> 15,410,633
Note: Discretionary General Fund re Non-Discretionary revenues are rest PROGRAMS Neighborhood Policing Services Positions	evenues are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are those we tricted by policy or control of the following services are the	vhich	may be used by ctual agreemen 73,071,195 830	· / City	Council for any he bureaus that 76,577,916	publ	73,999,820 808 15,410,633	•	73,929,484 808 15,410,633
Note: Discretionary General Fund re Non-Discretionary revenues are rest PROGRAMS Neighborhood Policing Services Positions Investigative Services Positions	evenues are those we tricted by policy or control of the control o	vhich	may be used by ctual agreemen 73,071,195 830 15,964,420 167	· / City	76,577,916 794 15,054,596	publ	73,999,820 808 15,410,633	•	73,929,484 808 15,410,633 166 9,968,371
Note: Discretionary General Fund re Non-Discretionary revenues are rest PROGRAMS Neighborhood Policing Services Positions Investigative Services Positions Crime Interdiction Services	evenues are those we tricted by policy or control of the policy or control of the policy of control of the policy of control of the policy of	vhich	73,071,195 830 15,964,420 11,009,323	· / City	76,577,916 794 15,054,596 183 9,997,292	publ	73,999,820 808 15,410,633 166 9,968,371	•	73,929,484 806 15,410,633 166 9,968,371
Note: Discretionary General Fund re Non-Discretionary revenues are restered. PROGRAMS Neighborhood Policing Services Positions Investigative Services Positions Crime Interdiction Services Positions	evenues are those we tricted by policy or control of the policy or control of the policy or control of the policy	vhich	may be used by ctual agreemen 73,071,195 830 15,964,420 167 11,009,323 99	· / City	76,577,916 794 15,054,596 183 9,997,292 94	publ	73,999,820 808 15,410,633 166 9,968,371 97	•	73,929,484 806 15,410,633 166 9,968,371 97 25,768,246
Note: Discretionary General Fund re Non-Discretionary revenues are rest PROGRAMS Neighborhood Policing Services Positions Investigative Services Positions Crime Interdiction Services Positions Support Services	69,324,403 794 15,266,602 10,223,855 96 24,091,815	vhich	73,071,195 830 15,964,420 167 11,009,323 99 25,010,828	· / City	76,577,916 794 15,054,596 183 9,997,292 94 25,765,150	publ	73,999,820 808 15,410,633 166 9,968,371 97 25,801,801	•	73,929,484 808 15,410,633 166 9,968,371 97 25,768,246 186 125,076,734
Note: Discretionary General Fund re Non-Discretionary revenues are rest PROGRAMS Neighborhood Policing Services Positions Investigative Services Positions Crime Interdiction Services Positions Support Services Positions Positions	69,324,403 794 15,266,602 10,223,855 96 24,091,815 192	vhich contra	73,071,195 830 15,964,420 167 11,009,323 99 25,010,828 188	/ City	76,577,916 794 15,054,596 183 9,997,292 94 25,765,150 213	gene	73,999,820 808 15,410,633 166 9,968,371 97 25,801,801	ie.	73,929,484 806 15,410,633 166 9,968,371 97 25,768,246

		Actual FY 2000-01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003–04	Adopted FY 2003-04
Personnel S	Services					
511000	Full-Time Employees	54,172,641	57,091,300	70,901,279	68,231,735	68,231,73
	Part-Time Employees	499,267	520,704	3,024,217	2,793,162	2,793,16
514000	Overtime	8,096,603	7,479,468	5,580,843	5,513,598	5,513,59
515000	Premium Pay	1,605,723	2,293,512	986,555	1,485,026	1,485,02
517000	Benefits	13,065,010	13,312,208	12,535,995	12,178,587	12,178,58
518000	Paid Absence	12,533,773	14,725,471	748,050	890,803	890,80
Total Perso	nnel Services	89,973,017	95,422,663	93,776,939	91,092,911	91,092,91
Materials a	nd Services		, , , , <u>, , , , , , , , , , , , , , , </u>	,		, , , ,
External I	Materials and Services					
521000	Professional Services	541,113	548,756	1,089,104	568,401	568,40
522000	Utilities	13,661	8,644	7,303	1,303	1,30
523000	Equipment Rental	21,763	60,151	20,851	20,851	20,85
524000	Repair & Maintenance Services	156,933	149,624	258,867	274,212	274,21
525000	Non-Capital Improvement	0	0	. 0	0	
528000	Local Match Payments	0	0	0	0	
529000	Miscellaneous Services	2,970,044	3,573,254	3,748,040	4,793,297	4,793,29
531000	Office Supplies	282,940	312,141	249,171	244,671	244,67
	Operating Supplies	674,394	548,441	593,251	459,426	459,42
	Repair & Maintenance Supplies	41,475	36,198	23,922	35,922	35,92
	Minor Equipment & Tools	717,243	472,512	3,737,332	3,017,298	3,028,80
	Clothing & Uniforms	677,555	565,348	476,425	418,510	418,51
	Other Commodities External	523,554	1,004,603	658,480	579,864	579,86
	Education	250,341	203,130	154,848	143,249	143,24
	Local Travel	7,211	2,905	10,106	11,106	
		·	•		•	11,10
	Out-of-Town Travel	359,303	286,509	104,217	88,306	88,30
	Space Rental	256,486	334,044	144,701	90,780	90,78
	Interest	0	0	0	0	
	Refunds	281	22	226	226	22
	Retirement System Payments	0	0	0	0	
	Operating Lease	0	0	0	0	
	Miscellaneous	206,353	14,598	208,555	208,555	208,55
	ernal Materials and Services	7,700,650	8,120,880	11,485,399	10,955,977	10,967,48
	Materials and Services Vehicle Services	6 060 005	E 106 290	E 606 E49	E 922 0E6	E 902 02
		6,068,025	5,196,380	5,636,548	5,833,956	5,803,03
	Printing & Distribution	472,274	518,333	494,258	593,035	586,13
	Facilities Services	5,372,607	5,007,813	5,227,458	5,376,511	5,367,95
	Communications Services	3,051,033	2,994,992	3,240,551	3,344,203	3,320,87
	Information Technology	853,400	1,893,332	1,901,043	2,276,270	2,238,11
	Insurance	2,945,353	3,076,559	3,310,075	3,428,560	3,4 2 1,03
	Master Lease	0	0	0	0	
	Same Fund Services	291,184	1,538,172	1,546,354	1,671,934	1,671,93
	Other Fund Services	353,873	480,763	433,612	407,268	407,26
Total Inte	rnal Materials and Services	19,407,749	20,706,344	21,789,899	22,931,737	22,816,34
	ials and Services	27,108,399	28,827,224	33,275,298	33,887,714	33,783,82
Capital Out	-	•				
561000		0	0	0	0	
	Buildings	0	0	0	0	
	Improvements	0	0	0	0	
	Capital Equipment	139,945	113,884	255,093	200,000	200,00
	Facilities Lease/Purchase	0	0	0	0	
	Equipment Lease/Purchase	0	0	0	0	
	Infrastructure	0	0	0	0	
568000	Other Capital Expenditure	0	0	0	0	
	Depreciation	0	0	0	0	
Total Capita	al Outlay	139,945	113,884	255,093	200,000	200,00
573000	Equipment Cash Transfers	238,998	526,351	12,624	0	
576000	Minor Equipment Transfers	1,446,316	165,644	75,000	0	
	AU EXPENSES					

		Actual FY 2001	Actual FY 2002		evised 2002–03	l	oposed 2003–04	Adopted FY 2003–04	
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant !	6	6	5	198,285	6	25 4 ,475 48,108	6 1	254,475 48,108
515 510	Accountant II Accounting Technician			2 1	90,527 35,318	1	36,366	1	36,366
7103	Administrative Assistant	1 1		0	03,010	i	47,852	i	47,852
819	Administrative Assistant	1	i i	2	92,906	0	0	0	0
7102	Administrative Specialist, Senio	0	0	0	0	2	79,976	2	79,976
920	Administrative Supervisor I	1 1	6	6	311,869	0	0	0	070.617
7106	Administrative Supervisor I	1 1	1 1	1 5	54,608	7 2	372,617 115,322	7 2	372,617 115,322
7107 922	Administrative Supervisor II Administrative Supervisor II	5	6 0	0	292,443 0	0	0	0	113,322
7906	Alarm Program Coordinator	0	ا ة ا	ő	ő	1	56,388	1	56,388
2532	Applications Analyst II	1	1	1	o l	0	´ 0	0	0
2533	Applications Analyst III	2	2	1	65,624	1	67,575	1	67,575
2534	Applications Analyst IV	1 1	1 1	2	137,351	2	143,576	2	143,576
826	Assistant Financial Analyst	1	1 1	1	50,772	0	0	0 0	0
962	Assistant Program Specialist	3 2	3 2	3 2	149,282 102,321	0	0	0	0
844 605	Assistant Risk Specialist Audio Visual Specialist	1	1	1	58,281	0	ő	Ö	Ö
1232	Auto Servicer	4	4	4	151,340	4	155,860	4	155,860
928	Bureau Administrative Manager	3	3	3	237,867	0	0	0	0
7112	Business Operations Manager	0	0	0	0	1	82,771	1	82,771
7110	Business Operations Supervisor	0	0	0	0	1	68,476	1	68,476
7178	Claims Analyst	0	0	0	0	2	108,047	2	108,047
7243	Communications/Internet Mapping	0	0 0	0 0	0	1 2	65,643 100,692	1 2	65,643 100,692
7203 7204	Community Outreach & Information Community Outreach and Informati	0		0	0	2	118,137	2	118,137
7490	Community Relations Assistant	3	3	3	46,952	0	0	0	0
7492	Community Relations Specialist	1	1	1	54,213	0	0	0	0
7919	Crime Analyst	0	0	0	0	2	124,838	2	124,838
7920	Crime Analyst Supervisor	0	0	0	0	1	49,906	1	49,906
7918	Crime Analyst, Assistant	0	0	0	0	2	94,166	2	94,166
5185	Crime Prevent Prog Administrator	0 3	0 3	3 0	33,209 0	1 0	43,398 0	1	43,398 0
5183 5175	Crime Prevention Representative Criminalist	17	17	17	1,111,345	18	1,160,538	18	1,160,538
5142	Deputy Police Chief	1 0	o l	1	97,344	0	0	0	0
7935	Director, Police Services	0	0	0	´ 0	0	0	0	0
400	Evidence Control Specialist	8	9	9	254,214	7	316,979	7	316,979
401	Evidence Control Specialist Lead	1	1	2	136,655	1	50,094	1	50,094
403	Evidence Control Supervisor	2 0	2 0	2 0	97,302 0	2 1	100,188 63,327	2	100,188 63,327
7127 8 27	Executive Assistant Financial Analyst	1	1	1	61,339	0	03,327	Ö	05,527
3271	Graphics Illustrator II	1 1	i i l	i	01,000	0	ŏ	ő	Ö
7902	Home Security Specialist	Ó	Ö	0	0	1	40,341	1	40,341
1255	Home Security Specialist	1	0	0	0	0	0	0	0
7903	Home Security Specialist, Senior	0	0	0	0	1	46,294	1	46,294
614	Human Resources Coordinator	1	0	0	0	0	0	0	0 58,793
2544	Information Systems Analyst IV	3 0	1 0	1 0	59,384 0	1	58,793 85,920	1 1	85,920
7509 2550	Information Systems Manager Information Systems Manager	1 1		1	80,932	Ó	00,520	ò	00,020
2546	Information Systems Supervisor	i i	0	Ö	0	0	ō	0	0
2523	Information Systems Tech II	1	1	1	46,619	0	0	0	. 0
7131	Management Analyst	0	0	0	0	2	107,525	2	107,525
7132	Management Analyst, Senior	0	0	0	0	1	69,413	1	69,413
153	Police Admin Support Spec Lead	10	2 11	3 14	122,414 534,600	0 10	0 418.152	0 10	0 418,152
152 151	Police Admin Support Spec Senior Police Admin Support Specialist	55	51	47	1,463,831	44	1,580,579	44	1,580,579
5138	Police Captain	11	11	8	718,927	8	698,304	8	698,304
7090	Police Chief	1	1	1	138,715	1	143,157	1	143,157
7941	Police Chief*, Assistant	3	3	3	307,443	3	309,180	3	309,180
5140	Police Commander	5	5	8	772,943	8	771,589	8	771,589
7922	Police Data Research Supervisor	0	0	0	0	1	70,006	1 18	70,006 570,874
149	Police Desk Clerk	45	24	2 4 0	560,664 0	18 90	570,874 5,850,017	90	570,874 5,850,017
5150 7908	Police Detective Police ID Technology Coordinator			0	0	1	60,323	1	60,323
5172	Police Identification Technician	16	17	16	831,458	16	867,158	16	867,158
5173	Police Identification Technician	2	2	3	174,531	3	179,775	3	179,775
1235	Police Impound Technician	2	1	1	40,352	1	41,564	1	41,564
155	Police Info & Referral Specialst	4	4	4	122,424	3	119,856	3	119,856
5189	Police Investigative Accountant	1	1	1	68,515	1	70,551	1	70,551

	Title	Actual FY 2001	Actual FY 2002	Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04	
Class		No.	No.	No.	Amount	No.	Amount	No.	Amount
5137	Police Lieutenant	34	34	33	2,572,968	32	2,403,131	32	2,403,131
5128	Police Officer	674	734	734	40,747,188	734	38,207,123	734	38,207,123
5174	Police Photo Reproduction Spec	2	2	2	116,354	2	119,850	2	119,850
7925	Police Records Manager	0	0	0	0	1	77,615	1	77,615
146	Police Records Specialist	60	60	60	1,983,199	56	1,997,199	56	1,997,199
7924	Police Records Supervisor	0	0	0	0	4	237,582	4	237,582
147	Police Records Training Coord	9	9	9	368,500	9	381,534	9	381,534
5134	Police Sergeant	215	215	215	14,269,123	126	8,343,360	126	8,343,360
7930	Police Support Services Manager	0	0	0	0	1	82,771	1	82,771
2545	Principal Info Systems Analyst	1 1	1 1	1	75,545	0	0	0	0
7507	Principal Information Systems An	0	0	0	0	1	80,193	1	80,193
966	Program Coordinator	2	2	3	166,004	0	0	0	0
970	Program Manager II	1	1 1	1	67,974	0	ol	0	0
971	Program Manager III	1	1 1	1	73,663	0	0	0	0
973	Program Manager V	1	1 1	1	97,344	0	ol	0	0
964	Program Specialist	4	4	3	169,869	0	0	0	0
7153	Program Specialist	0	lol	0	0	1	58,821	1	58,821
5120	Public Safety Aide	1	1 1	0	o i	0	0	0	0
7193	Safety and Risk Officer II	0	lol	0	ol	1	77,468	1	77,468
816	Senior Administrative Specialist	1 2	2	3	125,948	0	0	0	0
1256	Senior Home Security Specialist	1	0	Ō	0	0	ol	0	0
612	Senior Human Resources Analyst	1	0	Ó	o l	0	o	0	0
2552	Senior Information Systems Mgr	1 1	0	Ô	ol	Ö	o l	0	Ō
952	Senior Management Analyst	0	1 1	1	64,646	0	ol	0	Ō
1217	Stable Attendant	1 1	1	1	37,835	1	34,800	1	34,800
7245	Video Production Assistant	0	0	0	0	1	45,602	1	45,602
TOTAL	FULL-TIME POSITIONS	1,249	1,284	1,284 \$	70,901,279	1,257 \$	68,231,735	1,257	68,231,735

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.

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	127,533,134	0	127,533,134	1,259.0	FY 2003-04 Current Service Level Estimate
CSL Adjustmen	its				
	(415,362)	0	(415,362)	0.0	PERS adjustment
	0	0	0	0.0	Transfer PENS cost from Fire Bureau
	34,747	0	34,747	0.0	Move Domestic Violence
	117,000	0	117,000	0.0	Increased I/A with Transportation
Mayor's Propos	ed Budget Decision	ıs			
	(2,208,184)	0	(2,208,184)	0.0	Sworn Cuts - Vacancy Savings
	(173,316)	0	(173,316)	(1.8)	Eliminate DOS and support staff
	(143,749)	0	(143,749)	0.0	OMF Internal Service Cuts
	419,390	0	419,390	0.0	BIT Rate Methodology
	0	16,965	16,965	0.0	One-time funding for HIPAA
Approved Budg	et Additions and Re	eductions	1		
-	0	0	0	0.0	None
Adopted Budge	t Additions and Red	ductions			
	(103,891)	0	(103,891)	0.0	OMF IA Adjustments
	(2,473,365)	16,965	(2,456,400)	(1.8)	Total FY 2003-04 Decision Packages
	<u> </u>		\$ 125,076,734	1,257.3	Total Adopted Budget
FY 2003-04 Deci	ision Packages Not	Accepted			
	517,620	. 0	517,620	0.0	OT Contingency Fund incl. in Citywide contingen
		·····	\$ 517,620	0.0	Total Decision Packages Not Accepted



Bureau of Fire, Rescue and Emergency Services

Public Safety Service Area

Erik Sten, Commissioner-in-Charge Ed Wilson, Fire Chief

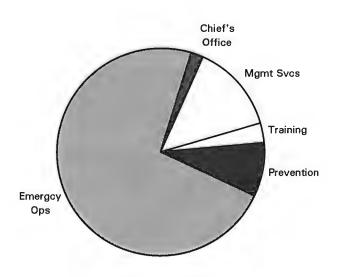
Percent of General Fund

Fire = \$67.8 Million

18.6%

General Fund = \$365.5 Million

Bureau Programs

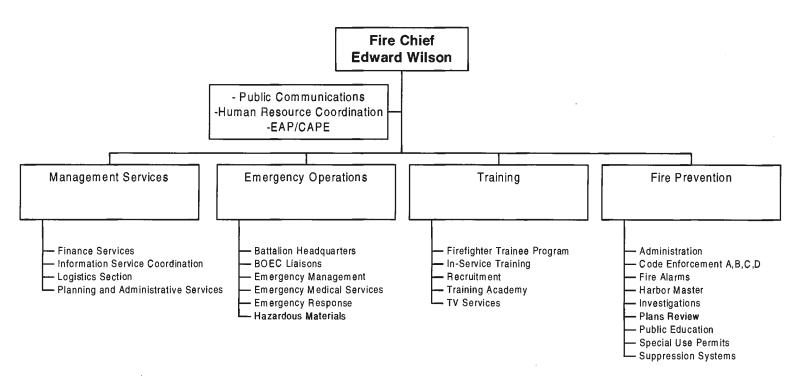


Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	65,547,643	66,648,219	1,100,576	-4.7%
Capital	1,712,268	1,173,004	-539,264	-35.8%
Allocated Overhead Costs	1,132,754	1,289,303	156,549	6.7%
Total Cost with Allocated Overhead	\$ 68,392,665	\$ 69,110,526	\$ 717,861	-5.3%
Authorized Full-Time Positions	710	701	-9	-7.4%

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

Portland Fire & Rescue



Bureau Summary

BUREAU MISSION

The mission of Portland Fire & 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.

Goals:

To provide leadership and coordination that encourages community/Fire & Rescue partnerships as the bureau accomplishes its mission.

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 help with arson prosecution.

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 & Rescue to accomplish its mission.

VISION AND VALUES

Portland Fire & Rescue (PF&R) has a vision for the future as a result of conducting a comprehensive planning process in 1999. The planning process afforded the organization with an opportunity to solidify its mission and goals and to establish its values, vision, strategic directions, goals and objectives.

A Three-Tiered Approach to Success

PF&R uses a three-tiered approach to accomplish organizational goals, objectives, strategic directions and tasks. Each level of planning is linked to the next to ensure that plan implementation is realistic, attainable and successful. The three linked documents include:

- The Strategic Plan
- The Annual Business Plan
- The Annual Division Work Plans

Strategic Plan

PF&R undertakes a comprehensive planning process in which many factors, both internal and external, are considered in plan development. At the highest level, the Strategic Plan spans five fiscal years, and identifies short and long term goals, objectives, strategic directions and program-specific tasks.

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

- 1. Creatively respond to changing service demands.
- 2. Promote and nurture relationships with the city neighborhoods and key stakeholder groups outside the bureau.

- 3. Establish new programs and enhance existing programs to develop staff capacity and resources to their fullest potential.
- 4. Accelerate efforts to improve internal organizational effectiveness.
- 5. Demonstrate through words and actions the bureau's commitment to be responsive, respectful and sensitive to community and workforce demographics and values.

Business Plan

To ensure that all of the actions from the Strategic Plan are implemented, managers develop the Annual Business Plan. The Business Plan includes PF&R's Major Initiatives for the current fiscal year, as well as division specific tasks that division managers identify. Implementation of the Business Plan is monitored through the use of quarterly reports provided from the divisions.

Work Plans

Because the division managers play a large part in the annual planning process, the Annual Division Work Plans reflect exactly what managers intend to accomplish during the fiscal year. The division heads are accountable for implementation of tasks within their area of responsibility.

BUREAU OVERVIEW

Overview

Portland Fire & Rescue (PF&R) provides Portland citizens with a wide range of services including fire prevention, response to fire, medical, and other emergency incidents, and disaster management. With a FY 2003-04 operating budget of \$66,648,219 and 701 employees, its mission is to promote a safe environment for the citizens of Portland.

The information below covers the five functional areas of the organization: the Office of the Fire Chief, Emergency Operations, Training, Management Services, and Fire Prevention.

Office of the Fire Chief

The Fire Chief manages and directs Portland Fire & Rescue, the second largest General Fund bureau in the City. The Public Communication Office is also organizationally located in the Office of the Fire Chief and provides accurate crisis communication and pro-active information.

Emergency Operations

Emergency Operations is the largest division within Portland Fire & Rescue, and includes the firefighters and officers who respond to fire, medical, marine, special rescue, hazardous materials incidents, and emergency management.

Training and Safety

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

Prevention

The Prevention Division works to save lives and property by preventing incidents from happening in the first place. Through education, code enforcement, plan review, and fire investigations, the Prevention Division helps keep Portland a safer place to live.

Management Services

The Management Services Division provides the support necessary to operate a 24-hour a day, 7 day a week organization. This division includes the Logistics Section, Financial Services, and Planning and Administrative Services.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Doing More With Less

Despite a ten-year trend of budget cuts and increasing demand for services, Portland Fire & Rescue continues to provide skilled public safety services to the residents of this city. In light of these funding reductions, PF&R has made great strides in streamlining its operations. To that end, it has developed programs to improve service while making best use of taxpayers' resources. In addition, the bureau actively seeks alternative funding sources and has been successful in the acquisition of numerous grants.

The following section provides a few examples of successful enhancements in the organization.

Federal Grant for Firefighter Fitness

Portland Fire & Rescue received a \$260,610 grant from the Federal Assistance to Firefighters program for a wellness program. Firefighters suffer a significant higher risk for heart related medical problems, cancer, and injury because of the dangerous nature of their jobs. These federal funds will provide base-line physicals for all Portland firefighters, exercise equipment, and other elements. This will benefit the men and women of Portland Fire & Rescue (and their families) by reducing firefighter death and injury. Citizens will benefit by improved firefighter performance, and reduced medical payments, workers compensation claims and settlements, and lost time.

The fitness program will improve public safety and save money.

One objective of this program is to reduce work-related injuries by 25%. Achieving this objective would reduce the cost of work days lost by about \$125,000 a year, or \$625,000 for five years. This savings alone would exceed the program cost by 68%.

Disaster/Terrorism Management

Portland Fire & Rescue continues to provide disaster/terrorism planning and management. The bureau's Portland Office of Emergency Management (POEM) has coordinated the following projects and programs:

- Obtained \$312,000 in funding through a federal grant, which was distributed to the Maintenance, Water, and Police Bureaus to purchase protective emergency response gear, such as self-contained breathing apparatus.
- ◆ Conducted a Weapons of Mass Destruction (WMD) tabletop exercise with 350 participants and 58 agencies from around the region.
- Conducted a WMD full-scale exercise with more than 2000 participants to test the Metropolitan Medical Response System.
- Obtained grant to purchase \$600,000 in WMD equipment, such as pharmaceuticals, decontamination gear, and personal protective equipment.
- Provided Citywide terrorism planning through the Portland Emergency Preparedness Council.

Successful Investigations

Portland Fire & Rescue's Investigations section successfully solved numerous arson cases in 2002. For example, a unanimous jury decision convicted a man for setting a fire that destroyed the "Brothers Free Motorcycle Club" in March. Also, in October two forest activists were indicted on federal arson counts for igniting three cement trucks owned by Ross Island Sand & Gravel.

Investigators also successfully determined the cause of the August bluff fire in North Portland, which occurred nearly a year to the date after the bluff fire of 2001. Investigators determined the cause in both cases to be sparks emitted from a passing train.

Earthquake Strengthening

This program allows PF&R to seismically upgrade all fire stations, to relocate others where that is not feasible, and to build new stations to accommodate population growth. The result will be improved response times and the ability to provide improved public safety services in the event of a major disaster. Support for this program comes from a bond measure passed by the voters in 1997.

In 2002, PF&R achieved the following in this program:

- ◆ The first new Fire & Rescue station was completed in September of 2002. Station 12 is located at 8655 N.E. Sandy Boulevard and celebrates a public/private partnership that enabled the Central Northeast Neighbors (CNN) offices to co-locate with Fire & Rescue station operations. This station also demonstrates the use of Green Building practices by the installation of an eco-roof on a portion of the structure.
- ◆ The second new Fire & Rescue station was completed in early January of 2003. Station 16 is located at the intersection of N.W. Skyline and Montgomery Roads, and serves as a landmark in the Sylvan Village area. This station is the result of a successful partnership between the City and Portland citizens in both siting and designing the station.
- Eight station retrofits/remodels have been completed, which provides seismically sound facilities from which the firefighters can respond. The following stations have been completed: 10, 14, 22, 4, 41, 3, 25, 26.
- Construction began in November of 2002 for the new Station 9 that will be located at 1710 S.E. 39th in the Hawthorne District. The Station Advisory Committee (SAC) for this station has met several times and has agreed upon the design of the station.
- Several station remodels 5, 13, and 42 will be complete in the current year. These projects are dispersed throughout the city in order to provide continued operational readiness, as well as a balance of seismically improved stations in all areas served.
- Siting activities continued for Station 1 during FY 2002-03, with site selection occurring towards the beginning of the 2003 calendar year. This station will continue to house Fire's technical and specialty rescue teams.

Excellence in Diversity

Portland Fire & Rescue has experienced significant success in diversifying its workforce, due in part to the Firefighter Trainee Program. The bureau has increased the number of women and minorities by 331% since 1993.

PF&R completed a cultural assessment of the organization, via contracting with an external consultant. Using the results of this study, and working collaboratively with labor/management, PF&R has developed a draft action plan to address workplace environment. The bureau has also started the City's Workplace Harassment Prevention Training, and is about 40% complete with the process.

Working with the Community

Portland Fire & Rescue's Community Emergency Services (CES) is a good example of one of the City's private/public partnerships. Portland Fire & Rescue currently certifies about 130 Neighborhood Emergency Team (NET) volunteers annually. The goal is to train and help organize a team in each of Portland's 92 neighborhood areas. Since 1994, over 1,400 citizens have completed the basic training and nearly 75% of these participate actively in the program.

The pool of NET members represents a good balance of male and female volunteers and a wide range of ages. The youngest member is 14 years old; the oldest member is 81. Participants represent 88 out of 92 neighborhood areas citywide. In each of their neighborhoods, current NET members are responsible for recruiting other participants to help build their team.

Portland Fire & Rescue also trains Business Emergency Teams (BETS). The bureau offers a Train-the-Trainer course for private sector safety officers, training managers, and property managers who want to establish their own in-house disaster response teams. The train-the-trainer approach allows the Fire Bureau to reach a greater number of businesses and also allows the businesses to offer the basic training in a way that best meets the needs of their own employees and operations.

CES activities also included coordinating Station Advisory Committees which gives citizens an opportunity to provide input about siting and design for the new fire stations.

SUMMARY OF BUDGET DECISIONS

The Adopted Operating Budget for Portland Fire & Rescue has a net reduction of approximately \$1.4 million from the current service level. This is due to a number of adjustments, both budgets cuts, transfers, and add packages, which are outlined in this section. In addition, the Adopted Budget adds \$1,173,004 to PF&R's FY 2003-04 Capital Budget for fire apparatus replacement, Fire Station 6 dredging, and Linnton site soil remediation.

Budget Reductions

Chief's Office

\$53,820 in support was eliminated for the Community Emergency Services (CES) program in the Chief's Office. This reduction eliminates the position that support the CES program and limits outreach efforts, communication, and data management for nearly 600 active volunteers.

Emergency Operations Division

Two budget reductions, totaling \$648,960, were taken in the Emergency Operations Division. Both are related to assigning staff to the Traveler Pool.

\$336,960 of the \$648,960 reduction is from shifting two firefighters from displaced stations to the Traveler Pool. As part of the G.O. Bond fire station improvement program, several fire stations will be remodeled in FY 2003-04. The staff of the stations being remodeled are usually relocated to neighboring stations and respond to emergency calls from their temporary locations. Under the Adopted Budget, two firefighters per day from those displaced stations will be assigned to the Traveler Pool to cover vacant shifts and reduce premium pay costs. The service impact of this staffing modification is the reduction of PF&R's on duty strength by two positions.

\$312,000 of the \$648,960 reduction is from assigning Station 45 staff to the Traveler Pool for five months. Fire Station 45 is located on the edge of the city boundary with Gresham. The Cities of Portland and Gresham share the operating costs of the station. PF&R staffs the station for seven months of each year. When Station 45 is staffed by the City of Gresham during the remaining months, the Station 45 company is typically relocated to high call volume stations to strengthen emergency response capability. In order to meet required budget reductions, the Station 45 crew will be assigned to the Traveler Pool during the five months to reduce premium pay costs.

Training and Safety Division

\$77,675 was cut in the Training and Safety Division through the elimination of the Driver/ Apparatus Training position. This position provides all new and existing firefighters with extensive training for operating the highly specialized vehicles, such as fire engines and ladder trucks. This position reduction will curtail PF&R's driving/apparatus operation training program and may reduce the number of qualified drivers/operators in the bureau. This may create complications in daily staffing of the fire stations and may result in higher fleet liability claims and costs.

Prevention Division

\$258,293 in General Fund discretionary revenues was reduced in the Prevention Division. This was due to the elimination of a position and a loss of General Fund support for the Code Enforcement program.

\$108,293 of the \$258,293 cut by from eliminating a Senior Inspector position. This action eliminates one of the four Senior Inspector positions in the Code Enforcement Section. These positions manage the commercial building fire inspection and several permit related programs including public assembly, pyrotechnics, and special hazard programs. As a result of the reduction, the remaining Senior Inspectors will have a larger number of fire inspectors under their supervision -- from 7 to 8 inspectors to 10 to 11 inspectors. This will curtail the Senior Inspectors' ability to work closely with individual fire inspectors and could lead to a higher error rate and a lower level of customer services.

In addition, \$150,000 in General Fund Discretionary support is being eliminated. Increases in Code Enforcement and Special Use Permits fees, totalling \$150,000 annually, will replace the General Fund's support. The fee increase will bring the cost recovery of the Code Enforcement Program closer to the target set by the City Council. A potential negative impact could be the public response/perception to raising the fees.

Program Shifts

The following are program shifts that are reflected in PF&R's budget:

- Transfer of Emergency Operations Center appropriation and some emergency management appropriation to the new Office of Emergency Management (OEM) (\$271,804).
- Transfer of Community Emergency Services program to OEM (\$114,069).
- Transfer of appropriation for the Public Emergency Notification System to the Portland Police Bureau (\$26,815).

These efforts will consolidate and strengthen the City's emergency planning and response system. Two positions in the Fire Bureau's Portland Office of Emergency Management will remain in the bureau to manage its emergency management functions. The staff will also serve as the bureau's liaison to the Office of Emergency Management.

Budget Additions/ Restorations

The Adopted Budget also incorporated other adjustments that were additions to the budget or restorations of services. These added funds will help the bureau replace fire apparatus, maintain its facility locations, and address federal requirements. These adjustments are included below:

- Added on-going funds for fire apparatus replacement (\$998,004).
- Added funds for the Linnton Clean-Up project and the Station 6 Dredging project (\$175,000).

- Added one-time funds for compliance with Health Insurance Portability and Accountability Act requirements (\$8,507).
- ◆ Added resources to assist the Bureau of Environmental Services with emergency crew training (\$15,000).
- Added funds for PF&R to assist the Water Bureau to conduct hazardous materials inspections on commercial properties along the south shore of the Columbia River (\$75,000).
- Restored funds on a one-time basis for the Trauma Intervention Program (\$60,000).

FUNDING SOURCES

Funding Sources

General Fund discretionary support accounts for 95.7% of the funding for Portland Fire and Rescue operations. For FY 2003-04, non-discretionary resources total \$2,896,227. The largest portion of this total is from the fee revenues of the Code Enforcement Program and the Plan Review and Construction Permits Program in the Prevention Division. Both programs are anticipated to generate fee revenues of approximately \$1.9 million for FY 2003-04.

In addition, Portland Fire and Rescue estimates that contracts will bring in close to \$380,000, including fire protection to jurisdictions outside the city boundary for \$180,000 and an EMS supplies contract with Multnomah County for \$200,000. The remainder of non-discretionary revenues are for permits, reimbursements, State sanctioned runs, miscellaneous fees and interagency services.

Strategic Direction

SIGNIFICANT ISSUES

Station 45 staffing after FY 2003-04 will be a significant issue for the City. Fire Station 45 is located on the edge of the city boundary with Gresham and serves the populations of both jurisdictions. Approximately 40% of emergency calls for Station 45 are in the City of Gresham. In 1999, both cities entered into an intergovernmental agreement to provide joint staffing for the station. Portland Fire & Rescue staffs Station 45 for seven months from June through December of each year, while Gresham Fire Department covers the remaining five months.

The Station 45 company is currently identified to staff new Fire Station 27 starting FY 2004-05. As a result, PF&R will not have resources to staff Station 45.

MAJOR INITIATIVES

The public safety environment is rapidly changing. In order to meet the needs of customers, Portland Fire & Rescue will implement their strategic plan and link it to the budget through four major initiatives. These initiatives listed below and are included in the bureau's annual business plan. They will be pursued, as funding allows.

Urban Wildfire Hazard Zones

Major Initiative #1: Adopt Urban Wildfire Hazard Zones in the City of Portland

PF&R will work with other bureaus and private citizens to refine structural requirements, and requirements for maintaining defensible spaces, in an effort to mitigate the losses expected from serious urban wildfire in Portland.

Cultural Diversity Training

Major Initiative #2: Implementation of Cultural Assessment Study Recommendations

PF&R will provide training for all employees on conflict resolution, supervisor training on dealing with handling harassment situations, and training for all employees by work group on work climate.

Leadership Development

Major Initiative 3: Expand Leadership/Management Development Training

PF&R will intensify training in management/ leadership abilities in order to increase effectiveness at all levels of the organization. This will include subjects as diverse as developing a positive workplace environment to incident management of major catastrophic events and officer training. More structured training in this area will cultivate future leaders and define the management/leadership development path.

Company Fire Inspections

Major Initiative #4: Company Fire Inspection Program

PF&R will continue the implementation of the Company Fire Inspection Program. One-third of companies have been trained, another third will be trained in first half of FY 2003-04. The final third will be trained in January/February 2004.

Certification from CFAI

Major Initiative #5: Achieve Certification from CFAI

PF&R is committed to organizational excellence in all service areas. To that end, PF&R will seek to obtain fire service accreditation from the Commission on Fire Accreditation International (CFAI). This intensive and comprehensive self-assessment and external assessment process will enable PF&R to determine its risks and fire safety needs, evaluate the performance of the organization, and provide a method for continuous improvement. There are currently 59 fire jurisdictions nationwide with CFAI certification. This major initiative will be completed within the next two years.

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

PF&R directly supports and promotes City Council goals through the implementation of the following programs:

Through citizen involvement and strategic planning, PF&R is helping to build a livable city by implementing the Fire Facility Improvement Program, which is funded by general obligation bonds. The measure allows PF&R to manage the city's growth by providing additional resources to the community that ensure public safety.

PF&R promotes economic vitality and access to quality jobs for all through several programs. An excellent example is the Firefighter Trainee program, which provides career opportunities for under-represented classes. This program has enabled PF&R to improve diversity within the sworn positions by 317% over the past nine years.

Ensuring a safe community is at the top of PF&R's list of priorities.

In addition to serving as the largest pre-hospital emergency medical care provider in Oregon, PF&R provides fire suppression, prevention, technical rescue, hazardous materials response, and numerous other programs which enhance public safety.

PF&R continues to enhance partnerships with other agencies in the region. From participation in the Marine Fire and Safety Association, 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, PF&R 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, PF&R is making strides to continuously improve the quality of the delivery of public services.

Overview of Programs

CHIEF'S OFFICE

The Office of the Chief ensures that PF&R 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 PF&R. The Fire Chief is also the liaison with the Mayor, Commissioners and managers of other City bureaus.

The Chief's Office includes the Public Communications section, which 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 PF&R's role in emergency response and the diverse nature of the services provided.

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, Financial Services, and Planning and Administrative Services.

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 Fire Facility Improvement Program; and ordering and stocking of clothing, equipment, fuel, and supplies for fire stations.

The Planning and Administrative Services Section prepares the annual business plan, assists with development of division work plans, conducts the strategic planning process, develops the five-year Strategic Plan, prepares statistical reports, prepares programmatic analyses, and conducts research as requested by internal and external stakeholders.

EMERGENCY OPERATIONS

The majority of resources of PF&R 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 29 fire stations located throughout Portland, covering 149.5 square miles and a population of approximately 530,000 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, and Battalion Headquarters (BHQ).

TRAINING

The Training and Safety Division ensures that all firefighters have the skill and strength to perform their jobs safety. Its activities include recruitment, in-service training, the Firefighter Trainee Program, new recruit training, and general administration, which provides curriculum, classroom presentations, hands-on training, safety programs, and scheduling of the Training Center facilities.

The Firefighter Trainee 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 PF&R Training Academy.

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 firefighters 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.

The Public Education Section of the division 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.

The Fire Investigations Section employs specialized Fire Inspectors who are also sworn police 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.

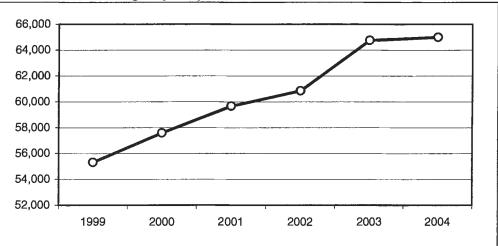
Code Enforcement seeks to identify and mitigate fire hazards in commercial establishments and multi-family dwellings of three or more units. The section's activities include regular inspections to ensure occupancies adhere to the safe practices outlined in the Uniform Fire Code. This program receives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

The Plans Review Section 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 Bureau of Development Services 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

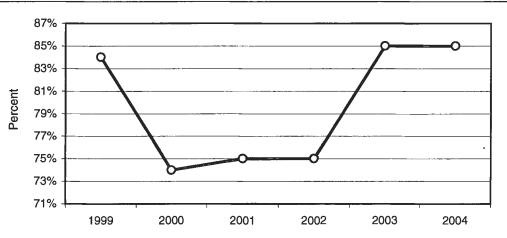
Number of Emergency Response Calls

- The bureau has seen a constant increase in the number of emergency response calls in direct correlation to the rise in population.
- 60% of the calls responded to are medical in nature.
- Portland Fire and Rescue serves a population of 531,600 and provides coverage to 149.5 square miles.



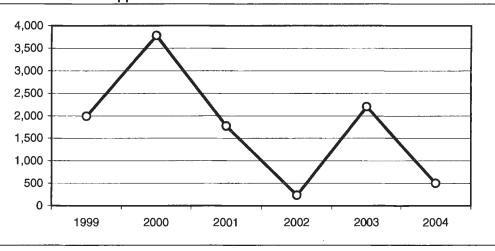
Response Time under 5 minutes 20 seconds

- 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.
- An additional fire station will be built in FY 2004-05 to ensure that Portland Fire & Rescue continues to provide an adequare level of coverage.



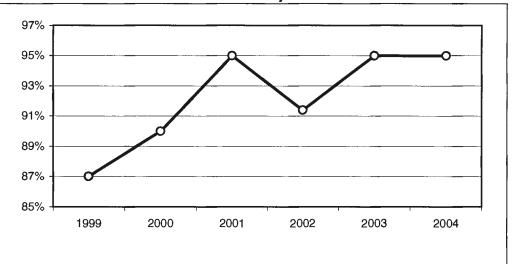
Number of Applicants for Positions

- 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.

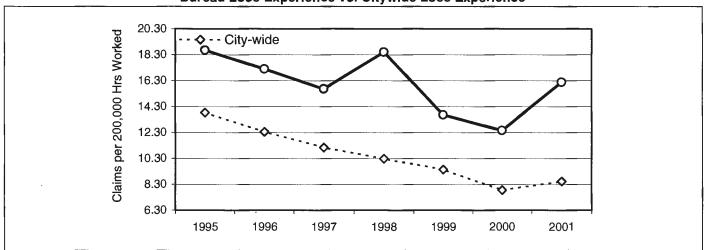


Percent of Recruits Trained Successfully

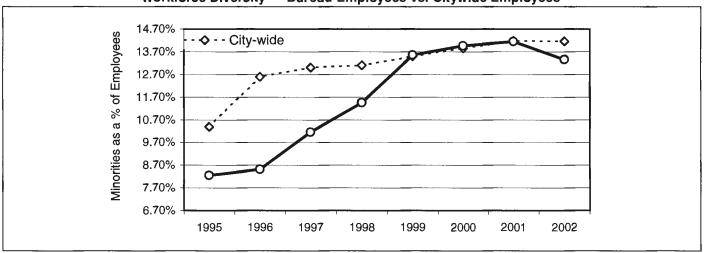
- ◆ Portland Fire and Rescue's Training Academy provides an extensive program through classroom training, shift work training at Station 2; and continued learning and evaluation at an assigned station.
- All of these methods of training provide the best means to train an individual; the graph shows the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



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



bureau of Fire, nescue and En	Actual	Actual	Actual	Actual	Yr End Est.	Adopted	
	FY 1998–99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	
BUREAU OF FIRE, RESCUE AND EMERGENO	Y SERVICES						
Affirmative Action Measures							
Affirmative Action - Minority	11.5%	13.6%	14.0%	14.1%	13.4%		
Minority Employees as a Percent of Total							
Affirmative Action - Female	7.2%	8.8%	9.1%	9.1%	9.2%		
Female Employees as a Percent of Total							
Bureau of Fire, Rescue and Emergency Serv	ices						
Risk Data							
General Liability Claims per 200,000 Hours Worked	1.48	0.90	1.04	1.70			
Worker's Comp Claims per 200,000 Hours	18.49	13.65	12.44	16.17			
Worked Scomp Claims per 200,000 hours	10.43	13.05	12.44	10.17			
Fleet Claims per 100,000 Miles Driven	3.33	2.17	2.92	1.71			
Fleet Claims Cost per 100,000 Miles	\$8,500	\$2,650	\$3	\$2			
Driven							
General Liability Claims Cost per \$100	\$0.46	\$0.00	\$0.00	\$0.04			
Payroll Workerla Comp Claims Cost per \$100	#0.0 6	¢4.00	\$1.75	\$1.02			
Worker's Comp Claims Cost per \$100 Payroll	\$3.86	\$1.28	φ1./5	\$1.02			
Chief's Office							
Workload							
Number of Applicants for Positions and	1,986	3,778	1,770	236	2,200	500	
Promotional Exams	,	•	,		•		
Effectiveness							
Percent of citizens rating service good or	91%	90%	91%	90%	95%	95%	
very good							
Management Services							
Effectiveness							
Percent of time in compliance with	99%	100%	100%	100%	100%	100%	
external deadlines for payroll, Council, Budget and Purchasing							
Efficiency Process payment documents in 5 days	100%	100%	100%	100%	100%	100%	
100% of the time	100%	100%	100%	100%	100%	100 /8	
Emergency Operations							
Workload							
Number of Emergency Response Calls	55,310	57,588	59,652	60,841	64,750	65,000	
Efficiency							
Respond (turnout and travel) to 90% of all	84%	74%	75%	75%	85%	85%	
EMS/Fire incidents within 5 minutes 20							
seconds							
Training							
Workload	40.440	40.150	E0 400	50.750	54.000	EE 000	
Number of hours of training provided via group delivery at Training or in the field	48,440	40,150	50,400	52,750	54,000	55 ,0 00	
Effectiveness							
Percent of recruits successfully trained in	87%	90%	95%	91%	95%	95%	
comparison to the total # of recruits	07 70	3070	0070	3170	3070	3670	
Efficiency							
Percent of firefighters completing in-	100%	100%	100%	100%	100%	100%	
service training based on annual							
requirements							

PERFORMANCE MEASURES

	Actual FY 1998–99	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001–02	Yr End Est. FY 200203	Adopted FY 2003-04
Prevention						
Workload						
Number of participants in public education programs per PEO employee	1,018	6,002	3,980	1,518	2,000	2,000
Effectiveness						
Number of arrests and exceptional clearances as a percent of the total number of arson fires	18%	17%	20%	19%	20%	20%

	Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03		Proposed FY 2003-04	Adopted FY 2003-04
EXPENDITURES						
Operating Budget						
Personal Services	53,382,230	53,864,344	55,843,713		57,701,651	57,776,651
External Materials and Services	4,260,011	4,247,912	5,348,853		4,429,840	4,489,840
Internal Materials and Services	2,806,044	3,874,744	4,305,077		4,360,253	4,331,728
Minor Capital Outlay	194,998	142,450	50,000		50,000	50,000
Equipment Cash Transfers	24,522	3,850	0		0	0
Total Operating Budget	60,667,805	62,133,300	65,547,643	•	66,541,744	66,648,219
Capital Improvements	1,023,842	1,102,955	1,712,268		175,000	1,173,004
TOTAL BUREAU EXPENDITURES	\$ 61,691,647	\$ 63,236,255	\$ 67,259,911	\$	66,716,744	\$ 67,821,223
Allocated Overhead	1,392,031	970,948	1,132,754		1,041,341	1,289,303
Total Cost with Allocated Overhead	63,083,678	 64,207,203	68,392,665		67,758,085	69,110,526
RESOURCES						
General Fund Discretionary	58,630,576	60,443,550	63,636,973		63,919,034	64,924,996
Non-Discretionary Revenues						
Grants & Donations	203,775	195,992	725,566		0	0
Contract Revenues	329,545	327,523	303,000		310,000	310,000
Interagency Revenues	42,55 6	90, 6 26	121,792		143,484	218,484
Program Revenue	2,485,195	2,178,564	2,202,000		2,237,304	2,237,304
Overhead Recovery	0	0	270,580		106,922	130,439
Total Non-Discretionary Revenues	3,061,071	2,792,705	3,622,938	•	2,797,710	 2,896,227
OTAL GENERAL FUND RESOURCES	61,691,647	\$ 63,236,255	\$ 67,259,911	\$	66,716,744	\$ 67,821,223

Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.

General Fund Discretionary Position	s	711	690	680		675	675
Positions	<u> </u>	743	721	 710		701	701
TOTAL PROGRAMS	\$	61,691,647	\$ 63,236,255	\$ 67,259,911	\$	66,716,744	\$ 67,821,223
Positions		63	61	61		57	 57
Prevention		5,214,768	5,252,625	5,605,245		5,486,796	5,560,705
Positions		0	0	0		0	(
Emergency Management & Planning		271	487	0		0	
Positions		23	24	24		23	2.
Training		1,678,667	2,211,481	2,136,375		2,132,293	2,132,29
Positions		602	591	583		581	58
Emergency Operations		<i>47</i> 44,878,984	<i>37</i> 45,675, 3 69	<i>35</i> 48,020,505		<i>35</i> 49,305,186	<i>3</i> .49,363,03
Management Services Positions		8,645,182	8,402,730	10,022,084	•	8,418,390	9,391,11
Positions		9	8	7		5	0.004.44
Chief's Office		1,169,592	1,593,440	1,475,702		1,374,079	1,374,079
Positions		0	0	0		0	(
Revenues		839	4,045	0		0	(
Positions		0	0	0		0	(
Logistics		103,344	96,078	0		0	(
PROGRAMS							

		Actual FY 2000-01	Actual FY 2001-02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel	Services					
511000	Full-Time Employees	33,390,988	33,386,841	43,468,799	44,979,241	44,979,241
512000	, ,	357,939	279,480	304,975	226,200	226,200
514000	Overtime	1,214,344	1,073,571	1,046,027	1,067,878	1,142,878
515000	Premium Pay	5,444,638	5,311,608	4,077,562	4,427,540	4,427,540
517000	Benefits	6,838,004	6,747,713	6,946,350	7,000,792	7,000,792
518000	Paid Absence	6,136,317	7,065,131	0	, , 0	, , ,
	onnel Services	53,382,230	53,864,344	55,843,713	57,701,651	57,776,651
	and Services				<u> </u>	
External	Materials and Services					
521000	Professional Services	359,228	240,795	808,484	390,409	450,409
522000	Utilities	359,743	417,179	425,000	450,000	450,000
523000	Equipment Rental	7,764	2,570	45,263	29,468	29,468
524000	Repair & Maintenance Services	783,264	678,398	619,128	593,085	593,085
525000	Non-Capital Improvement	0	0	0	. 0	· o
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	204,110	164,437	341,948	116,647	116,647
531000	Office Supplies	102,949	158,914	108,996	101,748	101,748
532000	Operating Supplies	682,950	769,273	1,009,537	807,048	807,048
533000	Repair & Maintenance Supplies	350,140	380,715	480,188	495,025	495,025
53400 0	Minor Equipment & Tools	453,907	431,468	774,333	534,484	534,484
535000	Clothing & Uniforms	430,388	·	•	•	•
539000			531,086	396,532	441,299	441,299
	Other Commodities External	15,459	25,552	12,721	13,655	13,655
541000	Education	195,433	143,321	212,652	218,294	218,294
542000	Local Travel	10,339	12,398	13,917	17,905	17,905
543000	Out-of-Town Travel	112,976	66,507	65,794	94,557	94,557
5 44 00 0	Space Rental	117,277	109,431	16,607	0	(
545000	Interest	0	0	0	0	(
546000	Refunds	0	0	5,320	0	(
547000	Retirement System Payments	85,251	92,902	103,000	103,216	103,216
548000	Operating Lease	0	0	0	0	C
549000	Miscellaneous	8,635	49,484	49,833	23,000	23,000
Total Ex	ternal Materials and Services	4,279,813	4,274,430	5,489,253	4,429,840	4,489,840
	Materials and Services			0.40 ===0	0=0.040	
551000	Vehicle Services	627,903	549,190	613,576	653,349	650,925
552000	Printing & Distribution	148,932	132,364	165,597	154,365	153,274
553000	Facilities Services	46,489	45,241	49,669	5,027	5,012
554000	Communications Services	844,490	946,536	903,396	918,106	914,522
555000	Information Technology	366,517	750,676	1,095,572	1,109,460	1,090,200
556000	Insurance	719,968	737,497	634,687	681,221	679,070
557000	Master Lease	0	0	0	0	(
558000	Same Fund Services	10,225	668,923	705,218	699,527	699,527
559000	Other Fund Services	60,156	31,098	137,362	139,198	139,198
Total Int	ernal Materials and Services	2,824,680	3,861,525	4,305,077	4,360,253	4,331,728
Total Mate	erials and Services	7,104,493	8,135,955	9,794,330	8,790,093	8,821,568
Capital Ou	-	-				
561000		0	0	0	0	(
562000	Buildings	0	10,706	0	0	(
563000	Improvements	982,997	0	0	0	(
564000	Capital Equipment	194,998	1,208,181	1,621,868	225,000	1,223,004
565000	Facilities Lease/Purchase	0	0	0	0	(
566000	Equipment Lease/Purchase	0	0	0	0	(
567000	Infrastructure	0	0	0	0	(
568000	Other Capital Expenditure	0	0	0	0	(
569000	Depreciation	0	0	0	0	
Total Capi	•	1,177,995	1,218,887	1,621,868	225,000	1,223,004
573000	Equipment Cash Transfers	24,522	3,850	0	0	(
	Minor Equipment Transfers	2,407	13,219	0	0	
	EAU EXPENSES	\$ 61,691,647	\$ 63,236,255	\$ 67,259,911	\$ 66,716,744	\$ 67,821,223

-		Actual FY 2001	Actual FY 2002		evised 2002-03		pposed 200304	Adopted FY 2003-04	
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	1	1	42,825	1	43,932	1	43,932
516 510	Accounting Technician	1 2	1 3	1 3	53,933 106,362	1 3	55,334 109,098	1 3	55,334 109,098
7103	Accounting Technician Administrative Assistant	0	0	0	100,302	6	304,675	6	304,675
819	Administrative Assistant	2	3	3	158,268	ŏ	0	0	0
7102	Administrative Specialist, Senio	0	0	0	0	1	47,202	1	47,202
922	Administrative Supervisor II	1	1	1	60,479	0	0	0	0
7107	Administrative Supervisor II	0	0	0	0	1 0	63,341 0	1 0	63,341 0
2532 2533	Applications Analyst II Applications Analyst III	2 2	1 2	0	0	0	0	0	0
2534	Applications Analyst IV	1	1	ő	ő	ő	ő	0	Ö
5347	Ass't Public Education Officer	1	1	1	73,924	1	81,497	1	81,497
5324	Assistant Fire Marshal	1	0	0	0	0	0	0	0
928	Bureau Administrative Manager	1	1	1	79,595	0	0	0	0
620	Bureau Human Resources Manager	1	0	0	0	0	0 771	0 1	00.771
7112	Business Operations Manager	0	0	0 0	0	1 1	82,771 99,429	1	82,771 99,429
7113 7110	Business Operations Manager, Sen Business Operations Supervisor	0	0	0	0	1	72,144	1	72,144
1420	Carpenter	2	2	2	90,160	2	92,476	2	92,476
932	Chief Bureau Administrative Mgr	1	1 1	1	92,812	0	0	0	. 0
7202	Community Outreach & Information	0	0	0	0	0	0	0	0
7490	Community Relations Assistant	1	0	0	0	0	0	0	0
7492	Community Relations Specialist	0] 1	1_	49,404	0	0	0	0
5217	Deputy Fire Chief	6	7	7	657,775	0	500 730	0 6	0 592 730
7950	Deputy Fire Chief*	0	0 1	0	0 37,981	6 1	582,739 38,965	1	582,739 38,965
337 5218	Distribution Technician Division Fire Chief		'1	1	102,876	Ó	00,303	ó	00,909
1453	Electrician	1	i i i	i	56,021	1	57,472	1	57,472
5349	Emerg Med Svcs Coordinator	i i	1	1	78,354	1	83,935	1	83,935
5348	Emerg Med Svcs Specialist	1	3	2	140,181	2	140,102	2	140,102
7197	EMS Program Manager	0	0	0	0	1	72,312	1	72,312
7651	Engineer, Supervising	0	0	0	0	1	82,771	1 1	82,771
7127	Executive Assistant	0 0	0	0 0	0	1 1	58,709 51,329	1	58,709 51,329
7717 7718	Facilities Maintenance Superviso Facilities Maintenance Superviso	0		0	0	1	66,569	1	66,569
1115	Facilities Maintenance Tech	2	2	2	91,078	2	93,398	2	93,398
827	Financial Analyst	1	1	1	49,700	0	0	0	0
7377	Financial Analyst, Senior	0	0	0	0	1	61,036	1	61,036
5216	Fire Battalion Chief - Staff	11	11	11	973,618	11	1,029,896	11	1,029,896
5214	Fire Captain	32	31	31	2,398,642	31	2,536,526 0	31 0	2,536,526 0
5219	Fire Chief Fire Chief	1 0	1 0	1 0	113,712	0 1	123,105	1	123,105
7095 7955	Fire Division Chief*	0	0	0	اه	2	208,364	2	208,364
5208	Fire Fighter	426	420	423	24,203,235	422	25,211,397	422	25,211,397
5209	Fire Fighter Specialist	10	10	10	609,453	10	641,830	10	641,830
5220	Fire Inspector	39	36	29	1,885,085	26	1,790,042	26	1,790,042
5221	Fire Inspector, Senior	6	6	6	458,729	5	404,531	5	404,531
5222	Fire Inspector/Specialist	7	7 7	7 7	475,384	7 7	506,607 505,804	7 7	506,607 505,804
5225 5211	Fire Investigator Fire Lieutenant	7 101	98	98	489,095 6,615,483	98	7,004,111	98	7,004,111
5328	Fire Marshal	101	1	1	102,876	0	7,004,111	0	0
7960	Fire Marshall	ا	Ó	Ö	0	1	105,534	1	105,534
5212	Fire Training Officer	4	4	4	260,449	4	270,293	4	270,293
5260	Harbor Pilot	7	7	7	460,751	7	481,756	7	481,756
5352	Hazardous Materials Coordinator	1	1	1	79,615	1	84,295	1	84,295
1520	Industrial Machinist	1	1 1	1	45,518	1	46,699	1 0	46,699
2542	Information Systems Analyst II	1 1	0 0	0	0	0 0	0	0	0
2544 100	Information Systems Analyst IV Office Support Specialist I	2	2	1	32,113	1	32,949	1	32,949
100	Office Support Specialist II	5	5	5	171,981	5	179,437	5	179,437
104	Office Support Specialist III	1	1	1	41,823	1	42,905	1	42,905
1443	Painter	2	2	2	90,160	2	92,476	2	92,476
2545	Principal Info Systems Analyst	1	0	0	0	0	0	0	0
7133	Principal Management Analyst	0	0	0	0	1	67,766	1 0	67,766
7154	Program Coordinator	0	0	0 3	184 551	0 0	0	0	0
966	Program Coordinator Program Manager	3 0	3 0	0	184,551 0	0	0	0	0
	r rouralli waliadei	1	1	U	- 1				
7156 968	Program Manager I	1	0	0	0	0	0	0	0

Bureau of Fire, Rescue and Emergency Services AU 124

FULL-TIME POSITIONS

					evised 2002-03		posed 2003–04	Adopted FY 2003-04	
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7152	Program Specialist, Assistant	0	0	0	0	0	0	0	0
7206	Public Information Officer	0	0	0	0	1	68,476	1	68,476
816	Senior Administrative Specialist	7	5	4	172,136	0	0	0	0
3166	Senior Engineer	1	1	1	75,648	0	0	0	0
828	Senior Financial Analyst	1	1	1	61,177	0	0	0	0
2552	Senior Information Systems Mgr	1	0	0	0	0	0	0	0
952	Senior Management Analyst	0] 1]	1	64,895	0	0	0	0
1134	Sr Facilities & Maint Supervisor	2	2	2	129,790	0	0	0	0
5230	Staff Fire Captain	5	5	5	391,770	5	408,567	5	408,567
5213	Staff Fire Lieutenant	5	5	3	201,433	2	138,675	2	138,675
3107	Technician I	1	1 1	2	79,136	2	89,331	2	89,331
1054	Trades Supervisor	1	0	1	53,348	0	0	0	0
1210	Utility Worker I	1	1	1	35,329	1	36,240	1	36,240
1532	Vehicle & Equipment Mechanic	5	5	5	227,695	5	233,495	5	233,495
7708	Vehicle Maintenance Supervisor I	0	0	0	0	1	66,569	1	66,569
604	Video Production Assistant	2	1	1	58,506	0	0	0	0
606	Video Production Manager	2	1	1	68,236	0	0	0	0
7246	Video Production Specialist	0	0	0	0	1	60,323	1	60,323
7247	Video Production Supervisor	0	0	0	0	1	70,006	1	70,006
TOTAL	FULL-TIME POSITIONS	743	721	710 \$	43,468,799	701 \$	44,979,241	701 \$	44,979,241

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.

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	68,147,295	0	68,147,295	707.0	FY 2003-04 Current Service Level Estimate
CSL Adjustmen	ts				
·	0	0	0	0.0	Reclassify a Firefighter to an Administrative Ass
	0	0	0	0.0	Overhead Offset
	(170,959)	0	(170,959)	0.0	PERS Adjustments
Mayor's Propos	ed Budget Decisio	ns			
	0	0	0	0.0	Fee Increases in Code Enforcement
	(60,000)	ő	(60,000)	0.0	Trauma Intervention Program
	(53,820)	Ö	(53,820)	(1.0)	Eliminate Vacant CES Position
	(77,675)	0	(77,675)	(1.0)	Eliminate Vacant CES Tosition Eliminate Driving/Apparatus Training Position
	(108,293)	0	(108,293)	(1.0)	Eliminate Senior Inspector Position
	(312,000)	0	(312,000)	0.0	Station 45 Staffing Shift to Traveler Pool
	•	0	(312,000)	0.0	Premium Savings from Shifting Staff to Traveler
	(336,960)			0.0	
	(26,815)	0	(26,815)		Transfer appropriation for I/A for PENS
	(114,069)	0	(114,069)	(1.0)	Move CES to new Emerg. Mgmt. Office
	(271,804)	0	(271,804)	(2.0)	Move some POEM costs to new Emerg. Mgmt.
	(96,663)	0	(96,663)	0.0	Adjustments for BIT Rate Methodology Changes
	0	35,000	35,000	0.0	Linnton Clean-up Project (GF Capital Set Aside)
	0	140,000	140,000	0.0	Station 6 Dredging Project (GF Capital Set Asid
	0	8,507	8,507	0.0	HIPPA Compliance Costs
	(56,562)	0	(56,562)	0.0	Decrease Ext. M&S for IT staff cost transfer
	56,562	0	56,562	0.0	Increase Int. M&S for IT staff cost transfer
	0	15,000	15,000	0.0	I/A with BES for Emergency Crew Training &
Approved Budge	et Additions and R	eductions			
	0	0	0	0.0	Overhead Support Adjustment
	0	60,000	60,000	0.0	Trauma Intervention Program Restoration
Adopted Budget	Additions and Re	ductions			
	(28,525)	0	(28,525)	0.0	Interagency Changes (PERS Savings)
	998,004	0	998,004	0.0	Fire Apparatus Replacement
	0	75,000	75,000	0.0	I/A with Water Bureau for Inspection Costs
	(659,579)	333,507	(326,072)	(6.0)	Total FY 2003-04 Decision Packages
		· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·		
			\$ 67,821,223	701.0	Total Adopted Budget
EV 2002 04 Doo!	sion Packages Not	Accepted			
1 1 2003-04 DECI	(86,440)	Accepted 0	(86,440)	1.0	Emergency Management Staff Captain
	(978,325)	0	(978,325)	1.0	Station Closure
	(978,325) 0	145,000	1 ' ' 1	0.0	Floating Boathouse for Fireboat Campbell
	0	155,250	145,000	0.0	Tying the EMS and Training Buildings
	-		155,250		
	42,499	0	42,499	1.0	One OSS II FTE for Code Enforcement Support
	0	197,000	197,000	1.0	Bridge Funding for the Learning Center
	491,000	0	491,000	6.0	Restoration of Rescue 1
			\$ (34,016)	10.0	Total Decision Packages Not Accepted



Bureau of Emergency Communications

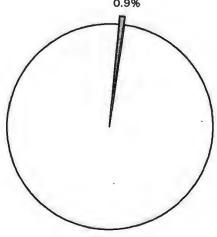
Public Safety Service Area

Randy Leonard, Commissioner-in-Charge Carl Simpson, Director

Percent of City Budget

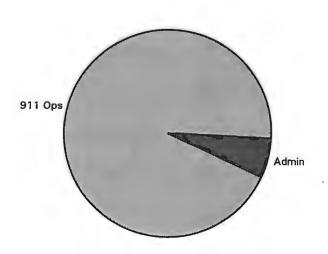
Emerg Comm = \$12.7 Million

0.9%



City Budget = \$1.4 Billion

Bureau Programs

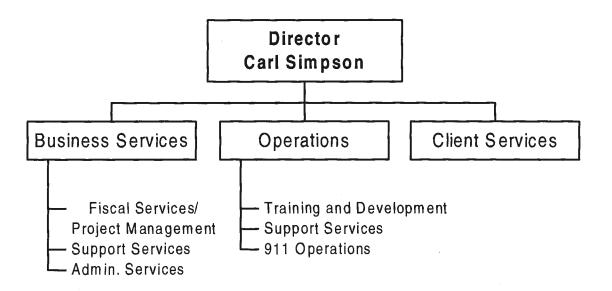


Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	12,739,950	12,683,744	-56,206	-6.7%
Capital	0	0	0	0.0%
Allocated Overhead Costs	221,488	359 ,399	137,911	52.1%
Total Cost with Allocated Overhead	\$ 12,961,438	\$ 13,043,143	\$ 81,705	-5.7%
Authorized Full-Time Positions	133	127	-6	-10.5%

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

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 OVERVIEW

Organizational Description

The Bureau of Emergency Communications (BOEC) serves as the primary public safety answering point for Multnomah County. BOEC personnel process all 9-1-1 telephone calls and calls from the non-emergency number. Staff also dispatch police, fire, and emergency medical personnel to incidents.

Call Volume

The call volume at BOEC has increased from 846,028 to 909,929 (7.6%) in the past four years. Historically, call volumes tend to increase at a rate similar to population growth. The population of Multnomah County is estimated to grow an average of 4% per year. In FY 2003-04 BOEC expects to receive approximately 900,000 calls, representing 600,000 emergency and 300,000 non-emergency calls.

The bureau projects it will need a staffing level of 115 certified FTE to continue to meet the performance goal of answering 90% of all calls withins 20 seconds. The FY 2003-04 Adopted Budget provides funding for 94 certified Emergency Communication Operator (ECO) positions and eight trainees, with two additional trainee positions budgeted but not funded.

Operating Budget

The FY 2003-04 Adopted Budget for BOEC is \$12.7 million and supports 127 full-time positions. This amount does not include fund-level expenditures that are reflected in the Emergency Communications Fund. The budget is primarily supported by resources from the City of Portland and other user jurisdictions, State of Oregon 9-1-1 revenues, and money from the Pubic Safety Fund. For FY 2003-04, the Public Safety Fund is providing \$250,000 in support to BOEC to offset an expected decrease in State 9-1-1 revenue. This is due to a revenue distribution cap set by the State. In the last three years, the fund has provided additional resources to BOEC, ranging between \$650,000 to \$750,000 annually.

The Public Safety Fund is a diminishing source of funding with no consistent revenue sources. It was created to fund the construction of the Portland Communications Center and the BOEC Computer Aided Dispatch system in the early 1990s. The fund has remained open and contains interest income and City of Portland funds transferred into this account for a reserve.

It was considered in the best interest of the user jurisdictions to use the Public Safety Fund to supplement the operating budget to offset the overall cost to the user jurisdictions in the annual budgeting process. It was also recognized that this was a limited funding source and that the time would come when funding was no longer available to support BOEC's operations.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Established Goals

The FY 2003-04 Adopted Budget provides for a staffing level sufficient to cover all dispatch operation and call-taking positions to provide a performance level of answering 75% of all 9-1-1 calls within 20 seconds. This is a reduction of the performance expectations established for FY 2002-03. For FY 2002-03, the goal was to answer 90% of calls within 20 seconds, which was revised from the previous year's goal of 94.5% of calls.

Recruiting, Training, and Staffing

BOEC has undertaken a variety of efforts to improve its recruitment and training processes and to allow for adequate staffing.

Recruiting

All testing and recruiting processes for 9-1-1 dispatchers have been validated in the past year. Initial progress reports indicate that better qualified applicants are applying and entering into BOEC's training program.

Training

Each trainee progresses through a structured 12-month training program, consisting of call taking and police dispatch training. The bureau projects that 91 certified ECO staff will be available July 2003.

Overtime

Overtime is used to manage peak hours and stay in compliance with the performance levels defined by the BOEC User Board. In the last three years, overtime support has ranged from 22,000 to 29,000 hours per year.

Funding has been budgeted for approximately 12,000 of overtime hours for training and operations in FY 2003-04. This is a reduction from the overtime support available in recent years, and likely will impact service and performance levels.

Technology Services

In the Adopted Budget, BOEC's interagency agreement with the Bureau of Technology Services (BTS) reflects a change in services. BTS will now provide nearly all administrative services related to information technology management. The purchase of equipment will continue to be reflected in BOEC's budget.

SUMMARY OF BUDGET DECISIONS

The Adopted Budget reflects a net reduction of \$397,040 from the FY 2003-04 current service level estimate. This figure does not include the adjustments that occurred at the fund-level in the Emergency Communications Fund. The \$397,040 is comprised of \$447,452 in increases for Council decisions, such as restoring Net 8 services and supporting one-time human resources costs. \$844,492 in reductions are also included and primarily reflect changes in Public Employee Retirements System (PERS) costs, modifications in the Bureau of Information Technology's rate methodology, and reductions in facilities costs.

BOEC had requested \$697,000 for a capital project for security improvement for the Portland Communications Center. The City had a study conducted after Sept. 11, 2001 that recommended these improvements. The Adopted Budget provides \$390,000 for this project, with \$300,000 transferred from the BFRES GO Bond Fund and \$90,000 transferred from the General Fund. The budget for the project is reflected in the Facilities Services Fund in the Office of Management and Finance's budget. BOEC is continuing to pursue federal grant funding to fund the remaining costs of the improvements.

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.

The State 9-1-1 revenue distribution for the first quarter of FY 2003-04 is projected to be 20% below the normal level. This reduction is due to limitations imposed by the Oregon Legislature during the 2001 session.

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 Office of Management and Finance suggested BOEC's operating contingency should be between 3-5% of operating expenditures. With FY 2003-04 operating expenditures in the Emergency Communications Fund at about \$13 million, the operating contingency should range from \$390,000 to \$650,000. It has been suggested that a portion of the Public Safety Fund be considered as the BOEC operating contingency.

BUDGET NOTES

BOEC will fund development of a five-year strategic plan using existing bureau resources. The strategic plan will be presented to Council by February 2004.

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, BOEC has the following goals:

- Strive toward attaining full staffing by constantly reviewing hiring and selection processes.
- Improve the training program by providing introductory and continuing education for instructors and vigilantly monitoring trainee progress.
- Enhance the in-service continuing education and training for certified ECO II's that improves employee performance, improves job satisfaction, job knowledge, and job skills.
- Review and update the technological support systems which provide the underpinnings for BOEC's functions.
- Improve labor-management relations and cooperation to ensure resolution of identified issues. A few examples of this is by convening monthly meetings of the Labor Management Committee and working together to improve accountability and processes.
- Enhance the quality assurance program to ensure continuous improvements in bureau policies, procedures, training processes, and environment. This goal also includes evaluating 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 2003-04

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

BOEC's call-taking objective is that 90% of all E-9-1-1 calls will be answered in less than 20 minutes.

Police Dispatch Objectives

Police Dispatch improvement objectives are the following:

- 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 dispatch:

- For 90% of all urgent calls (commercial, auto and residential 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 2003-04

There are three objectives intended to meet affirmative action goals:

- Actively participate in the City-sanctioned recruiting events.
- Recruit and hire personnel to 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.

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 of Portland.
- 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.

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

BOEC's Relationship to Priorities

BOEC's activities directly or indirectly impact most of Council's priorities. BOEC's services most 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.

Since public safety itself is integral to the livability and growth potential of the city, BOEC also indirectly supports most of the Council's other priorities.

Overview of Programs

ADMINISTRATION

The Administration program provides oversight of and leadership to BOEC's operations as well as administrative support. This program includes appropriation for eight full-time positions, which are the following:

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

The Director supervises the Operations Manager and Support Services Manager. 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.

911 OPERATIONS

Overview

The Operations program provides 9-1-1 call taking services to the citizens of Portland and Multnomah County and dispatch to public safety agencies. The program budget includes 119 full-time positions.

Operations Cost Center

The FY 2003-04 Adopted Budget includes funding for the following positions:

- 102 certified Emergency Communication Operator positions, including trainee positions. These staff are responsible for handling incoming calls and dispatch activity.
- ◆ 5 full-time positions related to management, training, and customer services. This includes the Operations Manager, Police Customer Services Manager, Fire/EMS Customer Services Manager, Training Development Officer, and a Training Analyst.
- 4 full-time Emergency Communications Supervisor II positions
- 6 full-time Emergency Communications Supervisor I positions
- 2 full-time Support Services positions

All Emergency Communications Operators report to the on duty Emergency Communications Supervisor(s). The supervisors report to the Bureau Operations Manager who is responsible for the day-to-day operation of the center.

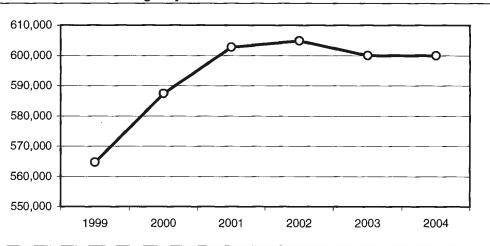
The Training Development Officer reports to the Bureau Operations Manager and is responsible for coordinating the operations staff new employee academies and certification training as well as ongoing operations certification training. The Training Analyst reports to the Training Development Officer.

The Police Customer Services Manager and the Fire/EMS Customer Services Manager report to the Director. They are responsible for the overall management of the police dispatch services area and fire/emergency medical dispatch services, respectively.

Performance Measures

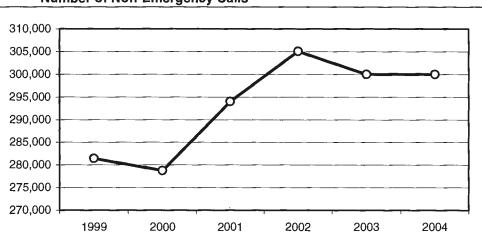
Number of Emergency 9-1-1 Calls

 The implementation of the 9-1-1 nonemergency number has reduced the growth of emergency calls since FY 2001.



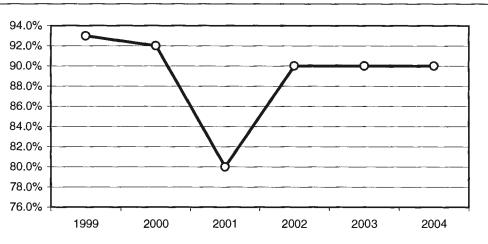
Number of Non-Emergency Calls

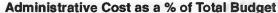
- ◆ The volume of calls to the non-emergency number varies with the usage of the nonemergency phone number, and the overall call volume to the Bureau.
- Implementation of the public education program created a sharp increase in nonemergency calls in 2001.

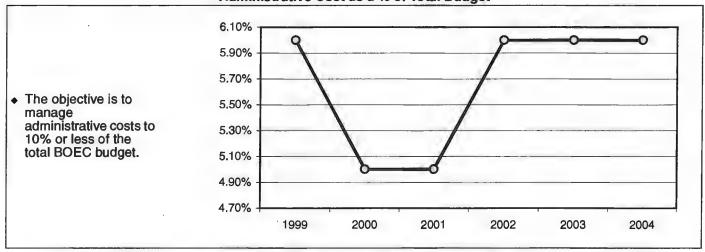


% Calls Answered Within 20 Seconds

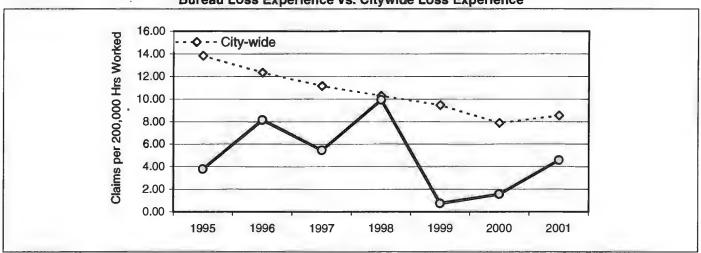
 As current recruitment efforts lead to a full staffing level of certified emergency communications operators, BOEC expects performance to improve.



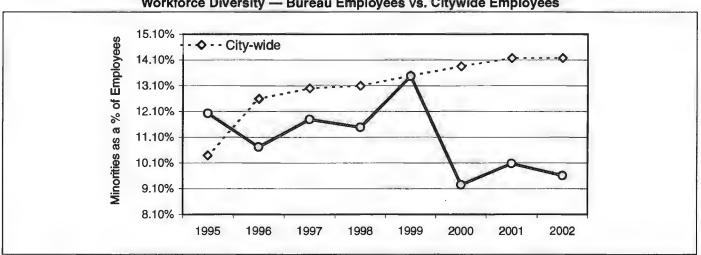




Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



PERFORMANCE MEASURES

	Actual FY 1998-99	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04			
BUREAU OF EMERGENCY COMMUNICATION	s								
Affirmative Action Measures									
Affirmative Action - Minority	11.5%	13.5%	9.2%	10.1%	9.6%				
Minority Employees as a Percent of Total									
Affirmative Action - Female	69.6%	68.1%	69.7%	70.5%	69.6%				
Female Employees as a Percent of Total									
Bureau of Emergency Communications									
Risk Data									
General Liability Claims per 200,000 Hours Worked	0.00	0.72	2.33	0.92					
Worker's Comp Claims per 200,000 Hours Worked	9.90	0.72	1.56	4.58					
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	\$0.82	\$0.09	\$0.14					
Worker's Comp Claims Cost per \$100 Payroll	\$1.54	\$0.00	\$0.08	\$0.64					
Administration									
Workload									
Administrative cost as a % of total budget.	6.00%	5.00%	5.00%	6.00%	6.00%	6.00%			
911 Operations									
Workload									
Number of Emergency 9-1-1 Calls	564,584	587,334	602,698	604,863	600,000	600,000			
Number of Non-Emergency Calls	281,444	278,770	294,019	305,066	300,000	300,000			
% Calls Answered within 20 Seconds	93.0%	92.0%	80.0%	90.0%	90.0%	90.0%			

Bureau of Emergency Communications AU 620

SUMMARY OF BUREAU BUDGET

	Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES						
Operating Budget						
Personal Services	10,793,334	9,039,246	9,613,546	9,508,138		9,507,144
External Materials and Services	1,263,926	556,508	396,403	704,140		704,140
Internal Materials and Services	1,095,851	2,625,521	2,730,001	2,354,199		2,317,460
Minor Capital Outlay	219,085	37,960	0	155,000		155,000
Equipment Cash Transfers	0	500,000	0	0		0
Total Operating Budget	13,372,196	12,759,235	12,739,950	 12,721,477		12,683,744
Capital Improvements	0	0	0	0		0
TOTAL BUREAU EXPENDITURES	\$ 13,372,196	\$ 12,759,235	\$ 12,739,950	\$ 12,721,477	\$	12,683,744
Allocated Overhead	277,202	293,602	221,488	321,666		359,399
Total Cost with Allocated Overhead	13,649,398	 13,052,837	12,961,438	13,043,143		13,043,143
RESOURCES						
Emergency Communication Fund	13,372,196	12,759,235	12,739,950	12,721,477		12,683,744
Note: Discretionary General Fund re Non-Discretionary revenues are rest					ie	
PROGRAMS	 					
Administration	1,313,260	774,140	734,508	759,566		759,566
Positions	9	9	9	8		8
911 Operations	12,058,936	11,985,095	12,005,442	11,961,911		11,924,178
Positions	151	124	124	119		119
TOTAL PROGRAMS	\$ 13,372,196	\$ 12,759,235	\$ 12,739,950	\$ 12,721,477	\$	12,683,744
Positions	 160	 133	 133	 127		127
General Fund Discretionary Positions	 102	87	87	86		86

		Actual FY 2000-01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel	Services					
511000	Full-Time Employees	5,768,965	4,695,169	6,737,353	6,565,305	6,565,305
512000	Part-Time Employees	94,621	57,970	, , 0	0	, ,
514000	Overtime	911,085	797,047	3 29,113	496,105	475.000
515000	Premium Pay	15,186	138,057	5,140	5,140	5,140
517000	Benefits	2,710,267	2,234,087	2,541,940	2,441,588	2,461,699
518000	Paid Absence	1,293,210	1,116,916	0	0	2,,01,000
	onnel Services	10,793,334	9,039,246	9,613,546	9,508,138	9,507,144
	and Services	10,790,004	3,033,240	9,013,340	9,500,130	9,507,144
	Materials and Services					
	Professional Services	113,375	82,871	41,000	50,000	50,000
522000	Utilities	0	0	0	0	(
523000	Equipment Rental	1,440	1,629	1,500	1,500	1,500
524000	Repair & Maintenance Services	147,405	130,241	177,660	161,850	161,850
525000	Non-Capital Improvement	0	0	0	0	101,030
528000	Local Match Payments	0	0	0	0	(
529000	Miscellaneous Services	126,595	151,901	112,067	147,500	147,500
531000	Office Supplies			•		
_	• •	32,085	27,836	24,544	47,213	47,213
532000	Operating Supplies	10,438	10,594	7,950	10,700	10,700
533000	Repair & Maintenance Supplies	0	0	0	0	()
534000	Minor Equipment & Tools	130,450	88,230	0	210,000	210,000
535000	Clothing & Uniforms	0	0	0	0	(
539000	Other Commodities External	0	0	0	0	(
541000	Education	19,590	12,614	14,300	35,145	35,145
542000	Local Travel	2,024	1,931	1,755	4,255	4,25
543000	Out-of-Town Travel	8,521	9,746	6,077	8,577	8,577
544000	Space Rental	0	0	0	0	(
545000	Interest	0	0	0	0	+
546000	Refunds	0	0	0	0	
547000	Retirement System Payments	0	0	0	0	(
548000	Operating Lease	0	0	0	0	(
549000	Miscellaneous	672,003	38,915	9,550	27,400	27,400
Total Ex	ternal Materials and Services	1,263,926	556,508	396,403	704,140	704,140
Internal	Materials and Services					
551000	Vehicle Services	5,966	4,848	7,118	7,662	7,632
552000	Printing & Distribution	29,795	17,354	35,511	34,297	33,986
553000	Facilities Services	253,156	276,533	307,512	282,613	281,750
554000	Communications Services	353,120	389,471	441,434	416,657	408,264
555000	Information Technology	145,574	1,505,216	1,577,629	1,260,261	1,233,883
556000	Insurance	306,468	304,427	227,546	233,271	232,50
557000	Master Lease	0	0	0	0	(
558000	Same Fund Services	0	0	0	0	·
559000	Other Fund Services	1,772	127,672	133,251	119,438	119,438
Total Int	ernal Materials and Services	1,095,851	2,625,521	2,730,001	2,354,199	2,317,466
Total Mate	rials and Services	2,359,777	3,182,029	3,126,404	3,058,339	3,021,600
Capital Ou	itlay					 i i-
561000	-	0	0	0	0	
562000	Buildings	0	0	0	0	(
563000	Improvements	0	0	0	0	(
564000	Capital Equipment	219,085	37,960	Ö	155,000	155,00
565000		0	0	0	0	100,00
566000	Equipment Lease/Purchase	0	0	ő	Ö	
567000	Infrastructure	0	. 0	0	0	
568000	Other Capital Expenditure	. 0	0	0	0	
		0	0	0	0	
569000 Total Cani	Depreciation					
Total Capi		219,085	37,960	0	155,000	155,00
573000	•••	0	500,000	0	0	
576000	Minor Equipment Transfers	0	0	0	0	

Bureau of Emergency Communications AU 620

FULL-TIME POSITIONS

					Actual FY 2002		rised 002-03		posed 003-04	Adopted FY 2003-04	
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount		
819	Administrative Assistant	2	2	2	89,631	2	94,033	2	94,033		
7102	Administrative Specialist, Senio	1	1 1	1	32,578	1	40,817	1	40,817		
7112	Business Operations Manager	2	1	1	84,985	1	87,065	1	87,065		
317	Emergency Comm Operator I	3	3	3	144,585	4	189,266	4	189,266		
318	Emergency Comm Operator II	110	105	105	5,006,535	103	5,081,256	103	5,081,256		
917	Emergency Communication Director	1	1	1	95,447	1	99,541	1	99,541		
7980	Emergency Communication Training	0	0	0	0	0	0	0	0		
7977	Emergency Communications Operati	1 1	1	1	84,430	1	75,598	1	75,598		
7975	Emergency Communications Supervi	10	10	11	693,971	6	384,420	6	384,420		
7976	Emergency Communications Supervi	8	6	4	272,784	4	271,982	4	271,982		
2543	Information Systems Analyst III	2	0	0	0	0	0	0	0		
2523	Information Systems Tech II	5	0	0	0	0	0	0	0		
100	Office Support Specialist I	1	1	1	28,736	1	31,225	1	31,225		
7378	Principal Financial Analyst	2	0	0	0	0	0	0	0		
953	Principal Management Analyst	1	1	1	67,073	1	71,588	1	71,588		
968	Program Manager I	2	0	0	0	0	0	0	0		
970	Program Manager II	1	1	1	70,013	1	71,000	1	71,000		
971	Program Manager III	4	0	0	0	0	0	0	0		
972	Program Manager IV	1	0	0	0	0	0	0	0		
973	Program Manager V	2	0	0	0	0	0	0	0		
2552	Senior Information Systems Mgr	1	0	0	0	0	0	0	0		
7271	Training and Development Officer	0	0	1	66,585	1	67,514	1	67,514		
TOTAL	FULL-TIME POSITIONS	160	133	133 \$	6,737,353	127 \$	6,565,305	127 \$	6,565,305		

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.

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	13,080,784	0	13,080,784	121.0	FY 2003-04 Current Service Level Estimate
CSL Adjustment	ts				
•	(187,760)	0	(187,760)	0.0	PERS Adjustments
Mayor's Propos	ed Budget Decision	าร			
-	(189,324)	0	(189,324)	0.0	2.2% Reduction - Requested Facilities Services
•	408,000	0	408,000	6.0	Restore Net 8 Services
	0	0	0	0.0	Strategic Plan Development (in Fund 118)
	(392,936)	0	(392,936)	0.0	BIT Rate Model Changes
	0	2,713	2,713	0.0	HIPAA Compliance Costs in BHR
Approved Budge	et Additions and R	eductions		1	
•	(37,733)	0	(37,733)	0.0	Approp. shift to cover fund-level GF Overhead
Adopted Budget	t Additions and Re	ductions			
_	(36,739)	0	(36,739)	0.0	OMF IA Adjustments
	36,739	0	36,739	0.0	Reallocation of Savings to Personal Services
	(399,753)	2,713	(397,040)	6.0	Total FY 2003-04 Decision Packages
			\$ 12,683,744	127.0	Total Adopted Budget
FY 2003-04 Deci	sion Packages Not	Funded			1
	408,000	0	408,000	6.0	Add 6 ECO FTE Positions
	0	697,000	697,000	0.0	911 Center Building Security
			\$ 1,105,000	6.0	Total Decision Packages Not Funded





Office of Emergency Management

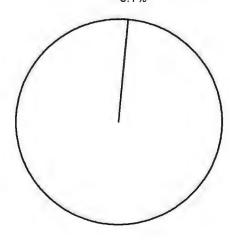
Public Safety Service Area

Mayor Vera Katz, Commissioner-in-Charge Vacant, Director

Percent of City Budget

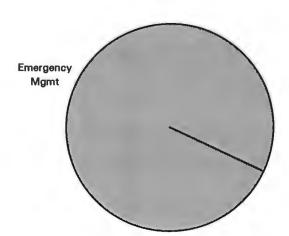
Emergency Management = \$956.3 Thousand

0.1%



City Budget = \$1.4 Billion

Bureau Programs

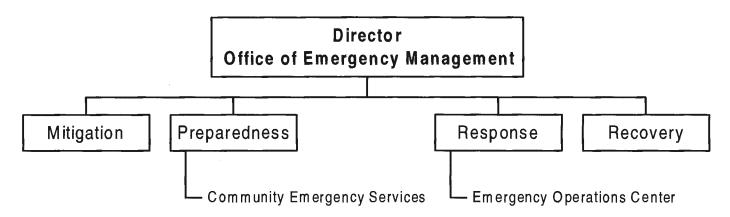


Bureau Overview

Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
0	956,252	956,252	0.0%
0	0	0	0.0%
0	0	0	0.0%
\$ 0	\$ 956,252	\$ 956,252	0.0%
0	6	6	0.0%
		FY 2002-03 FY 2003-04 0 956,252 0 0 0 0	FY 2002-03 FY 2003-04 Prior Year 0 956,252 956,252 0 0 0 0 0 0

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

Office of Emergency Management



Bureau Summary

BUREAU OVERVIEW

The Office of Emergency Management (OEM) was established to ensure effective and comprehensive coordination of emergency management activities for the City as mandated by local and state law.

Citizens look to their government agencies for leadership in disaster response. Historically, emergency management has focused primarily on preparedness. As the size and scope of emergencies and disasters has broadened and increased, this single focus is no longer adequate. The City must take a more proactive role in preventing emergencies and in aiding the community's recovery following an emergency or disaster.

The City's Office of Emergency Management will, in coordination with other City bureaus, regional jurisdictions and private partners, establish a comprehensive emergency management program, encompassing four components:

- Mitigation Activities that eliminate or minimize the chance of occurrence or the effects of a disaster.
- Preparedness Planning how to respond in the event of an emergency or disaster and
 working to increase resources available to respond effectively. Activities are designed
 to help save lives and minimize damage by educating and preparing people to respond
 appropriately when an emergency or disaster occurs.
- Response Activities occurring during the course of and immediately following a disaster, including the provision of emergency assistance to victims of the event.
- Recovery The final phase of emergency management to return all systems to normal. Short-term recovery returns critical support systems to minimum operating standards. Long-term recovery may go on for years in order to restore and/or rebuild the disaster area.

SUMMARY OF BUDGET DECISIONS

The Adopted Budget creates the City's Office of Emergency Management (OEM). This office centralizes leadership and coordination responsibility into a single organization under the direction of the Mayor.

The City's current emergency management program is housed in the Bureau of Fire, Rescue and Emergency Services. In addition, a number of other bureaus have emergency management functions and activities and play a key role in the City's efforts.

The Fire Bureau will continue to be an integral part of the City's emergency management program and will play a major coordination role with the new OEM as will other key City bureau staff. Two sworn Fire positions and associated materials and services remain in the Fire Bureau's budget and will continue to be dedicated to emergency management activities. Three non-sworn positions and associated materials and services costs, such as support for the Emergency Operations Center (EOC) costs, have been transferred to the new Office of Emergency Management from the Fire Bureau. The FY 2003-04 budget enhances resources in support of the City's emergency management activities. An effective emergency management program has the potential to mitigate expenses associated with response and recovery when an emergency or disaster strikes.

While there will be a need for ongoing information technology services, the budget includes some one-time resources in support of the development and implementation of an emergency management data base. Training and education dollars ensure that program staff remain current in the evolving issues surrounding emergency management.

Funding for OEM is supported by a mixture of General Fund Discretionary, General Fund Overhead, and grant revenues.

		Actual 2000–01		Actual FY 2001–02		Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES										
Operating Budget										
Personal Services		0		0		0		509,262		509,262
External Materials and Services		0		0		0		164,345		164,394
Internal Materials and Services		0		0		0		282,675 0		282,596
Minor Capital Outlay Equipment Cash Transfers		0		0		0		0		0
Total Operating Budget		0		0		0		956,282		956,252
		0		0		0		930,262		930,232
Capital Improvements TOTAL BUREAU EXPENDITURES	\$		\$	0	\$	0	\$	956,282	\$	956,252
			Ψ		<u> </u>		Ψ	330,202	Ψ	550,252
Allocated Overhead		0		0		0		0		0
Total Cost with Allocated Overhead		0		0		0		956,282		956,252
RESOURCES										
General Fund Discretionary		0		0		0		346,950		367,022
Non-Discretionary Revenues										
Grants & Donations		0		0		0		48,618		48,618
Contract Revenues		0		0		0		0		0
Interagency Revenues		0		0		0		0		0
Program Revenue		0		0		0		500 714		540.010
Overhead Recovery				0		0		560,714		540,612
Total Non-Discretionary Revenues		0		0		0		609,332		589,230
TOTAL GENERAL FUND RESOURCES		0	\$	0	\$	0	\$	956,282	\$	956,252
Note: Discretionary General Fund r Non-Discretionary revenues are res	evenues tricted by	are those w	hich ontra	may be used by ctual agreemen	City	Council for any ne bureaus that	publi gene	c purpose. rate the revenu	e.	
PROGRAMS										
Office of Emergency Management		0		0		0		956,282		956,252
Positions		o		ō		o		6		6
TOTAL PROGRAMS	\$	0	\$	0	\$	0	\$	956,282	\$	956,252
Positions		0		0		. 0		6		6

General Fund Discretionary Positions

		Actual FY 2000–01	Actual FY 2001-02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel	Services				·-	
511000	Full-Time Employees	0	0	0	368,158	368,158
512000	Part-Time Employees	0	0	0	20,000	20,000
517000	Benefits	0	0	0	121,104	121,104
Total Pers	onnel Services	0	0	0	509,262	509,262
Materials	and Services					-
External	l Materials and Services					
521000		0	0	0	60,494	60,494
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	0	0	0	760	760
524000	Repair & Maintenance Services	0	0	0	225	225
525000	Non-Capital Improvement	. 0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	0	. 0	0	2,995	3,044
531000	Office Supplies	0	0	0	3,079	3,079
532000	Operating Supplies	0	0	0	12,965	12,965
533000	Repair & Maintenance Supplies	0	0	0	0	0
534000	Minor Equipment & Tools	0	0	0	12,181	12,181
535000	Clothing & Uniforms	0	0	0	0	0
539000	Other Commodities External	0	0	0	1,950	1,950
541000	Education	0	0	0	30,500	30,500
542000	Local Travel	0	0	0	2,001	2,001
543000	Out-of-Town Travel	0	0	0	11,300	11,300
544000	Space Rental	0	0	0	538	538
545000	Interest	0	0	0	0	0
546000	Refunds	0	0	0	0	0
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	0	0	0	25,357	25,357
Total Ex	ternal Materials and Services	0	0	0	164,345	164,394
	Materials and Services					
551000	Vehicle Services	0	0	0	3,244	3,226
552000	Printing & Distribution	0	0	0	32,610	32,610
553000		0	0	0	86,374	86,313
554000		0	0	0	29,640	29,640
555 000	Information Technology	0	0	0	100,000	100,000
556000	Insurance	0	0	0	0	0
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	0	0	0	30,807	30,807
559000	Other Fund Services	0	0	0	0	0
Total Int	temal Materials and Services	0	0	0	282,675	282,596
Total Mate	erials and Services	0	0	0	447,020	446,990
Capital Ou	= -					
561000		0	0	0	0	0
562000	3	0	0	0	0	0
563000	•	0	0	0	0	0
	Capital Equipment	0	0	0	0	0
565000		0	0	0	0	0
566000	4	0	0	0	0	0
567000		0	0	0	0	0
568000	•	0	0	0	0	0
569000	•	0	0	0	0	0
Total Capi		0	0	0	0	0
	Equipment Cash Transfers	0	0	0	0	0
	Minor Equipment Transfers	0	0	0	0	0
IUTAL BUR	REAU EXPENSES	\$ 0	\$ 0	\$ 0	\$ 956,282	\$ 956,252

Office of Emergency Management AU 110

FULL-TIME POSITIONS

		Actual FY 2001	Actual FY 2002		vised 002-03		posed 1003-04	Adopted FY 2003-04	
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7103	Administrative Assistant	0	0	0	0	1	47,370	1	47,370
1001	Emergency Management Director	0	0	0	0	1	90,002	1	90,002
102	Office Support Specialist II	0	0	0	0	1	27,961	1	27,961
7154	Program Coordinator	0	0	0	0	2	132,819	2	132,819
7156	Program Manager	0	0	0	0	1	70,006	1	70,006
TOTAL	FULL-TIME POSITIONS	0	0	0 \$	0	6 \$	368,158	6 \$	368,158

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.

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	0	0	0	0.0	FY 2003-04 Current Service Level Estimate
CSL Adjustment	s				
-	0	0	0	0.0	None
Mayor's Propose	ed Budget Decisio	ns			
-	742,213	0	742,213	5.0	Creation of Office of Emergency Management
	114,069	0	114,069	1.0	Transfer of Community Emerg. Services Program
	0	100,000	100,000	0.0	One-time IT Expenses for Database
Approved Budge	et Additions and R	eductions			
	0	0	0	0.0	Overhead Support Shift
Adopted Budget	Additions and Re	ductions			
	(30)	0	(30)	0.0	Interagency Changes (PERS Savings)
	856,252	100,000	956,252	6.0	Total FY 2003-04 Decision Packages
			\$ 956,252	6.0	Total Adopted Budget
FY 2003-04 Deci	sion Packages No	t Funded			
	0	0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded

Fire & Police Disability & Retirement

Public Safety Service Area

Auditor Gary Blackmer, Commissioner-in-Charge Babette Heeftle, Director

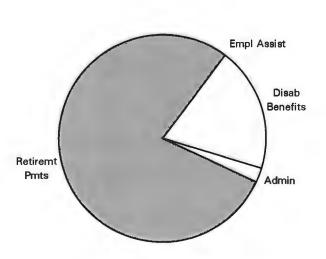
Percent of City Budget

FPD&R = \$83.5 Million

6.0%

City Budget = \$1.4 Billion

Bureau Programs

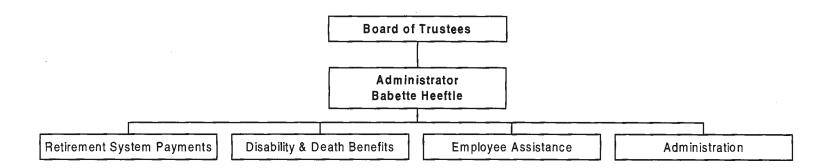


Bureau Overview

Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
72,408,865	83,510,824	11,101,959	8.1%
0	0	0	0.0%
116,839	102,213	-14,626	-18.0%
\$ 72,525,704	\$ 83,613,037	\$ 11,087,333	8.1%
0	0	0	0.0%
	FY 2002-03 72,408,865 0 116,839	FY 2002-03 FY 2003-04 72,408,865 83,510,824 0 0 116,839 102,213	FY 2002-03 FY 2003-04 Prior Year 72,408,865 83,510,824 11,101,959 0 0 0 116,839 102,213 -14,626

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.

VISION AND VALUES

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.

BUREAU OVERVIEW

Programs

The bureau is divided into the following four programs:

- Retirement System Payments program includes the direct costs of pension benefits 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.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Overview

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

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 Board of Trustees is composed of the following twelve 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 and Police Bureaus and the other appointed by the entire Board of Trustees.

Membership

As of June 30, 2002, there were 1,595 active, working sworn Fire and Police personnel participating in the Fire and Police Disability and Retirement Plan. There were 1,639 retirees, beneficiaries, and participants with long-term disabilities currently receiving benefits and 28 terminated employees vested but not yet receiving benefits under the plan.

Budget Summary

The FY 2003-04 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 2003-04 are \$87,414,183. Total bureau expenditures are \$83,510,824 including \$65,457,378 for pension and termination benefits, \$16,062,842 for disability and death benefits, \$1,956,356 for administrative expenses and \$34,248 for the Employee Assistance Program. The primary funding source for the FPD&R Fund is property tax revenues which total \$85,322,071 in FY 2003-04.

SUMMARY OF BUDGET DECISIONS

Retirement System Payments

Overall expenditures in retirement system payments total \$65,457,378, an increase of \$7.6 million or 13% over the FY 2002-03 Revised Budget. The changes from prior year include an estimated net increase of 51 pension recipients, and increases in benefits for the annual cost of living adjustment (COLA). This adjustment is estimated at 3.0% for the Old Plan retirees and beneficiaries and 2.0% for the New Plan retirees and beneficiaries. Also included in the adjustment is the prior year's COLA for Police retirees and beneficiaries. The labor contract between the Portland Police Association and the City of Portland has not been settled. The total number of pension recipients estimated by fiscal year ending 2004 is 1,641.

Disability and Death Benefits

Overall expenditures in disability payments total \$16,062,842, an increase of \$3.4 million or 27% over the FY 2002-03 Revised Budget. The primary reasons for the change are the cost of living adjustments (COLA's); increasing medical costs above regional inflation rates; the underestimation of the current year costs; overall increase in the number of short-term and long-term disability benefit recipients; and relatively expensive New Plan benefit recipients replacing Old Plan benefit recipients in long-term disability benefit.

Administration

Overall expenditures in the administrative program total \$1,956,356, an increase of \$77,152 or 4% over FY 2002-03 Revised Budget due to inflationary increases. The budget for the Administration program represents 2.3% of the total operating budget. This is a decrease compared to the FY 2002-03 Revised Budget in which the administrative budget represents 2.6% of the total operating budget.

Employee Assistance Program (EAP)

Overall expenditures in the EAP program total \$34,248, a decrease of \$9,964 or 22.5% over FY 2002-03 Revised Budget. This is due to the elimination of EAP training costs and the relocation of the EAP to a smaller office resulting in a lower lease amount. The costs associated with the EAP are completely reimbursed by the Police Bureau.

FUNDING SOURCES

The primary funding source for the Fire and Police Disability and Retirement Fund is property tax revenues totaling \$85.3 million in FY 2003-04, an increase of \$15.6 million or 22%. The increase in property tax revenues is due to the increase in pension and disability costs, a lower beginning balance and lower interest revenues.

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 2002-03, the rate is estimated to be approximately \$1.73 per \$1,000 of real market value. Other funding sources include interest income of \$0.5 million and interagency revenues of \$41,448.

Beginning fund balance is \$800,664, which is the lowest in the last ten-year period. Over-expenditures in pension and disability programs and underestimation of current year costs contribute to the low beginning balance for FY 2003-04.

BUDGET NOTES

FPD&R, in conjunction with the bureaus of Police and Fire, will investigate implementation of the use of a limited duty position pilot project. The investigation will include a determination of whether a change to the City Charter is necessary. This report shall be delivered by mid-December 2003 in time for discussion during the early phases of budget development.

Strategic Direction

MAJOR INITIATIVES

Strategic Planning

In September 2002, the bureau held an annual strategic planning session. The entire Administration staff, including two liaison personnel from the bureaus of Fire and Police, participated in the session to review the mission, values, and vision statement; modify management objectives; and plan strategies to accomplish the objectives. The strategic plan supports the fund's goal of organizational excellence.

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.
- Continue implementation of the information system and business process improvements plan (Re-engineering Project).

New FY 2003-04 Objectives:

- Explore and obtain a prescription discount program to reduce medical claims costs.
- Explore and develop a recurrence prevention program that incorporates physical therapy and education to reduce the number of recurrences of orthopedic injuries.
- Develop an athletic club policy that is easier and less costly to administer, and that reduces the costs of athletic club membership.
- Improve communications with trustees, members and the public by developing and publishing an annual report, and by developing a member handbook, Q&A brochures and other informational materials.
- Review and revise job descriptions for all staff members.
- 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.
- Improve the process for No Time Loss claims and expediting claims.

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 projected levy for FY 2003-04 is \$1.73 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 retain 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 2003-04, there are projected to be 1,641 retired members and beneficiaries, an increase of 51 from the projected year end total for FY 2002-03.

Expenses

The expenses for the program are based on current year costs plus expected new retirements and an inflation factor less projected deaths. Retirement benefits for Old Plan retirees are increased in step with increases to the salaries of active fire fighters and police officers, an assumed 3.0% for FY 2003-04. An additional 3.2% COLA is assumed for Old Plan retirees and beneficiaries of the Police Bureau for FY 2002-03 COLA which has not been provided due to an unsettled labor contract. For New Plan retirees, benefits are increased in step with increases to PERS, an assumed 2.0% for FY 2003-04.

Benefits Under the Old Plan

Prior to July 1, 1990, plan participants became eligible for pension benefits 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 fire fighter 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 in this benefit.

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 remained 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 2003-04, there will be 87 members who receive long-term disability benefits covered by the Old Plan. There are estimated to be 118 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.

The FY 2003-04 program budget is based on the Current Service Level (CSL) budget plus the appropriate inflation rates.

EMPLOYEE ASSISTANCE

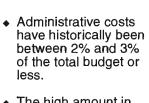
Management of the Police Bureau's Employee Assistance program (EAP) has been provided by the Fire and Police Disability and Retirement Fund since July 1, 1997.

The purpose of the program is to promote the health and well-being of Police 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 program.

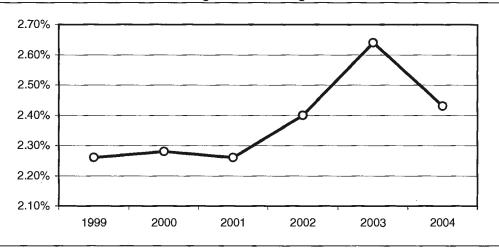
Office space is leased in conjunction with the FPD&R in order to house the EAP program in a central location. The FY 2003-04 program budget is \$34,248. Direct expenses paid by FPD&R, as well as overhead expenses and management time, are reimbursed by the Police Bureau via an interagency agreement (I/A).

Performance Measures

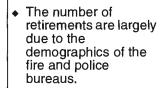
Administrative Cost as a Percentage of Total Budget



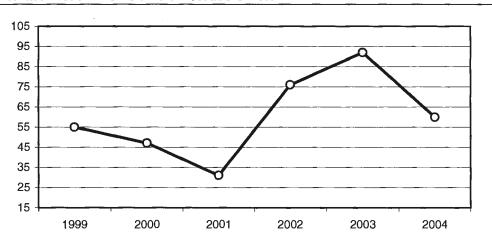
 The high amount in 2003 was due to a one-time expenses related to the office expansion.



Number of Retirements from Active Service

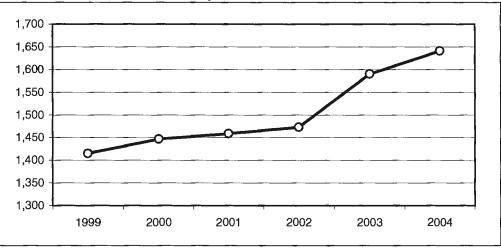


 Other factors influencing retirement choices include economics, labor contracts, work satisfaction and morale, and bureau policies.

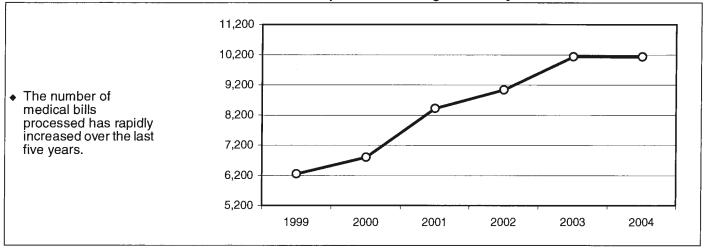


Number of Pension Recipients

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







	Actual FY 1998–99	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001-02	Yr End Est. FY 2002-03	Adopted FY 2003-04
FIRE & POLICE DISABILITY & RETIREMENT						
Fire & Police Disability & Retirement						
Retirement System Payments						
Workload						
Number of new plan retirees	55	47	31	76	92	60
Number of pension estimates	228	305	261	367	367	367
Number of Pension Recipients	1,415	1,447	1,459	1,473	1,590	1,641
Number of pre-retirement workshop participants	75	80	57	69	69	69
Effectiveness						
Percentage of workshop participants who rated workshop helpful	100%	100%	100%	100%	100%	100%
Efficiency						
Percentage of pension estimates processed within one week	94%	90%	87%	93%	93%	95%
Disability & Death Benefits						
Workload						
Number of new no-time loss claims	152	143	176	162	162	162
Number of new time loss claims	304	344	296	322	322	322
Number of members on short-term disability	331	334	333	321	321	321
Number of Medical Bills	6,250	6,799	8,416	9,033	10,128	10,128
Effectiveness						
Medical cost savings	\$382,741	\$288,291	\$435,926	\$619,348	\$719,477	\$886,299
Medical Cost Savings Realized Through	h Negotiated Fee	Reductions				
Savings as a % of total medical costs	24.9%	14.3%	20.5%	22.8%	22.8%	22.8%
Percentage of total costs saved						
Administration						
Effectiveness						
Percentage of members reported "satisfied" with service via survey.		99%			99%	
Efficiency						
Administrative Cost as a Percentage of Total Budget	2.26%	2.28%	2.26%	2.40%	2.64%	2.43%

		Actual FY 2000-01		Actual FY 2001–02		Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES									·	
Operating Budget										
Personal Services		0		0		0		0		C
External Materials and Services		59,818,296		64,816,222		71,253,747		81,692, 8 95		82,294,496
Internal Materials and Services		918,352		977,083		1,155,118		1,206,898		1,206,328
Minor Capital Outlay		0		6,525		0		10,000		10,000
Equipment Cash Transfers		0		0		0		0		(
Total Operating Budget		60,736,648	•	65,799,830		72,408,865		82,909,793		83,510,824
Capital Improvements		0		0		0		0		C
TOTAL BUREAU EXPENDITURES	\$	60,736,648	\$	65,799,830	\$	72,408,865	\$	82,909,793	\$	83,510,824
Allocated Overhead		85,336		0		116,839		97,846		102,213
Total Cost with Allocated Overhead		60,821,984		65,799,830		72,525,704		83,007,639		83,613,037
RESOURCES										
Fire & Police Disability & Retirement		60,736,648		65,799,830		72,408,865		82,909,793		83,510,824
Note: Discretionary General Fund re Non-Discretionary revenues are res	evenu tricte	ues are those w d by policy or c	hich ontra	may be used by ctual agreemen	City	Council for any ne bureaus that	publ gene	ic purpose. rate the revenu	ie.	
PROGRAMS										
Retirement System Payments		49,442,701		52,669,342		57,823,256		65,037,205		65,457,378
Positions		0		0		0		0		
Disability & Death Benefits		9,921,944		11,552,226		12,662,193		15,881,414		16,062,842
Positions		0		0		0		0		(
Administration		1,345,039		1,555,800		1,879,204		1,956,926		1,956,356
Positions		0		0		0		0		C
Employee Assistance		26,964		22,462		44,212		34,248		34,248
Positions		0		0		0		0		C
OTAL PROGRAMS	\$	60,736,648	\$	65,799,830	\$	72,408,865	\$	82,909,793	\$	83,510,824
Positions		0		0		0		0		
General Fund Discretionary Positions		0		0				0		

			Actual FY 2000-01		Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04		Adopted FY 2003–04
Personnel	Services								
Total Pers	onnel Services		0		0	 0	 0		0
Materials a	and Services					 	 		
External	Materials and Services								
521000	Professional Services		199,855		340,377	403,979	411,989		411,989
522000	Utilities		0		0	0	0		0
523000	Equipment Rental		0		0	0	. 0		0
524000	Repair & Maintenance Services		13,119		14,531	13,162	13,333		13,333
525000	Non-Capital Improvement		0		0	0	0		0
528000	Local Match Payments		0		0	0	0		0
529000	Miscellaneous Services		55,966		48,964	56,869	51,676		51,676
53100 0	Office Supplies		12,881		14,373	21,023	25,608		25,608
532000	Operating Supplies		0		5,448	1,500	600		600
533000	Repair & Maintenance Supplies		0		0	0	0		0
534000	• •		18,847		13,676	17,506	10,378		10,378
535000	Clothing & Uniforms		0		0	0	0		0
539000	Other Commodities External		0		0	0	0		0
541000	Education		13,080		6,449	10,337	10,470		10,470
542000	Local Travel		441		304	606	614		614
543000	Out-of-Town Travel		17,807		27,344	45,238	33,699		33,699
544000	Space Rental		119,155		122,802	198,078	215,909		215,909
545000	Interest		0		0	0	0		0
546000	Refunds		35,711		20,497	56,260	57,948		57,948
547000	Retirement System Payments		59,328,934		64,201,457	70,429,189	80,860,671	•	81,462,272
548000	Operating Lease		0		0	0	0		0
549000	Miscellaneous		2,500	_	0	 0	 0_		0
Total Ex	ternal Materials and Services		59,818,296		64,816,222	71,253,747	81,692,895		82,294,496
	Materials and Services		•		•		•		0
551000	Vehicle Services		0		0	0	0		0
552000	Printing & Distribution		38,094		36,165	35,115	40,014		39,830
553000	Facilities Services		114		65	0	0		0
554000	Communications Services		14,707		14,583	14,822	17,616		17,441
555000	Information Technology		14,822		13,524	14,442	12,633		12,422
556000	Insurance		0		0	0	0		0
557000	Master Lease Same Fund Services		0		0	0	0		0
55 8000 559000	Other Fund Services		-		_	0 1,090,739	-		1,136,635
	ernal Materials and Services		850,615 918,352		912,746 977,083	 1,155,118	 1,136,635 1,206,898		1,206,328
	rials and Services		60,736,648		65,793,305	 72,408,865	 82,899,793		83,500,824
Capital Ou			00,700,040		00,700,000	 12,400,000	 JE,000,100		00,000,024
561000			0		0	0	0		0
562000			0		0	0	0		0
	Improvements		0		0	0	ő		ő
	Capital Equipment		0		6,525	Ō	10,000		10,000
	Facilities Lease/Purchase		0		0	0	0		0
	Equipment Lease/Purchase		Ö		0	0	0		0
567000			0		0	0	0		0
568000			0		0	0	0		0
569000			0		0	0	0		0
Total Capi	•	_	0		6,525	 0	 10,000		10,000
	Equipment Cash Transfers		0		0	0	0		0
	Minor Equipment Transfers		0		0	 0	 0		0_
TOTAL BUR	EAU EXPENSES	\$	60,736,648	\$	65,799,830	\$ 72,408,865	\$ 82,909,793	\$	83,510,824

Fire & Police Disability & Retirement AU 337

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.

		AMOUNT					
ACTION Ongoing One-		One-Time	Total Package	FTE	DECISION		
FY 2003-04	82,934,030	0	82,934,030	0.0	FY 2003-04 Current Service Level Estimate		
CSL Adjustment	ts						
	(24,237)	0	(24,237)	0.0	I/A reductions due to BIT cost of service		
Mayor's Propose	ed Budget Decision	ıs					
	0	0	0	0.0	None		
Approved Budge	et Additions and Re	eductions					
	0	0	0	0.0	None		
Adopted Budget	Additions and Rec	ductions					
	601,601	0	601,601	0.0	Increase beginning balance for PPA contract		
	(570)	0	(570)	0.0	PERS reduction		
	576,794	0	576,794	0.0	Total FY 2003-04 Decision Packages		
			\$ 83,510,824	0.0	Total Adopted Budget		
FY 2003-04 Deci:	sion Packages Not	Accepted	<u> </u>				
	0	0	0	0.0	None		
			\$ 0	0.0	Total Decision Packages Not Accepted		



Table of Contents

Parks, Recreation and Culture	171
Portland Parks and Recreation	175
Parks and Recreation - General Fund	
Golf Fund	
Portland International Raceway Fund	
Parks Bond Construction Fund	
Parks Construction Fund	217



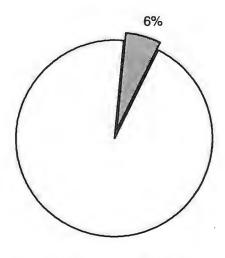
Parks, Recreation and Culture

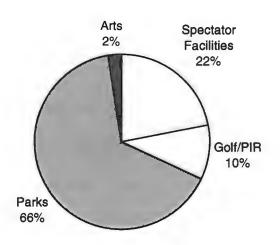
Portland Parks and Recreation

Percent of City Budget

Parks, Recreation, & Culture = \$99.7 Million

Bureau Pie Chart





City Budget = \$1.73 Billion

Service Area Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change	
Operating	49,387,846	51,975,287	2,587,441	-1.3%	
Capital	9,876,901	9,889,528	12,627	-6.1%	
Allocated Overhead Costs	1,763,108	1,991,936	228,828	5.9%	
Total Cost with Allocated Overhead	\$ 61,027,855	\$ 63,856,751	\$ 2,828,896	-1.9%	
Authorized Full-Time Positions	366	404	38	3.5%	

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

Service Area Highlights

DESCRIPTION

The Parks, Recreation and Culture service 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

General Fund Reductions

Portland Parks and Recreation (PP&R) has developed \$1.0 million in program and maintenance reductions in response to budget direction balancing the City's General Fund. Reductions affect all areas of the parks system: recreation programs, horticulture and urban forestry, and operations and maintenance.

Reductions to meet Current Service Levels

Adjustments were made to Current Service Level base budget target figures. These include a reduction of approximately \$350,000 due to changes in PERS costs, as well as increases for two items: \$5,000 for ongoing operations and maintenance costs related to an approved ordinance, and \$105,000 in operating support for the Children's Museum.

Parks Local Option Levy

A five-year local option serial levy was approved by voters in the November 2002 election. The levy will provide increased revenues of approximately \$9 million per year over the five years to Portland Parks and Recreation. Funds will be used to address four major themes of the parks system:

- Restore most of \$2.2 million in cuts made in FY 2002-03;
- Provide access to recreational programs for approximately \$1.0 million;
- Provide safe places to play for approximately \$3.9 million; and
- Restore, renovate, and maintain the parks system for an estimated \$1.7 million.

Capital Improvement Plan

The Portland Parks and Recreation budget for capital improvement plan (CIP) totals approximately \$10.0 million. Of this amount, \$925,000 is supported by the City's General Fund, \$572,000 from federal grants, \$562,000 from levy funds, with the remaining funds coming from various external and internal sources.

Significant projects supported by the General Fund include:

- University Park Community Center Phase II, \$500,000
- Springwater Three Bridges Grant Match, \$175,00
- Westmoreland Park Irrigation Wells Installation, \$125,000
- Killingsworth Land Acquisition, \$125,000

Projects funded by the levy include the following:

- University Park Community Center Phase III, \$309,000
- Wilson Pool Upgrade, \$155,000
- Play Structures, \$98,000

Regional Arts and Culture Council

The Regional Arts and Culture Council (RACC) took a budget reduction of 4% from current service level in FY 2003-04, for a total budget of \$1,963,603. This reduction is consistent with other city services.



Portland Parks and Recreation

Parks, Recreation and Culture Service Area

Jim Francesconi, Commissioner-in-Charge Zari Santner, Director

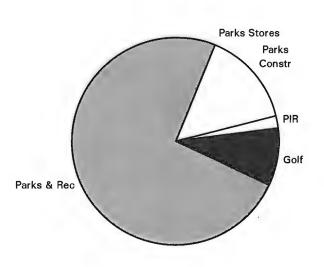
Percent of City Budget

Parks = \$61.9 Million

4.4%

City Budget = \$1.4 Billion

Bureau Divisions

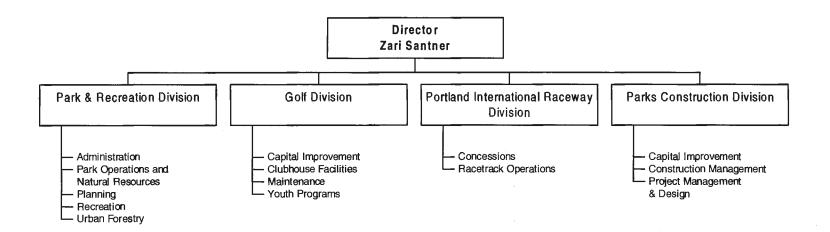


Bureau Overview

Expenditures	Revised FY 2002–03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	49,387,846	51,975,287	2,587,441	-1.3%
Capital	9,876,901	9,889,528	12,627	-6.1%
Allocated Overhead Costs	1,763,108	1,991,936	228,828	5.9%
Total Cost with Allocated Overhead	\$ 61,027,855	\$ 63,856,751	\$ 2,828,896	-1.9%
Authorized Full-Time Positions	366	404	38	3.5%

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

Portland Parks & Recreation



Bureau Summary

BUREAU MISSION

Portland Parks and Recreation is dedicated to ensuring access to leisure opportunities and enhancing Portland's natural beauty.

Within its mission, Portland Parks & Recreation has three interrelated responsibilities:

- 1. To care for parks, natural areas, and the urban forest;
- 2. To provide suitable land and facilities for public recreation; and
- 3. To organize recreational pursuits that foster personal health and build a sense of community.

VISION AND VALUES

The vision and value statements articulate the basic principles that motivate Portland Parks & Recreation employees and guide the bureau's decisions.

Parks 2020 Vision

Portland's parks, public places, natural areas and recreational opportunities give life and beauty to our city. These essential assets connect people to place, self, and others. Portland's residents will treasure and care for this legacy, building on the past to provide for future generations.

Portland Parks & Recreation Values

1. Customer Service

We strive to give the best service possible to our customers.

2. Working Together

We value working together and with others in the community, and we actively seek volunteers, partnerships, and cooperative efforts with other organizations.

3. 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

4. Heritage

We value our parks heritage and accept the stewardship to build on that legacy for the benefit of future generations.

5. 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.

6. 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.

7. 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.

8. 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.

9. Safety

We are committed to safety for the public and each other.

10. Nature

We value the beauty and harmony of the natural environment, and we aim to bring people into contact with nature in ways that are beneficial to both.

BUREAU OVERVIEW

Organizational Description

In carrying out its responsibilities, Portland Parks and Recreation (PP&R) manages over 10,000 acres of public park land, ranging from intensely developed plazas like Pioneer Courthouse Square to large natural areas like Forest Park and Powell Butte. The bureau organizes or provides space for recreational opportunities within those parks and at over 50 recreational facilities, such as swimming pools, community centers, community schools, art centers, and museums.

Each year, PP&R volunteers give time equivalent to 200 full-time employees, worth \$3.5 million.

Providing this service to the community requires a combination of taxpayer funding, income from recreation programs, and extensive volunteer support. In a typical year, roughly half of the dollars spent by the bureau comes from General Fund resources. Much of PP&R's private support doesn't show up in the budget figures, because it consists of inkind donations or volunteer time.

About 70% of PP&R's recreation programming is oriented to youth.

For FY 2003-04, PP&R's budget for all of its funds will total about \$61.8 million. Of this, \$30.5 million will come from the General Fund, about \$5 million from special levy dollars, and \$34.7 million from other sources. The non-tax funding primarily comes from recreation user fees and charges to other bureaus for landscape maintenance, with some grants, donations, developer charges, and rental charges included in the funding mix.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Accomplishments

In the past year there have been several notable accomplishments in Parks and Recreation:

- Voters approved a five-year local option levy in November 2002 to support parks and recreation programs in Portland. This levy will provide approximately \$9 million per year to restore prior years' budget cuts, build or renovate capital infrastructure, and provide improved services to Portland citizens.
- Approximately \$2.8 million worth of budget cuts took place in FY 2002-03. The cuts resulted in the loss of 31 full-time positions, the closure of seven community schools and two swimming pools, and reductions to park maintenance staff, most of which are planned for restoration with levy funding beginning in July 2003.
- The Park Board and the Park Foundation were created in response to the 2020 Vision Plan. The Park Board has advised Parks management on budget and policy issues, drafted by-laws, and taken an advocacy role on matters such as the school property issue. The Park Foundation has hired an Executive Director and begun raising funds for property acquisition and youth access to recreation programs.
- ◆ The Springwater on the Willamette trail opened to the public. This is a paved, multi-use path along the east bank of the Willamette River, connecting the Sellwood neighborhood with the Oregon Museum of Science and Industry (OMSI) and the Eastbank Esplanade.
- Jamison Square, a new park in the River District, opened in June. With a water feature and a boardwalk, it quickly became a favorite for many Portlanders.
- This past year, Nike celebrated its 30th anniversary by spending more than \$2 million to renovate basketball courts throughout Portland's neighborhood parks. From June to September, 41 full-sized courts and 48 partial courts in 30 parks were resurfaced with a cushioned material made from over 85,000 pairs of recycled shoes. Nike also provided new rims, backboards, and nets. The anniversary gift includes funding to maintain the courts for the next 15 years.
- PP&R acquired 84 acres of land parcels, using systems development charge revenue. Most of this acreage will be land banked until both capital and maintenance funding can be obtained for the development.

Highlights

In addition to its accomplishments, PP&R also continues its tradition of making the most of its resources and serving the public with imagination and excellence, whether on a large scale or a small scale. For example:

- Last year, the East Delta sports complex averaged 126 games per week in the softball complex and 100 games per week on the soccer fields. The combined attendance for the 33-week season was an average of 13,680 spectators or participants per week, or 1,954 per day.
- The 3rd annual East Portland Nibble brought close to 4,000 people to the East Portland Community Center for a day of music, art, and food.
- A part-time staff member at Community Gardens continues to coordinate the Produce for People fresh food donation program, through which 15 gardens partner with emergency food agencies. Last year, approximately 6,000 pounds of produce were donated.
- Disabled Citizens Recreation provided services to 175 children and adults last summer, 73 of whom had never used services during the summer. With this help, these disabled citizens were able to participate in 343 different activities, ranging from swimming lessons to day camps at community centers.

- The PP&R trails planner helped secure grants and donations at several sites, including donated land easements, a \$4 million federal grant for the Springwater Three Bridges project, a \$45,000 grant to the Friends of Forest Park for the Ridge Trail extension, and \$50,000 worth of BES revegetation work at Kelly Point Park.
- Last year, much of the degraded trail system in Marquam Nature Park was re-graded and re-surfaced by a single volunteer, John Stevenson, working with Natural Resources maintenance staff. The Natural Resources program—a work unit with nine full-time employees—was helped by nearly 50,000 hours of volunteer service last year.
- Overall, PP&R last year recorded more than 6,300 citizens who volunteered their services on a regular basis and approximately 4,200 more who helped on one-day projects. Cumulatively, volunteer time equals about 23% of the PP&R workforce. Organizing volunteer efforts is not just a way to get the work done; to a large extent, it is the work--the work of building a sense of community among Portland citizens.

SUMMARY OF BUDGET DECISIONS

The Portland Parks & Recreation FY 2003-04 Adopted Budget contains several notable changes from the prior year.

Local Option Levy Funding:

The biggest change comes from the addition of the local option levy approved by the voters in November 2002. The levy adds approximately \$9 million per year in resources, of which about \$5 million is projected to be spent in FY 2003-04. Most of the unspent funds in FY 2003-04 are earmarked for two capital projects--renovations of Wilson Pool and the University Park Community Center--that are expected to begin construction the following year.

In addition to capital projects, levy funds will restore over \$2.2 million in service cuts taken in FY 2002-03. These restorations range from restoring community schools to opening swimming pools to increasing the frequency of litter pickup in neighborhood parks. The levy will also support roughly \$1.4 million of enhanced park maintenance and recreation programs.

Discretionary General Fund Resources:

Because of the continued weakness in the local economy and General Fund tax revenues, further cuts from current service levels (CSL) were required for all General Fund bureaus. The PP&R share of these cuts was about \$1.0 million, or 3.5% of CSL. Of the \$1.0 million in cuts, about half were met primarily through operating efficiencies and savings in personnel and allocated costs. Some of those efficiencies rely on one-time investments. The remainder comes from service reductions to a wide variety of program areas, such as discontinuing Overlook House as a rental facility. Woodstock Community Center will be funded with \$30,000 of one-time discretionary funds for the fiscal year as it will be transitioned to the community. MLC Pool will also be funded by one-time discretionary dollars totaling \$60,000, with a plan to transition it to the community after three years.

General Fund Capital:

The FY 2003-04 General Fund allocation for parks capital needs is \$925,000, compared with last year's funding of \$900,000 and FY 2001-02 funding of \$2,185,000.

Non-discretionary General Fund Revenues:

Interagency revenue is one of the revenue sources for the Parks General Fund budget, much of it resulting from landscape maintenance service provided to other bureaus. The major interagency customers--Environmental Services and Transportation in particular--are tightening their budgets, so total interagency revenue (excluding reimbursements from the levy) is projected to decrease by \$429,000 from FY 2002-03. However, fee revenue from recreation programs is projected to rise by about \$252,000.

Changes to Other Parks Funds:

The Golf Fund is postponing capital projects and cutting its operating and maintenance budget by 5.5%, in response to a relatively flat level of golf play and new competing courses in the market. The PIR Fund is expecting revenues to grow gradually in the coming year through its direct sponsorship of weekly drag races.

BUDGET NOTES

Off-Leash Areas

Parks shall carry out a one-year pilot project to develop a more effective approach to dogs in parks. This will include signage, improved enforcement, and better coordinated responses to complaints and other inquiries. The program has one-time funding for FY 2003-04, and it will be evaluated during the next budget cycle for continued funding.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Long term goals

Four management goals for Portland Parks and Recreation address emerging and long term issues for the system.

Ability to sustain aging infrastructure

Portland Parks and Recreation currently maintains over 200 buildings, of which 69 are classified as major structures. An assessment of these structure's physical condition was completed in 1999. Total aggregate replacement value was \$127.4 million. Projected repair and replacement costs for these buildings over five years was \$6.2 million, or \$4.9% of building value. Furthermore, not all facilities are optimally designed or located for the services provided. While some facilities were built for their current use, others were built as schools, fire stations, or residences.

Goal: Develop a long term approach to funding the routine and major maintenance of facilities, balanced with an assessment of facility siting and effectiveness, leading to a 20-year Capital Plan for renovation or replacement.

Outreach to diverse community members

Portland's population is becoming more diverse and older. In order to better serve all of Portland's peoples, Parks needs to engage in a proactive outreach and program design effort. A multi-pronged approach is currently in development.

Goal: Develop a strategy to provide outreach and programs to a more diverse and aging community.

Balancing multiple demands for use of park lands

The parks system is experiencing increasingly divergent uses of its lands. While developed neighborhood parks are probably the most visible, there are increasing calls for Parks to acquire and rehabilitate natural habitat and wild lands. Also, there are increasing demands for alternative uses in developed parks, such as designated off-leash dog areas and skate board parks.

Goal: Assess current and future demands for multiple uses of parks, using this information to develop a strategy and policy to guide recommendations for complementary uses and balance conflicts between uses.

Address increasing complexity of the parks system

As the parks system matures it becomes increasingly complex. Traditional funding sources, such as the General Fund, project constrained growth or reductions. The newly passed local option levy is added to an SDC program and large corporate sponsorships such as the Nike basketball courts donation, along with a myriad of local partnerships. At the same time, demands for recreational programs becomes more complex as the bureau responds to an

increasingly diverse population. Current events such as the Portland Public Schools spring furlough provide immediate challenges in youth programs. An aging population requires recreational opportunities to stay healthy and active. Finite lands available within the City highlight the challenge of balancing traditional developed parks with habitat and natural areas in an urban region with goals of increased density.

Goal: Assess the increasing complexity of the parks system, its funding sources, and scope of responsibilities. This includes a review of policies, programs, management practices, financial tracking and reporting, and information systems in order to respond and support a parks system that is increasingly complex. This work will be incorporated into the strategic planning process discussed below.

Immediate Objectives

Three management objectives address immediate issues facing Portland Parks and Recreation. Work on these two issues is currently underway.

Address School Land issues

Portland Public Schools has proposed to develop 60 acres of open and developed school land in order to provide long term funding to the school system. Of the 60 acres, the vast majority is open land with either formal or informal sports fields. Portland Parks and Recreation schedules play on the formal sports fields for leagues such as the Portland Youth Soccer Association and Little League baseball. Loss of these fields will affect the number of practices and games that youth and adults can play during the year.

Goal: Develop a funding strategy to retain as much of the actively used open space, now proposed for development, in public ownership and open for recreational uses.

Complete a Strategic Plan

The Parks Vision 2020 was completed in July of 2001. Subsequent work continues on four Refinement Plans in the areas of Community Centers and Pools, Community and Neighborhood Parks, Natural Areas and Trails, Urban Plazas and Playgrounds. Combined with the refinement plans, The Parks Vision 2020 document describes a vision for the Portland Parks system, and what needs to be done. The next step is completion of a Strategic Plan addressing how to achieve the vision described.

Goal: Complete a strategic plan by Fall 2003 addressing the question: What strategies will PP&R take to meet the needs of residents for high-quality parks, recreation facilities and programs and natural areas in the next 20 years?

Implement Levy Commitments

Voters approved the five year Parks Local Option Levy in November, 2002. It is now incumbent upon Portland Parks and Recreation to fulfill commitments made during the levy proposal. Commitments were made in recreation programs, parks operations and maintenance, and capital construction.

Goal: Implement the programs and projects that were promised as part of the Parks Local Option Levy proposal, beginning July 1, 2003. By December 1, 2003 present a report to City Council on the status of levy funded programs and projects.

COUNCIL PRIORITIES

Council Issues and Priorities

The City Council's priorities that PPP&R most directly supports are to:

- Maintain and improve parks, green spaces, water and air sheds.
- Promote the inclusion of under-represented neighborhoods and groups in participation in City activities and services.
- Support quality education.

The park development and maintenance function within PP&R fits squarely within the first Council goal. The Recreation program has more of an emphasis on supporting quality education and promoting the inclusion of under-represented neighborhoods and groups in participation in City activities and services. Also, by building a sense of community and contributing to positive youth development, recreation programs also help develop a safe and peaceful community, another Council goal.

This past year the Council has also identified several strategic initiatives. Two are particularly relevant to the Parks budget request.

Deteriorating physical infrastructure.

According to the analysis presented to the Council in October 2002, the park buildings are in the worst shape of any of the City's major infrastructure systems--36% of these buildings are already in poor condition or past their useful life.

The bureau's General Fund Capital Imporovement Plan (CIP) request is squarely aimed at this problem, identifying projects that would address some of the worst examples of physical deterioration--the University Park Community Center, the Forestry Headquarters, the Hillside Community Center water leaks, the Pittock Mansion masonry, the tennis courts, parking lots, and park paths across the city, the Community Center hose tower, and the Dishman Community Center air conditioning unit.

Similarly, the levy proposal approved by the voters in November included a major emphasis on renovating, replacing, or upgrading old infrastructure.

Finally, the Council's Operations and Maintenance (O&M) policy--under which the ongoing operating and maintenance cost of new capital responsibilities is estimated and committed at the time a capital investment decision is made--is a large step forward in dealing with the infrastructure deterioration problem. By ensuring that new assets can be properly maintained, the policy slows down the deterioration of those assets.

Parks supports the recommendation of the Capital Review Committee that O&M estimates for new infrastructure responsibilities should include a major maintenance reserve component, similar to the major maintenance reserve in place for City Hall, the Portland Building, and other City buildings.

Environmental Mandates and River Renaissance

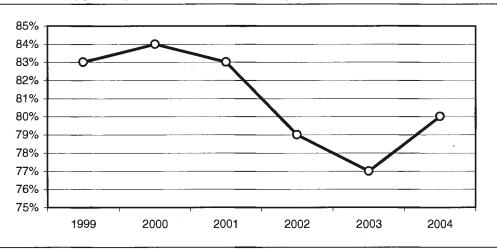
Parks is also an active participant in the City's response to the Endangered Species Act (ESA) listing of endangered fish species. In fact, the integrated pest management program (IPM) managed by Parks Horticulture Services has been adopted by National Marine Fisheries regulatory authorities as a sanctioned standard for the purpose of compliance with the ESA. PP&R is the only city park agency in the country with this type of sanctioning (called the 4(d) exemption). PP&R's Natural Resources and Forestry programs, as well planning staff, are also actively working on ESA issues.

Work planned to extend the system of trails also contributes to River Renaissance goals. For instance, the PP&R General Fund capital request includes a requested grant match for federal funds that would be used to extend the Willamette Greenway trail through the South Waterfront Urban Renewal District.

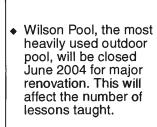
Performance Measures

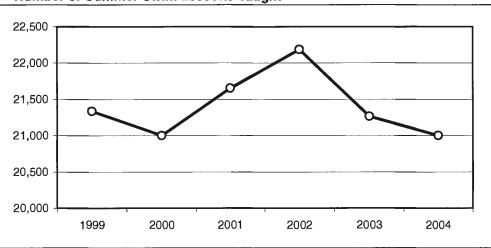
Parks Grounds Maintenance - Citizen Satisfaction



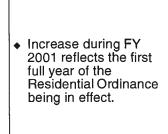


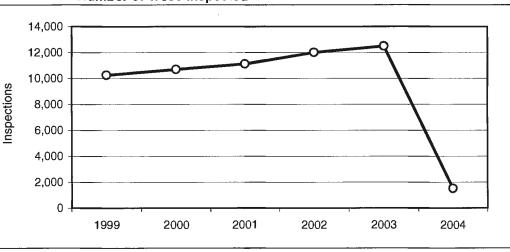
Number of Summer Swim Lessons Taught





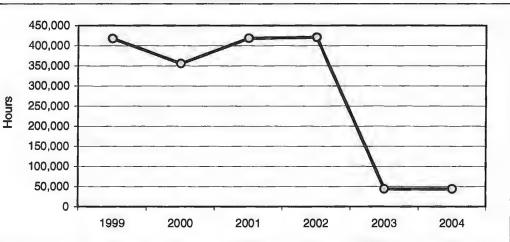
Number of Trees Inspected



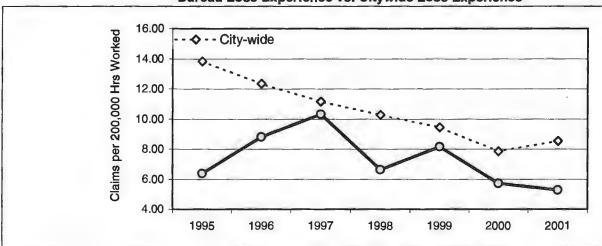


Volunteer Hours Documented

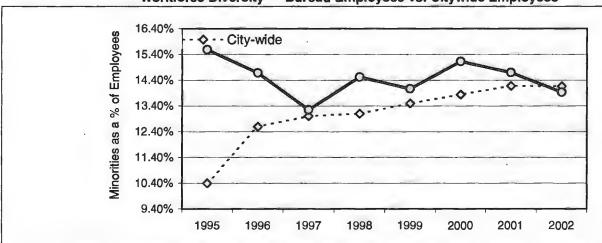
 Over 6,000 Portland residents volunteered for 423,727 hours, which valued at an entry level rate would have cost \$3.6 millon. This is the equivalent of employing 202 full time staff members.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04
PORTLAND PARKS AND RECREATION						
Affirmative Action Measures						
Affirmative Action - Minority Minority Employees as a Percent of Total	14.5%	14.1%	15.1%	14.7%	13.9%	
Affirmative Action - Female Female Employees as a Percent of Total	33.2%	34.4%	33.3%	32.7%	32.2%	
Golf Fund						
Risk Data						
General Liability Claims per 200,000 Hours Worked	6.40	1.80	7.86	1.91		
Worker's Comp Claims per 200,000 Hours Worked	14.93	9.02	11.80	11.46		
Fleet Claims per 100,000 Miles Driven	2.01	6.14	23.36	0.00		
Fleet Claims Cost per 100,000 Miles Driven	\$1,670	\$16,670	\$4	\$0		
General Liability Claims Cost per \$100 Payroll	\$0.01	\$0.02	\$0.00	\$0.00		
Worker's Comp Claims Cost per \$100 Payroll	\$1.78	\$0.20	\$0.49	\$0.58		
Golf Operations						
Workload						
Total Course Acres Maintained	680	680	680	680	680	680
The total acreage maintained by the Golf	Division's mair	ntenance staff.				
Effectiveness						
Total Golf Rounds Played Total nine-hole equivelant rounds played	493,568	461,858	485,345	444,856	415,000	425,000
Net Operating Income	\$801,000	\$894,774	\$895,000	\$1,034,704	\$917,900	\$1,655,766
Total revenue less total operating expens	es less g e nera	I fund overhead.				
Parks and Recreation - General Fund						
Risk Data General Liability Claims per 200,000 Hours Worked	11.35	5.16	7.00	6.84		
Worker's Comp Claims per 200,000 Hours Worked	11.55	10.67	11.02	9.65		
Fleet Claims per 100,000 Miles Driven	0.91	0.93	2.51	1.64		
Fleet Claims Cost per 100,000 Miles Driven	\$2,740	\$1,030	\$1	\$4		
General Liability Claims Cost per \$100 Payroll	\$0.58	\$0.08	\$0.09	\$0.32		
Worker's Comp Claims Cost per \$100 Payroll	\$1.17	\$0.60	\$1.16	\$1.31		
Parks/Natural Resources						
Workload						
Total number of acres maintained	8,896	8,967	8,967	9,000	9,130	9,130
Total number of acres, developed and na Recreation.	tural areas, but	excluding PIR a	nd golf courses,	which are mainta	lined by Portland	Parks and
Effectiveness Parks Grounds Maintenance - Citizen Satisfaction	83%	84%	83%	79%	77%	80%
Percentage of citizens rating parks maint	enance quality	as "good" or "ve	ry good".			
Park Condition Rating	85%	86%	84%	81%	83%	85%
Percentage citizens rating the overall qua	ality of parks ne	ar their homes a	s Very Good or C	Good.		
Recreation						
Workload						
Number of Summer Swim Lessons Taught	21,336	21,000	21,655	22,187	21,266	21,000

	Actual FY 1998–99	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04
Total Recreation Attendance	2,405,909	3,792,622	3,961,622	4,325,190	4,300,000	4,300,000
Effectiveness						
Percentage of Youth Participating	N/A	49%	53%	59%	59%	59%
Percentage of youth population that par	ticipate in any of	the Parks youth	recreation offering	ngs during the ye	ar.	
Citizens' Rating of Recreation Programs	74%	75%	74%	73%	75%	75%
Percent of citizens rating the quality of I	ecreation progra	ms either "good"	or "very good".			
Forestry						,
Workload						
Number of Inspections Performed	10,250	10,700	11,100	11,989	12,500	1,500
The total number of Urban Forestry insp	ections perform	ed for residential	and commercial	customers durin	g the fiscal year.	
Effectiveness						
Average Backlog of Permits	3.50	2.50	2.50	2.50	2.50	2.50
The average time in weeks that the Urb	an Forestry crew	s are backlogged	d for issuing Fore	stry permits.		
CIP			-			
Workload						
Number of Developed Parks	159	160	162	170	170	171
Number of developed and semi-develop	ed parks in the f	Portland Parks sy	stem.			
Number of Active Projects	58	57	43	40	39	40
Number of active projects being manag	ed by the Design	, Construction, a	nd Capital Impro	vements staff.		
Administration	_					
Workload						
Number of Full-time Positions	365	377	386	290	366	404
Total number of authorized Full-time pos	sitions, including	Golf, PIR, and Pa	arks Construction	n Fund.		
Number of Part-time FTE	233	275	295	295	290	315
Number of Full-Time Equivelent position	s in Part-time.					
Effectiveness						
Percent Employee Satisfaction	N/A	77%	75%	75%	75%	75%
A survey is conducted periodically which	n includes a ques	stion asking if the	employee is sat	isfied working at	Portland Parks.	
Efficiency	·	_	•	_		
Volunteer Hours Documented	417,244	355,875	418,080	420,415	43,727	43,500
The total number of volunteer hours cor	tributed to helpir	ng further the mis	sion and work of	Portland Parks	and Recreation.	
Portland International Raceway Fund	•	_				
Risk Data						
General Liability Claims per 200,000	0.00	0.00	41.07	0.00		
Hours Worked						
Worker's Comp Claims per 200,000 Hours Worked	0.00	12.88	0.00	0.00		
Fleet Claims per 100,000 Miles Driven	13.85	0.00	0.00	0.00		
Fleet Claims Cost per 100,000 Miles Driven	\$16,070	\$0	\$0	\$0		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.36	\$0.00		
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$1.31	\$0.00	\$0.00		
Portland International Raceway						
Workload						
P.I.R. Number of Use Days	491	511	524	520	570	580
Total Event times total day of each even						
P.I.R. Attendance (est.)	348,099	360,000	350,000	350,000	450,000	475,000
Total cumulative attendance at all PIR e		•			•	•

General Fund Discretionary Positions

Operating Budget Personal Services 29,044,872 29,480,635 28,920,210 32,008,497 32,040,581 External Materials and Services 13,018,991 12,242,621 13,667,309 12,749,512 12,823,129 Infernal Materials and Services 4,950,817 6,228,603 6,576,430 6,767,866 6,763,469 Minor Capital Dutlay 2,722,621 2,656,909 22,2411 11,663 226,563 Equipment Cash Transfers 258,500 357,312 1,486 121,545 121,545 Total Operating Budget 49,958,601 51,668,608 49,878,601 9,998,384 9,877,222 Capital Improvements 8,347,717 7,945,698 9,876,901 9,998,384 9,889,528 TOTAL BUREAU EXPENDITURES \$ 58,343,518 \$ 59,613,778 \$ 59,264,747 \$ 61,862,367 \$ 61,864,615 Allocated Overhead 60,329,351 61,453,471 61,027,855 63,544,945 63,856,751 Total Corst with Allocated Overhead 10,937,373 30,109,715 30,090,663 29,433,622 29,505,189 </th <th></th> <th></th> <th>Actual FY 2000–01</th> <th></th> <th>Actual FY 2001-02</th> <th></th> <th>Revised FY 2002-03</th> <th></th> <th>Proposed FY 2003-04</th> <th></th> <th>Adopted FY 2003-04</th>			Actual FY 2000–01		Actual FY 2001-02		Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
Personal Services 29,044,672 29,806,635 29,902,010 32,048,951 32,040,581 External Materials and Services 1,3018,991 12,242,621 13,676,309 12,749,951 12,823,129 Internal Materials and Services 4,950,817 6,228,603 6,576,430 6,767,866 6,763,486 Minor Capital Outlay 2,722,821 2,568,909 222,411 1,765,63 222,583 Equipment Cash Transfers 2568,500 357,312 1,486 121,545 121,545 Total Operating Budget 49,995,801 5,1668,080 49,387,646 51,853,983 51,975,287 Capital Improvements 8,347,717 7,794,698 9,876,901 9,989,828 1,783,108 1,692,678 1,981,938 Allocated Overhead 1,985,833 1,839,693 1,763,108 1,692,678 1,981,938 Total Cost With Allocated Overhead 60,329,351 61,453,471 61,027,855 63,544,945 63,856,751 RESOURCES Discretionary Revenues 1,122,000 2,143,450 900,000 925,000 925,000 925	EXPENDITURES										
External Materials and Services 13,018,091 12,942,621 13,667,300 12,749,512 12,823,129 Internal Materials and Services 4,950,817 6,228,603 6,76,430 6,767,866 6,763,469 Minor Capital Outlay 2,722,621 2,668,909 222,411 176,563 226,563 Equipment Cash Transfers 258,500 357,312 1,486 121,545 121,545 Total Operating Budget 49,995,601 51,666,800 49,897,646 121,545 121,545 Total Operating Budget 49,995,601 51,666,800 49,897,640 9,999,344 9,898,528 7074L BUREAU EXPENDITURES 58,343,518 59,613,778 59,264,747 51,652,367 51,864,815 50,844,815 50,844,815 50,844,815 50,844,945 50,844,815 50,844,945 50,844,945 50,845,815 50,844,945 50,844,945 50,845,815 50,84											
Internal Materials and Services 4,950,917 6,228,603 6,576,430 6,767,866 6,763,469 Minor Capital Quitagy 2,722,821 2,689,909 322,411 1,765,633 226,553 Equipment Cash Transfers 258,500 357,312 1,486 121,545 121,545 Total Operating Budget 49,995,801 51,668,080 49,387,846 51,853,963 51,975,287 Capital Improvements 8,347,717 7,946,698 9,976,901 9,998,384 9,889,525 TOTAL BUREAU EXPENDITURES 58,343,518 59,613,776 59,264,747 61,852,367 51,863,983 Allocated Overhead 1,985,833 1,839,693 1,763,108 1,692,576 1,991,936 Total Cost with Allocated Overhead 60,329,351 61,453,471 61,027,855 63,544,945 63,856,751 RESOURCES Discretionary Revenues 79,800 2,143,450 300,005,63 29,433,622 29,505,189 Parks Construction (Capital) 1,520,000 2,143,450 300,000 925,000 925,000 Parks Stores Revenue 10,937 (7,861) 25,000 25,000 25,000 Parks Stores Revenues 10,937 (7,861) 25,000 25,000 25,000 Parks Construction Revenues 162,921 260,210 330,779 0 0 0 Parks Grants & Donations 162,921 260,210 330,779 0 0 0 Parks Construction Revenues 3,341,786 3,531,040 3,185,007 7,280,272 7,177,772 Park Ford Construction Fund 1,195,978 0 15,573 0 0 0 Parks Bond Construction Fund 1,195,978 0 15,573 0 0 0 Parks Construction Fund 1,195,978 0 15,573 0 0 0 Parks Construction Fund 1,195,978 0 15,573 0 0 0 Parks Construction Fund 1,195,978 0 15,573 0 0 0 Parks Construction Fund 1,195,978 0 15,573 0 0 0 Parks Construction Fund 1,195,978 0 15,573 0 0 0 Parks Construction Fund 1,195,978 0 26,497,088 5,20,528 5,20,046 Parks Construction Fund revenues are restricted by policy or contractual agreement to the brueaus that persente the revenue 1,186,74431 4,264,843 4,494,844 311 3,51 3,50 Golf Fund Revenues 68,941 1,3	Personal Services						28,920,210		. , -		32,040,581
Minor Capital Outlay	External Materials and Services		13,018,991		12,942,621		13,667,309		12,749,512		12,823,129
Total Operating Budget	Internal Materials and Services		4,950,817		6,228,603		6,576,430		6,767,866		6,763,469
Total Operating Budget			2,722,621		2,658,909		222,411		176,563		22 6,563
Capital improvements	Equipment Cash Transfers		258,500		357,312		1,486		121,545		121,545
Allocated Overhead	Total Operating Budget		49,995,801		51,668,080		49,387,846		51,853,983		51,975,287
Allocated Overhead 1,985,833 1,839,693 1,763,108 1,692,578 1,991,936 Total Cost with Allocated Overhead 60,329,351 61,453,471 61,027,855 63,544,945 53,856,751 RESOURCES	Capital Improvements		8,347,717		7,945,698		9,876,901		9,998,384		9,889,528
Total Cost with Allocated Overhead 60,329,351 61,453,471 61,027,855 63,544,945 63,856,751	TOTAL BUREAU EXPENDITURES	\$	58,343,518	\$	59,613,778	\$	59,264,747	\$	6 1,852,36 7	\$	61,864,815
Discretionary Revenues	Allocated Overhead		1,985,833		1,839,693		1,763,108		1,692,578		1,991,936
Discretionary Revenues PP&R Operating Support 30,315,373 30,109,715 30,090,563 29,433,622 29,505,809 Parks Construction (Capital) 1,520,000 2,143,450 900,000 925,000 25,000 Parks Stores Revenue 10,937 (7,861) 25,000 25,000 25,000 Total Discretionary Revenues 31,846,310 32,245,304 31,015,563 30,383,622 30,455,189 Non-Discretionary Revenues 162,921 260,210 330,779 0 <td>Total Cost with Allocated Overhead</td> <td></td> <td>60,329,351</td> <td></td> <td>61,453,471</td> <td></td> <td>61,027,855</td> <td></td> <td>63,544,945</td> <td></td> <td></td>	Total Cost with Allocated Overhead		60,329,351		61,453,471		61,027,855		63,544,945		
PPRR Operating Support 30,315,373 30,109,715 30,090,563 29,433,622 29,505,189 Parks Construction (Capital) 1,520,000 2,143,450 900,000 925,000 925,000 Total Discretionary Revenues 31,846,310 32,245,304 31,015,563 30,383,622 30,455,189 Non-Discretionary Revenues PPRR Grants & Donations 162,921 260,210 330,779 0 0 PP&R Contract Revenues (328,548) 354,177 100,670 20,999 20,999 PP&R Interagency Revenues 3,341,786 3,531,040 3,185,007 7,280,272 7,177,272 PP&R Fees & Permits 8,082,900 8,391,840 8,845,535 9,055,00 9,100,009 Parks Construction Fund 1,195,978 0 15,573 0 0 0 Parks Construction Fund 7,710,427 7,327,246 8,074,986 8,473,384 8,473,384 Golf Fund Revenues 968,941 1,382,391 1,018,396 1,118,542 1,118,542 Total Non-Discretionary General Fund revenues are those which may	RESOURCES								***		
Parks Construction (Capital) 1,520,000 2,143,450 900,000 925,000 30,383,622 30,455,189 Non-Discretionary Revenues 31,616,310 32,245,304 31,015,563 30,383,622 30,455,189 Non-Discretionary Revenues 32,45,301 30,0779 0 <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>											
Parks Stores Revenue 10,937 (7,861) 25,000 25,000 25,000 Total Discretionary Revenues 31,846,310 32,245,304 31,015,563 30,383,622 30,455,189 Non-Discretionary Revenues PP&R Grants & Donations 162,921 260,210 330,779 0 0 0 PP&R Contract Revenues (328,548) 354,177 100,670 20,999 20,999 PP&R Interagency Revenues 3,341,786 3,531,040 3,185,007 7,280,272 7,177,272 PP&R Fees & Permits 8,082,990 8,391,840 8,845,535 9,055,00 9,100,009 Parks Bond Construction Fund 1,195,978 0 15,573 0 9,100,009 Parks Construction Fund Revenues 5,362,803 6,121,570 6,678,238 5,520,528 5,520,008 PIR Fund Revenues 968,941 1,382,391 1,018,396 1,118,542 1,118,622 TOTAL RESOURCES 58,343,518 59,613,778 59,264,747 \$61,852,367 \$61,864,815 POSITIONS 32 3,34 <							, ,				
Non-Discretionary Revenues 31,846,310 32,245,304 31,015,563 30,383,622 30,455,189 Non-Discretionary Revenues PP&R Grants & Donations 162,921 260,210 330,779 0 0 0 0 0 0 0 0 0	` . ,										•
Non-Discretionary Revenues						_					
PP&R Grants & Donations	Total Discretionary Revenues		31,846,310		32,245,304		31,015,563		30,383,622		30,455,189
PP&R Contract Revenues			100.001		000.010		000 770		•		
PP&R Interagency Revenues 3,341,786 3,531,040 3,185,007 7,280,272 7,177,272 PP&R Fees & Permits 8,082,900 8,391,840 8,845,535 9,055,020 9,100,009 Parks Bond Construction Fund 1,195,978 0 15,573 0 0 0 0 0 0 0 0 0			- *		•		•				
PP&R Fees & Permits 8,082,900 8,391,840 8,845,535 9,055,020 9,100,009 Parks Bond Construction Fund 1,195,978 0 15,573 0 0 Parks Construction Fund 7,710,427 7,327,246 8,074,986 8,473,384 8,473,038 Golf Fund Revenues 5,362,803 6,121,570 6,678,238 5,520,528 5,520,046 PIR Fund Revenues 968,941 1,382,391 1,018,396 1,118,542 1,118,262 Total Non-Discretionary Revenues 26,497,208 27,368,474 28,249,184 31,468,745 31,409,626 TOTAL RESOURCES 58,343,518 59,613,778 59,264,747 61,852,367 61,864,815 Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. DIVISIONS Parks and Recreation - General Fund 41,574,431 42,646,981 42,552,554 45,789,913 45,803,469 Positions 337 344 311 351 350 350 350,469 36,7			, ,						•		
Parks Bond Construction Fund 1,195,978 0 15,573 0	<u> </u>										
Parks Construction Fund 7,710,427 7,327,246 8,074,986 8,473,384 8,473,038 Golf Fund Revenues 5,362,803 6,121,570 6,678,238 5,520,528 5,520,046 PIR Fund Revenues 968,941 1,382,391 1,018,396 1,118,542 1,118,262 Total Non-Discretionary Revenues 26,497,208 27,368,474 28,249,184 31,468,745 31,409,626 TOTAL RESOURCES 58,343,518 59,613,778 59,264,747 61,852,367 61,864,815 Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. 50,864,815 DIVISIONS Parks and Recreation - General Fund 41,574,431 42,646,981 42,552,554 45,789,913 45,803,469 Positions 337 344 311 351 350 Golf Fund 5,362,803 6,121,570 6,678,238 5,520,528 5,520,046 Positions 32 38 39 34 34 Positions 6			, ,		, ,						
Golf Fund Revenues 5,362,803 6,121,570 6,678,238 5,520,528 5,520,046 PIR Fund Revenues 968,941 1,382,391 1,018,396 1,118,542 1,118,262 Total Non-Discretionary Revenues 26,497,208 27,368,474 28,249,184 31,468,745 31,409,626 TOTAL RESOURCES 58,343,518 59,613,778 59,264,747 61,852,367 61,864,815 Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. DIVISIONS Parks and Recreation - General Fund 41,574,431 42,646,981 42,552,554 45,789,913 45,803,469 Positions 337 344 311 351 350 Golf Fund 5,362,803 6,121,570 6,678,238 5,520,528 5,520,046 Positions 322 38 39 34 34 Portland International Raceway Fund 968,941 1,382,391 1,018,396 1,118,542 1,118,262 Positions 6 6 6 6 6 6 6 6 6					•		-				_
PIR Fund Revenues											
Total Non-Discretionary Revenues 26,497,208 27,368,474 28,249,184 31,468,745 31,409,626 TOTAL RESOURCES 58,343,518 \$59,613,778 \$59,264,747 \$61,852,367 \$61,864,815 Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. DIVISIONS											
TOTAL RESOURCES 58,343,518 \$ 59,613,778 \$ 59,264,747 \$ 61,852,367 \$ 61,864,815 Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. DIVISIONS Parks and Recreation - General Fund 41,574,431 42,646,981 42,552,554 45,789,913 45,803,469 Positions 337 344 311 351 350 Golf Fund 5,362,803 6,121,570 6,678,238 5,520,528 5,520,046 Positions 32 38 39 34 34 Portland International Raceway Fund 968,941 1,382,391 1,018,396 1,118,542 1,118,262 Positions 6 6 6 6 6 6 6 Parks Bond Construction Fund 1,195,978 0 15,573 0 0 Parks Construction Fund 9,230,428 9,470,697 8,974,986 9,398,384 9,398,038 Positions 11 14 11 15 15 Parks Stores 10,937 (7,861) 25,000 25,000 25,000 Positions 0 0 0 0 0 0 0 TOTAL DIVISIONS \$ 58,343,518 \$ 59,613,778 \$ 59,264,747 \$ 61,852,367 \$ 61,864,815						_					
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.	<u> </u>										
Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.	IOTAL RESOURCES		58,343,518	\$	59,613,778	\$	59,264,747	\$	61,852,367	\$	61,864,815
Parks and Recreation - General Fund 41,574,431 42,646,981 42,552,554 45,789,913 45,803,469 Positions 337 344 311 351 350 Golf Fund 5,362,803 6,121,570 6,678,238 5,520,528 5,520,046 Positions 32 38 39 34 34 Portland International Raceway Fund 968,941 1,382,391 1,018,396 1,118,542 1,118,262 Positions 6 6 6 6 6 6 6 Parks Bond Construction Fund 1,195,978 0 15,573 0 0 0 Positions 0 0 0 0 0 0 0 Parks Construction Fund 9,230,428 9,470,697 8,974,986 9,398,384 9,398,038 Positions 11 14 11 15 15 Parks Stores 10,937 (7,861) 25,000 25,000 25,000 25,000 Positions 0 <										ıe.	
Positions 337 344 311 351 350 Golf Fund 5,362,803 6,121,570 6,678,238 5,520,528 5,520,046 Positions 32 38 39 34 34 Portland International Raceway Fund 968,941 1,382,391 1,018,396 1,118,542 1,118,262 Positions 6 6 6 6 6 6 6 Parks Bond Construction Fund 1,195,978 0 15,573 0 0 0 Positions 0 0 0 0 0 0 0 Parks Construction Fund 9,230,428 9,470,697 8,974,986 9,398,384 9,398,038 Positions 11 14 11 15 15 Parks Stores 10,937 (7,861) 25,000 25,000 25,000 Positions 0 0 0 0 0 0 TOTAL DIVISIONS \$ 58,343,518 \$ 59,613,778 \$ 59,264,747	DIVISIONS	_				_					
Positions 337 344 311 351 350 Golf Fund 5,362,803 6,121,570 6,678,238 5,520,528 5,520,046 Positions 32 38 39 34 34 Portland International Raceway Fund 968,941 1,382,391 1,018,396 1,118,542 1,118,262 Positions 6 6 6 6 6 6 6 Parks Bond Construction Fund 1,195,978 0 15,573 0 0 0 Positions 0 0 0 0 0 0 0 Parks Construction Fund 9,230,428 9,470,697 8,974,986 9,398,384 9,398,038 Positions 11 14 11 15 15 Parks Stores 10,937 (7,861) 25,000 25,000 25,000 Positions 0 0 0 0 0 0 0 TOTAL DIVISIONS \$ 58,343,518 \$ 59,613,778 \$ 59,26	Parks and Recreation - General Fund		41,574,431		42,646,981		42,552,554		45,789,913		45,803,469
Positions 32 38 39 34 34 Portland International Raceway Fund 968,941 1,382,391 1,018,396 1,118,542 1,118,262 Positions 6 6 6 6 6 6 6 Parks Bond Construction Fund 1,195,978 0 15,573 0 0 0 Positions 0 0 0 0 0 0 0 0 Parks Construction Fund 9,230,428 9,470,697 8,974,986 9,398,384 9,398,038 Positions 11 14 11 15 15 Parks Stores 10,937 (7,861) 25,000 25,000 25,000 Positions 0 0 0 0 0 0 TOTAL DIVISIONS \$ 58,343,518 \$ 59,613,778 \$ 59,264,747 \$ 61,852,367 \$ 61,864,815	Positions				344		311		351		350
Portland International Raceway Fund 968,941 1,382,391 1,018,396 1,118,542 1,118,262 Positions 6 6 6 6 6 6 6 6 Parks Bond Construction Fund 1,195,978 0 15,573 0 0 0 Positions 0 0 0 0 0 0 0 Parks Construction Fund 9,230,428 9,470,697 8,974,986 9,398,384 9,398,038 Positions 11 14 11 15 15 Parks Stores 10,937 (7,861) 25,000 25,000 25,000 Positions 0 0 0 0 0 0 TOTAL DIVISIONS \$ 58,343,518 \$ 59,613,778 \$ 59,264,747 \$ 61,852,367 \$ 61,864,815	Golf Fund		5,362,803		6,121,570		6,678,238		5,520,528		5,520,046
Positions 6 0 6 6 6 6											34
Parks Bond Construction Fund 1,195,978 0 15,573 0 0 Positions 0 0 0 0 0 0 Parks Construction Fund 9,230,428 9,470,697 8,974,986 9,398,384 9,398,038 Positions 11 14 11 15 15 Parks Stores 10,937 (7,861) 25,000 25,000 25,000 Positions 0 0 0 0 0 TOTAL DIVISIONS \$ 58,343,518 \$ 59,613,778 \$ 59,264,747 \$ 61,852,367 \$ 61,864,815	Portland International Raceway Fund		968,941		1,382,391		1,018,396		1,118,542		1,118,262
Positions 0 9,398,384 9,398,038 9,398,038 9,296,103 1 2 1 0											
Parks Construction Fund 9,230,428 9,470,697 8,974,986 9,398,384 9,398,038 Positions 11 14 11 15 15 Parks Stores 10,937 (7,861) 25,000 25,000 25,000 25,000 Positions 0 0 0 0 0 0 TOTAL DIVISIONS \$ 58,343,518 \$ 59,613,778 \$ 59,264,747 \$ 61,852,367 \$ 61,864,815			1,195,978				15,573		0		0
Positions 11 14 11 15 15 Parks Stores 10,937 (7,861) 25,000 25,000 25,000 Positions 0 0 0 0 0 0 TOTAL DIVISIONS \$ 58,343,518 \$ 59,613,778 \$ 59,264,747 \$ 61,852,367 \$ 61,864,815			0 220 429		-		0 074 096		0 200 204		0 200 020
Parks Stores 10,937 (7,861) 25,000 25,000 25,000 Positions 0 0 0 0 0 0 TOTAL DIVISIONS \$ 58,343,518 \$ 59,613,778 \$ 59,264,747 \$ 61,852,367 \$ 61,864,815											
Positions 0											
TOTAL DIVISIONS \$ 58,343,518 \$ 59,613,778 \$ 59,264,747 \$ 61,852,367 \$ 61,864,815					_		_				
		\$		\$		\$	<u> </u>	\$		\$	<u> </u>
	Positions	*	386	*	403	•	366	Ψ	405	*	404

303

321

292

296

296

		Actual FY 2000–01		Actual FY 2001–02		Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
PROGRAMS										
PARKS AND RECREATION - GENERAL										
Parks/Natural Resources		17,425,343		18,181,658		18,378,750		19,794,402		19,803,52
Positions		157		174		157		179		17
Recreation		17,235,213		16,840,859		16,571,529		18,164,996		18,174,33
Positions		115		115		104		117		10,17 1,00
Forestry		2,015,285		2.108.005		2,065,846		2,326,900		2,324,69
Positions		25		24		21		26		2,024,00
CIP		1,772,193		1,681,468		1,673,466		1,549,291		1,548,84
Positions		1,772,130		1,001,400		1,070,400		1,040,231		1,040,04
Administration		3,126,397		3,834,991		3,862,963		3,954,324		3,952,07
Positions		25		17		16		15		3,932,07
TOTAL PROGRAMS	\$	41,574,431	\$	42,646,981	\$	42,552,554	\$	45,789,913	\$	45,803,46
Positions	-	337		344	-	311		351	 -	35
GOLF FUND										
Golf Operations		5,362,803		6,121,570		6,678,238		5,520,528		5,520,04
Positions		32		38		39		34		3
TOTAL PROGRAMS	\$	5,362,803	\$	6,121,570	\$	6,678,238	\$	5,520,528	\$	5,520,04
Positions		32		38		39		34		3
PORTLAND INTERNATIONAL RACE-										
Portland International Raceway		968,941		1,382,391		1,018,396		1,118,542		1,118,26
Positions		6		1,302,331		1,010,090		1,110,542		
TOTAL PROGRAMS	\$	968,941	\$	1,382,391	\$	1,018,396	\$	1,118,542	\$	1,118,26
Position s		6		6		6		6		
PARKS BOND CONSTRUCTION FUND										
Construc, Design & Capital Imp		1,195,978		0		15,573		0		
Positions .		0		0		. 0		0		
TOTAL PROGRAMS	\$	1,195,978	\$	0	\$	15,573	\$	0	\$	
Positions Positions	*	0	•	0	*	0	•	0	•	·
PARKS CONSTRUCTION FUND	_									
CIP		0.000.400		0.470.007		0.074.000		0.000.004		0.000.00
		9,230,428		9,470,697		8,974,986		9,398,384		9,398,03
Positions		11		14		11		15		1.
TOTAL PROGRAMS	\$	9,230,428	\$	9,470,697	\$	8,974,986	\$	9,398,384	\$	9,398,03
Position s		11		14		11		15		
PARKS STORES										
Stock Account		10,937		(7,861)		25,000		25,000		25,00
		0		Ó		0		0		
Positions										
Positions TOTAL PROGRAMS	\$	10,937	\$	(7,861)	\$	25,000	\$	25,000	\$	25,00

Parks and Recreation - General Fund

OVERVIEW

Organizational Description

The Parks and Recreation Division is the largest part of the bureau, accounted for in the General Fund. It consists of five programs: Park Operations and Natural Resources, Recreation, Forestry, CIP, and Administration. Following is a brief description of each.

Overview of Programs

PARKS/NATURAL RESOURCES

Park Operations and Natural Resources is the largest program in the Parks and Recreation Division.

Operations

Park Operations is divided into seven park districts throughout the city. Employees are generalists who maintain the developed parks, picking up litter, cleaning restrooms, performing safety inspections of play equipment, making minor repairs, and providing ongoing plant care. The district employees also provide support to the non-profit groups who care for the Japanese Garden, Crystal Springs Rhododendron Garden, and Leach Botanical Garden. One of the park districts specializes in caring for Washington Park, Pittock Acres, and the City's three rose gardens.

The Park Operations program also includes four specialist work units: Turf Maintenance, Horticultural Services, Structures, and Equipment Services.

Turf Maintenance

This unit is responsible for mowing, overseeding, and fertilizing turf areas. It also runs the machine shop that maintains the mowers and other equipment.

Horticultural Services

Horticultural Services includes the Community Gardens program and the greenhouse/ nursery operation. It also designs shrub and flower beds, carries out specialized planting projects across the park system, and oversees the Integrated Pest Management program. Horticultural Service also provides landscape maintenance services to other bureaus under interagency agreements.

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 and numerous outdoor structures.

Equipment Services

The Equipment Services unit primarily does paving, grading, major ballfield renovations, irrigation repairs, hauling, tall grass mowing, brush grinding, and other services involving heavy equipment.

Natural Resources

Natural Resources is responsible for over 6,000 acres of natural areas, such as Forest Park, Powell Butte, and the Oaks Bottom Wildlife Refuge. This includes promoting the ecological health of the areas by protecting them from soil erosion, invasive plant species, litter, illegal dumping, and other types of damage. This work unit also maintains trails such as the Springwater and Peninsula Crossing trails, along with trailhead parking lots and restrooms. The Natural Resources unit is also responsible for the tree collection at Hoyt Arboretum.

RECREATION

The Recreation program provides for a wide array of recreation services.

Community Centers and Community Schools

The Community Centers and Community Schools programs are managed by recreation generalists who are responsible for pulling in resources and activities to the sites that they manage. 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 Community School programs focus on creating recreation and academic enrichment opportunities for school-aged youth, as well as making the school building an after-hours resource to the broader community. 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 a variety of specialist programs that focus on particular types of recreation or market segments: Outdoor Recreation, the Youth-at-Risk program, Disabled Citizens Recreation, Senior Leisure Services, Aquatics, the Sports Office (which oversees Ball field Maintenance and the Tennis program as well as the scheduling of sports leagues). There are also specialty facilities: the Pittock Mansion, the Multnomah Art Center, the Children's Museum, the Community Music Center, and the Interstate Firehouse Cultural Center. Many of these programs recover most or all of their direct program costs through user fees.

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 program 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.

CAPITAL IMPROVEMENT PLAN

The CIP, or Planning and Development program is responsible for the planning, design and construction of capital improvements to the parks and recreation system. Its funding sources include discretionary General Fund resources, reimbursements from other City bureaus and the Portland Development Commission, systems development charges to property developers, and federal grants. This program also includes the Property Management function, which generates income from PP&R assets not currently needed for park purposes.

ADMINISTRATION

The Administration program carries out typical administrative activities for a bureau the size and scope of PP&R. In addition to the Director, this program includes support functions such as accounting and financial planning, volunteer coordination, communications services, clerical support, and community relations. Administrative services provided by other bureaus are also charged to this program area, notably human resources and information technology.

	Actual FY 2000-01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES						
Operating Budget Personal Services External Materials and Services	26,057,983	26,307,410	25,791,946	29,034,576		29,003,150
Internal Materials and Services Minor Capital Outlay	11,056,822 4,185,722 15,401	10,804,364 5,193,981 92,774	11,297,056 5,431,431 30,635	10,877,425 5,659,804 96,563		10,951,042 5,631,169 96,563
Equipment Cash Transfers	258,500	 248,452	 1,486	 121,545		121,545
Total Operating Budget Capital Improvements	41,574,428 3	42,646,98 1 0	42,552,554 0	45,789,913 0		45,803,469 0
TOTAL BUREAU EXPENDITURES	\$ 41,574,431	\$ 42,646,981	\$ 42,552,554	\$ 45,789,913	\$	45,803,469
Allocated Overhead Total Cost with Allocated Overhead	1,749,242 43,323,673	 1,357,406 44,004,387	 1,522,148 44,074,702	1,448,171 47,238,084		1,709,351 47,512,820
RESOURCES	.0,020,0.0	 1,,551,551	 ,,	 ,	-	
General Fund Discretionary	30,315,357	30,109,700	30,090,563	29,433,622		29,505,189
Non-Discretionary Revenues Grants & Donations	214,340	337,189	330,779	0		0
Contract Revenues Interagency Revenues Program Revenue	(328,548) 3,341,789 8,031,493	354,177 3,531,043 8,314,872	100,670 3,185,007 8,845,535	20,999 7,280,272 9,055,020		20,999 7,177,272 9,100,009
Total Non-Discretionary Revenues	11,259,074	 12,537,281	 12,461,991	 16,356,291		16,298,280
TOTAL GENERAL FUND RESOURCES	41,574,431	\$ 42,646,981	\$ 42,552,554	\$ 45,789,913	\$	45,803,469

Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.

Positions	 337	 344	311	 351	 350
TOTAL PROGRAMS	\$ 41,574,431	\$ 42,646,981	\$ 42,552,554	\$ 45,789,913	\$ 45,803,469
Positions	25	17	 16	15	1:
Administration	3,126,397	3,834,991	3,862,963	3,954,324	3,952,07
Positions	15	15	13	14	1
CIP	1,772,193	1,681,468	1,673,466	1,549,291	1,548,84
Positions	25	24	21	26	2
Forestry	2,015,285	2,108,005	2,065,846	2,326,900	2,324,69
Positions	115	115	104	117	116
Recreation	17,235,213	16,840,859	16,571,529	18,164,996	18,174,332
Positions	157	174	157	179	179
Parks/Natural Resources	17,425,343	18,181,658	18,378,750	19,794,402	19,803,522
PROGRAMS			40.000.000	10 == 1 10=	40.000.00

		Actual FY 2000–01	Actual FY 2001-02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel	Services		<u></u>			
511000	Full-Time Employees	11,998,531	12,112,150	13,998,614	15,972,606	15,900,462
512000	Part-Time Employees	5,357,156	5,415,987	5,499,784	5,970,692	6,031,479
514000	Overtime	101,423	87,121	111,683	92,614	92,614
515000	Premium Pay	231,497	269,328	102,729	189,222	189,222
517000	Benefits	6,048,327	6,044,747	6,079,136	6,809,442	6,789,373
518000	Paid Absence	2,321,047	2,378,077	0	0	0
Total Pers	onnel Services	26,057,981	26,307,410	25,791,946	29,034,576	29,003,150
Materials a	and Services					
	Materials and Services					
	Professional Services	390,718	483,679	313,194	216,504	216,504
522000	Utilities	2,445,778	2,496,019	2,410,678	2,288,102	2,290,200
523000	Equipment Rental	19,866	14,275	37,443	47,262	47,262
524000	Repair & Maintenance Services	1,462,784	1,460,570	1,931,045	1,428,883	1,453,807
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	1,696,939	2,041,400	1,730,223	2,171,255	2,202,485
529000	Miscellaneous Services	2,242,543	1,856,083	1,795,402	1,785,341	1,791,861
531000	Office Supplies	165,328	128,160	157,280	127,358	127,808
532000	Operating Supplies	730,944	1,011,231	1,223,452	1,246,679	1,254,477
533000	Repair & Maintenance Supplies	1,032,821	592,052	917,401	749,438	749,444
534000 535000	Minor Equipment & Tools Clothing & Uniforms	412,851	276,971	393,089	412,912	413,503
539000	Other Commodities External	88,622	88,406	95,996	93,434	93,434
		21,394	74,926	46,272	32,437	32,437
541000 542000	Education Local Travel	40,758	29,325	32,009	32,670	32,670
543000	Out-of-Town Travel	43,823 29,873	50,030 20,194	36,426 42,303	41,143 42,174	41,143
544000	Space Rental	29,673 27,674	70,181	38,192	102,479	42,174 102,479
545000	Interest	27,674	70,161	36,192	102,479	·
546000	Refunds	0	0	0	0	0
547000	Retirement System Payments	0	0	0	0	. 0
548000	Operating Lease	0	0	0	0	. 0
549000	Miscellaneous	204,111	110,862	96,651	59,354	59,354
	ternal Materials and Services	11,056,827	10,804,364	11,297,056	10,877,425	10,951,042
	Materials and Services	11,000,027	. 0,00 1,00 1	11,207,000	10,011,120	10,001,012
	Vehicle Services	1,352,139	1,342,815	1,267,589	1,427,157	1,418,380
552000	Printing & Distribution	652,328	590,759	677,825	755,475	753,394
553000	Facilities Services	376,783	400,623	406,923	402,551	402,082
554000	Communications Services	490,575	513,157	504,525	512,121	508,873
555000	Information Technology	292,635	801,099	824,077	674,279	663,086
556000	Insurance	718,435	707,907	803,412	848,536	845,669
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	80,332	665,228	716,668	788,756	788,756
559000	Other Fund Services	216,862	171,893	230,412	250,929	250,929
Total Int	ernal Materials and Services	4,180,089	5,193,481	5,431,431	5,659,804	5,631,169
Total Mate	rials and Services	15,236,916	15,997,845	16,728,487	16,537,229	16,582,211
Capital Ou	=					
561000		0	0	0	0	0
562000	Buildings	0	0	19,045	0	0
563000	Improvements	0	0	0	0	0
564000	Capital Equipment	15,401	92,774	11,590	96,563	96,563
565000	Facilities Lease/Purchase	0	0	0	0	0
566000	Equipment Lease/Purchase	0	0	0	0	0
567000	Infrastructure	0	0	0	0	0
568000	Other Capital Expenditure	. 0	0	0	0	0
569000	Depreciation	0	0	0	0	0
Total Capi		15,401	92,774	30,635	96,563	96,563
573000	Equipment Cash Transfers	258,500	248,452	1,486	121,545	121,545
576000	Minor Equipment Transfers SION EXPENSES	5,633 \$ 41,574,431 \$	500 42,646,981	\$ 42,552,554	\$ 45,789,913	\$ 45,803,469
		> 41 5/4 431 5	. // n/in un/i	n 4/55/554	> //> /KU U17	

		Actual FY 2001	Actual FY 2002	•	vised 2002-03	1	oposed 2003–04	t .	dopted 2003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	1	1	42,825	1	43,932	1 2	43,932 100,566
515 510	Accountant II Accounting Technician	2 2	2 1	2	98,010 35,454	2 1	100,566 36,366	1	36,366
819	Administrative Assistant	2	2	Ö	00,404	Ó	00,000	Ö	0,000
7103	Administrative Assistant	0	0	2	60,553	2	67,303	2	67,303
230	Administrative Secretary	1	0	0	0	0	0	0	0
815	Administrative Specialist	2	2	0	0	0	0	0	0
7106	Administrative Supervisor I	0	0	1	49,506	1	54,475	1	54,475
922	Administrative Supervisor II	1	1	0	0 58,506	0 1	0 63,341	0	0 63,341
7107	Administrative Supervisor II	0 0	0	}	47,506		51,960	1	51,960
7818 6004	Aquatic Program Supervisor Architect	0	0	Ö	19,024	Ö	01,500		01,550
3140	Architectural Manager	Ĭ Ĭ	1	ŏ	0	0	0	0	0
7810	Arts Programs Supervisor	0	0	1	53,766	1	57,430	1	57,430
962	Assistant Program Specialist	2	2	0	0	0	0	0	0
1311	Automotive Equipment Operator I	0	0	1	39,902	1	40,935	1	40,935
4127	Botanic Manager	1 1	1	0	0	0	00 000	0	00.000
6011	Botanic Specialist I	0	0	2 0	83,562	2 0	98,260 0	2 0	98,260 0
4120	Botanic Specialist I	2 3	3 4	0	0	0	0	0	0
4124 6012	Botanic Specialist II Botanic Specialist II	0	0	5	242,183	5	257,017	5	257,017
4125	Botanic Specialist II	3	3	0	242,100	Ő	20.,017	ő	0
6001	Building/Landscape Designer I	0	Ō	0	ő	1	0	1	0
7140	Bureau Director, Assistant to	0	0	0	O	1	64,750	1	64,750
620	Bureau Human Resources Manager	1	0	0	0	0	0	0	0
6032	CAD Technician II	0	0	1	43,415	1	44,533	1	44,533
6033	CAD Technician III	0	0	0	0	1	65,060	1	65,060
1420	Carpenter	7	5	4	180,320	6 0	275,569	6 0	275,569 0
3236	Chief Planner	1 0	1	0	0 68,236	1	73,877	1	73,877
7842 4131	City Forester City Forester	1 1	1	Ö	00,230	Ö	7 0,077	Ö	7 0,07 7
7203	Community Outreach & Information	i	ò	1	55,583	1	60,323	1	60,323
7204	Community Outreach and Informati	0	ŏ	1	55,583	1	61,811	1	61,811
7490	Community Relations Assistant	2	2	0	0	0	0	0	0
7492	Community Relations Specialist	1	1	0	0	0	0	0	0
1315	Construction Equipment Operator	1 1	1	1	44,725	2	91,762	2	91,762
1110	Custodian	1	1	1	31,320	1 0	32,132 0	1 0	32,132 0
975	Deputy Director Deputy Director ñ Parks & Recrea	1 0	1 0	0	92,812	0	0	0	0
7808 817	Director's Administrative Assist	0	1	0	92,012	0	0	0	0
1453	Electrician	3	2	2	112,042	2	114,944	2	114,944
1457	Electrician, Supervising	1	1	1	61,763	1	63,362	1	63,362
7127	Executive Assistant	0	0	1	48,226	1	51,834	1	51,834
1132	Facilities & Maint Supervisor	9	10	0	0	0	0	0	0
7725	Facilities Construction Project	0	0	0	5,582	0	17,881	0	17,881
1115	Facilities Maintenance Tech	5	5	6	273,234	6	280,194	6	280,194
7376	Financial Analyst	0	0	1 0	55,816 0	1 0	59,603 0	1	59,603 0
827 7377	Financial Analyst Financial Analyst, Senior	1 0	1 0	1	68,236	1	70,006	1	70,006
4129	Forestry Program Supervisor	1	1	Ö	00,200	Ö	70,000	Ö	0,000
1524	General Mechanic	2	2	2	91,036	2	87,781	2	87,781
4110	High Climber	9	8	8	360,640	8	369,904	8	369,904
7864	Horticultural Services Superviso	0	0	1	61,575	1	66,448	1	66,448
4114	Horticulturist	23	27	24	1,016,221	27	1,171,305	27	1,171,305
4113	Horticulturist, Apprentice	0	0	0	0	1	36,240	1	36,240
4115	Horticulturist, Lead	1	0	0	0	0	0	0	0
2541	Information Systems Analyst I	1 1	0	0	0	0	0	0	0
2542	Information Systems Analyst II	2	0	0	0	0	0	0	0
2543 2524	Information Systems Analyst III Information Systems Tech III		0	ő	0	0	0	ő	0
7512	IT Operations Manager	6	ő	ő	ő	ő	Ö	1	56,663
7790	Landscape Architect, Supervising	Ö	Ö	1	54,589	1	37,938	1	37,938
1240	Maintenance Mechanic	11	12	10	416,350	10	424,311	10	424,311
1200	Maintenance Worker	6	6	0	. 0	0	0	0	0
7132	Management Analyst, Senior	0	0	1	57,817	1	63,781	1	63,781
7130	Management Assistant	0	0	1	52,806	1	56,663	0	130.007
7862 7866	Natural Areas Program Manager	0 0	0	2 1	112,018 63,654	2 1	130,997 73,367	2 1	130,997 73,367
	Natural Areas Program Manager		1	'	32,113		58,321		58,321

		Actual FY 2001	Actual FY 2002		vised 2002–03		pposed 2003–04		lopted 2003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
102	Office Support Specialist II	4	5	8	253,509	8	269,439	8	269,439
104	Office Support Specialist III	0	0	0	0	1	38,148	1	38,148
106	Office Support Specialist, Lead	1	2	1	39,665	1	42,905	1	42,905
7814	Outdoor Recreation & Env Educ Pr	0	0	1	50,476	1	53,916	1	53,916
1443	Painter	2	3	2	90,160	3	138,714	3	138,714
7825 1215	Park Ranger Supervisor Park Technician	33	0 30	1 29	40,657 1,130,507	1 31	44,896	1 31	44,896
7080	Parks & Recreation Director	0	0	29 1	108,284	1	1,237,602 110,540	1	1,237,602 110.540
4337	Parks & Recreation Director	1 1	1	0	100,204	0	110,540	Ó	110,540
7807	Parks and Recreation Division Ma	0	o l	4	333,997	5	438,497	4	349,522
7832	Parks Irrigation Maintenance Sup	0	Ö	1	52,009	1	55,544	1	55,544
7833	Parks Maintenance Superintendent	Ö	Ö	4	256,191	4	279,991	4	279,991
7830	Parks Maintenance Supervisor	lő	l ŏ l	9	517,619	10	570,373	10	570,373
7788	Parks Planner, Supervising	0	lol	1	79,595	1	76,504	1	76,504
7826	Parks Security Manager	0	0	1	63,392	1	67,708	1	67,708
7816	Pittock Mansion Supervisor	0	o	1	58,506	1	64,186	1	64,186
2545	Principal Info Systems Analyst	1	0	0	0	0	0	0	0
7133	Principal Management Analyst	0	0	1	57,817	1	70,137	1	70,137
966	Program Coordinator	1	1	0	0	0	0	0	0
7154	Program Coordinator	0	0 [1	51,319	1	55,188	1	55,188
7156	Program Manager	0	0 [1	89,536	1	54,764	1	54,764
968	Program Manager I	4	4	0	0	0	0	0	0
970	Program Manager II	1	1	0	0	0	0	0	0
7153	Program Specialist	0	0	1	55,583	1	60,323	1	60,323
964	Program Specialist	2	2	0	0	0 .	0	0	0
7152	Program Specialist, Assistant	0	0	0	0	1	39,677	1	39,677
960	Program Technician	0	1	0 1	0	0	70,000	0	70.000
7678	Property Acquisition & Services	0	0	1	64,895	1 1	70,006	1	70,006
7208 4335	Public Information Manager Recreation & Operations Manager	2	0 2	0	48,671 0	0	54,1 0 8	1 0	54,108 0
4325	Recreation Coordinator I	53	50	45	1,769,768	55	2,181,032	55	2,181,032
4326	Recreation Coordinator II	13	10	9	384,858	9	383,854	9	383,854
4322	Recreation Leader - Fulltime	17	20	12	367,789	15	467,115	15	467,115
7805	Recreation Manager	0		3	190,185	3	206,434	3	223,265
7820	Recreation Program Supervisor, S	0	Ö	1	42,762	1	51,960	1	51,960
4332	Recreation Supervisor	16	17	0	0	0	0	0	0
7802	Recreation Supervisor I	0	0	10	527,273	11	589,284	11	589,284
7803	Recreation Supervisor II*	0	0	4	219, 0 70	4	227,794	4	227,794
7860	Rose Garden Horticulture Supervi	0	0	1	61,575	1	47,537	1	47,537
7192	Safety & Risk Officer I	0	0	1	64,895	1	69,353	1	69,353
816	Senior Administrative Specialist	2	1	0	0	0	0	0	0
930	Senior Bureau Administrative Mgr	1	1	0	0	0	0	0	0
6134	Senior City Planner	0	0	5	310,184	4	256,109	4	256,1 0 9
6111	Senior Engineering Associate	0	0	1	56,536	1	58,050	1	58,050
828	Senior Financial Analyst	1	1	0	0	0	0	0	0
2552	Senior Information Systems Mgr	1 1	0	0	0	0	0	0	0
3231	Senior Planner	5	6	0	0	0	0	0	0
4333	Senior Recreation Supervisor	2	2	0	0	0	0	0	0
848	Senior Risk Specialist	1 5	1 1	0	0	0	0	0	0
1134	Sr Facilities & Maint Supervisor	5	5	0	0 000	0	0 07.070	0	0
406 3123	Storekeeper/Acquisition Spec II Surveyor II	2	2 1	2 1	85,066	2	87,278	2	87,278
3108	Technician II	1 2		0	51,448 0	1 0	52,777 0	1 0	52,777
3109	Technician III	1		0	0	0	0	0	0
1054	Trades Supervisor		2	0	۱	0	0	0	0
4112	Tree Inspector	7	7	7	346,108	7	355,061	7	355,061
1214	Turf Maintenance Technician	7	20	18	633,239	19	679,864	19	679,864
7840	Urban Forestry Supervisor	Ö		1	61,575	1	65,905	1	65,905
1210	Utility Worker I	, š	4	3	105,987	10	355,110	10	355,110
1211	Utility Worker II	28	27	22	835,247	25	967,844	25	967,844
7212	Volunteer Program Coordinator	0	0	1	51,072	1	54,559	1	54,559
1510	Welder	1	1	1	45,080	1	46,238	1	46,238
TOTAL	FULL-TIME POSITIONS	227	244	211 6	12 000 614	251 4		250 6	
TOTAL	LOFF-IIME LOSIIION2	337	344	311 \$	13,998,614	351 \$	15,972,606	350 \$	15,900,462

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.

	ļ	AMOUNT	1		
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	46,999,284	0	46,999,284	351.0	FY 2003-04 Current Service Level Estimate
CSL Adjustments	6				
	(265,434)	0	(265,434)	0.0	PERS Original Add
	(82,357)	0	(82,357)	0.0	PERS New Assumption
	5,000	0	5,000	0.0	Ordinances O&M
	0	105,000	105,000	0.0	Children's Museum, 3rd year
Mayor's Proposes	d Budget Decisior	•	,		and the same of th
mayor s Propose			(00E è0e)	0.0	Change in DIT rate methodology and LUDAA
	(214,947)	9,251	(205,696)	0.0	Change in BIT rate methodology and HIPAA
	(35,000) 0	(22,020)	(35,000)	0.0	"Meadow" mowing pilot program in selected area
	-	(32,039)	(32,039)	0.0	Additional savings from retirements (1.8%)
	(69,432)	0	(69,432)	0.0	Close or lease Wood stock Community Center
	(69,889)	0	(69,889)	0.0	Close Overlook House
	(150,000)	0	(150,000)	0.0	Contract out Parks Stores (1.8%)
	(58,000)	0	(58,000)	0.0	Cut Recreation clerical staff
	(11,785)	0	(11,785)	0.0	Discontinue Kids 'N Tennis funding
	(32,329)	0	(32,329)	0.0	Discontinue native plant production
	(59,100)	0	(59,100)	0.0	Don't restore planning capacity
	(115,333)	0	(115,333)	0.0	Reduce external M&S, part-time, and internal M&
	(54,847)	0	(54,847)	0.0	Further reduction to pass-through services
	(10,000)	0	(10,000)	0.0	Hoyt Arboretum Steep Slope Mower Savings
	(64,000)	0	(64,000)	0.0	In-ground trash can savings
	(70,972)	0	(70,972)	0.0	Keep MLC pool closed to public (1.8%)
	(30,164)	0	(30,164)	0.0	Reduce pass-through cuts to other agencies (2.2
	(35,429)	0	(35,429)	0.0	Reduce internal M&S rates
	(19,000)	0	(19,000)	0.0	Reduce IT hardware replacement
	(1,436)	0	(1,436)	0.0	Reduce IT replacement
	(6,200)	0	(6,200)	0.0	Reduce Outdoor Rec costs and increase prices
	(24,863)	0	(24,863)	0.0	Reduce pass-throughs to other agencies (1.8%)
	(10,000)	0	(10,000)	0.0	Reduce seasonal hiring in natural area/trail
	(121,335)	0	(121,335)	0.0	Reduce salary costs due to retirements (2.2%)
	(45,000)	0	(45,000)	0.0	Streamline public involvement in master planning
	(25,000)	0	(25,000)	0.0	Westmoreland Park water savings
	72,067	0	72,067	0.0	Public Affairs IAA w/Local Option Levy
	141,000	0	141,000	0.0	Equipment for Operating Efficiencies (from Parks
	94,232	0	94,232	0.0	IAA's with PDOT
	103,000	0	103,000	0.0	IAA's with OMF
	(25,000)	0	(25,000)		Parks Stores
	(30)	0	(30)	0.0	True Up
Approved Budget	Additions and Re	ductions			
	30,000	0	30,000	0.0	Woodstock CC-restored (one-time)
	60,000	0	60,000	0.0	MLC Pool-restored (one time)
Adopted Budget	Additions and Rec	luctions	i		
, in option bunger,	(103,000)	0	(103,000)	(1.0)	Eliminate IA with OMF for personnel
	(18,433)	ő	(18,433)	0.0	OMF IA rate adjustments
	44,989	ő	44,989	0.0	Woodstock/MLC program revenues
	44,505	ő	0	0.0	Transfer to Parks Stores
-					
	(1,278,027)	82,212	(1,195,815)	(1.0)	Total Proposed Budget
			\$ 45,803,469	350.0	Total Proposed Budget
FY 2003-04 Decisi	ion Packages Not	Funded			
	(24,000)	0	(24,000)	0.0	Reduce cell phone, vehicle, and parking costs
	(35,000)	0	(35,000)	0.0	Pay down LID assessment and debt service
	(200,000)	0	(200,000)	0.0	Eliminate O'Bryant Square renovation
	(74,005)	ō	(74,005)	0.0	Cut Management Asst. (off-leash program) positi
	(158,622)	ō	(158,622)	1.0	Close Fulton Community Center
				0.0	Equipment for Efficiencies
	0	263,900	263,900	0.0	Ligarpinent for Enforcings

Golf Fund

OVERVIEW

A total of 90 regulation holes are available to golfers on the City's courses.

The mission of the Golf program is to provide high quality golf to area residents at an affordable price. In addition, because of its reputation for maintaining high quality courses, the program helps attract outside tourist and convention business. This benefits both the resident golfers--by supplementing the Golf program revenue--as well as the Portland area in general. Golf course maintenance is performed by City employees, while clubhouse operations are managed by private concessionaires.

RECENT TRENDS

Across the country, golf play over the past few years has been flat or declining, and the Portland area is no exception. Portland's city-owned courses are in better shape financially than many in the area, but they are still struggling to maintain revenues in the face of a national recession and a local oversupply of competing golf courses. The number of nine-hole rounds played on the City's golf courses has dropped by 15% over the past four years.

- FY 1997-98: 524,157 rounds
- FY 1998-99: 493,568 rounds
- FY 1999-00: 461,858 rounds
- FY 2000-01: 485,345 rounds
- FY 2001-02: 444,856 rounds

The 2003-04 budget assumes only 425,000 rounds of play.

CHANGES FROM PRIOR YEAR

Given the challenging economic environment, the Golf program has been forced to focus on its basic business--taking care of golf courses--and reduce or postpone some of its other goals. Here are some of the actions taken over the past year or proposed for the 2003-04 budget to cope with the decline in play.

- The Heron Lakes Clubhouse capital project has been delayed--initially for two years, but now for five years. It is now beyond the horizon of the five-year Golf forecast.
- The amount of debt sold for capital improvements this year was reduced to \$6.55 million, as opposed to the \$8.15 million that was originally planned. This reduced the annual debt service for the next 10 years from \$1,112,000 per year to \$800,000 per year.
- The rates between the different courses have been uncoupled--now the price at Rose City may be different from the price at Eastmoreland or the Heron Lakes Greenback course. Also, "shoulder season" rates have been introduced at some of the courses for the late spring and early fall. With the need for more revenue, it was important to raise prices only for those courses, seasons, and days of the week where there is excess demand.

In addition to delaying capital projects, reducing debt service, and raising prices at selected courses and seasons, the Golf program is cutting its operating budget cut by 5.5% in fiscal year 2003-04. This is occurring through the following actions:

- Five 9-month limited-term Greenskeeper positions--one for each 18-hole course--are being cut from the budget, and ten seasonal maintenance workers will be added. This will save about \$135,000 per year. It will increase the seasonality of the work force-that is, there will be less continuity and experience from year to year, but there will be more workers during the peak season.
- The management time charged to the Golf program will be reduced by about \$19,000 per year.
- The Director of Golf will serve as acting superintendent at RedTail for fifteen months. Because of the driving range and pro shop construction underway at RedTail, he will be spending a lot of time at that course anyway, and this is a way to generate some temporary salary savings, about \$66,000 in 2003-04.
- ◆ The Eagle program, a two-year internship program for disadvantaged high school youth who are interested in working at golf courses, will be phased down from 28 students at a time to its original level of 14 students at a time. The decision several years ago to increase it to 28 students has made the program tough to manage for the clubhouse concessionaires and maintenance superintendents. Going back to 14 Eagle students at a time--seven juniors and seven seniors--will enable the Golf staff to be more focused and attentive to its student employees, and it will also save the Golf fund \$80,000 per year. In addition, half of the remaining cost of the Eagle program will be supported by the Youth Trust Fund, which is funded by a surcharge on golf rounds.
- In addition, the golf course superintendents will cut \$2,600 per course from their budgets for operating supplies such as sand and fertilizer. The amount of the reduction is equivalent to one fewer top dressing per year at each course or some comparable impact.

Golf Capital

The Golf capital program has been reduced as well.

- Heron Lakes Clubhouse: Because of the need to reduce the amount of debt from what had earlier been planned, the actual construction of the Heron Lake clubhouse and its related site improvements has been postponed. The master planning, regulatory approvals, and detailed design work (including construction documents) is expected to be completed in the current fiscal year, 2002-03, before the project is put on ice. The project is expected to be constructed in about five years, or as soon as enough "pay-as-you-go" money can be saved in the Golf Fund.
- ♦ Rose City Irrigation System: At the same time as the Heron Lakes clubhouse was postponed, the replacement of the Rose City irrigation system has been accelerated. This change in capital priorities stems from the strategy of focusing on the golf program's basic business during tough economic times--building a real clubhouse at Heron Lakes has been a goal for a long time, but having a functioning irrigation system is essential to providing a golf course, and the Rose City irrigation system has started to fail. Replacing the irrigation system at Rose City will cost about \$1.2 million, much less than the \$4 million that would be necessary to build a clubhouse and related site improvements at Heron Lakes.

• Use of Debt Proceeds: As a result of this shift in capital priorities, the \$6.55 million in debt proceeds have primarily been used to carry out the major renovation of RedTail Golf Course in 1999-2000 (originally financed with a temporary line of credit in 1999), to replace the irrigation system at Rose City, and carry out the planning and design work toward a new clubhouse and other amenities at Heron Lakes.

RedTail Clubhouse and Driving Range

There is one other capital project that should be noted even though it is not included in the City golf budget. RedTail is the City's only course where the clubhouse is operated by a long-term lessee who invests directly in the capital construction of the facilities. In a renegotiated lease agreement in June 1999, the lease term was lengthened, the City agreed to a substantial renovation of the golf course (which occurred in 1999-2000), and the lessee, RedTail LLC, agreed to replace and expand the clubhouse and driving range facilities. The construction of the new clubhouse and driving range at RedTail is now underway and expected to be complete before the summer of 2003.

This project represents approximately \$4 million in investment that will benefit the golfers at City courses. The new driving range is twice the size of the old one, and the new clubhouse building will have a larger pro shop and nicer amenities. The cart barn is being replaced, the amount of paved parking has nearly doubled, and a food services building has been built at the turn between the 9th and 10th holes. After the new clubhouse is complete, the existing clubhouse building will either be remodeled or replaced to provide an expanded restaurant with banquet and small-group capacity.

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. 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.

Fifty EAGLE Program participants have been awarded full four year scholarships over the last four years.

The EAGLE program, in its twelfth 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.

		Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES								
Operating Budget								
Personal Services		2,514,855	2,631,103	2,578,902		2,459,754		2,459,754
External Materials and Services		1,579,652	1,519,679	1,686,431		1,510,587		1,510,587
Internal Materials and Services		579,071	713,508	887,414		870,187		869,705
Minor Capital Outlay		197,042	(3,526)	100,000		80,000		80,000
Equipment Cash Transfers		0	108,860	0		0		0
Total Operating Budget		4,870,620	4,969,624	5,252,747		4,920,528		4,920,046
Capital Improvements		492,183	1,151,946	1,425,491		600,000		600,000
TOTAL BUREAU EXPENDITURES	\$	5,362,803	\$ 6,121,570	\$ 6,678,238	\$	5,520,528	\$	5,520,046
Allocated Overhead	-	136,162	102,454	122,988		108,910		131,604
Total Cost with Allocated Overhead		5,498,965	6,224,024	 6,801,226		5,629,438		5,651,650
RESOURCES	·				•			
Golf Fund		5,362,803	6,121,570	6,678,238		5,520,528		5,520,046
Note: Discretionary General Fund re Non-Discretionary revenues are res							e.	
PROGRAMS	•							
Golf Operations		5,362,803	6,121,570	6,678,238		5,520,528		5,520,046
Positions		32	38	39		34		34
TOTAL PROGRAMS	\$	5,362,803	\$ 6,121,570	\$ 6,678,238	\$	5,520,528	\$	5,520,046
Positions		32	38	39		34		34

511,000	lopted 2003–04
512000	
512000 Part-Time Employees 317,669 349,002 274,703 374,120 515000 Premium Pay 27,361 29,595 31,000 27,990 515000 Panefils 641,599 686,032 662,942 600,231 516000 Paid Absence 253,145 252,812 0 0 0 0 0 0 0 0 0	,438,319
515000 Premium Pay	374,120
517000 Benefilis 641,599 658,002 662,934 600,231 Total Personnel Services 2,518,599 2,631,477 2,578,902 2,459,754 2 Materials and Services 8 2,518,599 2,631,477 2,578,902 2,459,754 2 External Materials and Services 176,514 294,405 12,273 2,000 522000 Professional Services 176,514 294,405 189,300 151,900 523000 Equipment Rental 31,132 29,482 15,700 6,000 525000 Non-Capital Improvement 0 0 0 0 0 525000 Non-Capital Improvement 0 0 0 0 0 525000 Miscellaneous Services 845,748 717,380 821,805 748,726 531000 Office Supplies 28,828 306,827 235,000 293,228 532000 Departing Mulpriance Supplies 21,239 183,027 295,600 293,228 534000 Minor Equipm	19,094
Total Personnel Services 2,518,199 2,631,477 2,578,902 2,459,754 2	27,990
National Personnel Services	600,231
Materials and Services External Materials and Services 176,514 294,405 12,273 2,000 252000 Utilifies 169,425 154,676 189,300 151,900 252000 Equipment Rental 31,132 29,482 15,700 0,000 252000 Repair & Maintenance Services 44,124 34,673 44,000 29,000 252000 Non-Capital Improvement 0	0
External Materials and Services 176,514 294,405 12,273 2,000 522000 Utilities 169,425 154,676 189,300 151,900 522000 Equipment Rental 31,132 29,482 15,700 6,000 526000 Non-Capital Improvement 0	,459,754
521000 Professional Services 176,514 294,405 12,273 2,000 522000 Equilment Rental 189,425 154,676 189,300 151,900 523000 Equilment Rental 31,132 29,482 15,700 6,000 524000 Repair & Maintenance Services 44,124 34,673 44,000 20,000 52500 Non-Capital Improvement 0 0 0 0 0 528000 Miscellaneous Services 845,748 717,380 821,805 748,726 531000 Office Supplies (6,016) 11,951 2,300 1,804 532000 Operating Supplies 285,828 306,827 235,000 293,228 533000 Olor Repair & Maintenance Supplies 211,299 183,027 249,826 163,535 534000 Minor Equipment & Tools 31,662 29,779 31,800 22,724 535000 Olor Hor Commodifies External 1,855 4,564 3,000 3,000 544000 Education 5,102 5,162 5,167 7,000 6,500 544000 Education 5,102 6,6	
522000 Utilities 169,425 154,676 189,300 151,900 523000 Equipment Rental 31,122 29,482 15,700 6,000 524000 Repair & Maintenance Services 44,124 34,673 44,000 29,000 525000 Local Match Payments 0 0 0 0 76,726 529000 Miscollaneous Services 845,748 71,380 821,805 748,726 529000 Operating Supplies (6)(6) 11,951 2,300 1,804 529000 Operating Supplies 285,828 306,827 235,000 293,228 530000 Repair & Maintenance Supplies 31,662 29,779 31,800 32,724 530000 Other Commodities External 1,855 4,564 3,000 3,000 54000 Uccal Travel 1,020 6,66 1,000 775 543000 Uccal Travel 1,020 6,66 1,000 775 543000 Uccal Travel 2,854 2,779 5,500 6,000 544000 Space Hental 0 0 0 0 <td< td=""><td></td></td<>	
S23000 Equipment Rental S1,132 29,482 15,700 6,000 525000 Non-Capital Improvement 0	2,000
S25000 Romar Amalenance Services A4,124 34,673 44,000 29,000 525000 Con-Capital Improvement 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	151,900
525000 Non-Capital Improvement 0	6,000
S28000 Local Match Payments 0	29,000
529000 Miscellaneous Services 845,748 717,880 821,805 748,726 531000 Oftice Supplies (6,016) 11,951 2,35,000 293,228 532000 Operating Supplies 285,828 306,827 235,000 293,228 533000 Repair & Maintenance Supplies 211,299 183,027 248,828 163,535 530000 Chino Commodifies External 1,662 27,235 6,700 7,395 530000 Chino Cher Commodifies External 1,655 4,564 3,000 3,000 541000 Education 5,102 5,167 7,000 6,500 542000 Local Travel 1,020 686 1,000 775 543000 Out-of-Town Travel 2,854 2,779 5,500 6,000 544000 Reliment 0 0 0 0 545000 Reliment 0 0 0 0 546000 Reliment 5,668 0 0 0 548000 Reliment 6,1488 75,638 65,500 5,800 549000 Missellaneous 61,488	0
531000 Office Supplies (6,016) 11,951 2,300 1,804 532000 Operating Supplies 285,828 306,827 235,000 293,228 533000 Repair & Maintenance Supplies 211,299 183,027 249,826 163,535 534000 Uniforms 6,162 29,779 31,800 32,724 539000 Other Commodities External 1,865 4,564 3,000 3,000 541000 Education 5,102 5,167 7,000 6,500 542000 Local Travel 1,020 686 1,000 775 543000 Out-of-Town Travel 2,854 2,779 5,500 6,000 544000 Space Reintal 0 0 0 0 0 544000 Refunds 0 0 0 0 0 547000 Riterement System Payments 0 0 0 0 0 548000 Operating Lease 0 0 0 0 <td< td=""><td>0</td></td<>	0
532000 Operating Supplies 285,828 306,827 235,000 293,228 533000 Repair & Maintenance Supplies 211,299 183,027 249,826 163,535 534000 Minor Equipment & Tools 31,662 29,779 31,800 32,724 535000 Clothing & Uniforms 6,162 7,235 6,700 7,395 539000 Clother Commodities External 1,855 4,564 3,000 3,000 541000 Education 5,102 5,167 7,000 6,500 542000 Local Travel 1,020 686 1,000 775 543000 Out-of-Town Travel 2,854 2,779 5,500 6,000 544000 Space Rental 0 0 0 0 0 0 545000 Interest 0 0 0 0 0 0 546000 Refunds 0 0 0 0 0 0 547000 Retirement System Payments 0 0 0 0 0 549000 Miscellaneous 61,888 75,638 68,500 58,000 549000 Miscellaneous 61,888 75,638 68,500 58,000 549000 Printing & Distribution 3,307 482 2,807 917 552000 Printing & Distribution 3,307 482 2,807 917 553000 Facilities Services 106,664 105,822 255,566 278,943 554000 Communications Services 1,695 15,891 15,991 15,401 14,820 555000 Information Technology 16,645 15,039 14,617 8,101 555000 Information Technology 16,645 15,039 14,617 8,101 <td>748,726</td>	748,726
533000 Repair & Maintenance Supplies 211,299 183,027 249,826 183,535 534000 Minor Equipment & Tools 31,662 29,779 31,800 32,724 535000 Clothing & Uniforms 6,162 7,235 6,700 7,395 539000 Other Commodities External 1,655 4,564 3,000 3,000 542000 Local Travel 1,020 686 1,000 775 543000 Out-of-Town Travel 2,854 2,779 5,500 6,000 544000 Space Rental 0 0 0 0 0 547000 Retirament System Payments 0 0 0 0 547000 Retirement System Payments 0 0 0 0 547000 Retirement System Payments 0 0 0 0 548000 Operating Lease 0 0 0 0 549000 Miscellaneous 1,868,197 1,858,269 1,693,704 1,510,587 <t< td=""><td>1,804</td></t<>	1,804
534000 Minor Equipment & Tools 31,662 29,779 31,800 32,724 535000 Clothing & Uniforms 6,162 7,235 6,700 7,395 539000 Olher Commodities External 1,855 4,564 3,000 3,000 541000 Education 5,102 5,167 7,000 6,500 542000 Local Travel 1,020 6868 1,000 775 543000 Out-of-Town Travel 2,854 2,779 5,500 6,000 544000 Space Rental 0 0 0 0 545000 Interest 0 0 0 0 546000 Retunds 0 0 0 0 547000 Retirement System Payments 0 0 0 0 549000 Miscellaneous 61,488 75,638 68,500 58,000 549000 Miscellaneous 61,488 75,638 68,500 58,000 550000 Finding & Distribution 3,307 1,858,269 1,893,704 1,510,587 1 552000 Finding & Services 106,664 105	293,228
535000 Clothing & Uniforms 6,162 7,235 6,700 7,395 539000 Other Commodities External 1,855 4,564 3,000 3,000 541000 Education 5,102 5,167 7,000 6,500 542000 Local Travel 1,020 686 1,000 775 543000 Out-of-Town Travel 2,854 2,779 5,500 6,000 544000 Space Rental 0 0 0 0 545000 Interest 0 0 0 0 547000 Retirement System Payments 0 0 0 0 547000 Retirement System Payments 0 0 0 0 549000 Miscellaneous 61,488 75,638 68,500 58,000 Total External Materials and Services 1,868,197 1,858,269 1,693,704 1,510,587 1 Internal Materials and Services 106,664 105,822 255,566 278,943 551000 Vehicle Services 106,664 105,822 2,807 917 552000 Facilities Services	1 6 3,535
539000 Other Commodities External 1,855 4,564 3,000 3,000 541000 Education 5,102 5,167 7,000 6,500 542000 Local Travel 1,020 686 1,000 775 543000 Uut-of-Town Travel 2,854 2,779 5,500 6,000 544000 Space Rental 0 0 0 0 546000 Interest 0 0 0 0 547000 Retirment System Payments 0 0 0 0 548000 Operating Lease 61,488 75,638 68,500 58,000 549000 Miscellaneous 61,488 75,638 68,500 58,000 549000 Miscellaneous 61,488 75,638 68,500 58,000 Internal Materials and Services 1,868,197 1,858,269 1,893,704 1,5,587 1 Internal Materials and Services 106,664 105,822 255,566 278,943 552000 Printing & Distribution 3,307 482 2,807 917 553000 Edul Internal Services	32,724
541000 Education 5,102 5,167 7,000 6,500 542000 Local Travel 1,020 686 1,000 775 543000 Out-of-Town Travel 2,854 2,779 5,500 6,000 544000 Space Rental 0 0 0 0 545000 Interest 0 0 0 0 546000 Retirunds 0 0 0 0 547000 Retirement System Payments 0 0 0 0 548000 Operating Lease 0 0 0 0 549000 Miscellaneous 61,488 75,638 68,500 58,000 Total External Materials and Services 1,868,197 1,858,269 1,593,704 1,510,587 1 Internal Materials and Services 106,664 105,822 255,566 278,943 1 55000 Printing & Distribution 3,307 482 2,807 917 8,55000 16,645 15,891	7,395
542000 Local Travel 1,020 686 1,000 775 543000 Out-of-Town Travel 2,854 2,779 5,500 6,000 545000 Interest 0 0 0 0 545000 Retirement System Payments 0 0 0 0 547000 Retirement System Payments 0 0 0 0 548000 Operating Lease 0 0 0 0 548000 Miscellaneous 61,488 75,638 68,500 58,000 Total External Materials and Services 1,868,197 1,858,269 1,693,704 1,510,587 1 Internal Materials and Services 1,868,197 1,858,269 1,693,704 1,510,587 1 Internal Materials and Services 1,868,197 1,859,269 1,693,704 1,510,587 1 Internal Materials and Services 106,664 105,822 255,566 278,943 S52000 Printing & Distribution 3,307 482 2,807 917 553000 Facilities Services 1,685	3,000
543000 Out-of-Town Travel 2,854 2,779 5,500 6,000 544000 Space Rental 0 0 0 0 545000 Interest 0 0 0 0 546000 Refunds 0 0 0 0 547000 Retirement System Payments 0 0 0 0 548000 Operating Lease 0 0 0 0 549000 Miscellaneous 61,488 75,638 68,500 58,000 Total External Materials and Services 1,868,197 1,858,269 1,693,704 1,510,587 1 Internal Materials and Services 106,664 105,822 255,566 278,943 552000 Printing & Distribution 3,307 482 2,807 917 553000 Pacilitles Services 0 <td>6,500</td>	6,500
544000 Space Rental 0	775
545000 Interest 0 <	6,000
546000 Refunds 0 0 0 0 547000 Retirement System Payments 0 0 0 0 548000 Operating Lease 0 0 0 0 549000 Miscellaneous 61,488 75,638 68,500 58,000 Total External Materials and Services 1,868,197 1,858,269 1,693,704 1,510,587 1 Internal Materials and Services 106,664 105,822 255,566 278,943 551000 Vehicle Services 106,664 105,822 255,566 278,943 552000 Printing & Distribution 3,307 482 2,807 917 553000 Facilities Services 0<	0
547000 Retirement System Payments 0 1,510,587 1 1 1 1 1 1 1,510,587 1 1 1 1,693,704 1,510,587 1 1 1 1,693,704 1,510,587 1 1 1 1,693,704 1,693,704 1,510,587 1 1 1,693,704 1,693,704 1,693 1,611,710 1 1,692 2,55,566 278,943 255,500 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 <td>0</td>	0
548000 Server of Miscellaneous 0 0 0 0 0 0 0 0 0 0 0 54900 Miscellaneous 58,000 58,000 58,000 58,000 58,000 70	0
549000 Miscellaneous 61,488 75,638 68,500 58,000 Total External Materials and Services 1,868,197 1,858,269 1,693,704 1,510,587 1 Internal Materials and Services 106,664 105,822 255,566 278,943 255,000 Printing & Distribution 3,307 482 2,807 917 917 917 553000 Facilities Services 0	0
Total External Materials and Services 1,868,197 1,858,269 1,693,704 1,510,587 1	0
Internal Materials and Services 106,664 105,822 255,566 278,943 552000 Printing & Distribution 3,307 482 2,807 917 553000 Facilities Services 0 0 0 0 0 0 554000 Communications Services 11,695 15,891 15,401 14,820 555000 Information Technology 16,645 15,039 14,617 8,101 1556000 Insurance 73,362 71,792 77,870 79,828 557000 Master Lease 0 0 0 0 0 0 0 0 0	58,000
551000 Vehicle Services 106,664 105,822 255,566 278,943 552000 Printing & Distribution 3,307 482 2,807 917 553000 Pacilities Services 0 0 0 0 554000 Communications Services 11,695 15,891 15,401 14,820 555000 Information Technology 16,645 15,039 14,617 8,101 556000 Insurance 73,362 71,792 77,870 79,828 557000 Master Lease 0 0 0 0 558000 Same Fund Services 30 0 0 0 559000 Other Fund Services 377,241 539,768 861,973 547,094 Total Internal Materials and Services 2,857,111 2,607,063 2,921,938 2,440,290 2,87 Total Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,87 Total Materials and Services 2,457,111	510,587
552000 Printing & Distribution 3,307 482 2,807 917 553000 Facilities Services 0 0 0 0 554000 Communications Services 11,695 15,891 15,401 14,820 555000 Information Technology 16,645 15,039 14,617 8,101 556000 Insurance 73,362 71,792 77,870 79,828 557000 Master Lease 0 0 0 0 558000 Same Fund Services 377,241 539,768 861,973 547,094 559000 Other Fund Services 377,241 539,768 861,973 547,094 559000 Other Fund Services 2,457,111 2,607,063 2,921,938 2,440,290 2,73 Total Internal Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,74 Total Internal Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,72 Total In	
553000 Facilities Services 0 0 0 0 554000 Communications Services 11,695 15,891 15,401 14,820 555000 Information Technology 16,645 15,939 14,617 8,101 556000 Insurance 73,362 71,792 77,870 79,828 557000 Master Lease 0 0 0 0 558000 Same Fund Services 0 0 0 0 559000 Other Fund Services 377,241 539,768 861,973 547,094 Total Internal Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,22 Capital Outlay 561000 Land 0	279,009
554000 Communications Services 11,695 15,891 15,401 14,820 555000 Information Technology 16,645 15,039 14,617 8,101 555000 Insurance 73,362 71,792 77,870 79,828 557000 Master Lease 0 0 0 0 558000 Same Fund Services 0 0 0 0 559000 Other Fund Services 377,241 539,768 861,973 547,094 Total Internal Materials and Services 588,914 748,794 1,228,234 929,703 Total Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,22 Capital Outlay 561000 Land 0 <t< td=""><td>909</td></t<>	909
555000 Information Technology 16,645 15,039 14,617 8,101 556000 Insurance 73,362 71,792 77,870 79,828 557000 Master Lease 0 0 0 0 558000 Same Fund Services 0 0 0 0 559000 Other Fund Services 377,241 539,768 861,973 547,094 559000 Other Fund Services 588,914 748,794 1,228,234 929,703 Total Internal Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,22 Total Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,22 Total Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,22 Total Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,22 Capital Materials and Services 0 0 0 0 0 0 0<	0
556000 Insurance 73,362 (71,792) 77,870 (79,828) 557000 Master Lease 0 0 0 0 558000 Same Fund Services 0 0 0 0 559000 Other Fund Services 377,241 539,768 861,973 547,094 Total Internal Materials and Services 588,914 748,794 1,228,234 929,703 Total Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,200 Capital Outlay 561000 Land 0	14,684
557000 Master Lease 0 0 0 0 558000 Same Fund Services 377,241 539,768 861,973 547,094 Total Internal Materials and Services 588,914 748,794 1,228,234 929,703 Total Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290	7,960
558000 Same Fund Services 0 0 0 0 559000 Other Fund Services 377,241 539,768 861,973 547,094 Total Internal Materials and Services 588,914 748,794 1,228,234 929,703 Capital Outlay 561000 Land 0 0 0 0 0 562000 Buildings 7,310 0 0 0 0 563000 Improvements 182,741 774,170 1,077,398 540,484 564000 Capital Equipment 197,042 0 100,000 80,000 565000 Facilities Lease/Purchase 0 0 0 0 567000 Infrastructure 0 0 0 0 568000 Other Capital Expenditure 0 0 0 0 569000 Depreciation 0 0 0 0 573000 Equipment Cash Transfers 0 108,860 0 0	79,5 6 5
559000 Other Fund Services 377,241 539,768 861,973 547,094 Total Internal Materials and Services 588,914 748,794 1,228,234 929,703 Total Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,240,290 Capital Outlay 3000 0 0 0 0 0 0 561000 Land 0 <th< td=""><td>0</td></th<>	0
Total Internal Materials and Services 588,914 748,794 1,228,234 929,703 Total Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,22 Capital Outlay 561000 Land 0<	0
Total Materials and Services 2,457,111 2,607,063 2,921,938 2,440,290 2,22 Capital Outlay 561000 Land 0	547,094
Capital Outlay 561000 Land 0 0 0 0 562000 Buildings 7,310 0 0 0 563000 Improvements 182,741 774,170 1,077,398 540,484 564000 Capital Equipment 197,042 0 100,000 80,000 565000 Facilities Lease/Purchase 0 0 0 0 566000 Equipment Lease/Purchase 0 0 0 0 567000 Infrastructure 0 0 0 0 568000 Other Capital Expenditure 0 0 0 0 569000 Depreciation 0 0 0 0 Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	929,221
561000 Land 0 0 0 0 562000 Buildings 7,310 0 0 0 563000 Improvements 182,741 774,170 1,077,398 540,484 564000 Capital Equipment 197,042 0 100,000 80,000 565000 Facilities Lease/Purchase 0 0 0 0 566000 Equipment Lease/Purchase 0 0 0 0 567000 Infrastructure 0 0 0 0 568000 Other Capital Expenditure 0 0 0 0 569000 Depreciation 0 0 0 0 Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	439,808
562000 Buildings 7,310 0 0 0 563000 Improvements 182,741 774,170 1,077,398 540,484 564000 Capital Equipment 197,042 0 100,000 80,000 565000 Facilities Lease/Purchase 0 0 0 0 566000 Equipment Lease/Purchase 0 0 0 0 567000 Infrastructure 0 0 0 0 568000 Other Capital Expenditure 0 0 0 0 569000 Depreciation 0 0 0 0 Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	_
563000 Improvements 182,741 774,170 1,077,398 540,484 564000 Capital Equipment 197,042 0 100,000 80,000 565000 Facilities Lease/Purchase 0 0 0 0 566000 Equipment Lease/Purchase 0 0 0 0 567000 Infrastructure 0 0 0 0 568000 Other Capital Expenditure 0 0 0 0 569000 Depreciation 0 0 0 0 Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	0
564000 Capital Equipment 197,042 0 100,000 80,000 565000 Facilities Lease/Purchase 0 0 0 0 566000 Equipment Lease/Purchase 0 0 0 0 567000 Infrastructure 0 0 0 0 568000 Other Capital Expenditure 0 0 0 0 569000 Depreciation 0 0 0 0 Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	0
565000 Facilities Lease/Purchase 0 0 0 0 566000 Equipment Lease/Purchase 0 0 0 0 567000 Infrastructure 0 0 0 0 568000 Other Capital Expenditure 0 0 0 0 569000 Depreciation 0 0 0 0 Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	540,484
566000 Equipment Lease/Purchase 0 0 0 0 567000 Infrastructure 0 0 0 0 568000 Other Capital Expenditure 0 0 0 0 569000 Depreciation 0 0 0 0 Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	80,000
567000 Infrastructure 0 0 0 0 568000 Other Capital Expenditure 0 0 0 0 569000 Depreciation 0 0 0 0 Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	0
568000 Other Capital Expenditure 0 0 0 0 569000 Depreciation 0 0 0 0 Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	0
569000 Depreciation 0 0 0 0 Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	0
Total Capital Outlay 387,093 774,170 1,177,398 620,484 573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	0
573000 Equipment Cash Transfers 0 108,860 0 0 576000 Minor Equipment Transfers 0 0 0 0	
576000 Minor Equipment Transfers 0 0 0 0	620,484
	0
OTAL DIVISION EXPENSES \$ 5,362,803 \$ 6,121,570 \$ 6,678,238 \$ 5,520,528 \$ 5,	0 520,046

		Actual FY 2001	Actual FY 2002	Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003–04	
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7103	Administrative Assistant	0	0	1	17,519	1	19,472	1	19,472
3134	Architect	1	0	0	. 0	0	. 0	0	. 0
7852	Director of Golf	0	0	1	64,895	1	71,669	1	71,669
1132	Facilities & Maint Supervisor	4	4	0	0	0	0	0	0
7850	Golf Course Superintendent	0	0	4	234,024	4	205,793	4	205,793
4175	Golf Courses Manager	1	1	0	· 0	0	0	0	0
1220	Greenskeeper I	16	23	23	828,387	18	699,860	18	699,860
1221	Greenskeeper II	5	5	5	205,040	5	210,335	5	210,335
1222	Greenskeeper III	5	5	5	225,400	5	231,190	5	231,190
TOTAL	FULL-TIME POSITIONS	32	38	39 \$	1,575,265	34 \$	1,438,319	34 \$	1,438,319

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.

		AMOUNT				
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION	
FY 2003-04	5,125,400	0	5,125,400	34.0	FY 2003-04 Current Service Level Estimate	
CSL Adjustmen	ts			ĺ		
	(44,563)	0	(44,563)	0.0	PERS Adjustment	
Mayor's Propos	ed Budget Decision	ıs		l		
·	0	600,000	600,000	0.0	CIP's	
	0	1,9 9 7	1,997	0.0	IA with BES	
	0	7,128	7,128	0.0	IA with Debt	
	0	(14,669)	(14,669)	0.0	Net BIT rate methodology change	
	0	(154,765)	(154,765)	0.0	Vehicle Srvs appropriation shifted to fund level	
Approved Budg	et Additions and Re	ductions				
	0	0	0	0.0	0	
Adopted Budge	t Additions and Rec	luctions				
	(482)	0	(482)	0.0	OMF IA rate adjustments	
	(45,045)	439,691	394,646	0.0	Total FY 2003-04 Decision Packages	
			\$ 5,520,046	34.0	Total Adopted Budget	
FY 2003-04 Deci	sion Packages Not	Funded				
	0	0	0	0.0	None	
-			\$ 0	0.0	Total Decision Packages Not Funded	

Portland International Raceway Fund

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 known the as the home of the G.I. Joe's Portland 200 race, which just completed its 19th 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 25,000 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 2003-04 Adopted Budget provides appropriation for personnel, materials, services and equipment needed to operate and maintain the facility.

Portland International Raceway Fund AU 608

SUMMARY OF DIVISION BUDGET

	F	Actual Y 200001	Actual FY 200102	Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES						-		
Operating Budget								
Personal Services		437,929	475,82 1	477,597		544,167		544,167
External Materials and Services		359,268	548,899	309,034		336,500		336,500
Internal Materials and Services		152,360	245,800	231,765		237,875		237,595
Minor Capital Outlay		0	111,871	0		0		0
Equipment Cash Transfers		0	0	0		0		0
Total Operating Budget		949,557	1,382,391	1,018,396		1,118,542		1,118,262
Capital Improvements		19,384	0	0		0		0
OTAL BUREAU EXPENDITURES	\$	968,941	\$ 1,382,391	\$ 1,018,396	\$	1,118,542	\$	1,118,262
Allocated Overhead		2,555	175,807	27,994		22,593		28,430
Total Cost with Allocated Overhead		971,496	 1,558,198	1,046,390		1,141,135		1,146,692
RESOURCES					•			
Portland International Raceway Fund		968,941	1,382,391	1,018,396		1,118,542		1,118,262
Note: Discretionary General Fund re Non-Discretionary revenues are res							ie.	
PROGRAMS								
Portland International Raceway		968,941	1,382,391	1,018,396		1,118,542		1,118,262
Positions		6	6	6		6		6
OTAL PROGRAMS	\$	968,941	\$ 1,382,391	\$ 1,018,396	\$	1,118,542	\$	1,118,262
Positions		6	6	6		6		6

		Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel	Services					
	Full-Time Employees	229,782	249,394	285,034	302,820	302,820
512000	Part-Time Employees	46,844	62,050	65,000	100,000	100,000
514000	Overtime	6,761	12,728	12,000	12,000	12,000
515000	Premium Pay	3,810	3,892	4,000	7,000	7,000
517000	Benefits	101,017	111,595	111,563	122,347	122,347
518000	Paid Absence	49,715	36,162	0	0	,
Total Pers	onnel Services	437,929	475,821	477,597	544,167	544,167
	and Services	101,025	., 0,021	,		
Externa	I Materials and Services					
521000		59,612	103,687	60,000	60,000	60,000
522000	Utilities	44,398	57,868	47,537	72,000	72,000
523000	Equipment Rental	13,515	11,838	15,000	15,000	15,000
524000	• •	96,453	130,138	65,797	66,000	66,000
525000	Non-Capital Improvement	00,400	0	0	0	(00,000
528000	Local Match Payments	0	0	0	0	Č
529000	Miscellaneous Services	11,356	84.6 3 3	10,000	10,000	10,000
531000		3,748	2,758	4,000	3,000	3,000
532000	Once Supplies Operating Supplies	17,688	33,001	20,000	20,000	20,00
5 33 000			77,799	35,000	-	35,00
	Repair & Maintenance Supplies	65,970	•	,	35,000	· · · · · · · · · · · · · · · · · · ·
534000	Minor Equipment & Tools	2,915	1,985	8,000	10,000	10,000
535000	Clothing & Uniforms	5,463	1,513	5,500	2,000	2,00
539000	Other Commodities External	0	256	0	0	
541000	Education	495	45	800	1,000	1,000
542000	Local Travel	858	778	1,200	500	50
543000	Out-of-Town Travel	0	1,371	1,200	2,000	2,00
544000	Space Rental	0	. 0	0	0	
545000	Interest	0	0	0	0	
546000	Refunds	0	0	0	0	1
547000	Retirement System Payments	0	0	0	0	(
548000	Operating Lease	0	0	0	0	(
549000	Miscellaneous	36,797	41,229	35,000	40,000	40,00
Total Ex	ternal Materials and Services	359,268	548,899	309,034	3 3 6,500	3 36,50
Internal	Materials and Services					
551000	Vehicle Services	4,947	5,035	5,921	5,795	5,75
552000	Printing & Distribution	626	347	729	699	69:
553000	Facilities Services	0	0	0	0	
5 54 000	Communications Services	9,735	11,241	15,604	15,954	15,90
555000	Information Technology	2,562	2,315	2,251	5,833	5,73
556000	Insurance	25,341	25,506	35,396	36,218	36,13
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	0	0	0	0	
559000	Other Fund Services	109,149	201,356	171, 8 64	173,376	173,37
Total Int	ternal Materials and Services	152,360	245,800	231,765	237,875	237,59
Total Mate	erials and Services	511,628	794,699	540,799	574,375	574,09
Capital Ou	utlay			·		
561000	_	0	0	0	0	
562000	Buildings	0	0	0	0	
563000		19,384	86,100	0	0	
564000	•	0	25,771	0	0	
565000	Facilities Lease/Purchase	0	0	0	0	
566000		0	0	0	n n	
567000	• •	0	0	0	0	
568000	Other Capital Expenditure	0	0	0	0	
569000	Depreciation	0	0	0	0	
203000	•	19,384	111,871	0	0	
Total Can	UAL VUUIAV	19,384	111,8/1	U	U	
Total Capi		^	^		^	
	Equipment Cash Transfers	0	0	0	0	

Portland International Raceway Fund AU 608

FULL-TIME POSITIONS

	Class Title		Actual FY 2002		vised 002-03		pposed 2003-04		opted 003–04
Class			No.	No.	Amount	No.	Amount	No.	Amount
1132	Facilities & Maint Supervisor	1	1	0	0	0	0	0	0
1240	Maintenance Mechanic	1	1	1	41,635	1	42,716	1	42,716
1200	Maintenance Worker	1	0	0	0	0	0	0	0
7130	Management Assistant	0	0	1	43,034	1	47,831	1	47,831
4352	Racetrack Manager	1	1 1	0	0	0	o	0	0
7855	Raceway Maintenance Supervisor	0	101	1	58,506	1	63,547	1	63,547
7857	Raceway Manager	0	0	1	64,895	1	69,769	1	69,769
816	Senior Administrative Specialist	1	1 1	0	0	0	0	0	0
1214	Turf Maintenance Technician	1	1 1	1	38,983	1	39,992	1	39,992
1211	Utility Worker II	0	1	1	37,981	1	38,965	1	38,965
TOTAL	FULL-TIME POSITIONS	6	6	6 \$	285,034	6 \$	302,820	6 \$	302,820

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.

		AMOUNT					
ACTION	Ongoing	One-Time	Total Packag	e FTE	DECISION		
FY 2003-04	1,060,848	0	1,060,84	8 6.0	FY 2003-04 Current Service Level Estimate		
CSL Adjustment	s						
•	(9,505)	0	(9,50	5) 0.0	PERS Adjustment		
Mayor's Propose	d Budget Decision	ıs					
	64,463	0	64,46	3 0.0	PIR CIP		
	2,736	0	2,73	0.0	Increase in Internal Service Rates		
Approved Budge	t Additions and Re	eductions					
	Q	0		0.0	None		
Adopted Budget	Additions and Red	ductions					
	(280)	0	(28	0.0	OMF IA rate adjustments		
	57,414	0	57,41	4 0.0	Total FY 2003-04 Decision Packages		
	<u> </u>		\$ 1,118,26	2 6.0	Total Adopted Budget		
FY 2003-04 Decis	sion Packages Not	Funded					
	0	0		0.0	None		
	-		\$	0.0	Total Decision Packages Not Funded		

Parks Bond Construction Fund

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.

arks bond construction i	4114	70 700								ON BODGE
		Actual FY 2000–01		Actual FY 2001–02		Revised FY 2002-03		Proposed Y 2003–04	ı	Adopted FY 2003-04
EXPENDITURES										
Operating Budget										
Personal Services		0		0		0		0		0
External Materials and Services		0		0		0		0		0
Internal Materials and Services		0		0		0		0		0
Minor Capital Outlay		0		0		0		0		0
Equipment Cash Transfers		0		0		0		0		0
Total Operating Budget		0		0		0		0		0
Capital Improvements		1,180,401		0		15,573		0		0
TOTAL BUREAU EXPENDITURES	\$	1,180,401	\$	0	\$	15,573	\$	0	\$ -	0
Allocated Overhead		0		0		0		0		0
Total Cost with Allocated Overhead	-	1,180,401		0		15,573		0		0
RESOURCES										
Parks Bond Construction Fund		1,180,401		0		15,573		0		0
Note: Discretionary General Fund r Non-Discretionary revenues are res	evenu	ies are those w	hich	may be used by	City	Council for any	public	purpose.	.	
<u> </u>	5111010	a by policy of o	0111110	totaar agroomon		no baroado inac	9011010	210 110 10101100	<u>. </u>	
PROGRAMS										
Construc, Design & Capital Imp		1,180,401		0		15,573		0		0
Positions		0		0		0		0		0
TOTAL PROGRAMS	\$	1,180,401	\$	0	\$	15,573	\$	0	\$	0
Positions		0		0		0		0		0

		Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personne	l Services		<u> </u>			
Total Pers	sonnel Services	0	0	0	0	0
	and Services		<u> </u>			
	I Materials and Services					
	Professional Services	129,387	0	0	0	0
522000		0	0	0	0	0
523000		0	0	0	0	0
524000	1 1 -	5,693	0	0	0	0
525000	•	0	0	0	0	0
528000	• •	0	0	0	0	0
529000		1,087	0	0	0	0
531000	Office Supplies	0	0	0	0	0
532000	Operating Supplies	0	0	0	0	0
533000	- · · ·	151	0	0	0	0
534000	*	98,243	0	0	0	0
535000		0	0	0	0	0
539000	Other Commodities External	98	0	0	0	0
541000	Education	600	0	0	0	0
542000	Local Travel	9	0	0	0	0
543000	—	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
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	11,229	0	0	0	0
Total Ex	ternal Materials and Services	246,497	0	0	0	0
	Materials and Services Vehicle Services	0	0	0	0	0
	Printing & Distribution	452	0	0	0	0
	Facilities Services	0	0	0	0	0
554000		1,228	0	0	0	0
555000		0	0	0	0	0
556000		0	0	0	0	0
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	0	0	0	0	0
559000		21,351	0	0	0	0
Total Int	ernal Materials and Services	23,031	0	0	0	0
	erials and Services	269,528	0	0	0	0
Capital Ou	ıtlay					
561000	Land	0	0	0	0	0
562000		44,467	0	15,573	0	0
	Improvements	868,234	0	0	0	0
	Capital Equipment	13,749	0	0	0	0
	Facilities Lease/Purchase	0	0	0	0	0
566000		0	0	0	0	0
	Infrastructure	0	0	0	0	0
568000	·	0	0	0	0	0
569000	· ·	0	0	0	0	0
Total Capi		926,450	0	15,573	0	0
573000	Equipment Cash Transfers Minor Equipment Transfers	0	0,	0	0 0	0
576000	Minor Edilioment Transfers					

Parks Bond Construction Fund AU 765

FULL-TIME POSITIONS

		Actual FY 2001	Actual FY 2002		Revised FY 2002-03		ed -04	Adopted FY 2003–04		
Class	Title	No.	No.	No. Am	ount	No. A	mount	No.	Amount	
TOTAL FULL-TI	IME POSITIONS	0	0	0 \$	0	0 \$	0	0 \$	0	

Parks Construction Fund

OVERVIEW

The Parks Construction Fund accounts for all parks capital activity except the two enterprise funds for golf and Portland International Raceway. A total of 14.9 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 2003-04, 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 will receive \$925,000 from the General Fund for the following projects:

The Parks Construction Fund will receive \$925,000 from the General Fund for four capital projects.

- \$125,000 for Irrigation Wells Installation at Westmoreland Park.
- \$125,000 for the third of four payments on the Killingsworth Land Acquisition.
- \$175,000 for Springwater Trail Three Bridges Grant Match.
- \$500,000 for University Park Community Center Phase II.

arks construction i una	70	700	 		 MINALLI OI L	7171	
		Actual FY 2000-01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES	-						
Operating Budget							
Personal Services		34,105	66,301	71,765	0		33,510
External Materials and Services		12,312	77,540	349,788	0		0
Internal Materials and Services		33,664	75,314	25,820	0		25,000
Minor Capital Outlay		2,510,178	2,457,790	91,776	0		50,000
Equipment Cash Transfers		0	0	. 0	0		0
Total Operating Budget		2,590,259	 2,676,945	539,149	0		108,510
Capital Improvements		6,640,169	6,793,752	8,435,837	9,398,384		9,289,528
TOTAL BUREAU EXPENDITURES	\$	9,230,428	\$ 9,470,697	\$ 8,974,986	\$ 9,398,384	\$	9,398,038
Allocated Overhead		97,874	108,332	89,978	112,904		122,551
Total Cost with Allocated Overhead		9,328,302	9,5 7 9,029	9,064,964	9,511,288		9,520,589
RESOURCES							
Parks Construction Fund		9,230,428	9,470,697	8,974,986	9,398,384		9,398,038
Note: Discretionary General Fund r Non-Discretionary revenues are res						16.	
PROGRAMS							
CIP		9,230,428	9,470,697	8,974,986	9,398,384		9,398,038
Positions		11	14	11	15		15
TOTAL PROGRAMS	\$	9,230,428	\$ 9,470,697	\$ 8,974,986	\$ 9,398,384	\$	9,398,038
Positions Positions		11	14	11	15		15

		Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personne	l Services					
511000	Full-Time Employees	(296,974)	645,788	633,428	878,372	878,372
512000	Part-Time Employees	17,733	14,015	110,887	0	0
514000	Overtime	236	2	0	0	0
515000	Premium Pay	49	0	0	0	0
517000	Benefits	194,193	249,631	261,925	286,382	286,382
518000	Paid Absence	90,856	107,002	0	0	0
Total Pers	onnel Services	6,093	1,016,438	1,006,240	1,164,754	1,164,754
Materials	and Services					
Externa	l Materials and Services					
521000	Professional Services	3,206	544,869	527,381	410,083	410,083
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	0	0	0	0	0
524000	Repair & Maintenance Services	22,586	20,537	4,444	0	0
525000	Non-Capital Improvement	0	0	, 0	0	0
528000	Local Match Payments	0	30,758	344,770	205,152	205,152
529000	Miscellaneous Services	(610,976)	14,495	44,078	16,217	16,217
531000	Office Supplies	7,930	3,766	1,501	2,700	2,700
532000	Operating Supplies	1,545	7,102	10,502	14,214	14,214
533000	Repair & Maintenance Supplies	3,421	5,697	1,150	0	0
534000	Minor Equipment & Tools	1,103	47,088	46,733	500	500
535000	Clothing & Uniforms	0	0	0	0	0
539000	Other Commodities External	883	1,275	0	500	500
541000	Education	380	3,455	15,382	4,584	4,584
542000	Local Travel	0	89	26,933	600	600
543000	Out-of-Town Travel	2,766	116	5,750	3,132	3,132
544000	Space Rental	0	0	0	0	0
545000	Interest	0	17,538	0	0	0
546000	Refunds	0	0	0	0	0
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	(176,304)	(2,220,099)	700	1,000	1,000
Total Ex	ternal Materials and Services	(743,460)	(1,523,314)	1,029,324	658,682	658,682
Internal	Materials and Services					
551000	Vehicle Services	5,622	6,553	5,170	8,070	8,031
552000	Printing & Distribution	17,590	10,986	23,862	16,003	15,834
553000	Facilities Services	119	29	0	0	0
554000	Communications Services	20,330	12,286	11,686	13,135	13,009
555000	Information Technology	12,689	11,539	21,215	984	972
556000	Insurance	0	0	0	0	0
557000	Master Lease	Ö	ő	Ö	Ö	0
558000	Same Fund Services	0	0	0	0	0
559000	Other Fund Services	582,754	506,180	481,156	428,404	428,404
	ernal Materials and Services	639,104	547,573	543,089	466,596	466,250
	erials and Services	(104,356)	(975,741)	1,572,413		1,124,932
Capital Ou		(104,000)	(3/3,/41)	1,072,410	1,125,278	1,124,532
•	•	E 400 405	0 174 000	0.045.404	9 547 007	0.547.007
561000 562000		5,182,405 1,724,067	3,174,890	2,645,134	3,517,637	3,517,637
563000	Buildings		1,955,204	1,329,765	882,183 2,708,532	882,183
564000	Improvements Capital Equipment	2,422,219	4,299,906	2,421,434		2,708,532
565000		0 0	0	0 0	0	0
	Facilities Lease/Purchase				-	-
566000	Equipment Lease/Purchase	0	0	0	0	0
567000	Infrastructure	0	0	0	0	0
568000	Other Capital Expenditure	0	0	0	0	0
569000	Depreciation	0	0	0	0	0
Total Capi		9,328,691	9,430,000	6,396,333	7,108,352	7,108,352
573000	Equipment Cash Transfers	0	0	0	0	0
576000	Minor Equipment Transfers	0	0	00	0	0
TAL DIVIS	SION EXPENSES	\$ 9,230,428 \$	9,470,697	8,974,986	9,398,384 \$	9,398,038

		Actual FY 2001	Actual FY 2002		vised 002-03		posed 003-04		opted 003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
815	Administrative Specialist	0	1	. 0	0	0	0	0	0
3134	Architect	3	4	0	22,195	0	0	0	0
6004	Architect	0	0	1	44,389	0	0	0	0
3133	Building/Landscape Designer	3	3	0	2,355	0	2,546	0	2,546
6001	Building/Landscape Designer !	0	0	1	44,752	3	102,509	3	102,509
6002	Building/Landscape Designer II	0] 0	1	49,632	1	48,366	1	48,366
6032	CAD Technician II	0	0	0	0	1	42,947	0	0
7204	Community Outreach and Informati	0	0	0	6,158	0	0	0	0
1132	Facilities & Maint Supervisor	2	2	0	0	0	0	0	0
7725	Facilities Construction Project	0	0	2	108,722	2	102,045	2	102,045
7726	Facilities Construction Project	0	0	1	64,913	1	70,006	1	70,006
6003	Landscape Architect	0	0	2	95,767	2	123,807	2	123,807
7790	Landscape Architect, Supervising	0	0	0	0	1	37,938	1	37,938
7132	Management Analyst, Senior	0	0	0	0	1	67,081	1	67,081
102	Office Support Specialist II	0	0	1	15,131	0	0	0	0
104	Office Support Specialist III	0	0	0.	0	0	0	1	42,947
7156	Program Manager	0	0	0	13,647	3	212,763	3	212,763
968	Program Manager I	1	1	0	0	0	0	0	0
970	Program Manager II	1	1 1	2	102,354	0	0	0	0
7152	Program Specialist, Assistant	0	0	0	0	0	13,226	0	13,226
816	Senior Administrative Specialist	1	0	0	0	0	0	0	0
6134	Senior City Planner	0	0	0	0	1	55,138	1	55,138
3231	Senior Planner	0	1	0	0	0	0	0	0
1134	Sr Facilities & Maint Supervisor	0	1	0	0	0.	0	0	0
3 10 9	Technician III	0	1	1	63,413	0	0	0	0
TOTAL	FULL-TIME POSITIONS	11	14	11 \$	633,428	15 \$	878,372	15 \$	878,372

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.

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	0	0	0	0.0	FY 2003-04 Current Service Level Estimate
CSL Adjustment	ts				
•	0	366,782	366,782	0.0	Beginning Fund Balance
Mayor's Proposi	ed Budget Decisio	•		1	
mayor 5 r ropos	0	500,000	500,000	0.0	University Park Community Center Phase II
	0	175,000	175,000	0.0	Springwater Three Bridges Grant Match
	ő	125,000	125,000	0.0	Killingsworth Land Acquisition
	ő	125,000	125,000	0.0	Westmoreland Park Irrigation Wells Installation
	0	0	0	0.0	0
	ő	0	Ö	0.0	Other Resources
	0	2,250,000	2,250,000	0.0	Bond and Note Sales
	ő	1,796,809	1,796,809	0.0	Contract Revenues
4	0	275,000	275,000	0.0	Private grants/donations
	Ö	1,837,660	1,837,660	0.0	Public Works/Utility Charges
	0	59,516	59,516	0.0	Golf Operating Fund
	0	85,615	85,615	0.0	Transfer from Housing and Community
	0	562,000	562,000	0.0	Local Option Levy
	0	7,068	7,068	0.0	Transfer from Parks Bureau
	0	29,825	29,825	0.0	Transfer from Bureau of Planning
	0	62,500	62,500	0.0	Transfer from Environmental Services
	0	387,774	387,774	0.0	Portland Parks Trust Fund
	0	153,000	153,000	0.0	Transfer from Water Bureau
	0	572,235	572,235	0.0	Federal Grants Fund
	0	0	0	15.0	Positions supported by capital funding
Approved Budge	et Additions and R	eductions			
	0	655,830	655,830	0.0	True Up to beginning fund balance
Adopted Budget	t Additions and Re	ductions			
	(346)	0	(346)	0.0	OMF IA rate adjustments
	346	0	346	0.0	OMF IA rate adjustments (Contingency)
	(628,576)	0	(628,576)	0.0	Fund Level Expenditures
	0	9,398,038	9,398,038	15.0	Total FY 2003-04 Decision Packages
			\$ 9,398,038	15.0	Total Adopted Budget
FY 2003-04 Deci	sion Packages No	t Funded			
	0	200,000	200,000	0.0	Acquisition of Future Park Land
	0	50,000	50,000	0.0	Dog Off-leash areas
	0	100,000	100,000	0.0	Forest Heights Park Master Plan & Developmen
	0	200,000	200,000	0.0	Hillside Community Center Renovation
	0	100,000	100,000	0.0	MTIP Match-Sellwood Gap
	0	50,000	50,000	0.0	Parks Tree Assessment and Remediation
	0	250,000	250,000	0.0	Pittock Mansion Masonry Repair
	0	50,000	50,000	0.0	Tennis Court Renovation
	0	150,000	150,000	0.0	Wading Pool Renovation
			\$ 1,150,000	0.0	Total Decision Packages Not Funded



Table of Contents

Public Utilities	225
Bureau of Environmental Services	229
Sanitary Sewer and Stormwater Division	. 254
Environmental Remediation Division	
Bureau of Water Works	273
Water Division	. 290
Hydroelectric Power Division	. 301

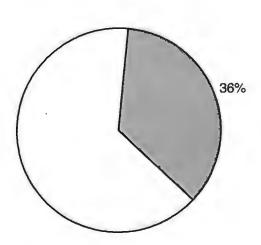


Public Utilities

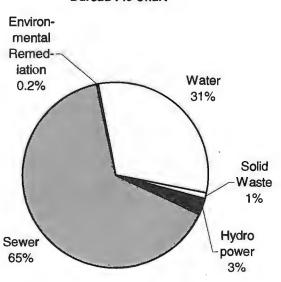
Bureau of Environmental Services

Bureau of Water Works

Percent of City Budget Public Utilities = \$616.6 Million



Bureau Pie Chart



City Budget = \$1.74 Billion

Service Area Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	130,058,395	139,677,231	9,618,836	0.7%
Capital	133,937,549	195,402,111	61,464,562	36.8%
Allocated Overhead Costs	4,083,874	4,280,372	196,498	-1.7%
Total Cost with Allocated Overhead	\$ 268,079,818	\$ 339,359,714	\$ 71,279,896	18.7%
Authorized Full-Time Positions	994	1,017	23	-4.1%

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 and Recycling program, which is operated by private companies under franchise and permit systems for residential and commercial service, respectively. Solid Waste program administration is housed within the Office of Sustainable Development. Narrative descriptions of this program are found in the Community Development Service Area, within the Office of Sustainable Development section.

MAJOR THEMES

Utility Rate Increases

The Adopted Budget for FY 2003-04 includes an average effective retail rate increase for water service of 6.0 percent. The average single family sewer rate increase is 6.2 percent. The rate increases for water and sewer service are less than planned because of budget reductions. Solid waste collection and recycling rates are similar to those in FY 2002-03.

Bureau of Water Works

Adopted Budget

The FY 2003-04 Adopted Budget for the Bureau of Water Works (the Water Bureau) is \$103.8 million, excluding the Hydroelectric Division. This budget consists of an operating budget of \$54.2 million and a capital budget of \$49.6 million. The operating budget increased about \$6.5 million from the FY 2002-03 Revised Budget and the capital budget increased approximately \$8.0 million.

Customer Information System (CIS)

The City has decided to replace the current water and sewer CIS billing system. The Water Bureau is working with the Office of Management and Finance, the Bureau of Environmental Services, and the City Auditor's Office on the procurement of a new system. Implementation of a new billing system will be over a two-year period.

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 FY 2003-04 Adopted Budget for the Bureau of Environmental Services (BES) is \$230.7 million. The total consists of an operating budget of \$84.9 million and a capital budget of \$145.8 million. The operating budget increased about \$3.5 million compared to the FY 2002-03 Revised Budget, and the capital budget increased approximately \$53.5 million.

Combined Sewer Overflow Program

The Combined Sewer Overflow program continues to be the bureau's largest capital program, with surface water management, treatment, and maintenance and reliability being other significant areas of capital spending. The construction of the Westside Tunnel and Pump Station is in progress and planning and design are underway for Eastside CSO projects.

Portland Harbor Sediments

This relatively new program manages the City's response to the federal Environmental Protection Agency's listing of the Willamette River Portland Harbor as a Superfund site. Funding for this program is budgeted at approximately \$3.3 million in FY 2003-04, an increase of more than \$400,000 from the FY 2002-03 Revised Budget.

Office of Sustainable Development

Adopted Budget

The Solid Waste and Recycling Division's FY 2003-04 Adopted Budget is \$2.9 million compared to the FY 2002-03 Revised Budget of \$3.0 million. Funding primarily supports the residential and commercial solid waste and recycling programs. Of the total, \$450,000 is budgeted toward implementation of a commercial food waste recycling program. Solid Waste and Recycling program descriptions and details are found in the Community Development Service Area, within the Office of Sustainable Development section.



.

Bureau of Environmental Services

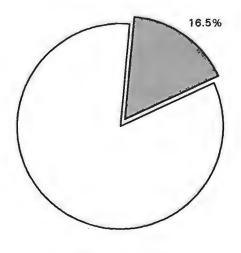
Public Utilities Service Area

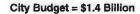
Dan Saltzman, Commissioner-in-Charge Dean Marriott, Director

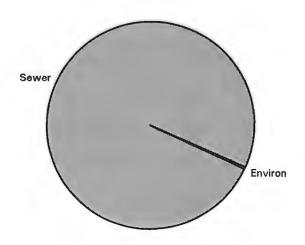
Percent of City Budget

BES = \$230.8 Million

Bureau Divisions





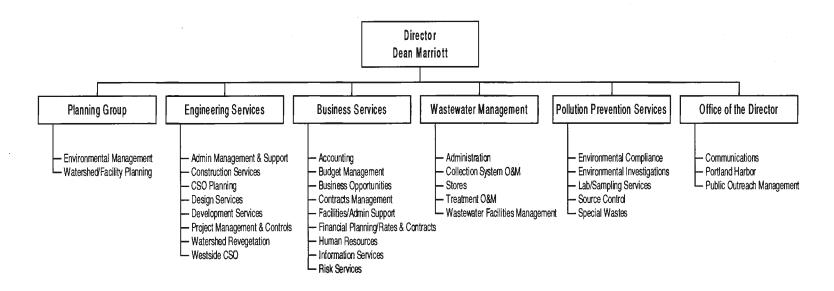


Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	81,428,062	84,949,276	3,521,214	-2.2%
Capital	92,362,249	145,821,711	53,459,462	48.0%
Allocated Overhead Costs	2,467,561	2,492,473	24,912	-5.3%
Total Cost with Allocated Overhead	\$ 176,257,872	\$ 233,263,460	\$ 57,005,588	24.1%
Authorized Full-Time Positions	456	472	16	-3.0%

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

Bureau of Environmental Services



Bureau Summary

BUREAU MISSION

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

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

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

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.

BUREAU OVERVIEW

Organizational Description

The Bureau of Environmental Services is comprised of two divisions: Sanitary Sewer and Stormwater, and Environmental Remediation.

The FY 2003-04 Adopted Budget 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.

Total operating and capital program budgets increase 35.6%.

The Sanitary and Stormwater operating budget reflects increased support for the CIP.

The bureau has maintained its commitment to restrain growth of, and in some cases to 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 \$230.2 million, 32.9% higher than the Revised Budget for FY 2002-03. The Adopted Budget supports 472 FTEs, an increase of 16 (nine converted from limited-term status) from the Revised Budget.

The Adopted Budget reflects a shift of staff expenditures from CIP planning and design work to construction. It also includes increased costs for the Portland Harbor Superfund remediation efforts and Regulatory Reform assistance. There are additional increases for reimbursable expenses for environmental site assessments and geotechnical services for the CIP program, and resources for the operating needs at the Tryon and Columbia Blvd. Treatment plants, including minor equipment for field work provided by the Bureau of Maintenance. Resources are also targeted for six of ten proposed River Renaissance projects. These are ready-to-implement actions to address priority environmental problems and opportunities.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Sewer Funding

The FY 2003-04 Adopted Budget maintains funding support to meet regulatory requirements and to operate and maintain a sanitary sewer and stormwater infrastructure.

Major Events

There are four ongoing or one-time events that impact the bureau's priorities and programs.

- 1. BES continues to address the functionality and performance of the present Water Bureau billing system. The Adopted Budget includes an additional \$900,000 to Water to support work on the billing system; BES anticipates the FY 2004-05 budget will require \$400,000 more for the same purpose. The expenditure is for increased personnel and system maintenance costs as the system is brought to stability. In addition, BES budgeted capital expenditures of \$7.5 million for its share of a replacement customer information/billing system.
- 2. The bureau's five-year CIP requirements are significantly larger this year because of the West Side CSO Tunnel project. The annual proposed CIP is \$58.1 million higher than the current year's capital budget; the increase is consistent with the five-year capital improvement plan.
- 3. A significant programmatic shift over the FY 2002-03 Revised Budget is the increased funding of \$550,000 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.
- 4. The Adopted Budget also redirects \$481,000 of bureau-wide program funding to six of ten River Renaissance projects. These projects are the result of the first phase of an integrated analysis of Portland's watersheds and represent early actions in the effort to remediate identified problems.

All of the above put pressure on the remaining operating programs to maintain services, to find new funding for new initiatives, and to manage programs within the limitations of the bureau's financial condition.

Average Rate Increase

Average residential sewer bills will increase 6.2%

The Adopted Budget for FY 2003-04 requires an increase in the average single family residential sanitary sewer and stormwater bill of 6.2%. This is lower than the 6.5% increase forecast in the bureau's five-year financial plan, submitted in December 2002.

SUMMARY OF BUDGET DECISIONS

Budget Changes

The Adopted Budget for FY 2003-04 reflects continuing efforts within the bureau to constrain growth in costs while attempting to respond to higher levels of capital expenditures.

Personal Services

Personal Services costs have increased by 5.0%, reflecting cost-of-living-adjustments (COLA), personnel step increases, and the net addition of seven new FTEs. These are mostly technical staff to administer industrial and storm water permits and to perform modeling and engineering capital program support activities and engineering work. Two of the new positions will specifically respond to backlogs and workload issues within the plan review area as part of the City's regulatory improvement effort. A more detailed discussion of staffing follows in the section titled Position Changes.

External Materials and Services

Funding of the bureau's total External Materials and Services (M&S) budget has increased by 16.1%. The External M&S budget within the capital program has increased 42.2% reflecting an increase of design (East Side Tunnel project), construction management services (West Side Tunnel and Pump Station), and lease payments for the West Side CSO Office and three additional warehouse and yard properties used as construction staging areas. Within operating programs, the External M&S budget increases 2.1%, driven by professional services increases related to internal CIP support (\$450,000), Portland Harbor Superfund program support (\$485,000), and additional funds (\$262,000) for sewer cleaning.

All bureau programs were given the challenge to offset any cost increases with equal cost reductions. Within External M&S, resources were redirected for the River Renaissance projects of Crystal Springs Restoration and Park Improvements for \$100,000, Fanno Creek Protection for \$28,000, and Smith and Bybee Lakes Restoration for \$63,000.

Internal Materials and Services

Internal Materials and Services, or services from other City bureaus, reflect an 8.6% increase for:

- Additional sanitary and stormwater services from the Bureau of Maintenance (BOM)
- Additional costs of \$1.5 million to the Water Bureau to support work on the replacement customer information system
- An increase of \$573,812 or 79.9% to the Office of Management and Finance for centralized oversight on the purchase and implementation of a replacement customer information system
- Funding of \$100,000 for the River Renaissance Willamette Revegetation project

Capital Outlay

Required funding for capital equipment (\$2.7 million) within the operating programs has been reduced 6% from the Revised Budget due to changes in Sanitary Sewer and Stormwater Division equipment needs. Additional equipment budgeted in FY 2003-04 includes more than \$400,000 for the purchase and installation of HYDRA flow meters and \$165,000 for the replacement of obsolete lab equipment. Building improvements are also included for repairs to the Water Pollution Control Laboratory building roof, \$361,000, and to the Materials Test Laboratory building for \$55,000.

Within the capital program, the bureau has identified resources for two River Renaissance projects: Kelly Creek Restoration and Johnson Creek Property Acquisition at \$80,000 and \$110,000, respectively.

Position Changes

Over the past five years, the bureau has pursued a strategy that first tries to offset the cost of new hires by cutting existing vacancies. In certain cases, limited-term positions were used to accommodate new workload demands and to determine if the work would be ongoing before creating a permanent position.

The bureau has 472 positions - an increase of 16 FTEs over current revised budget levels.

In FY 2003-04, there will be a net increase of 16 positions. Nine of the positions are being converted from limited-term status reflecting the ongoing nature of the work. Five operating positions were eliminated, primarily due to retirements, and 3 CIP positions were eliminated due to lower levels of work. The foregoing changes resulted in a net increase of 1 position. There remained 15 new positions, of which 8.5 were within the operating programs and 6.5 were added within the CIP. Further details of the 15 new positions are:

- Seven of the positions added were in the Engineering/Environmental Technical series to bolster programs in stormwater, industrial permit monitoring, regulatory improvement, and engineering activities.
- Four positions were added to the Systems Analysis sections of the Planning Group for CSO modeling and planning. Two of the four positions were employees under contract to perform the work.
- Two positions were added to increase the bureau's resources for the new, replacement Customer Information System. The positions will review current business practices and provide customer support as required for the new billing system.
- One engineer was added for the collection and maintenance program to reduce the increasing workload of repairs within the sewer system.
- One contract employee, working as part of the West Side CSO office staff, was converted to a City FTE.

Strategic Direction

RECENT TRENDS

Recent Trends

There are several programs and requirements that significantly affect the bureau's operations and spending. The following continuing and new trends 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 \$1.1 billion (current dollars).

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".

Maintenance and Reliability

The bureau continues to examine operating requirements for maintenance and reliability. New facilities continue to be added, such as sumps, separated sewers, pollution reduction facilities, and odor control facilities for tunnels and pump stations. The sewer system continues to age. Forthcoming sanitary sewer overflow regulations will require development of a formal Capacity, Management, Operations, and Maintenance program for preventing and mitigating sanitary sewer overflows.

River Renaissance

The bureau continues to support River Renaissance efforts. River Renaissance is a citywide partnership to revitalize the Willamette River by addressing water quality, watershed health, economic vitality, community and recreational access, improved waterfront districts and neighborhoods, and public-private partnerships, leadership, and education.

New Trends

Underground Injection Control (UIC) Rules

Revisions to OAR 340-044 related to underground injection control rules were adopted by the Environmental Quality Commission in June 2001 and became effective in September 2001.

The rules define any form of discharge of stormwater below ground as a Class V injection well. This definition includes the more than 14,000 sumps maintained by the City. In July 2002 the City filed for a permit to operate the UICs. The City is currently in discussions with DEQ about permit conditions and requirements. The permit may take one to two years or longer to develop.

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.

SIGNIFICANT ISSUES

Environmental Issues

Watershed Planning

BES leads the preparation of Portland's watershed plans to protect and restore urban waterways. The plans will provide a comprehensive framework to implement projects and apply management tools (within each sub-watershed) in a manner that achieves City River Renaissance goals to protect public health and safety, improve water quality, and restore watershed health. Watershed planning is a joint effort among a number of City bureaus to ensure a clean and healthy river.

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). BES is developing comprehensive watershed plans for the Willamette River watershed as well as for the Fanno/Tryon Creek, Johnson Creek, and Columbia Slough sub-watersheds. These comprehensive plans will provide the background information and recommendations for improved watershed health that will guide the City's fish recovery efforts.

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 participates in the Lower Willamette Group, consisting of potentially responsible parties that have negotiated an administrative order with the EPA to fund and define the parameters of a remedial investigation and feasibility study to determine the extent of contamination in the Harbor. The City's potential contribution of contaminants is associated with stormwater discharges to the river through combined sewer outfalls and at two specific sites: the Water Pollution Control Laboratory site and the Linnton oil fire training ground site.

Because the total costs associated with the cleanup are unknown, the bureau cannot predict the financial impact on the sewer system. The bureau is completing an outfall evaluation plan in cooperation with the Oregon DEQ. Information on current and past land uses in tributary areas will be used to identify upland sources of contaminants already noted through sampling and testing. Clean-up and restoration will also make use of the bureau's comprehensive watershed planning efforts now underway.

Water Quality Compliance

BES works to improve water quality to meet State DEQ requirements.

Most of the waterways in 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. Based on data from a City assessment of the Slough, the DEQ has prepared draft 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. The City is in the process of planning, predesign, design, and implementation of various measures, including water quality facilities, to meet the TMDL requirements applicable within the city.

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 DEQ 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 DEQ requires new facilities of this type to be lined to prevent groundwater degradation. The plant's 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 48,500 dry tons of solids projected to be in the facility by the end of the current fiscal year. Several options for solids removal were considered as part of the lagoon predesign process, including land application, landfilling, and monofilling. A solid waste permit facilitating monofill construction has been issued by DEQ and a surface disposal permit application form has been submitted to EPA Region X for this project.

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 prohibit this approach, 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. DEQ has not formally accepted this report because of additional data needs. The City also completed risk assessments at Wapato Wetlands (a side channel of the Lower Slough), and at 16 areas of potentially high risk in the Middle and Upper Slough. Of the 16 sites, only two areas may have sediment remediation implications.

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 approximately \$1.1 billion (current dollars) and is currently on schedule for completion by 2011.

Endangered Species Act/Watershed Planning

The City has established a comprehensive framework for developing a Portland-specific recovery plan for certain listed endangered species of fish. BES is developing comprehensive watershed plans for the Willamette River watershed as well as the Fanno/Tryon Creek, Johnson Creek, and Columbia Slough sub-watersheds. These comprehensive plans will provide background information and recommendations for improved watershed health that will support the City's fish recovery efforts. 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.

MANAGEMENT GOALS & OBJECTIVES

Excellent Service

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

Operations and Maintenance Goal

Operate and maintain Portland's sewer collection, stormwater, and wastewater treatment system 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.

Operations and Maintenance Objective One:

- Establish goals for reducing sewer backups, overflows, and street failures caused by sewer system failures.
- Review, revise, and develop service standards for operating and maintaining the sewer, stormwater, and wastewater treatment systems.

- Clarify roles and responsibilities within the bureau (and with other City bureaus) for providing sewer and stormwater operations and maintenance services.
- Continue to develop and refine wastewater treatment performance measures and benchmarks.

Operations and Maintenance Objective Two:

- Operate and maintain the sewer, stormwater and wastewater treatment systems in a manner that delivers effective, reliable, and efficient service.
- By July 1, 2004, implement an operations and maintenance program for the sewer, stormwater, and wastewater treatment infrastructure that meets service standards and system performance goals.

Operations and Maintenance Objective Three:

- Perform operations and maintenance activities in a manner that limits adverse environmental impacts.
- By July 1, 2005, implement best management practices for materials storage, handling, and transportation to protect the environment.

Watershed Management Goal

Implement programs and develop activities to improve the health of Portland's watersheds.

Watershed Management Objectives:

- Establish watershed baseline conditions, develop watershed targets, and identify methods of measuring success (monitoring).
- Develop and produce consistent planning, predesign, design, construction, and operations and maintenance procedures and end products.
- Involve clients/ratepayers in defining issues and problem resolution.

Human Resources and Workforce Development Goal

Develop a workforce and work culture committed to and actively involved in meeting the challenge of excellent service.

Human Resources and Workforce Objectives:

- Provide employees with clear expectations to encourage a personal commitment to excellent service in the performance of job duties and responsibilities.
- Provide the means and resources for employees to develop the skills needed to provide excellent service both now and in the future.
- Create an environment that accepts and encourages employee participation in decisionmaking, goal setting, and work planning.
- Provide the means to support and encourage excellent service by providing feedback and recognition to individual and team efforts to improve and enhance service.
- Maintain a safe, positive work environment that is free from intimidation and hostility and is open and respectful of differences among employees.
- Maintain a safe and healthy work environment as free as possible from physical hazards or adverse working conditions.

Stakeholder Involvement Goal

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

Stakeholder Involvement Objectives:

- Tailor information, education, and involvement opportunities to the audience and project or activity.
- Provide a range of opportunities for stakeholders to describe and discuss their interests, concerns, and issues related to bureau activities.
- Measure change in stakeholder awareness and support for bureau efforts through use of surveys such as Service Efforts and Accomplishments.

Cost Effectiveness

Cost effectiveness means delivering the highest level of service desired by bureau customers in the least costly manner by implementing the three comprehensive long-term cost effectiveness goals.

Cost Effectiveness Work Goal

Develop and implement bureau programs and services at lower cost than those of other municipalities and privately operated systems that provide a similar level of service.

Cost Effective Work Objectives:

- On an ongoing basis, evaluate and measure how the bureau compares to other agencies (public and private) in cost and effectiveness of programs and services.
- Analyze benchmarking data to determine efficiency, effectiveness, and cost status of bureau programs and services, to identify performance gaps, and to develop and implement continuous improvement plans.

Financial Planning Goal

Develop and maintain a financial planning process that produces a stable forecast for the five-year financial plan and that meets operating and capital needs.

Financial Planning Objectives:

- Maintain and evaluate a five-year integrated operating and capital plan to provide a stable forecast of funding requirements for bureau programs and services.
- Continuously review opportunities to develop and implement alternative sources of funding for bureau programs and services.

Budget Planning Goal

Develop and maintain a budget planning process that ensures funded activities conform to the bureau's strategic plan.

Budget Planning Objective:

Annually update criteria for establishing priorities; then rank services and programs.

Environmental Leadership

Environmental leadership means promoting and participating in actions that cause positive change in meeting long-term 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 Portland's watersheds, rivers and streams, 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 Objectives:

- Re-negotiate selective mandates and orders to decrease costs and increase environmental benefits.
- Influence the development and passage of laws and regulations to assist the bureau in meeting its mission and goals.

Policy Objectives:

- Use innovative management approaches and technologies.
- Assure that bureau programs and activities meet multiple objectives and mandates.
- Involve citizens/ratepayers in defining issues and problem resolution.

Portland Harbor Objectives:

- Exercise leadership in the Portland Harbor Superfund effort to evaluate water quality and sediment contamination issues.
- Exercise leadership in the restoration of natural resources in conjunction with Natural Resource Trustees and demonstrate integration with River Renaissance efforts Citywide.

Partnership Development Goal

Develop and maintain partnerships to achieve environmental goals, optimize resources, and accomplish outcomes.

Partnership Development Objectives:

- Be a major leader/participant in addressing watershed issues in the entire Willamette basin including upstream issues.
- Work with citizens to develop and promote a sense of stewardship of Portland's watersheds.

COUNCIL PRIORITIES

How BES Meets Council Goals

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 BES budget also supports interagency agreements with the Bureau of Planning and the Bureau of Development Services 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 to manage stormwater runoff in ways that minimize potential harm to private property.

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

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, advise on industrial customer matters and 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 and assists homeowners in disconnecting downspouts and 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 participates in an intergovernmental benchmarking exercise that helps to identify operating efficiencies and cost reduction strategies.

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.

Revenue Enhancements

The bureau has been actively researching new revenue sources as a means to constrain growth in sanitary sewer and stormwater rates. In FY 1999-00, BES 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%, and will propose increasing it to 100%.

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 possible after the new billing system is stabilized.

Promote economic vitality and access to quality jobs for all.

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.

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

BES is the lead planning agency for protecting watersheds

BES is leading the preparation of Portland's watershed plans to protect and restore urban waterways in conjunction with the River Renaissance efforts.

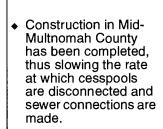
Support quality education to produce well-educated citizens.

BES promotes environmental education in schools and neighborhoods.

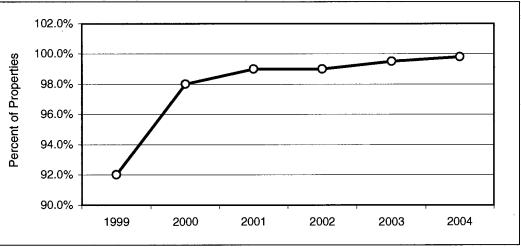
The bureau actively seeks to educate citizens, neighborhood groups, businesses, and trade associations on a range of topics and bureau programs. The bureau also supports environmental education programs that partner with schools on classroom presentations, field trips, streamwalks, treatment plant tours, stream restorations, and citizen monitoring of creek, stream, and river health.

Performance Measures

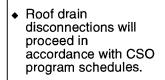
Percent of Mid-County Properties with Cesspools Disconnected



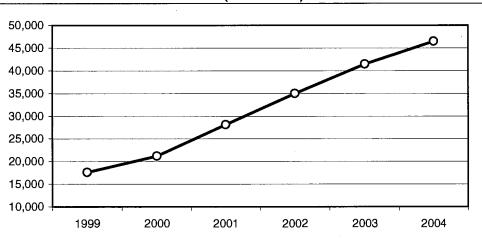
 By 2003, all Mid-County properties will be connected to the sewer system.



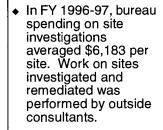
Number of Roof Drains Disconnected (Cumulative)



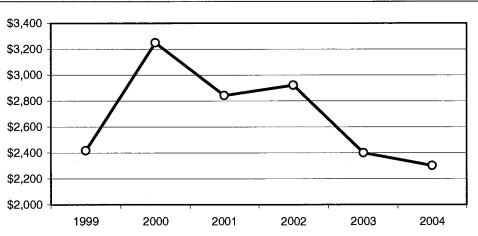
 Projections reflect completion of the Columbia Slough portions of the Disconnect Program and progress on the Willamette River portions.



Average Cost for Investigation and Remediation of Contaminated Sites



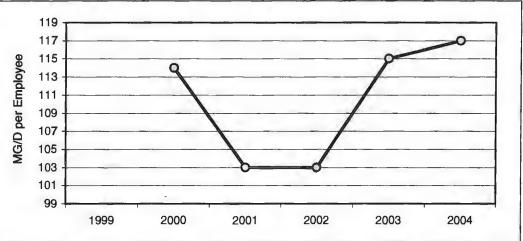
 In 1997, the bureau pulled this consultant work in-house.
 Almost immediately the bureau realized staff savings.



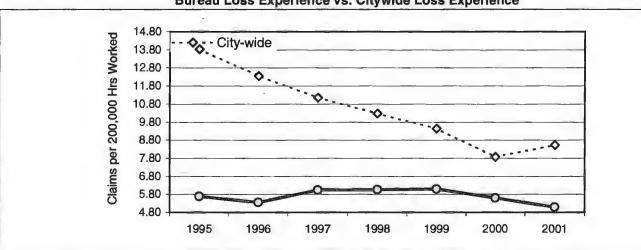




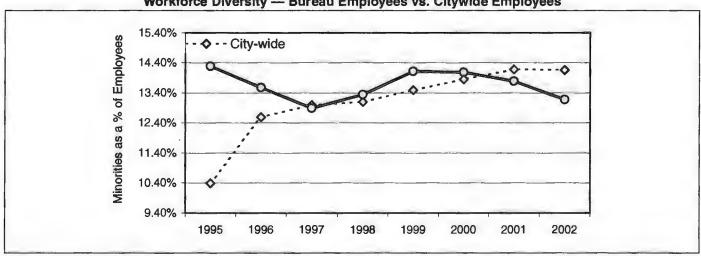
The estimates for FY 2003 and FY 2004 do not assume the continuance of dry weather years.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1998–99	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04
BUREAU OF ENVIRONMENTAL SERVICES				·		
Affirmative Action Measures						
Affirmative Action - Minority	13.3%	14.1%	14.1%	13.8%	13.2%	
Minority Employees as a Percent of Tota	I					
Affirmative Action - Female	30.5%	30.3%	32.0%	31.5%	32.7%	
Female Employees as a Percent of Total						
Sanitary Sewer and Stormwater Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	11.13	10.99	7.54	5.81		
Worker's Comp Claims per 200,000 Hours Worked	6.05	6.08	5.59	5.08		
Fleet Claims per 100,000 Miles Driven	0.62	0.25	0.00	0.89		
Fleet Claims Cost per 100,000 Miles Driven	\$560	\$120	\$0	\$1		
General Liability Claims Cost per \$100 Payroll	\$0.53	\$0.17	\$0.45	\$0.40		
Worker's Comp Claims Cost per \$100 Payroll	\$0.49	\$0.38	\$0.72	\$0.20		
Engineering Services						
Workload						
Number of roof drains disconnected (cumulative)	17,644	21,186	28,144	35,000	41,492	46,492
Effectiveness						
Mid-County properties with cesspools disconnected since 7/1/87	92.0%	98.0%	99.0%	99.0%	99.5%	99.8%
Percent of original number of properties	with cesspools					
Efficiency						
Construction management costs as a percentage of total construction costs	12%	11%	13%	11%	10%	12%
Planning						
Workload						
Feet of streambank restored (cumulative)	119,100	138,100	177,494	219,034	265,894	310,894
Effectiveness Number of individual participants in projects catalyzed or hosted by the Stewardship Program	7,611	3,400	9,465	8,252	9,500	11,000
Efficiency						
Percentage of planning level cost estimates that meet the targeted range of actual program cost		80%	70%	80%	80%	100%
Targeted range: -30% to +50%. In FY 1	998-99, only on	e project had a p	olanning estimate	e developed throu	igh the new plani	ning standards.
Wastewater Treatment	-	-	•			
Workload						
Wastewater processed in million gallons per day		27,937	26,288	26,558	30,473	30,473
Effectiveness						
Percent of Biochemical Oxygen Demand (BOD) removed	92.0%	94.4%	95.1%	95.0%	90.0%	90.0%
Total Biochemical Oxygen Demand (BO	D) load/0.17 lb.	(sewage populat	ion equivalent)			

	Actual FY 1998–99	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001–02	Yr End Est. FY 2002–03	Adopted FY 2003-04
Efficiency						- · -
Millions of gallons per day wastewater processed per operating and maintenance employees, including Bureau of Maintenance staff.		114	103	103	115	117
Millions of gallons per day wastewater p	rocessed per op	erating and main	tenance employe	ees, including Bu	reau of Maintena	ance staff.
Pollution Prevention Services						
Workload						
Number of lab analyses performed each year	58,442	55,440	51,662	53,923	55,000	60,000
Effectiveness						
Percent of industrial enforcement tests in full compliance	98.0%	98.6%	98.8%	99.0%	99.0%	99.0%
Efficiency						
Average resources spent in site investigations and cleanup, per site investigated or remediated	\$2,417	\$3,250	\$2,842	\$2,921	\$2,400	\$2,300
The bureau identifies contaminated sites investigations identify and manage contains	s before the City aminated soil and	purchases prope d groundwater in	erty, keeping envi support of CIP p	ronmental liabilit projects.	y to a minimum.	Site
Business Services						
Effectiveness						
Maintain the bureau's debt service coverage ratio at 1.5 or greater	1.45	1.45	1.45	1.45	1.45	1.50
Efficiency						
Time loss hours (due to injuries)	4.60	5.40	3.60	3.60	4.80	4.40
Calculation based upon N/EH/200K, who 200K = base for 100 full-time equivalent	ere N = number o workers.	of time loss days	, EH = total empl	oyee hours work	ed during a cale	ndar year, and
Office of the Director						
Workload						
Number of students provided with bureau education programs	25,000	30,000	26,391	25,701	28,000	18,000

		Actual FY 2000–01		Actual FY 2001–02		Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003–04
EXPENDITURES										
Operating Budget										
Personal Services		25,349,252		25,778,579		27,666,796		29,276,623		29,290,221
External Materials and Services		12,753,502		19,681,047		21,169,945		21,621,325		21,621,325
Internal Materials and Services		21,824,806		26,314,773		29,510,821		31,172,116		31,141,263
Minor Capital Outlay		952,303		1,210,143		3,055,500		2,938,742		2,871,467
Equipment Cash Transfers		0		16,953		25,000		25,000		25,000
Total Operating Budget		60,879,863		73,001,495		81,428,062	•	85,033,806		84,949,276
Capital Improvements		69,834,866		76,008,666		92,362,249		145,821,711		145,821,711
TOTAL BUREAU EXPENDITURES	\$	130,714,729	\$	149,010,161	\$	173,790,311	\$	230,855,517	\$	230,770,987
Allocated Overhead		2,390,189		1,921,111		2,467,561		2,108,295		2,492,473
Total Cost with Allocated Overhead		133,104,918		150,931,272		176,257,872		232,963,812		233,263,460
RESOURCES										
Sewage System Operating Fund		130,531,771		148,856,715		173,234,125		230,302,672		230,218,520
Environmental Remediation Fund		182,958		153,446		556,186		552,845		552,467
TOTAL RESOURCES		130,714,729	\$	149,010,161	\$	173,790,311	\$	230,855,517	\$	230,770,987
Note: Discretionary General Fund r Non-Discretionary revenues are res	even	ues are those wed by policy or c	hich	may be used by actual agreemen	City t to t	Council for any he bureaus that	pub gen	lic purpose. erate the revenu	ıe.	
DIVISIONS										
Sanitary Sewer and Stormwater		130,531,771		148,856,715		173,234,125		230,302,672		230,218,520
Positions		458		456		456		472		472
Environmental Remediation Division		182,958		153,446		556,186		552,845		552,467
Positions		0		0		0		0		
TOTAL DIVISIONS	\$	130,714,729	\$	149,010,161	\$	173,790,311	\$	230,855,517	\$	230,770,987
Positions		458		456		456		472		472
		·		·		·		·		

Bureau of Environmental Services AU 145, 150, 246

BUREAU PROGRAMS BY DIVISION

	Actual FY 2000–01		tual 001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
PROGRAMS						
SANITARY SEWER AND STORMWATER						
Engineering Services	74,471,043	83,4	12,895	97,080,145	143,170,798	143,159,888
Positions	157	,	151	147	142	142
Wastewater Program	0		0	0	0	0
Positions	0		0	0	0	0
Engineering Services: Watershed	9,091	2,2	24,348	2,167,016	1,309,083	1,308,275
Positions	0		9	9	8	
Planning	6,172,436	6,1	58,578	9,354,564	8,830,371	8,826,373
Positions	37		40	40	48	48
Wastewater Treatment	30,269,769	32,4	10,240	36,931,504	38,100,567	38,082,474
Positions	148		149	146	150	150
Pollution Prevention Services	4,895,489	4,7	24,454	5,354,768	6,379,340	6,369,549
Positions	62		42	43	47	47
Pollution Prevention: Lab and Sampling	0	2,3	13,704	2,507,334	2,629,320	2,629,320
Positions	0		20	23	23	23
Business Services	13,439,095	15,1	69,744	15,685,568	25,089,147	25,035,095
Positions	45		35	34	40	40
Office of the Director	1,274,848	2,4	42,752	4,153,226	4,794,046	4,807,546
Positions	9		10	14	14	14
TOTAL PROGRAMS	\$ 130,531,771	\$ 148,8	56,715	\$ 173,234,125	\$ 230,302,672	\$ 230,218,520
Positions	458		456	456	472	 472
ENVIRONMENTAL REMEDIATION DIVI-						
Environmental Remediation	182,958	1	53,446	556,186	552,845	552,467
Positions	0		0	0	0	0
TOTAL PROGRAMS	\$ 182,958	·\$ 1	53,446	\$ 556,186	\$ 552,845	\$ 552,467
Positions	0		0	0	0	0

		Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel	Services					
	Full-Time Employees	19,607,741	20,330,724	25,264,670	27,190,953	27,198,34
512000	Part-Time Employees	457,160	521,468	1,184,519	878,491	878,49
514000	Overtime	878,140	822,822	1,059,055	1,079,383	1,079,38
515000	Premium Pay	228,801	221,361	223,430	232,736	232,73
517000	Benefits	8,511,740	8,445,239	9,367,305	9,571,461	9,577,67
518000	Paid Absence	3,816,555	3,923,063	0	0	(
	onnel Services	33,500,137	34,264,677	37,098,979	38,953,024	38,966,62
	and Services	00,000,107	3 1,23 1,37 1	0.,000,0.0		
	Materials and Services					
521000		21,775,458	23,540,983	10,790,813	15,518,282	15,520,28
522000	Utilities	3,403,259	3,972,870	3,948,510	4,189,670	4,189,670
523000	Equipment Rental	52,322	36,169	33,400	61,900	61,90
524000	Repair & Maintenance Services	1,559,620	812,011	2,140,496	2,451,350	2,451,350
525000	Non-Capital Improvement	370,435	3,642,963	2,467,506	1,064,157	1,064,15
528000	Local Match Payments	0, 0, 100	0,01.2,000	2, 107,000	0	(,00 ,,10
529000	Miscellaneous Services	4,342,495	5,496,387	7,354,037	6,897,258	6,897,25
531000	Office Supplies	126,967	128,802	139,187	149,204	149,20
532000	Operating Supplies	1,890,329	2,005,201	1,881,840	1,564,379	1,564,37
533000	Repair & Maintenance Supplies	963,366	1,210,353	575,062	1,082,184	1,082,18
534000	Minor Equipment & Tools	647,706	676,577	812,834	1,012,403	1,012,40
535000	Clothing & Uniforms	27,591	37,058	34,120	38,320	38,32
		•		•	•	•
539000	Other Commodities External	88,191	102,833	28,000	38,640	38,64
541000	Education	252,341	213,501	289,873	287,501	287,50
542000	Local Travel	3,367	4,532	8,625	8,875	8,87
543000	Out-of-Town Travel	100,969	89,922	122,006	134,206	134,20
544000	Space Rental	200,269	232,078	67,320	1,239,237	1,239,23
545000	Interest	0	0	0	0	
546000	Refunds	14,226	396,785	0	0	
547000	Retirement System Payments	0	0	0	0	
548000	Operating Lease	0	0	0	0	
549000	Miscellaneous	1,133,075	697,997	1,778,805	1,957,777	1,955,77
Total Ex	ternal Materials and Services	36,951,986	43,297,022	32,472,434	37,695,343	37,695,34
	Materials and Services	440.450	404 755	405 600	407 110	400.40
551000		449,156	421,755	425,623	407,116	403,12
552000	Printing & Distribution	531,245	504,354	639,883	606,201	603,49
553000	Facilities Services	1,426,117	1,461,559	1,403,125	1,612,854	1,608,63
554000	Communications Services	769,251	1,658,358	749,308	1,411,251	1,403,83
555000	Information Technology	531,973	1,227,659	1,944,451	1,702,859	1,680,36
556000	Insurance	724,601	727,489	751,365	800,313	798,03
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	0	2,938,252	3,337,783	3,171,457	3,171,45
559000	Other Fund Services	20,796,439	23,894,844	24,332,360	26,771,720	27,352,07
	ernal Materials and Services	25,228,782	32,834,270	33,583,898	36,483,771	37,021,01
	erials and Services	62,180,768	76,131,292	66,056,332	74,179,114	74,716,35
Capital Ou		1 707 005	4 E67 000	1 600 000	040.000	010.00
561000		1,797,095	4,567,322	1,682,000	910,000	910,00
562000	Buildings	0	119.500	0	0	416.00
563000	Improvements	32,300,753	118,500	325,000	416,000	416,00
564000	Capital Equipment	934,252	1,234,953	3,055,500	9,014,941	8,799,77
565000	Facilities Lease/Purchase	0	0	0	0	
566000	Equipment Lease/Purchase	0	0	0	0	100 007 00
567000	Infrastructure	0	32,676,464	65,547,500	107,357,438	106,937,23
568000	Other Capital Expenditure	0	0	0	0	
569000	Depreciation	0	0	0	0	
	ital Outlay	35,032,100	38,597,239	70,610,000	117,698,379	117,063,00
573000		0	16,953	25,000	25,000	25,00
576000	Minor Equipment Transfers	1,724	0	0	0	
TAI DUD	REAU EXPENSES	\$ 130,714,729	\$ 149,010,161	\$ 173,790,311	\$ 230,855,517	\$ 230,770,98

		Actual FY 2001	Actual FY 2002		evised 2002–03		posed 2003-04		lopted 2003–04
· Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	4	4	3	128,475	3	131,796	3	131,796
515	Accountant II	3 0	3	3 0	146,201	2 0	100,566	2 0	100,566
7362 532	Accounting Supervisor I, Senior Accounting Supervisor III	1	1	1	75,617	0	اه	0	0
819	Administrative Assistant	5	4	5	252,768	Õ	ől	Õ	Ö
7103	Administrative Assistant	Ō	0	ō	0	4	214,830	4	214,830
926	Administrative Services Manager	1	1	1	75,648	0	0	0	0
815	Administrative Specialist	1	1	1	35,037	0	0	0	0
7102	Administrative Specialist, Senio	0	0	0	0	4	171,890	4	171,890
7106	Administrative Supervisor I	0	0	0	0	2	118,291	2	118,291
920	Administrative Supervisor I	1 1	1	1	55,583 61,575	0	0	0	0
922 2534	Administrative Supervisor II Applications Analyst IV	1	1	1	58,495	1	64,620	1	64,620
962	Assistant Program Specialist	4	4	4	211,738	i	44,624	i i	44,624
1314	Automotive Equipment Operator II	1	1	i	42,094	1	43,178	1	43,178
7628	Biosolids/Reuse Program Manager	0	0	0	0	1	77,615	1	77,615
4127	Botanic Manager	1	1	1	60,844	0	0	0	0
6012	Botanic Specialist II	0	0	0	0	6	299,340	6	299,340
4124	Botanic Specialist II	3	3	3	136,473	0	0	0	0
4125	Botanic Supervisor	1	1	1	53,876	0	0	0	0
928	Bureau Administrative Manager	3	3	3 0	238,785	0 2	164,431	2	164,431
7140	Bureau Director, Assistant to Bureau Human Resources Manager	0	0	0	0	0	104,431	0	104,431
620 7112	Business Operations Manager	Ö	0	0	01	1	82,771	1	82,771
7113	Business Operations Manager, Sen	ő	ő	Õ	ŏl	i i	102,830	1	102,830
7110	Business Operations Supervisor	ŏ	ŏ	Ö	ŏ	3	219,472	3	219,472
7121	Business Systems Analyst	0	0	0	0	0	0	1	47,370
7120	Business Systems Analyst, Assist	0	0	0	0	1	47,370	1	40,243
6034	CAD Analyst	0	0	0	0		65,060		65,060
6032	CAD Technician II	0	0	0	0	14	704,676	14	704,676
6033	CAD Technician III	0	0	0 1	0	5	287,215	5 0	287,215 0
3132	CADD Manager	1 0	1 0	0	68,236 0	0 1	94,315	1	94,315
7660 6141	Capital Program Mgmt & Controls Capital Project Manager I	0	0	0	6	1	53,490	2	102,012
7656	Capital Project Manager II	ŏ	ő	ő	ŏl	3	197,726	3	197,726
7165	CDD Program Coordinator	ŏ	ŏ	Ō	o l	1	70,006	1	70,006
3285	Chemist	5	5	5	259,955	5	267,450	5	267,450
932	Chief Bureau Administrative Mgr	1	1	1	92,812	0	0	0	0
3171	Chief Engineer	1	1	1	92,812	0	0	0	0
2202	Code Specialist II	1	0	0	0	0	0	0	0
7685	Communications Engineer	0	0	0	0	1	60,323	1	60,323 51,960
7203	Community Outreach & Information	0	0	0	0	1	51,960 64,389	1	64,389
7205 7204	Community Outreach & Involvement Community Outreach and Informati	0	0	0	ŏ	2	124,879	2	124,879
7492	Community Relations Specialist	1	1	ő	ŏ	0	0	0	0
131	Customer Accounts Specialist I	1	Ö	Ö	o l	Ō	ŏ	0	0
132	Customer Accounts Specialist II	0	0	0	0	1	40,243	0	0
7630	Data Acquistion and Management S	0	0	0	0	1	71,149	1	71,149
7768	Development Services Manager	0	0	0	0	1	88,975	1	88,975
6041	Development Services Technician	0	0	0	0	1	47,501	1	47,501
7767	Development Supervisor	0	0	0 1	0 59,592	1 0	55,348 0	1	55,348 0
942	Economist I	1 0	0	Ö	09,092	1	63,656	1	63,656
7386 7564	Economist, Senior Electrical/Instrumentation Super	ő	ő	ő	ől	i	77,615	i	77,615
1453	Electrician	9	9	9	504,189	11	632,192	11	632,192
3190	Electronic Systems Specialist	2	2	3	139,880	0	0	0	0
6160	Electronic Systems Technician	0	0	0	0	3	153,197	3	153,197
3164	Engineer	23	26	25	1,728,889	0	0	0	0
6112	Engineer	0	0	0	0	34	2,360,705	34	2,360,705
7653	Engineer, Chief	0	0	0	0	1	101,831	1	101,831
7650	Engineer, Senior	0	0	0	0	8 9	623,002	8 9	623,002 731,647
7651	Engineer, Supervising	0	0	0		3	731,647 156,025	2	107,503
6110 3153	Engineering Associate Engineering Associate	6	5	5	271,835	0	150,025	0	107,503
6021	Engineering Associate Engineering Technician I	ő	0	0	271,005	ő	ő	ő	ő
6022	Engineering Technician II	Ö	ő	ŏ	ŏ	27	1,276,133	27	1,276,133
6023	Engineering Technician III	ŏ	ŏ	Ö	ŏ	6	363,845	6	363,845
7622	Environmental Monitoring Svcs Gr	0	0	0	0	1	101,593	1	101,593
7608	Environmental Program Coordinato	0	0	0	0	3	183,931	3	183,931

			Actual FY 2002		vised 2002-03	ı	pposed 2003–04		lopted 2003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7610	Environmental Program Manager, S	0	0	0	0	1	82,771	1	82,771
7607	Environmental Program Specialist	0	0	0	0	2	115,385	2	115,385
2032 2018	Environmental Resources Manager Environmental Services Director	2	2 1	2 1	159,190 108,284	0	0	0	0
7040	Environmental Services Director	6	ا ہٰ ا	Ó	100,204	1	116,590	1	0 116,590
2010	Environmental Services Manager	1	2	2	121,145	Ö	0	Ó	0
7605	Environmental Services Planning	Ö	ō	ō	0	Ĭ	101,902	1	101,902
7604	Environmental Services Planning	0	0	0	0	1	88,252	1	88,252
3194	Environmental Specialist	12	13	14	820,739	0	0	0	0
6053	Environmental Specialist	0	0	0	0	16	918,411	16	918,411
3195 6051	Environmental Svcs Supervisor Environmental Technician I	6	6 0	6 0	395,307 0	0 5	0 207,159	0 5	0 207,159
6052	Environmental Technician II	ő		0	ő	28	1,347,355	28	1,347,355
7127	Executive Assistant	ŏ	Ö	Ö	ŏl	1	46,185	1	46,185
7377	Financial Analyst, Senior	Ŏ	Ö	Ö	ō	2	139,834	2	139,834
6061	GIS Technician I	0	0	0	0	2	94,421	2	94,421
6062	GIS Technician II	0	0	0	0	4	187,320	4	187,320
6063	GIS Technician III	0	0	0	0	2	112,772	2	112,772
1803 1520	Indust Maintenance Millwright Industrial Machinist	28	28	28	1,274,504	28	1,307,572	28	1,307,572
1445	Industrial Painter	1 1	1 1	1 1	45,518 45, 0 80	1 1	46,699 46,238	1	46,699 46,238
2542	Information Systems Analyst !!	l i	1	i	49,653	1	61,161	1	61,161
2543	Information Systems Analyst III	3	Ö	0	0	Ö	01,.01	Ö	0,,,0,
2544	Information Systems Analyst IV	1	1	1	69,969	1	71,788	1	71,788
2550	Information Systems Manager	1	0	0	0	0	0	0	0
2546	Information Systems Supervisor	2	1	1	75,836	0	0	0	0
7508	Information Systems Supervisor	0	0	0	0	1	82,771	1	82,771
2524 3260	Information Systems Tech III Instrument Technician	2 7	0 7	0 7	0 392,147	0 8	0 459,776	0 8	450.776
3261	Instrument Technician, Lead	ó	Ó	ó	392,147	1	57,472	1	459,776 57,472
7176	Insurance Specialist	ŏ	ŏ	Ö	ŏ	i	59,086	1	59,086
812	Intergovernmental Program Coord	1 1	1	1	66,753	Ö	0	0	0
3280	Laboratory Analyst	7	6	8	337,912	8	351,289	8	351,289
7624	Laboratory Manager	0	0	0	0	1	80,600	1	80,600
2034	Laboratory Manager	1	1	1	75,551	0	0	0	0
7580 7131	Maintenance Planner/Scheduler	0	0	0 0	0	4	237,671	4 1	237,671
7131	Management Analyst Management Analyst, Senior	0	0	0	0	1	54,559 70,006	1	54,559 70,006
7130	Management Assistant	Ö	ŏ	ő	ŏ	2	92,036	2	92.036
7666	Mapping & GIS Supervisor	0	0	0	ő	1	75,625	1	75,625
6 0 71	Materials Testing Technician I	0	0	0	0	1	48,487	1	48,487
6072	Materials Testing Technician II	0	0	0	0	3	160,470	3	160,470
6073	Materials Testing Technician III	0	0	0	0	1	65,060	1	65,060
3284 100	Microbiologist Office Support Specialist I	1	1 1	1	52,137	1	53,490	1	53,490
100	Office Support Specialist II	1 9	1 9	1 9	32,113 321,904	1 10	32,949 366,321	1 10	32,949 366,321
104	Office Support Specialist III	2	2	2	80,625	3	123,933	3	123,933
7641	Portland Harbor Superfund Admini	Ō	ō	0	0	1	83,840	1	83,840
7640	Portland Harbor Superfund Techni	0	0	0	0	1	80,836	1	80,836
7652	Principal Engineer	0	0	0	0	5	467,448	5	467,448
3169	Principal Engineer	8	9	7	613,553	0	0	0	0
832	Principal Financial Analyst	1	1	1	75,648	0	0	0	0
7378 2545	Principal Financial Analyst Principal Info Systems Analyst	0 5	0	0	010.600	3	238,553	3	238,553
7507	Principal Information Systems An	0	0	3 0	212,623	3 1	225,097 94, 0 27	3 1	225,097 94,027
953	Principal Management Analyst	1 1	1	2	130,396	o	0	Ö	0
7133	Principal Management Analyst	Ö	0	0	0	1	72,721	1	72,721
7154	Program Coordinator	0	0	0	ō	0	0	0	0
966	Program Coordinator	7	7	7	382,473	0	0	0	0
7156	Program Manager	0	0	0	0	5	345,602	5	352,991
968	Program Manager I	5	6	5	324,996	0	0	0	0
970 971	Program Manager II Program Manager III	6 1	7 1	7 2	471,508 150,273	0	0	0 0	0
971	Program Manager III	2	2	2	150,273	0	ő	0	0
7153	Program Specialist	0	0	0	171,055	1	54,5 5 9	1	54,5 5 9
964	Program Specialist	4	4	4	228,609	Ö	0	ò	0
	Program Technician	0	1	1	41,384	Ô	ő	Ö	Ō
960 767 8	Property Acquisition & Services		Ö		71,007		70,006		70,006

		Actual FY 2001	Actual FY 2002	1	vised 002-03		posed 003-04	ı	opted 2003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7206	Public Information Officer	0	0	0	0	1	63,697	1	63,697
3152	Public Works Const/Inspect Supvr	5	5	5	331,188	0	0	0	0
7662	Public Works Inspection Supervis	0	0	0	0	1	70,006	1	70,006
3150	Public Works Inspector	16	16	16	833,799	16	860,068	16	860,068
3151	Public Works Inspector, Senior	11	11	11	644,710	10	601,340	10	601,340
1952	Public Works Manager	9	9	7	489,641	0	0	0	0
3359	Public Works Project Manager	8	8	6	442,588	0	0	0	0
1954	Public Works Superintendent	1	1	1	83,791	0	0	0	0
7185	Risk Specialist	0	0	0	0	1	53,263	1	53,263
846	Risk Specialist	0	1	1	49,865	0	0	0	0
7186	Risk Specialist, Senior	0	0	0	0	2	128,757	2	128,757
7193	Safety and Risk Officer II	0	0	0	0	1	75,875	1	75,875
816	Senior Administrative Specialist	3	3	3	128,392	0	0	0	0
3166	Senior Engineer	6	6	8	591,749	0	0	0	0
6111	Senior Engineering Associate	0	0	0	0	17	1,072,019	17	1,072,019
3163	Senior Engineering Associate	20	21	21	1,297,914	0	0	0	0
2012	Senior Environmental Svcs Mgr	3	3	3	266,523	0	0	0	0
828	Senior Financial Analyst	3	3	2	136,300	0	0	0	0
612	Senior Human Resources Analyst	1	0	0	0	0	0	0	0
2552	Senior Information Systems Mgr	1	0	0	0	0	0	0	0
848	Senior Risk Specialist	2	2	2	123,122	0	0	0	0
414	Senior Stores System Manager	1	1	1	64,895	0	0	0	0
7619	Source Control Supervisor	0	0	0	0	6	408,018	6	408,018
7620	Source Reduction and Control Man	0	0	0	0	1	88,472	1	88,472
406	Storekeeper/Acquisition Spec II	4	4	3	130,078	3	130,917	3	130,917
408	Storekeeper/Acquisition Spec III	1	1	1	48,838	1	50,094	1	50,094
7161	Stores System Supervisor II	0	0	0	. 0	1	66,569	1	66,569
3167	Supervising Engineer	10	9	10	768,162	0	0	0	0
3107	Technician I	25	27	26	917,372	0	0	0	0
3108	Technician II	55	59	63	3,050,389	0	0	0	0
3109	Technician III	10	9	9	553,427	0	0	0	0
7635	Wastewater Collections System Ma	0	0	0	0	1	94,797	1	94,797
7637	Wastewater Operations Group Mana	0	0	0	0	1	100,356	1	100,356
1815	Wastewater Operations Specialist	5	5	5	244,505	5	250,726	5	250,726
1810	Wastewater Operator I	1	1	0	0	0	0	0	0
1811	Wastewater Operator II	40	40	40	1,820,720	39	1,783,114	39	1,783,114
1808	Wastewater Operator, Trainee	2	2	2	67,610	2	69,378	2	69,378
7633	Wastewater Treatment Manager	0	0	0	0	1	92,535	1	92,535
7632	Wastewater Treatment O&M Supervi	0	0	0	0	5	364,042	5	364,042
7238	Water Conservation Program Manag	0	0	0	0	1	73,716	1	73,716
7615	Watershed and Regulatory Program	0	0	0	0	3	221,469	3	221,469
7617	Watershed Revegetation Program M	0	0	0	0	1	64,389	1	64,389
7616	Watershed Revegetation Program S	0	0	0	0	1	57,530	1	57,530
TOTAL	FULL-TIME POSITIONS	458	456	456 \$	25,264,670	472 \$	27,190,953	472 \$	27,198,342

Sanitary Sewer and Stormwater Division

OVERVIEW

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 supports Council goals and directives.

The division serves approximately 169,000 sanitary sewer and stormwater customers.

The division serves approximately 155,700 residential and 13,000 commercial or 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.

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, managing the Combined Sewer Overflow program, providing engineering services to all bureau programs, and managing the bureau's Development Services program.

Program Management & Controls

The Program Management & Controls Division develops the bureau's annual capital budget and five-year capital improvement program. Project schedules and budgets are monitored to ensure timely and cost effective progress towards completion of capital projects. This division also has responsibility to maintain engineering standards and providing engineering support services to the rest of the group.

Design Services

The Design Services Division provides project management and engineering design services, and is responsible for ensuring each assigned project accomplishes its intended purpose on schedule, within budget, at best value, and in a manner consistent with the City and bureau mission and values. In addition, this division provides professional engineering expertise to other divisions and groups in the bureau.

Construction Services

This division provides construction management and inspection services for bureau projects and provides materials testing services for both bureau projects and projects managed by other City bureaus. The Construction Services Division is also responsible for implementation of the 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 to develop and revise the City's Stormwater Manual and to implement policies that protect water resources and stream integrity.

Administrative Services

This division is responsible for managing the group's operations, and provides personnel and contract services.

CSO Program

The Combined Sewer Overflow program provides program management and coordination services to ensure the requirements of the Amended Stipulation and Final Order are met in a timely, cost effective, and functional manner. Facilities Planning for the bureau is also done within this division.

Westside Willamette CSO

The West Side Willamette CSO Division provides project management, engineering design, and construction management services for the large west side projects including the West Side Tunnel, Swan Island Pump Station, and Force Mains.

PLANNING

The FY 2003-04 Adopted Budget covers the third 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 and River Renaissance objectives.

Planning manages watershed plans and policies

The Planning Group has responsibility to develop watershed plans, policies, programs and facility planning needed to implement the Clean River Plan and to meet federal and state regulations. The Planning Group also conducts watershed assessments, monitors and evaluates the effectiveness of stormwater management practices, develops new policies, and interprets state and federal surface and groundwater related policies and regulations.

Watershed Plans

The Planning Group develops watershed plans, within the context of the Clean River Plan and the Citywide River Renaissance effort, to meet 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 has responsibility to coordinate 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 legislation to meet the bureau's mission and goals.

Stormwater Management

The Planning Group is responsible for the program development and coordination of activities related to the City's NPDES Municipal Stormwater Permit. The group coordinates permit implementation actions with other bureaus as well as co-permittees, the Port of Portland and Multnomah County. The Planning Group is also developing a UIC and groundwater protection program in coordination with other bureaus and jurisdictions.

The group will continue to implement stormwater projects funded through the EPA Innovative Wet Weather Grant. The projects assist the City in meeting resource protection and environmental compliance goals in that they provide stormwater management, reduce the volume of stormwater entering the combined system, and filter out stormwater pollutants. Projects include eco-roofs, green streets and parking lots, and downspout disconnections.

Engineering Planning and Design

The Systems Analysis Section of the Planning Group is heavily involved in producing models of the combined sewer system in support of both CSO basin and tunnel design and construction projects. The requests for this service continue to increase annually and a rolling projection indicates that the section workload will increase for at least the next 3-4 years, as the CSO tunnel and other basin projects enter into either pre-design or design phase.

Remote Sensing program

The two-year old Remote Sensing program is one of the Planning Group's emerging programs. The mapping data produced is fundamental to keeping the Planning Group's CSO models current; other infrastructure and watershed planning activities are highly dependent on this data being current.

Remote Sensing technology has already been proven by the Systems Analysis staff as an effective and cost-effective way to supplement, and in some cases replace, portions of now dated photogrammetric data using far cheaper technologies which were not available just a few years ago.

WASTEWATER TREATMENT

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 128 million gallons per day.

The Wastewater Group operates and maintains two wastewater treatment plants. The Columbia Boulevard Wastewater Treatment Plant has an average dry weather flow (ADWF) design treatment capacity of 120 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.

Collection

The Wastewater Group also maintains and operates the sewage and stormwater collection and conveyance system. This system includes 95 pump stations, 2,300 miles of pipeline, 14,000 stormwater sumps and sedimentation manholes, 350 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 example, the Bureau of Maintenance provides maintenance services for the sanitary, combined, and stormwater collection, conveyance, and treatment systems. The Wastewater Group Collection Division's services include cleaning, inspection, 'one-call', GIS/Mapping, stormwater sediment management, capital repair, and management of the vector control contract with Multnomah County.

POLLUTION PREVENTION SERVICES

The Pollution Prevention Services Group includes four functional divisions: Source Control, Environmental Investigations, Environmental Compliance and Enforcement, and Special Waste.

Source Control

The Source Control Division provides environmental oversight and technical services to industrial and commercial customers to control or eliminate pollutants to wastewater or stormwater discharges. The services provided by the division include permitting and enforcement activities, best management plans, education, and alternative discharge control strategies as well as development and support of voluntary partnerships with regional organizations and business associations.

Environmental Investigations

The Environmental Investigations Division provides sampling and monitoring services, data collection and analysis, environmental process management and consultation, and management services for the bureau. Services include management of 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, field sampling and flow monitoring and laboratory analysis, as well as sampling plan and protocol development and data interpretation.

Environmental Compliance and Enforcement

The Environmental Compliance Division manages the bureau's regulatory enforcement process, which includes industrial pretreatment, stormwater, and other environmental regulations under the bureau's authority. The division also ensures, through timely and accurate guidance, bureau 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.

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 provides this service to a growing number of City bureaus. The primary work of this division is handled through the Coordinated Site Assessment (CSA) program, staff of which perform environmental assessments and pre-qualify contractors who supply a very broad range of property-related and contamination management services

BUSINESS SERVICES

Business Services Group Functions

The Business Services Group includes Accounting Services, Financial Planning, Human Resources, Risk Services, Information Systems, Contract Administration, Business Opportunity programs, and Facilities and Administrative Services.

The Business Service Group develops and recommends bureau-wide policies and practices related to all aspects of financial operations and administrative services, including coordination with the Office of Management and Finance.

Accounting Services

Accounting Services Division is responsible for all financial transaction processing and reporting for the bureau. This includes payroll, accounts payable, accounts receivable, grants, project tracking, contract tracking, and year-end financial reporting.

Financial Planning

Financial Planning is 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 perform rate and billing calculations for specialized sewer services.

Human Resources

Human Resources services are provided through an interagency agreement with OMF Human Resources.

Risk Services

Risk Services administers loss control and safety for the bureau and owner controlled insurance programs for the capital program.

Information Services

Information Services provides information technology in support of bureau program objectives and includes an interagency agreement with OMF Information Technology (BIT) for a variety of services. The Information Services Division provides bureau-wide planning of information requirements and solutions, and with BIT manage the ongoing operations and improvements of the bureau's technology infrastructure and services.

Contract Management

Contract Management provides a full range of procurement related services including assistance with solicitation, selection, disputes and protests, and administration of contracts to ensure compliance with the bureau's contracting policy and procedures, City Code, and other applicable laws, regulations, and policies.

Business Opportunity program

The Business Opportunity program has two primary goals: maximize the utilization of minority, women and emerging small businesses (M/W/ESBs) in all bureau contracting opportunities and create a favorable business environment in which these businesses may expand their capacity and capability to become and remain competitive.

Facilities and Administrative Services

Facilities and Administrative Services coordinates and manages bureau-wide administrative services, including training, human resources administrative support, clerical support, property management and administration, and management of the interagency agreements for communications, fleet, space acquisition and facilities planning, and printing and distribution.

Within these categories the division coordinates and directs activities such as office moves; telecommunications installation and troubleshooting; furniture acquisition, installation, and disposal; fleet acquisition, repair, and disposal; property maintenance; training event development, centralized event/class registration, and records management; travel arrangements, and bureau-centric human resources administrative processing and records management.

OFFICE OF THE DIRECTOR

The Office of the Director manages the Bureau of Environmental Services, coordinates the activities of the bureau's five operating groups, and ensures timely and appropriate response to the public, City ratepayers, and regulatory agencies. Coordination includes overseeing the development of the bureau budget and managing review of programs, projects, and services offered by the bureau.

The Director's Office develops and maintains bureau policies and develops environmental policy recommendations for City Council consideration. The office works closely with other City bureaus, regulatory agencies, and the Natural Resource Trustees and Tribal governments on local, state, and national environmental issues.

The Director provides immediate supervision of the bureau's Communications Division and the Portland Harbor Superfund program. The Communications Division provides public information, public involvement, and environmental education services to keep the public and ratepayers informed about the work of the bureau.

The Portland Harbor Superfund also reports to the bureau director. The bureau's Superfund program has been growing in response to the Council's acknowledgement that a strong City presence in the Superfund process is critical. The City is one of two public agencies actively funding the contaminated sediment investigation, and has a public trust role as well as the role of a party potentially responsible for cleaning up the contaminated sediments.

The City's involvement also includes assessing potential sources of contamination from City outfalls, source control efforts, and ecosystem restoration initiatives.

Sanitary Sewer and Stormwater Division AU 145, 246

SUMMARY OF DIVISION BUDGET

	Actual FY 2000–01		Actual FY 2001-02		Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES									
Operating Budget									
Personal Services	2 5,340,842		25,771,768		27,666,796		29,276,623		29,290,221
External Materials and Services	12,747,411		19,680,219		21,129,945		21,581,325		21,581,325
Internal Materials and Services	21,673,086		26,179,758		29,319,635		30,984,271		30,953,796
Minor Capital Outlay	952,303		1,210,143		3,055,500		2,938,742		2,871,467
Equipment Cash Transfers	0		16,953		25,000		25,000		25,000
Total Operating Budget	60,713,642		72,858,841		81,196,876		84,805,961	_	84,721,809
Capital Improvements	69,818,129		75,997,874		92,037,249		145,496,711		145,496,711
TOTAL BUREAU EXPENDITURES	\$ 130,531,771	\$	148,856,715	\$	173,234,125	\$	230,302,672	\$	230,218,520
Allocated Overhead	2,387,318		1,918,402		2,464,649		2,105,342		2,488,812
Total Cost with Allocated Overhead	132,919,089		150,775,117		175,698,774		232,408,014		232,707,332
RESOURCES									
Sewage System Operating Fund	130.531,771		148.856.715		173,234,125		230,302,672		230,218,520
Note: Discretionary General Fund re Non-Discretionary revenues are res	evenues are those w	vhich n	nay be used by	/ City	Council for any	pub	lic purpose.	10	. ,
PROGRAMS						35			
Engineering Services	74,471,043		83,412,895		97,080,145		143,170,798		143,159,888
Positions	157		151		147		142		142
Wastewater Program	0		0		0		0		0
Positions	0		0		0		0		o
Engineering Services: Watershed	9,091		2.224.348		2,167,016		1.309.083		1,308,275
Positions	0		9		9		8		8
Planning	6,172,436		6,158,578		9,354,564		8,830,371		8,826,373
Positions	37		40		40		48		48
Wastewater Treatment	30,269,769		32,410,240		36,931,504		38,100,567		38,082,474
Positions	148		149		146		150		150
Pollution Prevention Services	4,895,489		4,724,454		5,354,768		6,379,340		6,369,549
Positions	62		42		43		47		47
Pollution Prevention: Lab and Sampling	0		2,313,704		2,507,334		2,629,320		2,629,320
Positions	0		20		23		23		23
Business Services	13,439,095		15,169,744		15,685,568		25 ,0 89,14 7		2 5,035,095
Positions	45		35		34		40		40
Office of the Director	1,274,848		2,442,752		4,153,226		4,794,046		4,807,546
Positions	9		10		14		14		14
TOTAL PROGRAMS	\$ 130,531,771	\$	148,856,715	\$	173,234,125	\$	230,302,672	\$	230,218,520
Positions	458		456		456		472		472

		Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003–04
Personnel	Services				•	
511000	Full-Time Employees	19,600,532	20,324,649	25,264,670	27,190,953	27,198,342
512000	Part-Time Employees	457,160	521,468	1,184,519	878,491	878,491
514000	Overtime	878,140	822,822	1,059,055	1,079,383	1,079,383
515000	Premium Pay	228,801	221,361	223,430	232,736	232,736
517000	Benefits	8,508,872	8,443,056	9,367,305	9,571,461	9,577,670
518000	Paid Absence	3,815,076	3,922,163	0	0	0,0.1,0.0
	onnel Services	33,488,581	34,255,519	37.098.979	38,953,024	38,966,622
	and Services	33,400,301	34,233,319	37,090,979	30,933,024	38,900,022
	Materials and Services					
521000	Professional Services	21,772,237	23,540,983	10,750,813	15,478,282	15,480,282
522000	Utilities	3,403,259	3,972,870	3,948,510	4,189,670	4,189,670
523000	Equipment Rental	52,322	36,169	33,400	61,900	61,900
524000	Repair & Maintenance Services	1,559,620	812,011	2,140,496	2,451,350	2,451,350
	•					
525000	Non-Capital Improvement	370,435 0	3,642,963	2,467,506	1,064,157	1,064,157
528000	Local Match Payments		0	7.054.007	0	0.007.050
529000	Miscellaneous Services	4,342,354	5,496,387	7,354,037	6,897,258	6,897,258
531000	Office Supplies	126,967	128,802	139,187	149,204	149,204
532000	Operating Supplies	1,890,329	2,005,201	1,881,840	1,564,379	1,564,379
533000	Repair & Maintenance Supplies	963,366	1,210,353	575,062	1,082,184	1,082,184
534000	Minor Equipment & Tools	647,706	676,577	812,834	1,012,403	1,012,403
535000	Clothing & Uniforms	27,591	37,058	34,120	38,320	38,320
539000	Other Commodities External	88,191	102,833	28,000	38,640	38,640
541000	Education	252,341	213,501	289,873	287,501	287,50 ⁻
542000	Local Travel	3,367	4,532	8,625	8,875	8,87
543000	Out-of-Town Travel	100,969	89,922	122,006	134,206	134,206
544000	Space Rental	200,269	232,078	67,320	1,239,237	1,239,237
545000	Interest	0	0	0	0	(
546000	Refunds	14,226	396,785	0	0	(
547000	Retirement System Payments	0	0	0	0	(
548000	Operating Lease	0	0	0	0	C
549000	Miscellaneous	1,116,755	697,108	1,778,805	1,957,777	1,955,777
Total Ext	ternal Materials and Services	36,932,304	43,296,133	32,432,434	37,655,343	37,655,343
internal	Materials and Services					
551000	Vehicle Services	449,156	421,755	425,623	407,116	403,129
552000	Printing & Distribution	531,245	504,354	639,883	606,201	603,490
553000	Facilities Services	1,279,533	1,327,896	1,225,377	1,435,812	1,431,974
554000	Communications Services	769,251	1,658,358	749,308	1,411,251	1,403,834
555000	Information Technology	530,497	1,226,307	1,943,136	1,702,859	1,680,362
556000	Insurance	724,601	727,489	751,365	800,313	798,032
557000	Master Lease	0	727,409	751,505	000,010	730,002
558000	Same Fund Services	0	2,934,913	3,337,783	3,171,457	3,171,457
559000	Other Fund Services	20,792,779	23,889,799	24,320,237	26,760,917	27,341,268
	ernal Materials and Services	25,077,062	32,690,871	33,392,712	36,295,926	36,833,546
	rials and Services	62,009,366	75,987,004	65,825,146	73,951,269	74,488,889
Capital Ou		02,003,000	70,007,004	00,020,140	70,001,209	7 - 7,700,000
561000		1,797,095	4,567,322	1,682,000	910,000	910,000
562000	Buildings	0	4,307,022	1,002,000	0	310,000
563000	Improvements	32,300,753	118,500	0	416,000	416,000
564000	Capital Equipment		· · · · · · · · · · · · · · · · · · ·		9,014,941	8,799,77
565000	Facilities Lease/Purchase	934,252 0	1,234,953 0	3,055,500	9,014,941	6,799,77
	Equipment Lease/Purchase	0	0	0	0	,
566000			-		=	
567000	Infrastructure	0	32,676,464	65,547,500	107,032,438	106,612,23
568000	Other Capital Expenditure	0	0	0	0	
569000	Depreciation	0	0	0	0	
Total Capi		35,032,100	38,597,239	70,285,000	117,373,379	116,738,00
573000	Equipment Cash Transfers	0	16,953	25,000	25,000	25,000
576000	Minor Equipment Transfers	1,724	0	0	0	000 040 000
	SION EXPENSES	\$ 130,531,771	\$ 148,856,715	\$ 173,234,125	\$ 230,302,672	\$ 230,218,520

		Actual FY 2001	Actual FY 2002	Revised FY 2002-03			posed 2003-04		dopted 2003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	4	4	3	128,475	3	131,796	3	131,796
515	Accountant II	3 0	3 0	3 0	146,201	2 0	100,566	2 0	100,566 0
7362 532	Accounting Supervisor I, Senior Accounting Supervisor III	1	1	1	75,617	0	ő	0	ő
819	Administrative Assistant	5	4	5	252,768	Ō	Ō	0	0
7103	Administrative Assistant	0	0	0	0	4	214,830	4	214,830
926	Administrative Services Manager	1 1	1	1	75,648	0	0	0	0
815	Administrative Specialist Administrative Specialist, Senio	0	1 0		35,037 0	0 4	171,890	4	171,890
7102 7106	Administrative Specialist, Sellio	0	Ö	ő	ől	2	118,291	2	118,291
920	Administrative Supervisor I	1	1	1	55,583	0	0	0	0
922	Administrative Supervisor II	1	1	1	61,575	0	0	0	0
2534	Applications Analyst IV	1	1	1	58,495	1	64,620	1	64,620 44,624
962 1314	Assistant Program Specialist Automotive Equipment Operator II	4	4	4	211,738 42,094	1 1	44,624 43,178	1	43,178
7628	Biosolids/Reuse Program Manager	Ö	Ö	ö	42,034	i	77,615	1	77,615
4127	Botanic Manager	1	1	1	60,844	0	0	0	0
6012	Botanic Specialist II	0	0	0	0	6	299,340	6	299,340
4124	Botanic Specialist II	3	3	3	136,473	0	0	0	0
4125	Botanic Supervisor	1 3	1 3	1 3	53,876 238,785	0 0	0	0 0	0
928 7140	Bureau Administrative Manager Bureau Director, Assistant to	0	0	0	238,783	2	164,431	2	164,431
620	Bureau Human Resources Manager	1	ŏ	ŏ	ő	ō	0	ō	0
7112	Business Operations Manager	0	0	0	0	1	82,771	1	82,771
7113	Business Operations Manager, Sen	0	0	0	0	1	102,830	1	102,830
7110	Business Operations Supervisor	0	0	0	0	3 0	219,472	3 1	219,472 47,370
7121 7120	Business Systems Analyst Business Systems Analyst, Assist	0	0	0	ől	1	47,370	1	40,243
6034	CAD Analyst	0	Ö	0	ŏl	1	65,060	i	65,060
6032	CAD Technician II	Ō	0	0	ō	14	704,676	14	704,676
6033	CAD Technician III	0	0	0	0	5	287,215	5	287,215
3132	CADD Manager	1	1	1 0	68,236	0 1	0 0 0 0 0	0 1	0 94,315
7660	Capital Program Mgmt & Controls	0	0	0	0	1	94,315 53,490	2	102,012
6141 7656	Capital Project Manager I Capital Project Manager II	0	0	0	o l	3	197,726	3	197,726
7165	CDD Program Coordinator	0	Ō	0	ō	1	70,006	1	70,006
3285	Chemist	5	5	5	259,955	5	267,450	5	267,450
932	Chief Bureau Administrative Mgr	1	1 '	1	92,812	0	0 0	0	0
3171 2202	Chief Engineer Code Specialist II	1	1 0	1 0	92,812 0	0	01	0	0
7685	Communications Engineer	Ó	0	Ö	ől	1	60,323	1	60,323
7203	Community Outreach & Information	ō	Ō	0	ō	1	51,960	1	51,960
7205	Community Outreach & Involvement	0	0	0	0	1	64,389	1	64,389
7204	Community Outreach and Informati	0	0	0	0	2	124,879	2 0	124,87 9 0
7492 131	Community Relations Specialist Customer Accounts Specialist I	1 1	1 0	0	0	0 0	0	0	0
132	Customer Accounts Specialist II	ò	ő	ő	ől	1	40,243	Ö	Ō
7630	Data Acquistion and Management S	0	0	0	ō	1	71,149	1	71,149
7768	Development Services Manager	0	0	0	0	1	88,975	1	88,975
6041	Development Services Technician	0	0	0	0	1 1	47,501 55,348	1	47,501 55,348
7767 942	Development Supervisor Economist I	1	1	1	59,592	0	35,346	Ö	00,540
7386	Economist, Senior	l i	l ;	Ö	0 0	1	63,656	1	63,656
7564	Electrical/Instrumentation Super	O	Ō	0	0	1	77,615	1	77,615
1453	Electrician	9	9	9	504,189	11	632,192	11	632,192
3190	Electronic Systems Specialist	2	2	3 0	139,880	0 3	0 153,197	0 3	0 153,197
6160 3164	Electronic Systems Technician	0 23	0 26	25	0 1,728,889	0	153,197	0	155,197
6112	Engineer Engineer	0	0	0	0	34	2,360,705	34	2,360,705
7653	Engineer, Chief	ő	ő	ō	ő	1	101,831	1	101,831
7650	Engineer, Senior	0	0	0	0	8	623,002	8	623,002
7651	Engineer, Supervising	0	0	0	0	9	731,647	9	731,647
6110	Engineering Associate	6	0 5	0 5	0 271,835	3 0	156,025 0	2 0	107,503 0
3153 6021	Engineering Associate Engineering Technician I	ő	0	0	2/1,635	0	o l	0	0
6022	Engineering Technician II	ő	ŏ	ő	ő	27	1,276,133	27	1,276,133
6023	Engineering Technician III	0	0	0	0	6	363,845	6	363,845
7622	Environmental Monitoring Svcs Gr	0	0	0	0	1 3	101,593	1 3	101,593
7608	Environmental Program Coordinato) 0	0	, 0	0	3	183,931	3	183,931

		Actual Actual Revised FY 2001 FY 2002 FY 2002-03			posed 2003-04		lopted 2003–04		
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7610	Environmental Program Manager, S	0	0	0	0	1	82,771	1	82,771
7607 2032	Environmental Program Specialist Environmental Resources Manager	0 2	0 2	0 2	0 159,190	2 0	115,385 0	2 0	115,385
2018	Environmental Services Director	1	1	1	108,284	. 0	0	0	0
7040	Environmental Services Director	ó	l i	Ö	0	1	116,590	1	116,590
2010	Environmental Services Manager	1	2	2	121,145	0	0	0	0
7605	Environmental Services Planning	0	0	0	0	1	101,902	1	101,902
7604	Environmental Services Planning	0 12	0	0	0	1	88,252	1	88,252
3194 6053	Environmental Specialist Environmental Specialist	0	13 0	14 0	820,739	0 16	0 918,411	0 16	0 918,411
3195	Environmental Svcs Supervisor	6	6	6	395,307	0	310,411	0	910,411
6051	Environmental Technician I	0	0	Ō	0	5	207,159	5	207,159
6052	Environmental Technician II	0	0	0	0	28	1,347,355	28	1,347,355
7127	Executive Assistant	0	0	0	0	1	46,185	1	46,185
7377	Financial Analyst, Senior	0	0	0	0	2	139,834	2	139,834
6061 6062	GIS Technician I GIS Technician II	0	0	0 0	0	2 4	94,421 187,320	2 4	94,421 187,320
6063	GIS Technician III	ő	ő	Ö	ŏ	2	112,772	2	112,772
1803	Indust Maintenance Millwright	28	28	28	1,274,504	28	1,307,572	28	1,307,572
1520	Industrial Machinist	1 '	1	1	45,518	1	46,699	1	46,699
1445	Industrial Painter	1	1	1	45,080	1	46,238	1	46,238
2542	Information Systems Analyst II	1	1	1	49,653	1	61,161	1	61,161
2543 2544	Information Systems Analyst III	3	0	0	0	0	71 700	0	71 700
2544 2550	Information Systems Analyst IV Information Systems Manager	1 1	1	1 0	69,969 0	1 0	71,788 0	1 0	71,788 0
2546	Information Systems Supervisor	2	1	1	75,836	0	0	0	0
7508	Information Systems Supervisor	ō	ó	O	0	1	82,771	1	82,771
2524	Information Systems Tech III	2	0	0	ō	0	0	0	0
3260	Instrument Technician	7	7	7	392,147	8	459,776	. 8	459,776
3261	Instrument Technician, Lead	0	0	0	0	1	57,472	1	57,472
7176 812	Insurance Specialist	0	0	0	0	1	59,086	1	59,086
3280	Intergovernmental Program Coord Laboratory Analyst	7	1 6	1 8	66,753 337,912	0 8	0 351,289	0 8	0 351,28 9
7624	Laboratory Manager	ó	0	0	01,912	1	80,600	1	80,600
2034	Laboratory Manager	1 1	1	1	75,551	Ö	0	Ö	0
7580	Maintenance Planner/Scheduler	0	0	0	0	4	237,671	4	237,671
7131	Management Analyst	0	0	0	0	1	54,559	1	54,559
7132	Management Analyst, Senior	0	0	0	0	1	70,006	1	70,006
7130 7666	Management Assistant Mapping & GIS Supervisor	0	0	0 0	0	2 1	92,036 75,625	2 1	92,036 75,625
6071	Materials Testing Technician I	o	0	0	ő	i	48,487	1	48,487
6072	Materials Testing Technician II	ŏ	Ö	Ö	ő	3	160,470	3	160,470
6073	Materials Testing Technician III	0	0	0	0	1	65,060	1	65,060
3284	Microbiologist	1 1	1	1	52,137	1	53,490	1	53,490
100	Office Support Specialist I	1	1	1	32,113	1	32,949	1	32,949
102 104	Office Support Specialist II Office Support Specialist III	9	9	9 2	321,904 80,625	10 3	366,321 123,933	10 3	366,321 123,933
7641	Portland Harbor Superfund Admini	ő	ő	0	00,023	1	83,840	1	83,840
7640	Portland Harbor Superfund Techni	Ö	Ö	ō	ŏ	1	80,836	1	80,836
7652	Principal Engineer	0	0	0	0	5	467,448	5	467,448
3169	Principal Engineer	8	9	7	613,553	0	0	0	0
832	Principal Financial Analyst	1	1	1	75,648	0	0	0	0
7378 2545	Principal Financial Analyst	0 5	0	0 3	0 0 000	3 3	238,553	3	238,553
7507	Principal Info Systems Analyst Principal Information Systems An	0	0	0	212,623	ა 1	225,097 94,027	3 1	225,097 94,027
953	Principal Management Analyst	1	1	2	130,396	Ó	94,027	Ö	94,027
7133	Principal Management Analyst	0	Ö	ō	0	1	72,721	1	72,721
7154	Program Coordinator	0	0	0	o l	0	0	0	0
966	Program Coordinator	7	7	7	382,473	0	0	0	0
7156	Program Manager	0	0	0	0	5	345,602	5	352,991
968 970	Program Manager I	5	6 7	5	324,996	0 0	0	0 0	0
970 971	Program Manager II Program Manager III	1	1	7 2	471,508 150,273	0	0	0	0
972	Program Manager IV	2	2	2	171,853	0	0	0	0
7153	Program Specialist	ō	ō	0	0	1	54,559	1	54,559
964	Program Specialist	4	4	4	228,609	0	0	0	0
960	Program Technician	0	1	1	41,384	0	0	0	0
7678	Property Acquisition & Services	0	0	0	01	1	70,006	1	70,006

		Actual FY 2001	Actual FY 2002	1	vised 002-03	1	pposed 2003-04	Adopted FY 2003–04	
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7206	Public Information Officer	0	0	0	0	1	63,697	1	63,697
3152	Public Works Const/Inspect Supvr	5	5	5	331,188	0	0	0	0
7662	Public Works Inspection Supervis	0	0	0	0	1	70,006	1	70,006
3150	Public Works Inspector	16	16	16	833,799	16	860,068	16	860,068
3151	Public Works Inspector, Senior	11	11	11	644,710	10	601,340	10	601,340
1952	Public Works Manager	9	9	7	489,641	0	0]	0	0
3359	Public Works Project Manager	8	8	6	442,588	0	0	0	0
1954	Public Works Superintendent	1	1	1	83,791	0	0	0	0
7185	Risk Specialist	0	0	0	0	1	53,263	1	53,263
846	Risk Specialist	0	1	1	49,865	0	100 750	0	0
7186	Risk Specialist, Senior	0	0	0	0	2	128,757	2	128,757
7193	Safety and Risk Officer II	0	0	0	0	1	75,875	1	75,875
816	Senior Administrative Specialist	3	3	3	128,392	0	0	0	0
3166	Senior Engineer	6	6	8	591,749	0	0 070 040	0	0
6111	Senior Engineering Associate	0	0	0	0	17	1,072,019	17	1,072,019
3163	Senior Engineering Associate	20	21	21	1,297,914	0 0	0	0	0
2012 828	Senior Environmental Svcs Mgr	3	3 3	3 2	266,523	0	0	0	0
612	Senior Financial Analyst	1	0	0	136,300	0	0	0	0
2552	Senior Human Resources Analyst Senior Information Systems Mgr		0	0	0	0	o]	0	0
848	Senior Risk Specialist	2	2	2	123,122	0	0	0	0
414	Senior Stores System Manager	1	1	1	64,895	0	0	0	. 0
7619	Source Control Supervisor	6	ó	0	04,895	6	408.018	6	408.018
7620	Source Reduction and Control Man	0	0	0	ő	1	88,472	1	88,472
406	Storekeeper/Acquisition Spec II	4	4	3	130,078	3	130,917	3	130,917
408	Storekeeper/Acquisition Spec III	1 1	1	1	48,838	1	50,094	1	50,094
7161	Stores System Supervisor II	ا ہٰ ا	ó	Ö	48,656	i	66,569	1	66,569
3167	Supervising Engineer	10	9	10	768,162	Ó	00,509	ò	00,509
3107	Technician I	25	27	26	917,372	0	ő	0	Ö
3108	Technician II	55	59	63	3,050,389	Õ	ŏ	0	0
3109	Technician III	10	9	9	553,427	Ö	٥	Ö	0
7635	Wastewater Collections System Ma	0	ō	ō	0	1	94.797	1	94.797
7637	Wastewater Operations Group Mana	ا ة ا	ŏ	ő	ől	i	100,356	i	100,356
1815	Wastewater Operations Specialist	5	5	5	244.505	5	250,726	5	250,726
1810	Wastewater Operator I	1 1	1	Ö	2 : 1,000	ŏ	0	Ö	0
1811	Wastewater Operator II	40	40	40	1,820,720	39	1,783,114	39	1,783,114
1808	Wastewater Operator, Trainee	2	2	2	67,610	2	69,378	2	69,378
7633	Wastewater Treatment Manager		ō	ō	0/,0.0	1	92,535	1	92,535
7632	Wastewater Treatment O&M Supervi	Ö	ō	Ō	ō	5	364,042	5	364,042
7238	Water Conservation Program Manag	0	ō	0	ō l	1	73,716	1	73,716
7615	Watershed and Regulatory Program	0	0	0	0	3	221,469	3	221,469
7617	Watershed Revegetation Program M	0	0	0	o l	1	64,389	1	64,389
7616	Watershed Revegetation Program S	0	0	0	0	1	57,530	1	57,530
TOTAL	FULL-TIME POSITIONS	458	456	456 \$	25,264,670	472 \$	27,190,953	472 \$	27,198,342

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.

	r (CSL) requirements	AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	230,263,576	0		469.0	FY 2003-04 Current Service Level Estimate
		U	230,263,576	469.0	F 7 2003-04 Current Service Level Estimate
CSL Adjustment	S				ALL 145 Operating Dudget
	(577 104)	0	(577 104)	0.0	AU 145 Operating Budget
	(577,104)	0	(577,104)	0.0	PERS reductions
	(421,074)	0	(421,074)	0.0	BIT adjustments for rate methodology
	(31,676)	0	(31,676)	0.0	Internal bureau adjustments
	306,277	0	306,277	0.0	Increases for BOM vehicles & equipment
					AU 246 Budget
	(51,283)	0	(51,283)	0.0	PERS reductions
	1,041	0	1,041	0.0	Internal bureau adjustments
	1,041	Ū	1,041	0.0	internal bareau adjustinents
					AU 145 CIP Budget
	(205,456)	0	(205,456)	0.0	PERS reductions
	205,456	0	205,456	0.0	Internal CIP adjustments
Mayor's Propose	ed Budget Decision	_	1 200,100	0.0	The transfer adjustments
mayor s Fropose	ed badget becision	15	i l		ALL 145 Operating Pudget
	138,155	. 0	138,155	1.0	AU 145 Operating Budget Add regulatory reform position & M&S: DP-1
	136,155	100,000	100,000	0.0	Willamette Revegetation: River Renaiss.
	0	100,000	100,000	0.0	Crystal Springs: River Renaiss.
	0	63,000	63,000	0.0	Smith/Bybee Lakes: River Renaiss.
	0	28,000	28,000	0.0	Fanno Creek Protection: River Renaiss.
	(30,000)	28,000	(30,000)	0.0	Reduction to P-T in Bus. Srvcs.: OMF recomm.
	, , ,	0	(100,000)	0.0	i e
	(100,000) 262,000	0		0.0	Reduction to M&S in Wastewater: OMF recomm.
		0	262,000		New sewer crew for Wastewater
	39,782		39,782	2.0	Convert two contract mapping to full-time:DP-2
	(143,022)	0	(143,022)	(2.0)	Position add/cut package: DP-4
	0	11,000	11,000	0.0	Roof for WPCL building
	0	55,000	55,000	0.0	Improvements to MTL building
	20,000	0	20,000	0.0	Minor eqpmt.: Int. Wastewater adjustment
	4,000	0	4,000	2.0	Two positions for new CIS project: DP-3
					AU 246 Budget
	0	100,000	100,000	0.0	Willamette Revegetation: River Renaiss.
	(25,000)	0	(25,000)	0.0	Reduction from Wastewater: OMF recomm.
	(23,000)	0	(23,000)	0.0	Treduction from wastewater. Own recomm.
					AU 145 CIP Budget
	0	110,000	110,000	0.0	Johnson Creek Acquisition: River Renaiss.
	0	80,000	80,000	0.0	Kelly Creek Restoration: River Renaiss.
Approved Budge	et Additions and Re	•	55,555	0.0	Treny Grock recoloration, river richards.
Apploved badge	0	0	0	0.0	None
Adamsad Dudmes			1 1	0.0	None
Adopted Budget	Additions and Rec	ductions	† †		A
	10 500	-	40-00	0.0	AU 145 Operating Budget
	13,598	0	13,598	0.0	Additional costs in filling hiring vacancy
	(22,497)	0	(22,497)	0.0	BIT I/A - rate reduction (PERS savings)
	(6,988)	0	(6,988)	0.0	ComNet I/A - rate reduction (PERS savings)
	(3,821)	0	(3,821)	0.0	Facilities I/A - rate reduction (PERS savings)
	(3,629)	0	(3,629)	0.0	Fleet I/A - rate reduction (PERS savings)
	(2,707)	0	(2,707)	0.0	Print/Dist I/A - rate reduction (PERS savings)
	(965)	0	(965)	0.0	I & C I/A - rate reduction (PERS savings)
	(1,316)	0	(1,316)	0.0	Workers' Comp I/A - rate reduction (PERS saving
	10,798	0	10,798	0.0	BOM I/A - final balancing: services to operating
	1,458	0	1,458	0.0	OMF I/A - correction
	(67,275)	0	(67,275)	0.0	Reduced requirement for equipment purchases
			(ALLO4C Burdoot
	(400)	^	(400)	0.0	AU 246 Budget
	(429)	0	(429)	0.0	ComNet I/A - rate reduction (PERS savings)
	(17)	0	(17)	0.0	Facilities I/A - rate reduction (PERS savings)
	(358)	0	(358)	0.0	Fleet I/A - rate reduction (PERS savings)
	(4)	0	(4)	0.0	Print/Dist I/A - rate reduction (PERS savings)

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.

		AMOUNT					
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION		
					AU 145 CIP Budget		
	420,200	0	420,200	0.0	BOM I/A - final balancing: services to CIP program		
	(420,200)	0	(420,200)	0.0	BOM I/A - offset to increase; reduction in capital		
	147,895	0	147,895	0.0	OMF I/A - increase for oversight of new CIS		
	(147,895)	0	(147,895)	0.0	OMF I/A - offset to increase; reduction in capital		
	(692,056)	647,000	(45,056)	3.0	Total FY 2003-04 Decision Packages		
			\$ 230,218,520	472.0	Total Adopted Budget		
FY 2003-04 Deci	sion Packages Not	Accepted					
	136,177	0	136,177	2.0	Additional positions for regulatory reform		
			\$ 136,177	2.0	Total Decision Packages Not Accepted		

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.

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

	F	Actual Y 2000–01	·	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES							-	
Operating Budget								
Personal Services		8,410		6,811	0	0		0
External Materials and Services		6,091		828	40,000	40,000		40,000
Internal Materials and Services		151,720		135,015	191,186	187,845		187,467
Minor Capital Outlay		0		0	0	0		0
Equipment Cash Transfers		0		0	0	0		0
Total Operating Budget		166,221		142,654	231,186	227,845		227,467
Capital Improvements		16,737		10,792	325,000	325,000		325,000
OTAL BUREAU EXPENDITURES	\$	182,958	\$	153,446	\$ 556,186	\$ 552,845	\$	552,467
Allocated Overhead		2,871		2,709	2,912	2,953		3,661
Total Cost with Allocated Overhead		185,829		156,155	559,098	555,798		556,128
RESOURCES				<u></u>				
Environmental Remediation Fund		182,958		153,446	556,186	552,845		552,467
Note: Discretionary General Fund r Non-Discretionary revenues are res							ie.	
PROGRAMS		-						
Environmental Remediation		182,958		153,446	556,186	552,845		552,467
Positions		0		0	0	0		0
TOTAL PROGRAMS	\$	182,958	\$	153,446	\$ 556,186	\$ 552,845	\$	552,467
Positions		0		0	0	0		0

		Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel	Services	<u> </u>				
511000	Full-Time Employees	7,209	6,075	0	0	0
517000	Benefits	2,868	2,183	0	0	0
518000	Paid Absence	1,479	900	0	0	0
Total Pers	onnel Services	11,556	9,158	0	0	0
Materials a	and Services					
External	Materials and Services					
521000	Professional Services	3,221	0	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	•	0	0	0	0	0
529000	Miscellaneous Services	141	0	0	0	0
531000	Office Supplies	0	0	0	0	0
532000		0	0	0	0	0
533000		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
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	16,320	889	0	0	0
Total Ex	ternal Materials and Services	19,682	889	40,000	40,000	40,000
Internal	Materials and Services					
551000	Vehicle Services	0	0	0	0	0
552000	Printing & Distribution	0	0	0	0	0
553000	Facilities Services	146,584	133,663	177,748	177,042	176,664
554000	Communications Services	0	0	0	0	0
555000	Information Technology	1,476	1,352	1,315	. 0	0
556000	Insurance	0	0	0	0	0
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	0	3,339	0	0	0
559000	Other Fund Services	3,660	5,045	12,123	10,803	10,803
Total Int	emal Materials and Services	151,720	143,399	191,186	187,845	187,467
Total Mate	erials and Services	171,402	144,288	231,186	227,845	227,467
Capital Ou	ıtlay					
561000		0	0	0	0	0
562000		0	0	0	0	0
563000	9	0	0	325,000	0	0
564000		0	0	0	0	0
565000		0	0	0	0	0
566000		0	0	0	0	0
56700 0	Infrastructure	0	0	0	325,000	325,000
568000		0	0	0	0	0
569000	Depreciation	0	0	0	0	0
Total Capi	•	0	0	325,000	325,000	325,000
573000		0	0	0	0	0
576000	• 4	Ö	Ö	0	0	0

Environmental Remediation Division AU 150

FULL-TIME POSITIONS

		Actual FY 2001	Actual FY 2002		vised 002-03	1	roposed ' 2003-04	1	opted 2003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
TOTAL FULL-T	IME POSITIONS	0	0	0 \$	0	0	\$ 0	0 \$. 0

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.

		AMOUNT				
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION	
FY 2003-04	552,166	0	552,166	0.0	FY 2003-04 Current Service Level Estimate	
CSL Adjustment	ts			1		
	0	0	0	0.0	None	
Mayor's Propose	ed Budget Decisio	ns				
	679	0	679	0.0	Increase in Facilities Services' I/A	
Approved Budge	et Additions and R	eductions				
	0	0	0	0.0	None	
Adopted Budget	t Additions and Re	ductions				
	(378)	0	(378)	0.0	OMF IA Adjsutments	
	301	0	301	0.0	Total FY 2003-04 Decision Packages	
			\$ 552,467	0.0	Total Adopted Budget	
FY 2003-04 Deci	sion Packages Not	Accepted				
	0	. 0	0	0.0	None	
		-	\$ 0	0.0	Total Decision Packages Not Accepted	



Bureau of Water Works

Public Utilities Service Area

Dan Saltzman, Commissioner-in-Charge Mort Anoushiravani, Administrator

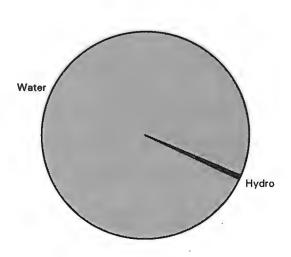
Percent of City Budget

Water = \$104.3 Million

7.5%

City Budget = \$1.4 Billion

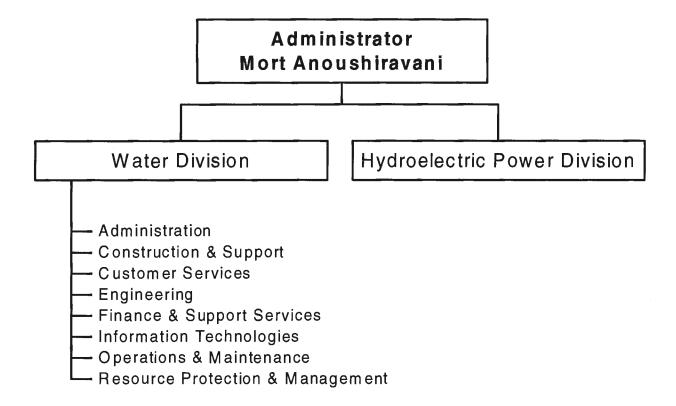
Bureau Divisions



Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	48,630,333	54,727,955	6,097,622	5.5%
Capital	41,575,300	49,580,400	8,005,100	11.8%
Allocated Overhead Costs	1,616,313	1,787,899	171,586	3.7%
Total Cost with Allocated Overhead	\$ 91,821,946	\$ 106,096,254	\$ 14,274,308	8.3%
Authorized Full-Time Positions	538	545	7	-5.0%

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



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.

VISION AND VALUES

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

Service: contributing to the welfare of the community.

Solvency: maintaining fiscal integrity.

Equity: ensuring fair treatment to all.

Leadership: focusing on goals and results.

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

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

Communications: sharing information and knowledge openly.

Responsiveness: reacting positively, cooperatively, and efficiently.

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

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

BUREAU OVERVIEW

For budgetary 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 880,000 people

Approximately 880,000 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 retail customers (162,000 accounts) 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 about 80 percent from retail customers and 20 percent from wholesale contracts.

FY 2003-04 Adopted Budget

The Water Division's FY 2003-04 Adopted Budget is \$103,761,088 comprised of the operating budget of \$54,180,688 and the Capital Improvement Program (CIP) budget of \$49,580,400. The budget includes seven new service level decision packages: Billing System for about \$3.5 million, Endangered Species Act (ESA) Compliance for \$550,000, Security for about \$400,000, Geographic Information System (GIS) Implementation for about \$125,000, Groundwater Protection Program for \$200,000, Human Resources/Labor Contract Compliance for about \$110,000, and Powell Butte Grounds Maintenance for about \$80,000.

The budget includes 542 full-time positions, an increase of seven positions from the FY 2002-03 Revised Budget. This total consists of positions for the current service level and additional positions for the revised service level.

Hydroelectric Power Division

The Portland Hydroelectric Project, 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. 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, the division also provides regulatory support for the Water Bureau's two other small hydroelectric power projects.

FY 2003-04 Adopted Budget

The Hydroelectric Power Division's FY 2003-04 Adopted Budget is \$547,267. This budget supports the current service level with a staff of three full-time positions. In FY 2003-04, this division will transfer \$200,000 from the Hydropower Operating Fund to the General Fund to be used for other City needs.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Water Division

Major Events

A new billing system

The City has decided to replace the current water and sewer billing system. The bureau has been working with the Office of Management and Finance, the Bureau of Environmental Services, and the City Auditor's Office on the procurement of the new system basic functionality. New billing system implementation will be over a two-year period. The bureau will continue to support and maintain the current billing system until implementation of the new billing system is complete.

The City and Severn Trent Systems (STS) agreed to a settlement on the current Open Vision (OV) billing system. STS paid the City \$7.0 million. The bureau has split the settlement amount equally with the Bureau of Environmental Services. The City also agreed to a settlement with Boeing Company and Cascade Corporation on the wellfield litigation. The City was paid \$6.2 million. The bureau has used both settlement awards to lessen rate increases.

Security Vulnerability
Assessment was completed by
March 31, 2003.

Since September 11, 2001, the federal government mandated a security vulnerability assessment. All water utilities serving populations over 100,000 were required to complete a Security Vulnerability Assessment by March 31, 2003. In addition, the bureau's emergency response plan (ERP) must be updated by September 30, 2003. The bureau completed the security vulnerability assessment and has already included the resulting recommendations in the planning, scoping, or in early implementation stages. The actions include a combination of emergency response procedures, operational changes, and capital improvements.

Federal regulations for surface water treatment anticipated to be released in 2003 will require modifications to the current Bull Run treatment process. The bureau conducted an 18-month public decision making process to evaluate and select a recommended treatment process. The Citizens Panel on Bull Run Treatment recommended filtration with preference for membranes. City Council have yet to make a final decision. The funding for the preliminary planning work on filtration has been included in the capital improvement plan in FY 2003-04.

Water demand has fallen dramatically over the last 5 years.

Water demand from the Portland system has fallen dramatically over the last 5 years. Water demand forecasts for FY 2003-04 indicate a 8% reduction from FY 2001-02 actual levels. The greatest impact is within the retail sector where the current economic environment has taken a heavy toll on water use for commercial, institutional, and discretionary purposes.

Division Website

Additional information and updates on current issues can be found at the Water Bureau's website: www.water.ci.portland.or.us

SUMMARY OF BUDGET DECISIONS

Water Division

The Water Division's budget is \$103,761,088, comprised of the operating budget of \$54,180,688 and the Capital Improvement Program (CIP) budget of \$49,580,400.

Water Operating Budget: The budget of \$54,180,688 is an increase of about \$6.5 million from the FY 2002-03 Revised Budget of \$47,693,783. Major reasons for this increase are:

- Net increase of \$1.7 million in personal services for funding 17 limited term positions, reclassification of positions, cost of living adjustment, and health benefit increase.
- Increase of \$4.6 million in new and increased service level programs. New service level programs include a new billing system, ESA Compliance, Groundwater Protection Program, and HR/Labor Contract Compliance. Increased service level programs include water system security, ground maintenance at Powell Butte, and GIS implementation.

Water CIP Budget: The budget of \$49,580,400 reflects an increase of about \$8 million from the FY 2002-03 Revised Budget of \$41,575,300. The bureau's ten-year Capital Improvement Plan includes an increase of about 7% a year in expenditures. This continued increase in capital spending represents the bureau's effort to address four major issues:

- The need to replace major aging infrastructure
- New methods of treatment in response to regulations
- Protection of water systems against natural and human vulnerabilities
- Maintaining the system's integrity

Staffing: The budget includes funding for 542 full-time positions, which is an increase of seven positions from the FY 2002-03 Revised Budget.

The FY 2002-03 Revised Budget includes 535 full-time positions. The FY 2003-04 current service level eliminated 10 full-time positions. The new and increased service level programs added 17 full-time positions.

The 10 apprentice positions unfunded in FY 2002-03 are restored in FY 2003-04 through reclassification of existing positions. In addition, 23 limited term positions in FY 2002-03 are funded as permanent full-time positions.

Rate Increase

The FY 2003-04 average effective retail water rate increase is 6.0 percent. This is comprised of <-0.8> percent for the current service level, 4.1 percent for the new billing system and 2.7 percent for other service level add packages.

Hydroelectric Power Division

The Hydroelectric Power Division had three budget adjustment packages approved in FY 2002-03 for a total increase of \$395,000. These adjustments authorized specific repairs and replacements of equipment at the Portland Hydroelectric Project. The FY 2003-04 Adopted Budget has not identified any other major repair projects that will require additional funding at this time.

FUNDING SOURCES

Water Division

The major funding source for the Water Division is through customer rates which are expected to generate about \$69.6 million. Of this, \$53.8 million is from inside city commodity and basic charges, \$15.2 million from outside city wholesale commodity rates, and \$0.6 million from customer late charges. Other revenue sources include sewer billing and collection services for the Bureau of Environmental Services (\$8.9 million), new service installations, system development charges, customer requested new main connections, miscellaneous chargeable work, and damage collections (\$3.3 million) and other miscellaneous revenues (\$2.1 million).

Water Rates

Overall average effective retail rate increase is 6.0%.

The FY 2003-04 overall average effective rate increase for inside-city retail customers is 6.0 percent which includes new billing system and other new and increased service level requests. The typical residential customer water bill is estimated at \$15.91 per month (for 800 cubic feet), an increase of \$1.31 per month. This increase includes \$1.23 for the new billing system requirements. This large increase related to the new billing system is due to the per bill cost allocation.

A fixed low-income discount program is available to qualified single family residential customers. This amount has been increased from 30 to 35 percent of a typical low income bill, or \$46.20 per year in FY 2003-04.

Portland's monthly residential water 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 division.

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

SIGNIFICANT ISSUES

Water Division

The Water Division will address the following major issues during FY 2003-04:

Billing System

Begin implementation of a new billing system.

Operations and Maintenance Cost Reduction

Continue to improve on the 19% savings in inflation-adjusted operation and maintenance costs already achieved since FY 1999-00. Five year savings target is 15% - 30% by FY 2004-05.

Regionalization

Negotiate new long-term wholesale contracts with regional partners.

Security

Implement the security actions related to the operations and capital components based on recommendations from the Security Vulnerability Assessment.

Groundwater Protection program

Implement the Groundwater Protection program from a new service level package in the FY 2003-04 Adopted Budget.

Bull Run Treatment

Continue the public involvement process to evaluate treatment options and develop additional information as needed to assist City Council in making treatment option decisions.

ESA

Reach agreement in principle for a Habitat Conservation Plan for the Bull Run water system and initiate steps to conduct the environmental review needed to comply with the National Environmental Policy Act.

Hydroelectric Power Division

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

As one of the provisions in the Portland Hydroelectric Project's 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 and Clackamas River systems.

MAJOR INITIATIVES

Water Initiatives

The following initiatives will be pursued by the Water Division during FY 2003-04:

- The bureau will begin implementation of basic functionality for the new billing system working with the Office of Management and Finance and the Bureau of Environmental Services. This implementation will be over a two-year period. The bureau will continue to operate and maintain the current system until implementation of the new billing system is complete.
- The bureau conducted an 18-month public decision making process to evaluate and select a recommended treatment process. The Citizens Panel on Bull Run Treatment recommended filtration with preference for membranes. The bureau will continue the public involvement process on a treatment option and provide additional information to City Council to reach a decision on a treatment process for the Bull Run.
- The bureau will continue negotiations of new long-term wholesale contracts with regional partners.
- ◆ The bureau will continue negotiations on regulatory compliance plan that addresses Endangered Species Act (ESA) and Clean Water Act CWA) issues in the Bull Run / Sandy watershed and initiate steps to conduct the environmental review needed to comply with National Environmental Policy Act.
- The bureau will implement the new service level Groundwater Protection Program in FY 2003-04, a joint effort with the cities of Gresham and Fairview and the Business-Industry group.
- Since September 11, 2001, the federal government mandated a security vulnerability assessment to be completed by March 31, 2003 by all water utilities serving populations over 100,000. The bureau has completed the security vulnerability assessment and will implement the recommendations. The bureau's emergency response plan will also be updated by September 30, 2003.

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 2003-04

The Water Division has recently adopted a strategic plan. This review has resulted in the following critical business issues that will be addressed during FY 2003-04:

- 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 to continue to improve on the 19% savings in inflation-adjusted operation and maintenance costs already achieved since FY 1999-00 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 2003-04

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.

COUNCIL PRIORITIES

Council Issues and Priorities.

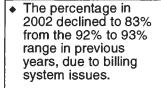
Between November 2001 and June 2002, the City of Portland engaged in a strategic exercise focused on key challenges facing the City. The assessment identified a set of seven key priorities for responding to current trends. The Water Division's budget addresses all seven priority issues:

The division's budget addresses Council's seven key priorities.

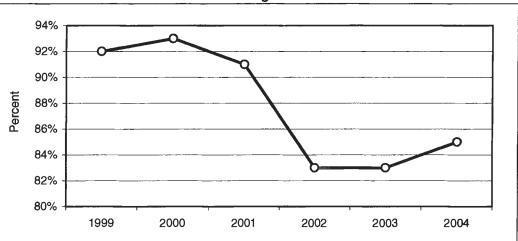
- Deteriorating physical infrastructure
- Regulatory balance
- Economic vitality
- Environmental mandates and River Renaissance
- Lack of local authority for local actions
- Public safety
- Intergovernmental roles and responsibilities

Performance Measures

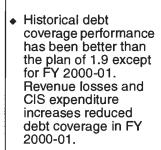
Customer Water Service Rating



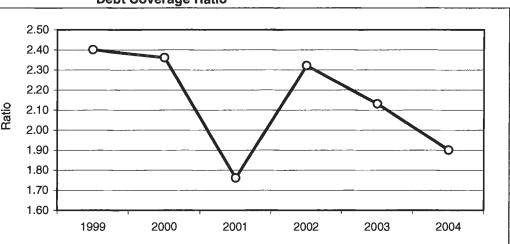
- The bureau anticipates a consistent rating increase back to the 90% level after resolving the billing system issues.
- Figures are derived from the City Auditor's annual S.E.A. Report.



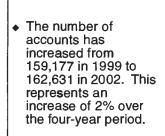
Debt Coverage Ratio



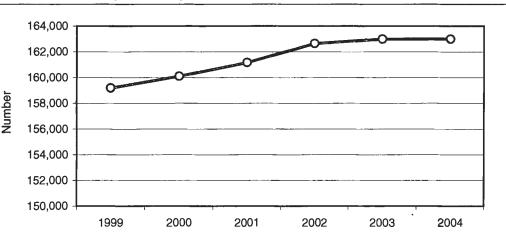
 Forecast coverage is targeted at 1.90 in FY 2004.



Number of Active Accounts

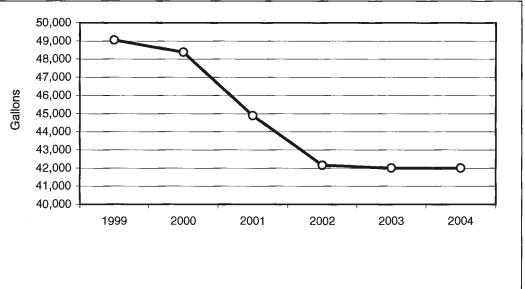


 Figures are derived from the City Auditor's annual S.E.A. Report.

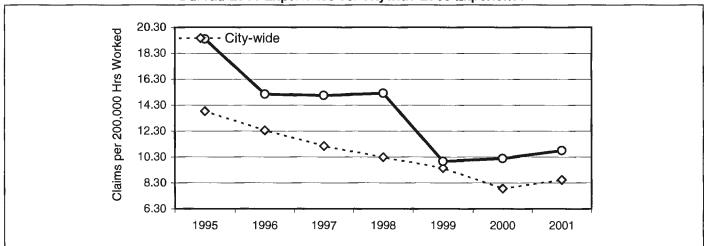




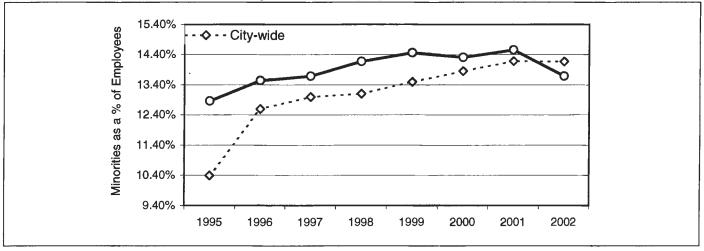
- Per capita water consumption went down from 49,039 gallons in 1999 to 42,152 gallons in 2002 - a reduction of 14 percent over the fouryear period.
- The primary reasons for the decline were the loss of several large industrial customers, reduced wholesale customer demand, and continued conservation efforts by residents.
- Figures are derived from the City Auditor's annual S.E.A. Report.











	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04
BUREAU OF WATER WORKS			····			
Affirmative Action Measures						
Affirmative Action - Minority	14,2%	14.5%	14.3%	14.5%	13.7%	
Minority Employees as a Percent of Tol	al					
Affirmative Action - Female Female Employees as a Percent of Total	26.8% al	27.0%	28.2%	29.3%	31.7%	
Hydroelectric Power Division						
Workload						
Hydropower Project Monitoring Reports Annual project monitoring reports are p	2 repared to recap	2 the project's and	2 nual operations d	2 ata for reporting	2 to the federal reg	2 Julators.
Effectiveness						
Power Sold to PGE (mwh)	100,106	88,211	59,118	97,814	70,000	90,000
The amount of power that is sold to PG availability of the generation equipment		the amount of w	ater that is availa	able for power ge	neration and the	operational
Efficiency						
Transfer of Hydropower Profits to General Fund	\$300,000	\$250,000	\$200,000	\$150,000	\$200,000	\$200,000
The transfer of Hydropower Project pro Project and the City's net expenses for	fits to General Fu operating the Pro	ind is a function o ect.	of the amount of	power generated	at the Portland I	Hydroelectric
Water Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	19.87	25.36	17.70	22.69		
Worker's Comp Claims per 200,000 Hours Worked	15.22	9.95	10.17	10.80		
Fleet Claims per 100,000 Miles Driven	1.50	1.20	2.18	1.64		
Fleet Claims Cost per 100,000 Miles Driven	\$2,670	\$3,920	\$1	\$5		
General Liability Claims Cost per \$100 Payroll	\$0.36	\$0.92	\$2.71	\$0.75		
Worker's Comp Claims Cost per \$100 Payroll	\$1.42	\$0.88	\$0.70	\$0.80		
Administration Program						
Workload						
Annual and Statistical Reports	2	1	2	1	1	1
Effectiveness						
Customers rating water service as satisfactory or better	92%	93%	91%	83%	83%	85%
Per S.E.A. Report						
Efficiency						
Operating cost per capita Per S. E. A. Auditor's Report using con	\$64 stant FY 2001-0	\$67 2 dollars.	\$61	\$61	\$61	\$61
Finance Program						
Workload Debt Coverage Ratio	2.40	2.36	1.76	2.32	2.13	1.90
Effectiveness	2.70	2.00		2.02	2.10	1,00
Variance of Water Fund ending balance with Financial Plan estimate	10%	5%	5%	46%	19%	5%
Customer Services Program						
Workload						
Active Accounts	159,177	160,100	161,154	162,631	163,000	163,000
At fiscal year end						

	Actual FY 1998–99	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Yr End Est. FY 2002–03	Adopted FY 2003-04
Effectiveness						
Participants in the low income bill discount program.	4,200	4,618	5,210	5,600	6,000	6,000
Efficiency						
Change in average monthly residential water bill	3.4%	3.7%	-13.0%	5.0%	4.5%	6.5%
per S.E.A. Auditor Report using constant Water Distribution Program	nt FY 2001-02 do	ollars.				
Workload						
Capital Improvement Plan implemented	85%	99%	90%	56%	75%	90%
Effectiveness						
Out-of-service fire hydrants returned to service within five working days	91%	90%	90%	76%	90%	90%
Efficiency						
Cost of a service transfer	\$521	\$500	\$510	n/a	n/a	n/a
Water Supply Program						
Workload						
Population served with water	795,168	773,171	789,000	830,834	830,000	830,000
Retail and wholesale customers						
Effectiveness						
Time that standard level of water pressure is maintained at point of delivery to the customer	99%	99%	99%	99%	99%	99%
Standard level is between 20 and 110 p	ounds					
Efficiency						
Annual per capita water usage (gallons) Per City Auditor's S. E. A. Report	49,039	48,386	44,881	42,152	42,000	42,000
Water Quality Program						
Workload						
Number of city maintained backflow devices tested	660	n/a	n/a	601	600	600
Effectiveness						
Percent of time that State and U.S. EPA water quality standards are attained	100%	100%	100%	100%	100%	100%
Efficiency						
Average backflow inspection time per new service (minutes)	110	82	110	126	110	110
in minutes						

	Actual FY 2000-01		Actual FY 2001–02	Revised FY 2002-03	 Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES							···
Operating Budget							
Personal Services	28,022,716		27,400,561	27,532,299	30,952,309		31,036,56
External Materials and Services	14,377,393		16,044,594	10,848,529	13,568,453		13,573,45
Internal Materials and Services	8,205,213		9,553,050	10,249,505	10,057,483		10,097,93
Minor Capital Outlay	10,846		0	0	0		
Equipment Cash Transfers	0		3,000	0	0		20,00
Total Operating Budget	50,616,168		53,001,205	 48,630,333	54,578,245		54,727,95
Capital Improvements	31,392,696		18,141,230	41,575,300	49,608,000		49,580,40
TOTAL BUREAU EXPENDITURES	\$ 82,008,864	\$	71,142,435	\$ 90,205,633	\$ 104,186,245	\$	104,308,35
Allocated Overhead	1,700,250	***	1,350,963	 1,616,313	1,476,392		1,787,89
Total Cost with Allocated Overhead	83,709,114		72,493,398	 91,821,946	105,662,637		106,096,25
RESOURCES						_	
Discretionary Revenues							
Water Operating Fund	73,405,966		63,117,487	81,054,491	93,113,345		93,235,75
Hydroelectric Power Fund	0		0	0	0		-
Total Discretionary Revenues	73,405,966		63,117,487	 81,054,491	93,113,345		93,235,75
Non-Discretionary Revenues							
Grants & Donations - Water	1,021,772	,	-147,398	200,000	513,500		513,50
Contract Revenues - Water	262,051		318,404	286,000	295,000		295,00
Contract Revenues - Hydro	6 25,424		3 6 5,038	907,550	516,570		516,26
Interagency Revenues - Water	6,654,336		7,458,910	7,728,592	9,716,830		9,716,83
Interagency Revenues - Hydro	39,315		29, 9 94	29,000	31,000		31,00
Total Non-Discretionary Revenues	8,602,898		8,024,948	9,151,142	 11,072,900		11,072,59
TOTAL RESOURCES	82,008,864	\$	71,142,435	\$ 90,205,633	\$ 104,186,245	\$	104,308,35

Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.

Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.

General Fund Discretionary Posit	ions	0		0	0	0	0
Positions		546	-	531	 538	 544	545
TOTAL DIVISIONS	\$	82,008,864	\$	71,142,435	\$ 90,205,633	\$ 104,186,245	\$ 104,308,355
Positions		3		3	3	3	3
Hydroelectric Power Division		664,739		395,031	936,550	547,570	547,2 6 7
Positions		543		<i>528</i>	<i>535</i>	541	<i>542</i>
Water Division		81,344,125		70,747,404	89,269,083	103,638,675	103,761,088
DIVISIONS							

parta or mater monte /		00, 00.				 	 · - · - · · · · · ·
	-	Actual FY 2000-01		Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
PROGRAMS							
WATER DIVISION							
Administration Program		7,931,766		12,908,333	5,016,250	4,645,323	4,639,132
Positions		11		11	14	9	, , ,
Finance Program		5,283,772		4,320,121	4,857,539	4,921,652	5,001,284
Positions		43		28	30	28	29
Customer Services Program		8,495,118		9,346,569	9,848,263	15,449,290	15,613,925
Positions		276		273	149	160	160
Water Distribution Program		28,874,156		23,892,582	31,205,732	33,614,014	33,498,351
Positions		105		108	245	247	246
Water Supply Program		20,586,003		11,854,769	26,618,178	35,860,045	35,860,045
Positions		5 8		<i>58</i>	<i>58</i>	<i>57</i>	57
Water Quality Program		10,173,310		8,425,030	11,723,121	9,148,351	9,148,351
Positions		50		50	39	40	41
TOTAL PROGRAMS	\$	81,344,125	\$	70,747,404	\$ 89,269,083	\$ 103,638,675	\$ 103,761,088
Positions		543	_	528	 535	 541	542
HYDROELECTRIC POWER DIVISION							
Hydroelectric Power Administration		664,739		395,031	936,550	547,570	547,267
Positions		3		3	3	3	3
TOTAL PROGRAMS	\$	664,739	\$	395,031	\$ 936,550	\$ 547,570	\$ 547,267
Positions		3		3	3	3	3

Water Division

OVERVIEW

FY 2003-04 Adopted Budget

The Water Division's FY 2003-04 budget is \$103,761,088, comprised of the operating budget of \$54,180,688 and the Capital Improvement Program (CIP) budget of \$49,580,400.

Operating Budget:

The budget of \$54,180,688 is an increase of about \$6.5 million from the FY 2002-03 Revised Budget of \$47,693,783. Major elements of this net increase are:

- Net increase of about \$665,000 for cost of living adjustment, health benefits, and PERS decreases for FY 2003-04. The increase also includes 8 more work hours in FY 2003-04 than in FY 2002-03.
- Fund and convert 17 limited term positions to permanent full-time positions totaling approximately \$1.0 million.
- Decrease of about \$835,000 in interagency services. The significant decreases are in information technology, fleet and facilities services.
- Increase of about \$3.2 million for new billing system. This new service level includes ten full-time positions that will provide support in procurement and implementation of the new billing system.
- Increase of \$550,000 for ESA compliance. This new service level will provide funding to finalize negotiations on the regulatory compliance plan that addresses the Endangered Species Act and the Clean Water Act issues in the Bull Run basin.
- Increase of about \$125,000 for GIS Implementation. This increased service level includes two full-time positions to convert the bureau's 641 quarter section infrastructure maps to electronic "smart" maps.
- Increase of \$200,000 for Groundwater Protection program. This new service level will
 provide funding to join with cities of Gresham and Fairview and Business-Industry
 group to support new provisions for the Columbia South Shore Groundwater Protection
 program.

CIP Budget:

The budget of \$49,580,400 reflects an increase of about \$8.0 million from the FY 2002-03 Revised Budget of \$41,575,300. Major elements in FY 2003-04 include:

- \$18.0 million for the Distribution System program including \$4.9 million for distribution mains, \$4.6 million for water pipe adjustment projects, \$2.0 million for new services, and \$1.2 million for meter replacements.
- \$19.0 million for the Storage and Transmission program, including \$15.8 million for Open Reservoir Project, Conduit Improvement and Conduit Vulnerability Reduction at \$1.0 million each.
- \$4.5 million for the Groundwater Supply program, including Groundwater System Upgrade at \$4.0 million.
- ♦ \$2.3 for the Water Quality & Treatment program, including \$1.2 million for Groundwater Disinfection Improvement and \$750,000 for Bull Run Treatment.

Staffing:

Total full-time positions in the FY 2003-04 Adopted Budget for operating and capital are 542, an increase of seven positions from the current fiscal year. Ten apprentice positions that were unfunded in FY 2003-03 are restored in FY 2003-04 through reclassification of existing positions. In addition, 23 limited term positions in the FY 2002-03 Revised Budget are now funded as permanent full-time positions.

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 forecast retail demand is flat over the next five years because the increase in accounts is offset by expected reduced average consumption per account.

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 one of 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 Water Division underwent the following organizational changes that are reflected in the FY 2003-04 Adopted Budget:

- ◆ Transferring the Meter Shop from Customer Services to Operations and Maintenance Group.
- ◆ Transferring Grounds Maintenance from Customer Services to Operations and Maintenance Group.
- Combining the Gates and Hydrants together within Operations & Maintenance Group.
- Combining Office Support and Technical Support to Administrative Support within Construction and Support Services Group.
- Establishing Distribution Maintenance within Operations and Maintenance Group.
- Establishing OV System Operations and Support within Customer Services Group.
- Establishing New Billing System within Customer Services Group.
- Establishing Maintenance Support within Operations & Maintenance Group to include painters and e-crew.
- Restructuring within Operations and Maintenance Group. Operations includes Control Center, Operating Engineers, and Electrician/Instrument Technician. Maintenance includes Maintenance Support, Grounds Maintenance, Hydrants/Gates, and Distribution Maintenance.

The budget includes 17 new full-time positions. Ten positions in Customer Services Group to implement the new billing system, five positions in Operations and Maintenance Group for increased service levels on security and grounds maintenance. The remaining two positions are in Engineering Services Group for the increased service level for GIS implementation.

Overview of Programs

ADMINISTRATION PROGRAM

The Administration program includes work functions of the Administration Group and a portion of the Resource Protection and Management Group.

Administration Group

This group encompasses the activities of the Administrator's Office, Human Resources Management, Organization Development Services, and Public Information and Involvement. The Administrator's Office is responsible for overall and long-range planning and leadership, and direction and operation of the bureau.

Resource Protection and Management Group

The Planning section within this group is responsible for legislative activities, planning, customer demand analysis, and the Regional Water Provider's Consortium.

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 payroll, accounting, budgeting, rate-setting, and financial planning and monitoring. Clerical support is also provided for bureau staff in the Portland Building.

Information Technologies Group

This group is responsible for the central information processing for the bureau. This group consists of the Applications Support unit that supports interfaces with city financial and personnel systems, and other bureau-specific software, and the Data Operations Support unit that is responsible for the computer processing functions of the bureau.

CUSTOMER SERVICES PROGRAM

The Customer Services Program includes work functions of the Customer Services Group and a section from the Operations and Maintenance Group.

Customer Services Group

The Customer Services 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, response to customer inquiries, and collection of unpaid accounts.

This group also provides meter reading and meter inspection services.

This work includes regularly scheduled meter reading, delinquent account notification, leak repair notification, shutting off water service for non-payment, and turning on water after receiving payment.

Operations & Maintenance Group

The meter shop is part of the Operations and Maintenance Group responsible for installing, removing, and replacing water meters.

WATER DISTRIBUTION PROGRAM

The program includes work functions of the Construction and Support Group, the Engineering Group, and portions of the Operations and Maintenance Group.

This program is responsible for the operation, maintenance, and improvement of the water distribution system within the city.

Construction and Support Group

This group is responsible for repairs and operation and maintenance of the distribution system. This work includes direct services and related support for control valves, carpenter shop, and purchasing and stores operation. This group also has responsibility for installing new facilities including meters, hydrants, fountains, and CIP work. This group manages the bureau's two apprentice programs.

Engineering Group

This group is responsible for planning, designing, engineering, and constructing the water system. In addition, this group serves as customer liaison for new service installations, drafting, geographic information system (GIS), survey, inspection, and records maintenance for distribution system improvements. Also, this group's responsibilities include developing facility standards, contract management, and developing and managing the bureau's Capital Improvement Program (CIP). Administrative oversight of the Hydroelectric Power function is also a responsibility of this group.

Operations and Maintenance Group

This group is responsible for ground maintenance, gates, hydrants, and emergency / security management and for the distribution system. The emergency crew provides response for outside normal work hour requirements - including main breaks and off-hour water turnons.

WATER SUPPLY PROGRAM

The Supply program includes the work of the supply section within the Operations and Maintenance Group.

This section plans and implements the preventive maintenance program

This section is responsible for the operation and maintenance of all facilities in the Bull Run watershed, the Columbia South Shore well field, and the 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. Operation and maintenance of decorative fountains is a responsibility of this group.

WATER QUALITY PROGRAM

The Water Quality program comprises portions of the Operations and Maintenance Group and the Resource Protection and Management Group.

This program has the responsibility for ensuring compliance with environmental regulations as they apply to the Bull Run watershed, such as the Endangered Species Act, Clean Water Act, and Northwest Forest Plan. The program is also responsible for implementing City code requirements to protect Columbia South Shore groundwater resources and participates in groundwater remediation projects regulated by the Oregon Department of Environmental Quality. The well field protection program is currently being reviewed and updated.

Operations and Maintenance Group

This group 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 and Management Group

This group is responsible for watershed and groundwater resource management and coordination with federal and state agencies.

Water Biviolon Ac 100				-	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		ololi bobal
	Actual FY 200001	Actual FY 2001-02	Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES	 						
Operating Budget							
Personal Services	27,780,183	27,201,620	27,283,053		30,695,351		30,779,606
External Materials and Services	14,101,688	15,990,772	10,350,229		13,464,153		13,469,153
Internal Materials and Services	8,058,712	9,410,782	10,060,501		9,871,171		9,911,929
Minor Capital Outlay	10,846	0	0		0		0
Equipment Cash Transfers	0	3,000	0		0		20,000
Total Operating Budget	 49,951,429	 52,606,174	 47,693,783		54,030,675		54,180,688
Capital Improvements	31,392,696	18,141,230	41,575,300		49,608,000		49,580,400
TOTAL BUREAU EXPENDITURES	\$ 81,344,125	\$ 70,747,404	\$ 89,269,083	\$	103,638,675	\$	103,761,088
Allocated Overhead	1,700,250	1,298,786	1,563,515		1,422,226		1,730,499
Total Cost with Allocated Overhead	 83,044,375	72,046,190	90,832,598		105,060,901		105,491,587
RESOURCES	<u>-</u>						
Water Fund	81,344,125	70,747,404	89,269,083		103,638,675		103,761,088
Note: Discretionary General Fund re Non-Discretionary revenues are res						e.	
PROGRAMS							
Administration Program	7,931,766	12,908,333	5,016,250		4,645,323		4,639,132
Positions	11	11	14		9		9
Finance Program	5,283,772	4,320,121	4,857,539		4,921,652		5,001,284
Positions	43	28	30		28		29
Customer Services Program	8,495,118	9,346,569	9,848,263		15,449,290		15,613,925
Positions	276	273	149		160		160
Water Distribution Program	28,874,156	23,892,582	31,205,732		33,614,014		33,498,351
Positions	105	108	245		247		246
Water Supply Program	20,586,003	11,854,769	26,618,178		35,860,045		35,860,045
Positions	58	58	58		<i>57</i>		57
Water Quality Program	10,173,310	8,425,030	11,723,121		9,148,351		9,148,351
Positions	50	50	39		40		41
TOTAL PROGRAMS	\$ 81,344,125	\$ 70,747,404	\$ 89,269,083	\$	103,638,675	\$	103,761,088
Positions	543	528	535		541		542

		Actual FY 2000–01	Actual FY 2001-02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel	Services					
511000	Full-Time Employees	20,287,926	20,565,952	24,859,032	27,398,365	27,463,514
512 000	Part-Time Employees	1,031,559	649,172	515,085	603,230	603,230
514000	Overtime	975,260	601,249	595,301	744,699	744,699
515000	Premium Pay	192,071	169,920	108,777	217,300	217,300
517000	Benefits	9,365,299	8,937,481	9,334,658	10,239,644	10,258,750
5180 00	Paid Absence	4,299,723	4,228,988	0	0	0
	onnel Services	36,151,838	35,152,762	35,412,853	39,203,238	39,287,493
Materials a	and Services					
External	Materials and Services					
521000	Professional Services	5,465,863	3,651,670	7,742,188	10,471,074	10,396,074
522000	Utilities	1,615,442	1,845,156	2,560,000	2,675,600	2,675,600
523000	Equipment Rental	51,844	67,411	56,936	48,300	48,300
524000	Repair & Maintenance Services	519,205	416,032	954,618	1,931,800	1,931,800
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	1,131,625	1,482,526	1,265,602	1,136,580	1,166,580
531000	Office Supplies	, ,	0	0	0	0
532000	Operating Supplies	7,592,790	4,394,463	4,973,436	5,737,450	5,759,450
533000	Repair & Maintenance Supplies	0	0	0	. 0	0
534000	Minor Equipment & Tools	0	0	0	0	0
535000	Clothing & Uniforms	74,323	56,399	50,170	80,400	80,400
539000	Other Commodities External	25,608	13,686	19,000	20,500	20,500
541000	Education	242,462	201,237	288,038	319,583	319,583
542000	Local Travel	9,064	6,682	8,230	7,100	7,100
543000	Out-of-Town Travel	77,052	. 36,800	66,502	116,790	116,790
5 44000	Space Rental	3,950	5,938	10,605	12,600	12,600
545000	Interest	0,950	0,930	10,003	12,000	. 0
546000	Refunds	0	0	0	0	. 0
		0	0	0	0	_
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease		_	_	•	•
549000	Miscellaneous	4,426,339	9,000,372	292,411	1,596,980	1,624,980
	ternal Materials and Services	21,235,567	21,178,372	18,287,736	24,154,757	24,159,757
	Materials and Services	4 740 000	1 500 070	1 000 004	4 777 005	1 757 007
551000	Vehicle Services	1,719,330	1,569,972	1,823,334	1,777,895	1,757,697
552000	Printing & Distribution	644,199	715,485	856,718	843,541	841,441
553000	Facilities Services	2,784,515	1,624,902	1,692,629	1,644,107	1,640,891
554000	Communications Services	1,272,617	1,206,214	1,364,819	1,444,774	1,437,863
555000	Information Technology	610,593	1,540,893	2,102,575	1,858,252	1,832,812
556000	Insurance	949,623	907,007	1,130,158	1,165,264	1,161,933
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	0	0	0	0	0
559000	Other Fund Services	2,878,176	3,495,304	2,950,161	3,400,518	3,494,872
	ernal Materials and Services	10,859,053	11,059,777	11,920,394	12,134,351	12,167,509
	rlals and Services	32,094,620	32,238,149	30,208,130	36,289,108	36,327,266
Capital Ou 561000	-	00.056	AE1 100	^	30,000	30,000
		99,256 0	451,189 0	0	30,000	30,000
562000	Buildings		_			10 500 000
563000	Improvements	12,136,662	1,997,951	1 074 000	12,566,829	12,566,829
564000	Capital Equipment	838,725	693,047	1,974,000	2,473,400	2,473,400
565000	Facilities Lease/Purchase	0	0	0	0	0
566000	Equipment Lease/Purchase	0	0	0	0	0
567000	Infrastructure	0	210,806	21,674,100	13,048,50 0	13,048,500
568 000	Other Capital Expenditure	0	0	0	0	0
569000	Depreciation	0	. 0	0	0	0
Total Capi		13,074,643	3,352,993	23,648,100	28,118,729	28,118,729
573000	Equipment Cash Transfers	0	3,000	0	20,000	20,000
576000	Minor Equipment Transfers	23,024	500	0	7,600	7,600
	SION EXPENSES	\$ 81,344,125	\$ 70,747,404	\$ 89,269,083	\$ 103,638,675	\$ 103,761,088

		Actual FY 2001	Actual FY 2002		evised 2002–03		oposed 2003-04		lopted 2003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	3	3	101,582	3	122,238	3	122,238
515	Accountant II	0	0	0 1	53,176	0 2	0 110,668	0 2	110,668
516 530	Accountant III Accounting Supervisor I	1		Ö	33,170	0	110,000	0	0 110,000
7362	Accounting Supervisor I, Senior	Ö	0	Ö	ŏl	1	73,716	1	73,716
531	Accounting Supervisor II	5	4	4	234,185	0	0	0	0
532	Accounting Supervisor III	0	1	1	71,848	0	0	0	0
510	Accounting Technician	2	1	1	35,454	0	0	0	0
819	Administrative Assistant	2	2	3	155,083	0	0	0 7	046.470
7103	Administrative Assistant	0	0	0 1	0 75,434	7 0	346,170 0	ó	346,170
926 815	Administrative Services Manager Administrative Specialist	0		1	35,037	Ö	ő	Ö	0
7102	Administrative Specialist Administrative Specialist, Senio	Ö	0	ö	05,007	1	40,600	1	40,600
920	Administrative Supervisor I	4	4	3	151,680	0	0	0	0
7106	Administrative Supervisor I	0	0	0	. 0	3	171,149	3	171,149
922	Administrative Supervisor II	1	0	0	0	0	0	0	0
2532	Applications Analyst II	3	3	4	226,253	4	230,702	4	230,702
2533	Applications Analyst III	5	4	6	267,545	9	569,598	9	569,598
2534	Applications Analyst IV	0	0	1	69,969	1 0	71,788	1 0	71,788 0
826	Assistant Financial Analyst	1 13	1 13	1 13	55,583 518,726	11	450,285	11	450,285
1311 1314	Automotive Equipment Operator I Automotive Equipment Operator II	2	2	2	84,188	2	86,356	1	43,178
928	Bureau Administrative Manager	1	0	ō	0 , , , 0	ō	0	Ö	0
7112	Business Operations Manager	Ó	Ŏ	0	οl	1	84,092	1	84,092
7113	Business Operations Manager, Sen	0	0	0	0	1	93,251	1	93,251
7110	Business Operations Supervisor	0	0	0	0	1	72,144	1	72,144
7121	Business Systems Analyst	0	0	1	0	1	55,439	1	55,439
7120	Business Systems Analyst, Assist	0	0	3	0	6	295,914	6	295,914
7122	Business Systems Analyst, Senior	0	0	0	0	1 1	64,054 47,303	1 1	64,054 47,303
6031 6032	CAD Technician I CAD Technician II	0	0	0	0	4	191,690	4	191,690
3132	CADD Manager	1	1	0	o l	Ö	101,000	ò	0
7656	Capital Project Manager II	Ö	i i	Ö	0	1	70,530	1	70,530
1420	Carpenter	6	6	4	180,320	3	138,714	3	138,714
3285	Chemist	1	1	1	52,137	1	53,490	1	53,490
3171	Chief Engineer	2	2	2	179,867	0	0	0	0
3236	Chief Planner	1	0	0	0	0 1	0 65.039	0 1	65,039
7204	Community Outreach and Informati	0 2	0 2	0 2	90,160	2	92,476	2	92,476
1410 1315	Concrete Finisher Construction Equipment Operator	15	15	15	670,875	13	596,453	13	596,453
1313	Customer Accounts Specialist !	30	30	46	1,133,595	71	2,633,550	71	2,633,550
132	Customer Accounts Specialist II	4	4	4	167,292	11	468,806	11	468,806
7116	Customer Service Supervisor	0	0	0	0	4	261,710	4	261,710
6043	Development Services Technician	0	0	0	0	1	58,981	1	58,981
943	Economist II	3	1	2	152,045	0	0	0	0
1455	Electrical Supervisor	1	1 0	1	64,895	0 1	0 67,701	0 1	0 67,701
7564	Electrical/Instrumentation Super	0 4	4	0 5	282,903	5	287,360	5	287,3 6 0
1453 7195	Electrician Emergency Management Program Man	0	0	0	202,900	1	66,307	1	66,307
6112	Engineer	ő	ŏ	Ö	ŏl	5	351,667	6	416,727
3164	Engineer	4	4	4	273,005	0	0	0	0
7653	Engineer, Chief	0	0	0	. 0	2	202,180	2	202,180
7650	Engineer, Senior	0	0	0	0	8	591,545	8	591,545
7651	Engineer, Supervising	0	0	0	0	4	317,845	4	317,845
3153	Engineering Associate	4	4	5	275,272	0	000.678	0 4	. 000 678
6110	Engineering Associate	0	0	0	0	4 1	222,678 77,615	1	222,678 77,615
7673	Engineering Survey Manager	.0 1	1	1	75,648	0	77,615	Ö	0
3165 6022	Engineering Surveying Manager Engineering Technician II	0	Ö	Ö	7 5,040	6	310,884	6	310,884
6023	Engineering Technician III	0	ő	Ö	ő	· 2	117,962	2	117,962
2010	Environmental Services Manager	1	1	1	65,604	ō	, 0	0	0
6053	Environmental Specialist	0	0	0	0	3	195,180	3	195,180
3194	Environmental Specialist	6	6	6	380,478	0	0	0	0
7127	Executive Assistant	0	0	0	0	1	58,709	1	58,709
1115	Facilities Maintenance Tech	1	1	0	0	0	0	0	0
827	Financial Analyst	4	3	1	59,574	0	0 95,201	0 2	95,201
7375	Financial Analyst, Assistant	0	0 0	0	0	2 2	140,526	2	140,526
7377	Financial Analyst, Senior	0 2	2	2	91,036	2	93,398	2	93,398

		Actual FY 2001	Actual FY 2002		evised 2002–03		pposed 2003–04	Adopted FY 2003-04		
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount	
6061	GIS Technician I	0	0	0	0	3	110,588	5	203,022	
6062	GIS Technician II	0	0	0 0	0	4	192,141	2 2	99,707	
6063 7590	GIS Technician III Ground Water Program Manager	0	0	0	ő	2 1	106, 9 80 70,006	1	106,980 70,006	
4114	Horticulturist	1	1	1	42,804	i	43,911	1	43,911	
614	Human Resources Coordinator	1	0	0	O	0	0	0	0	
1445	Industrial Painter	5	5	5	215,774	3	138,714	3	138,714	
1446	Industrial Painter, Lead	1	1 1	1	47,335	1	48,564	1	48,564	
2541 2542	Information Systems Analyst I	0	0	0 1	0 59,612	1 0	44,288 0	1 0	44,288 0	
2543	Information Systems Analyst II Information Systems Analyst III	3		4	128,406	4	250,301	4	250,301	
7506	Information Systems Analyst IV	Ö	Ö	0	0	1	73,716	1	73,716	
2544	Information Systems Analyst IV	2	1	3	209,907	1	66,484	1	66,484	
2550	Information Systems Manager	1	1	1	81,244	0	0	0	0	
7509	Information Systems Manager	0	0	0	0	1	87,325	1	87,325	
7508 2546	Information Systems Supervisor	0 3	0 3	0 2	151 670	1 0	82,177 0	1 0	82,177	
2540 2523	Information Systems Supervisor Information Systems Tech II	4	1	1	151,672 53,996	0	0	0	0	
2138	Inspection Supervisor I	1 1	1	i	68,236	ő	ŏl	0	0	
3260	Instrument Technician	3	3	4	224,084	5	287,360	5	287,360	
7560	Instrumentation Supervisor	0	0	0	0	1	63,341	1	63,341	
3280	Laboratory Analyst	4	4	4	173,556	4	178,076	4	178,076	
2034	Laboratory Manager	1	1 1	1	79,595	0	0	0	0	
7624 951	Laboratory Manager Management Analyst	0 1	0 0	0 0	0	1 0	82,771 0	1 0	82,771 · 0	
7132	Management Analyst, Senior		0	0	ő	1	69,629	1	69,629	
7666	Mapping & GIS Supervisor	ő	ŏ	ő	ő	1	77,804	i	77,804	
7665	Maps & Records Supervisor	0	0	0	ŏ	1	55,823	1	55,823	
7596	Mechanical Systems SupervisorñWa	0	0	0	0	1	73,671	1	73,671	
3284	Microbiologist	1	1	0	0	0	0	0	0	
100 102	Office Support Specialist I	12	3	.5	173,713	2 8	65,898	2 7	65,898	
104	Office Support Specialist II Office Support Specialist III	4	11	8 3	283,632 132,213	3	288,774 123,762	4	252,408 162,056	
106	Office Support Specialist, Lead	1	1 1	0	102,210	0	0	0	102,030	
1770	Operating Engineer II	3	4	4	182,575	3	151,353	3	151,353	
1771	Operating Engineer III	13	13	13	615,355	13	688,558	13	688,558	
1215	Park Technician	0	2	2	81,787	3	119,976	3	119,976	
7387 3169	Principal Economist	0 6	0 5	0 5	0 438,032	1 0	74,219	1 0	74,219 0	
7652	Principal Engineer Principal Engineer	l ő	0	0	430,032	6	542,494	6	542,494	
7378	Principal Financial Analyst	Ö	ŏ	ő	ŏ	4	304,892	4	304,892	
832	Principal Financial Analyst	1	2	2	149,668	0	0	0	0	
2 54 5	Principal Info Systems Analyst	3	1	1	75,836	1	77,804	1	77,804	
7154	Program Coordinator	0	0	1	0	2	119,025	2	119,025	
966 7156	Program Coordinator Program Manager	0	1 0	1 0	48,212 0	0 1	0 70,006	0 1	0 70,006	
968	Program Manager I	3	2	3	189,290	Ó	70,000	Ö	70,000 N	
970	Program Manager II	3	5	6	378,973	ő	ŏl	ŏ	ŏ	
972	Program Manager IV	1	2	2	181,009	0	0	0	0	
7158	Program Manager, Senior	0	0	0	0	3	229,353	3	229,353	
964	Program Specialist	5	6	5	287,964	0	0	0	0	
7153 7152	Program Specialist	0	0	0 0	0	0 6	0 284,220	1 6	37,000	
7208	Program Specialist, Assistant Public Information Manager	0	0	0	0	1	73,128	1	284,220 73,128	
3150	Public Works Inspector	3	3	4	215,226	5	268,915	5	268,915	
3151	Public Works Inspector, Senior	2	2	2	117,220	2	120,268	3	175,728	
3149	Public Works Inspector, Trainee	0	0	1	51,977	1	29,239	0	0	
1 9 52	Public Works Manager	7	7	6	437,996	0	0	0	0	
1950	Public Works Supervisor	14	14	9	522,309	0	0	0	0	
7553 7584	Public Works Supervisor II Regional Water Providers Consort	0	0 0	0 0	0	8 1	500,547 58,049	9 1	568,248 58,049	
7125	Remittance Technician	0	0	0	0	2	94,571	2	94,571	
3217	Right-of-Way Agent	1	1	ŏ	ŏ	0	0	0	0	
7192	Safety & Risk Officer I	0	0	0	Ö	1	68,613	1	68,613	
7582	Security Supervisor	0	0	0	0	1	49,486	1	49,486	
816	Senior Administrative Specialist	3	6	6	266,920	0	0	0	0	
6134 3166	Senior City Planner	0 8	0 8	0 9	0 666,180	1 0	58,107	1 0	58,107	
3100	Senior Engineer	1 0	1 0 1	9	000, 180	U	01	U	0	

		Actual FY 2001	Actual FY 2002		evised 2002–03		pposed 2003–04		lopted 2003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
6111	Senior Engineering Associate	0	0	0	0	19	1,205,199	18	1,140,139
3163	Senior Engineering Associate	17	17	18	1,135,139	0	0	0	0
2012	Senior Environmental Svcs Mgr	2	4	3	270,777	0	0	0	0
828	Senior Financial Analyst	2	2	2	133,945	0	0	0	0
2552 952	Senior Information Systems Mgr	1 0	0	0	0 64,895	0 0	0	0 0	0
537	Senior Management Analyst Senior Management Auditor	1			74,667	0	0	0	0
3231	Senior Planner			1	56,407	0	ő	0	0
1956	Senior Public Works Manager	l i	Ö	Ö	0	0	ŏ	0	Ö
414	Senior Stores System Manager	1	1 1	1	60,792	0	ō	0	0
1212	Senior Water Utility Worker	0	0	0	0	1	40,935	1	40,935
1213	Senior Water Utility Worker	1	1	1	39,902	0	0	0	0
310	Service Dispatcher	2	2	2	80,723	2	78,348	2	78,348
406	Storekeeper/Acquisition Spec II	3	3	2	85,066	2	87,278	2	87,278
408	Storekeeper/Acquisition Spec III	1	1 1	1	48,838	1	50,094	1	50,094
7161	Stores System Supervisor II	0	0	0	0	1	63,341	1	63,341
3167	Supervising Engineer	4	4	4 1	318,240	0 0	0	0 0	0
3121 3124	Surveying Aide II Surveying Supervisor	1 1	1 1	1	37,500 71,848	0	0	0	0
7671	Surveying Supervisor/Water Right	Ö		Ó	71,048	1	73,716	1	73,716
3122	Surveyor I	2	2	2	96,090	2	98,596	2	98,596
3123	Surveyor II	2	2	2	102,896	2	105,554	2	105,554
3107	Technician I	2	2	3	122,586	0	0	0	0
3108	Technician II	18	16	16	803,352	0	0	0	0
3109	Technician III	3	4	4	231,101	0	0	0	0
1054	Trades Supervisor	4	4	3	166,996	0	0	0	0
650	Training & Development Analyst	1	1	1	65,824	0	0	0	0
7271	Training and Development Officer	0	0	0	0	1	61,224	1	61,224
1210	Utility Worker I	18	18	13	461,929	6	217,440	6	217,440
1211 1209	Utility Worker II Utility Worker II, Apprentice	63 8	61 8	63 6	2,400,016 26,967	42 10	1,631,343 389,566	42 10	1,631,343
1532	Vehicle & Equipment Mechanic	0	1	1	55,583	0	389,360	0	389,566 0
1744	Water Bureau Director		il	i	103,436	0	ő	0	0
7236	Water Conservation Program Coord	ا أ	o l	Ö	0	4	254,397	4	254,397
7598	Water Group Manager	0	ō	Ō	ō	3	290,406	3	290,406
7595	Water Maintenance Supervisor, Se	0	0	0	0	4	279,083	3	211,382
1700	Water Meter Reader I	13	13	13	467,688	12	442,932	12	442,932
1701	Water Meter Reader II	1	1	1	40,695	2	83,504	2	83,504
1718	Water Meter Technician I	3	3	3	123,903	2	84,762	2	84,762
1719	Water Meter Technician II	1 1	.4	4	189,340	4	194,256	. 4	194,256
1730	Water Operations Mechanic	21	17	16	717,501	15	693,570	15	693,570
1731 1725	Water Operations Mechanic, Lead	33 7	33 7	29 6	1,370,460	24 0	1,165,536	24 0	1,165,536 0
7594	Water Ops Mechanic Apprentice Water Quality Inspection Supervi	ó	ó l	0	39,066 0	1	70,006	1	70,006
1713	Water Quality Inspection Supervi	5	5	5	258,180	5	264,830	5	264,830
1714	Water Quality Inspector III		1	1	54,204	1	55,607	1	55,607
7586	Water Resources & Urban Affairs	o	Ó	Ó	0	1	70,006	1	70,006
7588	Water Resources Planning Manager	0	0	0	ō	1	95,640	1	95,640
7600	Water Resources Program Manager	0	0	0	0	3	211,464	3	211,464
1709	Water Security Specialist	0	0	0	0	10	389,650	10	389,650
1705	Water Service Inspector	9	9	9	385,736	8	332,350	8	332,350
7592	Water Treatment Operations Super	0	0	0	0	1	55,439	1	55,439
1752	Water Treatment Operator II	9	9	9	452,544	9	476,694	9	476,694
7060	Water Utility Director	0	0	0	0	1	112,183	1	112,183
1760	Watershed Specialist	7	7	6	241,541	5	194,825	5	194,825
1762	Watershed Specialist, Senior	1 2	1	1 0	39,902	0	0	1 0	43,178
1510	Welder FULL-TIME POSITIONS	543	5 28		24 859 022	0 541 \$	27,398,365	542 \$	27.463.514
-UIAL	LOFF-HIME LOSHIOMS	543	326	535 \$	24,859,032	541 \$	21,398,385	54∠ \$	27,463,514

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.

		AMOUNT						
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION			
FY 2003-04	89,269,083	0	89,269,083	535.0	FY 2003-04 Current Service Level			
CCI Adiustment	-							
CSL Adjustment	1,323,102	0	1,323,102	0.0	Personnel Adjustments (COLA, Benefits, etc.)			
	1,081,420	0	1,081,420	0.0	Fund/Convert 18 LT Positions to Permanent FT			
	169,310	. 0	169,310	0.0	Reclassifications & Increased PT/Premium Pay			
	720,635	0	720,635	0.0	Increased External M&S			
	(276,044)	0	(276,044)	0.0	Reduced Interagencies			
	(736,735)	_	(736,735)	0.0	Reduced PERS and Other Adjustments			
	7,080,700	0		0.0				
	, ,	0	7,080,700	0.0	Miscellaneous CIP Project Costs			
mayor's Propose	ed Budget Decision							
	349,050	40,000	389,050	4.0	Security Add Package			
	73,824	5,000	78,824	1.0	Powell Butte Grounds Maintenance Add Packag			
	100,266	26,000	126,266	2.0	GIS Add Package			
	200,000	0	200,000	0.0	Ground Water Protection Add Package			
	550,000	0	550,000	0.0	ESA Add Package			
	110,372	0	110,372	0.0	HR/Labor Contract Compliance Add Package			
	3,195,048	150,000	3,345,048	10.0	New CIS Add Package (+6 New FTE in CSL)			
	0	0	0	(10.0)	Fund 10 Apprentice Positions with Vacancies			
	(409,356)	0	(409,356)	0.0	BIT I/A Savings			
	(375,000)	0	(375,000)	(1.0)	Bull Run Regional Water Agency Savings			
	(50,000)	0	(50,000)	0.0	Defer Dam 3 Feasibility Study			
	1,042,000	0	1,042,000	0,0	Funding for Columbia Villa HOPE VI Project			
Approved Budge	et Additions and R	eductions						
	308,273	0	308,273	0.0	GF Overhead Adjustment			
	(308,273)	0	(308,273)	0.0	Contingency			
Adopted Budget	Additions and Re	ductions						
	149,293	0	149,293	0.0	Revised I/A with OMF for New CIS Add Package			
	0	0	0	1.0	Return Lead Hazard Reduction Program to Water			
	34,255	0	34,255	0.0	Adjust for approved position reclassifications			
	(61,135)	0	(61,135)	0.0	Reduced I/As from PERS savings			
	14,271,005	221,000	14,492,005	7.0	Total Decision Packages			
			\$ 103,761,088	542.0	Total Adopted Budget			
FY 2003-04 Deci	sion Packages Not	Funded			1			
	112,893	0	112,893	2.0	Fire Hydrant Testing			
	,		\$ 112,893	2.0	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 (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 2003-04 Budget

The FY 2003-04 Adopted Budget for the Hydroelectric Power Division is \$547,267. This budget supports the City's administrative and operational costs associated with the Portland Hydroelectric Project and maintains the current service level with a staff of three full-time positions.

CHANGES FROM PRIOR YEAR

The FY 2002-03 Adopted Budget had three budget adjustments approved for a total increase of \$395,000. Those adjustments authorized specific repairs and replacements of equipment at the Portland Hydroelectric Project. The FY 2003-04 Adopted Budget did not identify any other major repair projects that would require additional funding authorization.

Overview of Programs

HYDROELECTRIC POWER ADMINISTRATION

Mandated Administrative and Operational Activities

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:

Four contractual or regulatory documents mandate activities.

- 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

	SUMM	IARY	OF	DIVIS	ION	BUDGET
--	------	------	----	-------	-----	--------

riyurdelectric rower bivisic	<i>y</i> 11 <i>1</i>	AU 001				50	mmaili Oi i	DIVI	SION BODG
	ı	Actual FY 2000–01	Actual FY 2001–02	·	Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES									
Operating Budget									
Personal Services		242,533	198,941		249,246		256,958		256,958
External Materials and Services		275,705	53,822		498,300		104,300		104,300
Internal Materials and Services		146,501	142,268		189,004		186,312		186,009
Minor Capital Outlay		0	0		0		0		0
Equipment Cash Transfers		0	0		0		0		0
Total Operating Budget		664,739	 395,031		936,550		547,570		547,267
Capital Improvements		0	0		0		0		0
TOTAL BUREAU EXPENDITURES	\$	664,739	\$ 395,031	\$	936,550	\$	547,570	\$	547,267
Allocated Overhead		0	52,177		52,798		54,166		57,400
Total Cost with Allocated Overhead		664,739	 447,208		989,348		601,736		604,667
RESOURCES					-				
Hydropower Operating Fund		664,739	395,031		936,550		547,570		547,267
Note: Discretionary General Fund r Non-Discretionary revenues are res								ıe.	
PROGRAMS									
Hydroelectric Power Administration		664,739	395,031		936,550		547,570		547,267
Positions		3	3		<i>3</i>		3		3
TOTAL PROGRAMS	\$	664,739	\$ 395,031	\$	936,550	\$	547,570	\$	547,267
Positions		3	3		3		3		3

		Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel	Services		<u> </u>			
511000	Full-Time Employees	150,707	132,099	185,018	190,925	190,925
515000	Premium Pay	104	0	0	. 0	, o
517 00 0	Benefits	63,228	48,485	64,228	66,033	66,033
518000	Paid Absence	28,494	18,357	0	0	0
Total Pers	onnel Services	242,533	198,941	249,246	256,958	256,958
Materials :	and Services					
	Materials and Services					
521000	Professional Services	14,375	17,383	35,000	35 ,00 0	35 ,00 0
522000	Utilities	0	0	0	0	C
523000	Equipment Rental	0	0	0	0	(
524000	Repair & Maintenance Services	0	0	2,000	2,000	2,000
525000	Non-Capital Improvement	0	0	0	0	C
528000	Local Match Payments	0	0	0	0	(
529000	Miscellaneous Services	0	323	3,000	3,000	3,000
531000	Office Supplies	257	96	2,000	2,000	2,000
532000	Operating Supplies	56	482	2,000	2,000	2,000
533000	Repair & Maintenance Supplies	0	0	0	0	(
534000	Minor Equipment & Tools	2,041	0	3,000	3,000	3,000
535000	Clothing & Uniforms	0	0	0	0	(
539000	Other Commodities External	. 0	0	0	0	(
541000	Education	0	1,300	1,200	1,200	1,200
542000	Local Travel	0	0	0	0	(
543000	Out-of-Town Travel	0	892	1,600	1,600	1,600
544000	Space Rental	0	0	0	0	. (
545000	Interest	0	0	0	0	(
546000	Refunds	0	0	0	0	(
547000	Retirement System Payments	0	0	0	0	(
548000	Operating Lease	0	0	0	0	(
549000	Miscellaneous	258,976	33,346	448,500	54,500	54,500
Total Ex	ternal Materials and Services	275,705	53,822	498,300	104,300	104,300
Internal	Materials and Services					
	Vehicle Services	4,232	3,211	4,831	4,108	4,08
552000	Printing & Distribution	4,712	2,233	3,456	3,445	3,42
553000	Facilities Services	. 0	0	0	. 0	· (
554000	Communications Services	5,220	5,737	6,721	6,344	6,263
555000	Information Technology	2,933	2,772	2,695	2,565	2,520
556000	Insurance	31,845	32,373	60,429	61,802	61,672
557000	Master Lease	. 0	. 0	. 0	. 0	. (
558000	Same Fund Services	0	0	0	0	(
	Other Fund Services	97,559	95,942	110,872	108,048	108,048
Total Int	ernal Materials and Services	146,501	142,268	189,004	186,312	186,009
Total Mate	erials and Services	422,206	196,090	687,304	290,612	290,309
Capital Ou	ıtlay					
561 00 0	Land	0	0	0	0	(
562000	Buildings	0	0	0	0	(
563000	Improvements	0	0	0	0	(
564000	Capital Equipment	0	0	0	0	(
565000	Facilities Lease/Purchase	0	0	0	0	(
566000	Equipment Lease/Purchase	0	0	0	0	(
567000	• •	0	0	0	0	
568000		0	0	0	0	
569000		ō	Ō	0	Ö	
Total Capi	•	· 0	0	0	0	(
	Equipment Cash Transfers	0	0	0	0	(
	Minor Equipment Transfers	0	0	0	0	
OTAL DIVI	SION EXPENSES	\$ 664,739	\$ 395,031	\$ 936,550	\$ 547,570	\$ 547,26

Hydroelectric Power Division AU 637

FULL-TIME POSITIONS

		Actual FY 2001	Actual FY 2002			Proposed FY 2003-04		Adopted FY 2003-04	
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
2534	Applications Analyst IV	1	1	1	69,969	1	71,788	1	71,788
7651	Engineer, Supervising	0	0	0	. 0	1	82,771	1	82,771
102	Office Support Specialist II	1	1	1	35,454	1	36,366	1	36,366
3167	Supervising Engineer	1	1	1	79,595	0	0	0	0
TOTAL	FULL-TIME POSITIONS	3	3	3	\$ 185,018	3 \$	190,925	3 \$	190,925

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.

		AMOUNT		i				
ACTION	Ongoing	One-Time	Total Pac	kage	FTE	DECISION		
FY 2003-04	553,463	0	553	3,463	3.0	FY 2003-04 Current Service Level Estimate		
CSL Adjustment	s							
	(5,723)	0	(5	5,723)	0.0	Reduced PERS		
Mayor's Propose	ed Budget Decision	ns						
•	68	0		68	0.0	Increased HR I/A		
	16	0		16	0.0	Increased Print/Dist. I/A		
	43	0		43	0.0	Increased Vehicle Svcs I/A		
	(210)	0		(210)	0.0	Decreased BIT I/A		
	(87)	0		(87)	0.0	Decreased Debt Management I/A		
Approved Budge	et Additions and Re	eductions						
	3,234	0	3	3,234	0.0	GF Overhead Adjustment		
	(3,234)	0	(3	3,234)	0.0	Contingency		
Adopted Budget	Additions and Rec	ductions						
	(303)	0		(303)	0.0	Reduced I/As from PERS savings		
	(6,196)	0	(6	5,196)	0.0	Total Decision Packages		
			\$ 547	7,267	3.0	Total Adopted Budget		
FY 2003-04 Decis	sion Packages Not	Funded						
	0	0		0	0.0	None		
			\$	0	0.0	Total Decision Packages Not Funded		

Table of Contents

C	ommunity Development	309
	Bureau of Development Services	313
	Cable Communications and Franchise Management	337
	Office of Sustainable Development	353
	Bureau of Housing and Community Development	373
	Office of Neighborhood Involvement	399
	Bureau of Planning	427



Community Development

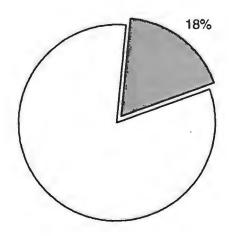
Bureau of Development Services

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 = \$316 Million



City Budget = \$1.74 Billion

Bureau Pie Chart Housing & Comm. Dev. ONI 18% Planning 2% 4% Development. Serv. 10% LID 9% Others 57%

Service Area Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change	
Operating	64,905,054	60,724,654	-4,180,400	-12.3%	
Capital	0	0	0	0.0%	
Allocated Overhead Costs	2,154,024	2,615,963	461,939	13.9%	
Total Cost with Allocated Overhead	\$ 67,059,078	\$ 63,340,617	\$ -3,718,461	-11.4%	
Authorized Full-Time Positions	456	439	-17	-9.7%	

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, Bureau of Development Services, Office of Cable Communications and Franchise Management, Office of Sustainable Development, Office of Neighborhood Involvement, and Bureau of Planning.

MAJOR THEMES

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 \$18,647,221, a net increase of \$620,221 or 3.4% from the previous year. BHCD uses General Fund Discretionary resources to support youth, homeless, and public safety issues. The bureau is also responsible for allocating the General Fund resources transferred annually into the Housing Investment Fund (HIF). Budgeted at \$495,757 in FY 2003-04, these funds will be used to support homeless programs.

Bureau of Development Services

Arising from the Blueprint 2000 process, the City Council created the Office of Planning and Development Review (OPDR) by merging the Bureau of Buildings and the Development Review section of the Bureau of Planning. In 2002, the bureau's name was changed to the Bureau of Development Services (BDS).

Effective July 1, 2003, the Neighborhood Inspections program (Housing, Nuisance Abatement, and Noise functions) will move to the Office of Neighborhood Involvement (ONI). This move will integrate neighborhood-based services into ONI where many neighborhood services already exist.

General Fund revenue is being moved from the Land Use Review program into the Neighborhood Inspections program in ONI. Reductions of six positions in other areas of BDS will fund most of the loss in revenue to Land Use Review. In addition, General Fund resources were reduced by 4.0%. These cuts were spread throughout all BDS programs.

Cable Communications and Franchise Management

The Cable Office enforces cable service franchises, manages community use of the cable system, and works to maximize City franchise revenues. In line with Citywide reduction strategies, the FY 2003-04 Adopted Budget for Cable reduces General Fund Discretionary by 4.0%, or approximately \$59,000 from target budget levels.

In FY 2003-04, the bureau will oversee a 70-city joint audit of Qwest and Verizon. Because of an audit of PGE in FY 2001-02, the City collected \$840,000 in additional revenue. The bureau will also continue its aggressive compliance program.

The compliance program performs lower-level audits or financial reviews, and a variety of other compliance activities. The program generated over \$1 million in each of the previous fiscal years, has brought in over \$500,000 so far in FY 2002-03, and has identified over \$2 million in outstanding franchise fees.

Office of Sustainable Development

The Office of Sustainable Development (OSD) continues to pursue options to protect the City's economic, environmental, and public interest goals. The FY 2003-04 Adopted Budget continues funding for the current programs of energy, solid waste and recycling, sustainable technologies and practices, and green buildings. In FY 2003-04, OSD will seek to improve on Portland's already nationally-recognized recycling efforts through implementation of a long-planned food waste recycling program.

The Adopted Budget will reduce direct General Fund support by just under \$15,000. In particular, funding has been eliminated for the Block-by-Block weatherization program, although one-time General Fund support for citywide Fix-It Fairs was retained. Other funding is steady as most of OSD's support comes from residential and commercial solid waste fees, grants, and charges to other bureaus.

Office of Neighborhood Involvement

The Office of Neighborhood Involvement provides a wide range of programs and services to encourage citizen participation and to improve neighborhood and community livability. The Adopted Budget includes two new programs - Neighborhood Inspections and Noise Control. These programs were transferred from the Bureau of Development Services with the intent of improved service delivery.

Bureau of Planning

In 1999, the City Council adopted 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 Bureau of Planning.

The FY 2003-04 Adopted Budget continues existing programs and functions with some limited realignment of existing staff and a handful of additional proposals.

Two programs were reallocated from one program area to another (Infill Design from Code Development to Urban Design/Historic Resources and River Renaissance Management from Environmental Planning to the Director's Office). The Adopted Budget also includes funding and reassignment of existing staff to work on code monitoring and evaluation and the Regulatory Improvement Work Plan. Within the Area and Neighborhood Planning Program, the bureau is creating District Planning Liaisons for six districts within the city. These positions will be filled by existing staff within Area and Neighborhood Planning.



a.

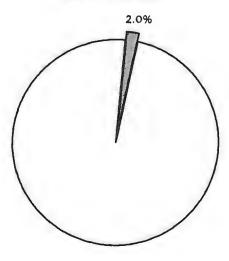
Bureau of Development Services

Community Development Service Area

Randy Leonard, Commissioner-in-Charge Ray Kerridge, Director

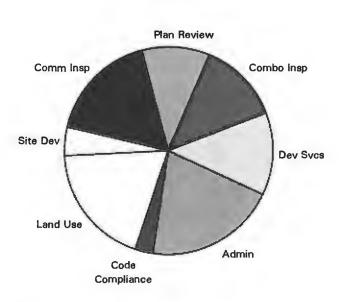
Percent of City Budget

BDS = \$28.2 Million



City Budget = \$1.4 Billion

Bureau Programs

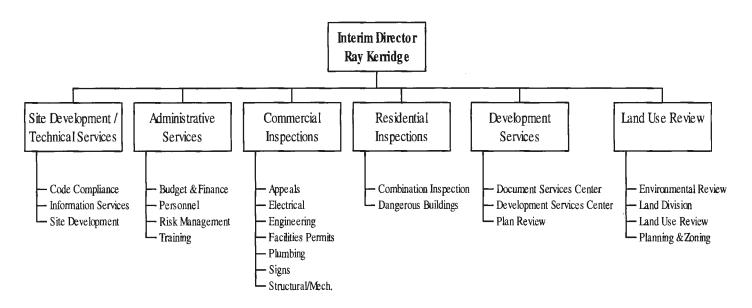


Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change	
Operating	29,729,324	28,222,484	-1,506,840	-11.0%	
Capital	0	0	0	0.0%	
Allocated Overhead Costs	686,045	920,424	234,379	25.8%	
Total Cost with Allocated Overhead	\$ 30,415,369	\$ 29,142,908	\$ -1,272,461	-10.2%	
Authorized Full-Time Positions	286	266	-20	-12.8%	

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

Bureau of Development Services



Bureau Summary

BUREAU MISSION

The Bureau of Development Services works with the community and other bureaus to preserve and shape safe, vital, and well-planned urban environments.

BUREAU OVERVIEW

General Description

The Bureau of Development Services is an integral part of the development process. Bureau staff work with developers, builders, and homeowners to guide them through the development process. The bureau manages programs which ensure that construction and land use codes are followed and is instrumental in enhancing the safety of buildings and Portland's quality of life. To this end, staff review construction plans and issue permits. Inspectors perform field visits to ensure compliance.

Customer Service Approach

BDS's business is providing service to all the stakeholders in the development or compliance process from neighbors and business owners, to code violators and developers. Because BDS is a regulatory agency and citizens have no other place to receive these services, it is essential that the bureau provide outstanding customer service. Central to the approach is treating customers with respect, dignity and understanding. BDS staff help solve customers' particular project-related problems in constructive and creative ways. They help customers understand what the rules and regulations are and how they apply to their project/proposal. BDS works with the customer to develop alternative solutions to their problems. Each employee has the responsibility to be a collaborative problem solver in assisting the customer though the development process.

State Statutes and Administrative Rules

City enforces a variety of State and local statutes.

Portland's code enforcement authority dates back to local ordinances passed by the City Council as early as 1892. In 1973, the state legislature passed requirements for a State Building Code mandating uniform statewide enforcement. Although the City had been regulating construction since the late 1800's, after 1973 the City was required to enforce the State Adopted codes with state certified personnel. The responsibility of enforcing the State construction codes is delegated to the bureau through the States local option program. State statutes govern the building, mechanical, plumbing and electrical codes, subsurface sewage disposal, mobile homes and mobile home parks, and recreational vehicle parks. Through an intergovernmental agreement with Multnomah County, BDS provides construction code enforcement in the area from the Portland-Gresham urban services line to the western Multnomah County line.

In addition to the programs assumed from the State, BDS 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 the Planning and Zoning Code under Title 33 of the City Code. BDS is also responsible for Floating Structures (Title 28), Erosion Control (Title 10), and Signs (Title 32).

Community Development Service Area

Summary of Programs

BDS reviews plans, issues permits, and inspects industrial, commercial and residential construction. The bureau also provides permit records, answers customer inquiries about the development review process, tracks plans, and provides early assistance for customers all the way through permit issuance.

The Land Use Review Division is responsible for implementing the City's land use policies, plans and codes through the review of proposed development.

The Site Development/Zoning Enforcement program ensures compliance with site-related regulations, such as erosion control, grading, and on-site stormwater treatment and disposal. The program also enforces the zoning code, as well as structural, mechanical, plumbing, and electrical code violation cases.

Fees

Construction permits and inspections do not use General Fund resources

In FY 1988-89, City Council directed the bureau to structure its fee schedules to ensure that construction permit and inspection functions do not depend upon general tax revenues. The bureau achieved self-sufficiency for these programs in the FY 1990-91 budget. The Land Use Review Program receives some General Fund support.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Regulatory Improvement Workplan

The City's Regulatory Improvement Workplan is a process of continuous improvement to the City's land use and building regulations, regulatory procedures, costs, and customer service. BDS plays a key role in this process by making improvements to the permitting system, reviewing processes for fines and penalties, reviewing the impacts of regulations, developing partnerships with the development community, improving all aspects of the bureau's customer service, and participating with other bureaus in regulatory improvements.

Program Innovations

The Facilities Permit Program (FPP) will be expanded to provide services to several of the properties on the current program waiting list. The second phase of the Major Projects Group (MPG) pilot, designed to provide premium development review and inspection services on large construction projects will begin in FY 03-04. A program aimed at cross-training plumbing inspectors to perform mechanical inspections will be carried out, as well as the implementation of a "B" level structural inspector program. In addition, BDS will launch the Small Business Permit and Inspection pilot program. This program will be designed to accommodate the needs of small businesses and will be modeled after the FPP and MPG programs. The pilot will indicate what to do effectively to meet the needs of small business projects.

Response to Audit Findings

The Auditor's Office completed their audit of the development review process in January 2003. The audit recognized that BDS and the City have made significant progress since the last audit in 1997. The audit also pointed out additional improvements that are needed. BDS will be developing a workplan to address the issues raised in the audit, including expanding the bureau's performance measures using customer surveys and providing more detailed cost of service information.

TRACS Computer Program

BDS will continue new innovations in the TRACS development services system in the coming year. The first major upgrade to the system since it was installed three years ago will be implemented with many new user-friendly, efficient features. The web version of TRACS which provide instant internet data to the public on building permits, land use cases and enforcement activities will be refined to provide even better information based upon feedback from citizens using the system.

SUMMARY OF BUDGET DECISIONS

Housing Program transfer to ONI

Effective July 1, 2003, the Neighborhood Inspections program (housing, nuisance abatement, and noise functions) will move to the Office of Neighborhood Involvement (ONI). This move will integrate these neighborhood-based services into ONI where many neighborhood services already exist.

General Fund revenue is being moved from the Land Use Review program into ONI to support the Neighborhood Inspections program. This loss in General Fund resources is offset in the bureau by the reduction of six positions in other areas of BDS. Other General Fund resources were reduced by 4%, with reductions spread throughout all BDS programs.

FUNDING SOURCES

As an operating fund, BDS is primarily funded through fees and charges. The bureau's construction code enforcement programs are fully financed by their fees and charges. The budgeted revenues fpor FY 2003-04 do not include any fee increases.

In FY 1999-00, reserves were at their lowest level since the operating fund was established. In FY 2000-01 the fund broke even. In FY 2002-03, as a result of spending reductions, fee increases, and overall revenue growth, revenues are projected to exceed expenses. In FY 2003-04, revenues should again exceed expenses, and the construction reserves will start to re-build to an adequate level.

The Land Use Review program's workload remains fairly stable and revenues are projected to increase moderately as a result of proposed fee increases. Unfortunately, expenditures are projected to exceed revenues eliminating the current \$350,000 reserve by FY 2004-05.

Strategic Direction

MAJOR INITIATIVES

The City's Regulatory Improvement Workplan addresses many of the issues raised in the audit regarding reviewing and streamlining existing regulations.

The bureau will review its mission statement and goals with the intent to clarify and focus them. Then, performance measures will be reviewed and expanded to tie directly to the goals.

Finally, the bureau will refine its cost analysis systems so that more detailed reviews of fees can be done.

Regulatory Improvement Workplan

BDS has been critically involved in the City's Regulatory Improvement Workplan. This program is charged to build an effective process of continuous improvement to the City's land use and building regulations, regulatory-related procedures, costs, and customer services. From now on, for each fiscal year, the City will work on perfecting its regulations, regulatory procedures, and related customer services through a City Council approved Regulatory Improvement Workplan. Each annual regulatory improvement workplan will include a regulatory code improvement list and a regulatory process and service improvement plan. The workplan approach looks holistically at the regulations themselves and at related processes, the experience and quality of customer services, the level of knowledge required of applicants and staff, and fiscal issues.

Early in the process, BDS fast tracked and implemented some regulatory improvements including:

- Piloted the Money Back Guarantee program for some BDS permits
- Published the Small Business Development Guide
- Extended the evening hours in the Development Services Center for small business
- Revised interagency agreements with other development bureaus
- Provided web site for Regulatory Improvement Program
- Participated in the Strategic Development Opportunities Team
- Received training in process mapping by Boeing Corporation

Simultaneously, other regulatory issues are being studied and analyzed. Several projects that BDS are responsible for include:

- Provide web access to citizens on permit status information
- Customer service training
- Expand the Money Back Guarantee pilot program
- Implement process mapping (Boeing process) on a selected BDS process
- Expand partnership with professional associations to provide on-going training for development professionals
- Increase the number of customer groups surveyed to identify customer service satisfaction, track improvement, and identify continuing concerns

Customer Service Improvements

BDS's customer service improvements complement the goals in the Regulatory Improvement Workplan and many of the tasks in the Workplan are customer service improvements. In FY 2002-03, BDS began a major initiative to shift the collective paradigm of both BDS staff and the staff of interagency partners who participate in development review. The goal is to see themselves less as regulators and more as facilitators who assist customers to achieve their development goals while complying with the City's codes and regulations. BDS wants to support the Council goal of "becoming a more effective partner in the region" by making continuous improvements to the development permitting process.

BDS is embarking on a major customer service training program. The program will be tailored to the unique work that BDS performs. All BDS staff and interagency partners will be trained in customer service techniques including communication styles, collaborative problem solving, and understanding customers' real-world constraints and frustrations. Supervisors and managers will receive additional training in supporting line staff in customer service.

Further customer service improvement efforts include continued measurement of customer satisfaction, ongoing communications with customers to determine their service needs, and development of a recognition program for staff who provide exemplary service.

TRACS Computer Program

In FY 1999-00, BDS 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.

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

In FY 2003-04, BDS will do the following to enhance TRACS:

- Build an integrated billing capacity into the TRACS suite of programs to improve the
 capacity in the Facilities Permit Program (FPP) program as well as provide new
 capacity to bill for certain cost of service program elements.
- Implement a major product upgrade to improve system performance and provide for easy, efficient use.
- Enhance TRACS on the Web, based on citizen feedback from the initial Internet launch in Spring 2003.
- Pilot the use of personal data assistant technology for field inspectors to improve efficiency and customer access to data.

Site Development/ Zoning Enforcement

The City's responsibilities in environmental and zoning enforcement have expanded tremendously in the past several years. BDS has taken on the responsibility of enforcing all the Endangered Species Act-related codes, such as environmental zones, erosion control, stormwater control, trees and landscaping, and environmental soils. To respond to these changes, BDS reviewed its enforcement processes. In order to coordinate enforcement activities more efficiently, several sections were combined to form the Site Services Division to integrate services with all environmental site work.

BDS will implement the following approach to improving enforcement efforts for environmental and land use regulation in FY 2003-04:

Pre-construction site visit for new single family construction on sensitive sites

The purpose of this consultation is to review zoning requirements, land use review regulations, site-related issues and on-site stormwater issues prior to construction commencing. This consultation is designed to help contractors avoid costly delays later due to violations resulting in enforcement actions.

Special landscape inspections program to address tree and landscaping requirements generated from erosion, ESA, and zoning code regulations

This program is designed to increase compliance by using landscape experts to provide reports that required code conditions have been met. The applicant may choose from a list of certified experts or in some instances, may self-certify completed landscape work. The goal is to provide an easy method for development applicants to comply with requirements and use City resources efficiently.

Certificate of occupancy for new residential construction

Modeled after the existing commercial certificate, the certificate of occupancy will knit together building code approvals with land use conditions, stormwater treatment and disposal, trees and landscaping and erosion control requirements. This program will assure that City requirements for zoning and ESA-related regulations are met. Developed in partnership with the development community, the residential certificate of occupancy will assure potential buyers that all City regulations have been met.

Program Innovations

The BDS Development Review Advisory Committee has now charged BDS with the task of developing other plan review and inspection programs based on the successful concepts pioneered under the Facilities Permits Program. BDS is developing and testing a number of program concepts to improve plan review and permit processes for major commercial development.

Major Projects Group (MPG)

BDS has started the first phase of the Major Projects Group pilot test. MPG will provide premium development review and inspection services to facilitate the City's review and inspection of major construction projects. The MPG process utilizes inter and intra-bureau review teams, as well as phased permits, project management techniques, and active process management to enhance the coordination of the city's review process. MPG also provides the opportunity to try new approaches to help facilitate the review and approval of the project. These include the concept of approving fire and life safety designs as they are being prepared by the designers and making the certificate of occupancy the City's primary approval document rather than building permits

An important factor of the Major Project Group program is the Early Start Procedures. The intent is to 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 plan review has been completed - will greatly help developers, designers, and builders. Early Start Procedures may also be used independent of the Major Projects Program if this need arises.

Expansion of Facility Permit Program

The program utilizes a team approach in the construction of interior tenant-improvement projects, primarily within institutional, industrial and office buildings where on-going improvements are frequent. There is a significant waiting list of facility owners who wish to sign up for the Facilities Permit Program. The program will be expanded at the beginning of FY 2003-04 to accommodate this demand. This expansion will be implemented by transferring staff from other BDS inspection programs.

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals

BDS has the following long-term goals:

- 1. Continue to improve business processes throughout BDS consistent with the goals of Blueprint 2000 and the Regulatory Improvement Workplan.
- 2. Test new ways of using technology to improve business processes and customer service.
- 3. Improve customer satisfaction through continued staff training and customer education.

Management Objectives

The bureau has the following objectives for FY 2003-04:

- 1. Continue work on Regulatory Improvement Workplan.
- 2. Create a Major Projects Group to focus on the review and inspection of large construction projects.
- 3. Continue to expand and improve the customer service work areas in the Development Service Center, putting more resources on-line for customers.
- 4. Pilot test PDA technology for field inspectors to improve efficiency and customer access to data.
- 5. Evaluate the newly-expanded BDS web site to determine further improvements desired by customers: new TRACS access, land use agenda, notices, and decisions on web.
- 6. Make additional refinements to City Code Title 33 and Title 32 under Code Maintenance 2004.
- 7. Implement a Residential Certificate of Occupancy program that treats new residential construction as a total project including building permits, trees and landscaping, stormwater treatment/disposal, and all site-related requirements.
- 8. Review mission statement and goals with the intent to clarify and focus them.
- 9. Expand performance measures to tie directly to the goals and refine data collection.
- 10. Refine cost analysis systems so that more detailed reviews of fees can be done.

COUNCIL PRIORITIES

Issues and Priorities

The Bureau of Development Services continues to work toward the City's policy goals and meet major growth and livability objectives. The bureau most significantly impacts the following priorities:

- Ensure decent and affordable housing
- Build a livable city through good planning and well-managed growth
- Promote economic vitality and access to quality jobs for all
- Ensure a safe and peaceful community
- Keep the central city vital
- Build a multi-modal transportation system

Benchmarks

The bureau also addresses a number of the Portland-Multnomah County Benchmarks, including:

- Percentage of people who rate their neighborhood livability high
- 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
- Percentage of citizen volunteers in a government advisory capacity who are satisfied that their recommendations were carefully and respectfully considered
- Percentage of emergency services agencies with emergency response procedures in place that are regularly exercised and updated per federal standards

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 of the Director, budget, finance, personnel, training, code development, communications, loss control /risk management, general reception, and office management.

The Administration program 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 to streamline office operations and develop proposals for improving work flow and methods.

The Information Technology program assures technical tools are developed and maintained to support critical business systems. The Desktop Support team maintains all hardware including desktop PC's, servers, personal data assistants, laptops, printers, scanners and MS operating systems. The TRACS business team designs, tests, and creates business-driven changes to the TRACS application including building permits, case-tracking files, and Geographic Information System.

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 City's sign, planning, zoning and site development codes requirements. Inspectors respond also to citizen and industry inquiries and complaints concerning construction and site-related issues.

The Commercial Inspections program is composed of several sections: Structural/Mechanical, Electrical, Plumbing, Engineering Plan Review and the Facility Permit program. Phase 1 of the Major Projects Group (MPG) pilot program is also being carried out within the division.

Structural / Mechanical Section

Structural and mechanical inspectors check the structural, fire, and life safety components of new commercial and industrial construction projects for compliance with the State Building Code and the City construction codes. Section staff also inspect smoke control systems and all HVAC (heating, ventilating, air conditioning) systems for compliance with the State code. Inspectors also check for compliance with Land Use Reviews and City required landscaping requirements. They also to respond to citizen and industry inquiries and complaints about construction issues.

Electrical Section

Inspectors in the Commercial Electrical Section carry out electrical inspections and conduct plan review of new commercial electrical installations to ensure compliance with the State and city electrical codes. Electrical Inspectors also inspect certain industrial locations under the Master Electrical Permit Program. This program is based on the periodic inspection of maintenance and repair work and allows a greater degree of autonomy for the building owners. Electrical inspectors are also cross-trained to inspect electrical sign installations. The City's "A" board licensing program is also operated out of the Electrical Section.

Plumbing Section

The Commercial Plumbing Section is responsible for the plan review and inspection of commercial plumbing projects in the city to ensure compliance with the State and City plumbing codes. In addition to making site inspections, staff also check to ensure that contractors are appropriately licensed to carry out the installation, repair and construction of plumbing, storm-water and sanitary sewer systems. Inspectors also monitor their areas for work done without permit or without correct permits.

Facility Permit Program

The Facility Permit Program (FPP), now in its fifth year of operation, is a full-service program offering streamlined plan review, process management, permit and inspection services in all four State code areas. Inter-bureau teams of inspectors are cross-trained in plan review and facilitate the construction of interior tenant-improvement projects primarily within institutional, industrial and office buildings where on-going improvements are frequent.

Engineering Section

Staff in the Engineering Section review structural and mechanical plans and calculations to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components. The engineers examine plans and calculations to ensure that structural systems can withstand vertical and horizontal forces generated by the weight of the structure (including snow load), its contents and dynamic forces, such as wind and seismic events. Preliminary meetings are also attended by the engineering staff.

The Engineering Section is also responsible for administering the City's Special Inspection program. Special Inspection is a code-established system of private sector inspectors who inspect specific technical components of construction such as pre- or post-tensioned reinforcing steel in concrete slabs. The section certifies special inspectors and makes sure that only certified inspectors do required inspections. The section also develops and administers policy and guidelines for the City's Approved Structural Fabricator program. This program reviews documentation and inspects fabricator facilities to approve them for structural component assembly in lieu of special inspection.

CODE COMPLIANCE PROGRAM

Code Compliance

The Code Compliance Program processes code violation cases and enforces the City's Zoning code. Program staff inspect and approve zoning permits and assure compliance with Title 33 property development standards. This program administers home occupation permits as well. This program enforces structural, mechanical, plumbing and electrical code violation cases, including preparing and presenting code violation cases at code hearings as necessary. The Code Compliance Section reviews and approves assessment of code enforcement fees on active violation cases. Of the approximately 1500 annual zoning cases, approximately 300 properties are assessed enforcement fees.

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 Specialty Code. In this program, the goal is for all inspectors to obtain State certification in all four specialties: structural, mechanical, plumbing, and electrical. Currently 21 of 24 inspectors have all four certifications. This approach saves contractors time and money in scheduling inspections. It also allows the City to perform 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.

LAND USE REVIEW PROGRAM

BDS'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) which now includes the city's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals.

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

Planning and Zoning

The planning and zoning group provides public information in person, in writing, and by phone and provides non-discretionary review of building permits to ensure conformance with Title 33. Planning and Zoning staff partner with the Development Services Center to provide assistance and are an integral part of providing building permit reviews in a timely manner. The staff reviews over 5,000 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 a request for public input.

Appeal processing for land use reviews

Some reviews are administrative decisions with no local appeal, some are appealed to a citizen committee/commission (Adjustment, Design, or Landmarks) 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.

Case review planners also provide coordination and support for the City's Adjustment Committee, Historic Landmarks Commission and Design Commission. This group processes 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, PowerPoint presentations, and informational documents for the public and appeal hearings. The program also provides administrative support for the Adjustment Committee, Historical Landmarks Commission, and Design Commission.

Pre-Application Conference Coordination

Pre-application conferences are requested by an applicant prior to applying for a Type III land use review and are attended by City agency staff and other service providers who explain the requirements of the codes and policies that they administer. The purpose of the conference is to work with applicants to achieve the applicant's development goals. Staff also advise and inform applicants of the procedural and substantive requirements of the requested or required land use review.

Code Maintenance

The code maintenance program is part of a continuing effort to improve the clarity and structure of the Portland Zoning Code as an ongoing code maintenance project. It is intended to make corrections and clarifications to the Zoning Code that improve its usability, without changing basic policy or intent.

NEIGHBORHOOD INSPECTIONS PROGRAM

The budget reflects two significant changes: effective July 1, 2003, the Neighborhood Inspections program has been moved from BDS to the Office of Neighborhood Involvement (ONI), and General Fund resources will be transferred from the Land Use Review (LUR) program to ONI to help fund the Neighborhood Inspections program.

The shortfall of revenue in LUR is being offset by eliminating vacant positions in the bureau and by cutting selected programs and associated staff in the Administration Division.

DEVELOPMENT SERVICES PROGRAM

The Development Services staff manage the flow of the public permitting information and process from early assistance for customers planning their project to maintaining the records for completed projects. The work is divided into 3 work areas: Resource Records & Trade Permits, Document Services, and Process Management.

Resource Records and Trade Permits

Resource/Records and Trade Permit staff are responsible for maintaining historical building permit records and assisting customers in permit history, land use inquiries and utility location inquiries. The staff maintains permit records, utility maps, brochures, development documents, manuals and a Code Book Library for public use. They also assign addresses for all buildings in the city. Annually, the staff reviews and issues over 33,000 plumbing, electrical, mechanical and sign permits.

Document Services

Document Services 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 permits once reviews are completed. Staff also acts as process coordinators for new single family permits, selected other multifamily residential permits, and specialized projects such as the Money Back Guarantee pilot program.

Process Management

Process managers help applicants get projects through the approval process Large and complex projects are assigned a process manager to guide them through the permitting process. Services may include assisting customers early in project planning, being the single point of contact for applicants, taking the lead on resolving any conflicts among reviewers regarding requirements, identifying potential problems and their resolutions, working with applicants and City staff to establish project timelines, and tracking the project to see that deadlines are met.

SITE DEVELOPMENT

The Site Development program work includes plan review for geo-technical, flood plain, grading, private street and site preparation issues as well as onsite stormwater treatment/disposal and erosion control requirements on private property. Staff review all land use cases identifying any land suitability issues and conditions. Field staff perform all related inspections including those required by the Stormwater Manual, enhanced landscaping and tree requirements for Titles 20 and 33, and all required erosion control measures. Staff investigate citizen concerns and work with contractors and developers to gain compliance with site-related regulations.

A multi-disciplinary team, including engineers, geotechnical engineers, inspectors and planners, make up the team managing this diverse work. As new technologies for construction site management emerge, the Site Development program staff train and educate developers, contractors, and property owners about best management practices that meet City standards.

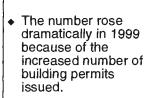
PLAN REVIEW PROGRAM

The Plan Review Section reviews and approves building and mechanical permits for residential and commercial structures. Staff are located in the Development Services Center on the second and the fifth floor of the 1900 Building.

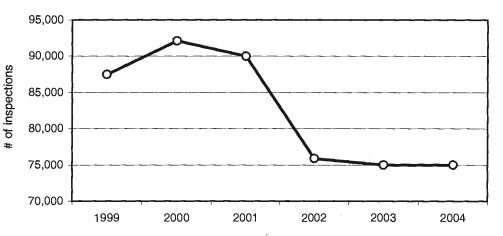
Plans Examiners review building projects and provide general information on life safety, energy conservation, accessibility and related building issues. They assist permit applicants to understand building codes and the review process in order to successfully obtain permits for their desired projects. They work effectively and efficiently to review and approve building and mechanical permits for both residential and commercial structures. In addition to reviewing plans, they provide customer assistance at the Development Services counter and answer general building code questions.

Performance Measures



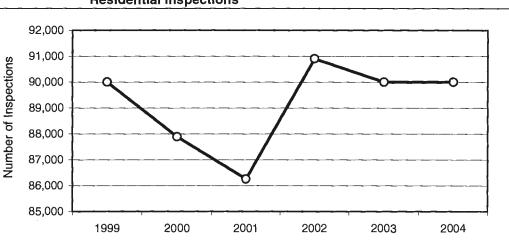


 Inspections have decreased due to the economic slowdown.



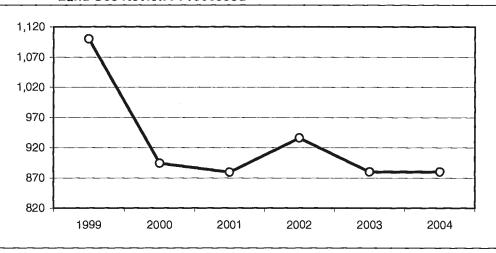
Residential Inspections

 Inspections have been fairly stable since their low in 2001.

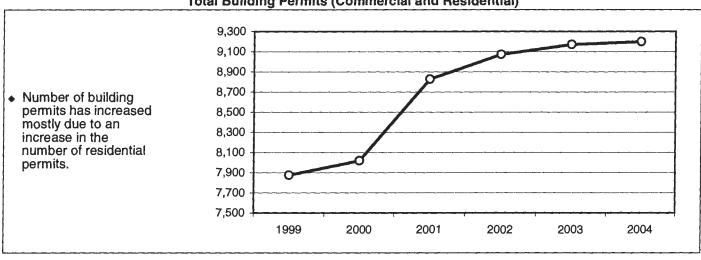


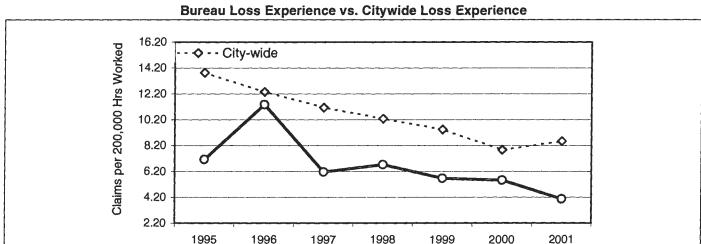
Land Use Reviews Processed

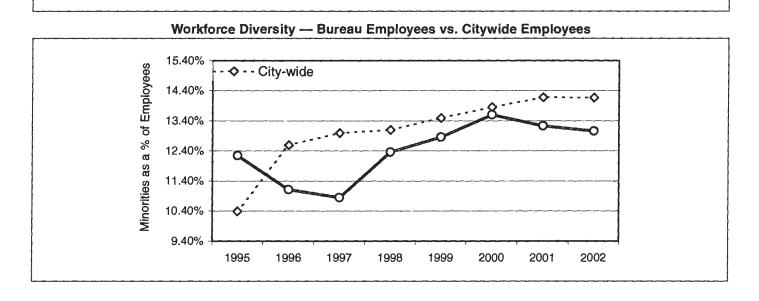
 The number of cases processed is projected to stabilize.



Total Building Permits (Commercial and Residential)







	Actual FY 1998-99	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04
BUREAU OF DEVELOPMENT SERVICES						
Affirmative Action Measures						
Affirmative Action - Minority	12.4%	12.9%	13.6%	13.2%	13.1%	
Minority Employees as a Percent of Total						
Affirmative Action - Female	44.4%	45.7%	46.7%	47.1%	46.3%	
Female Employees as a Percent of Total						
Bureau of Development Services						
Risk Data						
General Liability Claims per 200,000 Hours Worked	10.32	11.70	9.08	8.48		
Worker's Comp Claims per 200,000 Hours Worked	6.71	5.66	5.52	4.04		
Fleet Claims per 100,000 Miles Driven	1.43	0.40	1.77	0.60		
Fleet Claims Cost per 100,000 Miles Driven	\$3,630	\$800	\$1	\$2		
General Liability Claims Cost per \$100 Payroll	\$4.65	\$0.16	\$0.27	\$0.41		
Worker's Comp Claims Cost per \$100 Payroll	\$0.16	\$0.92	\$0.74	\$0.33		
Site Development						
Workload						
Site Development Inspections	n/a	n/a	3,009	6,966	8,700	8,700
Site Development Plan Reviews	n/a	n/a	5,481	5,824	5,800	5,800
Effectiveness						
Average time to first checksheet	n/a	n/a	14.50	15.60	15.50	15.50
Effectiveness						
Percent of inspections made within 24 hours of request	n/a	n/a	96%	97%	99%	99%
Land Use Review Program						
Workload						
Land Use Reviews Processed	1,100	894	879	936	880	880
Zoning Plan Checks Processed	4,860	5,161	5,041	4,996	5,000	5,000
Effectiveness						
Cases Created in Legal Time Frame	98%	98%	99%	99%	100%	100%
Effectiveness						
Calls returned w/in 24 hours	98%	99%	99%	99%	100%	100%
Code Compliance Program						
Workload						
Enforcement cases prepared and presented to Code Hearings Officer	82	55	28	38	40	40
Planning & zoning violation cases	5,301	4,662	5,499	5,339	5,000	5,000
Home occupation permits	131	135	135	135	135	135
Number of properties assessed code enforcement fees	290	256	350	334	350	350
Combination Inspections Program						
Workload						
Residential Inspections	90,000	87,894	86,255	90,907	90,000	90,000
Effectiveness	•		•	•	•	
Number of inspections per day, per inspector	15.18	15.64	14.76	18.68	18.00	18.00
Percent of inspections made within 24 hours of request	97%	98%	97%	99%	98%	98%

	Actual FY 1998–99	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04
Efficiency						
Number of inspection trips reduced due to "multi-hatted" inspectors	35,000	34,100	35,610	17,515	17,000	17,000
Commercial Inspections Program						
Workload						
Commercial Inspections	87,470	92,076	89,959	75,858	75,000	75,000
Effectiveness						
Number of inspections per day, per inspector	15.18	15.61	14.04	13.65	14.00	14.00
Percent of inspections made within 24 hours of request	97%	98%	93%	95%	97%	97%
Plan Review Program						
Effectiveness						
Percent of residential plans reviewed within scheduled end dates (new measure)	n/a	n/a	n/a	n/a	90%	90%
Effectiveness						
Percentage of commercial plans reviewed within scheduled end dates (new measure)	n/a	n/a	n/a	n/a	90%	90%
Development Services Program						
Workload						
Building Permits - Commercial	3,746	3,628	3,524	3,394	3,600	3,700
Building Permits - Residential	4,128	4,390	5,304	5,676	5,570	5,500
Total Building Permits (Commercial and Residential)	7,874	8,018	8,828	9,070	9,170	9,200
Electrical Permits	17,903	19,219	14,622	14,533	14,000	14,000
Mechanical Permits	9,586	8,880	8,598	9,008	8,000	8,000
Plumbing Permits	15,865	10,895	9,280	9,707	9,000	9,000
Sign Permits	1,240	979	1,006	968	1,000	1,000
Efficiency						
Percentage of building permits issued over the counter the same day as intake	N/A	N/A	66%	62%	66%	66%
Efficiency						
Pre-issuance checks completed within 2 working days of last review approval	n/a	n/a	n/a	n/a	95%	95%
Percent of permits eligible for Money Back Guarantee program issued within guidelines	n/a	n/a	n/a	n/a	97%	100%

	F	Actual Y 2000–01		Actual FY 2001-02		Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES										
Operating Budget										
Personal Services	•	19,668,893		20,038,051		21,503,401		20,396,306		21,214,821
External Materials and Services		1,672,452		1,525,630		2,426,770		1,638,724		1,648,324
Internal Materials and Services		4,928,530		5,790,646		5,552,292		5,392,183		5,347,276
Minor Capital Outlay		0		0		246,861		12,063		12,063
Equipment Cash Transfers		0		0		0		0		0
Total Operating Budget		26,269,875		27,354,327		29,729,324		27,439,276		28,222,484
Capital Improvements		0		0		0		0		0
TOTAL BUREAU EXPENDITURES	\$ 2	26,269,875	\$	27,354,327	\$	29,729,324	\$	27,439,276	\$	28,222,484
Allocated Overhand		900 675				696.045	===	900.464		000 404
Allocated Overhead		800,675		783,143		686,045		829,464		920,424
Total Cost with Allocated Overhead		27,070,550		28,137,470		30,415,369		28,268,740		29,142,908
RESOURCES										
Discretionary Revenues		3,500,174		3,329,443		0 100 000		1 100 510		1 100 510
General Fund						2,129,886		1,192,518		1,192,518
Total Discretionary Revenues		3,500,174		3,329,443		2,129,886		1,192,518		1,192,518
Non-Discretionary Revenues Grants & Donations		332		0		0		0		0
General Reserve Fund		0		0		454,000		0		0
		585,720		397,255		360,924		268,518		268,518
Interagency Agreements Cash Transfers		236,529		133,785		225,762		200,516		200,510
Bureau Program Revenue	,	230,329		23,440,383		26,522,024		25,978,240		26,761,448
Overhead Revenue	4	61,262		53,461		36,728		25,976,240		20,701,440
										
Total Non-Discretionary Revenues		22,769,701		24,024,884		27,599,438		26,246,758		27,029,966
TOTAL RESOURCES			\$			29,729,324	\$	27 //20 276	\$	28,222,484
	•	26,269,875	Ψ.	27,354,327	\$, -,	φ	27,439,276	Ψ	,,
Note: Discretionary General Fund r Non-Discretionary revenues are res	evenues	are those w	hich (may be used by	/ Citv	Council for any	/ publ	lic purpose.		=======
Note: Discretionary General Fund r	evenues	are those w	hich (may be used by	/ Citv	Council for any	/ publ	lic purpose.		
Note: Discretionary General Fund re Non-Discretionary revenues are res	evenues	are those w	hich (may be used by	/ Citv	Council for any	/ publ	lic purpose.		
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions	evenues	s are those w by policy or c	hich (may be used by ctual agreemer 1,016,377	/ Citv	Council for any ne bureaus that 1,120,638	/ publ	lic purpose. erate the revenu 1,248,034 14		1,248,034 14
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions Land Use Review Program	evenues	s are those woy policy or c	hich (may be used by ctual agreemer 1,016,377	/ Citv	Council for any ne bureaus that 1,120,638 14 5,159,334	/ publ	1,248,034 14 5,336,947		1,248,034 14 5,412,578
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions Land Use Review Program Positions	evenues	1,044,496 13 4,418,584	hich (may be used by ctual agreemen 1,016,377 14 4,687,432 61	/ Citv	1,120,638 14 5,159,334	/ publ	1,248,034 1,336,947 5,336,947		1,248,034 14 5,412,578
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program	evenues	1,044,496 13 4,418,584 61 4,784,422	hich (may be used by ctual agreemen 1,016,377 14 4,687,432 61 5,388,449	/ Citv	1,120,638 14 5,159,334 60 5,867,521	/ publ	1,248,034 14 5,336,947 5,746,414		1,248,034 14 5,412,578 <i>60</i> 5,708,142
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions	evenues	1,044,496 13 4,418,584 61 4,784,422 32	hich (1,016,377 14 4,687,432 61 5,388,449 26	/ Citv	1,120,638 14 5,159,334 60 5,867,521 25	/ publ	1,248,034 14 5,336,947 59 5,746,414 23		1,248,034 14 5,412,578 60 5,708,142
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program	evenues	1,044,496 13 4,418,584 61 4,784,422 32 654,309	hich (1,016,377 14 4,687,432 61 5,388,449 26 691,959	/ Citv	1,120,638 14 5,159,334 60 5,867,521 25 702,770	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904		1,248,034 14 5,412,578 60 5,708,142 23 766,904
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions	evenues	1,044,496 13 4,418,584 61 4,784,422 32 654,309 10	hich (1,016,377 14 4,687,432 61 5,388,449 26 691,959	/ Citv	1,120,638 14 5,159,334 60 5,867,521 25 702,770 9	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9		1,248,034 14 5,412,578 60 5,708,142 23 766,904
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions Combination Inspections Program	evenues	1,044,496 13 4,418,584 61 4,784,422 32 654,309 10 3,106,136	hich (1,016,377 14 4,687,432 61 5,388,449 26 691,959 9 3,121,035	/ Citv	1,120,638 14 5,159,334 60 5,867,521 25 702,770 9 3,228,450	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9 3,627,557		1,248,034 14 5,412,578 60 5,708,142 23 766,904 9 3,625,919
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions Combination Inspections Program Positions	evenues	1,044,496 13 4,418,584 61 4,784,422 654,309 10 3,106,136	hich (1,016,377 14 4,687,432 61 5,388,449 26 691,959 9 3,121,035 39	/ Citv	1,120,638 14 5,159,334 60 5,867,521 25 702,770 9 3,228,450 38	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9 3,627,557		1,248,034 14 5,412,578 60 5,708,142 23 766,904 9 3,625,919
Note: Discretionary General Fund rendered Non-Discretionary revenues are reserved. PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions Combination Inspections Program Positions Commercial Inspections Program	evenues	1,044,496 13 4,418,584 61 4,784,422 654,309 10 3,106,136 40 3,994,357	hich (1,016,377 14 4,687,432 61 5,388,449 26 691,959 9 3,121,035 39 3,970,421	/ Citv	1,120,638 14 5,159,334 60 5,867,521 25 702,770 9 3,228,450 38 4,125,844	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9 3,627,557 40 4,418,010		1,248,034 14 5,412,578 60 5,708,142 23 766,904 9 3,625,919 40 4,898,846
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions Combination Inspections Program Positions Commercial Inspections Program Positions	evenues	1,044,496 13 4,418,584 61 4,784,422 654,309 10 3,106,136 40 3,994,357 50	hich (1,016,377 14 4,687,432 61 5,388,449 26 691,959 9 3,121,035 39 3,970,421	/ Citv	1,120,638 14 5,159,334 60 5,867,521 25 702,770 9 3,228,450 38 4,125,844 47	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9 3,627,557 40 4,418,010		1,248,034 14 5,412,578 60 5,708,142 23 766,904 9 3,625,919 40 4,898,846
Note: Discretionary General Fund reserved Non-Discretionary revenues are reserved. PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions Combination Inspections Program Positions Commercial Inspections Program Positions Plan Review Program	evenues	1,044,496 13 4,418,584 61 4,784,422 654,309 10 3,106,136 40 3,994,357 50 2,470,209	hich (1,016,377 14 4,687,432 61 5,388,449 26 691,959 9 3,121,035 39 3,970,421 49 2,473,127	/ Citv	Council for any ne bureaus that 1,120,638	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9 3,627,557 40 4,418,010 49 2,703,519		1,248,034 14 5,412,578 60 5,708,142 23 766,904 9 3,625,919 40 4,898,846 55 2,971,342
Note: Discretionary General Fund reserved. PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions Combination Inspections Program Positions Commercial Inspections Program Positions Plan Review Program Positions Plan Review Program Positions	evenues	1,044,496 13 4,418,584 61 4,784,422 32 654,309 10 3,106,136 40 3,994,357 50 2,470,209	hich (1,016,377 14 4,687,432 61 5,388,449 26 691,959 9 3,121,035 39 3,970,421	/ Citv	1,120,638 14 5,159,334 60 5,867,521 25 702,770 9 3,228,450 38 4,125,844 47 2,877,030 30	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9 3,627,557 40 4,418,010		1,248,034 14 5,412,578 60 5,708,142 23 766,904 3,625,919 40 4,898,846
Note: Discretionary General Fund reserved Non-Discretionary revenues are reserved. PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions Combination Inspections Program Positions Commercial Inspections Program Positions Plan Review Program	evenues	1,044,496 13 4,418,584 61 4,784,422 654,309 10 3,106,136 40 3,994,357 50 2,470,209	hich (may be used by ctual agreemer 1,016,377 14 4,687,432 61 5,388,449 26 691,959 9 3,121,035 39 3,970,421 49 2,473,127 32	/ Citv	Council for any ne bureaus that 1,120,638	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9 3,627,557 40 4,418,010 49 2,703,519 30		1,248,034 14 5,412,578 60 5,708,142 23 766,904 3,625,919 40 4,898,846 55 2,971,342
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions Combination Inspections Program Positions Commercial Inspections Program Positions Plan Review Program Positions Plan Review Program Positions Neighborhood Inspections Program	evenues	1,044,496 13 4,418,584 61 4,784,422 654,309 10 3,106,136 40 3,994,357 50 2,470,209 30 2,652,372	hich (may be used by ctual agreemer 1,016,377 14 4,687,432 61 5,388,449 26 691,959 9 3,121,035 39 3,970,421 49 2,473,127 32 2,686,290	/ Citv	1,120,638 14 5,159,334 60 5,867,521 25 702,770 9 3,228,450 38 4,125,844 47 2,877,030 30 3,008,401	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9 3,627,557 40 4,418,010 49 2,703,519 30 0		1,248,034 14 5,412,578 60 5,708,142 23 766,904 3,625,919 4,898,846 4,898,846 2,971,342
Note: Discretionary General Fund reserved. PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions Combination Inspections Program Positions Commercial Inspections Program Positions Plan Review Program Positions Neighborhood Inspections Program Positions	evenues	1,044,496 13 4,418,584 61 4,784,422 32 654,309 10 3,106,136 40 3,994,357 50 2,470,209 30 2,652,372 34	hich (may be used by ctual agreemer 1,016,377 14 4,687,432 61 5,388,449 26 691,959 9 3,121,035 39 3,970,421 49 2,473,127 32 2,686,290 34	/ Citv	Council for any ne bureaus that 1,120,638 14 5,159,334 60 5,867,521 25 702,770 9 3,228,450 38 4,125,844 47 2,877,030 30 3,008,401 31	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9 3,627,557 40 4,418,010 49 2,703,519 30 0		1,248,034 14 5,412,578 60 5,708,142 23 766,904 3,625,919 40 4,898,846 55 2,971,342 33 00 0
Note: Discretionary General Fund reserved. PROGRAMS Site Development Positions Land Use Review Program Positions Administration Program Positions Code Compliance Program Positions Combination Inspections Program Positions Commercial Inspections Program Positions Plan Review Program Positions Plan Review Program Positions Neighborhood Inspections Program Positions Neighborhood Inspections Program Positions Neighborhood Inspections Program Positions Development Services Program	evenues stricted b	1,044,496 13 4,418,584 61 4,784,422 32 654,309 10 3,106,136 40 3,994,357 50 2,470,209 30 2,652,372 34 3,144,990	hich (may be used by ctual agreemer 1,016,377 14 4,687,432 61 5,388,449 26 691,959 9 3,121,035 39 3,970,421 49 2,473,127 32 2,686,290 34 3,319,237	/ Citv	Council for any ne bureaus that 1,120,638 14 5,159,334 60 5,867,521 25 702,770 9 3,228,450 38 4,125,844 47 2,877,030 30 3,008,401 31 3,639,336	/ publ	1,248,034 14 5,336,947 59 5,746,414 23 766,904 9 3,627,557 40 4,418,010 49 2,703,519 30 0 0 3,591,891		1,248,034 14 5,412,578 60 5,708,142 23 766,904 3,625,919 40 4,898,846 55 2,971,342

36

33

14

General Fund Discretionary Positions

		Actual FY 2000-01	Actual FY 200102	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personne	el Services					
511000	Full-Time Employees	11,641,399	11,917,435	15,066,132	14,420,448	15,032,879
512000		292,542	409,661	395,485	349,956	349,956
514000	• •	343,825	310,278	391,176	370,312	370,312
515000		40,912	38,708	41,782	28,135	28,135
517000		5,154,629	5,076,058	5,608,826	5,227,455	5,433,539
518000		2,195,586	2,285,911	0	0	0,100,000
	sonnel Services	19,668,893	20,038,051	21,503,401	20,396,306	21,214,821
	and Services	13,000,030	20,030,031	21,303,401	20,030,000	21,214,021
	al Materials and Services					
521000		234,790	125,854	550,319	282,398	282,398
522000		0	0	0	0	0
523000		0	0	0	0	0
524000	• •	127,632	123,854	186,303	186,066	186,066
	•		123,654			•
525000		0	•	0	0	0
528000	•	0	0	•	-	-
529000		557,827	503,431	461,618	92,488	92,488
531000	r - r	39,956	31,899	78,520	58,684	59,684
532000	, , ,	75,287	117,957	167, 44 4	145,111	146,111
533000	•	0	0	0	0	0
534000	, ,	295,991	229,432	471,243	431,232	433,332
535000	Clothing & Uniforms	8,395	7,706	9,611	9,093	9,593
539000	Other Commodities External	5,888	4,732	6,349	6,888	6,888
541000	Education	77,749	67,467	111,840	83,034	85,034
542000	Local Travel	162,657	175,943	164,895	161,766	161,766
543000		21,366	19,726	47,459	41,430	41,430
544000		0	0	0	0	0
545000	•	Ö	0	ő	Ö	ő
		2,055	14,801	10,316	549	549
546000		,	*			
547000		0	0	0	0	0
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	62,859	102,828	160,853	139,985	142,985
	dernal Materials and Services	1,672,452	1,525,630	2,426,770	1,638,724	1,648,324
	Materials and Services		000 540	000.400	000.070	
	Vehicle Services	360,786	303,516	289,186	288,272	286,975
552000		454,065	494,139	498,172	524,472	522,480
553000		2,263,337	2,251,630	2,245,223	2,122,331	2,121,066
554000	Communications Services	380,892	409,830	436,830	396,441	392,882
555000	Information Technology	214,734	688,349	597,998	844,468	831,442
556000	Insurance	664,696	668,418	524,200	491,818	490,308
557000	Master Lease	0	0	0	0	0
558000		0	0	0	0	0
559000		590,020	974,764	960,683	724,381	702,123
Total int	ternal Materials and Services	4,928,530	5,790,646	5,552,292	5,392,183	5,347,276
Total Mate	erials and Services	6,600,982	7,316,276	7,979,062	7,030,907	6,995,600
Capital Ou			.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
•						
561000	-	٥	n	٥	٥	٥
561000	Land	0	0	0	0	0
562000	Land Buildings	0	0	0	0	0
562000 563000	Land Buildings Improvements	-	0	0	0	0
562000 563000 564000	Land Buildings Improvements Capital Equipment	0 0 0	0 0 0	0 0 246,861	0	0 0 12,063
562000 563000 564000 565000	Land Buildings Improvements Capital Equipment Facilities Lease/Purchase	0	0 0 0 0	0 0 246,861 0	0 0 12,063 0	0 0 12,063 0
562000 563000 564000 565000 566000	Land Buildings Improvements Capital Equipment Facilities Lease/Purchase Equipment Lease/Purchase	0 0 0	0 0 0 0	0 0 246,861 0 0	0 0 12,063 0 0	0 0 12,063
562000 563000 564000 565000 566000 567000	Land Buildings Improvements Capital Equipment Facilities Lease/Purchase Equipment Lease/Purchase Infrastructure	0 0 0	0 0 0 0 0	0 0 246,861 0 0	0 0 12,063 0	0 0 12,063 0
562000 563000 564000 565000 566000 567000 568000	Land Buildings Improvements Capital Equipment Facilities Lease/Purchase Equipment Lease/Purchase Infrastructure Other Capital Expenditure	0 0 0 0 0	0 0 0 0 0 0 0	0 0 246,861 0 0 0	0 0 12,063 0 0 0	0 0 12,063 0 0 0
562000 563000 564000 565000 566000 567000	Land Buildings Improvements Capital Equipment Facilities Lease/Purchase Equipment Lease/Purchase Infrastructure Other Capital Expenditure	0 0 0 0 0 0	0 0 0 0 0	0 0 246,861 0 0 0 0	0 0 12,063 0 0 0	0 0 12,063 0 0 0 0
562000 563000 564000 565000 566000 567000 568000 569000 Total Capi	Land Buildings Improvements Capital Equipment Facilities Lease/Purchase Equipment Lease/Purchase Infrastructure Other Capital Expenditure Depreciation ital Outlay	0 0 0 0 0	0 0 0 0 0 0 0	0 0 246,861 0 0 0	0 0 12,063 0 0 0	0 0 12,063 0 0 0
562000 563000 564000 565000 566000 567000 568000 569000 Total Capi	Land Buildings Improvements Capital Equipment Facilities Lease/Purchase Equipment Lease/Purchase Infrastructure Other Capital Expenditure Depreciation Ital Outlay Equipment Cash Transfers	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 246,861 0 0 0 0 0 246,861	0 0 12,063 0 0 0 0 0 12,063	0 0 12,063 0 0 0
562000 563000 564000 565000 566000 567000 568000 Total Capi 573000 576000	Land Buildings Improvements Capital Equipment Facilities Lease/Purchase Equipment Lease/Purchase Infrastructure Other Capital Expenditure Depreciation Ital Outlay Equipment Cash Transfers	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 246,861 0 0 0 0 0 246,861	0 0 12,063 0 0 0 0 0	0 0 12,063 0 0 0 0 0 12,063

		Actual FY 2001	Actual FY 2002		vised 002-03		pposed 2003-04		lopted 2003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7103	Administrative Assistant	0	0	0	0	2	83,756	2	83,756
819	Administrative Assistant	3	3	3 1	139,808 73,936	0	0	0 0	0
926 7102	Administrative Services Manager Administrative Specialist, Senio			Ö	73,930	3	125,525	3	125,525
920	Administrative Supervisor I	4	4	4	213,485	Ö	0	Ö	0
7107	Administrative Supervisor II	0	0	0	0	3	183,651	3	183,651
922	Administrative Supervisor II	1	1 1	1	60,677	0	0	0 0	0
2531 2532	Applications Analyst I Applications Analyst II	1	1 2	1 2	58,875 107,382	0 3	172,630	3	172,630
2534	Applications Analyst IV	i	1	1	65,584	1	67,715	1	67,715
826	Assistant Financial Analyst	1	1	1	55,234	0	0	0	0
962	Assistant Program Specialist	1	1	1	55,583	0	0 !	0	0
3228 6131	Associate Planner Associate Planner	4 0	6	6 0	240,840	0 6	0 (276,839 (0 6	0 276,839
2143	Building Inspection Manager	2	2	2	174,834	0	0	ő	0
2140	Building Inspector II	13	12	11	618,553	9	518,357	10	575,974
2141	Building Inspector, Senior	6	7	7	427,321	8	501,021	9	564,153
928	Bureau Administrative Manager	1 0	1 0	1 0	79,596 0	0	0 93,167	0 1	93,167
7113 7110	Business Operations Manager, Sen Business Operations Supervisor		0	0	ő	1	73,492	1	73,492
7121	Business Systems Analyst	Ö	ŏ	Õ	õ	1	61,811	i i	61,811
7120	Business Systems Analyst, Assist	0	0	0	0	2	87,525	2	87,525
3236	Chief Planner	1	1	1	79,595	0	0	0	0
6132 6133	City Planner I City Planner II	0	0	0 0	0	9 16	442,242 887,708	9 17	442,242 945,453
7758	Code Development Administrator	0	0	0	ől	0	007,700	Ö	0
2202	Code Specialist II	7	6	6	259,957	5	224,121	5	224,121
2204	Code Specialist III	1	1	_1	42,505	0	0	0	0
2127	Combination Inspector	19	22	21 4	1,233,435 246,132	22 4	1,325,720 252,528	22 4	1,325,720 252,528
2128 7492	Combination Inspector, Senior Community Relations Specialist	4	1 1	1	54,055	0	252,526	0	252,526
131	Customer Accounts Specialist I	Ö	2	2	65,133	2	72,574	2	72,574
7074	Development Services Director	0	0	0	0	1	117,215	1	117,215
7768	Development Services Manager	0	0	0 0	0 0	1 5	88,975 (304,791 (1 5	88,975
6044 6042	Development Services Project Coo Development Services Technician	0	0	0	0	9	451,302	9	304,791 451,302
6041	Development Services Technician	Ö	ő	0	ő	15	599,714	15	599,714
7767	Development Supervisor	0	0	0	0	2	129,134	2	129,134
2122	Electrical Inspector	10	7	6	330,366	6	338,922	6	338,922
2124 6112	Electrical Inspector, Senior	4 0	4 0	4 0	243,941	5 10	315,660 712,233	6 11	380,054 785,350
3164	Engineer Engineer	7	8	8	557,274	0	0	0	0
7650	Engineer, Senior	0	0	0	0	1	77,615	1	77,615
7651	Engineer, Supervising	0	0	0	0)	1	82,771	1	82,771
6110 3153	Engineering Associate Engineering Associate	0 2	0 2	0 2	0 , 121,356	1 0	56,598 0	1 0	56,598 0
2105	Environmental Soils Inspector	2	1	1	55,061	1	56,487	1	56,487
2106	Environmental Soils Inspector Sr	1	1	1	61,533	1	63,132	1	63,132
7775	Facilities Program Supervisor	0	0	0	0	1	74,776	1	74,776
7376 827	Financial Analyst	0	0	0 1	0 54,894	0	0	0 0	0
7375	Financial Analyst Financial Analyst, Assistant	0	o	Ö	0	2	111,402	2	111,402
6121	Graphics Designer I	0	0	0	0	1	41,920	1	41,920
3270	Graphics Illustrator I	1	1	1	32,698	0	0	0	0
2135	Housing Inspector	13	10 3	8 3	373,096 165,183	0	0	0 0	. 0
2136 2541	Housing Inspector, Senior Information Systems Analyst I	1 1	0	0	165,163	0	0	0	. 0
2542	Information Systems Analyst II	3	1	0	0	ō	Ö	0	Ō
2543	Information Systems Analyst III	1	0	0	0	0	0	0	0
2544	Information Systems Analyst IV	1	0	0	0	0	0	0	0
7771 7770	Inspection Manager Inspection Supervisor	0	0	0	0	3 7	278,690 513,780	3 8	278,690 592,947
2138	Inspection Supervisor	3	3	3	184,113	0	0	0	0
2139	Inspection Supervisor II	6	6	6	425,901	0	0	0	0
3226	Land Use Review Supervisor	2	3	3	204,924	0	0	0	0
7131 7132	Management Analyst	0	0	0	0	3 1	177,387 62,479	3 1	177,387 62,479
	Management Analyst, Senior	_			0	0			
7773	Noise Control Officer	1 0	0	. 0	U		0	0	0

		Actual FY 2001	Actual FY 2002		vised 002-03	*	pposed 2003-04		opted 2003–04
Class	Title Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
100	Office Support Specialist I	7	6	6	186,955	5	163,096	6	196,045
102	Office Support Specialist II	22	20	19	650,178	13	469,519	13	469,519
104	Office Support Specialist III	8	8	8	329,089	9	379,489	9	379,489
106	Office Support Specialist, Lead	1 1	1	1	41,823	1	42,905	1	42,905
7760	Plan Review Code Specialist	0	0	0	0	1	73,632	1	73,632
3224	Plan Review Manager	2	2	1	81,975	0	0	0	0
7761	Plan Review Supervisor	0	0	0	0	1	66,454	1	66,454
3223	Plan Review Supervisor	2	2	2	136,618	0	0	0	0
3229	Planner	28	27	26	1,232,405	0	0	0	0
7752	Planner, Supervising	0	0	0	0	4	301,317	4	301,317
2145	Planning & Devel Review Director	1	1	. 1	108,284	0	0	0	0
3221	Plans Examiner, Commercial	16	16	15	854,567	14	818,586	15	878,918
3225	Plans Examiner, Senior	2	2	2	124,738	2	127,982	2	127,982
2110	Plumbing Inspector	9	9	9	501,362	7	402,955	8	460,572
2111	Plumbing Inspector, Senior	3	3	3	184,599	4	252,528	4	252,528
7753	Principal Planner	0	0	0	0	1	94,194	1	94,194
966	Program Coordinator	3	2	2	123,150	0	0	0	0
968	Program Manager I	2	2	2	128,308	0	0	0	0
972	Program Manager IV	2	2	2	176,394	0	0	0	0
964	Program Specialist	0	1	1	52,158	0	0	0	0
7153	Program Specialist	0	0	0	0	1	51,208	1	51,208
816	Senior Administrative Specialist	6	7	7	273,904	0	0	0	0
6134	Senior City Planner	0	0	0	0	12	740,386	12	740,386
3166	Senior Engineer	2	2	2	151,296	0	0	0	0
3163	Senior Engineering Associate	1	1	1	63,413	0	0	0	0
6111	Senior Engineering Associate	0	0	0	0	0	0	1	66,361
828	Senior Financial Analyst	1 1	1	1	66,884	0	0	0	0
612	Senior Human Resources Analyst	1 1	0	0	0	0	0	0	. 0
2552	Senior Information Systems Mgr	1 1	0	0	0	0	0	0	0
952	Senior Management Analyst	1 1	1	1	58,182	0	0	0	0
3231	Senior Planner	12	12	12	691,450	0	0	0	0
2120	Sign Inspector	2	2	2	110,122	1	53,784	1	53,784
2158	Site Development Inspector I	0	1	1	45,852	2	94,068	2	94,068
2160	Site Development Inspector II	2	2	2	110,122	2	112,974	2	112,974
900	Staff Assistant	1	1	1	27,374	0	0	0 0	0
3107	Technician I	17	16	15	572,172	0	- 1	-	0
3108	Technician II	11	10	10	469,877	0	0	0	0
3109	Technician III	5	5	5 0	291,618	0	70 006	0 1	70.000
7271	Training and Development Officer	0	0		0	1	70,006		70,006
IOTAL	FULL-TIME POSITIONS	302	297	286 \$	15,066,132	256 \$	14,420,448	266 \$	15,032,879

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.

		AMOUNT	· 		
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	30,972,170	0	30,972,170	286.0	FY 2003-04 Current Service Level Estimate
CSL Adjustmen	ts				
•	0	0	0	0.0	None
Mayor's Propos	ed Budget Decision	าร		ı	
	(47,304)	0	(47,304)	0.0	2.2% Reduction
	(40,400)	0	(40,400)	0.0	1.8% Reduction
	(3,163,552)	0	(3,163,552)	(30.0)	CSL realignment for Neighborhood Inspections
	(197,000)	0	(197,000)	0.0	Decrease in Licenses and Permit Revenue
	(84,638)	0	(84,638)	0.0	Decrease in Service charges and Fees
Approved Budg	et Additions and R	eductions			
	0	0	0	0.0	None
Adopted Budge	t Additions and Re	ductions	i		
_	(44,907)	0	(44,907)	0.0	OMF IA Adjustments
	828,115	0	828,115	10.0	Facilties and Major Project program expansions
	(2,749,686)	0	(2,749,686)	(20.0)	Total FY 2003-04 Decision Packages
			\$ 28,222,484	266.0	Total Adopted Budget
FY 2003-04 Red	uction Packages N	ot Accepted			
	0	0	0	0.0	None
			\$ 0	0.0	Total Reduction Packages Not Accepted

Cable Communications and Franchise Management

Community Development Service Area

Randy Leonard, Commissioner-in-Charge
David Olson, Director

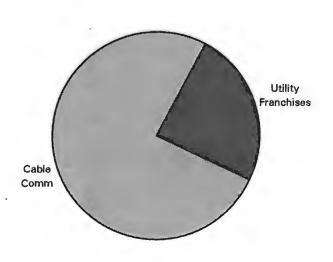
Percent of General Fund

Cable & Franchise Mngmt = \$1.7 Million

0.5%

General Fund = \$365.5 Million

Bureau Programs

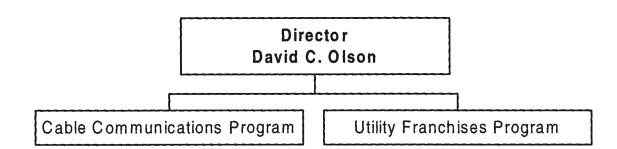


Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	1,740,124	1,719,697	-20,427	-7.3%
Capital	0 .	0	0	0.0%
Allocated Overhead Costs	320,766	309,877	-10,889	-9.4%
Total Cost with Allocated Overhead	\$ 2,060,890	\$ 2,029,574	\$ -31,316	-7.7%
Authorized Full-Time Positions	7	7	0	-6.2%

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 rights-of-way; to defend local government's role and the public interest in rapidly changing telecommunications and utility markets; and to carry out cable franchise responsibilities while advocating for the public interest in cable communications by providing staff support for the Mt. Hood Cable Regulatory Commission (MHCRC).

BUREAU OVERVIEW

The Office of Cable Communications and Franchise Management (Cable Office) oversees two major programs: Cable Communications and Utility Franchise Management. 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 Franchise Management program negotiates and administers utility and telecommunications franchises for the City of Portland.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Revenues

General Fund

Bureau activities maintain steady growth in General Fund revenues General Fund franchise fee revenues have been climbing steadily over the years. Revenues have grown from \$39.6 million in FY 1996-97 to a projected \$52.5 million in FY 2002-03. For FY 2003-04 revenues are estimated at \$57.2 million.

Audit and Compliance Program

Additional General Fund revenues are generated from audits.

The bureau will oversee a 70-city joint audit of Qwest and Verizon in FY 2003-04. Additionally, the bureau will undertake an audit of Northwest Natural Gas. As a result of an audit of PGE in FY 2001-02, the City collected \$840,000 in additional revenue.

The bureau will continue its aggressive compliance program in order to generate new revenues. This program performs lower-level audits or financial reviews, and a variety of other compliance activities. The program generated over \$1 million in each of the previous fiscal years, brought in over \$500,000 in FY 2002-03, and identified over \$2 million in outstanding franchise fees.

Community Programs

Education and Community-Based Technology

Community Access Capital Grant program and its public benefits and services In FY 2002-03, the Mt Hood Cable Regulatory Commission established a special \$500,000 grant initiative that covered unbudgeted capital expenses for 84 local government and school sites that have transitioned to the community institutional network (I-Net). The Adopted Budget for Capital Grants in FY 2003-04 is \$750,000.

Cable consumer protection and franchise oversight

In 2002, the MHCRC assisted in the resolution of about 58 complaints per month. The Commission also oversaw enforcement of consumer protection and customer service requirements, including telephone responsiveness, outage credits, billing, technical standards, and universal service issues.

SUMMARY OF BUDGET DECISIONS

General Fund appropriation reductions total \$58,917 from target

The Adopted Budget represents a 4.0% or \$58,917 reduction in General Fund support from initial target appropriations. The reductions will affect both operating programs and will impact the bureau's overall effectiveness.

The staff size is 6.7 FTE, which is slightly below the current level of 6.78 FTE. The operating budgets for the Utility Franchise Management and Cable Communication programs total \$665,303, and funding to Portland Cable Access (PCA) equals \$748,278. The total General Fund appropriation is \$1,403,581.

FUNDING SOURCES

City Funds

General Fund

The General Fund is the primary funding source for the Cable Office. The Utility Franchise Management 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 General Fund 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 fund. Staff support is located in the Cable Office and supported by the Cable Fund via interagency agreement.

Franchise Revenues

Public, Educational and Government (PEG) Grants

AT&T pays 3% of its gross revenues 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, and government) funds.

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 PCA, and 1% funds the MHCRC grant program.

Public Access Funding

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.

Strategic Direction

RECENT TRENDS

The weak economy in general, and the severe downturn in the telecommunications sector specifically, have resulted in a significant reduction in telecommunications revenues. Over half of the City's telecommunications providers or their parent corporations have declared bankruptcy. The remaining companies are reporting significantly reduced revenues, and therefore paying significantly less franchise fees, due to the nationwide glut of fiber optic capacity.

In addition, this year the FCC reported the first-ever nationwide reductions in both the total number of switched phone lines (the first since The Great Depression), and the total number of cable subscribers. Traditional phone lines are being replaced by wireless phones and email, and satellite services have captured 15% of the video market. Because those industries do not use the right-of-way, the City does not collect franchise fees from them. Therefore, the City projects a reduced growth rate of General Fund revenues from telecommunications franchises for FY 2003-04.

Also, effective March 15, 2002, AT&T Broadband stopped paying franchise fees on cable modem revenues due to the recent FCC Cable Modem Ruling. The MHCRC has joined the National Association of Telecommunications Advisors and Officers (NATOA) to oppose the FCC ruling. Cable modem revenue is not currently factored into the General Fund revenue forecast so its loss will not impact current estimates. However, the potential for further General Fund revenue growth will be hampered.

Despite the above changes, overall General Fund revenues are projected to increase due to anticipated higher gross revenues from basic utility services (electricity, water, etc). Prices for electricity, natural gas, water and sewer services are projected to increase due to market fundamentals of higher demand and lower supply.

SIGNIFICANT ISSUES

Legal Challenges

Qwest Lawsuit

The City, along with eight other Oregon cities, won the lawsuit which Qwest is now appealing. Qwest has agreed to pay franchise fees to the City pending the outcome of its appeal

FCC Ruling and Right-of-Way Compensation

On behalf of the City, the Cable Office has joined a legal challenge to an FCC ruling that could have the effect of the jurisdictions forgoing over \$1 million in franchise fee revenues annually.

Cable companies have interpreted an FCC ruling to mean that the companies do not have to compensate local governments for use of the public right-of-way (ROW) to provide broadband Internet service even though the companies use the ROW to deliver service to homes and make a profit on the service.

MAJOR INITIATIVES

Right-of-Way Compensation

The staff will defend City franchise and utility revenues (more than \$56 million in General Fund revenue) and advocate for local government's role in receiving fair compensation for managing the public right-of-way.

Wireless Policy

The staff will secure right-of-way agreements with wireless carriers. Access to the right-of-way by this industry will foster competition among and between wireless and wireline telecommunications carriers, and bring desired wireless telecommunications technologies and benefits to the community.

Competitive cable and broadband service

Staff will also continue to pursue competition in local phone and cable television services to residences.

Qwest Audit

Staff is leading a joint audit of Qwest and Verizon in cooperation with 70 Oregon cities.

MANAGEMENT GOALS & OBJECTIVES

Provide responsible and effective utility, cable, and telecommunication franchise regulation.

- Address and enforce franchise issues and requirements.
- Manage franchise regulation to foster competition, create the least negative impact on public streets and infrastructure, serve the public interest, and generate revenue for the City.

Inform and educate constituents regarding cable and telecommunications issues and regulations.

- Regularly communicate with the MHCRC jurisdictions to meet their needs and expectations.
- Effectively support and encourage the MHCRC in pursuit of its mission.
- Actively assist citizens in complaint resolution regarding cable communications and utility matters.
- Inform and respond in a timely manner to the Commissioner-in- Charge, Mayor, and other City of Portland bureaus.

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

- Manage the Community Access Capital Grant program to maximize benefits to the community.
- Ensure community access resources are provided by the cable company and managed by the providers which to benefit local communities.
- Facilitate development of the Integrated Regional Network Enterprise (IRNE) and the Community Institutional Network (I-Net) for use by the City, other local jurisdictions, and the schools.
- Develop and facilitate use of City-specific franchise benefits, such as fiber optic connections and duct set-asides.

Provide leadership and advocacy in telecommunications.

 Participate in, and encourage advocacy efforts for, Oregon and federal legislative and agency proceedings on behalf of the MHCRC jurisdictions' and citizens' interests, and defend local government authority, management, and control of public rights-of-way.

Operate and conduct business efficiently and effectively to achieve organizational mission and goals.

- Continuously monitor and evaluate operations, scope of work, and work output to provide high quality services and meet organizational goals.
- Ensure sound administrative and financial management.

COUNCIL PRIORITIES

Maintain a financially stable city.

The Cable Office continues to generate and protect General Fund revenues. It participates in Federal, State, and PUC proceedings and provides 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.

During FY 2003-04, the bureau will pursue legal and regulatory actions to oppose the FCC's Cable Modern Ruling and will conduct an audit of Qwest, Verizon, and another major utility.

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

The Cable Office provides oversight to PCA, which serves as a catalyst in promoting citizen involvement. Through government and education programs broadcast on public access cable TV channels, under-represented neighborhoods and groups are able to participate in and be aware of City activities and services. PCA also provides important outreach and awareness of City programs and policies by carrying live, gavel-to-gavel coverage of City Council meetings on the city-wide Government Access Channel (30).

Become a more effective partner in the region.

The office has engaged a broad range of public partners in the development of a Community I-Net and the interconnect to the IRNE. This will provide high bandwidth, fiber-based infrastructure throughout Multnomah County. This technology will enhance the capability of organizations to communicate, educate, and deliver services to their constituencies. Staff is also leading 70 cities in Oregon in a joint audit of Qwest and Verizon.

Overview of Programs

CABLE COMMUNICATIONS

The Cable Communications program provides staff support to the Mt. Hood Cable Regulatory Commission (MHCRC). Through the MHCRC, the City has been instrumental in forging and maintaining an effective and successful multi-jurisdictional regulatory partnership with Multnomah County and the Cities of Gresham, Fairview, Troutdale, and Wood Village. The commission contracts for staff and services through a service agreement with the City of Portland. The commission funds an equivalent of 3.3 full-time staff positions and related materials and services.

The MHCRC advocates for and protects the public interest in the regulation and development of cable communications systems, resolves cable subscribers' concerns, and facilitates the planning and implementation of community uses of cable communications technologies which make use of the public right-of-way. The Commission also provides cable consumer protection and oversight of, and funding for, Portland Cable Access and Multnomah Community Television.

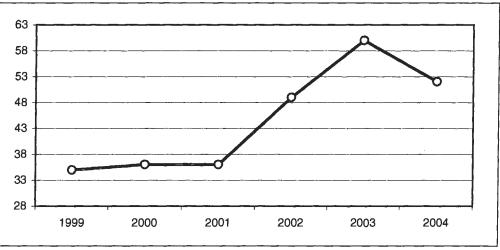
UTILITY FRANCHISES

The Utility Franchise Management program is supported by the General Fund and consists of 3.45 FTE. The primary objective of this program is to generate General Fund revenues through negotiating and managing utility and telecommunications franchises. In FY 2003-04, the bureau plans to administer approximately 52 franchises. Under this program, staff also administers franchise fee payments and audits. 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

Franchises Administered

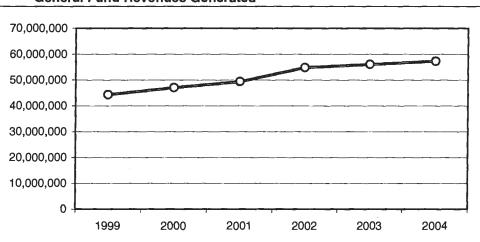
 Bankruptcies in telecommunications franchises in recent years may result in a reduction in the number of franchises administered during FY 2003-04.



General Fund Revenues Generated

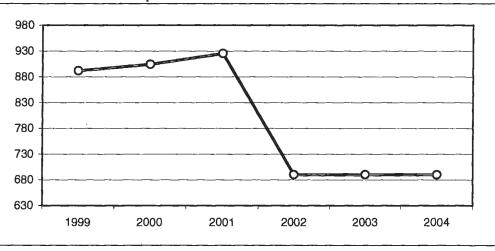
 The weak economy and downturn in the telecommunication industry negatively impact franchise fee revenues.

 General Fund revenues are projected to increase due to anticipated higher basic utility revenues, such as water, sewer, electric, and natural gas. The FY 2003-04 projection is \$57.2 million.

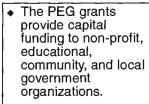


Cable TV Complaints Handled

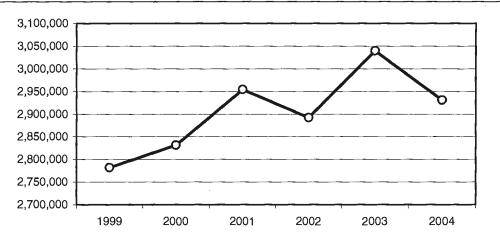
 On average, over 98% of complaints are resolved within two days.



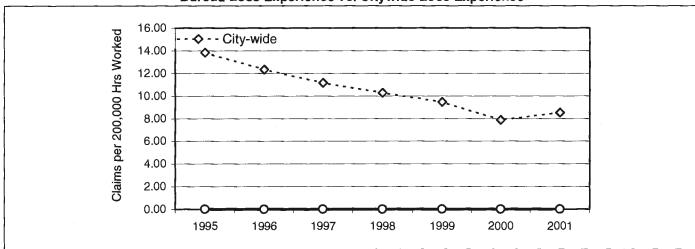
Public, Education, and Government Funding and Grants



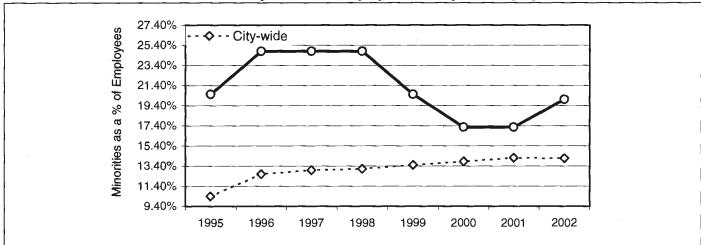
 The growth in grant funds parallels the growth in cable franchise fee revenues. In addition there is one-time funding in the amount of \$177,000 to implement digital transport technology.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1998–99	Actual FY 1999–00	Actual FY 2000-01	Actual FY 2001-02	Yr End Est. FY 2002-03	Adopted FY 2003-04
CABLE COMMUNICATIONS AND FRANC Office of Cable Communications Cable Communications	CHISE MANAGEMEN	ΙΤ				
Workload Cable TV Complaints Handled	892	904	925	690	690	690
Effectiveness PEG Funding and Grants Utility Franchises	2,781,574	2,831,072	2,954,161	2,892,174	3,039,156	2,930,832
Workload Franchises Administered	35	36	36	49	60	52
Effectiveness General Fund Revenues	44,327,111	47,063,642	49,428,775	54,768,754	55,989,107	57,235,993

3

7

1,719,697

	Actual FY 2000–01		Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES							
Operating Budget							
Personal Services	498,713		591,685	591,562	619,182		619,182
External Materials and Services	1,003,371		985,647	850,402	810,428		810,504
Internal Materials and Services	275,027		296,158	298,160	290,239		290,011
Minor Capital Outlay	0		0	0	0		0
Equipment Cash Transfers	0		0	0	0		0
Total Operating Budget	1,777,111		1,873,490	 1,740,124	1,719,849		1,719,697
Capital Improvements	0		0	0	0		0
TOTAL BUREAU EXPENDITURES	\$ 1,777,111	\$	1,873,490	\$ 1,740,124	\$ 1,719,849	\$	1,719,697
Allocated Overhead	304,185		296,124	320,766	305,074		309,877
Total Cost with Allocated Overhead	2,081,296		2,169,614	2,060,890	 2,024,923		2,029,574
RESOURCES					 		
General Fund Discretionary	1,494,872		1,503,644	1,440,738	1,403,733		1,403,581
Non-Discretionary Revenues							
Grants & Donations	0		0	0	0		0
Interagency Revenue	282,239		363,346	299,386	316,116		316,116
Contract Revenue	0		6,500	0	0		0
Program Revenue	0		0	0	0		0
Total Non-Discretionary Revenues	282,239	_	333,891	299,386	316,116		316,116
TOTAL GENERAL FUND RESOURCES	1,777,111	\$	1,873,490	\$ 1,740,124	\$ 1,719,849	\$	1,719,697
Note: Discretionary General Fund re Non-Discretionary revenues are res						ıe.	
PROGRAMS						===	
Cable Communications	1,482,432		1,529,377	1,317,873	1,302,167		1,302,167
Positions	3		4	3	3		3
Utility Franchises	294,679		344,113	422,251	417,682		417,530
Desilone					,.,_		,

3

7

1,873,490

3

7

1,719,849

7

1,740,124

2

6 6

1,777,111

Positions

TOTAL PROGRAMS

Positions

General Fund Discretionary Positions

		Actual FY 2000–01	Actual FY 2001-02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personne	el Services					
511000	Full-Time Employees	294,441	357,316	428,693	466,192	466,192
512000		1,337	0	0	0	0
514000	• •	1,411	0	0	Ô	Ō
517000		131,138	147,060	162,869	152,990	152,990
518000		70,386	87,309	0	0	0
Total Pers	sonnel Services	498,713	591,685	591,562	619,182	619,182
Materials	and Services					
	l Materials and Services					
521000		992,879	971,684	836,622	797,957	798,033
522000		0	0	0	0	0
523000		0	0	0	0	0
524000	•	0	76	1,000	500	500
525000	• •	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	3,298	1,008	1,580	1,400	1,400
531000	Office Supplies	383	678	1,500	1,000	1,000
532000	Operating Supplies	1,662	4,633	2,300	2,350	2,350
533000	Repair & Maintenance Supplies	0	0	0	0	. 0
534000	Minor Equipment & Tools	0	713	0	0	0
535000	Clothing & Uniforms	0	0	0	Ö	ō
539000	Other Commodities External	0	0	Ô	0	ō
541000	Education	2,065	3,734	2,200	2,870	2,870
542000	Local Travel	485	376	900	501	501
543000	Out-of-Town Travel	2,226	1,620	2,700	2,000	
				· ·	,	2,000
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
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	373	1,125	1,600	1,850	1,850
-	ternal Materials and Services	1,003,371	985,647	850,402	810,428	810,504
	Materials and Services	0	01	410	400	400
	Vehicle Services	0	31	412	428	428
552000	Printing & Distribution	2,326	1,723	2,978	2,792	2,780
553000	Facilities Services	11,759	19,150	15,523	14,742	14,726
554000	Communications Services	3,460	4,459	3,726	4,134	4,095
555000	Information Technology	7,954	8,742	9,118	7,560	7,424
556000	Insurance	7,283	7,271	9,547	9,775	9,750
557000	Master Lease	0	0	0	0	0
	Same Fund Services	0	11,680	5,861	6,070	6,070
	Other Fund Services	242,245	243,102	250,995	244,738	244,738
Total Int	ernal Materials and Services	275,027	296,158	298,160	290,239	290,011
	rials and Services	1,278,398	1,281,805	1,148,562	1,100,667	1,100,515
Capital Ou	-	_			_	
561000		0	0	0	0	0
	Buildings	0	0	0	0	0
563000	•	0	0	0	0	0
564000	Capital Equipment	0	0	0	0	0
565000		0	0	0	0	0
566000	Equipment Lease/Purchase	0	0	0	0	0
567000	Infrastructure	0	0	0	0	0
568000		0	0	0	0	0
569000	, ,	0	0	0	0	0
Total Capi	tal Outlay	0	0	0	0	0
	Equipment Cash Transfers	0	0	0	0	0
	Minor Equipment Transfers	0	0	0	0	0
TAL DUD	EAU EXPENSES	\$ 1,777,111 \$	1,873,490	\$ 1,740,124 \$	1,719,849 \$	1,719,697

		Actual FY 2001	Actual FY 2002		vised 002-03		posed 2003-04		opted 2003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
926	Administrative Services Manager	1	1	0	0	0	0	0	0
7070	Cable/Franchise Director	1	1 1	1	88,198	1	94,372	1	94,372
7696	Cable/Franchise Prog Mgr, Senior	0	0 \	1	68,084	1	74,496	1	74,496
7695	Cable/Franchise Program Manager	0	0	2	116,407	2	117,953	2	117,953
827	Financial Analyst	1	1	0	0.	0	0]	0	0
7377	Financial Analyst, Senior	. 0		1	61,576	1	68,476	1	68,476
245	Hearings Clerk	1	0	0	0	0	0	0	0
966	Program Coordinator	1 1	1	0	0	0	0	0	0
968	Program Manager I	1	2	0	0	0	0	0	0
7153	Program Specialist	0	1	2	94,428	2	110,895	2	110,895
TOTAL	FULL-TIME POSITIONS	6	7	7 \$	428,693	7 \$	466,192	7 \$	466,192

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 2003-04	1,785,787	0	1,785,787	7.0	FY 2003-04 Current Service Level Estimate
CSL Adjustmen	ts				
	(1,829)	0	(1,829)	0.0	BIT I/A reduction - change in BIT methodology
	81	0	81	0.0	Facilities I/A increase - change in BIT methodolo
	4	0	4	0.0	Fleet I/A increase - change in BIT methodology
	24	0	24	0.0	PD I/A increase - change in BIT methodology
	32	74	106	0.0	Human Resources I/A increase
	203	0	203	0.0	Internal adjustment to balance GF re BIT change
	2,862	0	2,862	0.0	Internal adjustment to balance GF re PERS
	(6,766)	0	(6,766)	0.0	PERS reductions: Cable program
	(4,486)	0	(4,486)	0.0	PERS reductions: Reduce I/A from AU 300 to Al
	(7,220)	0	(7,220)	0.0	PERS reductions: Utility franchise program
	10,000	0	10,000	0.0	Provide I/A srvcs. to ComNet IRNE
Mayor's Propose	ed Budget Decision	าร		Į	
,	(15,156)	0	(15,156)	0.0	2.2% reduction to Cable Office budget
	(17,148)	0	(17,148)	0.0	2.2% reduction to PCA contract
	(12,583)	0	(12,583)	0.0	Addtl. 1.8% reduction to Cable Office budget
	(14,030)	0	(14,030)	0.0	Addtl. 1.8% reduction to PCA contract
Approved Budge	et Additions and Re	eductions			
	0	0	o	0.0	None
Adopted Budget	Additions and Red	ductions			
	(136)	0	(136)	0.0	BIT I/A - rate reduction (PERS savings)
	(39)	0	(39)	0.0	ComNet I/A - rate reduction (PERS savings)
	(16)	0	(16)	0.0	Facilities I/A - rate reduction (PERS savings)
	(12)	0	(12)	0.0	Print/Dist I/A - rate reduction (PERS savings)
	(13)	0	(13)	0.0	I & C I/A - rate reduction (PERS savings)
	(12)	0	(12)	0.0	Workers Comp I/A - rate reduction (PERS saving
	76	0	76	0.0	Increase ext. M&S to balance GF discretionary
	(66,164)	74	(66,090)	0.0	Total FY 2003-04 Decision Packages
		·	\$ 1,719,697	7. 0	Total Adopted Budget
FY 2003-04 Deci-	sion Packages Not	Accepted			
2000 07 5001	100,000	0	100.000	0.0	Addition to PCA contract
			\$ 100,000	0.0	Total Decision Packages Not Accepted



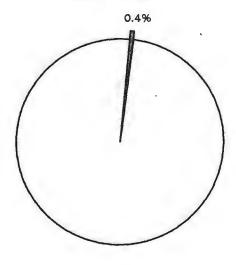
Office of Sustainable Development

Community Development Service Area

Dan Saltzman, Commissioner-in-Charge Susan Anderson, Director

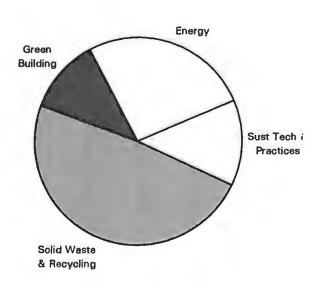
Percent of City Budget

OSD = \$6.1 Million



City Budget = \$1.4 Billion

Bureau Programs

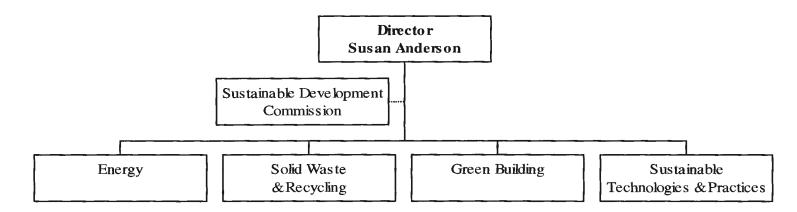


Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	6,005,294	6,054,854	49,560	-5.5%
Capital	0	0	0	0.0%
Allocated Overhead Costs	238,197	355,052	116,855	39.8%
Total Cost with Allocated Overhead	\$ 6,243,491	\$ 6,409,906	\$ 166,415	-3.7%
Authorized Full-Time Positions	24	25	1	-2.3%

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 services to promote energy and resource conservation and sustainable development practices for City government and all Portland residents and businesses.

BUREAU OVERVIEW

The Office of Sustainable Development (OSD) brings together creative partnerships and new technologies to promote a healthy environment and efficient, vibrant community. OSD provides a meeting ground for residents, businesses, and environmental, faith and civic organizations to promote and ignite change in the community that results in resource conservation, the use of renewable resources, and environmental best practices.

Efforts are client-oriented and focus on the needs of homeowners, renters, low-income families, government, small business, and specific business sectors. While OSD includes four divisions - Energy, Solid Waste and Recycling, Green Building, and Sustainable Technologies and Practices - program services are melded and staff are cross-trained, so clients have easy access to all areas of technical and financial expertise.

OSD also provides staff support to the Portland/Multnomah County Sustainable Development Commission.

Revenues

The Office of Sustainable Development is funded by General Fund, Solid Waste Management Fund, interagency agreements, federal and state grants, and contracts with local utilities and non-profit agencies. Revenue sources for the Solid Waste Management Fund include residential franchise fees, commercial tonnage and permit fees and grants. The General Fund support for the Adopted Budget is \$441,896.

General Fund dollars leverage outside funds

The office continues to leverage General Fund support to obtain grants, performance contracts, and state and local interagency agreements. In FY 2003-04, the bureau expects to receive at least \$300,000 in additional unbudgeted grants and contracts.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Accomplishments

Achieved the highest recycling rate in the United States.

Portland now recovers over 57 percent of its solid waste - the highest among the 30 largest U.S. cities - through innovative recycling strategies.

Portland achieved 57% recycling rate, highest in nation

In 2002, OSD provided technical assistance on waste prevention and recycling to over 50 Portland businesses.

Secured over \$1.6 million in grants and contracts during 2002.

OSD received a \$943,045 Climate Trust grant to promote and facilitate energy upgrades in 40 new or renovated commercial buildings and 10,000 low- to moderate-income apartment units.

Over \$1.4 million awarded from Climate Trust grants

The office also received a \$533,000 Climate Trust grant in partnership with the Portland Office of Transportation to reduce vehicle fuel consumption and associated urban air pollution and greenhouse gases by timing traffic signals for smoother traffic flows.

Cut energy bills by more than \$10 million in City government facilities over the past 10 years, with \$2.2 million in savings for 2002.

Recent projects include replacing traffic signals with highly efficient LED bulbs, retrofitting lighting and installing more sophisticated controls in the Portland Building, and improving the efficiency of refrigerated vending machines at City facilities.

Implemented key pieces of the City's Local Action Plan on Global Warming.

In 2002, OSD helped weatherize 2,112 housing units through the Block-by-Block and Multifamily Assistance Programs.

Weatherized 2,112 housing units in 2002

Portland was one of only a handful of cities to reduce per capita emissions of carbon dioxide, the heat-trapping gas primarily responsible for global warming. This reduction of almost 10% since 1990 is a result of efforts related to implementation of the plan. Over the same period, national per capita emissions increased.

Connected 2,000 Portland residents with household resource-conservation assistance at three Fix-It Fairs each year

OSD brings together over 50 community partnerships to organize free neighborhoodoriented events, which include exhibits, demonstrations, and workshops on topics from home energy and water conservation to gardening with native plants.

Raised Portland's profile as a global center for green building.

The bureau led the development and adoption of green building policies for both the City and the Portland Development Commission while providing technical assistance and one of the nation's first municipal green building grant programs. The remarkable response to these efforts from Portland's private development community has resulted in 26 LEED-registered green buildings completed or under construction - the most of any city in the world. (LEED, Leadership in Energy and Environmental Design, is a consensus-based self-certifying rating system for commercial, institutional, and high-rise residential facilities developed by the U.S. Green Building Council.)

Portland's first public Build It Green! home tour OSD coordinated the September 2002 Build It Green! home tour, Portland's first public tour of residential green building projects. This event attracted 600 participants who toured 15 new home and remodel projects that incorporated a range of green building design and construction strategies.

The bureau also published <u>Creating a High Performance Workspace</u>, the first sustainable resource guide for retrofitting office space in the United States. The guide identifies key steps in a tenant improvement project for ensuring a healthy, productive, durable, and resource-efficient workspace. The resource guide presents easy-to-follow advice on topics ranging from waste reduction and water conservation to improving employee productivity through workplace comfort.

Portland's green building leadership led to its selection to host the U.S. Green Building Council's 2004 national conference, a four-day event expected to attract 3,000 architects, builders, and developers and hundreds of product manufacturers, wholesalers, and retailers.

Established a joint City/County Food Policy Council.

The joint City/County Food Policy Council, a subcommittee of the Sustainable Development Commission, identified ways to promote locally and sustainably produced food and increase access to healthy, affordable food for all residents.

SUMMARY OF BUDGET DECISIONS

To meet a 4% reduction in General Fund resources, OSD will shift overhead costs previously funded by the General Fund to grants and contracts. The reduction will affect the bureau's ability to market available weatherization services and 167 fewer apartment units will be weatherized.

The FY 2003-04 Adopted Budget includes an additional full-time position to work within the Multifamily Assistance Program. The position will be funded by one of the Climate Trust grants.

In previous budgets, a General Fund special appropriation funded the Block-by-Block low-income weatherization program and the community-wide Fix-It Fairs. In the FY 2003-04 Adopted Budget, approximately \$200,600 in funding from the special appropriation has been eliminated, including the Block-by-Block program. In its place, a one-time General Fund appropriation of \$85,628 will be instituted to fund three Fix-It Fairs and some staff support of region-wide low-income energy programs. The reduction of the Block-by-Block program will affect 111 low-income households that will not receive weatherization services.

OSD has expanded the Sustainable Technologies and Practices Division to include activities related to the Sustainable Development Commission, to report on and pursue opportunities to implement the Local Action Plan on Global Warming, and to provide broad sustainability planning, practices, and education.

The division provides a complete package of conservation services to City bureaus, including energy conservation, green building, sustainable purchasing, water conservation, recycling and waste reduction, green infrastructure (construction of streets, pipes, street/traffic lights, etc), and a new commercial conservation services program.

Similar to the Multifamily Assistance Program, the new program will provide technical assistance and financial information to businesses based on LEED and the State Business Energy Tax Credit. Funding for these programs will be shifted from the Energy division to Sustainable Technologies and Practices in the FY 2003-04 Adopted Budget.

FUNDING SOURCES

OSD is organized into four units: Solid Waste and Recycling, Energy, Green Building, and Sustainable Technologies and Practices.

- The Solid Waste and Recycling program is funded through residential franchise fees, commercial tonnage and permit fees, and grants.
- The Energy program receives funding for about 1.34 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 and commercial tonnage fees are the primary sources of funding for the Green Building program. A variety of grants for specific projects were acquired in 2002 and others will be sought in 2003.

♦ The Sustainable Technologies and Practices division includes activities related to the Sustainable Development Commission, the Local Action Plan on Global Warming, and broad sustainability planning, practices, and education. The program receives funding from General Fund, interagency agreements, grants, and contracts. The General Fund supports 0.8 FTE to staff the Sustainable Development Commission.

Strategic Direction

RECENT TRENDS

Utility Deregulation and Volatility

Electric utility acquisitions continue to be a major focus of attention in Portland. In recent years, ScottishPower purchased PacifiCorp and Enron bought PGE. With Enron's bankruptcy, the future of PGE is less certain than ever and all options, including public ownership, are under consideration.

Regardless of PGE's next owner, the City will need to ensure that a transfer of ownership benefits Portland residents and businesses, and helps to meet City goals related to global warming, energy efficiency, and economic development.

Utility restructuring legislation (SB1149) passed in 1999 took effect in March 2002. This allows large customers to purchase power from energy service suppliers other than the regulated utilities. In addition, all customers have choices about their electricity service and can elect to purchase power from renewable resources.

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 and re-develop its built environment, the City needs to continue 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 with the increasing use of innovative building and site design techniques that can realize performance and environmental goals. The Green Building Program 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.

Food Systems

A constellation of issues has brought unprecedented attention to regional food systems. Oregon simultaneously has the highest incidence of hunger in the U.S. and is experiencing an epidemic of obesity. Grocery stores offering locally grown organic products are spreading while regional farmers continue to struggle. At the disposal stage, food waste constitutes about 25 percent of all solid waste taken to the landfill. OSD's Solid Waste and Recycling Division is currently developing a program to compost food waste on a large scale, an important step in beginning to address the complex ways food affects an urban community like Portland.

SIGNIFICANT 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 commercially available. These include fuel cells, microturbines, biofuels, hybrid vehicles, photovoltaic building components, recycled construction materials, and clean water technologies, among others. 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 businesses and residents.

Global Climate Change

Global climate change impacts housing, industry, agriculture, water resources, transportation, energy use and development, and taxes and municipal revenues. Many European and Asian nations and more than 400 local governments worldwide are taking active measures to reduce greenhouse gas emissions. The U.S. Environmental Protection Agency and Department of Energy regularly seek advice from OSD on policy and program development and implementation related to energy efficiency, solid waste, and climate change. In addition, EPA chose Portland as the only local government recipient of its 2002 climate protection awards.

Waste Reduction and Recycling

Portland is consistently recognized as having the most successful recycling and solid waste program in the nation, recycling about 57 percent of its waste. Efforts to increase recycling continue, including major projects focusing on commercial food waste and construction and demolition materials. At the same time, waste reduction efforts are receiving increased attention, since improving the efficiency of material use and preventing waste cuts production costs and improves the competitiveness of local businesses.

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 and staff to the Sustainable Development Commission and acquire funding to implement related programs.
- Develop partnerships and acquire non-General Fund resources to provide energyefficiency services and technical assistance to residences, businesses, and governments.
- Help businesses thrive and create local jobs related to the "green economy"-energy
 efficiency, renewable resources, waste reduction and recycling, and sustainable
 technologies and services.
- Promote healthy, resource-efficient building construction, site development, and operations throughout the community.

Management Objectives for FY 2003-04 The primary objectives in FY 2003-04 include:

- Complete projects on City-owned facilities to result in \$2.2 million in annual energy savings.
- Improve energy efficiency in at least 2,000 multi-family living units.
- 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 \$400,000 in grants and contracts to implement the City's Local Action Plan on Global Warming and Sustainable City Principles.
- Explore the possibility of public ownership of Portland General Electric.
- Provide technical assistance on green building practices to commercial, government, institutional, and market rate and affordable housing projects throughout Portland using targeted outreach and technical assistance.
- Produce the Build it Green! Tour of Homes, a tour of residential green building projects for 700-1000 Portland residents, home builders, and construction industry professionals.
- Produce ReThink, a 4-month green building design and construction lecture and workshop certificate program targeting 500 design and construction professionals.
- Provide research and technical assistance for wider application of emerging green technologies
- 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 increase recycling levels in areas that have low participation.
- Expand efforts to increase recovery rates for commercial solid waste including the siting of a food waste composting facility.

COUNCIL PRIORITIES

The Office of Sustainable Development supports the following Council priorities through implementation of the identified Council strategies.

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

- Develop and implement sustainability criteria to guide decisions.
- Ensure integrated environmental strategies are part of all planning.

Promote economic vitality and access to quality jobs for all.

- Maintain a strong environment for the economy.
- Provide technical assistance to businesses.

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

Provide technical assistance on sustainable conservation practices.

Grow as an International city.

• Expand opportunities for trade, especially for small business involved in environmental technology and transportation.

Overview of Programs

ENERGY

The Energy program develops energy policy for Portland, implements efforts to conserve energy in residential, commercial, government, industrial and transportation sectors, and promotes the use of clean renewable energy.

A new Community Energy Plan was completed in 2000 and provides the framework for new program development and partnership proposals with the newly formed Energy Trust of Oregon and other agencies. 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 program promotes healthy, resource-efficient, high performance building construction and site development. Services include training, education, on-site technical help, and financial assistance. The Green Investment Fund and G/Rated Building program help 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. Program efforts are reviewed by the Solid Waste Advisory Committee.

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 focus on the siting of a food waste composting facility and implementation of a commercial food waste collection program. On the residential side, outreach staff are pursuing strategies to increase recycling levels in low participation areas. Staff are also working with haulers to develop environmental management plans for their operations.

SUSTAINABLE TECHNOLOGIES & PRACTICES

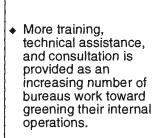
The Sustainable Technologies and Practices division includes activities related to 1) the Sustainable Development Commission (SDC), 2) reporting on and pursuing opportunities to implement the Local Action Plan on Global Warming, 3) broad sustainability planning, practices and education, and 4) sustainable technologies.

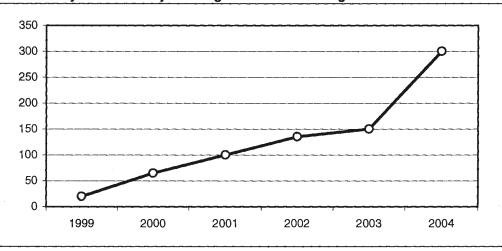
In 2002 SDC became a joint commission with Multnomah County. The Commission has focused its attention on internal City and County operations, purchasing practices, salmonsafe parks, food policy, health, the "green economy", and the promotion of sustainable development practices to lower-income residents.

The Sustainable Development Commission staff lead efforts to promote sustainable practices within City government and throughout the community through a variety of training and education efforts. Staff also work on projects related to economic development opportunities with clean energy technologies and other sustainable industries.

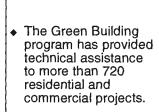
Performance Measures

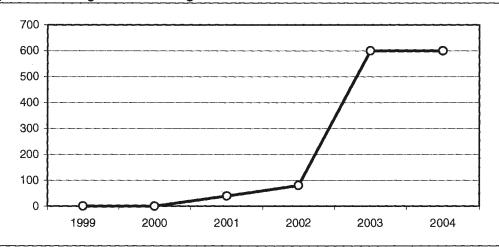
Employees Reached by Sustainability Training and Outreach Programs



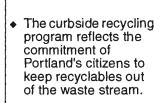


Projects Receiving Green Building Technical Assistance

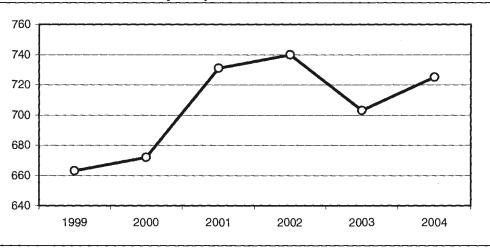




Pounds of Solid Waste Recycled per Household



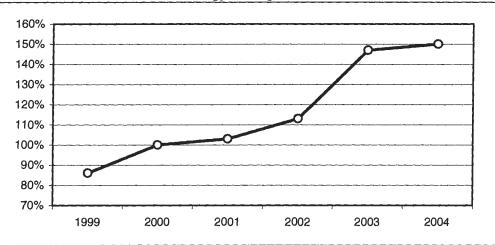
 Future years reflect small increases due to the new commingling system.



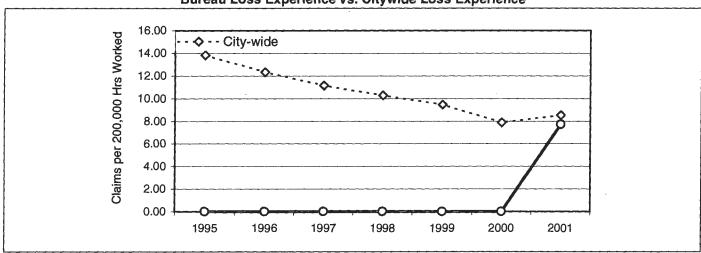
Percent Achieved of Year 2001 Energy Savings Goal



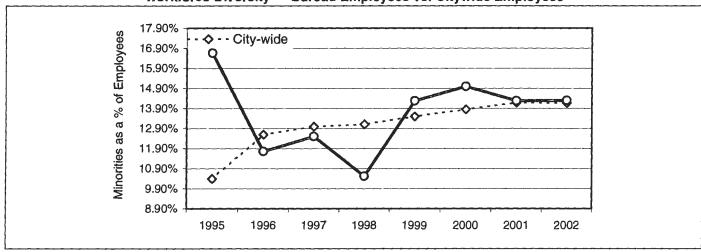
 In future years, City facilities' energy savings will exceed \$2.2 million in annual savings.











	Actual FY 1998–99	Actual FY 1999–00	Actual FY 2000-01	Actual FY 200102	Yr End Est. FY 2002-03	Adopted FY 2003-04
OFFICE OF SUSTAINABLE DEVELOPMENT						
Affirmative Action Measures						
Affirmative Action - Minority	10.5%	14.3%	15.0%	14.3%	14.3%	
Minority Employees as a Percent of Tota	1					
Affirmative Action - Female	57.9%	52.4%	50.0%	47.6%	52.4%	
Female Employees as a Percent of Total						
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	7.70		
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	\$0.12		
Sustainable Technologies & Practices						
Workload						
Employees reached by sustainability training and outreach programs	20	65	100	135	150	300
Number of bureaus assisted with sustainability projects and plans	N/A	2	6	8	8	10
Community organizations reached by sustainability outreach programs	N/A	5	20	55	40	40
Green Building						
Workload						
Technical resources developed				5	10	10
Affordable housing units supported by Incentive Fund					332	332
Projects receiving technical assistance	0	0	40	80	600	600
Projects supported by Incentive Fund			12	53	35	21
Solid Waste & Recycling						
Workload						
Tons of recyclables collected by permitted commercial haulers	111,000	145,000	129,400	120,000	166,800	170,000
Effectiveness						
Pounds per household disposed	1,424	1,447	1,471	1,450	1,445	1,435
Effectiveness						
Pounds per household recycled	663	672	731	740	703	725
Efficiency Percent of Residential material diverted	52.7%	51.6%	52.3%	53.0%	53.0%	55.0%
from wastestream						
Efficiency Percent of Commercial material diverted from wastestream	52%	54%	54%	56%	59%	60%
Energy						
Workload Grants & Contracts awarded	\$280,228	\$360,902	\$344,201	\$247,000	\$356,200	\$400,000
Multifamily apartments weatherized	1,100	1,200	1,200	9,500	2,000	2,000
Attendees at Fix-It-Fairs	850	900	900	1,150	1,300	1,300
ATTOLINGGO AT LIVELLE ALLO	650	300	300	1,130	1,300	1,500

Office of Sustainable Development AU 155, 302

PERFORMANCE MEASURES

	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04
Effectiveness KWH energy saved per apartment	1,500	1,500	1,500	750	1,500	1,500
Efficiency Percent of energy savings completed toward yr 2001 goal	86%	100%	103%	113%	147%	150%

	Actual FY 200001		Actual FY 2001-02		Revised FY 2002-03		Proposed FY 2003-04		Adopted FY 2003-04
EXPENDITURES									
Operating Budget									
Personal Services	1,496,46		1,659,269		1,823,673		1,909,563		1,909,563
External Materials and Services	1,445,26		1,811,857		3,585,519		3,578,860		3,579,677
Internal Materials and Services	1,086,96		842,310		596,102		567,334		565,614
Minor Capital Outlay		0	0		0		0		0
Equipment Cash Transfers		0	6,500		0		0		0
Total Operating Budget	4,028,69	0	4,319,936		6,005,294		6,055,757		6,054,854
Capital Improvements		0	0		0		0		0
TOTAL BUREAU EXPENDITURES	\$ 4,028,69	0 \$	4,319,936	\$	6,005,294	\$	6,055,757	\$	6,054,854
Allocated Overhead	240,83	0	174,574		238,197		337,751		355,052
Total Cost with Allocated Overhead	4,269,52	0	4,494,510		6,243,491		6,393,508		6,409,906
RESOURCES									
Discretionary Revenues General Fund	273,99	5	367,782		285,767		442,032		441.896
Total Discretionary Revenues	273,99		367,782		285,767		442,032		441,896
Non-Discretionary Revenues									
Cash Transfers	239,73	2	665,215		989,484		735,657		735,657
Grants & Donations	344,20		257,011		1,349,371		1,635,111		1,635,111
Interagency Revenues	267,07		320,759		361,695		293,376		293,376
Program Revenue		0	491		0		0		. 0
Solid Waste Management Fund	2,903,68	4	2,708,678		3,018,977		2,949,581		2,948,814
Total Non-Discretionary Revenues	3,754,69	5	3,952,154		5,719,527		5,613,725		5,612,958
OTAL RESOURCES	4,028,69	0 \$	4,319,936	\$	6,005,294	\$	6,055,757	\$	6,054,854
Note: Discretionary General Fund re Non-Discretionary revenues are res	evenues are those stricted by policy o	e which or contra	may be used by actual agreemer	City	Council for any he bureaus that	publ gene	ic purpose. erate the revenu	ie.	
PROGRAMS		_							
Sustainable Technologies & Practices	94,37		93,961		92,464		811,228		811,228
Positions	239.73	2	665,216		954.873		<i>3</i> 705,065		705,065
Green Building Positions		0 3	665,216 4		954,873 <i>4</i>		705,065 4		705,065
Solid Waste & Recycling	2,903,68	-	2,708,670		3,018,977		2,949,581		2,948,814
Positions	, ,	0	2,708,670		3,010,977		2,949,501		2,340,014
Energy	790,90		852,089		1,938,980		1,589,883		1,589,747
Positions	•	7	7		8		7		7
	A 000 CO	0 \$	4,319,936	\$	6,005,294	\$	6,055,757	\$	6,054,854
TOTAL PROGRAMS	\$ 4,028,69	U J	4,313,530	ą.	6,005,294	- P	0,000,707	4	0,004,004

General Fund Discretionary Positions

		Actual FY 2000-01	Actual FY 2001-02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personne	el Services					
511000	Full-Time Employees	810,052	881,776	1,260,131	1,346,314	1,346,314
512000		146,569	177,433	77,183	58,083	58,083
514000	Overtime	322	1,082	654	0	0
515000	Premium Pay	4,197	8,843	0	0	0
517000	Benefits	381,878	421,058	485,705	505,166	505,166
518000	Paid Absence	153,442	169,077	0	0	0
Total Pers	sonnel Services	1,496,460	1,659,269	1,823,673	1,909,563	1,909,563
Materials	and Services					
Externa	I Materials and Services					
521000		151,887	89,290	647,000	772,750	772,750
522000	Utilities	0	0	0	0	0
523000	, ,	0	0	0	0	0
524000	Repair & Maintenance Services	0	0	0	0	0
525000	Non-Capital Improvement	0	0	0	0	0
528000	•	0	0	0	0	0
529000	Miscellaneous Services	1,030,403	1,026,138	1,094,111	750,399	750,399
531000	Office Supplies	10,248	6,698	4,825	10,300	10,300
532000	Operating Supplies	18,746	175,258	12,550	14,500	14,500
533000	Repair & Maintenance Supplies	252	0	2,866	1,392	1,392
534000	Minor Equipment & Tools	154,841	72,635	353,500	320,000	320,000
535000	Clothing & Uniforms	0	0	0 0	0	0
539000	Other Commodities External	4,998	2,968	_	0	0
541000	Education Local Travel	25,775	27,736	17,366	21,536	21,536
542000 543000	Out-of-Town Travel	4,356 10,150	8,149 14,325	6,483 15,450	11,750	11,750
544000	Space Rental	10,130	78,029	114,297	16,489 151,725	16,489 151,725
545000	Interest	0	78,029	114,297	151,725	151,725
546000	Refunds	0	0	. 0	0	0
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	33,605	310,631	1,317,071	1,508,019	1,508,836
	ternal Materials and Services	1,445,261	1,811,857	3,585,519	3,578,860	3,579,677
	Materials and Services	.,,	.,,	3,000,010	3,0. 3,000	3,010,011
551000	Vehicle Services	8,543	4,343	3,747	5.426	5,399
552000	Printing & Distribution	123,620	107,100	135,523	142,095	141,735
553000	Facilities Services	55,512	14,247	3,495	4,176	4,128
554000	Communications Services	25,589	47,664	25,362	29,318	29,006
555000	Information Technology	30,018	55,288	46,529	49,942	49,080
556000	Insurance	31,909	31,672	35,769	36,648	36,537
557000	Master Lease	0	0	. 0	0	0
558000	Same Fund Services	0	12,085	13,676	16,187	16,187
559000	Other Fund Services	811,778	569,911	332,001	283,542	283,542
Total Int	ernal Materials and Services	1,086,969	842,310	596,102	567,334	565,614
Total Mate	rials and Services	2,532,230	2,654,167	4,181,621	4,146,194	4,145,291
Capital Ou	itlay					
561000		0	. 0	0	0	0
562000		0	0	0	0	0
563000	Improvements	0	0	0	0	0
564000	•	0	0	0	0	0
565000	Facilities Lease/Purchase	0	0	0	0	0
566000	Equipment Lease/Purchase	0	0	0	0	0
567000	• •	0	0	0	0	0
568000	Other Capital Expenditure	0	0	0	0	0
569000	Depreciation	0	0	0	0	0
Total Capit		0	0	0	0	0
573000	Equipment Cash Transfers	0	6,500	0	0	0
576000	Minor Equipment Transfers	0	0	0	0	00
	EAU EXPENSES	\$ 4,028,690 \$	4,319,936 \$	6,005,294 \$	6,055,757 \$	6,054,854

			Actual Actual Revised FY 2001 FY 2002 FY 2002-03			pposed 2003-04	Adopted FY 2003-04		
Class 516 Accountant III	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
516	Accountant III	1	0	0	0	0	0	0	0
815	Administrative Specialist	1	0	0	0	0	0	0	0
7102	Administrative Specialist, Senio	4	2	1	37,844	2	88,157	2	88,157
962	Assistant Program Specialist	0	1	0	0	0	0	0	0
2202	Code Specialist II	2	2	2	83,391	2	85,542	2	85,542
7203	Community Outreach & Information	0	0	1	43,493	1	54,291	1	54,291
7492	Community Relations Specialist	2	2 [0	0	0	0	0	0
7226	Conservation Program Coordinator	0	0	2	92,617	2	113,549	2	113,549
7227	Conservation Program Coordinator	. 0	0	3	267,168	3	210,018	3	210,018
7225	Conservation Program Specialist	0	0	3	137,719	3	140,663	3	140,663
7232	Energy Conservation Program Mana	0	0	2	121,153	2	139,576	2	139,576
7376	Financial Analyst	0	1	1	49,221	1	52,372	1	52,372
7131	Management Analyst	0	0	1	48,182	1	50,332	1	50,332
102	Office Support Specialist II	3	4	4	141,816	4	145,463	4	145,463
970	Program Manager II	2	2	0	0	0	0	0	0
964	Program Specialist	0	1	0	0	0	0	0	0
7152	Program Specialist, Assistant	1	1	1	28,957	1	42,508	1	42,508
7230	Solid Waste & Recycling Program	0	0	1	68,236	1	75,516	1	75,516
7494	Sr Community Relation Specialist	3	4	0	0	0	0	0	0
7024	Sustainable Development Director	1	1	1	88,197	1	94,837	1	94,837
3108	Technician II	1	1	1	52,137	1	53,490	1	53,490
TOTAL	FULL-TIME POSITIONS	21	22	24 \$	1,260,131	25 \$	1,346,314	25 \$	1,346,314

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.

Service Level	(CCL) requirement	AMOUNT		T	
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	6,063,712	0	6,063,712	24.0	FY 2003-04 Current Service Level Estimate
CSL Adjustments		Ū	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
OOL Adjustinoins					AU 302 - OSD Budget
	11,002	0	11,002	0.0	BIT I/A increase - change in BIT methodology
	36	0	36	0.0	Facilities I/A increase - change in BIT methodology
	264	0	264	0.0	PD I/A increase - change in BIT methodology
	365	0	365	0.0	BHR I/A increase - change in BIT methodology
	0	198	198	0.0	BHR HIPAA I/A increase
	(5,342)	0	(5,342)	0.0	PERS reduction
	(191)	0	(191)	0.0	PERS reduction of admin srvcs from SWMF
					AU 155 - Solid Waste Division Budget
	(191)	0	(191)	0.0	PERS reduction of admin srvcs to SWMF
	(9,358)	0	(9,358)	0.0	BIT I/A decrease - change in BIT methodology
	38	0	38	0.0	Fleet I/A increase - change in BIT methodology
	137	0	137	0.0	PD I/A increase - change in BIT methodology
	0	375	375	0.0	BHR HIPAA I/A increase
	(16,520)	0	(16,520)	0.0	PERS reduction
	215	0	215	0.0	COPPEAA training fund
	(287)	0	(287)	0.0	BES I/A decrease - PERS reduction
	(44)	0	(44)	0.0	Insurance technical adjustment
Mayor's Proposed	Budget Decision	าร	}		AU 302 - OSD Budget
	(7,993)	0	(7,993)	0.0	2.2% reduction to OSD Gen Fund budget
	(6,585)	Ō	(6,585)	0.0	Addtnl. 1.8% reduction to OSD Gen Fund budget
	(5,500)	0	0	1.0	Grant MAP position: internal shift for funding
	(62,288)	85,628	23,340	0.0	One-time funding for Fix-It-Fairs and related costs
	2,586	0	2,586	0.0	Increase of I/A services provided to Facilities
Approved Budget					
	0	0	0	0.0	None
Adopted Budget A	dditions and Re	ductions			ALL 202 - OSD Buildant
	(EC7)	0	(567)	0.0	AU 302 - OSD Budget BIT I/A - rate reduction (PERS savings)
	(567) (156)	0	(156)	0.0	ComNet I/A - rate reduction (PERS savings)
	(48)	0	(48)	0.0	Facilities I/A - rate reduction (PERS savings)
	(118)	0	(118)	0.0	Print/Dist I/A - rate reduction (PERS savings)
	(20)	0	(20)	0.0	I & C I/A - rate reduction (PERS savings)
	(44)	Ö	(44)	0.0	Workers' Comp - rate reduction (PERS savings)
	817	0	817	0.0	Increase ext. M&S to balance GF discretionary
					AU 155 - Solid Waste Division Budget
	(295)	0	(295)	0.0	BIT I/A - rate reduction (PERS savings)
	(156)	0	(156)	0.0	ComNet I/A - rate reduction (PERS savings)
	(27)	0	(27)	0.0	Fleet I/A - rate reduction (PERS savings)
	(242)	0	(242)	0.0	Print/Dist I/A - rate reduction (PERS savings)
	(20)	Ö	(20)	0.0	I & C I/A - rate reduction (PERS savings)
	(27)	0	(27)	0.0	Workers' Comp - rate reduction (PERS savings)
	(95,059)	86,201	(8,858)	1.0	Total FY 2003-04 Decision Packages
			\$ 6,054,854	25.0	Total Adopted Budget
FY 2003-04 Decision	on Packages Not	Accepted			
	0	0	0	0.0	None
	U	V .	(7	V.U	1 110116



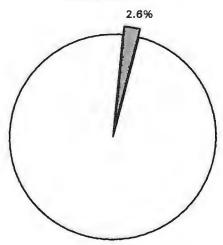
Bureau of Housing and Community Development

Community Development Service Area

Erik Sten, Commissioner-in-Charge Joe Hertzberg, Acting Director

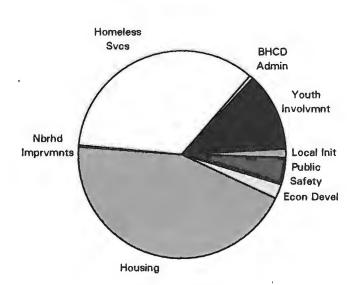
Percent of General Fund

BHCD = \$9.4 Million



General Fund = \$365.5 Million

Bureau Programs

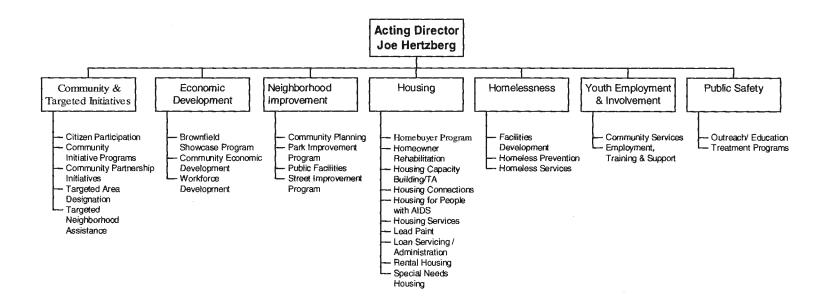


Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	13,568,496	9,362,037	 -4,206,459	-35.3%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 13,568,496	\$ 9,362,037	\$ -4,206,459	-35.3%
Authorized Full-Time Positions	 26	 23	-3	-17.1%

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.

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.

BUREAU OVERVIEW

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) and other federal agencies. The federal fund resources managed by the bureau are comprised of 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 2003-04 is \$18,647,221. The bureau centralizes the planning, tracking, reporting, and evaluation of these federal grant funds. The bureau also manages City General Fund resources appropriated to support the program areas of housing, youth employment, homeless, and public safety.

BHCD manages 30 service areas in seven programs.

The bureau consists of seven program areas held together by a common mission, vision, and strategic direction. These are: Housing, Economic Development, Neighborhood Improvements, Homeless Facilities and Services, Youth Employment and Involvement, Public Safety, and Targeted and Community Initiatives.

Each program area contains service areas which further break out the nature of the activity. For example, within the Housing Program Area, services 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. BHCD provides direct services in its Lead Hazard Abatement, Brownfield 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 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. BHCD manages a combined budget of \$29 million with 25 full-time employees.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Programs

BHCD provides a balance of services which address the strategic directions within seven program areas. Highlights of this past year include:

- Housing Connections has over 29,000 units listed in the system and over 100,000 housing searches have been performed through January, 2003.
- In the past year JOIN's Camper Outreach Project has housed 390 homeless people. Of the people they have housed, 82% have remained housed for at least twelve months.
- In 2002-03, BHCD in association with homeless providers implemented shared outcomes for the system that serves homeless adults as a result of the Enhancement Plan.
- The movement of poverty from inner city neighborhoods to East Portland and the continuing change in emphasis from neighborhood based to people based programs has impacted the Economic Development, Neighborhood Improvement and Community and Targeted Initiatives programs. The bureau has begun outreach work in East Portland neighborhoods, in preparation for a possible multi-year community-based planning and development project. Work with the Latino Network, begun last year, will complete planning and move into implementation activities.
- On schedule, management of the Child Care Improvement Project was transferred to a community-based organization, Early Head Start. This year there were 120 child care providers in the network serving approximately 1,200 children. Even with the recession, a majority of the providers increased their incomes, their quality of care (measured by national standards) increased significantly and parent satisfaction increased to 96% that are very satisfied. The project continued to be extremely cost effective at about \$500 per child.

- Technical and financial assistance was provided to 50 microenterprise businesses, 31 of which demonstrated improved business health.
- The bureau completed a highly successful Transitions to Housing Pilot Project. Over the two-year period of implementation, the project provided financial assistance combined with housing planning services to 732 households who had significant barriers to housing. A project evaluation found 74% of the participating households in stable housing after 12 months of separation from assistance.
- With funding from the bureau, the Portland Community Land Trust successfully helped seven low-income residents of inner Northeast neighborhoods become homeowners.

SUMMARY OF BUDGET DECISIONS

The Adopted 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. BHCD analyzed each program and the Adopted Budget includes a variety of reductions and changes in most program areas. There are no across-the-board reductions.

Program Changes

The following are the major highlights of program changes in this budget.

BHCD has accepted new challenges and responsibilities

- Housing priorities continue to focus on the lowest-income residents and the most critical of housing conditions. FY 2003-04 will be the second year for a Special Needs Rental Housing set aside. In total from the two years, \$2.5 million has been set aside to leverage the same amount of funding in the form of housing subsidies from Multnomah County to develop and fully fund housing for people with special needs.
- A majority of the budget for the Affordable Rental Housing Program is needed for financial restructures and rehabilitation of properties previously subsidized by the City. As a result of this need, fewer housing units will be developed next year.
- State and County budget crises are causing the closures of high-need residential facilities. One-time General Fund resources are budgeted (\$345,614) to enable the Taft Hotel to remain in full operation until December 2003 at which time a long-term solution to the crisis will be underway.
- To respond to the urgent needs in the community, BHCD has created an Emergency Needs Fund. This budget includes \$228,268 of one-time CDBG funding.
- One-time CDBG funding in the amount of \$85,614 is budgeted for sidewalks at Lents Park.
- During 2000-01 the JOIN Camper Outreach project was expanded to all police precincts. This expansion of services had been continued in the last two budget years with an allocation of one-time funding. Funding for this expanded service is not included in this budget.
- As target areas graduate, reductions are budgeted in the Target Area Designation Program and the programs and projects which support the target areas. Reductions are included in the Storefront Improvement, Development Opportunity Strategy and Nuisance Abatement programs.
- An application for grant funds for homeless single adults was successful. The bureau is now managing four multi-year McKinney Homeless grants.
- An additional \$510,000 CDBG is set aside towards the City's pledge of \$20 million match for the HOPE VI grant. The CDBG reservation of funds (eventually \$5 million) is for a portion of the infrastructure costs of the redevelopment of Columbia Villa by the Housing Authority of Portland. This brings the CDBG reservation over two years to a total of \$1.29 million.

- CDBG funding of \$81,000 is included to support an economic development initiative targeted to residents at 50% area median income.
- BHCD has decided that it is no longer within the scope of its mission to provide direct lead education and outreach services in the community. The Interagency Agreement between the Water Bureau and BHCD has been reduced by \$130,000 in FY 2003-04. These resources will cover the work of BHCD education and outreach staff until December 31, 2003. The \$130,000 will be retained by the Water Bureau to hire a Program Specialist and implement in-house projects such as contracts with new community partners, the Spring Lead Forum, and production of brochures.
- The Adopted Budget does not include funding for the Brownfield Showcase Program. If additional assessment grant funds are received, reinstatement of funding for the program will be considered.

Program Support

Changes in BHCD Program Support

The Adopted Budget includes changes in the BHCD operating budget.

This budget continues some positions that were added in the FY 2002-03 Revised Budget. This includes positions for the Ending Homelessness Initiative, Housing Connections, the Housing Program and fiscal support. However, three other positions added in the FY 2002-03 Revised Budget were eliminated, for a net reduction of three positions.

FUNDING SOURCES

General Fund

The bureau administers City General Fund resources in the housing, homeless facilities and services, youth employment, and public safety program areas. General Fund discretionary resources for FY 2003-04 are \$2,976.616.

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)

The entitlement amounts are estimates until official notification of awards is received from HUD.

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 for both HOME and CDBG is \$645,400 less than the FY 2002-03 budget due to reduced estimated loan repayments, float loan interest and lien repayments.

CDBG carryover to FY 2003-04 is \$2,053,980, an increase of \$1.3 million in obligated carryover for specific projects.

Categorical Grants

The following non-entitlement categorical grants, local funds and other small grants are included in the bureau budget:

- Youthbuild Program
- McKinney Grants four separate grants
- Lead Based Paint Hazard Control
- Technologies Opportunity Program
- Economic Development Initiative

Youthbuild is an annual grant. McKinney are grants for homeless single adults originally assumed from Multnomah County and the Housing Authority of Portland and now the responsibility of the Bureau. Lead Based Paint provides funding for three years, concluding in December 2003. This budget includes a reduction in local funds from the Water Bureau supporting the Lead Abatement program. In addition BHCD administers the Payment in Lieu of Taxes (PILOT) local funds.

Strategic Direction

RECENT TRENDS

Trends from the Consolidated Plan

As part of the development of the Consolidated Plan three years ago, the bureau analyzed demographic data to determine if the perception that people in poverty are moving out of the inner city could be substantiated. The Multnomah County Mobility and Poverty Trends report was reviewed and served as the basis for this analysis. This analysis was recently updated using 2000 Census data. Many of the findings outlined in the report are substantiated by the new 2000 Census data.

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. Although these areas still have higher-than-average rates of poverty, a pattern of poverty decentralization is occurring.

SIGNIFICANT 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 Adopted Budget.

Continued reduction in base resources

BHCD's base resources - CDBG and General Fund - continue to decline while other resources also decline or remain flat. While the CDBG entitlement amount increased for FY 2003-04, the increase is offset by an anticipated reduction in program income. This results in fewer resources to support ongoing needs as well as new and increasing demands on BHCD funds.

Changing Neighborhoods

Involuntary displacement and movement of population impact the future direction of the bureau The strong housing market in the Portland area and the anticipated redevelopment associated with the North Interstate urban renewal district are expected to increase property values in North and inner Northeast 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, 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 continue to affect all bureau programs.

Target Area Designation Program - Community Partnership Initiatives Program

To address the changing character of Portland and the needs of its low- to moderate-income populations, the Target Area Designation Program is being phased out as existing target areas complete their work. In its place, a new model of community-directed development is being developed. The Community Partnership Initiatives Program will focus its efforts on low to moderate-income populations, regardless of whether they live in geographic proximity. It will identify populations and/or areas underserved by community resources and facilitate the community to identify and address community development concerns and issues.

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 the 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

Connecting People to Stable Housing

An emerging focus of the Housing Program is the development of strategies and programs that connect clients to appropriate and stable affordable housing. A key program within this area is the development of Housing Connections, a web-based housing information system, that creates a single system to link people to the thousands of diverse affordable units available. Other efforts include a focus on linking social service funding to capital funding to develop special needs housing, developing and tracking housing placement outcomes in the homeless service system, and developing innovative strategies for short- term rent assistance through the Transitions to Housing pilot projects.

The Changing Economy

Oregon's High Unemployment Rate

Oregon has the highest rate of unemployment in the United States. The recession requires some special short-term efforts to address human needs and stimulate the hoped-for economic recovery. Although the bureau has fewer resources, it must think creatively and partner with others to prioritize activities and leverage funding that addresses the current crisis. The bureau's focus is on low- and moderate-income populations, often the most vulnerable during recessions.

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 home buyer, owner-occupied and multi-family rehabilitation, accessibility improvements for disabled and elderly households, and rental assistance programs. Generally, programs are completing fewer units with the same level of funding.

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 continue to be an issue because lower total resources mean reduced spending on specific activities that are usually ongoing in nature and address high priorities of the City Council. Most BHCD programs are affected by these caps, including homeless and housing services, youth employment, workforce development, and community and targeted initiatives.

In addition, some of the emerging needs based on the state and county budgeted reductions are not eligible for CDBG funding.

To reduce the pressure on the caps, the bureau continues to explore and pursue other options within the regulations.

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. Three years ago 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 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

During FY 2002-03 the bureau initiated a planning process with a goal of creating a three-five year strategic plan. Changes in the community development field and the economy coupled with new leadership and changing staff at BHCD make this an opportune time to consider the challenges of the future, respond to recent change, and provide a strong direction for the bureau's future work.

The timing of the planning process is such that the bureau's work will conclude following adoption of the budget. To accommodate immediate recommended changes that may arise as a result of the planning process, some budget items may be requested for a six month period. The full impact of recommended strategic changes will appear in the FY 2004-05 budget.

For the most part the bureau's FY 2003-04 budget continues to be guided by four strategic directions:

- 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 2003-04 can be found in the Overview of Programs section of the BHCD budget narrative.

Safety Net for Those Most in Need

Current assessments indicate 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 populations. 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.

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 continues to shift 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.

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 2003-04 The bureau plans to achieve the following objectives in FY 2003-04:

- Continue to preserve and strengthen the current portfolio of assisted affordable rental housing through full development of the loan portfolio monitoring systems, technical assistance and training for property owners, and debt restructuring as needed.
- Report on Shared Outcomes for the homeless adult system.
- Begin development of an Ending Homeless Initiative.
- Ensure the continuation of programs that facilitate access to stable, appropriate housing by creating a sustainability plan for Housing Connections.
- Use the Transitions to Housing evaluation as guiding policy for funding rental assistance programs.
- Complete and implement a three year strategic plan for the bureau and its programs.

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.
- Work collaboratively with stakeholders and community partners to address emerging issues.
- Ensure representation of the Bureau and the City of Portland at all levels of decision making for policy, program and resource development.
- Develop creative and effective outreach efforts to economically, socially and ethnically diverse populations in our community.

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, and to assist in the location and stabilization of people in their housing. 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.
- Support quality education to produce well educated citizens: The bureau's Youth Employment Program provides at-risk young people with year-round education, training, work experience, leadership development opportunities and support to enable them to succeed educationally and be prepared to enter the workforce.
- Promote economic vitality and access to quality jobs for all: The bureau supports the City's economic development efforts by focusing its resources on programs that benefit low-income residents and promote the economic revitalization of targeted neighborhoods. Microenterprise programs assist new entrepreneurs and at-risk small businesses. Workforce development focuses on linking low-income residents to employment opportunities through skills development, and the implementation of target industry and sectoral strategies.
- Ensure a safe and peaceful community: The bureau supports this Council priority by encouraging cooperation and partnership in all community development programs and by supporting public safety activities which are community based.
- Promote the inclusion of under-represented neighborhoods and groups in participation in city activities and services: The bureau's program work is directed and dedicated to the inclusion of under-represented and low-income neighborhoods, groups and individuals to participate in activities and programs. Specifically, the Target Area Designation program provides support to selected low 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. The new Community Partnerships Initiatives works with Portland's growing Latino community and areas in east Portland.

• 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.

Overview of Programs

HOUSING PROGRAMS

Description

The objective of the Housing Program Area is to improve, preserve, and increase the city's housing stock, and to assist in the location and stabilization of people in their housing. Programs target the housing needs of low and moderate-income people earning less than 80% of the area's median income. Programs focusing on the stock of affordable housing include capital funding for rental housing development (new construction, rehabilitation and/or preservation), home owner repair, financial assistance for home buyers, special needs housing. Programs focusing on housing services include information and referral, home buyer education, fair housing, access to housing, and housing counseling services.

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.

Changes to Services and Activities

This budget continues the current level of service for most Housing programs. Changes in the Housing Program are:

- Affordable Rental Housing Program the focus on financial restructures and rehabilitation of properties previously subsidized by the City and the set aside for special needs housing will impact the City's ability to achieve production goals.
- The Adopted Budget includes an add package to fund an operating extension for the Taft Hotel, a residence for 60 elderly and disabled low-income downtown residents. The Taft is facing closure due to State cuts. This extension will provide needed capital to permit the facility to upgrade and transition to ongoing, sustainable operations.
- Housing Connections funding is included from a variety of resources as the Housing Connections project transitions from development to maintenance.

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 and East 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.

Changes to Services and Activities

Community Economic Development

This request reduces the level of service for the Storefront and Development Opportunity Strategies (DOS) programs by 33% as one of the three remaining target areas which these programs serve graduated during FY 2002-03.

The request eliminates funding for the Brownfields Showcase Program. If additional assessment grant funds are received, the program will be reconsidered for funding.

This request includes funding for a new initiative that targets residents at 50% of the area median income.

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.

Changes to Services and Activities

Infrastructure Changes

The Street Improvement Program includes carryover funding for construction of the SE Pine/122nd project and a small amount of carryover funds for the completion of the Rosemont infrastructure project.

Additional one-time carryover funds for capital projects are budgeted in the amount of \$510,000 for infrastructure improvements to provide match for the Housing Authority Columbia Villa redevelopment project (a HOPE VI grant). With the carryover of \$780,000 CDBG funds already reserved for the project, this request totals \$1.29 million toward the \$5 million CDBG match obligation.

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. Contractors in the single adult system underwent a revisioning process for FY 2002-03. The result is enhanced services that better respond to placing homeless people in housing, helping them maintain that housing, and increasing efforts to prevent homelessness for those who are at a high risk.

Changes to Services and Activities

This budget reflects some adjustments in order to maintain the current service level for homeless services.

- Reduction in Emergency Shelter Grant entitlement and shifting of resources from General Fund in order to maintain homeless services at current level.
- Request for ongoing General Fund to continue the expanded outreach services provided by JOIN for homeless campers.

• Recently an initiative to end homelessness is being developed by BHCD. This process will continue in FY 2003-04.

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.

Changes to Services and Activities

Funding for Youth Employment and Involvement services are reduced by 2% from the current service level.

The primary impact of the reduction is that funds for two programs will no longer be contracted through work systems inc. for management and coordination. These savings are shifted to the Homeless Program to provide current service level for homeless services.

Youthbuild Categorical Grant

New funding for the Youthbuild Categorical grant is \$642,840, of which \$392,840 is included in the FY 2003-04 budget. Funding for this grant has increased from the most recent previous award of \$500,000.

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.

Changes in Services and Activities

This request eliminates funding for domestic violence coordination through the Bureau of Housing and Community Development and shifts the General Fund resources to pass through the Police Bureau.

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

Changes to Services and Activities

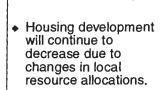
Target Area Designation Service Area

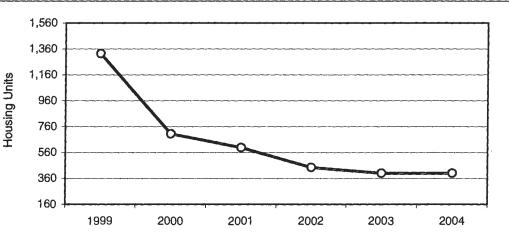
This request reduces funding for this program by \$51,000 to account for the graduation of one neighborhood from the program. This program is being phased out as target areas complete their funding cycle.

Targeted Neighborhood Assistance Service Area: This request reduces funding for this program by \$74,442 to account for reduced need for services to support the remaining target areas. The budget reduces Targeted Housing Code Enforcement and funds only \$12,500 of Targeted Nuisance Abatement activities.

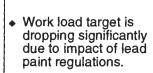
Performance Measures

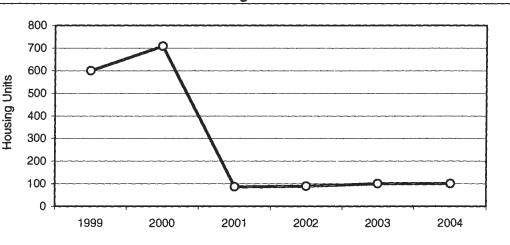






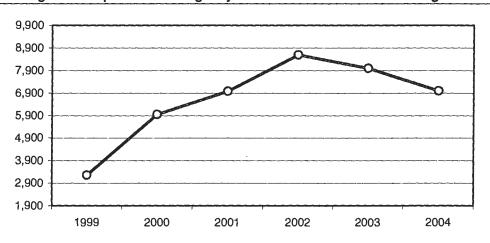
Number of rehabilitated housing units



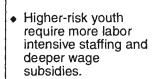


Number of unduplicated single adults provided emergency shelter and transitional housing

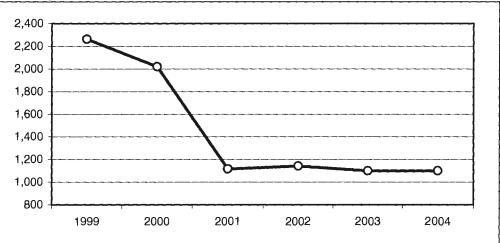
- Unduplicated count is unavailable prior to the 1999 implementation of a sophisticated information collection system for homeless single adults
- The City continues to provide a continuum of care from outreach and shelters to transitional and permanent housing.



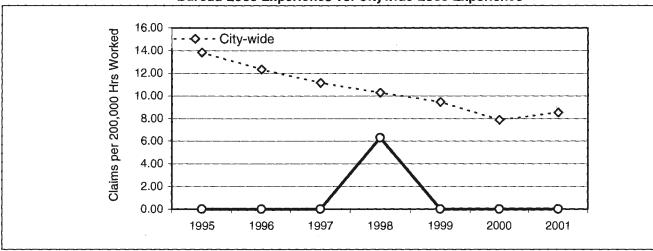
No. of youth placed in summer or year round employment



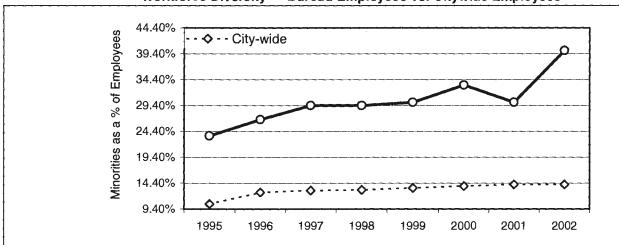
- Fewer short term summer programs.
- Programs integrating employment and education are more expensive and more effective.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual	Actual	Actual	Actual	Yr End Est.	Adopted
	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04
BUREAU OF HOUSING AND COMMUNITY DEV	ELOPMENT					
Affirmative Action Measures						
Affirmative Action - Minority	29.4%	30.0%	33.3%	30.0%	40.0%	
Minority Employees as a Percent of Total						
Affirmative Action - Female	64.7%	65.0%	71.4%	70.0%	65.0%	
Female Employees as a Percent of Total						
Bureau of Housing and Community Developm	ient					
Risk Data						
General Liability Claims per 200,000 Hours Worked	6.30	0.00	0.00	0.00		
Worker's Comp Claims per 200,000 Hours Worked	6.30	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	\$0.28	\$0.00	\$0.00	\$0.00		
Housing Programs						
Workload						
New Housing Built	1,322	703	596	443	400	400
Housing units rehabilitated	600	708	86	89	100	100
Effectiveness .						
City Residents rating housing affordability "Good or Very Good"	48%	45%	44%	44%	44%	45%
Efficiency						
Average BHCD funds invested per unit on rehab housing.	\$7,000	\$14,421	\$14,320	\$14,170	\$14,500	\$14,500
Average BHCD funds invested per unit on new housing	\$25,000	\$17,775	\$24,664	\$35,528	\$32,000	\$32,000
Economic Development						
Workload						
Development Opportunity Strategies (DOS) completed	13	9	6	9	4	2
Effectiveness						
Percentage of microenterprises demonstrating an improved business position within 12 months after receiving assistance.			0	1	1	1
Efficiency						
Number of sites that receive Development Opportunity Strategy grants that are developed within 24 months of completion of study.	8	5	3	5	4	2
Neighborhood Improvements						
Workload						
Sidewalk/Street miles designed	0.09	0.16	0.00	0.42	0.44	0.00
Effectiveness						
Street miles constructed	0.64	0.09	0.16	0.00	0.42	0.44
Sidewalk miles constructed	1.20	0.20	0.32	0.00	0.10	

	Actual FY 1998-99	Actual FY 1999-00	Actual FY 200001	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04
Homeless Facilities & Services						
Workload Number of unduplicated single adults provided emergency shelter and transitional housing.	3,260	5,944	6,977	8,592	8,000	7,000
Effectiveness						
Homeless or at risk individuals placed in more stable or permanent housing	1,030	1,302	1,900	1,871	1,900	1,900
Youth Employment & Involvement						
Workload						
Youth placed in subsidized or unsubsidized summer or year round employment.	2,263	2,018	1,117	1,142	1,100	1,100
Effectiveness						
# of youth entering employment or continuing education	1,200	1,018	549	634	600	600
Efficiency Cost per youth placed in employment or continuing education.	\$961	\$1,547	\$2,691	\$26,810	\$1,600	\$1,600
Public Safety						
Workload						
Number of transports	2,985	3,359	3,871	3,520	3,000	3,000
Effectiveness						
Unduplicated clients	1,322	1,374	1,405	2,411	1,500	1,500
Community & Targeted Initiatives						
Workload						
Number of Community Initiative Projects started	25	24	19	22	20	20
Effectiveness						
Community Initiative projects successfully completed	87%	89%	87%	85%	88%	88%
Efficiency						
Percent of resources leveraged by Community Initiative projects	190%	200%	198%	190%	200%	200%

Bureau of Housing and Cor	nmunity Dev	elopment A	U 540	SUMMARY OF	BUREAU BUDGE
	Actual FY 200001	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
EXPENDITURES					
Operating Budget					
Personal Services	1,506,709	1,575,007	2,033,989	1,851,942	1,851,942
External Materials and Services	7,566,910	6,406,114	11,117,631	7,454,588	7,326,401
Internal Materials and Services	187,294	309,226	416,876	185,507	183,694
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	9,260,913	8,290,347	13,568,496	9,492,037	9,362,037
Capital Improvements	0	0	0	0	. 0
TOTAL BUREAU EXPENDITURES	\$ 9,260,913	\$ 8,290,347	\$ 13,568,496	\$ 9,492,037	\$ 9,362,037
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	9,260,913	8,290,347	13,568,496	9,492,037	9,362,037
RESOURCES					
General Fund Discretionary	2,610,186	2,523,724	3,244,118	2,976,616	2,976,616
Non-Discretionary Revenues					
Grants & Donations	4,188,829	2,943,085	7,410,156	3,780,645	3,780,645
Contract Revenues	397,559	406,795	460,889	377,000	377,000
Interagency Revenues	2,049,361	2,363,774	2,419,896	2,357,776	2,227,776
Program Revenue	14,978	52,969	33,437	0_	0
Total Non-Discretionary Revenues	6,650,727	5,766,623	10,324,378	6,515,421	6,385,421
TOTAL GENERAL FUND RESOURCES	9,260,913	\$ 8,290,347	\$ 13,568,496	\$ 9,492,037	\$ 9,362,037
Note: Discretionary General Fund re Non-Discretionary revenues are res	evenues are those w tricted by policy or c	hich may be used by ontractual agreemer	y City Council for an it to the bureaus tha	y public purpose. It generate the revenu	e.
PROGRAMS					
Housing Programs	3,537,435	1,683,255	5,755,850	4,275,201	4,145,201
Positions	10	12	15	14	14
Economic Development	511,638	327,014	2,313,225	199,116	199,116
Positions	2	3	3	2	2
Neighborhood Improvements	69,110	33,598	32,759	25,309	25,309
Positions	1	1	0	1	1
Homeless Facilities & Services	2,923,574	2,866,111	3,209,464	3,268,662	3,268,662
Positions	2	2	4	4	4
Youth Employment & Involvement	1,362,176	1,446,526	1,421,330	1,138,779	1,138,779
Positions	2	1	400.050	0	0
Public Safety	442,001	407,561	432,650	394,561	394,561
Positions	400.004	<i>0</i>	0	120 550	120.550
Community & Targeted Initiatives	408,361	3	245,687 2	129,559 <i>2</i>	129,559
Positions BHCD Administration	6,618	1,526,282	157,531	60,850	<i>2</i> 60,850
Destine	0,010	1,020,202	107,001	00,000	00,000

8,290,347

21

0

26

13,568,496

23

9,492,037

21

0

9,260,913

Positions TOTAL PROGRAMS

Positions

General Fund Discretionary Positions

23

9,362,037

		Actual FY 2000-01	Actual FY 2001-02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel S	Services					
511000 F	Full-Time Employees	885,865	923,337	1,391,369	1,236,615	1,236,61
	Part-Time Employees	89,386	120,295	126,823	143,414	143,41
	Overtime	. 0	56	0	0	,
517000 E	Benefits	374,445	390,890	515,797	471,913	471,91
518000 f	Paid Absence	157,013	140,429	0	0	1
Total Persor	nnel Services	1,506,709	1,575,007	2,033,989	1,851,942	1,851,94
Materials ar	nd Services		 			
External A	Materials and Services					
521000 F	Professional Services	24,453	3,835	24,250	16,500	16,50
522000 t	Jtilities	0	0	0	0	
523000 E	Equipment Rental	0	0	0	0	
524000 F	Repair & Maintenance Services	26	1,829	1,867	900	90
525000 N	Non-Capital Improvement	0	0	0	0	
528000 L	_ocal Match Payments	0	0	0	0	
529000 N	Miscellaneous Services	7,343,225	6,186,214	10,884,083	7,235,551	7,107,36
531000	Office Supplies	10,160	7,026	7,685	11,949	11,94
	Operating Supplies	212	0	6,466	1,960	1,96
533000 F	Repair & Maintenance Supplies	0	0	0	0	
534000 N	Minor Equipment & Tools	13,414	14,501	3,099	3,500	3,50
535000	Clothing & Uniforms	0	0	0	0	
539000 (Other Commodities External	10,619	22,823	20,355	7,448	7,44
541000 E	Education	8,652	9,418	6,984	10,356	10,35
542000 L	_ocal Travel	8,296	8,231	8,900	8,883	8,88
543000	Out-of-Town Travel	9,926	7,685	13,862	12,868	12,86
544000 8	Space Rental	80,203	85,154	96,199	99,035	99,03
545000	nterest	0	0	0	0	
	Refunds	0	0	0	0	
	Retirement System Payments	0	0	0	0	
	Operating Lease	0	0	0	. 0	
549000 N	Miscellaneous	57,724	59,398	43,881	45,638	45,63
Total Exte	rnal Materials and Services	7,566,910	6,406,114	11,117,631	7,454,588	7,326,40
Internal M	aterials and Services					
	Vehicle Services	3,461	2,584	5,665	5,886	5,88
	Printing & Distribution	27,288	27,377	31,354	43,320	42,79
	Facilities Services	22,321	1,909	2,153	2,183	2,18
-	Communications Services	25,226	18,664	21,009	21,720	21,42
	nformation Technology	44,574	48,971	49,468	51,664	50,78
	nsurance	28,320	27,829	33,597	34,429	34,32
	Master Lease	0	0	0	0	
	Same Fund Services	0	20,716	23,444	26,305	26,30
	Other Fund Services	36,104	161,176	250,186	0	
Total Inter	nal Materials and Services	187,294	309,226	416,876	185,507	183,69
otal Materi	als and Services	7,754,204	6,715,340	11,534,507	7,640,095	7,510,09
apital Outl	_	_	_	_	_	
561000 L		0	0	0	0	
	Buildings	0	0	0	0	
	mprovements	0	0	0	0	
	Capital Equipment	0	0	0	0	
	Facilities Lease/Purchase	0	0	0	0	
	Equipment Lease/Purchase	0	0	0	0	
	nfrastructure	0	0	0	0	
	Other Capital Expenditure	0	0	0	0	
	Depreciation	0	-0	0	. 0	
otal Capita		0	0	0	0	
	Equipment Cash Transfers	0	0	0	0	
	Minor Equipment Transfers	0	0	0	0	
TAI DIIDE	AU EXPENSES	\$ 9,260,913	\$ 8,290,347	\$ 13,568,496	\$ 9,492,037	\$ 9,362,03

Bureau of Housing and Community Development AU 540

FULL-TIME POSITIONS

		Actual FY 2001	Actual FY 2002	_	vised 002-03		posed 2003-04	Adopted FY 2003-04		
Class	Title	No.	No.	No.	Amount	No.	Amount '	No.	Amount	
514	Accountant I	0	0	1	22,974	1	39,856	1	39,856	
515	Accountant if	1	1	0	0	0	0	0	0	
922	Administrative Supervisor II	1	1	0	0	0	o i	0	0	
7107	Administrative Supervisor II	0	0	1	56,669	1	59,299	1	59,299	
962	Assistant Program Specialist	3	3	1	47,089	1	46,381	1	46,381	
7110	Business Operations Supervisor	0	0	1	73,106	1	61,224	1	61,224	
7480	Community Development Director	1	1 1	0	0	0	0	0	0	
7202	Community Outreach & Information	0	0 (4	150,624	4	161,458	4	161,458	
7220	Disability Program Specialist	0	0	1	78,135	0	0	0	0	
7375	Financial Analyst, Assistant	1	1	2	115,321	2	118,329	2	118,329	
7026	Housing/Community Development Di	0	0	1	81,033	1	83,630	1	83,630	
7131	Management Analyst	0	0	1	50,876	1	55,538	1	55,538	
100	Office Support Specialist I	[1]	1 .	1	33,823	1	32,949	1	32,949	
104	Office Support Specialist III	0	0	1	39,921	1	33,255	1	33,255	
7154	Program Coordinator	2	1	4	237,314	4	242,497	4	242,497	
7156	Program Manager	0	0	5	293,764	4	259,830	4	259,830	
968	Program Manager I	4	4	0	0	0	0	0	0	
970	Program Manager II	1 1	1	0	0	0	0	0	0	
971	Program Manager III	1 1	1	0	0	0	0	0	0	
7153	Program Specialist	5	. 6	2	110,720	1	42,369	1	42,369	
TOTAL	FULL-TIME POSITIONS	21	21	26 \$	1,391,369	23 \$	1,236,615	23 \$	1,236,615	

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.

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	9,222,775	0	9,222,775	23.0	FY 2003-04 Current Service Level Estimate
CSL Adjustment	ts				
_	(7,956)	0	(7,956)	0.0	First PERS Adjustment
	(2,469)	0	(2,469)	0.0	Second PERS Adjustment
	34,747	0	34,747	0.0	Domestic Violence CSL Realignment restored
	67,543	0	67,543	0.0	Internal I/A and Entitlement adjustments
	2,055	0	2,055	0.0	BIT Rate Methodology Change
	322	0	322	0.0	BHR I/A adjustment
Mayor's Propose	ed Budget Decision	าร			
	(52,703)	0	(52,703)	0.0	Housing Administration
	(8,154)	0	(8,154)	0.0	Homeless Services
	(25,958)	0	(25,958)	0.0	wsi Contract Administration
	(23,239)	0	(23,239)	0.0	Homeless Unemployment Assistance
	(25,750)	0	(25,750)	0.0	Eliminate 1.6% COLA for General Fund
	(34,791)	0	(34,791)	0.0	Domestic Violence Program funding moved to
	0	85,61 5	85,615	0.0	Taft Hotel - Trade CDBG funding for General Fun
•	0	260,000	260,000	0.0	Taft Hotel - Trade CDBG funding for General Fun
Approved Budge	et Additions and Re	eductions			
	0	0	0	0.0	None
Adopted Budget	Additions and Re	ductions			
	(130,000)	0	(130,000)	0.0	Shift Lead Program Administration to Water Bure
	(530)	0	(530)	0.0	I/A technical adjustment for Print/Distribution
	(292)	0	(292)	0.0	I/A technical adustment for Communication Svcs
	(884)	0	(884)	0.0	I/A technical adjustment for Data Processing Svc
	(34)	0	(34)	0.0	I/A technical adjustment for Workers' Compensat
	(73)	0	(73)	0.0	I/A technical adjustment for Insurance & Claims
	1,813	0	1,813	0.0	OMF Interagency Agreement adjustments
	(206,353)	345,615	139,262	0.0	Total FY 2003-04 Decision Packages
			\$ 9,362,037	23.0	Total Adopted Budget
			9,302,037	23.0	Tiolal Adopted Budget
FY 2003-04 Deci	sion Packages Not	Accepted			
	25,958	. 0	25,958	0.0	Expanded JOIN Camper Outreach
	55,000	0	55,000	0.0	Expanded JOIN Camper Outreach
	(10,000)	0	(10,000)	0.0	Reduce Outside/In Needle Exchange contract
	(35,303)	0	(35,303)	0.0	Domestic Violence CSL Realignment
	<u> </u>		\$ 35,655	0.0	Total Decision Packages Not Funded

Office of Neighborhood Involvement

Community Development Service Area

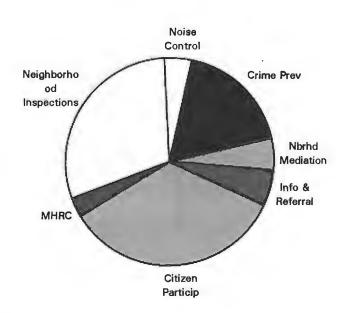
Randy Leonard, Commissioner-in-Charge David Lane, Director

Percent of General Fund

ONI = \$7.3 Million 2.0%

General Fund = \$365.5 Million

Bureau Programs

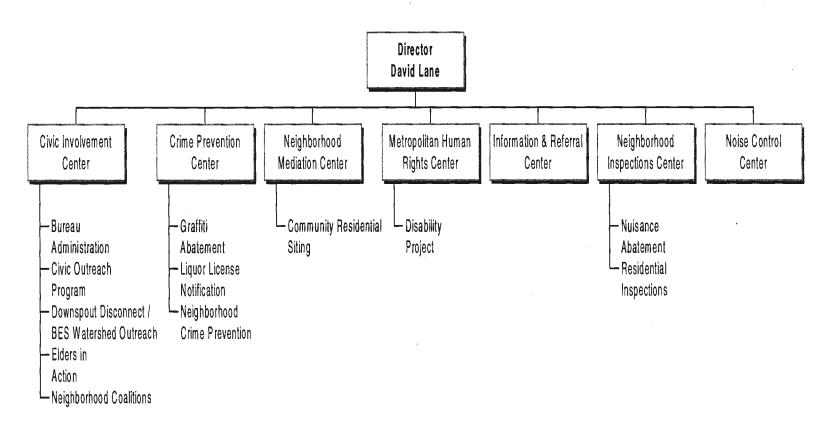


Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	Change from Prior Year	Per Capita Change
Operating	5,240,307	7,265,955	2,025,648	30.0%
Capital	0	0	0	0.0%
Allocated Overhead Costs	129,977	258,419	128,442	86.4%
Total Cost with Allocated Overhead	\$ 5,370,284	\$ 7,524,374	\$ 2,154,090	31.4%
Authorized Full-Time Positions	46	58	12	18.2%

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

Office of Neighborhood Involvement



Bureau Summary

BUREAU MISSION

The Office of Neighborhood Involvement's 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 an effort to build safe and livable neighborhoods. The Bureau supports seven neighborhood offices and 95 recognized neighborhood associations, and also works with the 40 neighborhood business associations. The Bureau's overall ethic is to facilitate open, inclusive community processes for discussion of important civic decisions among neighbors, neighborhood associations, businesses, and government.

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.

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. ONI's purpose is to enhance the quality of Portland's neighborhoods through better community participation. ONI's programs are a key way that neighbors get their voices heard in City Hall. To achieve this, ONI provides a range of programs and services related to citizen participation, and neighborhood and community livability.

At the core of ONI's programs is a citizen participation program that supports the 95 recognized neighborhood associations and seven neighborhood offices. The bureau is organized into a number of distinct programs:

- Citizen Participation
- Crime Prevention
- Neighborhood Mediation
- Metropolitan Human Rights
- Information and Referral
- Neighborhood Inspections
- Noise Control

HIGHLIGHTS OF PROGRAMS AND SERVICES

Overview

The Office of Neighborhood Involvement (ONI) works to enhance the quality of Portland's neighborhoods through community participation. Since 1974, ONI has worked 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 that citizens have an active voice in important decisions, goal setting, and planning for Portland.

Neighborhood Inspections Program moves to the Office of Neighborhood Involvement Effective July 1, 2003, the Neighborhood Inspections Program (including the Housing, Nuisance and Noise divisions) will move to the Office of Neighborhood Involvement from the Bureau of Development Services (BDS). This move will integrate a number of neighborhood-targeted services into ONI where many neighborhood services already exist.

Meeting ONI's budget reductions

On November 6, 2002 City Council authorized the contracting of neighborhood mediation services to Resolutions Northwest, a non-profit conflict resolution program. Savings realized from the contracting of mediation services are sufficient to meet the initial FY 2003-04 General Fund budget reduction of 2.2% (\$85,616). ONI solicited input from its Bureau Advisory Committee (BAC) and its Employee-Management Budget Advisory Committee (EMBAC) to confirm this approach. Both groups - representing internal and external stakeholders - agreed to this approach.

Additional reductions of \$131,671 were absorbed by a Citywide change in the Public Employee Retirement System (PERS) calculations and the elimination of the Refugee and Immigrant Coordinator position. Combined with the earlier 2.2% reductions, ONI reduced its total FY 2003-04 budget by 4%. Tasks and duties provided by this position will be reassigned to other bureau staff.

No anticipated service cuts

The ONI budget provides for a broad range of programs and services related to citizen participation, public safety, conflict resolution and neighborhood livability. ONI anticipates no reduction in the quality or quantity of the services it delivers, including mediation services.

SUMMARY OF BUDGET DECISIONS

The FY 2003-04 Adopted Budget represents a continuation of all ONI General Fund programs and the addition of the Neighborhood Inspections program transferring from the Bureau of Development Services. Specific program level changes are detailed below.

Mediation Center

During FY 2002-03, the City Council voted to contract out mediation services. The savings associated with this decision were sufficient to meet ONI's required initial General Fund budget reduction of \$85,616 or 2.2%. Four (4.0) City FTE were eliminated during this transition, creating 4.75 contractor FTE.

Neighborhood Inspections, Nuisance and Noise Control

The Adopted Budget includes moving the Neighborhood Inspections, Nuisance and Noise Control programs to the Office of Neighborhood Involvement. The transfer of these programs to ONI will result in the realization of two very important goals. First, it will begin to isolate residential inspection and nuisance salaries from fees generated by citing code violations in neighborhoods. Second, it will begin shifting residential inspection and nuisance emphasis from pure enforcement to a hybrid model of problem-solving and enforcement. The Adopted Budget transfers 22.0 FTE and \$2,484,376 in resources to the Office of Neighborhood Involvement for these programs.

Supervisors in these programs have been working with ONI management on this transition. Following the transition, ONI will work with BDS to identify ways to continue decreasing fee and lien support of the transferred positions.

Information and Referral Center

The Information and Referral Center began taking Multnomah County calls in FY 2000-2001. At that time, it was anticipated Multnomah County would provide roughly 1/3 of the resources required to operate this program. In recognition of the high volume of County-related calls, Multnomah County has agreed to fund this program at approximately 50% of total program costs, reducing the cost burden on the City's General Fund Overhead by \$18,265 or 10.7%. This reduction exceeds the required reduction of \$3,761 or 2.2% and results in no programmatic impacts. A staff of 6.0 FTE will continue answering 90% of phone calls in under 25 seconds.

PERS Assumption Changes

Citywide PERS and overhead calculations resulted in net savings of \$53,319 in ONI. These savings were returned to the General Fund.

Refugee and Immigrant Coordinator Eliminated

The Refugee and Immigrant Coordinator position was eliminated for a savings of \$78,352. The functions and duties performed by this position will be reallocated to other bureau staff. It is anticipated this change will have a minimal service impact.

FUNDING SOURCES

The majority of ONI's core programs are supported by General Fund discretionary resources of approximately \$4.5 million. ONI also receives funding from other City bureaus and from outside sources. These include the following:

- \$481,213 from the Bureau of Environmental Services for the Downspout Disconnection program and for public involvement programs associated with BES watershed projects.
- \$73,500 from the Bureau of Licenses for the Neighborhood Liquor License Notification program.
- \$183,802 from the Bureau of Housing and Community Development for the Community Residential Siting program, the North Portland Latino Network project and the HCD Target Housing Program.
- ♦ \$165,364 from the Office of Sustainable Development for neighborhood cleanups in North Portland and Outer East Portland, and for support of the Neighborhood Inspection and Nuisance Abatement programs.
- \$8,200 from the Parks Bureau for projects in North Portland.
- \$283,413 from Multnomah County for the Disability Project Coordinator, the Community Residential Siting program, the North Portland Latino Network project, and the Information and Referral Center.
- \$7,500 from the Office of Transportation for the Nuisance Abatement program.

- \$55,000 in revenue generated by Noise Control's processing of noise variances.
- \$200,000 in revenue generated by the Neighborhood Inspections Program and Nuisance Abatement Programs' issuing of citations.
- \$741,256 in enforcement fees generated by the Neighborhood Inspections and Nuisance Abatement programs.
- \$354,000 in foreclosure revenues transferred from the Auditor's Liens and Assessments division.

BUDGET NOTES

Neighborhood Inspections

Inspections were moved from the Bureau of Development Services (BDS) to ONI effective July 1, 2004. ONI will closely monitor program performance, service impact and costs throughout the fiscal year. ONI will report to the Mayor and Council on this program during the budget development process for FY2004-05.

Strategic Direction

MAJOR INITIATIVES

ONI Efforts

The following initiatives are the top priorities for the Office of Neighborhood Involvement (ONI) in FY 2003-04.

Neighborhood Inspection, Noise Control and Nuisance Abatement programs Transfer to the Office of Neighborhood Involvement

Effective July 1, 2003, the Neighborhood Inspection, Nuisance Abatement and Noise Control programs will move from Bureau of Development Services (BDS) to the ONI. This move will integrate these neighborhood-based services into ONI where many neighborhood services already exist. By consolidating these services under the ONI umbrella, the bureau hopes to better address the needs and concerns of Portland residents with this broadened range of services and tools.

In FY 2002-03, these programs under BDS lost their General Fund support and are now funded with a disproportionate share of revenues from code enforcement fees. One negative aspect to this past shift in funding is that it created the perception that in order to maintain revenues, BDS staff might have been pressured into finding violations on more properties or may be hesitant to waive fines in special circumstances. To correct this perception, some General Fund resources are being moved from the BDS Land Use Review program into the Neighborhood Inspections and Nuisance Abatement programs. This funding shift is appropriate since the program has a public benefit. Reductions in other areas of BDS will fund most of the loss in revenue to Land Use Review.

ONI's objective is to strengthen and expand public involvement

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. Some of our continued efforts will be:

- Neighborhood Guidelines Review Process
- ONI E-Notification Project
- Liquor License Neighborhood Notification
- Community Residential Siting Program
- Development of Citywide Public Involvement Standards
- Continuing to seek funding for City services which are appropriately housed in neighborhood coalitions and offices

Widen the neighborhood involvement process

ONI will work to increase involvement by neighbors who typically have not participated in the City's public involvement process. ONI's Metropolitan Human Rights Center will continue to partner with the International Refugee Center of Oregon (IRCO) on the Project Interwoven Tapestry grant. ONI will work with the coalitions to improve and increase access to information about Portland through new technologies such as e-notification and e-democracy. In addition, ONI will coordinate plans from the seven neighborhood offices 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 continue its partnerships with other City bureaus to coordinate the public outreach and involvement process and to use the neighborhood structure and coalitions to better provide neighbors with an active voice and clear information about important civic issues. ONI staff will partner with other City bureaus such as the Bureau of Housing and Community Development and the Bureau of Environmental Services, as well as with other City projects to provide more outreach, improve citizen involvement and look for opportunities to partner on projects to maximize City resources.

MANAGEMENT GOALS & OBJECTIVES

Major Bureau Objectives for 2003-2004 For FY 2003-04, the bureau has the following general objectives:

- Support the work of the neighborhood associations and coalitions.
- Complete and monitor the transition of the Residential Inspections, Nuisance Abatement and Noise Control programs to ONI.
- Increase access and involvement of under-represented neighbors in Portland's neighborhood system.
- Implement an effort to develop Citywide public involvement standards.
- Support the ONI Guidelines Review process.
- Continue to improve public safety through ONI's crime prevention program.
- Implement changes in program service delivery as directed by Council.
- Strengthen partnerships with other bureaus to maximize public involvement and meet Council objectives.

Specific Center Objectives

Each of ONI's five program centers developed specific objectives to accomplish during FY 2002-03. Many of these are currently underway and significant progress has been made.

Citizen Participation

Citizen Participation will enhance the quality of Portland's neighborhoods by:

- Working actively to improve participation of all neighbors in the public involvement process.
- Supporting increased capacity for coalition/neighborhood offices and neighborhood associations.
- Expanding participation in neighborhood associations with a focus on increasing participation of non-traditional neighbors such as people of color, renters, etc.
- Increasing the ability of ONI to address citywide issues that impact neighborhoods.

- Providing a stronger, consistent communication link between City bureaus and neighborhoods regarding specific programs and City initiatives.
- Increasing public stewardship for neighborhood livability through the Downspout Disconnect Project and partnership with the Bureau of Environmental Services on the combined sewer overflow project.
- Increasing public participation in civic issues.

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. In addition, the I&R Center will:

- Maintain a very high quality of customer service.
- Expand the availability of information and referral services to the community while streamlining service delivery to most efficiently administer this program.
- Partner with Multnomah County on all service delivery aspects.
- Meet or exceed the performance benchmarks in the City/County intergovernmental agreement.

Metropolitan Human Rights Center

The Metropolitan Human Rights Center (MHRC) will enhance the quality of Portland's neighborhoods by providing support and advocacy for the human and civil rights of all City of Portland neighbors. In addition, MHRC will:

- Incorporate other ONI programs into the MHRC workplan.
- Strengthen relationships and collaborations with the Portland Police Bureau.
- Provide programs and activities to support immigrants and refugees.
- Continue partnering with IRCO on Project Interwoven Tapestry, improving integration and increasing civic involvement among Portland's immigrants and refugees.
- Work, through the Disability Project, to enhance accessibility in the district coalition offices as well as City bureaus and County departments.

Neighborhood Mediation Center

The Neighborhood Mediation program will enhance the quality of Portland's neighborhoods by providing professional and confidential neighbor-to-neighbor mediation services to resolve conflicts within neighborhoods. These services are being provided by Resolutions Northwest, a non-profit community dispute resolution center with over 15 years of experience in conflict resolution.

The Community Residential Siting program (CRSP) will 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. In addition, CRSP will improve understanding between groups in conflict.

Crime Prevention Center

The Crime Prevention Center will enhance the quality of Portland's neighborhoods by:

- Working with the seven neighborhood coalitions and offices to provide public safety information and maintain crime prevention services in the neighborhoods.
- Support the expanded vision of the Portland Police Bureau's Neighborhood Watch/ Block Captain program.
- Improve community involvement in crime prevention efforts.
- Decrease crime and graffiti in Portland in partnership with the Police Bureau and other community partners.
- Continue the Neighborhood Liquor License Notification Program in collaboration with the Bureau of Licenses.

COUNCIL PRIORITIES

Council Priority: Maintain a financially stable City.

• Through the neighborhood associations and neighborhood offices, ONI works to inform the public about city issues so that neighborhoods are educated about civic issues.

Council Priority: Build a livable city through good planning and well-managed growth.

- The Neighborhood Outreach program provides the Planning Bureau and the Bureau of Development Services with an accurate database of neighborhood association and coalition leaders so legal notification mandates can be met.
- ONI works with the Planning Bureau, neighbors, and social service providers to ensure that neighborhood plans and community residential facilities address cultural and ethnic groups in a fair, equitable, responsible, and legal fashion.
- ONI supports coalition efforts to involve neighbors in City planning efforts.

Council Priority: Ensure a safe and peaceful community.

- ONI works with the coalitions and neighbors to develop good neighbor agreements and public safety advisory groups.
- The Crime Prevention Center addresses livability issues that impact community safety, graffiti, and liquor licenses.
- MHRC works to resolve specific issues involving hate crimes, inter-cultural conflict, or issues involving under-represented communities.
- ONI's mediation program serves as a liaison among neighbors, coalitions, neighborhood associations, Council offices, and bureaus for resolving various conflicts at the neighborhood level before they escalate into citywide problems.
- The Community Residential Siting program (CRSP) works to ensure mutual understanding and respect that results in long-term, supportive, peaceful relationships that promote safe, livable communities.
- The I&R program is often the first point of contact for neighbors when addressing a safety, noise, or conflict issue.

Council Priority: Maintain and improve our parks, green spaces, water and air sheds.

- The Neighborhood Outreach program partners with BES to coordinate downspout disconnection and watershed outreach efforts and business participation in CSO projects.
- The Neighborhood Outreach program and the coalitions partner with city bureaus such as OMF, BES, and Water on public involvement efforts.
- ONI partnered with the Parks Bureau to organize six public meetings to discuss the proposed ice rink in Pioneer Courthouse Square.

Council Priority: Support quality education to produce well-educated citizens.

- The Neighborhood Outreach program organizes the annual Neighborhood Summit and workshops on leadership skills for volunteer citizen activists.
- ONI funds are used by the coalitions and neighborhood offices to provide education and information about City programs to thousands of citizens.
- The ONI e-notification system and citizen database provides information to over 26,000 neighborhood activists, community members, committee members, and core public involvement staff in efficient cost-effective mailings and electronic notifications.
- The I&R program provides a resource that citizens can call to educate themselves about City services.
- ONI partnered with Portland Public Schools and Commissioner Francesconi's Office to organize a dialogue about the disposition of surplus school property.

Council Priority: Promote the inclusion of under-represented neighborhoods and groups in participation in City activities and services.

- Coalitions are working to increase participation and inclusion of under-represented neighbors in the neighborhood system.
- ONI offers training, education, and technical expertise to neighborhood associations, coalitions and others to build inclusive and diverse neighborhood participation
- MHRC serves as a liaison to City bureaus on a variety of specific issues such as housing, security, access, licenses, etc.
- CRSP works to ensure that the social service community is represented in decisions, good neighbor agreements, and processes involving social service provisions in neighborhoods.

Council Priority: Keep the central City vital

 The Neighborhood Outreach Program provides direct technical support for Old Town Chinatown neighborhood association and Downtown Community Association.

Council Priority: Become a more effective partner in the region

- The Neighborhood Outreach program works with Metro and a network of regional city government neighborhood association programs to organize neighborhood conferences, share skills, new trends, and organizing tools.
- Funds for the coalitions support efforts to partner with other community groups on planning, environmental, and other service efforts that improve the livability of Portland's neighborhoods.

Council Priority: Grow as an international city.

- ONI works to increase participation in Portland's neighborhood system for non-English speaking residents, new immigrants, refugees, and non-dominant cultures.
- ONI provides information, tours, referrals, materials, and technical assistance to many international visitors who are interested in learning about Portland's historic neighborhood system.
- MHRC works closely with many community groups and agencies that address issues and provide services to Portland's immigrant, refugee, non-English speaking, and international community.

Council Priority: Ensure decent, affordable housing.

- The neighborhood associations and coalitions work actively with various agencies to plan and coordinate housing projects and initiatives.
- The Disability Project specifically works to ensure that the City adequately address all accessibility issues and complies with ADA requirements.
- CRSP works with providers to ensure that special needs and affordable housing are built in supportive and accepting communities.

Council Priority: Promote economic vitality and access to quality jobs for all.

 MHRC acts as an advocate for under-represented groups, including new immigrants and refugees, for all City programs and services, and works with various community groups to improve access to equal job opportunities.

Overview of Programs

CITIZEN PARTICIPATION

Citizen Participation

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 the seven neighborhood offices, Portland neighbors are able to learn about City programs, communicate with bureaus, discuss specific City proposals and programs, and provide input and feedback to Council. ONI funding provides support for approximately 1.5 - 4.0 FTE in each neighborhood office. This neighborhood network system is a model for which Portland continues to receive national and international attention.

Working to improve public involvement

The Citizen Participation Center (CIC) works to enhance the quality of Portland's neighborhoods by working actively to improve and maximize participation of neighbors in the public involvement process. Funding in this center provides support to the 95 recognized neighborhood associations, and the seven neighborhood offices and coalitions. Currently, CIC funds support two city-run neighborhood offices and five contracts with district coalition offices. In addition to the neighborhood associations, Portland's neighborhood network also includes 40 neighborhood business associations. The ONI/BES Partnership program, the Downspout Disconnection program, and Elders in Action also operate out of this center.

Administration levels the same as in 1974

Administration for the bureau is included in the Citizen Participation Center. In 1974, ONI began with 3.0 FTE for administration of the bureau. Despite significant program growth in ONI over 29 years, administration levels remain essentially the same with 3.0 FTE for FY2003-04. Administrative personnel provide high-quality policy, fiscal, and human resource support for ONI personnel and programs.

Neighborhood Association and Coalition Support

This program is the core of ONI's mission and history. ONI provides direct technical assistance and support for the City's neighborhood system. Through the administration of approximately \$1.26 million in General Fund support, ONI facilitates, monitors, and evaluates the 29-year neighborhood system of Portland. Through the development and administration of Council-approved contracts and ONI guidelines, ONI officially recognizes neighborhood associations, works with coalitions to provide support to the neighborhood associations, provides technical assistance to the neighborhood coalitions and offices, conducts site visits for contract compliance, and resolves neighborhood grievances when necessary. Along with the Director, .20 FTE works to monitor the contracts for the neighborhood program, administer the ONI Guidelines for neighborhood associations, provide technical assistance, guide policy development for the network, and serve as liaisons among bureaus, City Council, and the network. Funds for this program are used to:

- Administer, advocate for, and promote the City's neighborhood association system.
- Monitor the City's annual contracts and funding for the 95 neighborhood associations and seven neighborhood offices.
- Address legal concerns, grievances, and contract compliance issues within the neighborhood system.

- Improve civic involvement by providing direct technical assistance to citizens, coalition/neighborhood offices, and neighborhood associations in the areas of Oregon public records/meetings law, Oregon non-profit law, ONI Guidelines, and monitoring the ONI contracts.
- Provide increased capacity for coalition/neighborhood offices and neighborhood associations by giving them direct assistance to develop outreach efforts to reach new neighbors, ethnic groups and business associations.
- Provide coalition/neighborhood offices and neighborhood associations with training opportunities so they can develop expertise in non-traditional outreach techniques.
- Enhance civic education by organizing and facilitating leadership trainings, including the annual neighborhood association summit.
- Engage residents directly in reviewing and updating Council-mandated ONI guidelines and City Code relating to neighborhood and public involvement system.
- Provide communication funds to each neighborhood association to support newsletters, email list-serves, web sites, and e-newsletters.

Neighborhood **Outreach Program**

This program follows ONI's mission to support, enhance, broaden and improve the City's neighborhood involvement program. 1.0 FTE works with the Director to:

- Create community-building partnerships.
- Widen the neighborhood network to include Portland residents who historically have not participated in large numbers.
- Assist with public involvement processes on citywide projects such as Bull Run Regionalization, River Renaissance and the Pioneer Courthouse Square Ice Rink Proposal.
- Provide information and technical assistance to other City bureaus' outreach and involvement efforts.

Train community members in leadership and community organizing skills.

This program is charged with maximizing City resources through bureau partnerships and coordination of public involvement efforts. During the Administrative Services Review (ASR) process in the FY2000-01, staff in this program were directed to:

- Provide increased coordination of public involvement efforts citywide by supervising the partnership with the Bureau of Environmental Services that provide public involvement in watersheds, the Westside CSO Projects and Businesses for Clean Rivers.
- Provide increased coordination of public information and public involvement efforts citywide by establishing and maintaining a list of pre-qualified contractors for use by City bureaus.
- Organize major City outreach efforts on environmental and transportation systems such as coordinating eight bureaus on four Capital Improvement Project open houses and developing the public involvement strategy for River Renaissance management team.
- Assist City bureaus on developing strategy and outreach efforts on specific outreach efforts at a lower cost than private consultants. Past examples include the BOP Healthy Streams Initiative, Bureau of Water Works sewer rate hearings, Bull Run Treatment Decision, and PDOT Traffic Calming Summit.
- Decrease printing and postage costs by using electronic resources and communication tools to support public involvement for neighborhood associations, district offices, and City bureaus.

Maximization of City resources

- Work with other bureaus to build a Citywide web-based database and calendar of events
- Organize City public involvement and public information staff through a citywide public involvement network to identify improvements and efficiencies in the City's public involvement/public information services.

BES/ONI Partnership Programs

Since the mid-1990's, ONI has had an active partnership with the Bureau of Environmental Services Beginning with the Downspout Disconnect program. The partnership has expanded to the Combined Sewer Overflow/Clean Rivers program. For FY2003-04, BES will support 1.0 year-round FTE and 3.7 seasonal FTE in the Downspout Disconnect program in addition, BES will support 2.8 ONI FTE who will coordinate public involvement efforts in association with BES Watershed projects. This program is a cost-effective way to integrate major City environmental initiatives and programs into the City's coalitions, neighborhood associations, public involvement, and neighborhood outreach programs. The partnership is designed to provide organizing opportunities, support community-based efforts, encourage diversity at the grassroots level, and encourage neighbor-to-neighbor interaction.

Elders in Action

Elders in Action is a private, non-profit 501(c)3 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's contribution to Elders in Action is a contract for services funded at \$64,912 which supports the 1.0 FTE program director.

CRIME PREVENTION

Crime Prevention

Neighborhood-based crime prevention services are an important part of the City of Portland's community policing efforts. The Crime Prevention program provides public safety information and training to neighborhood associations, public safety committees, other community groups, individual residents, and businesses. Services include organizing around community safety issues, establishing neighborhood 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.

Neighborhood crime prevention services maintained at current service levels

The Office of Neighborhood Involvement will continue to provide crime prevention at its current service levels. The Neighborhood Crime Prevention program will:

- Provide neighborhood-based crime prevention services, including Neighborhood Watch, in each of the seven neighborhood offices.
- Promote community involvement through National Night Out.
- Increase community awareness of issues like domestic and workplace violence by providing training and technical assistance to business and community groups.
- Notify neighbors to ensure community safety by reporting to neighborhood associations crime issues such as sex offenders, robberies, etc.

Crime Prevention services in partnership

A key component of ONI's Crime Prevention programs is the maintenance of partnerships with other City bureaus. These partnerships link citizens with City and County community policing programs. These programs 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 some Bureau of Development Services programs.

Graffiti Abatement

The Graffiti Abatement program is the second component of the Crime Prevention Center. This program focuses on enforcement and eradication of graffiti throughout the city. One City coordinator and the Youth Employment Institute, a non-profit organization, coordinate and deliver program services designed to promote citizens reports of graffiti to the Portland Police Bureau, educate citizens on how to clean graffiti, and work 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 License Notification

ONI coordinates with the Drug and Vice Division of the Police Bureau, Noise Control, the Bureau of Licenses, and the Crime Prevention Specialists to process 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

Resolutions Northwest Neighborhood Mediation Program

The City of Portland has funded mediation services for over 20 years. Effective February 3, 2003, ONI began contracting with Resolutions Northwest for mediation services in the city of Portland. Moving to a non-profit operated program will save the City approximately \$100,000 per year without compromising program quality or quantity of services. In FY 2003-04, ONI will realize its first full year of savings from contracting this program.

In FY 2003-04, ONI will closely monitor the mediation contract to ensure service standards are maintained or improved upon. It is anticipated that Resolutions Northwest will excel at delivering these services, capitalizing on its 15 years of experience in the realm of community conflict resolution.

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 specific to the siting of social services. 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.

To achieve its program goals, CRSP:

- Provides 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;
- Builds relationships among all siting stakeholders through a balanced and representative advisory committee to help guide the content of information and resources;
- Develops legal and ethical guidelines, protocols, and best practices to address citizen questions and issues involved in residential group homes and facility siting;
- Ensures that all resources and siting best practices meet standards that comply with the Fair Housing Act, confidentiality laws and other legal parameters;

- Develops and maintains relationships with technical resources to address issues concerning land use, facility licensing requirements, contracting/funding relationships, and other siting-related issues;
- Encourages government agencies, communities and other organizations to consider the siting of Community Residential Facilities in their community planning or visioning processes to proactively identify future siting opportunities;
- Provides collaborative problem solving services including mediation, facilitation and consensus building for groups in conflict around the siting or ongoing operations of a community residential facility; and
- Develops and trains a group of volunteer mediators/facilitators to build capacity for conflict resolution services provided by the CRSP.

CRSP is funded in part by Multnomah County and the Bureau of Housing and Community Development.

METROPOLITAN HUMAN RIGHTS CENTER

Metropolitan Human Rights Center

The Metropolitan Human Rights Center (MHRC) began in 1950 when the City of Portland formed the Portland Inter-Group Relations Commission to advise the Mayor on multicultural relations. In 1969 Multnomah County joined Portland to create the Metropolitan Human Relations Commission. In 1997, the City and County moved the Commission to the Office of Neighborhood Involvement and renamed it the Metropolitan Human Rights Center. In FY 2002-03 Multnomah County funding for MHRC was eliminated for all but the Disability Project. In FY 2003-04, MHRC will lose its Refugee and Immigrant Coordinator Position.

MHRC's mission is:

To foster mutual understanding and respect among all people by:

- offering education, partnerships and technical assistance on human rights issues including the American with Disabilities Act (ADA).
- collaborating with neighborhood associations, neighborhood offices, and community and faith-based organizations as well as other ONI programs in response to ongoing community human rights concerns.

MHRC programs that will continue in FY 2003-04 are:

- The Disability Project helping to make the City and County more accessible to all.
- Training and support to the neighborhood associations and coalitions to increase participation in Portland's neighborhood system by all its under represented communities.

Disability Project

MHRC works with both Portland City Council and Multnomah County commissioners to formulate policies and ordinances that support the human rights and diversity of Portland and Multnomah County. The Disability Project promotes accessibility, health care, and social services for those with disabilities, conducts plan reviews for the Bureau of Development Services, staffs various City and County disability advisory groups, and provides technical advice to City bureaus and Council on the ADA. The 1.0 FTE that provides these services is jointly-funded by the City of Portland and Multnomah County.

Other MHRC services

This center provides many other services, such as:

- Developing partnerships to maximize resources.
- Working with the Bureau of Planning and the Portland Development Commission to coordinate the Burnside Triangle Advisory Group.
- Connecting with different stakeholders to collaborate on projects that mutually support human rights and diversity issues.
- Pro-actively rallying collaborating partners and community members to address community crises.
- Bringing newly-arrived neighbors into Portland's neighborhood involvement system though year three of the federally-funded national demonstration project, Project Interwoven Tapestry.

INFORMATION & REFERRAL

Information and Referral Center

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. The program also provides information and referral services to the State Circuit Court and other government and non-profit agencies, as well as staffing of an information desk in the Portland Building. The program's mission is to be an ambassador for both the City and the County by increasing the ease of citizen access to services provided.

14,000 calls per month

In FY 2002-03, call volume for I&R (currently approximately 14,000 calls per month) has increased as both the City and County continue to promote the services. Information deemed valuable to the public continues to be added to the database regarding services provided throughout the local community. Current staffing levels (6.0 FTE) will continue in FY 2004.

NEIGHBORHOOD INSPECTIONS

Neighborhood Inspections Center

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 Transfer to ONI

Beginning in FY 2003-04, the Housing and Nuisance divisions of the Bureau of Development Services' Neighborhood Inspections program will be transferred to ONI's newly-created Neighborhood Inspections Center. The remaining two divisions of the BDS Neighborhood Inspections program, the Dangerous Buildings Division and At-Risk Multi-Family Building Inspections, will remain with BDS and the Noise Control division will be transferred to ONI.

Program staff work regularly with neighborhood groups

Over the last five years the program has increased its presence in neighborhoods, and ONI plans to further strengthen these ties to Portland 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.

Neighborhood Inspections Center Service Areas

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.

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 illegal dumping by cleaning it up and not billing the property owner. This is an important service with minimal cost; nuisance dumping on occupied residential property are a higher priority.

Noise Control

Noise Control Center

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 with technical noise issues.

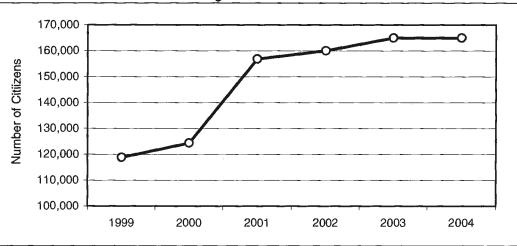
Program Transfer to ONI

Starting in FY 2003-04, the Noise Control division of the Bureau of Development Services' Neighborhood Inspections Program will be transferred to ONI's newly-created Noise Control Center. Of the remaining three divisions of the BDS Neighborhood Inspections program, the Housing and Nuisance Divisions will be transferred to ONI's Neighborhood Inspections Center, while the Dangerous Buildings division and the at-risk multi-family inspections will remain with BDS.

Performance Measures

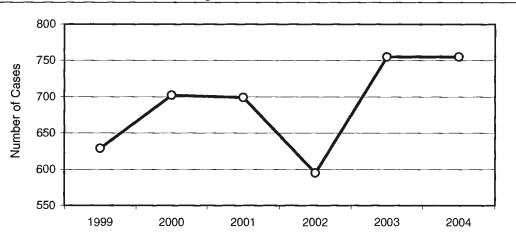
Number of Citizens Involved in Neighborhood Activities

- 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

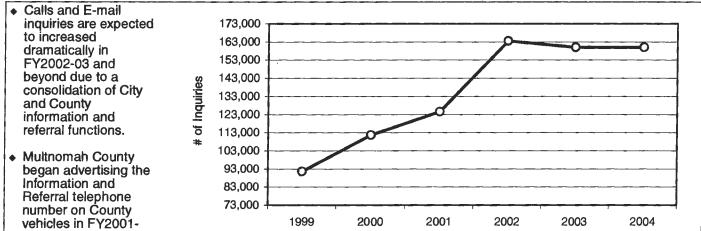
- Caseload data was audited by ONI and the City Auditor's Office in November, 2002. This graph revises and corrects some data from previous years in accordance with the audit findings.
- Mediation services were contracted to Resolutions Northwest effective February 3, 2003. It is anticipated there will be no impact to caseload resulting from this transition.



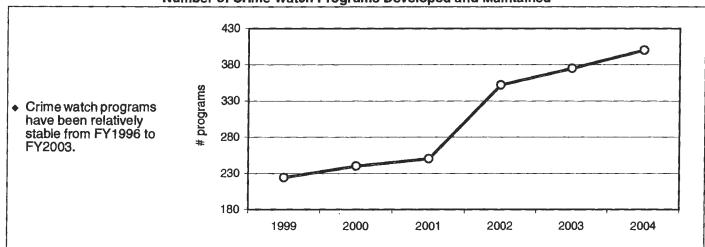
2002.

Community Development Service Area

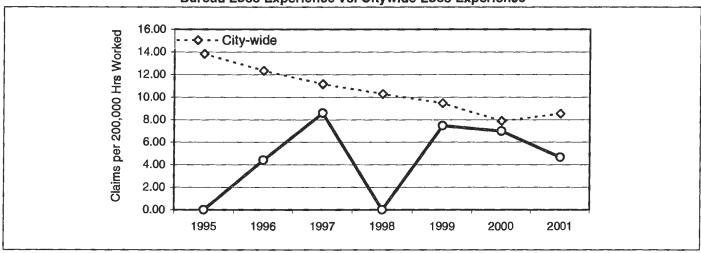
Number of Information and Referral Calls and E-mail Inquiries Received



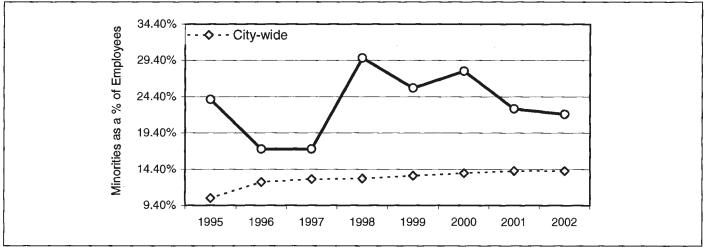
Number of Crime Watch Programs Developed and Maintained











	Actual FY 1998–99	Actual FY 1999-00	Actual FY 2000–01	Actual FY 200102	Yr End Est. FY 2002-03	Adopted FY 2003-04
OFFICE OF NEIGHBORHOOD INVOLVEMENT						
Affirmative Action Measures						
Affirmative Action - Minority	29.7%	25.6%	27.9%	22.7%	22.0%	
Minority Employees as a Percent of Total						
Affirmative Action - Female	67.6%	58.1%	51.2%	54.5%	65.9%	
Female Employees as a Percent of Total						
Office of Neighborhood Involvement						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	2.49	2.32	0.00		
Worker's Comp Claims per 200,000 Hours Worked	0.00	7.46	6.96	4.67		
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	\$0.32	\$0.70	\$0.19		
Citizen Participation						
Workload						
Number of NA's, coalitions, area offices maintained and business assns. and ethnic organizations coordinated with	166	166	170	170	170	170
Effectiveness						
Number of citizens involved in neighborhood association and coalition activities	118,782	124,356	156,769	160,000	165,000	165,000
The neighborhood association network is Increasing numbers of involved citizens he	a vital way for o	citizens to becom neighborhood liva	e involved in neighbility and build c	ghborhood-based ommunity.	d organizations a	nd projects.
Crime Prevention						
Workload						
Number of crime watch programs developed and maintained	224	240	250	352	375	400
Effectiveness			,			
Number of crime prevention and community policing projects	420	430	440	440	450	450
Neighborhood Mediation Center						
Neighborhood Mediation Center Workload						
•	629	702	699	595	755	755
Workload Number of new cases receiving mediation				595	755	755
Workload Number of new cases receiving mediation services				595	755	755
Workload Number of new cases receiving mediation services New cases are calls for service receiving				595 375	755 375	755 375
Workload Number of new cases receiving mediation services New cases are calls for service receiving telefectiveness	mediation servi	ces in a given fis	cal year.			
Workload Number of new cases receiving mediation services New cases are calls for service receiving teffectiveness Number of cases successfully resolved	mediation servi	ces in a given fis	cal year.			
Workload Number of new cases receiving mediation services New cases are calls for service receiving the Effectiveness Number of cases successfully resolved Efficiency Percentage of cases responded to within	mediation servi	ces in a given fis 359	cal year. 352	375	375	375
Workload Number of new cases receiving mediation services New cases are calls for service receiving the Effectiveness Number of cases successfully resolved Efficiency Percentage of cases responded to within 3 working days	mediation servi	ces in a given fis 359	cal year. 352	375	375	375
Workload Number of new cases receiving mediation services New cases are calls for service receiving the Effectiveness Number of cases successfully resolved Efficiency Percentage of cases responded to within 3 working days Metropolitan Human Rights Center	mediation servi	ces in a given fis 359	cal year. 352	375	375	375
Workload Number of new cases receiving mediation services New cases are calls for service receiving the Effectiveness Number of cases successfully resolved Efficiency Percentage of cases responded to within 3 working days Metropolitan Human Rights Center Workload Dynamic Differences & Community	mediation servi 336 63%	ces in a given fis 359 56%	cal year. 352 49%	375 50%	375 50%	375 75%

	Actual FY 1998–99	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001-02	Yr End Est. FY 2002-03	Adopted FY 2003-04
Disability Accessibility Appeals	240	300	350	95	40	36
Number of ADA appeals made to MHR	D.					
Immigrant and Refugee Workshops Held				0	5	4
The number of workshops sponsored by	y MHRC, targete	d at idientifying k	ey issues of imm	nigrant and refuge	ee communities.	
Effectiveness						
Dynamic Differences & Community Dialogue Participants	144	144	224	190	0	0
Number of participants in dynamic differ	rences & commu	nity dialogue trai	nings.			
Effectiveness						
Information and Referral Calls Responded To	15,600	15,600	15,600	12,028	8,320	5,500
Number of calls made to MHRC reques which MHRC has responded.	ting information a	about or referral t	to civil & human i	rights servi ces ar	nd organizations	in the area, to
Disability Accessibility Appeals Responded to	196	250	300	95	40	36
Number of ADA appeals MHRC has res	ponded to.					
Information & Referral						
Workload						
Number of calls and e-mail inquiries received	91,534	111,550	124,510	163,451	160,000	160,000
Effectiveness				-		
Number of calls and e-mail inquiries responded to	89,703	109,319	124,306	147,890	144,000	144,000
Noise Control						
Workload						
Noise Violation Inspections	2,081	1,920	1,007	673	505	505
Noise Variances Processed	326	389	405	339	350	350
Neighborhood Inspections						
Workload						
Nuisance Inspections	16,815	13,270	18,103	17,463	16,000	16,000
Housing/Derelict Buildings Inspections	6,373	4,276	5,877	4,974	4,500	4,500
Effectiveness						
Number of Properties Cleaned Up	9,557	8,075	7,413	7,702	7,500	7,500
Effectiveness						
Number of Housing Units Brought Up to Code as Result of Neighborhood Inspections Division Efforts	2,225	1,722	2,008	1,513	1,500	1,500

	Actual FY 2000–01	F	Actual Y 2001-02		Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
EXPENDITURES						-	
Operating Budget							
Personal Services	2,792,907		2,980,306		2,983,316	4,047,193	4,047,193
External Materials and Services	1,390,097		1,757,802		1,831,094	2,322,895	2,301,782
Internal Materials and Services	386,408		427,728		423,136	897,804	916,980
Minor Capital Outlay	0		0		0	0	C
Equipment Cash Transfers	0		0		2,761	0	C
Total Operating Budget	4,569,412		5,165,836		5,240,307	7,267,892	7,265,955
Capital Improvements	0		0		0	0	C
TOTAL BUREAU EXPENDITURES	\$ 4,569,412	\$	5,165,836	\$	5,240,307	\$ 7,267,892	\$ 7,265,955
Allocated Overhead	143,604		222,535	_	129,977	234,519	258,419
Total Cost with Allocated Overhead	4,713,016		5,388,371		5,370,284	7,502,411	7,524,374
RESOURCES	•						
General Fund Discretionary	3,303,806		3,675,439		3,619,982	4,565,725	4,566,813
Non-Discretionary Revenues							
Grants & Donations	25,085		91,201		1 04,7 90	0	0
Contract Revenues	508,226		280,176		301,666	283,413	283,413
Interagency Revenues	437,967		925,108		867,367	919,579	919,579
Program Revenue	131		32,378		12,950	1,350,256	1,350,256
Overhead Recovery	294,197		161,534		333,552	148,919	145,894
Total New Discretions on Devenius	1,265,606		1,490,397		1,507,375	2,602,167	2,599,142
Total Non-Discretionary Revenues			5,165,836	\$	5,240,307	\$ 7,267,892	\$ 7,265,955

General Fund Discretionary Position	· ·	34	34	 32	34	-	34
Positions		43	 44	 46	 58		58
TOTAL PROGRAMS	\$	4,569,412	\$ 5,165,836	\$ 5,240,307	\$ 7,267,892	\$	7,265,955
Positions		0	 0	 . 0	 0		
Noise Control		0	0	0	291,626		291,626
Positions		0	0	0	22		22
Neighborhood Inspections		0	0	0	2,192,750		2,190,992
Positions		0	0	0	0		C
Administration		ő	ŏ	ő	ō		
Positions		6	6	6	5		,
Information & Referral		314,850	356,687	37 0,575	410,150		410,150
Positions		501,400	5	3	220,733		220,755
Metropolitan Human Rights Center		361,460	389,438	300,366	226,755		2 2 6,755
Neighborhood Mediation Center Positions		524,310	491,558	484,354	3 57,470		357,470
Positions		13	13	14	13		13
Crime Prevention		1,107,659	1,235,766	1,257,826	1,316,426		1,315,102
Positions		13	14	17	14		14
Citizen Participation		2,261,133	2,692,387	2,827,186	2,472,715		2,473,860
PROGRAMS							

		Actual FY 2000–01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003-04
Personnel	Services	<u>=</u>				
511000	Full-Time Employees	1,626,835	1,712,763	2,022,390	2,795,259	2,795,259
512000	Part-Time Employees	194,548	176,725	184,724	181,596	181,596
514000	Overtime	11,739	11,658	2,693	13,501	13,501
515000	Premium Pay	175	1,814	0	9,567	9,567
517000	Benefits	719,534	756,093	773,509	1,047,270	1,047,270
518000	Paid Absence	240,076	321,253	0	0	0
Total Pers	onnel Services	2,792,907	2,980,306	2,983,316	4,047,193	4,047,193
Materials a	and Services			-		
	Materials and Services					
521000	Professional Services	32,634	148,640	46,551	12,079	12,079
522000	Utilities	0	2,168	0	. 0	0
523000	Equipment Rental	3,545	4,934	2,150	175	175
524000	Repair & Maintenance Services	0	30	950	4,985	4,985
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	1,208,144	1,432,059	1,457,341	1,920,087	1,920,087
531000	Office Supplies	35,609	14,250	14,122	16,273	16,273
532000	Operating Supplies	3,610	13,385	13,181	36,084	36,084
533000	Repair & Maintenance Supplies	53	85	500	1,158	1,158
534000	Minor Equipment & Tools	41,921	15,741	4,450	31,549	31,549
535000	Clothing & Uniforms	0	0	0	1,245	1,245
539000	Other Commodities External	13,679	16,856	1,100	15,424	15,424
541000	Education	7,348	4,813	1,750	10,285	10,285
542000	Local Travel	14,719	15,527	2,725	37,059	37,059
543000	Out-of-Town Travel	8,012	718	200	4,853	4,853
544000	Space Rental	9,692	16,961	10,002	2,404	2,404
545000	Interest	. 0	0	0	0	0
546000	Refunds	0	0	0	9,942	9,942
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	11,131	71,635	276,072	219,293	198,180
Total Ext	ternal Materials and Services	1,390,097	1,757,802	1,831,094	2,322,895	2,301,782
Internal	Materials and Services					
551000	Vehicle Services	2,328	2,880	3,090	46,983	46,794
552000	Printing & Distribution	84,430	73,646	87,920	9 8,855	98,362
553000	Facilities Services	109,029	112,159	88,875	219,282	219,020
554000	Communications Services	61,002	70,505	58,257	. 92,717	92,093
555000	Information Technology	65,536	73,630	76,882	77,526	76,202
556000	Insurance	53,433	52,381	59,228	105,750	105,560
557000	Master Lease	0	0	0	0	0
	Same Fund Services	0	42,527	48,884	105,691	127,949
559000	Other Fund Services	7,650	0	0	151,000	151,000
Total Inte	ernal Materials and Services	383,408	427,728	423,136	897,804	916,980
Total Mate	rials and Services	1,773,505	2,185,530	2,254,230	3,220,699	3,218,762
Capital Ou	itlay					
561000	_	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	• • •	0	0	0	0	0
566000		0	0	0	0	0
567000	Infrastructure	0	0	. 0	0	0
568000		0	0	0	Ö	Ö
	Other Dapital Experiations					
569000	Depreciation	0	0	0	0	0
569000 Total Capit	Depreciation	0	0	0	0	0
Total Capit	Depreciation tal Outlay					
Total Capit	Depreciation tal Outlay Equipment Cash Transfers	0	0	0	0	0

		Actual FY 2001	Actual FY 2002		vised 002-03		posed 003-04		opted 003–04
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7102	Administrative Specialist, Senio	0	0	0	0	2	79,777	2	79,777
920	Administrative Supervisor I	1	1	1	47,935	0	0	0	0
7107	Administrative Supervisor II	0	0	0	0	2	114,274	2	114,274
2202	Code Specialist II	0	0	0	0	1	45,022	1	45,022
2204	Code Specialist III	0	0	0	0	1	45,927	1	45,927
7202	Community Outreach & Information	0	0	0	0	0	0	0	0
7490	Community Relations Assistant	8	9	9	409,671	0	0	0	0
7492	Community Relations Specialist	6	5	5	302,359	0	0	0	0
5183	Crime Prevention Representative	10	10	10	417,250	10	432,905	10	432,905
7220	Disability Program Specialist	0	0	0	0	1	63,173	1	63,173
2135	Housing Inspector	0	0	0	ol	7	329,238	7	329,238
2136	Housing Inspector, Senior	0	0	0	0	3	169,461	3	169,461
7770	Inspection Supervisor	0	0	0	0	1	70,927	1	70,927
7022	Neighborhood Involvement and Pro	0	0	0	0	1	94,739	1	94,739
7216	Neighborhood Mediator	0	0	0	0	1	66,431	1	66,431
7218	Neighborhood Office Supervisor	0	0	0	0	2	125, 152	2	125,152
7214	Neighborhood Programs Coordinato	0	0	0	0	2	109,181	2	109,181
7773	Noise Control Officer	0	0	0	0	1	65,039	1	65,039
100	Office Support Specialist I	0	0	0	0	1	32,949	1	32,949
102	Office Support Specialist II	7	8	8	256,269	10	350,070	10	350,070
106	Office Support Specialist, Lead	2	0	0	0	0	o i	0	0
7154	Program Coordinator	0	0	0	0	1	59,107	1	59,107
966	Program Coordinator	2	2	2	119,674	0	0	0	0
7156	Program Manager	0	0 (0	0 {	4	250,954	4	250,954
972	Program Manager IV	1	1	1	88,197	0	0	0	0
7153	Program Specialist	0	0	0	o j	2	110,145	2	110,145
964	Program Specialist	0	1	1	47,220	0	0	0	0
7152	Program Specialist, Assistant	0	0	0	0	2	103,573	2	103,573
816	Senior Administrative Specialist	2	2	2	53,628	1	38,465	1	38,465
7494	Sr Community Relation Specialist	2	3	3	183,719	0	0	0	0
900	Staff Assistant	2	2	4	96,468	2	38,750	2	38,750
TOTAL	FULL-TIME POSITIONS	43	44	46 \$	2,022,390	58 \$	2,795,259	58 \$	2,795,259

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.

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	5,016,345	0	5,016,345	41.0	FY 2003-04 Current Service Level Estimate
CSL Adjustment	ts				
	(7,192)	0	(7,192)	0.0	OH Offset
	(35,204)	0	(35,204)	0.0	PERS Original Add
	(10,923)	0	(10,923)	0.0	PERS New Assumption
Mayor's Propose	ed Budget Decision	าร			
	(85,616)	0	(85,616)	0.0	2.2% Reduction-NMC contracted to Resolutions
	(78,352)	0	(78,352)	(1.0)	1.8% Reduction-position elimination
	(18,265)	0	(18,265)	0.0	2.2% Reduction-I&R reduction in GF Overhead
	665,8 68	0	665,868	20.0	BDS GF transfer for Neighborhood Inspection
	203,934	0	203,934	2.0	BDS GF transfer for Noise Control program
	8,786	557	9,343	0.0	Change in BIT rate methodology and HIPAA
	1,614,574	0	1,614,574	0.0	Program Revenues
	(6,620)	0	(6,620)	0.0	ONI IA Reductions due to Program Transfer
	0	0	0	(4.0)	Eliminate temporarily appointed FTE
Approved Budge	et Additions and Re	eductions			
	0	0	0	0.0	Overhead Adjustment
Adopted Budget	Additions and Red	ductions			
	(3,082)	0	(3,082)	0.0	OMF IA rate adjustments
	1,145	0	1,145	0.0	Adjsuted discretionary allocation
	2,249,053	557	2,249,610	17.0	Total FY 2002-03 Decision Packages
			\$ 7,265,955	58.0	Total Adopted Budget
FY 2003-04 Redu	uction Packages No	ot Accepted			
	0	0	0	0.0	0
·_		-	\$ 0	0.0	Total Decision Packages Not Accepted

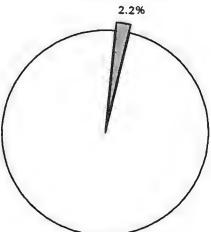
Bureau of Planning

Community Development Service Area

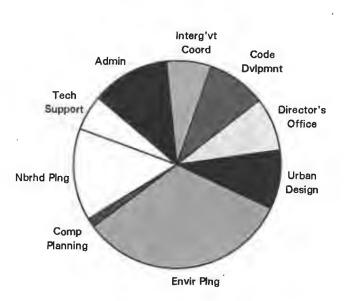
Mayor Vera Katz, Commissioner-in-Charge Gil Kelley, Director

Percent of General Fund

Planning = \$8.1 Million



Bureau Programs



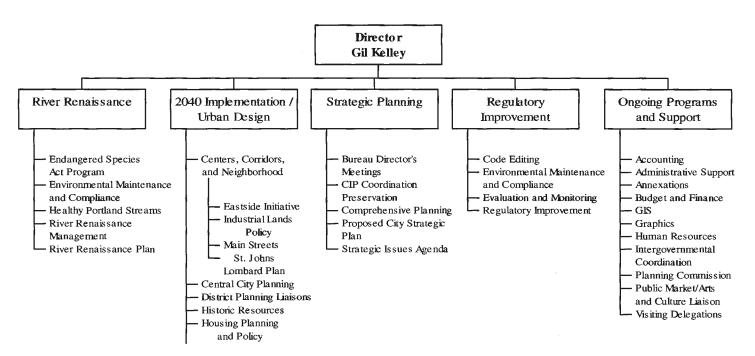
General Fund = \$365.5 Million

Bureau Overview

Expenditures	Revised FY 2002-03	Adopted FY 2003-04	(Change from Prior Year	Per Capita Change
Operating	8,621,509	8,099,627		-521,882	-11.9%
Capital	0	0		0	0.0%
Allocated Overhead Costs	779,039	772,191		-6,848	-7.1%
Total Cost with Allocated Overhead	\$ 9,400,548	\$ 8,871,818	\$	-528,730	-11.5%
Authorized Full-Time Positions	68	61		-7	-15.9%

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 the changing needs and values of the community.

To do this, the bureau will...

Guide change and development to enhance both the built and natural environment

Preserve Portland's heritage

Provide a fair and open process for citizen involvement

Propose projects and programs to strengthen the local and regional economy and enhance livability

Develop and maintain a comprehensive database and analytic capacity

Develop the bureau's resources to promote excellence in professional performance and work products

Nurture a caring attitude about the City

VISION AND VALUES

Bureau Vision

In the 21st century, the Bureau of Planning envisions a city that is the epitome of urban life. Portland's environment is economically healthy, physically attractive and excitingly diverse. The Bureau of Planning provides guidance for the future and stewardship of the past. Working with citizens and trusted by the community, the staff of the Bureau of Planning is respected for its excellence and service. The bureau is the City's planning and data resource center, and is a key actor in City policy formulation and decision making.

Bureau of Planning Values

As a planning agency we value:

- Conservation and enhancement of our natural environment
- Promotion of a high-quality built environment
- Preservation of our community heritage
- Stewardship of Portland quality of life for the future
- Balancing of diverse interests
- Economic vitality
- Working toward positive change
- Public participation

As an organization we value:

- Public service
- Honesty, integrity, and accountability
- Respect for the individual
- Participatory decision-making
- Excellence in our work

- Our leadership role in the community
- Innovation and creativity
- Fun and enthusiasm

BUREAU OVERVIEW

The Bureau of Planning works alongside citizens, other City bureaus and agencies, and the City Council to set goals and create long-range plans and strategies to guide Portland's future. The bureau directs its efforts to manage growth, promote livability and economic health, and preserve our city's heritage and environment.

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 a Council resolution in January 1999, the Mayor appointed a small advisory team to initiate 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 of the City's Bureau of Planning.

The City Council adopted the recommendations of the Mayor's Advisory Team on Long Range Planning in May 1999. The core functions for the bureau identified by that report include: vision planning, comprehensive planning, implementation of the 2040 Plan, interbureau coordination, quality urban design, data collection and emerging issues, review of budget and policy proposals, and relationships with the citizenry.

Since its reorganization in 2000, the Bureau of Planning has been moving closer to having the capacity to realize these functions through the realignment of the current service level, through interagency and intergovernmental agreements, and through one-time funding. The bureau has completed all outstanding area planning commitments from 1999 and before, and is shifting this capacity toward more "big picture", comprehensive planning efforts and a strategic 2040 implementation focus.

In FY 2002-2003, the bureau enhanced the urban design function, and now has a Chief Urban Designer. The bureau has managed the large interbureau River Renaissance effort and regularly convenes the bureau directors. The bureau has also partnered with the Office of Management and Finance to lead the bureau directors and the City Council toward a focused set of strategic issues for the City of Portland and is facilitating the interbureau effort to accomplish them. The bureau has also been actively involved through the Regulatory Improvement Work Plan process in establishing better means to evaluate policy and regulatory proposals Citywide.

These efforts will be furthered by the FY 2003-2004 Adopted Budget, which includes an evaluation and monitoring function, District Planning Liaisons to work more closely with the community in geographic districts throughout the City, and further work to develop 2040 implementation strategies for main streets and centers throughout Portland.

The Adopted Budget reflects a coordinated set of projects and programs that support three areas of emphasis for the bureau - River Renaissance; 2040 Implementation/Urban Design; and Strategic Planning - in addition to core ongoing bureau functions.

These projects and programs are accomplished through coordinated efforts within eight functional areas overseen by the Director, most having a core staff, designated manager, and detailed work program.

- ◆ Government Coordination
- Comprehensive Planning

- Area and Neighborhood Planning
- Urban Design/Historic Preservation
- Code Development
- Environmental Planning
- Technical Support
- Administration

HIGHLIGHTS OF PROGRAMS AND SERVICES

Bureau Highlights

Inter-bureau teams made significant progress on River Renaissance projects, completing scientific investigations of the health of the City's watersheds, streams, and rivers, and of river-dependent economic development issues through the Portland Harbor Industrial Lands Study. This information will be used to target investments in projects that will restore habitat and water quality, support new waterfront businesses and neighborhoods, and provide access and recreation.

In November, 2002, City Council adopted the South Waterfront Plan, a set of policies, zoning code, and design guidelines to the redevelopment of a 140-acre riverfront brownfield site.

The Marquam Hill Plan was adopted by City Council in July, 2002. The plan allows for the growth of additional medical research, education, and patient care facilities on the Oregon Health and Science University (OHSU) campus on Marquam Hill while stabilizing and preserving the surrounding residential areas and parks and natural areas.

Portland achieved full compliance with all of Metro's regional planning requirements during the last year. This required a cooperative effort among a number of City bureaus over the last few years.

The Mayor's Design Initiative, an effort aimed at achieving higher quality design throughout the city, was advanced in October of 2002 with the first meeting of the Citywide Design Initiative Team. The Design Initiative seeks to improve the design of City-owned and funded projects, so that the City can serve in a "lead by example" role.

City Council adopted the Portsmouth Neighborhood Plan in May 2002, addressing neighborhood needs and concerns by establishing a policy framework for future development and community activities.

The St. Johns/Lombard Plan is well underway. The Mayor and Bureau of Planning appointed a citizen working group, and the bureau conducted several well-attended public involvement events in 2002, including: visioning workshops, neighborhood walks, and urban design workshops. The plan is scheduled for completion in Summer/Fall 2003.

In June, 2002, the City Council approved Phase One of the Historic Resources Code Amendments Project (HRCAP) improving the clarity and structure of the zoning code historic resources regulations and bringing City code into conformance with state requirements.

The Bureau of Planning, together with its regional partners, developed an award-winning concept plan for Pleasant Valley laying the groundwork for development of 1,532 acres added to the urban growth boundary in 1998.

SUMMARY OF BUDGET DECISIONS

Changes from Prior Year

The Adopted Budget continues existing programs and functions with some limited realignment of existing staff and a handful of additional proposals.

Two programs are moved from one program area to another (Infill Design from Code Development to Urban Design/Historic Resources and River Renaissance Management from Environmental Planning to the Director's Office). The Adopted Budget also includes funding and realignment of existing staff to work on code monitoring and evaluation and the Regulatory Improvement Work Plan. Within the Area and Neighborhood Planning Program, the bureau is creating District Planning Liaisons for six districts within the city. These positions will be filled by existing staff within Area and Neighborhood Planning.

FUNDING SOURCES

One-time Appropriations

Several of the bureau's current efforts are continuations of multi-year projects funded by special, one-time appropriations. These efforts include the River Renaissance Plan, Healthy Portland Streams, and the Citywide Endangered Species Act Program.

Additional Funding Sources

Housing Policy coordination is funded by an interagency agreement with the City's Bureau of Housing and Community Development.

An intergovernmental agreement (IGA) is currently being negotiated with the Portland Development Commission to support additional work within the bureau. A Memo of Understanding has been submitted to include projects to be added within the 2003-2004 fiscal year.

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 the Portland Office of Transportation, 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 General Fund overhead model. This funding partially covers the Comprehensive Planning work program, which coordinates major policy actions and capital improvement programs on a Citywide scale.

Strategic Direction

SIGNIFICANT ISSUES

Major Issues

As in past years, the major issue for the Bureau of Planning is the ongoing reliance on onetime funding to cover existing staff positions and programs. The Adopted Budget for the Bureau of Planning includes a base budget, consisting of a current service level target, overhead funding, ongoing interagency agreements, and one-time funding packages to bring the bureau closer to historical funding levels and cover existing staff positions.

MAJOR INITIATIVES

Major Initiatives

The Adopted Budget for the Bureau of Planning reflects a coordinated set of projects and programs that support three areas of emphasis for the bureau - River Renaissance; 2040 Implementation/Urban Design; and Strategic Planning - in addition to core ongoing bureau functions. The bureau's capacity to help achieve regulatory balance as called for by the City's Strategic Issues Agenda has also been increased in this budget.

River Renaissance: The bureau will provide the leadership to bring together the collaborative efforts of the City, other agencies, and private partners to achieve the River Renaissance Vision, endorsed by City Council in March 2001. During the FY 2003-04, the Bureau of Planning will also lead the effort to develop the River Renaissance Plan to serve as the City's blueprint for realizing the Vision and advancing early implementation opportunities. Work on the City's response to the Endangered Species Act and environmental and watershed health will continue with Healthy Portland Streams and the Framework for Integrated Management of River and Watershed Health.

2040 Implementation/Urban Design: Efforts in cooperation with other City bureaus and various divisions of the Bureau of Planning will support enhancement of the local community. Planning for centers, corridors, and neighborhoods will proceed with the completion of the St. Johns/Lombard Plan and initiation of a project to develop implementation strategies and solutions for commercial main streets throughout the City. Specific efforts will be focused on East Portland Initiatives and on Industrial Lands Policy. District Liaisons will be established to develop enhanced ongoing relationships with the community to identify needs and solutions. Planning will continue to provide planning services essential to maintain downtown Portland as the economic and cultural center of the region. The Urban Design program will provide interbureau coordination and leadership for the Citywide Design Initiative.

Strategic Planning: The bureau will continue to provide leadership and coordination for the City's strategic planning and interbureau efforts along with the Office of Management and Finance and the Auditor's Office.

Regulatory Improvement: The Adopted Budget reallocates some current service level resources and includes additional resources to fund enhanced regulatory improvement, compliance, and monitoring efforts. This includes funding for monitoring and evaluation of existing regulations and adopted plans and staffing to support regulatory improvement efforts. The Adopted Budget also provides one-time funding for consultants for the Code Performance Audit/Regulatory Rethink proposed by the bureau to outline improved overall approaches to how the Zoning Code and other codes can better work to implement the Comprehensive Plan. In addition, the bureau integrates regulatory streamlining and reduction considerations into all projects amending the Zoning Code.

MANAGEMENT GOALS & OBJECTIVES

Management Goals & Objectives

Continuously Improve the Delivery of Quality Public Services

The bureau will meet this 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.
- Implement 2040 Design Concepts through the following:
 - Changes in the Zoning Code and Comprehensive Plan to promote well-designed mixed use development and infill 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 goal's objectives are:

- Implement existing community and neighborhood plans.
- Support community efforts to influence the direction of preservation, infill, and redevelopment in and near mixed use areas.

COUNCIL PRIORITIES

Links to Council Goals and Priorities

The Bureau of Planning's programs support the following Council Goals and Priorities:

- 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

Council/Bureau Directors' Strategic Issues Agenda

The Bureau of Planning's programs support five of the seven City Strategic Issues jointly developed by the City Council and Bureau Directors in 2002:

- River Renaissance
- Regulatory Balance
- Intergovernmental Roles and Responsibilities
- Economic Vitality
- Deteriorating Public Infrastructure

Portland/Multnomah Benchmarks

The Bureau of Planning's programs and performance measures support the following categories of benchmarks:

- Economy
- Environment
- Governance and Civic Participation
- Urban Vitality

The specific benchmarks are as follows:

- #7 Increase total employment.
- #57 Monitor the number of park acres and protected open spaces per 1,000 residents.
- #58 Increase the percentage of home owners and renters below median income spending less than 30% of their household income on housing.
- #59 Increase the number of salmon and great blue heron.
- #60 Increase the percentage of the population that lives within one-quarter mile walk of transit service, open space, and commercial nodes.
- #61 Increase the percentage of people who rate their neighborhood livability high.
- #62 Increase in zoning capacity for housing within community plan area.
- #63 Increase the percentage of people who commute to and from work using public transportation.
- #68 Increase the in-stream water quality of streams monitored in Multnomah County.
- #72 Monitor the percentage of the Portland Metropolitan area population growth since 1990 occurring within the city of Portland.
- #73 Increase Downtown Portland jobs.

Overview of Programs

DIRECTOR'S OFFICE

The Director's Office guides and supports the work of the Bureau of Planning in support of City and community goals and objectives. The Planning Director has two primary responsibilities - direction, management, and guidance of the Bureau of Planning and its work; and a coordination role as the Chair of the Bureau Directors' monthly meetings and through leading interbureau coordination efforts, such as the River Renaissance and Strategic Issues Agenda. The Director and Assistant Director work directly with the Mayor and City Council to ensure bureau goals and priorities are in alignment with Council goals and priorities, and act as consultants and advisors to the Portland Planning Commission.

With the FY 2003-2004 Adopted Budget, the River Renaissance management function of the bureau, currently housed in the Environmental Planning section, is being moved into the Director's Office to better reflect the multi-objective and cross-bureau coordination responsibilities of this program.

The Director's Office also coordinates communications for the bureau through an interagency agreement for a shared Public Information Officer. The Director's Office also houses the Public Market program manager.

INTERGOVERNMENTAL COORDINATION

Government Coordination

The bureau's Government Coordination program includes three programmatic areas: Annexations; Housing Planning and Policy; and Intergovernmental Coordination with Metro, state and other planning activities.

The Intergovernmental Team provides the City with representation at the regional table and at the State legislature to advocate for the City's interests. This collaboration is critical to ensure continued vitality of the central city, a balanced transportation system, excellent public schools, protection of green spaces, and watershed health inside and outside the urban growth boundary. This team coordinates efforts with partners in the region, including Metro, the Port of Portland, neighboring cities and counties as well as state and federal agencies affecting growth management and objectives. Team members work with the Metro Policy Advisory Committee (MPAC) and maintain a formal role on the Metro Technical Advisory Committee (MTAC).

The Housing Planning and Policy section performs a variety of housing policy and planning functions working closely with various housing entities to assure consistent City housing policy. This function provides staff support to the Housing and Community Development Commission, policy reviews of major planning initiatives, and administers the housing property tax abatement program.

The Annexations program is limited to a \$20,000 allocation to cover a PTE contract for analysis and processing of annexation requests. Staffing costs are covered by the Intergovernmental Coordination budget.

Comprehensive Planning

The Comprehensive Planning Division includes three program areas: Comprehensive Planning; CIP Coordination; and Strategic Planning activities.

State law requires Portland to adopt and maintain a coordinated Comprehensive Plan with sufficient and effective implementing measures. The City of Portland has a continuing obligation to examine major City initiatives as they are formulated to ensure they carry out plan policy and to update and modify the Comprehensive Plan. Starting in fiscal year 2003-04, the Comprehensive Planning group will be working with the Area and Neighborhood Planning group as well as others in the bureau and within the City to reevaluate the City's approach to updating the Comprehensive Plan, with the objective of making the Plan a more effective and understandable guiding document. This will be a multi-year project to create a document that reflects new regional relationships and responsibilities, clearly identifies the direction of various City services and facilities, and supports the objectives of the community.

The CIP Coordination program works to develop the City's Public Facilities Plan and review the City's annual capital improvement program for consistency with adopted City policies. This is guided by the Bureau Directors' Coordination Team.

The Strategic Planning section works with OMF, the Bureau Directors and City Council on the City's Strategic Issues Agenda, and coordinates the Bureau Directors' monthly meetings and the Bureau Directors/City Council quarterly workssessions.

AREA AND NEIGHBORHOOD PLANNING

In 1999, the City Council reorganized the Bureau of Planning and assigned it a mission that included two key elements - increased responsiveness to community needs and improved coordination with other City agencies that perform planning functions.

With the FY 2003-2004 Adopted Budget, the Bureau of Planning will begin to redefine the city's Area and Neighborhood Planning program as the next step to making the bureau fully able to respond to this mission. The new Area and Neighborhood Planning program will consist of the following core functional areas:

District Planning Liaisons

2040 Implementation District Planning Liaisons will be planners assigned to geographic areas of the city who will become on-the-ground experts the issues facing different parts of the city as well as the clearly identified connection between neighborhoods and businesses and the City's planning functions. The Adopted Budget covers this program through realignment of current service level within the Area and Neighborhood Planning section and one time funding for additional staffing to cover all areas of the city.

Central City Planning

The Area and Neighborhood Planning program will continue to provide planning services essential to maintaining Portland's central city as the economic and cultural center of the region. This program approach assures continuation of a function that is essential to Portland's future through ongoing planning for improvements to the central city's ability to supply first class transit and transportation services, provide affordable and diverse housing, create and retain jobs, and offer excellent recreational and cultural opportunities. Funding for this program is through current service level decision packages, reallocation of limited current service level funds, and intergovernmental agreements with the Portland Development Commission.

Centers, Corridors and Neighborhood Planning

The Area and Neighborhood Planning program will continue to provide planning services for defined areas outside of the central city. The program will continue its focus to realize the Metro 2040 recommendations regarding development of centers, main streets, and corridors in Portland. In FY 2004, a specific focus will be on a strategic assessment of commercial main streets citywide followed by development/land use plans for specific priority locations on these corridors. Additional work will be done to complete the St. Johns/Lombard Plan, to revise the City's Industrial Lands Policy, and to begin work on an Eastside Initiative - a cluster of planning and community development projects in East Portland. This work will be supported by current service level, Portland Development Commission intergovernmental agreements, and one-time add packages.

URBAN DESIGN/HISTORIC PRESERVATION

The City's Urban Design and Historic Resources group has the responsibility to provide direction for the urban form of the city and its various sub-districts, in order to carry out the City's interest in a high standard of performance for both public and private projects. The Urban Design and Historic Resources group provides the following functions:

- Provide leadership and staff for the Citywide Design Initiative Task Force, which seeks
 to improve the quality of public facilities and other developments that receive public
 subsidy or support.
- Provide urban design support and consultation to other Planning bureau projects and to other City bureaus working on development strategies and projects.
- Continue the recently initiated Design Infill Project, which is evaluating medium density housing developments and recommending code amendments and incentive programs to improve the design of these projects.
- Complete an initial assessment of central city urban design issues in conjunction with the Freeway Loop study (a joint study with PDOT) and other projects with PDC.
- Develop and manage the City's Historic Resources program. FY 2003-04 includes creating and/or restoring incentive and encouragement programs, with particular emphasis on the incentives identified during Phase 2 of the Historic Resources Code Amendments project.
- Providing historic resources support to other bureaus, including PDC and perhaps PDOT.
- Provide historic resources and urban design consultation to developers, citizens, and planners working on developing new zoning tools to address localized or citywide issues.

CODE DEVELOPMENT

The Code Development program consists of three main functions: Code Editing, Regulatory Improvement, and Code Monitoring and Evaluation. All three functions focus on improving regulations to ensure desired outcomes with an emphasis on removing outmoded, contradictory, and overly complex regulations. The Adopted Budget also includes one-time funding for a Code Performance Audit/Regulatory Rethink that will outline improved overall approaches to how the Zoning Code and other codes can work to implement the Comprehensive Plan, looking beyond the existing tool box for different ways the City might be able to achieve its goals.

As the Planning Bureau moves towards improving the use of non-regulatory tools to achieve City goals and policies, the Code Development program retains the responsibility to ensure that where regulatory approaches are used, they are as simple as possible, as easy to implement as possible, and coordinated with other regulations and programs. Staff in the Code Development section work directly with project staff developing regulatory language as part of legislative projects in the Environmental Planning, Comprehensive Planning, and Area and Neighborhood Planning sections of the bureau.

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 careful attention. The Environmental Planning Program encompasses leadership and coordination of the City's River Renaissance initiative and the Endangered Species Act program, as well as several major projects: the Healthy Portland Streams project, the River Renaissance Plan, general environmental planning work, and Citywide coordination of environmental issues. It also provides significant support for the City's Clean Water Act, Superfund, and Natural Resource Damage Assessment programs.

River Renaissance Plan

The River Renaissance Plan will serve as the City's blueprint for implementing the River Renaissance Vision, endorsed by City Council in March 2001:

- A clean and healthy river
- A prosperous working harbor
- The river as Portland's front yard
- Vibrant waterfront districts and neighborhoods
- Partnerships, leadership, and education

The scale and breadth of the plan will be city- and watershed-wide to recognize the interconnectedness between the river, the land, and each of us - how we live, work, play and learn within our environment. Plan products will include policies, a plan diagram, benchmarks to measure success, and an action agenda that will list programs and on-the-ground actions/investments needed to implement the River Renaissance Vision. Ongoing coordination and integration with other River Renaissance projects such as BES's watershed plans, the City's response to Superfund, and the City's response to the Endangered Species Act resulted in the broader scope of the River Renaissance Plan and will be integral in the development of the shared plan.

The River Renaissance Plan will be influenced by - and will provide direction to - a variety of ongoing and anticipated plans and programs that address Portland's watersheds, economy, urban systems, and community life and culture. The River Renaissance Plan will establish what is needed in order to realize the River Renaissance vision. Implementing projects such as watershed plans, river transportation plans, waterfront neighborhood plans, and others will establish the how the vision is achceived. An interbureau team (comprised of staff from Planning, Environmental Services, the ESA and Superfund Programs, Parks, PDC, OSD and Transportation) is ready to enlist the public to further develop vision concepts into an adoptable and enduring long-range plan.

City-Wide ESA Program

The Citywide Endangered Species Act program was initiated in FY 1998-99. The program, was originally housed in the Bureau of Environmental Services and moved to the Bureau of Planning in FY 2002.

The following synopsis reflects the work of the Citywide ESA core team. It is important to note that the ESA Program also relies on work conducted by other bureaus. The costs of that work are not reflected in this description or in the Planning Bureau's budget but they are tied to the ESA program. The priorities for the program include, but are not limited to the following:

- Select and implement mandated watershed protection, restoration, and mitigation projects that satisfy the ESA, the Clean Water Act (CWA), and Superfund
- Provide expert technical assistance to all bureaus to ensure the City's actions and programs are in compliance with requirements of the ESA, CWA and Superfund
- Serve as primary City liaison with National Marine Fish Service, Fish & Wildlife, Service, Corps of Engineers, Oregon Fish and Wildlife and others to ensure City projects obtain necessary ESA permits and approvals
- Involve the public, stakeholders, independent peer reviewers, other governments, tribes, and regulators in development and selection of resource protection, restoration, and mitigation actions
- Develop models and tools to assess City watershed conditions and prioritize management actions
- Prepare regulatory and voluntary measures to protect the existing quality of the city's streams
- Implement changes to Natural Resource Management Plans to ensure consistency with federal law
- Represent the City on Northwest, state, regional, and local policy and advisory committees (NMFS, Northwest Power Planning Council, Governor's office, Metro, etc.)
- Develop and gain regulatory approval of road and other maintenance management practices
- Lead restoration portion of City response to Superfund listing of Portland Harbor
- Design and implement comprehensive research on fish use of Portland waterways
- Develop and implement monitoring programs required by federal statutes

As part of the Adopted Budget, the Endangered Species program will receive additional interagency funding to assist the City with obtaining federal permits for in-water and nearwater capital projects that have the potential to affect species listed under the ESA. This will increase the contract expertise available to support City efforts to obtain required federal Endangered Species Act permits.

Healthy Portland Streams

The Healthy Portland Streams Program is designed to:

- Advance the "Clean and Healthy River" theme of River Renaissance;
- Comply with multiple local, regional, state, and federal goals and regulatory mandates, including the ESA and Clean Water Act;
- Complement other related City activities such as watershed planning;
- Update environmental regulations to ensure protection of streams and riparian resources;
- Implement the City's regulatory improvement initiative by clarifying, simplifying, and streamlining regulations where appropriate; and
- Promote a package of voluntary, incentive and regulatory programs and projects.

Based on what the bureau has learned since completion of initial drafts, the Planning Bureau will be refining the project in several ways. The plan for FY 2003-04 includes updating the City's significant resource inventory, to include upland wildlife habitat as well as streams and riparian areas, and clarifying and simplifying existing regulations. In addition, staff will work in concert with the River Renaissance Plan to develop broad watershed health policies and analyze specific incentive/implementation tools.

PLANNING TECH SUPPORT

Staff in the Technology Division of the bureau work directly with Planning staff and with BDS and Corporate GIS on specific projects, providing key data and analysis, technological and graphics support, and mapping services. There are two sections within this Division - Graphics and GIS.

Bureau of Planning Graphics staff coordinate and work in collaboration with bureau planning staff to develop and format all publications. This includes illustration and design, development of electronic and printed visual materials, support for the bureau's web page, coordination and maintenance of the bureau's artwork for the visual library database, assistance in developing templates, and standards for bureau documents and presentations.

GIS staff manages the Bureau's Geographic Information Systems (GIS) and works closely with staff throughout the Bureau of Planning and with Corporate GIS and the Bureau of Development Services on GIS applications. The program includes: GIS database design, development, and maintenance; development and support of GARTH desktop GIS application; project mapping; developing and implementing ArcView GIS applications; maintenance of LUR case history data; maintaining and updating the official zoning map.

ADMINISTRATION

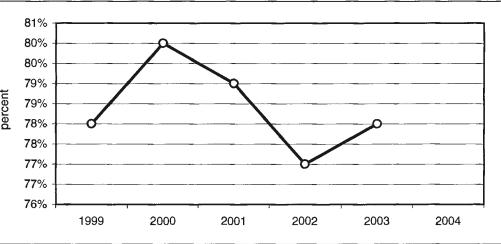
The Administration Division of the Bureau of Planning provides key support to all the bureau's programs as well as to individual staff. Areas of support include the following:

- Financial and Human Resources, including: budget development and oversight; development and monitoring of contracts, grants, and interagency and intergovernmental agreements; facilities and systems management; employee evaluations and professional development; and overhead costs for insurance, fleet, facilities, and interagencies.
- Staffing and support for the City of Portland's Planning Commission.
- Front desk reception duties for the Bureau of Planning as well as the Land Use Review section of BDS.
- General administrative and office support duties.

Performance Measures

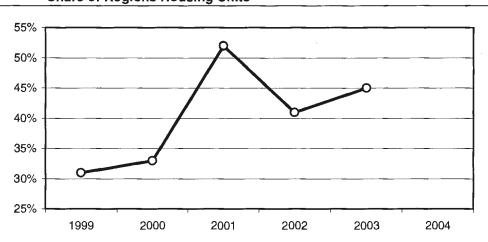
Livability of City Rated Good or Very Good

 Survey respondents continue to be satisfied with the ultimate outcome of planning efforts-livable communities.

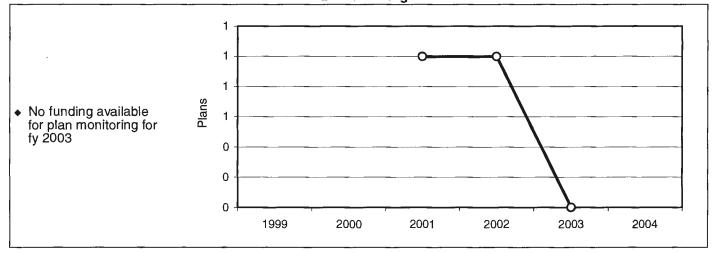


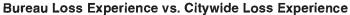
Share of Regions Housing Units

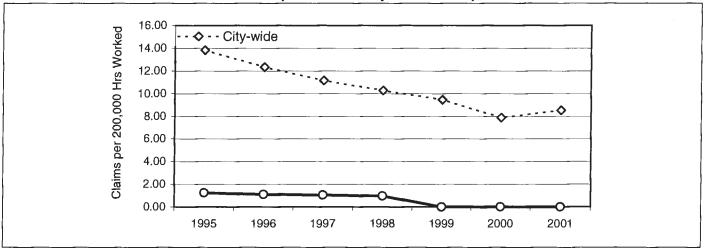
 In the past five years, over 30 percent of the houses built inside the UGB have been with the city. The goal is 20% of the regions growth.



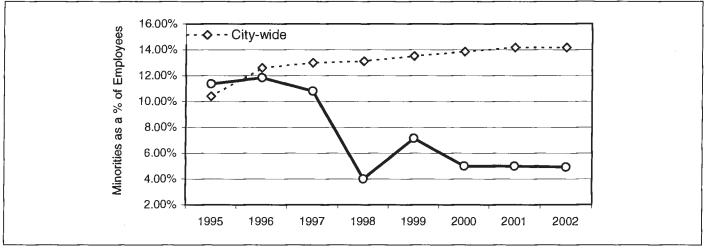
Plan Monitoring











	Actual FY 1998–99	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Yr End Est. FY 2002-03	Adopted FY 2003-04
BUREAU OF PLANNING			<u> </u>			
Affirmative Action Measures						
Affirmative Action - Minority	4.0%	7.1%	5.0%	5.0%	4.9%	
Minority Employees as a Percent of Tota	I					
Affirmative Action - Female	66.0%	60.7%	56.7%	56.7%	55.7%	
Female Employees as a Percent of Total						
Bureau of Planning						
Risk Data						
General Liability Claims per 200,000 Hours Worked	8.64	0.00	0.00	1.74		
Worker's Comp Claims per 200,000 Hours Worked	0.96	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	\$0.98	\$0.00	\$0.00	\$0.03		
Worker's Comp Claims Cost per \$100 Payroll	\$0.05	\$0.00	\$0.00	\$0.00		
Director's Office						
Workload						
All Legislative projects will exceed statewide planning and goal requirements for citizen involvement	100%	100%	100%	100%	100%	
Infill development		100%	100%	100%	100%	
Completed neighborhood and area plans	will accomoda	te/further infill de	velopment in app	ropriate places,	such as mixed us	sed areas
Legislative timeframes met	100%	100%	100%	100%	100%	
All Legislative projects will meet timefran	nes and notices	required by law.				
Effectiveness						
Citywide Livability Rating	78%	80%	79%	77%	78%	
from auditor's SEA citizen's survey of liv	ability Dec 200	1 publication				
Intergovernmental Coordination						
Effectiveness						
New housing units	3,690	2,486	2,477	2,843	2,946	
New housing units built annually based of	n residential bu	iilding permitsUni	its in the city			
Effectiveness						
New housing units built annually based on residential building permits	31%	33%	52%	41%	45%	
Percent of units from within the UGB whi	ch are within the	e city limits				
Area and Neighborhood Planning						
Effectiveness						
Monitored Plans			1	1	0	
Number of Adopted Plans Monitored by	Bureau staff					

	Actual FY 2000-01	Actual FY 2001–02		Revised FY 2002-03		Proposed FY 2003-04	Adopted FY 2003-04
EXPENDITURES							
Operating Budget							
Personal Services	4,119,641	4,408,880		5,427,957		5,139,362	5,139,362
External Materials and Services	949,215	967,550		1,634,690		1,518,367	1,519,373
Internal Materials and Services	1,723,366	1,807,702		1,558,862		1,445,869	1,440,892
Minor Capital Outlay	0	0		0		0	0
Equipment Cash Transfers	0	0		0		0	0
Total Operating Budget	6,792,222	7,184,132		8,621,509		8,103,598	8,099,627
Capital Improvements	0	364,500		0		0	0
TOTAL BUREAU EXPENDITURES	\$ 6,792,222	\$ 7,548,632	\$	8,621,509	\$	8,103,598	\$ 8,099,627
Allocated Overhead	688,583	747,543		779,039		769,309	772,191
Total Cost with Allocated Overhead	7,480,805	 8,296,175	-	9,400,548		8,872,907	8,871,818
RESOURCES			-		_		
General Fund Discretionary	5,151,711	5,554,542		6,412,593		6,569,490	6,650,375
Non-Discretionary Revenues							
Grants & Donations	83,392	10,495		60,000		0	0
Contract Revenues	426,340	911,114		551,755		305,000	305,000
Interagency Revenues	872,556	980,934		1,459,598		1,005,600	1,005,600
Program Revenue	22,897	22,971		0		0	0
Overhead Recovery	235,326	68,576		137,563		223,508	138,652
Total Non-Discretionary Revenues	1,640,511	 1,994,090		2,208,916		1,534,108	1,449,252
TOTAL GENERAL FUND RESOURCES	6,792,222	\$ 7,548,632	\$	8,621,509	\$	8,103,598	\$ 8,099,627

Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.

General Fund Discretionary Positions	3	4	34	31	 57	 57
Positions	6	7	69	 68	 61	61
OTAL PROGRAMS	\$ 6,792,22	2 \$	7,548,632	\$ 8,621,509	\$ 8,103,598	\$ 8,099,627
Positions		0	0	0	0	0
Administration)	170	0	0	Ō
Positions		0	0	0	0	Č
Current Planning	15,96	9	23,354	ő	ŏ	Č
Positions		0	5	.3	0	,
Urban Renewal Plans		D	926,493	315,324	0	(
Positions	. 55,00	1	2	n	n	ì
City Wide Special Projects	100,00	o O	49,101	ó	ó	(
Positions	100,10	o O	135,667	101,032	100,271	100,27
Comprehensive Planning	109,19	4	109,601	101,892	108,271	108,27
Positions	030,44	5	934,007	1,000,022	707,313	302,33
Administration	893,44	ວ 1	934,667	5 1,508,822	987,313	982,33
Positions	301,07	-	341,205	404,844	466,055	466,05
Positions Planning Tech Support	38 7 ,07	0	341,285	404.944	166 0EE	466.05
Albina Community Plan	72,28	0	0	0	0	(
Positions		6	19	19	1/	7
Environmental Planning	2,200,99		2,490,449	2,838,431	2,655,545	2,655,54
Positions		7	5	7	6	
Code Development	570,00	2	342,779	666,749	742,108	742,10
Positions		5	6	8	6	
Urban Design/Historic Preservation	202,60	4	252,337	564,950	740,023	740,023
Positions	•	6	8	9	10	10
Area and Neighborhood Planning	1,550,55	1	1,240,968	909,814	1,162,589	1,162,589
Positions		0	9	9	5	,
Intergovernmental Coordination	413,75	8	632,303	857,265	575,405	575,40
Positions		3	3	4	5	
Director's Office	276,36	J	205,125	453,418	666,289	667,29

		Actual FY 2000-01	Actual FY 2001–02	Revised FY 2002-03	Proposed FY 2003-04	Adopted FY 2003–04
Personnel	Services					
511000	Full-Time Employees	2,441,524	2,818,192	3,964,197	3,693,029	3,693,029
512000	Part-Time Employees	192,275	162,833	108,778	151,682	151,682
514000	Overtime	22,462	57,663	0	0	0
515000	Premium Pay	9,373	9,366	0	0	0
517000	Benefits	1,042,713	1,143,210	1,354,982	1,294,651	1,294,651
518000	Paid Absence	411,294	489,904	0	0	0
Total Pers	onnel Services	4,119,641	4,681,168	5,427,957	5,139,362	5,139,362
Materials	and Services					
	Materials and Services			4 0 4 0 0 0 7		
521000	Professional Services	660,913	842,173	1,042,867	1,128,098	1,128,098
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	. 0	0	0	0	0
524000	Repair & Maintenance Services	4,131	25,017	27,000	27,000	27,000
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529 00 0	Miscellaneous Services	26,467	1,434	70,429	45,118	45,118
531000	Office Supplies	52,844	11,776	44,872	32,461	32,461
532000	Operating Supplies	10,529	7,057	37,000	39,100	39,100
533000	Repair & Maintenance Supplies	0	0	0	0	0
534000	Minor Equipment & Tools	81,981	28,085	69,160	72,000	72,000
535000	Clothing & Uniforms	0	0	0	0	0
539000	Other Commodities External	8,099	11,329	17,556	15,000	15,000
541000	Education	37,091	27,652	26,500	34,500	35,506
542000	Local Travel	94	2,362	1,500	1,000	1,000
543000	Out-of-Town Travel	16,169	15,297	20,000	20,000	20,000
544000	Space Rental	0	40	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
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	50,897	28,576	277,806	104,090	104,090
	ternal Materials and Services	949,215	1,000,798	1,634,690	1,518,367	1,519,373
Internal	Materials and Services	,		. ,	, ,	, ,
551000		8,904	9,309	9,476	9,854	9,854
552000	Printing & Distribution	139,252	171,321	149,819	141,264	140,434
553000	Facilities Services	551,787	552,494	542,525	543,949	543,680
554000	Communications Services	56,297	62,592	72,190	72,292	71,571
555000	Information Technology	217,227	227,428	222,098	147,610	145,074
556000	Insurance	155,074	156,440	268,149	274,332	273,711
	Master Lease	0	.00,1.0	0	0	0
	Same Fund Services	191,386	579,786	283,605	226,743	226,743
	Other Fund Services	403,439	107,296	11,000	29,825	29,825
	ernal Materials and Services	1,723,366	1,866,666	1,558,862	1,445,869	1,440,892
	erials and Services	2,672,581	2,867,464	3,193,552	2,964,236	2,960,265
Capital Ou		_,3.2,001	_,,_,	-,.00,002	_,,	
561000	-	0	0	0	0	0
562000		Ō	Ö	0	0	0
	Improvements	0	Ö	0	0	0
	Capital Equipment	Ö	0	Ö	Ö	Ö
	Facilities Lease/Purchase	0	0	0	0	0
	Equipment Lease/Purchase	Ô	0	0	0	0
	Infrastructure	0	0	Ö	Ö	Ö
568000		0	0	0	0	0
569000	·	0	0	0	0	0
Total Capi	'			0	0	0
	Equipment Cash Transfers	0				
	Minor Equipment Transfers	0	0	0	0	0
	EAU EXPENSES					\$ 8,099,627
			,0.10,002		,100,000	

		Actual FY 2001	Actual FY 2002		vised 002-03	,	posed 003-04		opted 2003-04
Clas	s Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
515	Accountant II	0	1	0	0	0	0	0	0
510	Accounting Technician	0	1	1	32,983	0	0	0	0
819	Administrative Assistant	1	0	0	0	0	0	0	0
7102	Administrative Specialist, Senio	0	0	0	0	1	45,887	1	45,887
922	Administrative Supervisor II	0	1	1	55,120	1	58,321	1	58,321
950	Assistant Management Analyst	0	1	0	0	0	0	0	0
6131	Associate Planner	0	0	2	84,243	2	86,957	2	86,957
3228	Associate Planner	9	10	2	50,947	0	0	0	0
928	Bureau Administrative Manager	1	0	0	0	0	0	0	0
7110	Business Operations Supervisor	0	0	1	72,036	1	71,062	1	71,062
3236	Chief Planner	5	3	0	0	0	0)	0	0
6132	City Planner I	0	0	6	255,692	5	224,744	5	224,744
6133	City Planner II	0	0	13	655,681	8	434,707	8	434,707
7204	Community Outreach and Informati	0	0	1	69,740	1	70,006	1	70,006
132	Customer Accounts Specialist II	1	0	0	0)	0	0	0	0
7795	Environmental Planner, Supervisi	0	0	1	68,702	1	72,692	1	72,692
7608	Environmental Program Coordinato	0	0	2	132,614	2	133,120	2	133,120
2010	Environmental Services Manager	1	1	0	0	0	0	0	0
3194	Environmental Specialist	2	2	2	127,185	2	127,676	2	127,676
6061	GIS Technician I	0	0	0	0	1	36,877	1	36,877
6062	GIS Technician II	0	0	0	0)	1	41,920	1	41,920
6122	Graphics Designer II	0	0	. 1	45,434	1	45,777	1	45,777
6123	Graphics Designer III	0	0	1	50,523	1	50,912	1	50,912
3270	Graphics Illustrator I	1	1	0	0	0	0	0	0
3271	Graphics Illustrator II	1	1	0	0	0	0	0	0
245	Hearings Clerk	1	1 1	0	0	0	0	0	0
2542	Information Systems Analyst II	2	2	1	55,847	1	56,062	1	56,062
2544	Information Systems Analyst IV	1 1	1	0	0	0	0	0	0
7130	Management Assistant	0	0	2	82,302	2	84,775	2	84,775
7666	Mapping & GIS Supervisor) 0	0]	1	79,793	1	80,102	1	80,102
100	Office Support Specialist I	0	0	0	0	1	33,112	1	33,112
102	Office Support Specialist II	2	3	3	108,542	3	109,098	3	109,098
104	Office Support Specialist III	5	2	2	82,668	1	42,905	1	42,905
3229	Planner	18	11	0	0	0	0	0	0
7752	Planner, Supervising	0	0	2	148,235	2	148,800	2	148,800
3238	Planning Director	1 1	1)	. 0	0	0	0	0	0
7076	Planning Director	0	0	1	130,126	1	131,105	1	131,105
7754	Planning Director, Assistant to	0 [0	2	160,015	1	72,626	1	72,626
7753	Principal Planner	0	0	3	285,461	4	382,560	4	382,560
970	Program Manager II	2	3	0	0	0	0	0	0
971	Program Manager III	0	1	0	0)	0	0	0	0
972	Program Manager IV	3	4	1	95,275	0	0	0	0
7158	Program Manager, Senior	0	0	2	139,266	2	171,914	2	171,914
6134	Senior City Planner	0	0	11	664,028	13	792,093	13	792,093
828	Senior Financial Analyst	1 1	1	0	19,275	0	0 (0	0
3231	Senior Planner	8	11	1	54,380	0	0}	0	0
7494	Sr Community Relation Specialist	1	2	0	0	0	0	0	0
900	Staff Assistant	0	1	0	0	0	0	0	0
3107	Technician I	0	2	1	36,729	0	0	0	0
3108	Technician II	0	0	1	41,760	0	0	0	0
3109	Technician III	0	1	0	0	0	0)	0	0
7756	Urban Design Program Manager	0	0	1	79,595	1	87,219	1	87,219
TOTAL	FULL-TIME POSITIONS	67	69	68 \$	3,964,197	61 \$	3,693,029	61 \$	3,693,029

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.

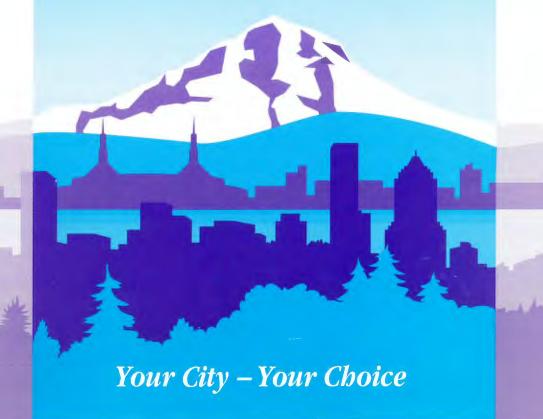
		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2003-04	7,340,708	0	7,340,708	51.0	FY 2003-04 Current Service Level Estimate
CSL Adjustmen	ts		1		
•	(79,670)	0	(79,670)	0.0	PERS Adjustment
	0	805	805	0.0	HIPPA offset
	38,860	0	38,860	0.0	PDC Interagency
Mayor's Propos	ed Budget Decision	ns			
,	(76,470)	0	(76,470)	0.0	BIT cost decrease
	0	200,000	200,000	3.0	Cental City Assessment
	0	225,000	225,000	3.0	District Liaisons
	0	128,000	128,000	2.0	Regulatory Reform
	0	150,000	150,000	0.0	Code Audit - Regulatory Reform
	(76,517)	0	(76,517)	0.0	Planning 2.2% Reduction
	(38,626)	0	(38,626)	(1.0)	Urban Design 2.2% Reduction
	0	60,000	60,000	1.0	East Side Initative
	0	75,000	75,000	1.0	Central Eastside Dev Strategy
	0	27,500	27,500	1.0	Receptionist
	0	150,000	150,000	0.0	ESA CIP Permit Support
	(20,992)	0	(20,992)	0.0	ESA 2.2% Reduction
Approved Budge	et Additions and R	eductions		1	
	0	0	0	0.0	Overhead Adjustment
Adopted Budget	t Additions and Re	ductions			·
	(3,971)	0	(3,971)	0.0	OMF IA Adustments
	(257,386)	1,016,305	758,919	10.0	Total FY 2003-04 Decision Packages
			\$ 8,099,627	61.0	Total Adopted Budget
FY 2003-04 Deci	ision Packages Not	Funded	1		
2000 04 000	0	113,000	113,000	1.0	Public Market
	0	64,500	64,500	1.0	Regulatory Improvement Workplan
	0	98,500	98,500	0.0	River Plan Professional Services
	0	111,870	111,870	1.0	River Renaissance Support
	0	64,000	64,000	0.5	Intergovernmental Airport
	76,000	0	76,000	1.0	Demographer
	79,000	0	79,000	1.0	Environmental Compliance
			\$ 606,870	5.5	Total Decision Packages Not Funded

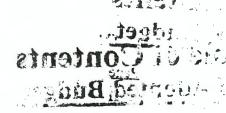
ADOPTED BUDGET



VOLUME 1

PROPERTY OF
BUREAU OF FINANCIAL PLANNING
LIBRARY





and the second second

N2.

34

City of Portland FY 1995-1996 Adopted Budget

Volume I of the Adopted Budget document contains the budget information that is typically of most interest to the public. The Budget includes the following sections:

- The Mayor's Budget Message
- An introductory User's Guide to the budget;
- An Overview of the contents and major policy decisions in the 1995-1996 budget;
- Financial Summaries that present in table form some condensed budget figures for the overall City; and
 - Service Area Details that presents and discusses the budget for individual bureaus and associated funds for each of the City's six service areas:

Public Safety
Parks, Recreation & Culture
Public Utilities
Community Development & Services
Transportation & Parking
Legislative/Administrative & Support Services

Volume II of the Adopted Budget document presents:

- The Portland Development Commission (PDC) budget, a quasi-independent City Agency that operates subject to City charter but has a separate budget.
- The Capital Budget, which outlines the City's five-year plan for major capital investment both in summary and project-by-project format.
- Appendices that contain supplemental information for the reader's reference.

The subjects printed in bold type above area marked in the document with separate tabs.

SERVICE AREAS (continued)

PUBLIC UTILITIES	Page
Public Utilities Service Area Summary	231
Bureau of Environmental Services	232
Sewer System Operating Fund	252
Sewer System Construction	256
Sewer System Debt Redemption Fund	258
Debt Redemption Schedule	
Sewer System Rate Stabilization Fund	262
Sewer System Revolving Loan Fund	
Sewer System Safety Net Fund	
Environmental Remediation Fund	
Debt Redemption Schedule	269
Bureau of Environmental Services, Refuse Disposal	270
Refuse Disposal Operating Fund	277
Bureau of Hydroelectric Power	280
Hydroelectric Power Operating Fund	284
Hydropower Renewal and Replacement Fund	286
Hydropower Bond Redemption Fund	287
Debt Redemption Schedule	288
Bureau of Water Works	289
Water Operating Fund	300
Washington County Supply Sinking Fund	
Debt Redemption Schedule	
Water Bond Sinking Fund	
Debt Redemption Schedule	
Water Construction Fund	
Water Growth Impact Trust	313
COMMUNITY DEVELOPMENT AND SERVICES	215
Community Development Service Area Overview	
Assessment Collection Fund	
Bancroft Bond Interest and Sinking Fund	
Debt Redemption Schedule	
Bureau of Buildings	
Buildings Operating Fund	
Office of Cable Communications	
Cable Fund	342

SERVICE AREAS (continued)

Community Development and Services (continued)	Page
Cable Commission/Access	344
Convention and Tourism Fund	345
Economic Improvement District (EID) Fund	346
Energy Office	347
Bureau of Housing and Community Development	354
Housing and Community Development Fund	363
HOME Fund	
Housing Investment Fund	
Local Improvement District Construction Fund	
Metropolitan Human Rights Commission	
Model Cities Economic Development Fund	
Office of Neighborhood Associations	
Bureau of Planning	383
TRANSPORTATION AND PARKING	
Transportation and Parking Service Area Summary	393
Autoport Operating Fund	
Parking Facilities Operating Fund	
Morrison Park East Bond Redemption Fund	400
Debt Redemption Schedule	401
Morrison Park West Bond Redemption Fund	402
Debt Redemption Schedule	403
Old Town Parking Bond Redemption Fund	404
Debt Redemption Schedule	
Office of Transportation	406
Transportation Operating Fund	432
Street Lighting Fund	
Transportation Reserve Fund	436

SERVICE AREAS (continued)

]	LEGISLATIVE, ADMINISTRATIVE AND	
	SUPPORT SERVICES	Page
	Legislative, Admin. & Support Services Area Summary	439
	Office of City Attorney	
	Office of City Auditor	
	Office of Finance and Administration	457
	Capital Improvement Fund	467
	Federal and State Grants Fund	468
	Health Insurance Fund	469
	Information Systems Services Fund	471
	Debt Redemption Schedule	473
	Insurance and Claims Fund	474
	Intermediate Debt Fund	
	Debt Redemption Schedule	
	Short Term Debt Interest and Sinking Fund	
	Workers Compensation Fund	
	Bureau of General Services	
	Communication Services Fund	
	Debt Redemption Schedule	
	Facilities Services Fund	
	Debt Redemption Schedule	
	Fleet Services Fund	
	Printing and Distribution Fund	
	Office of Governmental Relations	
	Bureau of Licenses	
	Mayor and Commissioners Offices	
	Bureau of Purchases and Stores	
	Special Appropriations	567

Adopted Budget City of Portland Fiscal Year 1995-1996 Volume I

PROPERTY OF
BUREAU OF FINANCIAL PLANNING
LIBRARY

Approved by the Budget Committee

Mayor Vera Katz
Commissioner Earl Blumenauer
Commissioner Charlie Hales
Commissioner Gretchen Kafoury
Commissioner Mike Lindberg
Auditor Barbara Clark

ном то и	SE THE BUDGET	Lag.
MAYOR'S	MESSAGE	
	of Terms	25
OVERVIEV	V ,,,,	37
Guide to	L SUMMARIES the Financial Summaries	8)
Table 1:	Total City Budget - Revenues & Expenses	
Table 2: Table 3:	Operating & Capital Budget by Service Area General Fund Revenues & Expenses	
Table 4:	Summary of Authorized Positions	
Table 5:	Total Revenues & Expenses by Fund by Fiscal Year	
Table 6:	Summary of Bureau Expenses by Fund - FY 1995-1996	
Table 7:	Summary of Revenues by Fund	
Table 8:	Summary of Bureau Expenses by Managing Agency	99
Table 9:	Tax Levy Computation	
	Appropriation Schedule - 1995-1996	
Table 11:	Historical Funds and Appropriations	108
Table 12:	General Fund	109
Table 13:	General Reserve Fund	114
Table 14:	Summary of Indebtedness - Debt Outstanding	115
Table 15:	FY 1995-1996 Debt Service	118
	Principal and Interest Requirements Over the Life of Debt	
Table 17:	Summary of Defeased Indebtedness	121
RUDGET N	OTES	123

SERVICE AREAS

PUBLIC SAFETY	Page
Public Safety Service Area Overview	129
Bureau of Emergency Communications	130
Emergency Communications Fund	136
Fire and Police Disability and Retirement	138
FPD&R Fund	
FPD&R Reserve Fund	146
Bureau of Fire, Rescue & Emergency Services	147
Bureau of Police	
Public Safety Capital Fund	
Supplemental Retirement Program Trust	
PARKS, RECREATION AND CULTURE	
Parks, Recreation and Culture Service Area Overview	175
Arena Operating Fund	
Arena Project Construction Fund	
Arena Debt Services Fund	
Debt Redemption Schedule	
Bonded Debt Interest and Sinking Fund	181
Debt Redemption Schedule	
Metropolitan Arts Commission	184
Public Arts Trust Fund	187
NW I-405 Fund	189
Bureau of Parks and Recreation	190
Golf	204
Golf Fund	208
Golf Revenue Bond Redemption Fund	210
Debt Redemption Schedule	211
Parks Bond Construction	212
Parks Bond Construction Fund	
Parks System Improvement Fund	217
Portland International Raceway	
Portland International Raceway (PIR) Fund	
Portland International Raceway Redemption Fund	
Portland Parks Trust Funds	
Tennis Facilities Bond Redemption Fund	

Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Portland for its annual budget for the fiscal year beginning July 1, 1994.

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 communications medium.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Portland,

Oregon

"An Outstanding Policy Document"

For the Biennium Beginning

July 1, 1994

President

Executive Director

How to Use The Budget

This Budget document is organized as follows:

- Mayor's Budget Message The Mayor's Budget Message highlights the major changes in city services, policies and requirements contained in the FY 1995-1996 Budget.
- User's Guide This section provides an overview of Portland's characteristics, organizational structure, strategic planning process, financial structure, the budget process, and a summary of financial and operating policies that guide the development of the City budget.
- Budget Overview The Reader is provided a concise overview of the FY 1995-1996
 Budget, highlighting service changes, major initiatives and the financial forecast.
- Budget Notes This section presents budget notes which express City Council directions for
 future budgetary actions, parameters, studies, or priorities. Budget Notes identify issues and
 assign responsibility for action on each item. This section also lists issues or policy questions
 the Council wants to study further.
- Financial Summaries A series of financial summaries provides the reader with information on revenues, expenses and City positions currently funded for FY 1995-1996 and prior years.
- Budget Detail These sections contain information required by Local Budget Law for each
 of the City's agencies and funds.

<u>Summary of Bureau Expenses</u> - This summary provides FY 1995-1996 as well as historical revenue and expenditure information for bureaus and their component programs. With each is a brief description of the services provided, changes in service level, and each Bureau's performance objectives and measures.

<u>Line Item Detail</u> - Provides a detail of expenditures by line item.

<u>Personnel</u> - Provides historical and current information on personal services expenditures and the number of positions. The historical data on number of positions is listed by job classification as they were included in the approved budget for that year.

<u>Fund Pages</u> - Provides historical and current information on the revenues and expenditures at the fund level and a brief narrative about the fund.

The budget detail pages are organized according to service area. A brief description of each service area is found behind the tab, as well as in the User's Guide.

How to Use The Budget

QUESTIONS AND ANSWERS ABOUT USE OF THE BUDGET DOCUMENT

- Q. Where should the reader go to find out about the overall budget?
- A. In the sections labeled Users Guide, Overview and Financial Summaries.
- Q. How should the reader find the budget for a particular bureau?
- A. In the Budget Detail section, behind the appropriate service area tab.
- Q. What if the reader wants to review the City's capital budget?
- A. The Capital Budget Overview is printed in this Volume II of the Adopted Budget. The individual Capital Budget project details are printed in Volume III of the Adopted Budget
- Q. Who do I call if I have questions about the budget or the Council's public review schedule?
- A. You can call the City's Bureau of Financial Planning at 823-5288.



INTRODUCTION

I am pleased today to present the Budget for 1995-96. Last year, the City moved to a two year budget process, a change that was accompanied by a significant increase in the public's involvement in the decision-making process. As a result of this transition, the FY 1995-96 budget really reflects an update and report on prior Council actions to achieve the goals established in partnership with the community. It is a report that I am pleased to make because the last year has seen the implementation of many important service initiatives.

- Passage of the \$58 million Parks Bureau bond measure;
- Convening of the Livable Housing Council and creation of a \$4 million Housing Investment Fund:
- Initiation of the River District Development;
- Opening of the new Emergency Dispatch Center;
- Formation of the Public Utility Review Board;
- Completion of the Shelter Reconfiguration Plan;
- Convening of Central City 2000 Task Force;
- Creation of the new and independent Regional Arts and Cultural Commission;
- Completion of the North Transit Mall extension
- Completion of a plan for the renovation and required seismic upgrade of City Hall.

These are just a few of the important actions that were either initiated or completed in the current fiscal year.

The focus of the Council in this budget process has been on the allocation of additional resources identified when the City's five year financial plan was updated. As a result of higher than anticipated property tax revenues and a larger beginning fund balance, an additional \$8.5 million became available for allocation in FY 1995-96. This provided the Council with an opportunity to further the achievement of the two year budget goals developed with the community.

The budget allocates these additional dollars to:

- The rehabilitation and required seismic upgrade of City Hall;
- The rehabilitation and required seismic upgrade of the existing southeast police precinct and the construction of a new police precinct in outer east Portland to serve newly annexed citizens;
- A second year allocation to the Housing Investment Fund to provide gap financing for housing projects that fulfill the goals of the Housing Initiative and strategies developed by the Livable Housing Council;
- Neighborhood transportation projects;
- The River District Development project;
- Support for expanded cultural tourism events in partnership with the Portland Art Museum and the Portland Historical Society.
- Early initiation of the Inner Southeast Community Plan
- Support for the publication of an Environmental Zone Handbook for property owners and developers

These actions will be accomplished while preserving the City's financial health over the next five years. Most of these actions are consistent with the concerns and priorities that we heard from you last year and that Council used in developing the two year budget. Others reflect unavoidable City requirements such as the renovation and seismic upgrade of City Hall.

PUBLIC INVOLVEMENT: YOUR CITY YOUR CHOICE

Last year I referred to the budget as "a budget with ears." Before we set out on developing the City's first two year budget we asked you, the citizens of Portland, to tell us what you believed to be the most pressing city-wide and neighborhood needs through an extensive public outreach process, the most comprehensive conducted by the City in a decade. We conducted a telephone survey of over 400 city residents. We sent a survey out in FOODday, reaching nearly every household in the city, and 1,805 responses. We held eight community forums at the outset of the budget process. The nearly 2000 people attending those forums not only completed the survey but in small groups had an opportunity to directly discuss neighborhood needs with the council members and the managers of city services. And this information was in addition to the valuable input we continue to receive from the city's citizen budget advisory committees.

Based upon this wealth of information, the Council finalized its goals for the budget. Those goals guided the Council in developing the budget. In effect the two year budget was not just numbers, but an agreement, a contract with you, to use the tax dollars entrusted to city government to meet your priorities and to do the things you expect from government. These same goals and priorities that you the public created, were used by the Council in allocating additional resources and refining the second year of the budget. As such the budget continues to be our instrument for working together to build and shape the Portland envisioned in the community's strategic plan, Portland Future Focus.

In that vision, Portland thrives as the regions's economic and cultural center and considers education among its highest priorities. It works through strong public-private partnerships to set priorities. It has a diverse economic base, provides an abundance of family-wage jobs for its residents, offers safe, affordable housing for all income levels, and is a city that provides a humane and nurturing environment. Portland and Multnomah County in partnership with public and private leaders forming the Portland Progress Board are continuing the development of Benchmarks and action plans to ensure that the City proceeds toward the realization of this vision.

COUNCIL GOALS

Through this extensive community dialogue we developed goals and priorities that will continue to guide the FY 1995-96 budget toward achieving:

- credible, efficient, responsive, affordable and accessible delivery of public services;
- decent, affordable housing;
- economic vitality and security;
- healthy families and children;
- financial stability;
- quality education
- a safe and peaceful community; and
- a well-planned city with managed and balanced growth.

We not only agreed to focus on these goals and priorities, but we also agreed to be accountable by establishing benchmarks. The City is giving urgency to improvements directed toward several specific benchmarks. They include the percentage of citizens who:

- feel safe and secure;
- live above the poverty line;
- have access to health care;
- feel a sense of community in their neighborhoods and;
- are satisfied that public services are necessary; responsive and cost effective.

We also began work on improving our record in:

- the percentage of students who achieve established skill levels;
- the percentage of children living above the poverty level;
- reported violent crimes per 1,000 population;
- per capita cost of government and;
- average annual pay per worker.

Each of these areas is critical to achieving the Future Focus vision of Portland in the future.

In January, the Portland-Multnomah Progress Board issued its first annual report informing the public on how we are doing in these areas. Significant things that we learned from that document included:

- The average annual payroll per worker for Multnomah County workers increased by 43% over the last decade, higher than the state which grew by 38%. However wages fell from 97% of the national average to 88% over the same period, and will be at an estimated 90% by the year 2000. So we have a ways to go before we are out of the woods.
- Citizens with incomes above 100% of the federal poverty level showed very little change since 1980.
- The percentage of children living above the poverty line slightly declined from 85% in 1980 to 82% in 1990.
- Although it varies by ethnic group, many of our residents currently have health insurance. Almost 85% of African-Americans and Whites have health insurance coverage while only 69% of American Indians are covered. Approximately 80% of Asians and Hispanics are covered. Looked at from a different direction, more than 20% of our residents have no health insurance coverage.
- 77% of our residents rank neighborhood livability as very good or good. Yet, only 52% believe government is doing a very good or good job.
- The per capita expenditures of government have varied since 1985. Increases have slowed since 1990 when per capita cost totaled \$1,108. That compares to \$1,259 in FY 1992-93. In Multnomah County taxes as a percent of income have declined by 5.3% in FY 1984-85 to 4.22% for FY 1994-95.
- Our citizens are feeling safer. In 1991, 77% of Portland citizens said they felt safe walking in their neighborhoods. In 1994, the percent climbed to 81%. Further the crime rate per 1000 population has declined from 18.7% in 1989 to 17.96% in 1994.

Because of its focus on goals, priorities, benchmarks, and the strategic plan, the budget represents the Council's long-range plan. As such it addresses six broad areas: quality education; public safety; families and children; customer service and government efficiency; economic vitality; and managed growth and livability. Let me talk for a moment about how the budget addresses each.

OUALITY EDUCATION

Based upon the information received in **Your City, Your Choice**, it is clear that you the citizens understand that Portland's future is inextricably tied to the health of our schools and the quality of our workforce. You ranked quality education as amongst the highest service priorities for the city. As a result Council allocated a significant increase in support for school and youth programs. The FY 1995-96 budget continues these efforts:

- For the second consecutive year \$1.5 million is allocated to support the school police program of the Portland School District. The city and the district continue to develop partnership agreements to improve the coordination of our respective public safety programs. As a result of this support, the school district has retained 35 elementary teachers who otherwise might be laid off in the coming school year.
- Up to \$1.5 million continued for a second year to respond to cuts that in local school recreation programs. Nearly 43% of this amount comes from the General Fund while the remaining 67% comes from golf fees. The City's Park and Recreation Bureau working in partnership with school districts has been able to continue after school and vacation recreation programs at 35 sites located throughout the city.

The Oregon Legislature continues to struggle with the state-wide school funding dilemma created by the passage of Ballot Measure 5. We recognize the enormity of that effort and will continue to work at the local level with the school board, the business community, and other groups to provide the leadership it will take to devise a long-range solution.

PUBLIC SAFETY

You also have consistently told us that having a safe and secure environment is absolutely vital to preserving and improving livability in Portland. During FY 1994-95 we saw new efforts to address this concern. A new police precinct was opened in Northeast Portland on Martin Luther King Boulevard, stimulating a renewed commitment to that area. An additional 57 police officers were added to extend services to the 22,500 people recently annexed to the City and allowing the formation of a new fifth precinct. A new emergency communications 911 center was opened and we switched over to a new radio system. We continued the conversion to community policing. Our Fire Bureau followed suit with its community based emergency management system which teaches citizens how to independently survive in the event of a major earthquake or disaster.

In addition to continuing these efforts, the FY 1995-96 budget also supports some new efforts:

- \$3.1 million is included to complete renovations and improvements at the existing Southeast precinct and to keep the St. John's Precinct in operation. An additional \$3.9 million is included to construct a new East Precinct.
- The Fire Bureau will continue efforts to fill existing vacancies in a manner that improves the cultural diversity of its work force. The firefighter trainee program will be continued as part of this effort.
- A new fire station will be opened on Hayden Island, and appropriation has been reserved for the potential construction of a new station in West Portland along Skyline Boulevard.

The City is working hard to make Portland a safer place to live and do business and to preserve the high level of neighborhood livability.

FAMILIES AND CHILDREN

Public safety improvements alone will not ensure the livability of our neighborhoods. We must also continue efforts to promote workforce development, offer alternatives to gangs for our youth, and intensify our commitment to reducing domestic violence that is destroying many families within our community.

The FY 1995-96 budget continues the many programs initiated last year:

- Just under \$1 million is provided for summer jobs, support for the efforts of the Private Industry Council, and employment opportunities for youth within our city bureaus.
- Nearly \$700,000 is included to provide expanded housing options and support for the victims of domestic violence. This is in addition to the services provided by the Portland Police Bureau Domestic Violence Reduction Unit.
- Support is also continued for the Gatekeeper Program that seeks to identify and help atrisk older adults who are living in the community.
- Finally, as previously mentioned \$1.5 million is continued to support the provision of after school recreational programs through the Bureau of Parks and Recreation.

CUSTOMER SERVICE AND GOVERNMENT EFFICIENCY

Prosperous Portland, the economic development policy for the City acknowledges the importance of making a customer-service ethic an integral part of the way government provides

service to the community. Over the past year, the Council has been working very hard toward achieving your vision of a more credible, efficient, responsive, affordable and accessible services.

- We initiated the new Comprehensive Organizational Review and Evaluation (CORE) system through which every city service will periodically undergo a bottom-up review resulting in a performance contract for the future between the Council and the bureau. Work continued with Multnomah County, business, and business leaders on developing benchmarks to measure service results.
- We began the process of developing a city-wide system for quality improvement including the provision of customer service training and the appointment of joint labor and management committees for each bureau charged with identifying ways to improve and reduce the cost of service.
- We started employee empowerment programs foremost of which was the new employee suggestion program (ESP) that recognizes and rewards employees for realistic ideas about changing the way we do business.
- We also continued the innovations fund that provides loans to bureaus to assist in implementing projects that save money and increase productivity.
- The City completed a cost-benefit analysis for the development of a city wide geographical information system (GIS) and we are working toward a plan for providing computer services in the most cost effective manner.

In FY 1995-96 we also saw some organizational changes.

- The Metropolitan Arts Commission left the City's organization becoming an independent, non-profit organization called the Regional Arts and Culture Commission.
- The Portland Development Commission continued its right sizing effort, becoming an organization that can be sustained in the future.
- The Office of Transportation completed phase 1 of its Design 98 Study, an effort to become more efficient and to address a projected future financial shortfall.
- The Bureau of Housing and Community Development is busy phasing in an open competitive allocation process for selecting program providers.
- The Bureau of Water completed work on a system for competitively bidding against the private sector for capital water main projects.

We opened a new centralized information and referral service within the Office of Neighborhood Associations to make it easier for our citizens to communicate with the city get answers to questions. The ombudsman service will also continue to be provided out of my office. A new Public Utility Review Board was formed to increase citizen participation and oversight of our water, sewer, drainage, and solid waste service areas. The Office of the City Auditor also continues its performance auditing function directed toward independently assessing city services.

Next year we will continue and expand these efforts. We know that we have a long ways to go in restoring your confidence in your city government. But, I think these initiatives attest to the fact that we are taking the job seriously and that we want to show clear results.

ECONOMIC VITALITY

Portland's vantage point in relation to the Pacific Rim, its network of national and international transportation links, and its ability to attract a highly skilled work force has placed it in an excellent position to successfully compete in what is increasingly a global market. *Prosperous Portland* lays out a framework, a multitude of initiatives, for insuring that we continue to have a viable economic future. The budget continues support for a variety of functions that will be necessary to ensure that future:

- Over \$1 million in General Fund support is provided for PDC economic development, business retention, and job development programs.
- Council has reserved \$315,000 in savings from the refinancing of the Airport Way tax increment bonds for use as a Economic Development Loan Fund.
- \$50,000 is provided to increase support for business districts throughout the community.

PDC will continue to be the lead agency guiding the implementation of *Prosperous Portland*. The City has also acknowledged the importance of increasing business opportunities for minority and women owned businesses within our community. In FY 1994-95 we developed new purchasing procedures and policies that insure that every opportunity is made to issue contracts to MBE/WBE businesses. We initiated a Crosan Study to assess how we have done in the past and what our targets should be in the future. In FY 1995-96, \$161,351 is provided to continue and monitor these efforts.

MANAGE GROWTH AND LIVABILITY

The 2040 Study recently completed by the Metropolitan Service District projects that an additional 500,000 people will move to this area over the next two decades. 100,000 of those people will become Portland residents. We face the very real challenge of not just providing jobs for those newcomers but also a place to live. Building a good infrastructure and planning ahead

will be absolutely critical if we are to maintain the high quality of living that we enjoy as this growth occurs. We need to face growth head on, using our land and resources as wisely as we can. We need to be good stewards of our city and strengthen the neighborhoods we love. We don't want the traffic congestion, environmental problems, or poorly designed housing that often accompany rapid growth.

In FY 1994-95 the Council initiated many actions to address these concerns. The Livable City Housing Task Force was formed to develop a comprehensive housing plan to address expected future growth. For FY 1995-96, a total of \$600,000 in General Fund support has been allocated for this effort. We also developed the Housing Investment Fund which will total \$4 million in FY 1995-96. The fund will provide direct funding and loans for projects that address the goal of developing new and affordable units of housing for all income levels.

The Council has committed \$4.8 million over the next three years to support the development of property in the Union Station Area as part of the proposed River District Development Project. The project will leverage significant investments from the federal government and the private sector. An estimated 600 units of new housing will be created for all income levels.

These new initiatives are in addition to the \$10.6 million within the Housing and Community Development Bureau that will go to providing a variety of housing assistance for households below 80% of median income. The City will also continue its community planning program with the completion of the SE Community Plan. The Southwest Community Plan was initiated in FY 1994-95 and get into full swing during the next fiscal year. The Inner Southeast Community Plan will be initiated in January 1966, six months earlier than originally anticipated. Additional dollars were provided to the Planning Bureau to intensify its community planning efforts.

It is clear from the many new and exciting initiatives underway that this budget is focused on the achievement of goals developed in partnership with you. We are working hard to meet your needs and to preserve the quality of life in Portland that we enjoy today and all desire for the future.

Let me now briefly turn to some of the financial aspects of the budget, our utility rates, our financial investments, and our overall fiscal picture.

UTILITY RATES

The City's utilities face significant future challenges that will continue to apply pressure for increasing rates. The Bureau of Environmental Services is completing the sewering of East Portland and has implemented its Combined Sewer Overflow Management Plan, a plan that will require nearly \$500 million in capital investment. The Bureau of Water has taken the lead on a regional study designed to meet the future water needs of the region. Both bureaus continue to face costly Federal mandates that must be fulfilled to protect the environment.

It is because of these continuing challenges, the increasing complexity of the issues, and the concerns that we have heard from the public that we formed the new Utility Review Team two years ago. It is also why we took another step this year by forming the new Public Utility Review Board, composed of citizens from throughout the City. Because of the combined efforts of these groups and the utility bureaus, we have successfully contained the pressure to increase rates. We recognize that although our utility rates continue to be at a competitive level, they represent a significant percentage of median household income.

Sewer and drainage rates will increase next year for the average residential household. Originally, the rate increase was proposed at 13%. Through a variety of cost reductions identified while working with the Utility Review Board, the rate increase was lowered to 12.5%. While similar growth is projected over the next four years, the Bureau of Environmental Services is facing significant challenges that may alter that course. A study recently completed points to the need to significantly improve the maintenance of our drainage system. The Combined Sewer Overflow (CSO) program has a long way to go before completion. The bureau is continuing to do everything possible to contain the rate of growth, including being one of the first bureaus to go through the CORE review process.

The Water Bureau, working with the Utility Review Board, trimmed its rate increase prior to finalizing its budget request. Initially proposed at 6.7%, the rate increase was lowered to 3.4% through a variety of cost reductions.

The Public Utility Review Board is presently reviewing rates for both utilities. They are also at Council's request reviewing the sewer disconnect program. A decision to continue or alter that program will be made by the Council prior to finalization of the budget in June.

CAPITAL INVESTMENTS

The city continues to face many critical and long-range challenges in preserving and expanding its capital assets. Over this two year budget cycle we have made a lot of head way in meeting those challenges. Money has been set-aside to complete restoration of two police precincts and to build a new outer East Police Precinct. We also have developed a financial plan for the renovation of City Hall, a mandatory project to meet safety and seismic code requirements.

The voters also approved a levy in support of general obligation bonds totaling \$58 million to address the capital requirements of our park and recreation facilities. These and the City's continuing capital improvement program will go a long ways toward dealing with our capital liabilities.

OVERALL FINANCIAL PICTURE

This City has a long-standing tradition of sound financial management. All decisions are made in the context of five year financial plans. Council has consistently used clear financial policies in managing the city's resources, including ensuring that adequate reserves are maintained to deal with future uncertainties and emergencies. These practices are in large part why the City has maintained a Aaa bond rating, the highest that is given by Moody's rating agency. It is also why *Financial World* magazine rated the city the third best financially managed city in the United States for the fourth consecutive time.

In keeping with this tradition, the General Fund budget has been developed by using a five year financial plan. In developing that plan we applied some rules:

- First, in allocating new resources, the budget needed to remain balanced over the next five years, the length of our financial planning period.
- A second rule applied was that our General Fund reserve had to be maintained at the Council directed 10% level to guard against future economic downturns and to deal with any uncertainties that develop in the future.
- A third rule was that one-time resources would continue to be used for one-time purposes thereby ensuring that we can continue ongoing service levels in the future.

Having applied these rules, we then set about developing a long-range plan addressing community priorities. Because of a continuing healthy local economy, higher than expected property value growth, and a larger beginning fund balance, \$8.5 million was available for new projects and programs, of which \$4.8 was one-time and \$3.7 was recurring. The long-range financial plan that was crafted allocated these resources to some important and necessary projects that I have already discussed.

While I am confident that the budget as put forth represents a practical and realistic approach to the next five years, I also know that we will face many challenges. While the 1995 Legislature did not take action to place a limit on residential assessed value growth, it is possible that an initiative petition will place this on the ballot at some future time. Such action will require us to re-cast the five year financial plan and will make it difficult to move forward with many of these new initiatives while at the same time maintaining existing service levels. The Legislature also failed to take action on a gas tax increase that the City felt was critical to providing adequate levels of service in the future. The failure of a gas tax increase places the future of adequate Transportation funding in further jeopardy. There is also the continued likelihood of initiative petitions being filed placing measures on the ballot affecting how the city provides and pays for service delivery. The city will also face the outcome of bargaining with its unions.

BUDGET SUMMARY

The net budget for the coming year totals \$1.15 billion representing a 6.36% increase over the prior year. It will support a wide-ranging array of services, The city cares for 9,600 acres of land in its park system, and 3,577 miles of roadway. We provide service to 125,000 sewer connects and maintain 1,700 miles of water lines. The city has 45,000 street lights that must be kept in good repair. Your Police Bureau responds to a quarter of a million calls for help each year, and your Fire Bureau to nearly 48,000 emergencies annually. In addition to these services the city also provides housing assistance, job development, and planning services.

The City's annexation program is nearly complete. Last fiscal year we added 22,500 additional residents to the City. However we have achieved growth while becoming more efficient. Our per capita cost have remained relatively flat, and growth in positions has lagged growth in service area and population.

CONCLUSION

As I said last year this budget was shaped by citizens. The two year budget was developed with a focus on the goals and priorities defined through a dialogue between the Council and the community. This second year of the two year budget, has updated our plans by allocating additional resources and dealing with interim changes. Those resources and changes were made with your goals in mind. In addition to actions already put in place within the budget, these changes will enable the city to make significant advances in meeting its capital liabilities and in developing housing to meet existing and future needs of our residents.

With Warm Regards,

VERA KATZ, MAYOR CITY OF PORTLAND

PORTLAND: The City & Its Budget

Portland's budget document is a reflection of City policies, goals, and priorities. Seeing how revenues are collected and spent, readers of the budget are actually watching policy at work. The two year budget is the City's long range financial plan and 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: to maintain and enhance the high quality of life enjoyed by Portland residents.

The budget process begins and ends with a policy orientation. The City's strategic plan, Portland Future Focus, provides an overall road map not just for the City but also for its neighbor governments. It helps ensure that budgetary decisions are consistent with Portland's future vision. At the outset of the bi-annual budget process, the City Council along with City managers convene for purposes of reviewing overall goals and establishing priorities for the forthcoming budget process. As part of this step the Council conducts an extensive public information and survey process to obtain direct public input on city service priorities. The information derived from this process is used to finalize the Council's goals, priorities, and action plan for the next two year budget cycle. Council then holds work sessions with the City's key bureaus for purposes of further discussing short and long-term issues that need to be addressed in the budget process. The City's major service areas also present five year financial plans to assist the Council in weighing short-term decisions against longrange requirements. The combination of these efforts to establish goals and priorities, to explore issues, and to contemplate long-range financial plans enables the Council to provide direction to the City's major bureaus prior to the submission of formal budget requests. This up front planning ensures that the each year's budget responds to council priorities not just for that specific year, but also in the long-term.

This section of the FY1995-1996 budget document provides the reader with general information on the City of Portland, its demographics as well as its management systems. The information will aid the reader in understanding the environment in which decisions are reached during the budget process. It will also assist the reader in examining other sections of this budget document.

1. City of Portland Characteristics

The City of Portland, with a population of 495,483, comprises an area of approximately 147 square miles in northwestern Oregon. Located astride the Willamette River at the confluence with the Columbia River, Portland is the center of commerce, industry, transportation, finance, and services for an immediate metropolitan area with a population of 1.36 million. Portland is the county seat of Multnomah County, the largest city in Oregon, and the second largest city in the Pacific Northwest.

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 100 miles to the west, and the forested Cascade Mountains to the east. Among those 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. On a clear day, Mt. St. Helens, an active volcano, is visible from the City.

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, therefore, 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.

Portland International Airport (PDX) is the fastest growing major airport on the West Coast. To ensure that PDX keeps pace with growth into the next century, more than \$100 million has recently been invested in improving and expanding airport facilities.

Portland's economy has slowly diversified over the 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, Wacker, and LSI Logic have already established major facilities in the region. And recently, there have been reports of two, possibly three large, semiconductor manufacturers, including Fujitsu, that are interested in locating billion facilities in Multnomah County. Tektronix, Nike, Boeing, Kaiser Permanente and Fred Meyer, Inc. are just a few of the other major employers in the Portland Metropolitan area.

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

The Tri-County Metropolitan Transportation District (Tri-Met) provides bus service throughout the metropolitan area. The nationally recognized "MAX", Tri-Met's light rail system running on a 15-mile line between downtown Portland and the City of Gresham (to the east) has been profitably operated since 1986. Construction is well underway on the expansion of the light rail system to serve the western end of the metropolitan area. Plans for the north/south extension are also being developed.

Because Portland is Oregon's largest city and the center of business and transportation routes in the state, it also attracts many tourist and business visitors. A major symphony, the Rose Festival, art and historical museums, the Oregon Museum of Science and Industry, Western Forestry Center, Japanese Garden, International Rose Garden and the Washington Park Zoo are only a few of Portland's cultural and recreational attractions. The city also hosts the Portland Trail Blazers of the National Basketball Association, as well as a professional hockey and baseball teams. The City's new arena, the Rose Garden, a private and public sector joint venture, is scheduled for opening in October 1995. The Classical Chinese Garden in the City's Old Town/China Town area is planned to be opened in 1997-98 which integrates areas for community activities and art exhibits through authentic Chinese design.

Portland State University, one of the three large universities in Oregon, is located on a campus encompassing an area of 26 blocks adjacent to the downtown business and commercial district. Additionally, there are four independent colleges, three community colleges, and three church affiliated colleges in Portland.

These attributes plus its clean water and air, cultural diversity, architectural beauty and the relative ease of getting around continue to make Portland a popular, livable city. The City of Portland is consistently rated as one of the best cities in the United States in which to live and do business. In 1990, Newsweek described Portland as "one of the ten hottest cities in the United States." Parenting Magazine rated the City as one of the top ten cities in which to raise children. 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 amongst 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 thirteen years the City has received the Certificate of Achievement for

Financial Reporting and for the past six years has received the Distinguished Budget Award from the Government Finance Officers Association.

2. 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, rare in cities as large as Portland.

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.

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

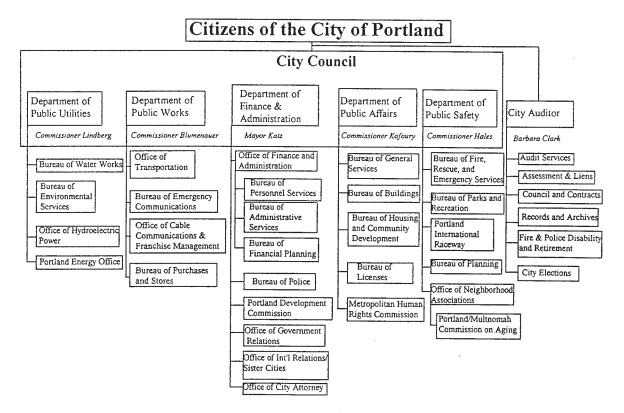


Figure 1/City Organizational Chart

The Mayor is the formal representative of the City, responsible for assigning each of the four commissioners to 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 on Figure 1.

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 also responsible for conducting financial and performance audits of City bureaus and their functions. In addition, the Auditor's Office also 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 State Constitution and state law (the Oregon Revised Statutes). Ordinances are passed by a simple majority vote, three of the five Council members.

3. City Trends

Figure 2, Trends and Ten Year Comparisons, provides information on some trends of importance to City residents and management of the City. 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 tremendous growth. The area served has increased by 17% with residents served increasing by nearly 31%. Projections indicate that over the next two decades the Portland Metropolitan area can expect 500,000 new residents.
- ☐ Improved Efficiency. Although the overall number of employees has increased by 24% over the last ten years, this growth rate has not kept pace with growth in the service area and population. When measured on a "per 1000" population basis, positions have actually declined by slightly over 5% over the last ten years. In effect the organization has become more efficient as the City has experienced growth.
- Improved Financial Condition. Budget growth has been fueled by a strong regional economy, an expanding service area and improved property values. When adjusted for inflation, the budget has grown just over 13% over the last ten years. However, as a result of the tax limitation measure passed by the voters in 1990, the percent of the budget supported by property taxes has increased by only 4%. Because no sales tax is assessed either at the state or local level, this trend means that the City is becoming more reliant on other revenue sources, such as fees for service, business income tax, utility franchise fees, and lodging taxes.

On the economic front, trends continue to be favorable and stable. Over the last year, per capita income has increased by 4%. Unemployment has declined over the past year, from 4.6% in July 1994 to an estimated 4.0% for July 1995.

City of Portland - Trends

	July 1994	July 1995 (est.)	Change	% Change
Per Capita Income	\$21,783	\$22,608	+\$826	3.8%
Unemployment	4.6%	4.0%	-0.6%	-13.0%
CPI (Jan 94-Jan 95)	2.9%	2.7%	-0.2%	· -6.9%
Population	495,090	498,160	+3,070	0.6%
Square Miles	146.6	147.1	+0.5	0.3%
Assessed Value	\$25.04 B	\$26.79 B	+\$1.75 B	6.8%
Total Net Budget	\$1,083,721,604	\$1,152,619,861	\$68,898,257	6.0%

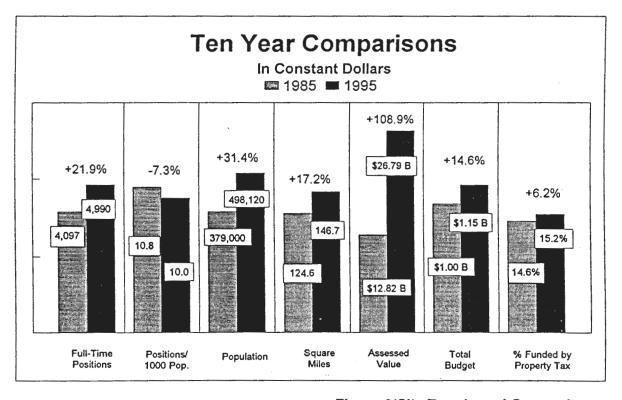


Figure 2/City Trends and Comparisons

B. THE BUDGET PROCESS

1. 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:

☐ To provide standard procedures for preparing, presenting, and administering local budgets and

☐ To 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 providing those services. Citizens involved in the budget process see that the services they require and want are adequately funded. City officials ensure that the annual budget reflects public interest and is 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 compliance of budgets with local budget law.

2. Citizen Involvement Process

As one of the first steps in the City's budget process, the Council meets to re-evaluate goals and priorities. These statements of desired outcomes become the focus of the budget process. Building upon the City's strong commitment to citizen involvement, the Council decided to significantly expand public outreach at the beginning of the FY1995-1996 bi-annual budget process to obtain community input and comment. City residents commented not only on identified goals, but also on what they believed to be the most pressing city-wide and neighborhood service needs. "Your City Your Choice," a public outreach effort, was launched in January of 1994. This effort combined an extensive public survey effort with distribution of a user-friendly pamphlet identifying major long-range service issues. Both the survey and the public information pamphlet were distributed the *Oregonian*, a newspaper reaching most Portland households. In addition, eight community forums were held out in the neighborhoods at community centers and schools. At each forum, the surveys were completed and neighborhood needs were identified through small work groups that included citizens, council members, and city service managers.

In early February, 1994 the Council met in a second planning session to discuss the major themes arising from the survey results and community meetings. Based upon this information, the Council reviewed and modified its goals for the budget process and established an action plan for the achievement of those goals over a two-year horizon. The budget underwent further public review through four additional community hearings. Based upon that testimony, and work sessions held with each city bureau, the Council developed the Approved Budget for the City. As the second year of the two year budget planning process, the FY1995-1996 Budget continues to represent the Council's approach to crafting a budget responsive to those goals. Based upon the success of this process, it is anticipated that it will be repeated for future two-year budget cycles.

In addition to this new 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. The City uses the following systems to insure this high level of citizen involvement:

- Budget Advisory Committees (BACs): The committees are made up of citizens appointed by the Commissioner-in-Charge. These people monitor bureau budgets and operations and identify issues for Council consideration. They are the primary vehicle for active citizen participation. Initiated in 1974 with five BACs, today Portland is served by 25 BACs and a Budget Advisory Coordinating Committee (BACC). The 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 the bi-annual Council budget hearings to present their reports. The BAC's will be activities partners with the Council, bureaus and the public during the City's next two year budget process. Citizens interested in volunteering to serve on a BAC can call the Office of Neighborhood Associations at 823-4519.
- Public Utilities Review Board (PURB). The PURB is an appointed body of 15 interested citizens who will provide independent and representative customer review of water, sewer and solid waste financial plans 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 ratepayers through analysis of financial plans and budgets. As an advisory board, the PURB will have the opportunity to review the City's utility operations. The board meets monthly to assure a comprehensive understanding and assessment off the workings of the utilities.
- □ **Direct Public Testimony.** In addition to participating in the budget advisory committees, citizens have several opportunities to personally testify on bureau budget requests. Specifically, citizens have an opportunity to testify at:
 - Annual Budget Hearings. Normally, the Council holds several days of hearings before the budget is approved where the public can testify on any topic.
 - Tax Supervising and Conservation Commission Hearing. The TSCC holds a public

hearing on the City's budget. Public testimony is allowed during those hearings.

- Adopted Budget Hearing. Testimony is taken at the Council Session for the final approval (adoption) of the budget. This typically occurs in mid to late June.
- Service Efforts and Accomplishments Report. 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, is a public opinion survey for the City overall and for each of the covered service areas. This represents another form of public input used by the Council during the budget process.

Citizens may also contact any Commissioner's office directly to provide input in the budget.

3. The Budget Process Time line and Format

The annual budget schedule is generally published in the Fall of each year. Copies can be obtained by calling the Office of Finance and Administration (823-5288). The following chart outlines the basic budget process and its general time-line. In order to become more efficient and to encourage a long-range perspective, the City is converting 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 an abridged process which Council deliberates and takes public testimony on modifications to the adopted two year budget. In September 1995, Council will start the next full two year budget process for FY1996-98, as depicted on the following page.

MAJOR PHASES OF BUDGET PROCESS

	Planning & Guidelines Bureau Budget Request October-January	First Year of Annual But Council Revie Approva January - A	dget ew and li	First Year of Bi- Annual Budget Final Review and Adoption May - June		cond Year of Bi- Annual Budget view, Approval & Adoption March - June
1. 2.	Budget Manual distributed to Bureaus. Council holds budget planning session: Develops goals and workplan. Reviews General Fund forecast and approves as the Financial Plan. Develops budget guidelines. OF&A calculates target allocations. Bureaus prepare budget requests. OF&A reviews	1. Community and commun budget forum 2. Council revibureau budge requests. 3. Council hear testimony from public, burest advisory communities. Committee. Council maked allocation and Budget and	ews et 2. Som au budget namittees Advisory 3. Sees the ad policy cessary to budget uces the adget	and Conservation Commission reviews the budge and holds public hearing. Council considers updated estimates and makes final decisions for the budget.	2. 3. 3. 4. 5. ae 6.	Bureaus submit Budget modifications Proposed modified second year budget issued to Council. Public Hearings on modified second year budget. Proposed second year budget revised and approved by Council. Tax Supervising and Conservation Commission reviews budget. Council adopts the modified second year budget.
5.	Bureau budget requests and prepares overviews.	preliminary 6. to budget.				

Figure 3/Major Phases of Budget Process

C. COUNCIL PRIORITIES

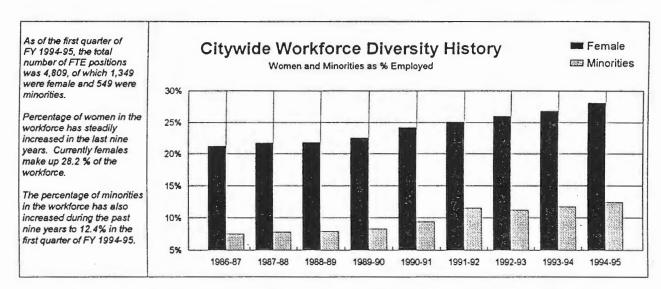
On December 1-2, 1993, the City Council met to set preliminary vision goals for the two-years budget cycle. These goals were discussed in the community at eight public forums held in January 1994. Community input was also collected by means of a scientific survey. The FY1995-1996 budget continued to reflect these vision goals:

	Community input was also collected by means of a scientific survey. The FY1995-1996 budget			
	ued to reflect these vision goals:			
	Credible, Efficient, Responsive, Affordable, and Accessible Delivery of Public Services			
	Decent, Affordable Housing			
	Economic Vitality and Security			
	Healthy Families and Children			
	Financial Stability of City			
	□ Quality Education			
	□ Safe, Peaceful Community			
	□ Well-Planned City with Managed/Balanced Growth			
	p Priority ☐ Continue Transition to Community Policing ☐ Entrepreneurial Government			
	☐ Expanded Programs for Youth			
	☐ Implement Livable Cities			
	□ Neighborhood Based Economic Development			
	□ Neighborhood Based Service Delivery			
Hig	ch Priority			
	□ Domestic Violence Services			
	□ Jobs for At Risk Youth			
	☐ Implement Prosperous Portland			
	☐ Improve, Reorganize the Permit Process			
	☐ Increase Percentage of Home Ownership for Low/Moderate Income			
	☐ Infrastructure "Comp Plan" for General Obligation Bonding			

These goals and initiatives guided the Council as they made budget allocation decisions. They form the basis of the work plan for the fiscal year 1994-1995 and fiscal year 1995-1996.

The Council has also identified workforce diversity and loss control as areas of emphasis and priority.

Workforce Diversity. The Council has directed that all City organizations seek to develop a workforce reflecting the rich cultural diversity of Portland as a community. Figure 4 shows that both women and minority representation as a percent of total city employment has had a slow but steady growth since FY1986-87. In spite of this progress, minority representation currently exceeds market representation in only the para-professional category. Currently, the number of women in the City's workforce match or exceeds market availability in para-professional, administrative support and protective services classes. Last year, women matched or exceeded marketability in only two categories. A significant increase in women in protective services is due to the Police Bureau's successful recruitment efforts. Improvement for women and minorities is needed in all other classes.



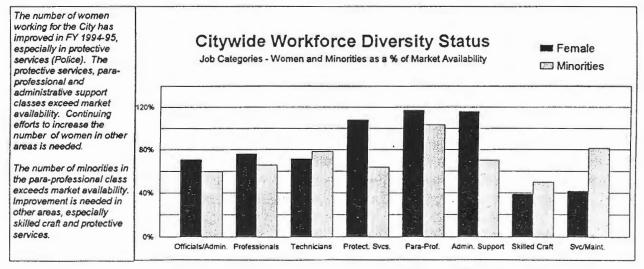
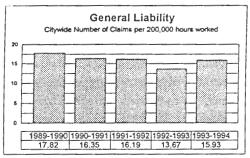
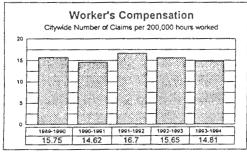


Figure 4/Workforce Diversity Trends

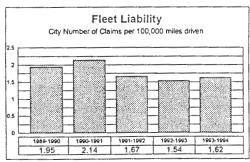
Liability and Worker's Compensation. The City is self-insured for liability and worker's compensation claims. Each year the City budget, including reserves for future claims, totals just over \$23.1 million for this purpose. As a result, any action to reduce these types of liabilities means reduced operating costs for city organizations. That means that resources can be dedicated to other high priority service needs. For this reason, the Council has established loss reduction as a high management priority for the City. The charts on Figure 5 discuss the trends in general liability, worker's compensation and fleet liability.



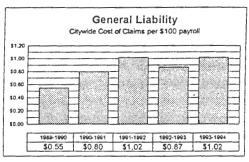
Overall downward trend due to aggressive loss prevention programs. Public Safety claims jumped in '94.



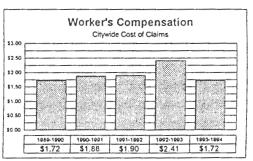
Reveals downward trend, due largely to efforts of Bureau Safety Management Teams, and loss prevention programs.



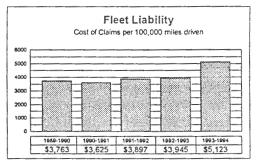
The frequency of claims reveals an overall downward trend. This is due in part to city-wide defensive driving course.



Increased Tort Caps affect the cost of claims. Despite relative downward trend in frequency, costs are increasing.



Statutory scheduled Workers' Compensation benefits have increased approximately 115% over five years.



Again, despite a downward trend in frequency, the cost of claims has increased because of overall increase in claims costs.

Figure 5/City Loss Control Trends

City of Portland, Oregon - FY 1995-96 Adopted Budget

D. BUDGET AND 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 Policy demonstrates City Council's commitment to establishing policies that insure long term stability for the delivery of City services. Work is presently underway to develop a comprehensive human resources policy.

To develop and manage the budget, the City employs the following policies:

General Budget Directions

- 1. Financial Plan
- 2. Council Directives, Guidelines

Finance Policies

- 3. Comprehensive Financial Policy
- 4. Debt Management
- 5. General Reserve
- 6. Compensation
- 7. Bureau Revenue
- 8. Investment
- 9. Interagency Policy
- 10. Local Improvement District Financing Policy

Service Policies

- 11. Community Policing
- 12. Light Rail
- 13. Water Plan
- 14. Environmental Services Plan
- 15. Prosperous Portland, Economic Development Policy
- 16. Art 2000+ Plan
- 17. Comprehensive Housing Affordability Strategy (CHAS)
- 18. Future Focus
- 19. Portland Multnomah County Benchmarks

Together, these policies form the foundation for the City's bi-annual budget. What follows is a brief description of these policies and how they apply to the budget. Copies of the financial policies are available from the Office of Finance and Administration.

GENERAL BUDGET DIRECTIONS

1. Financial Plan

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 not only the General Fund but also for the City's other major operating funds: Transportation, Water, Sewer, and Buildings. These financial plans provide the Council with a long-range glimpse 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 priority achievements which provide guidance in the development of annual budget requests.

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. It also:

identifies the shortfall or excess money expected for the forthcoming fiscal year.
identifies the necessary "set-asides" to cover fund-level needs for service, capital, and compensation increases.
establishes funding targets for City bureaus.
Because of its significance, the General Fund Forecast is discussed in greater detail within the "Overview" section of this budget document.

2. Budget Guidelines and Council Directives

Shortly after issuance of the Financial Forecast each year, Budget guidelines are issued. This document provides 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:

a) 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 versus 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, citizen budget advisor committees, and the Council.

b) 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.

Examples:

- a requirement for bureaus to clearly identify the criteria, priorities, and guidelines used in developing budget requests.
- 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.
- requiring the submission of trend information in the areas of insurance claims and affirmative action.

The above is a brief description of the directives approved by the Council to guide the preparation of budget requests and decisions relative to balancing the budget.

FINANCE POLICIES

- 3. <u>Comprehensive Financial Policy</u> 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, as well as treasury and debt management.
- 4. <u>Debt Management Policy</u> The Council first adopted a Debt Management Policy in 1984. The policy is directed toward maintaining the City's Aaa (triple A) bond rating, 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 the 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 fiscal year.

5. 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 will reaffirm this policy through the adoption of the General Fund Financial Forecast and the annual budget.

The Council has successfully developed a General Fund cash reserve which is estimated to total \$30.1 million by the end of FY1995-1996, about \$3.9 million greater than 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 countercyclical reserve is intended to provide the City with a two year period to adjust to slow-downs resulting from economic recession. The excess reserves will be transferred over the next three years to bring annual urban renewal debt service costs into the General Fund.

- 6. Compensation Policy Over the past four years, the Council has followed a practice of limiting total annual compensation (wages, salaries, and benefits) to the growth in the Portland Consumer Price Index (CPI). 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.
- 7. Revenue Policy Approved as part of the Comprehensive Financial Policy document, this policy outlines responsibilities for collecting and monitoring revenues. "Discretionary" resources was redefined. Guidelines were set up that make 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.
- 8. <u>Investment Policy</u> For over a decade, the City has had a policy governing how cash from its various funds is invested. All estimates of fund-level interest earnings have been developed in compliance with that policy.
- 9. <u>Interagency Policy</u> In existence for over four years, this policy provides guidelines for setting service rates between City agencies, establishing billing procedures and the resolution of disputes. Interagency services include printing, vehicle usage, communications, insurance, computer, and facility services. The policy has been applied in developing the FY 1995-96 budget.
- 10. <u>Local Improvement District Financing Policy</u> Approved by the Council in May of 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. During the next year, these and other policies will be consolidated into a Comprehensive Financial Policy document.

SERVICE POLICIES

The Council has also adopted numerous policies governing the provision of specific services by the City. Examples of such policies include the following:

- 11. <u>Community Policing</u> Resolution 34670, approved by Council on January 26, 1990, adopted a 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 the addition of 200 positions in order 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.
- 12. 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 to the East of Portland. Work is presently underway on a West-side rail line. Planning is also underway for a future North-South line. A vintage trolley system is also in operation, with plans under development for its expansion. The 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.
- 13. <u>Regional Water Plan</u> This new policy directs the Portland Water Bureau to lead regional planning efforts relative to future water supply requirements of the City. In February of 1992, the Water Bureau in coordination with other water providers in the metropolitan area, completed a series of studies which analyzed the potential demand for water in the region. The next step is the development of a comprehensive integrated water supply plan for the region. This plan

provides guidance to the Water Bureau in completing long-term capital and financial plans.

- **14.** Environmental Services Policy The FY 1995-96 Budget for the Bureau of Environmental Services reflects a number of policies:
 - Water Act, associated federal and state regulations, and the City's Clean River Program. Like other cities, Portland is facing regulatory requirements that call for increasing water quality protection through the control of pollution at its source. Substantial investments are needed in sewer collection and treatment systems. Investment of this nature will include programs to monitor and manage stormwater, combined sewer overflows (CSO), and industrial waste. It is estimated that compliance with just the CSO abatement mandate will cost approximately \$700 million over the next 15 to 20 years. The FY 1995-96 Budget addresses these issues by increasing the emphasis on pollution prevention, water quality analytical services within the Industrial Waste program, and drainage systems maintenance.
 - b) Solid Waste. The Council adopted Ordinance 162497 on September 26, 1990 which directed the Bureau of Environmental Services to establish garbage collection districts, expand neighborhood-based recycling programs, and to assess a garbage collection franchise fee. The FY 1994-96 budget supports the continuation of this district system as well as a full recycling program.
- 15. <u>Prosperous Portland</u>. The City's economic development policy was adopted in FY 1994-1995 and represents an integrated set of policies relating to the City's economic development and workforce development strategies and efforts.
- 16. Arts Plan 2000+ Presented to Council in July of 1991, this Plan culminated an eighteen-month planning process launched by the City of Portland, the Metropolitan Service District, 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 Cultural Commission.
- 17. Comprehensive Housing Affordability Strategy (CHAS). In November of 1991 the City of Portland, Multnomah County, and the City of Gresham jointly adopted a resolution adopting a county-wide Comprehensive Housing Affordability Strategy. The plan outlines a five year workplan on housing needs and strategies and sets goals for addressing those needs. Action plans will improve housing capacity, coordinate county-wide housing programs, stabilize funding for the homeless, and increase housing for low-income and special needs groups. Primary

City of Portland, Oregon - FY 1995-96 Adopted Budget

funding for these programs will come from the participant jurisdictions' Federal Housing and Community Development Block grant entitlement as well as an anticipated additional entitlement from the new HOME Investment partnership program.

- 18. Portland Future Focus. In August of 1991 the City issued its first community strategic plan called: Portland Future Focus. It is 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 leading to the completion of the plan was led by a Policy Committee of 55 citizens including representatives for the city, business, neighborhoods, education, neighboring governments and other interests. The future goals contained within document are directed at achieving a future vision for Portland. They provide a filter against which to gauge decisions including those considered during the annual budget process.
- 19. 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 Future Focus and other community strategic plans. These benchmarks provide another tool for elected and community leaders to use in guiding future actions. In January of 1995 the first annual report was issued on the adopted benchmarks. In future years this will be an important document for use by the Council in establishing goals and priorities for the budget process.

E. THE CITY'S FINANCIAL STRUCTURE

1. 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 spending detail for each fund are included within the appropriate Service Area section of this document. For example, all Water bureau-related funds are found in the Utilities Service Area section. General Fund summaries are found in the Financial Summaries section of Volume I.

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, Police, Parks, Community Development, and others.

Other Operating Funds These funds support agencies such as Emergency Communications, Transportation, and Buildings. Funds such as Water are commonly referred to as "Enterprise" funds because they are self-supporting. Others, such as Building and Transportation receive ongoing General Fund subsidies.
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.
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. They are also received from rates and other recurring sources of income to the City.
Federal 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 which supports retirement of police and fire personnel. Revenues are received from a property tax levy authorized by Portland voters in 1940.
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 fund 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 exists.

City of Portland, Oregon - FY 1995-96 Adopted Budget

Portland Development Commission -- The Portland Development Commission (PDC) is the City of Portland's urban renewal, economic development and housing rehabilitation agency. It is an autonomous organization that interacts with various City programs. Revenue for PDC is generated through tax increment financing. Details on PDC's budget are located in Volume 2 of the budget.

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 1995-96 Budget includes a transfer from the General Fund to the Transportation Fund in support the operations and maintenance of street lighting program. Transfers between funds result in the budgeting of the dollars in both participating funds.

2. 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.

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. That means 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 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 report, required by state statute, is prepared in accordance with Generally Accepted Accounting Principals (GAAP). It reconciles differences between the "budgeting basis" - as presented in the annual Adopted Budget - and the modified accrual method used in the preparation of the Financial Report.

The City has received the Government Finance Officers (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past nine 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 insure quality, full-disclosure accounting and reporting systems within the public sector.

Independent Audit Requirements

The annual Financial Report of the City is prepared in accordance with Oregon sate law. It requires that an annual audit of the fiscal affairs of the City be performed by an independent auditor. Audits are performed 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.

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 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 acknowledging of revenues. Property tax revenues are acknowledged within the budget for ninety 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

The Council maintains oversight of the City's financial condition through three formal reviews

City of Portland, Oregon - FY 1995-96 Adopted Budget

of the annual budget. At the beginning of the fiscal year, bureaus identify their expected pattern of expenses and revenues, where applicable. The review also includes "performance level" projections for each City program. Comparisons between the projected and actual expenditures, as well as performance, are done three times per year by the Bureau of Financial Planning, then reported to Council. At that time a status report is also prepared for the management workplan which includes Council's priority work initiatives.

Adjustments to bureau budgets must occur during one of these tri-mester reporting processes, or if legally necessary, according to State Budget Law, through a Supplemental Budget process, which typically occurs twice a year in the spring and fall. This requirement allows the Council to closely review the City-wide impact of budget adjustments on a tri-mester basis. It also ensures that the Council's directives are being followed.

The City also has an automated system for monitoring the financial condition of its General Fund. A <u>Financial Outlook</u> report is issued at the end of each accounting period or thirteen times per year. The report provides Council, city 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.

ACCOUNT: The classification of appropriation by type of expenditure (see Line Item).

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 5:** A property tax limitation measure passed by Oregon voters on November 6, 1990, limiting the consolidated tax rate for non-educational local governments to \$10 per \$1,000 assessed value effective July 1, 1991.
- **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 to review the Mayor's Proposed Budget and to determine the approved 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 issues that the Council has determined require further study or analyses.

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 which the City operates from during the fiscal year, until revised by the Budget Monitoring Process.
- **REVISED BUDGET:** The budget, as amended by ordinances adopted by Council, through Accounting Period 6, which annually ends in mid-December.
- 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 services 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.
- **BUREAU OF FINANCIAL PLANNING:** 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.
- **CAPITAL BUDGET:** The expenditures scheduled for the first year of the 5-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 requires 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 each bureau submitting a capital budget, and a member of the BACC. 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 a schedule for completion.
- CAPITAL OUTLAY: A major object category which includes expenditures for 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.
- COMPENSATION PLAN: The document which lists all position classifications in the City, their classification number and the rate of pay authorized for each position. The document is updated quarterly by the Bureau of Personnel and adopted annually by the City Council.
- **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 their purchase must request appropriation for the contract and identify the source of funds (i.e., the operating fund, grant, etc.)
- CURRENT SERVICE LEVEL (CSL): The cost of providing the same services in the upcoming fiscal year as the bureau provides in the current year.
- **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 support one service or activity (such as a categorical grant, contract or bureau specific revenue.)
- **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.
- **EXPENDITURE:** The actual outlay of or obligation to pay cash. This does not include encumbrances.
- 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.
- **FULL-TIME POSITION:** A position with a minimum work week of 36 hours on an ongoing basis and specifically authorized by number and classification in the annual budget. It only includes regular full-time positions (not limited-term positions).

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 more than one fund. In addition to the General Fund other types of funds include operating, debt service, revenue, construction retirement, working capital, federal, and City agency and trust. The definition of purposes, services and other restriction 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 from specific purpose which receive revenues such as gifts or bequest to the City. A variety of these small accounts currently exist.
- CONSTRUCTION FUNDS: These funds account for major construction projects such as sewer and Local Improvement District improvements. Revenues are received when the City issues bonds and notes for capital projects, or from property owners in the case of the LID fund.
- FEDERAL FUNDS: These funds account for grant revenues received from the Federal Government, such as Housing and 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, Solid Waste, 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 and the Offices of the Mayor and City Council, Auditor, Finance and Administration, General Services, Attorney, Neighborhood Associations, Energy, and Cable.
- INTERNAL SERVICE FUNDS: Internal Service funds sell central services such as fleet and

printing to other bureaus and agencies. They operate solely on revenues received from the agencies using their services.

- OTHER OPERATING FUNDS: The funds support agencies which do not receive General Fund support. Exceptions include the Transportation and Buildings Funds, which receive support for some programs in a cash transfer from the General Fund. Often referred to as enterprise funds, these funds operate based on revenue received from the services they provide. The Transportation-related agencies' primary sources of revenue are gas tax receipts. Water and Sewer rates support those agencies.
- PORTLAND DEVELOPMENT COMMISSION (PDC): The Portland Development Commission is the City of Portland's urban renewal, economic development and housing rehabilitation agency.
- 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.

GOVERNMENT FINANCE OFFICERS ASSOCIATION DISTINGUISHED BUDGET AWARD: Highest form of recognition in governmental budgeting. It's attainment represents a significant accomplishment by the management 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.

GRANTS: "Grant" is a generic term which means financial assistance received from either State, Federal, or foundation sources.

"Federal Financial Assistance" means 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.

INDIRECT COSTS: The general central overhead costs (e.g., payroll, accounts payable, and City Attorney) necessary for the operation of the grant, but which cannot be directly attributable to a specific grant. These cost are computed using the consolidated City-wide Cost Allocation Plan. The bureau administering the grant does not budget these funds, as they do not have use or

- control of the funds. Indirect costs are billed to the grant provider, and therefore are additional revenues to the operating fund to cover some of the costs of City-wide operations.
- **INTEGRATED BUSINESS INFORMATION SYSTEM (IBIS):** The City's computerized accounting, budgetary, human resources, and purchasing system.
- **INTERAGENCY SERVICE 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: Funds within the City which exist to provide services to other City bureaus. These services include: fleet, communications, printing/distribution, and facilities management as well as insurance and risk management, and computer services.
- **JOB SHARE POSITION:** A budgeted full-time position shared by two people, who combined, work a total of at least 36 hours per week. A job share position is counted as one full-time position.
- **LIMITED-TERM POSITION:** A position, budgeted in Account 512000 Part-Time, which has a specified ending date in the authorization.
- LINE ITEM: A classification of appropriation by type of expenditure. Line Items are detail accounts within Major Object Codes. (see Account, 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, Line Item)
- MAJOR SUPPLEMENT BUDGET: The traditional mid-year 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 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.
- MATCH: The appropriation and expenditure of City resources as a necessary condition for award

of a grant, budgeted in line item 528000 Local Match Payments.

MINOR SUPPLEMENTAL BUDGET: A process enacted by the 1991 Oregon Legislature which may be used when the estimated expenditures in the supplemental budget do not exceed 10% of the total of the fund being adjusted.

All requirements of a Major Supplemental Budget process must be followed (advertising, hearing, etc.) with the exception that a Tax Supervising and Conservation Commission hearing is not required.

MISSION: A statement of an organization's overall purpose.

- **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:** The appropriation unit with responsibility for planning and administering the budget process for the City (includes the Bureau of Financial Planning).
- **ONE-TIME EXPENDITURES:** These are expenditures for one-time projects. After the project is completed, expenditures are terminated and are not considered part of normal operating costs.
- **OVERHEAD:** An amount assessed, usually at the fund level, to support administrative and other services.
- **PACKAGE:** A group of expenditures which an appropriation unit requests for a specific service and related activities. The package request will provide justification and description of services to be provided, activities, personnel and dollar requirements (i.e., add package).
- **PART-TIME POSITION:** A position for less than 36 hours per week and has no full-time position authority. A part-time position will fit into one of the following categories:
 - Part-Time, Permanent Position: A position budgeted for less that 36 hours per week for a total of less that 860 hours per year
 - Part-Time, Temporary Position: A position budgeted for less that 36 hours per week for a total of less than 860 hours per year. The incumbent is *not* Civil Service certified.
 - Part-Time, Seasonal: A position necessary to meet seasonal peak workloads, emergency workloads of limited duration, necessary vacation relief and other situations involving fluctuating staff requirements; budgeted for minimum of 36 hours per week, but less that 860

hours per year.

- **PERFORMANCE MEASURE**: An indicator which measures the degree of accomplishment of an objective. The major types are:
- **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 <u>result</u> or <u>objective</u>: the ratio of actual to planned accomplishment of a specific objective.
- EFFICIENCY MEASURE: The extent to which the <u>process</u> 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 UTILITY REVIEW BOARD:** An appointed body of 15 citizens who will provide independent and representative customer review of water, sewer, and solid waste financial plans and rates. They operate in a advisory capacity to 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 AU, or bureau's, budget.
- PROSPEROUS PORTLAND: The City's Economic Development Plan.
- **PROVIDER BUREAU:** A bureau of the City which, through an interagency agreement, either

provides specific services to or purchases equipment on behalf of another bureau of the City.

- 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-terms (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; and
 - All other facilities over \$10,000 projected value, including buildings, structures or equipment incidental to the direct operation of significant facilities listed above.
- **RECEIVER BUREAU:** A bureau of the City receiving, through an interagency agreement, specific services or equipment from another bureau of the City. The receiver bureau pays the provider bureau for the service or equipment.
- **RECURRING EXPENDITURES:** Continuing expenditures which maintain established levels of service (compare to One Time Expenditures).
- **REPLACEMENT EQUIPMENT:** Equipment purchased to be used in place of existing equipment.
- **RESERVES:** Resources set-aside for unanticipated, emergency expenses and downturns in the economy (see Reserve Funds).
- **RESPONSIBILITY UNIT (RU):** Within IBIS, 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.
- **REVISED BUDGET:** The budget, as amended by ordinances adopted by Council, through Accounting Period 6, which annually ends in mid-December.
- **SOURCE FUND**: A fund transferring dollars to another fund (the "destination fund").
- **SPECIAL APPROPRIATION**: Appropriation units organized to make expenditures not included in a specific bureau.
- TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The State-authorized body which reviews the City budget prior to legislative adoption in order to certify compliance with local budget law.



Table of Contents Budget Overview

		Page
A.	Introduction	. 37
B.	City Financial Planning Process	. 41
C.	Continued Impact of Measure 5	. 41
D.	General Fund Financial Forecast	. 43
E.	Five Year General Fund Financial Plan	. 45
F.	Economic Outlook	. 50
G.	Financial Outlooks - Other Funds	. 50
H.	Major City Achievements	. 51
I. 1	Major Budget Decisions	. 56
J . 3	Budget Summary	. 65
K.	Conclusion	. 77



.

A. INTRODUCTION

This budget continues an aggressive record of success and change within the City. During FY 1994-95 many significant changes have been initiated or completed including:

Implementation of a \$58.8 million voter approved capital improvement program for the city's park and recreation facilities.
Convening of a the Livable City Housing Council to develop a plan for the creation of 50,000 new housing units over the next two decades to meet projected population growth and to administer the newly created Housing Investment Fund.
Initiation of the River District Development with a \$4.8 million commitment for the first phase consisting of infrastructure and housing development in the Union Station area over the next three years
Renovation of City Hall and the current SE police precinct and the construction of a new police precinct in Outer East Portland.
Opening of a new Emergency Communications Center and switch over to a new radio system
Implementation of the Homeless Shelter Reconfiguration Plan
Implementation of the Combined Sewer Overflow management plan
Completion of the North Transit Mall Extension
Transition of the Metropolitan Arts Commission to a independent non-profit

These and many other service initiatives are underway to address the long-range needs of the city.

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

As part of this transition to two year budgeting, the Council significantly expanded opportunities for public input. In the Winter of 1994, Council initiated "Your City Your Choice," a community outreach program directed toward identifying needs to be addressed within the budget. A public survey was administered and a series of eight community forums were held during which small groups composed of Council members, city service managers, and the public discussed the needs of the city and their neighborhoods. The information generated from these meetings and the survey were used by the Council in finalizing goals and identifying initiatives for the two year budget process. The FY 1995-96 budget, or the second of the two year budget cycle, continues these goal centered Council initiatives and updates the budget to reflect changing financial conditions.

In addition to long-range service initiatives and changes in the budget process, the City is also in a period of transition with many of its management systems. By the end of FY 1994-95 the City will have fully implemented the new Comprehensive Organization Review and Evaluation process that will result in performance contracts between the Council and its service managers. The City is also continuing efforts to achieve the vision created by Future Focus, the community's strategic plan for enhancing diversity, responding to growth, reducing crime, promoting economic growth, and strengthening community leadership.

The City, in coordination with Multnomah County and business and civic leaders has developed community based benchmarks to measure progress toward achieving the Future Focus vision. Community partnership agreements will be developed to achieve future benchmark targets. Once completed, the benchmarks and the resulting action plans will be an additional tool for the Council to use in establishing budget priorities and for monitoring the performance of services.

In addition to CORE and the benchmarking effort, many other changes will be initiated in city management systems. A new Public Utility Review Board composed of citizens appointed by the Mayor was created to provide oversight for the City's water, sewer, drainage, and solid waste programs. The Board will provide the Council with additional information for making decisions in these areas. Work continues on the development of an integrated, city-wide geographical information system (GIS).

Other new initiatives include the City's Housing and Community Development Program's conversion to a new process for the allocation of funds through a competitive process. A new information referral system was implemented in the City's Office of Neighborhood Associations to improve citizen's access to information on city services. A new employee suggestions program called "ESP" was initiated to encourage and recognize city employees for innovative actions to improve services and save public dollars. Finally, a City wide joint labor and management committee has been developed to identify opportunities for service efficiencies and improvement.

Fueled by a healthy regional economy, additional resources have been identified for allocation within the second year budget. The development of a five year financial plan allocating these resources was the focus of Council budget deliberations for FY 1995-96. As a result of higher property tax revenues and other resource growth, an additional \$8.5 million became available for Council to allocate to priorities consistent with City goals. The financial plan upon which this budget is based allocates \$4.35 million towards the renovation of City Hall and the construction of a new police facility in outer east Portland as well as the substantial renovation and seismic upgrade of the existing Southeast Precinct. These multi-year projects will require the issuance of debt to be repaid over the next seventeen years.

The plan also allocates \$1 million for high priority neighborhood transportation projects. An additional \$2.25 million goes to the newly created Housing Investment Fund, bringing the two year total of the fund to \$4 million. A total of \$710,000 is allocated for development of the Union Station area as part of the River District Plan with additional funding provided for in the Financial Plan over the next two fiscal years. In addition,\$200,000 is allocated for the first of a five year annual allocation to promote cultural tourism in the city. These items were all included in the Mayor's Proposed FY 1995-96 Budget.

Following the issuance of the Mayor's Proposed Budget, the City Council approved some additional adjustments to the FY 1995-96 Budget. These included \$150,000 for the Oregon Historical Society to support an interactive exhibit on the Portland history, \$150,000 for the Planning Bureau to initiate the Inner SE Community Plan six months earlier than originally planned, \$45,000 towards the Planning Bureau's cost in compiling and publishing an Environmental Zone handbook, \$5,000 for ONA's Commission on Aging, and \$5,000 for the Metropolitan Human Relations Commission for an Anti-Bias Conference.

The Adopted Budget increases by a net total of \$15,011,686 over the Proposed Budget. Of this amount, \$8.9 is carryover of appropriation for capital projects which were budgeted in FY 94-95 but not completed within that time frame.

The Adopted Budget also includes two adjustments to budgeted property tax revenue for FY 1995-96. The first is the certification of a \$2.5 million in tax increment levy with an expected actual revenue of \$2.4 million. Based on discussions with the Tax Supervising and Conservation Commission, the City Council decided at a May 10, 1995 session to include a \$2.5 million tax increment levy as part of the FY 1995-96 Budget for use in paying existing urban renewal debt. This collection is contingent upon actual assessed value growth. For purposes of the Adopted Budget, the General Fund transfer to the tax increment debt funds to pay for existing debt is reduced by \$2.4 million and General Fund contingency is increased by \$2.4 million. If assessed value growth is sufficient to generate a tax increment collection within the \$10 local government Measure 5 cap, Council plans to use up to \$2.4 million for programs that house families who

make less than the City's median income.

The second property tax adjustment is an increase of \$3.6 million in the Fire and Police Disability and Retirement levy. This additional amount became necessary following the Oregon Legislature's action in June of 1995 which increased retirement benefits by 9.89% to offset Oregon income taxation of pensions. The Fire and Police Disability and Retirement Fund had been estimating added pension costs of 6.3% and set sufficient funds aside in contingency for this purpose. However, the actual increase was larger than anticipated which required an increase in the FPD&R tax levy over that amount incorporated into the Proposed Budget.

It is extremely doubtful that assessed value growth will be of sufficient magnitude to allow the City of Portland to collect both the tax increment plus the additional FPD&R amount without causing the local government tax rate to rise above the \$10 Measure 5 limit and hence be subject to compression. Final certification and collection will be dependent upon actual assessed value. The first priority will be the full collection of the required FPD&R tax amount. If assessed value growth exceeds 10%, then urban renewal collections will be certified to bring the local government tax rate up to the allowed \$10/\$1,000. Final certification will be adjusted to ensure that the City does not infringe on tax revenues of other local jurisdictions.

The FY 1995-96 budget initiates these and many other Council actions to improve service and to meet community needs as identified through the "Your City Your Choice" and as embodied in the Council's goal statements. This will be accomplished while Bureaus continue to provide a broad range of basic public services to the citizens of Portland. These improvements have in large part been possible because of the City's healthy financial condition, a reflection of a strong economy as well as the consistent application of sound financial policies by the Council.

However, many uncertainties exist that could rapidly change the City's financial condition, requiring modifications of its long-range financial plans and jeopardizing these long-range service efforts. While the 1995 Legislature did not take action to place a limit on residential assessed value growth, it is possible that an initiative petition will place this on the ballot at some future time. It is also possible that a Legislative Special Session called for later this summer may take up the issue again. A limit on assessed value growth would significantly reduce City property tax revenue. Other uncertainties have come in the form of law suits and labor negotiations. A recent voter approved ballot measure requiring employee contributions to public employee retirement systems is being challenged in the courts and will be the focus of future negotiations with the City's represented employees.

To summarize, the FY 1995-96 budget, the second year of the Council's first two year budget process, continues initiatives directed toward the achievement of city goals and the vision created within its strategic plan, Future Focus. Numerous changes underway will continue while as a result of additional resources, new programs will be initiated to meet long-range community needs. The following sections of the overview provide additional information on these service initiatives, the City's financial condition, and the overall budget.

B. CITY FINANCIAL PLANNING PROCESS

As referenced above, this document represents the second year of a two year budget process. That means the focus is on updating the budget in a manner consistent with the revised financial forecasts for the City's major service areas. As a first step in the two year budget process, each major service area of the City prepares long-range, five year, financial plans. These plans, which forecast revenues and requirements by fund over a minimum of five years, identify long-term service and financial issues requiring attention during the budget process. Council reviews these plans during work sessions early in the budget preparation process. At that time, bureau managers are given direction on identified issues which provide guidance in preparing and finalizing budgets. The plans aid the Council by placing decisions in a long-range financial context for purposes of developing the budget. In addition to the General Fund, financial plans are prepared for each of the City's other major funds, including Transportation, Environmental Services, and Water. The two year budget was balanced in a manner consistent with these plans.

For FY 1995-96 or the second year of the two year budget, plans were updated and variations were discussed with the Council. Specifically, resource and expenditure forecasts were updated to include FY 1999-2000, the fifth year of the new five year planning horizon. If forecasts were consistent with the prior financial plan, the Bureaus prepared budgets accordingly. In the case of significant variations in resources or requirements, additional Council direction was obtained in order to incorporate changes into the second year budget.

A summary of these updated plans is included in the following sections of the overview. However, because of its significance to the City's annual budget, the General Fund Financial Plan update is described in greater detail below. This discussion will be preceded by a brief overview of Measure 5 because of its significance in the preparation of financial plans.

C. CONTINUED IMPACT OF PROPERTY TAX LIMITATION (MEASURE 5)

Local government property tax revenues in Multnomah County continue to be constrained by a property tax limitation. This is the fifth budget prepared since voters approved the limitation in November, 1991. The limitation restricts the consolidated property tax for all non-education local

governmental units to a maximum of \$10 per \$1000 assessed value. A healthy local economy including significant increases in the market value of property has in part mitigated the impact of the measure. Since FY 1991-92 assessed value in Portland has increased by an average of 12% annually. This compares to a historical growth rate of six to seven percent. As a result, the impact of the measure has steadily declined over the years. In the first full year of the property tax limitation, the revenue loss totaled \$13.7 million. During FY 1994-95, the limitation is expected to result in a \$9 million revenue loss. For FY 1995-96 revenue loss will be negligible, \$100,000 or less assuming assessed value growth of about 10%.

Two secondary effects of the Measure 5 will continue for the foreseeable future. First, the use of tax increment financing, previously the City's primary urban renewal and development tool can no longer be assessed as long as the local government tax rate is under Measure-5 compression without decreasing other property tax revenues necessary to support such basic services as Police, Fire, and Parks. As a result the City's General Fund has had to absorb about \$8 million in annual debt service on debt issued prior to passage of the Measure 5. The City has also been unable to utilize this tool for major new development in the area, such as the proposed River District Plan. Secondly, the City was unable to renew a special property tax levy in support of street lighting because it would reduce other property tax revenues supporting basic services. Over the last four fiscal years the City has also gradually absorbed the street lighting program into its General Fund.

In anticipation of the City moving out of compression, and in anticipation of significantly high assessed value growth, the City Council decided to certify an urban renewal tax levy for FY 1995-96 in the amount of \$2.5 million, with expected revenue of \$2.4 million. This \$2.4 million will be used to pay existing urban renewal debt. It was understood by Council that this collection will be contingent upon assessed value growth being in excess of 10%.

Accordingly, the Adopted Budget reflects \$1.8 million in current year property tax revenue in the Waterfront Renewal Bond Sinking Fund and \$600,000 current year property tax revenue in the South Parks Bond Redemption Fund. The Adopted Budget also decreases the amount of General Fund cash transfer to each of the bond funds by the amount of the anticipated property tax revenue. The freed up \$2.4 General Fund appropriation is budgeted in General Operating Contingency pending actual assessed value information and tax levy information which will not become available until late September or early October 1995. City Council has indicated that should these funds become available, the freed up dollars will be used for programs which house families who make less than the City's median income. The tax increment levy will only be certified by the City if assessed value growth is sufficient to avoid infringing upon the property tax revenues of other local jurisdictions.

D. GENERAL FUND FINANCIAL FORECAST

The Bureau of Financial Planning regularly generates five year estimates of General Fund discretionary resources and requirements for Council. Discretionary resources are those that the Council can allocate to support any service area. In other words, there are no restrictions on how the resources can be allocated within the budget. Discretionary resources exclude grants, contracts, service reimbursements, and other revenues that are dedicated for a specific purpose. Discretionary resources include property tax, utility franchise fee, business license, and lodging tax revenues. The Council allocates discretionary resources to service areas and programs in accordance with its priorities.

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. The group reviews the underlying assumptions that generate the 5-year revenue forecast. The Bureau of Financial Planning then issues a revenue forecast document at the conclusion of this process.

The five year revenue estimate is used to develop the five year financial forecast, comparing estimated resources to the projected costs of maintaining current services. The initial financial forecast is published in December, formally reviewed by the Council, and updated in early April.

The beginning balance estimate, a key resource of the General Fund, is updated at the conclusion of each accounting period and communicated through publication of the Financial Outlook, a report broadly distributed that provides information on the financial condition of the General Fund. The forecast are used by the Council in formulating the Approved and Adopted Budgets.

As indicated in Figure 6 below, the City's General Fund has enjoyed steady revenue growth in spite of the property tax limitation measure approved by voters during FY 1990-91. General Fund operating revenues increased at a compound annual rate of about 5.5% between FY 90-91 and estimated year-end FY 1994-95. Although, the City does not receive sales tax revenues common to cities of Portland's size in other states, it does enjoy a diversified revenue mix. A strong regional economy has consistently pushed business license and transient lodging tax revenue growth well above overall trend levels. This has in large part helped to mitigate the impact of property limitation which resulted in no revenue growth between FY 90-91 and FY 1991-92.

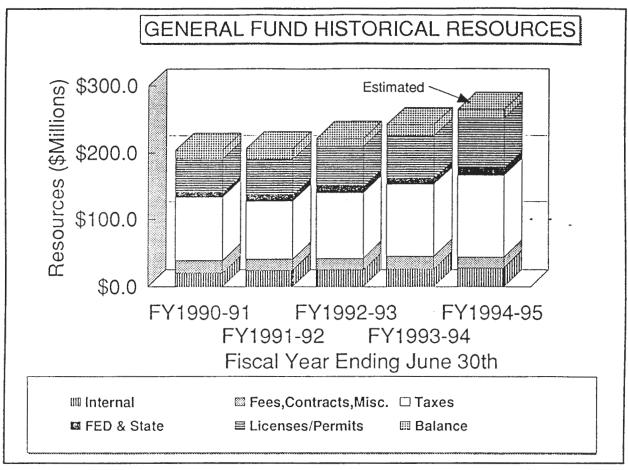


Figure 6/General Fund Historical Resources

At the end of FY 1994-95, consistent with Council Policy and the previous five year financial plan, the General Reserve Fund is expected to total about \$30.1 million. A separate \$1.2 million reserve for the City's Police and Fire pension system will be transferred to FPD&R and used to fund increased retroactive retirement benefits mandated by the Oregon Legislature. The General Fund Reserve total of about \$30.1 million includes a \$4.8 million transfer into the fund during the FY 1994-95 from the General Fund. The required 10% reserve for FY 1995-96 will be about \$26 million or 10% of Adopted Budget General Fund revenues of about \$260.2 million.

Thus, the General Fund goes into FY 1995-96 with about \$3.9 million in excess reserves. These excess reserves will be accessed over the next three years to bring annual urban renewal debt service costs into the General Fund. As discussed in more detail in a previous section of this overview, Ballot Measure 5, the property tax limitation, in effect eliminated the ability of the City

to levy a tax increment from purposes of paying existing debt on urban renewal bonds. As a result debt payments totaling nearly \$8 million annually will be absorbed into the General Fund unless assessed value growth is strong enough to allow an urban renewal debt collection.

The General Fund's financial forecast, upon which this Budget is based, identifies discretionary resources of \$225.03 million. This is composed of \$217.4 million in revenues plus a beginning fund balance of \$14.25 million. The key economic outlook assumption that continues to underpin the forecast calls for continued growth in the 2.5% range at the national, state, and local levels.

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

- Year-to-year assessed value of growth of 10.2% within Portland for FY 1995-96 and a historical trend base growth of 6% for each the following four fiscal years.
- County serial levies (Jails and Libraries) are anticipated to total \$29.2 million for FY 1995-96.
- Continuation of State liquor and cigarette distributions to cities at present levels.

 Loss of these revenues at any time during the next two years would amount to about \$7.5 million per year.
- Continued trend growth in business license fees. Transient lodging taxes are expected to show one more year of above trend growth generated in part by a new 185 room hotel.
- Water and sewer franchise fees are in the five year forecast as shown in their FY 1995-96 budgets and respective five year financial plans. Other utility license/franchise fees are not expected to show much growth.

E. FIVE YEAR GENERAL FUND FINANCIAL PLAN

Similar to forecasting, the Council takes a five year approach to devising a budget that becomes part of a consistent five year financial plan. This ensures that the long range impact of major decisions is considered in developing the budget. The March financial forecast indicated that Council had about \$8.515 million of additional resources over and above what was required for second year budget current service levels. The forecast further indicated that roughly \$3.7 million of this amount was recurring with the remaining \$4.8 million available for one-time projects. Council's five year plan, upon which the Proposed/Approved Budget was based, committed all

but \$170,000 of the \$8.5 million to one-time or near term projects in the following manner:

- Capital Facilities. Council will make a \$4.27 million equity contribution toward the funding of 1 new and 1 renovated police precinct and the renovation of City Hall. The remainder of project costs will be financed over 17 years. Beginning FY 1996-97 the General Fund will take on recurring annual principal and interest costs currently estimated to average about \$2.2 million per year.
- □ Neighborhood Transportation Projects. Council allocates \$1 million on a one time basis only to fund high priority Bureau of Transportation capital projects.
- Housing Investment Fund. Council allocates \$2.245 million to Housing Investment. This together with a \$1.85 million FY 1994-95 allocation totals \$4 million for Housing Investment over a two year period. The Housing Investment Fund will provide gap financing for housing projects that fulfill the goals of the Housing Initiative and the strategies developed by the Livable Housing Council.
- River District. Council allocates about \$710,000 in FY 1995-96 to the River District project, with the five year financial plan calling for an additional \$2.5 million in FY 1996-97 followed by another \$1.4 million in FY 1997-98. The forecast indicates that another \$4.6 million is available during FY 1998-99 and FY 1999-00 as a Livable City reserve to support River District or other community improvements.
- Cultural Tourism. Council's financial plan calls for up to \$200,000 per year for the next five years to support "Cultural Tourism" projects in partnership with the Portland Art Museum. Council will review this annual allocation based on proposed projects and economic impact on General Fund revenues.

In conjunction with final balancing session Council held in late April 1995, additional allocations were made which appropriated the remaining \$170,000 previously identified in the Financial Plan. Council also reduced the Business Development Loan Special Appropriation by \$185,000 in order to provide appropriation for other high priority items. Those additional allocations are:

Oregon Historical Society. Council allocates \$150,000 to the Oregon Historical Society for its planned special interactive exhibit PORTLAND. The exhibit will be a new permanent display on the history of the City, and will highlight major turning points in the structure of Portland's urban form.

- Inner SE Plan. Council allocates \$150,000 to the Planning Bureau to allow work on the Inner SE Plan to begin in January 1996, six months earlier than originally planned.
- □ E-Zone Handbook. Council allocates \$45,000 to the Planning Bureau to be used for the publication and issuance of an Environmental Zone handbook. The handbook will be used by property owners and developers as a reference guide to the newly revised environmental zone regulations.
- ONA/Commission on Aging. Council allocates \$5,000 in additional funding to the Commission on Aging for ongoing operational requirements.
- ☐ Metropolitan Human Relations Commission. Council allocates \$5,000 to be used by MHRC to help fund an Anti-Bias Conference.

The financial plan calls for a reserve fund draw of \$2.5 million for FY 1995-96, followed by a draw of \$2.6 million FY 96-97. This will pretty much exhaust excess reserves. The General Reserve Fund is not forecast to drop below the required 10% reserve level during the five year planning period.

In fashioning this five year budget plan, the increase in recurring costs has been limited. This approach will provide Council with more flexibility in meeting future financial uncertainties which include:

- Potential legislative action that might result in the loss of all or part of the \$7.5 million in cigarette and liquor tax revenues shared by the State with the City.
- While the 1995 Legislature did not take action to place a limit on residential assessed value growth, a Special Session called for later this summer may take up the issue again.
- If the Legislature continues to take no action on a limit on residential assessed value growth, it is possible that an initiative petition will place this on the ballot at some future time. A limit on assessed value growth would significantly reduce City property tax revenue.
- An increase in fire and police pensions to offset the effects of state income taxation. As noted earlier, in June the Legislature directed increased retirement benefits of 9.89% plus interest for retroactive payments to retirees. The FPD&R Fund had been estimating added pension amounts of 6.3% and sufficient funds had been set

the funds set aside in contingency were insufficient to cover pension requirements. This necessitated that the FPD&R tax levy be increased by \$3.6 million. In addition, \$1.2 million held in the General Reserve Fund for FPD&R was transferred to help cover the increased pension costs. A higher than anticipated Fire and Police Disability and Retirement system property tax levy, in conjunction with low assessed value growth, could result in future years in lower General Fund property tax revenues, jeopardizing Council's five-year financial plan.

In addition to greater flexibility in addressing these potential issues, the five year financial plan completes the transition in funding for street light operations and maintenance funding and continues the transition in funding existing urban renewal debt service requirements. In accordance with Council's decision during the FY 1993-94 budget process, the General Fund will pay \$5.3 million out of about \$8 million of urban renewal debt service beginning FY 1995-96 unless assessed value growth is strong enough to allow an urban renewal property tax debt collection. The FY 1995-96 requirement is lower than originally projected because the City was able to replace a required debt service reserve with a letter of credit. It now appears that FY 1996-97 will be the first year in which the General Fund will have to fund total annual principal and interest requirements of about \$8 million.

		Fiscal \	Year Ending Ju	ne 30th	
ITEM	1996	1997	1998	1999	2000
TOTAL RESOURCE	S(*) \$222,528,608	\$227,201,128	\$237,282,353	\$247,577,803	\$259,990,649
Bureaus-Yr.2/Program	s \$186,132,798	\$194,210,727	\$202,794,396	\$211,866,873	\$221,241,201
One-Time, Carryove	\$6,729,535	\$0	\$0	\$0	\$0
River District	\$709,106	\$2,554,504	\$1,401,390	\$0	\$0
2040 or River District	\$0	\$0	\$0	\$1,531,340	\$3,089,197
Council Set-Asides	\$31,457,168	\$33,116,500	\$33,749,452	\$34,440,479	\$35,529,428
REQUIREMENTS(*) \$225,028,607	\$229,881,731	\$237,945,238	\$247,838,692	\$259,859,827
Difference	(\$2,499,999	(\$2,680,603)	(\$662,885)	(\$260,889)	\$130,822
Transfer-IN From The					
GENERAL RESERVE	\$2,500,000	\$2,657,000	\$606,483	\$275,800	\$65,100
Reserve Fund As A					
Percent Net Revenue	s 10.70%	10.05%	10.10%	10.20%	10.30%
PDC Debt Service(**)	\$2,925,564	\$7,957,541	\$7,929,925	\$8,179,620	\$8,185,938

^(*) Net of \$6.5 million of carryover requirements and balance

Figure 7/General Fund 5-Year Financial Plan

^(**) Assumes Urban Renewal debt service collection of \$2.4 million offsets \$2.4 million of urban renewal debt service costs

The table (Figure 7) on the preceding page and the chart (Figure 8) below, both show that FY 1995-96 requirements will exceed resources by \$2.5 million. This "gap" will be closed by tapping \$2.5 million of excess reserves that were put into the General Reserve Fund in the FY 1994-95 budget for this specific purpose. Further reserve draws totaling \$3.6 million over the following four years will be used to help transition annual urban renewal debt service requirements into the General Fund.

It is important to note that recurring General Fund revenues are expected to equal or exceed recurring program costs throughout the five year plan. For example, FY 1995-96 budget includes • \$6.3 million in one-time non-recurring expenditures but relies on only a \$2.5 million reserve fund draw. The financial forecast anticipates that the Reserve Fund will remain fully funded at the 10% level throughout the five year financial plan period, assuming the \$4.8 million FY 1994-95 set-aside transfer to the Reserve Fund is completed on schedule. The General Fund is balanced over the five year plan period at current service levels and Council will be able to revisit and revise this plan during the next two year budget which begins FY 1996-97.

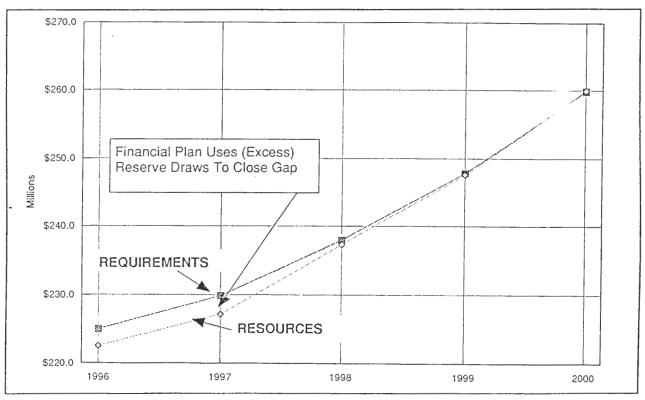


Figure 8/General Fund 5-Year Financial Plan

F. ECONOMIC OUTLOOK

The five-year financial plan assumes the continued health of the regional economy which has grown more or less continuously since calendar 1986. This seems all but assured with the recent siting of a \$2 billion new semi-conductor chip manufacturing capacity in nearby Washington County. At least one more large plant and possibly yet another plant are also close to being sited in Multnomah County. In addition to the boost from construction, the regional economy will directly benefit from the creation of about 1,500 new jobs which will in turn generate several hundred new jobs as "multiplier effects" work their way through the regional economy. This boost will be on "top" of about \$1 billion of on-going light rail and arena construction.

The City's national economic consultant, The WEFA Group, continues to forecast a-national economy that will grow moderately over the next 12 to 24 months. The State Economist's most recent (March 1995) forecast, notes that, "despite downward pressures on the state economy, an expanding high technology manufacturing sector, rising exports and continued migration to Oregon should keep the state's job and income growth rates above the slowing national economy." Thus, it appears that as long as economic growth remains positive, and the legislature or the courts do not harm local revenue sources, the assumptions incorporated into the five-year financial plan should remain accurate.

G. FINANCIAL OUTLOOKS - OTHER FUNDS

Like the General Fund, five year financial plans are prepared for each of the City's major service areas. 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. As stated earlier, the two year budget was based upon financial plans developed based upon information available prior to July 1, 1994. The plans were updated based upon information available through January of 1995 with appropriate adjustments incorporated into the second year of the budget.

The following is a brief overview of the updated financial outlook for those funds:

Bureau of Environmental Services. The five year financial plan forecasts a 12.5% annual rate increase over the planning horizon. BES has reduced the five year projection of capital improvements to offset the impact of increased borrowing costs resulting from recent increases in interest rates. Capital costs continue to be the prime driver behind the level of forecast rate increases. Operating program forecasts reflect continuing response to regulatory requirements relating to stormwater, increased maintenance requirements recommended by maintenance management planning, expanded industrial waste services

recommended by maintenance management planning, expanded industrial waste services and monitoring, and forecast maintenance requirements within the treatment plants. The Bureau is pursuing strategies for constraining growth in operating costs and will be one of the first participants in the City's comprehensive organizational review and evaluation (CORE) process.

- Water Bureau: The five year financial plan continues to frame the Bureau's financial future in an environment of expanding customer needs and additional requirements for water quality, watershed management, supply planning, and conservation. Operating costs continue to be the primary driver of rate increases, but the Bureau is continuing to develop operational efficiencies through return-to-work programs, automation and computerization, and a joint labor/management process to identify productivity and contracting opportunities. This year's plan cites a variety of improved cost and economic factors that will allow a reduction in their approved FY 1995-96 overall rate increase from 6.7% to 3.4%. The estimated rate increases for future years are lower as well, averaging 5.5% per year instead of the 6.0% per year which was previously anticipated. The plan does not, at this time, contemplate adding significant new programs or services.
- Office of Transportation: The FY 1995-96 financial forecast continues to indicate that forecast resources are insufficient to fund the current level of service. The shortfall is projected to be \$2.2 million for FY 95-96, and is expected to continue to grow for at least the next three years in the absence of legislative and/or budgetary action. The primary cause of the shortfall is the fact that gas taxes do not increase with inflation, but are based on "cents per gallon", so that increases or decreases are related most closely to consumption. Further, in recent years there has been a significant decrease in federal dollars available to cover capital costs for transportation improvements.

In addition to the bottom-up internal review of services and delivery called "Design 98", the Bureau conducted extensive citizen outreach for input regarding how best to close the gap. As a result of both of those efforts, the bureau has formulated a two-pronged approach to solving the gap, seeking both revenue (legislative) and requirement (increased efficiencies, program reduction) solutions. The current year budget assumes no legislative increases to gas tax, and closes the revenue gap by program reductions, efficiencies, and increased parking meter revenues. The FY 1996-97 forecast without a gas tax increase indicates a 14% shortfall.

H. MAJOR CITY ACHIEVEMENTS

The FY 1994-96 Budget builds upon a strong record of prior service improvements which in many cases directly address the Council's priority goals. Foremost amongst these achievements have been the following:

Community Policing

		Since adoption of the Community Policing Transition Plan in 1990, the Police Bureau has entered into 93 partnership agreements with neighborhood groups, other City bureaus, and other governmental agencies.
		Part I crimes, or violent crimes such as assault, murder, and rape, have declined by nearly 13% when compared to 1988.
		Dispatch calls per precinct officer have decreased by 28% since 1988 reflecting growth in the number of officers and diversion of low priority calls to a telephone unit. This has resulted in more time for proactive neighborhood policing activities.
		Police officer response to emergency calls has become 6% quicker over the last five years. Average high priority response time has dropped from 5.25 minutes in 1988 to 4.95 minutes in 1993.
		False alarms have decreased by 46.6% over the last five years, increasing officer time by the equivalent of six officers.
		Citizens rating Police services as good or very good has increased by 10% since 1990.
	0	Construction and remodeling plans for three police facilities are underway. North Precinct structural upgrades will be completed in 1996. East and Southeast Precincts are expected to be completed by the end of 1996.
Com	munit	y Planning and Development
		Adoption and implementation of the Albina Community Plan, encompassing eleven individual neighborhood plans.
		Improved permit center customer service through the addition of staff, homeowner brochures, residential permit nights, appointments for residential permits, established one week turnaround time for residential plan checks and earlier opening hours.
		Development of Neighborhood Planning Handbook - a user guide to neighborhoods
		Implemented team inspections for the Oregon Arena Project, an approach which will be used in other large construction projects.
		Responded to 90-95% of requests for inspection within 24 hours.

City of Portland, Oregon - FY 1995-1996 Adopted Budget

	Made housing inspections and worked with property owners to bring 2600 substandard buildings back to safe and habitable conditions.
	Annexed 25,426 people to the City during FY 1993-94, adding nearly \$563.3 million in assessed property value.
	Weatherized nearly 1,500 apartments and 165 homes for low income residents, in the course of providing more than 350 weatherization kits to city residents.
	Completion of the Shelter Reconfiguration Plan in FY 94-95, directed City activities toward improving housing options for homeless people.
	In FY 94-95, placed 318 city residents in area business jobs through the PDC JobNet program, of which 258 were from low or moderate income families, and 136 were from ethnic minority groups.
	In FY 94-95, closed loans on 637 new units of rehabilitated rental housing; issued 286 loans for home repairs; and the developed 356 low-income units through the Downtown Housing Preservation Program.
	In FY 94-95, Central City 2000 Task Force was established to promote the development of high-density housing, mixed use development and other major projects in the Central City and to recommend development strategies to the City Council.
	Initiated the Storefront Program in Inner Northeast and Outer Southeast Portland to help building owners improve the appearance of their properties. When combined with the new Housing Loan Program which provides funding to paint house exteriors while doing needed code work, two of Portland's target areas will have an improved physical appearance.
Fire Servi	ce
	Responded to 66% of fire and 70% of medical emergencies in less than four minutes.
	Implemented a community based program aimed at increasing neighborhood awareness of emergency prevention and response in the event of a major disaster, such as an earthquake.
П	Decreased Fire Bureau's emergency incidents responded to by 13% since 1988-89

Budget Overview Improved fire prevention services resulted in a 30% increased in identified fire code violations. Over the last four years 88% of citizens surveyed consistently rated their fire service as good to very good. **Emergency Communications** Civilian dispatchers at the new 911 Center are now dispatching fire, as well as police and emergency medical service calls. The percentage of calls answered within 20 seconds has improved as additional operators have been hired and trained. Financial Management Maintains a Aaa bond rating, the highest designated by rating agencies, which results in lower capital improvement costs. In March 1995, Financial World Magazine ranked Portland among the top three financially managed cities in the United States for the fourth consecutive time. Received the Government Finance Officer Association's Certificate of Achievement for Financial Reporting for the last 13 years and the Distinguished Budget Presentation Award for the past five years. Parks and Cultural Services In November of 1994, the voters approved a \$58.8 million General Obligation Bond measure. The issue will fund 114 capital improvement projects throughout the parks system over a five year period. Over 77% of citizens surveyed rate park quality as good or very good and over 68%

Park and recreation programs generate approximately 3 million customer contacts of

Contribution of 265,000 hours annually of service by over 4,000 volunteers for Park

rate the quality of recreation programs at that level.

programs, valued at \$1.9 million.

which an estimated 60% will be youth.

	Transition of the Metropolitan Arts Commission to a new independent non-profit organization called the Regional Arts and Cultural Commission.
	Leveraged \$1.5 million annually in private support for art programs through a National Endowment for the Arts challenge grant awarded to the Regional Arts and Cultural Commission (formerly the Metropolitan Arts Commission).
Water, Sev	wer, and Transportation
	Completed Phase I of Design '98, a comprehensive analysis of PDOT service areas in order to determine the organization's direction and to plan and manage work priorities.
	Continued funding of the West-side Light Rail project and examining alternatives for expansion to a North to South route on the east-side of Portland.
	Neighborhood Improvement Program "Cheap and Skinny Streets" will provide for the development and implementation of projects which combine the Local Improvement District (LID) process with affordable housing by leveraging public and private funds to increase overall affordability of infrastructure and housing. This budget includes a pilot project in the Bentwood Darlington neighborhood.
	Seismic Risk Analysis was completed on the City's 150 bridges and a program was established to begin retro-fitting bridges to withstand seismic events and re-enforce the City's lifeline network of transportation facilities.
	The North Transit Mall Extension was completed, leading to rejuvenation of the north of Burnside District and improved access to Union Station.
	The city's Traffic Calming Process (the process for implementing traffic calming devices, such as traffic circles) was streamlined in order to reduce the time required for a Traffic Management or Calming project from two years to one.
	Continued the residential recycling program with 75% of households recycling at the end of FY 1993-94 compared to 39% prior to franchising in February 1992.
	Continued development of a city-wide commercial recycling program with a target implementation date of January 1, 1996.
	Installed 57 miles of sewer lines in the mid-county area and the connected 3,400 customers.

- The Portland Utility Review Board was established in FY 94-95 to provide citizen input and overview of the City's utilities' financial and operating environments. The fifteen member committee is composed of representatives of different of customer classes (business and residential), and various neighborhoods. The committee will present Council an accomplishment report at the end of the first year for the Council to review and evaluate.
- Developed and implemented Combined Sewer Overflow (CSO) Management Plan, including management policies and technical processes necessary to efficient operation of the CSO program and meeting requirements of the stipulation and final order of the Environmental Quality Commission.
- Contained Water Bureau staff growth over the last 20 years to a 1% increase, while service area has grown by one-third and the number of retail customers increased by 28,000.
- The Water Bureau's results in Professional, Technical, and Expert (PTE) contract participation by minority and women business for capital improvements projects has resulting in 16.9% minority business and 10.5% women business participation.
- ☐ The Water Bureau addressed needs of low income customers through a variety of programs, including monthly (rather than quarterly) billings, block pricing, rate relief to more than 1,000 low income customers, and crisis assistance.

I. MAJOR BUDGET DECISIONS

The FY 1994-95 Budget was the City's first budget process in which City Council made decisions spanning two fiscal years. For FY 1995-96, the second year of the two year cycle, the Budget provides for ongoing current service budget appropriations for City bureaus. That is, programs or projects that were designated as on-going current service level in the FY 1994-95 budget are continued in FY 1995-96. Programs or projects that were designated as one-time in FY 1994-95 have been subtracted from the FY 1995-96 current service level bureau budgets, unless Council has given specific direction for an additional year of one-time funding in FY 1995-96. Bureau budgets also include appropriation for all second year capital improvement projects that were recommended by the Capital Review Committee.

As previously discussed, Council in January 1994 held a planning session to establish goals and priorities as the first step in the two year budget process. Following an extensive public outreach process which included a survey and a series of eight community meetings, the Council reconvened and finalized these goals. Building upon the Mayor's Proposed Budget, the City Council adopted a budget that addressed these goals and priorities over the two year period spanning FY 1994-96.

The following are the key decisions made in the budget relative to these goals that are incorporated into FY 1995-96, the second year of the two year budget process:

Goal: Credible, efficient, responsive, affordable and accessible delivery of public service.

- CORE Budgets. In FY 1994-95, \$196,215 was allocated for implementation of a multi-year effort to complete bottom-up, comprehensive organizational reviews and evaluations (CORE) for each bureau. The multi-year management plans resulting from these reviews will form the basis for future year budgets. This program was developed and implemented in FY 1994-95 with four organizations participating. The program will be continued with additional organizations designated for FY 1995-96.
- Quality Customer Service. \$100,000, for each of the two fiscal years, to develop a city-wide system for quality improvement, including customer service training for city employees. This was identified as a high priority need within the Prosperous Portland Economic Development Policy. Program design and preliminary training will be completed in FY 1994-95 with the continuation of efforts supported in FY 1995-96.
- Geographical Information Study (GIS). In FY 1994-95 \$823,000 was budgeted to continue development of a City-wide GIS system to improve the overall ability of the City to maintain its capital infrastructure, customize service delivery to neighborhood needs, and improve inter-jurisdictional communications and data sharing. Prior to expenditure of these funds, Council directed that a detailed cost/ benefit analysis be completed. The analysis was completed in March 1995 and will be presented to Council in the Spring of 1995. Subsequent action will depend upon the direction given by Council.
- City-wide Management Information (MIS) Study. In FY 1994-95, \$100,000 was allocated over two years for consulting assistance to conduct a city-wide review of computer assets and systems in order to recommend the most cost-effective and efficient means of providing computing services for the City, and to assist in continuing analysis of mainframe consolidation options. Implementation of this study is awaiting Council direction regarding GIS.
- Innovations Fund. Support for the continuation this program has been continued for a third consecutive year. Bureaus successfully completing a review process receive loans for purposes of implementing innovative efficiency programs. The fund is repaid for the loan over a multi-year period from the savings generated. It is

anticipated that the fund will eventually become self-supporting through loar repayments. It is hoped that the fund will be maintained at \$250,000 annually.
Competitive Allocation Process for Housing and Community Development Programs. In FY 1995-96, the Bureau of Housing and Community Development will start phasing in an open competitive allocation process for selected programs Services providers will compete through an Request-for-Proposal bid process that will include specific results-oriented performance targets.
Environmental Zone Streamlining Handbook. This budget provides \$45,000 for the Planning Bureau to develop and publish an E-zone Handbook which provides clear and concise information to developers and property owners on environmental zone requirements.
Information and Referral. This budget supports the continued work of the Task Force on Neighborhood Involvement, begun in FY 1994-95 to assess and improve Portland's model system of citizen involvement through its neighborhood associations as well as continued support of the coordination of city-wide information and referra and outreach by City bureaus to citizens.
Performance Audits. \$836,218 in FY 1994-95 and \$866,517 FY 1995-96 will provide continued support to complete performance audits by the Office of the City Auditor directed toward improving city programs. Ten financial and performance audits will be completed in each fiscal year.
Employee Empowerment. \$50,000, for each of the two years, for the implementation of a suggestion program directed toward empowering employees to improve service. In Spring 1995, 10 suggestions will be brought to City Council for "go ahead" to start implementation. These suggestions, ranging from processing purchase orders to printing Council agendas on both sides of the paper to a citywide ergonometric survey, may produce significant costs savings for the City. Employee awards for these suggestions will be about \$2,000 initially, possibly more if the savings are greater than anticipated.
Joint Labor/Management Committees. The budget supports the implementation of committees within each of the City's major service bureaus charged with identifying opportunities for efficiencies and productivity improvements. This process is supported by existing bureau staff and support.
Customer Survey - \$50,000 is included for an expanded citywide survey of citizen perceptions on the quality and need for City services.

Goal: Decent, Affordable Housing.

- Housing Investment Fund. City Council allocated \$4 million over two years to establish a Housing Investment Fund. The FY 94-95 budget provided \$1.76 million with an additional \$2.24 allocated in FY 95-96. The Housing Investment Fund is to provide gap financing for housing projects that fulfill the goals of the Housing Initiative and the strategies developed by the Livable Housing Council.
- Livable City and the Livable Housing Council. \$330,500 for each of the two fiscal years to support the Livable City Housing Initiative process to identify opportunities for housing development in response to expected population growth over the next two decades. In FY 1994-95, the Livable City Housing Council, an independent board composed of public and private sector representatives, was established to define organizational mission and requirements. The Livable City funding supports the administrative costs of the Housing Council. The Housing Council will provide management of the City's Housing Investment Fund. The intent of the program is to expand housing opportunities for all income levels.
- River District. The Council has committed \$4.8 million over a three year period for infrastructure projects in the Union Station area. These infrastructure projects support the development of a housing development at Union Station. The project is planned for approximately 600 units in a range of income levels, including affordable housing. (See Goal: Well-Planned City with Managed and Balanced Growth.)
- Historic Housing Inventory. \$40,000 within the Bureau of Planning to begin work on updating the inventory of historic buildings in order to comply with comprehensive planning requirements.
- Housing Services. In FY 1995-96, \$10.6 million within the Housing and Community Development Bureau supported primarily by federal dollars to provide a variety of housing assistance for households with income below 80% of median income.

Goal: Economic Vitality and Security

Prosperous Portland. In FY 1994-95, Prosperous Portland, the City's economic development policy, was adopted as an integrated set of policies which focus the City's economic development and workforce development strategies and efforts. In FY 1995-96, the Portland Development Commission continues the role a lead

economic development agency for the City responsible for overall implementation and coordination of this plan. Portland Development Commission (PDC). In FY 1994-95, the budget redefined the mission and organizational structure of the Commission through a five year operating plan. The FY 1995-96 budget follows this plan. The plan calls for PDC's continued role as the lead agency economic development programs consistent with Prosperous Portland. This role includes activities in business and workforce development, and supporting housing and infrastructure projects. Economic Development Loan Fund. City Council has reserved savings from the refinancing of the Airport Way urban renewal debt for a loan fund program to encourage economic development throughout the City. Council plans to review proposals on how to structure the new loan program in FY 1994-95 with anticipated implementation in FY 1995-96. Special Opportunities. \$161,351 for the clearing house program to promote increased business with minority- and women-owned business. Business and Job Development. In FY 1995-96, \$1,098,132 in General Fund support for PDC economic development, business retention, and job development programs. Included is \$101,638 in support of the Northeast Workforce Center. Also included is \$50,000 for expanded support to the City's business districts. Including this support, there is \$5.8 million within the Portland Development Commission budget in support of economic development, workforce development and target industries activities. Business Districts. In both FY 1994-95 and FY 1995-96, City Council appropriated \$50,000 to increase support of business districts throughout the City. About \$30,000 of these funds are used to provide technical assistance for City business district associations (through a contract with Alliance of Portland Neighborhoods); business district associations also provide a partial cash and in-kind contribution match for the City's funds. About \$20,000 is used for direct grants to for business districts revitalization projects. Grants are limited to \$5,000 and are matched by private sector cash and in-kind contributions. **Downtown Services.** \$554,706 to support security, sidewalk flushing and scrubbing and other services to preserve the vitality of the downtown business district. This represents a \$47,000 increase over prior years to support the extension of service to the newly finished North Transit Mall area.

Cultural Tourism. Council's financial plan calls for up to \$200,000 per year for the next five years to support "Cultural Tourism" projects in partnership with the Portland Art Museum. Council will review this annual allocation based on proposed projects and economic impact on General Fund revenues.

Goal: Healthy Families and Children

Expanded Youth Programs. This budget continues funding of \$1.5 million for one more year of support of youth oriented recreation programs of local school districts approved by the City Council. Funding includes \$641,680 from the Discretionary General Fund, \$336,052 from an across-the-board 75 cents per round surcharge at City owned golf courses approved in April 1994 and \$490,000 from a \$1.00 per round surcharge approved in June 1995.

The funding supports after school recreation programs and an expanded Community School program, environmental and arts education programs, athletics programs offered through the Police Athletic League and the Portland Public Schools, high school activities such as yearbook, band and drama in the Portland Public Schools, and direct cash assistance for broad educational purposes to all of the Portland area school districts. This funding is in addition to the \$244,035 per year provided by an earlier 50 cents per round surcharge on City golf courses dedicated to at-risk youth recreation programs.

- Youth Employment. \$971,000 for the continuation of youth employment programs, including \$125,000 for summer jobs; \$500,000 in support for Private Industry Council youth programs; and \$366,000 for public employment opportunities within the Bureaus of Police, Water, Environmental Services, and Transportation.
- □ Domestic Violence Reduction. In FY 1995-96, the Bureau of Housing and Community Development has programmed \$691,501 for housing options and facility operations support for the victims of domestic violence. This includes \$364,254 from Housing and Community Development federal funds, \$35,567 from the General Fund, and \$291,680 from other state and federal grants. The Portland Police bureau budget also includes \$616,977 to continue its Domestic Violence Reduction Unit.
- Gatekeeper Program. This budget continues support for this unique program that recruits businesses, organization and agencies to act as partners (gatekeepers) in the effort to locate at-risk older adults who are living in the community. Once identified, the aging service network conducts follow-up home visits, assesses the situation and offers appropriate help. Costs are shared by the City, Multnomah County, and private support. The City presently has 1,200 trained gatekeepers working in seven bureaus.

City of Portland, Oregon - FY 1995-1996 Adopted Budget

Goal: Financial Stability

- Reserves. \$2.5 million is transferred from the General Fund to partially offset the first year of tax increment annual debt service that the City's General Fund will begin absorbing in FY 1995-96. The five-year budget strategy will maintain the City's emergency reserve fund at 10%. The \$2.5 million FY 1995-96 use of excess reserves will allow the General fund to continue to support existing levels of service while it assumes the costs of urban renewal debt service.
- Utility Rates. The City's utilities continue to face significant future challenges that will intensify pressure to increase rates. The Water Bureau's Regional Water Supply Plan will be completed in FY 1995-96, and will identify alternatives for meeting the region's water supply needs to the year 2050. The Bureau of Environmental Services is extending sewers to east Portland and resolving problems stemming from combined sewer and storm water overflows into area rivers. Careful consideration must be given to balance the long-term needs of these systems with sensitivity to the growing percentage these costs consume of household income. As anticipated last year, the Environmental Services budget includes a 13% average rate increase for sewer and drainage services.

The average overall rate increase included in Water Bureau's budget for FY 1995-96 has been reduced from the originally anticipated 6.7% to 3.4% through a combination of improved economic factors and cost reductions identified by both Bureau staff and the utilities review team. The overall rate increase will result in increases to customer bills that range from 1.0% for low-use industrial customers to 4.7% for low-to moderate-use residential customers.

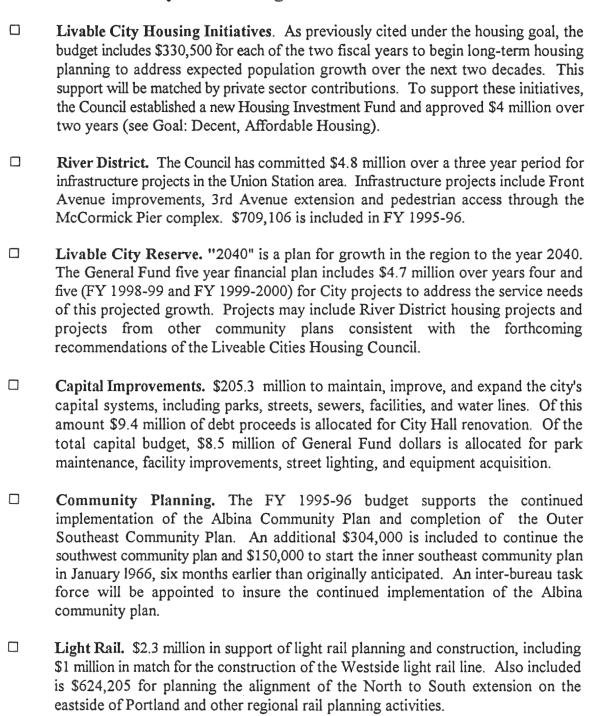
Goal: Quality Education

- School Police. FY 1995-96 represents the second year of 1.5 million in one-time funding to pick-up the cost of providing 27 school police and support positions in the Portland School District. This support will enable the District to retain 35 elementary classroom teachers that otherwise would be laid off.
- After School Programs. These programs are intended to offset reductions in such programs within Portland school districts.
- Oregon Historical Society. \$150,000 is included for allocation to the Oregon Historical Society for its planned special interactive exhibit PORTLAND. This project seeks to create a state of the art education resource for the citizens of this region.

Goal: Safe and Peaceful Community

Minority Recruitment. \$34,606 is included to expand the Police Bureau's minority recruitment outreach activities to obtain more participation by minority groups. Schools and colleges with predominantly African American and Hispanic enrollment will be targeted for possible police candidates.
Community Policing. The budget supports the continuation of community policing including Neighborhood Response Teams, neighborhood liaison officers, emphasis upon joint problem solving with community residents, partnership agreements with neighborhoods, and improved customer service.
Sheriff Transfer Costs. \$525,000 in a Special Appropriation, pending the outcome of city and county discussion regarding the transfer of Multnomah County Deputy Sheriff positions to the Police Bureau as a result of City annexations.
New Precinct Facilities. \$3.1 million is included to complete renovations and improvements at the Southeast and North police precincts. An additional \$3.9 million is included to construct a new East Precinct to support service in recently annexed areas.
Trauma Intervention. \$48,000 is included for the Fire Bureau community based trauma intervention program, providing assistance to residents experiencing fire and other disasters. The Fire Bureau will work to coordinate the program with the Bureau of Police.
Firefighter Trainee Program. \$154,000 to hire 16 recruits who demonstrate the potential to be successful firefighters. This program has been designed to help the Fire Bureau address the problems of underutilization and work force diversity.
School Traffic Safety. In FY 94-95, \$430,000 was budgeted within the Office of Transportation budget for an expanded speed bump and school traffic safety program. This program will be continued to completion in FY 95-96.
Needle Exchange Program. In FY 1994-95 and FY 1995-96, \$10,000 annually in continued support for the needle exchange program that is matched by Multnomah County.

Goal: Well-Planned City with Managed and Balanced Growth.



- Pedestrian and Bicycle Programs. The FY 94-95 budget included \$1.2 million for capital improvements directed at improved pedestrian and bicycle access. This action represents the increasing emphasis placed on multi-modal approaches to transportation needs. These projects will continue on to completion in FY 95-96
- Community Initiatives. In FY 1995-96, \$200,000 is included within the Bureau of Housing and Community Development budget to support projects developed and implemented by community organizations.
- School Safety \$1,560,000 in continued support for school police for one additional year and continued efforts to develop partnership agreements for the mutual provision of services.

J. BUDGET SUMMARY

Total and Net Budgets

As indicated in Figure 9, the City of Portland's total budget can be reviewed in several different ways.

1995-96 BUDGET PRIOR YEAR COMPARISON	1994-95 Revised	1995-96 Adopted	Dollar Change	Percent Change
ALL FUNDS				
Total Budget	1,545,631,845	1,577,911,549	32,279,704	2.09%
Less:Tax Anticipation Notes & Interfund Transfers	(461,910,241)	(425,291,688)	36,618,553	-7.93%
Net Budget	1,083,721,604	1,152,619,861	68,898,257	6.36%
GENERAL FUND				
Total Budget	258,375,749	279,778,857	21,403,108	8.28%
Less:Tax Anticipation Notes	0	0	0	
Net Budget	258,375,749	279,778,857	21,403,108	8.28%

Figure 9/Prior Year Budget Comparison

Total Legal Budget - State budget law requires the reporting of the "total budget," which includes total operating costs and internal transactions between funds. The budget for FY 1995-96 totals \$1.57 billion representing a increase of 2 % from the prior year's revised Budget.

The City's total budget amount overstates actual program expenditures due to double counting of internal transaction. 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, in publicly discussing the budget, the City often uses the Net Budget Total.

Total Net Budget. Eliminating the double counting resulting from internal transfers, the City's net operating requirements total \$1,152,619,861. This "Net Budget" amount represents a 6.4% or \$68.9 million increase over the prior year's budget. In terms of resources this primarily reflects a \$202 million increase in beginning fund balance driven by the carryover of capital bonds sold during the prior fiscal year. This carry-over balance will support a \$111 million increase in sewer construction and \$60 million in parks improvements. The latter represents a G. O. Bond levy approved by the voters during FY 1994-95. This increase in balance was offset by a \$173 million decrease in debt proceeds. Other increases include \$25.7 million in property tax revenues, \$2.6 million in business license revenues, and \$17 million in interest earnings. Total service charges and fees are expected to increase by \$16.3 million which includes increases for water and sewer charges as well as increases in permits and parking fees. FY 1995-96 will also see the opening of the new Blazer Arena, a public and private venture with \$4 million in expected rents and reimbursements to the City.

In terms of requirements, the increase reflects normal inflationary growth in the cost of providing services. It also reflects an expansion in the City's capital programs including the GO supported park and recreational facility improvements; the construction of one new and one renovated police precincts, and the first year of a major renovation project for City Hall. Also reflected is the opening of the aforementioned Blazer Arena resulting in \$49 million increase for debt payments and operating expenses. These and other increases were offset by decreases in community development grant programs and the City's local improvement assessment program, as well as a decrease in sewer construction activity.

Figure 10 provides an overview of resources and requirements for the City's total budget. As can be seen, Service Charges, which primarily consist of fees for sewer and water service constitute 17% of the budget and exceed Property Tax resources which equal 15.5% of the budget. The largest component, beginning fund balance totaling \$418.3 million or 36.3% is abnormally high because of the carry-over of large amounts of debt proceeds in support of capital improvement projects.

On the requirements side, Utilities, composed of water and sewer services consume the largest part of the budget at 36.2%. This area has been registering a steady rate of growth largely as a result of major capital programs that are necessary to comply with new state and federal regulations. The next largest service area is Public Safety which represents 20.9% of the budget.

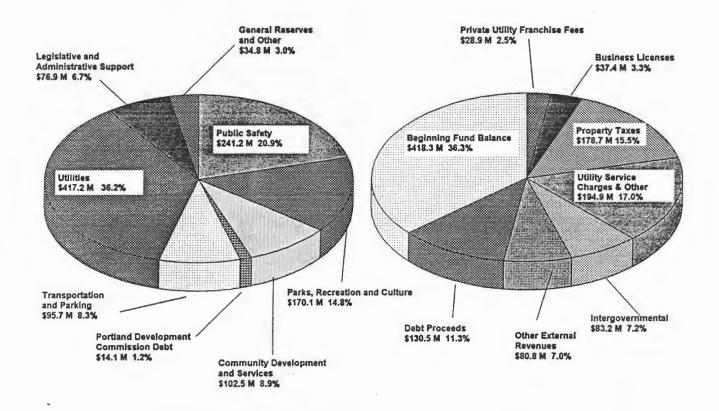
TOTAL CITY BUDGET

TOTAL EXPENSES

TOTAL REVENUES

ALL FUNDS

ALL FUNDS



Total: \$1,152,619,861

Total: \$1,152,619,861

Adopted Budget	1994-95	1995-96	Dollar	Percent
Prior Year Comparison	Revised	Adopted	Change	Change
Net Budget	\$1,083,721,604	\$1,152,619,861	\$68,898,257	6.36%

Figure 10/Total City Budget

prior year. Because of the City's improved financial position, tax anticipation notes have not be issued for the General Fund for several fiscal year. In prior years the City has borrowed funds to meet requirements early in the fiscal year because of a temporary lag in major revenues, foremost of which is property taxes. In prior years \$10 million was budgeted for this purpose.

Figure 13 shows both the requirements and resources for the General Fund. On the resource side the 8.3% increase reflects growth in all discretionary revenue categories. Fueled by annexations and growth in values, property tax revenues are projected to increase by 13.29%. Because of a strong local economy, business license and lodging taxes are projected to grow by more than 8.31% and 7.16% respectively. On the requirements side in addition to general inflation, the growth in the budget represents many of the major decisions discussed in earlier sections of this overview. The increase includes: \$5.4 million is included for new and renovated Police Precincts; \$2.2 million for the Housing Investment Fund; \$1 million for neighborhood transportation projects; and \$5.3 million for payment of existing tax increment debt service.

General Fund positions for FY 1995-96 total 2,801 a drop of 3 positions from the prior year. Ten positions formerly budgeted in the Metropolitan Arts Commission have been eliminated from the City Budget with the transition of Metro Arts to the private non-profit Regional Arts and Cultural Commission. Five information service positions formerly budgeted within Finance and Administration are now budgeted within the Bureau of Emergency Communications, a non General Fund bureau. Netting out the drop due to the elimination of the Metro Arts positions and the transfer of the OF&A positions to BOEC, General Fund positions have increased by 12 over the prior fiscal year.

The biggest position growth has occurred in the Planning Bureau where 10 positions have been added since the prior year. Five positions support increased land use processing activities, 4 positions have been added to community planning, and one position has been added to assist the Parks Bureau with the development associated with the recently passed Parks GO Bond. Since FY 1991-92 total General Fund positions have increased by 268 or 10.6% which is almost entirely the result of the addition of new police officer positions to improve public safety services and to extend services to annexed areas.

Figure 14 shows position growth during this period on a per capita basis. As can be seen position, growth has remained relatively flat, indicating that the City has contained position growth during a period in which city service area significantly increased due to the City's annexation program. Figure 15, General Fund Operating Budget Trends, shows growth in the General Fund after on a per capita basis after removing inflation. The chart indicates that on a per-capita basis, the growth trend for the General Fund has been reasonably flat indicating that growth has been consistent with growth in service population. Similar to the total budget, the growth trend for the General Fund has been reasonably flat indicating that growth has been consistent with growth in service population.

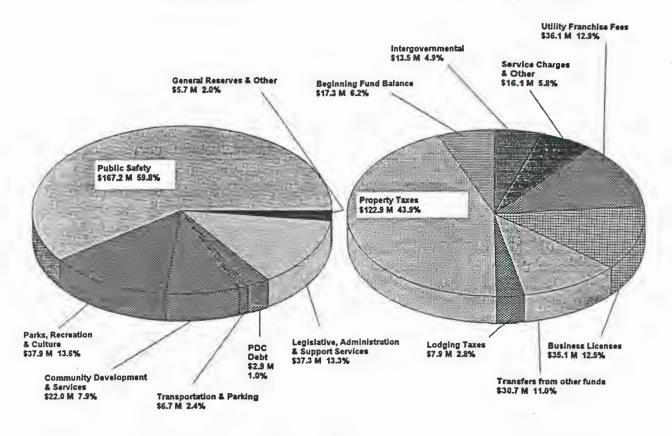
GENERAL FUND BUDGET

TOTAL EXPENSES

GENERAL FUND

TOTAL REVENUES

GENERAL FUND



Total Expenses - General Fund \$279,778,857 Total Revenues - General Fund \$279,778,857

Adopted Budget	1994-95	1995-96	Dollar	Percent
Prior Year Comparison	Revised	Adopted	Change	Change
Net Budget	\$258,375,749	\$279,778,857	\$21,403,108	8.28%

Figure 13/General Fund Budget

General Fund Position Trends · Positions per thousand population continue to decline, dropping fron 5.8 to 5.6 over the past Number of Positions per 1000 Population by Fiscal Year three years. The FY 1995-96 budget authorizes 2,801 positions in the General Fund, a drop of three from the prior year. Ten positions have been eliminated with the transfer of the Metropolitan Arts Commission to the Regional Arts and Cultural Positions Commission and five information service positions have been transferred from OF&A to BOEC, a non General Fund bureau. Adjusting for these transfers, the General Fund increases by ten positions. The growth has occurred in Planning to deal with increased permit activity, land use reviews and community planning. Fiscal Years 1991-92 1992-93 1993-94 1994-95 1995-96 ■ Positions

Figure 14/General Fund Position Trends

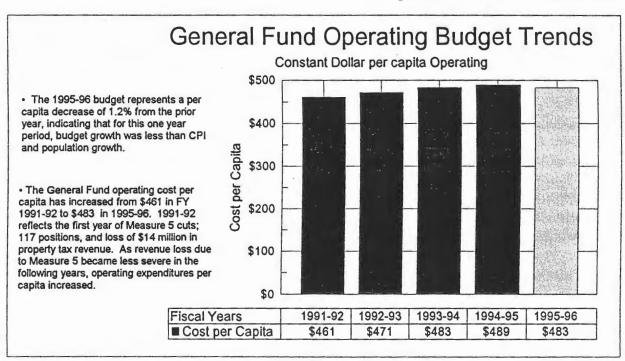


Figure 15/General Fund Operating Budget Trends

Capital Budget Highlights

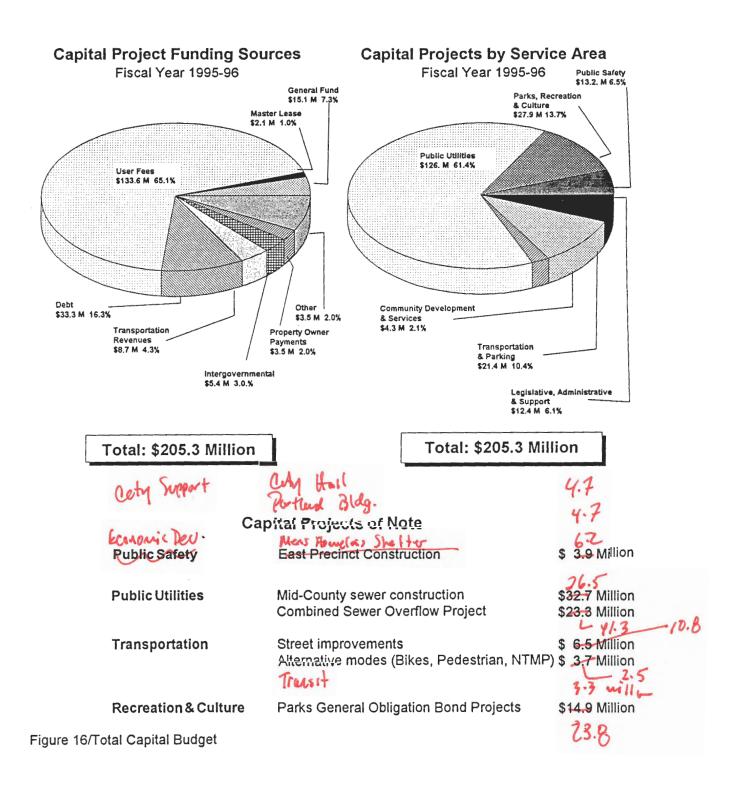
Today's fiscal constraints make it imperative for the City to assess its capital needs carefully, to ensure that high priority projects are funded and that existing capital assets are preserved. Limitations on property tax revenues coupled with increasing federal and state regulations as well as an expanding backlog of required capital demands have served to heighten the need for long-range and comprehensive capital planning. Additionally, the impact of capital budget plans on fees for service and city debt must also be carefully considered, particularly in light of federal regulation, such as the Clean Water Act.

Because of the importance of these City requirements, City bureaus are required to annually submit five-year capital plans. Requests are submitted for review by the Bureau of Financial Planning and the Debt Management Group in December. Recommendations are issued in January, prior to the submission of bureau budget requests. This insures that information is available to the Council well in advance of its budget hearings. A Capital Review Committee (CBC) is convened annually and tasked with developing recommendations for Council consideration on projects to be paid for from General Fund monies. This committee is composed of managers from each of the City's major capital bureaus, and the Debt Management Group.

Each year as a result of this process, the City Council deliberates on and adopts a five year capital budget. The first year of that plan is incorporated into the budgets for the appropriate bureaus. As indicated in Figure 16, the City is expected to expend \$205.3 million on capital improvement projects during FY 1995-96. (This does not include P.D.C's net capital budget of \$2.1 which is budgeted separately). Of this total, \$134 million or 65% will be supported by user fees, primarily in the form of water and sewer service charges. Various forms of debt, including master lease, will support \$35 million or 17% of the capital program. The General Fund will support \$15.1 million or 7% of the capital program. This General Fund amount includes \$6.4 million of carryover for CIP projects approved in prior years. Intergovernmental resources, in the form of federal and other grants, will provide \$5.3 million in capital resources while gas tax and other Transportation resources will provide almost \$8.7 million in resources. Finally, payments from property owners through the local improvement district program will support just over \$3.5 million in projects.

Figure 16 also demonstrates that by far the largest area of capital expenditures, 61%, is in the area of public utilities. Projects such as the mid-County sewers and the Combined Sewer Overflow represent substantial capital investments. Other notable projects included within the capital budget are: construction of a new Outer East Police precinct and renovation and seismic upgrade of the existing SE precinct; renovation and seismic upgrade of City Hall; park improvement projects financed by the voter approved general obligation bond; increased investment in alternative modes of transportation (bike and pedestrian improvements) as well as street improvements

TOTAL CAPITAL BUDGET



City Debt Management

The City of Portland issues a variety of debt to raise capital for construction projects, and acquisition of equipment and facilities. City debt is rated in national financial markets by Moody's Investors Service and, in cases such as sewer revenue bonds, by Standard and Poors. Bond ratings, based upon this independent analysis by financial market professionals, indicate the confidence that an investor can have in the security of their investment in City notes and bonds. "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 capabilities. Since 1973 the City's general obligation debt has been rated "Aaa" by Moody's. City revenue bonds are typically rated "A" or "Aa" by Moody's and "A+" by Standard & Poors.

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 capabilities and without the use of bond insurance. In the 13 Western states there are only 14 "Aaa" credits obtained on their own merit, and Portland is one of only eight cities in the United States with a population over 250,000 holding that rating.

The following is a brief summary of the City's existing debt:

General Obligation Debt, backed by the full faith and credit and unlimited taxing power of the City, presently outstanding consists of:

\$68.9 million in voter-approved bonds for the Performing Arts Center, Civic Stadium and Parks System Improvements
\$11.3 million in local improvement district bonds and \$70.7 million in water facility bonds are repaid by individual property assessments and water user charges, respectively, but are secondarily backed by the City's general obligation pledge.

Revenue Bonds, or debt supported by a specified resource such as user fees, include:

\$403 million in sewer system revenue bonds.
\$25 million in water facility revenue bonds.
\$1.7 million in golf revenue bonds.
\$39.2 million in hydropower revenue bonds.

	\$12.7 million in parking garage revenue bonds.
	\$53.5 million in special assessment bonds for sewer and other improvements.
	\$75.2 million in urban renewal bonds.
Other debt	consists of:
Notes and Mo	ortgages Payable, or debt supported typically by user fees:
	\$5.2 million in certificates of participation, \$4.1 million in limited tax general obligation notes, and \$43.7 million in full faith & credit obligations for buildings and equipment that are paid for by various city organizations.
	\$7.5 million revolving credit facility to fund authorized local improvement district projects.
	\$34.5 million revolving credit facility to fund improvements associated with the Oregon Arena Project.
	\$13.2 million in notes to provide sewer improvements.
estimated \$75	obligation debt can legally reach three percent of the City's assessed value or an 51 million. The City's low debt of only \$68.9 million in non-self supporting general of translates into about \$139 per capita, or a ratio about .28% of assessed value.
For FY 1995	-96 the City anticipates issuing the following new debt:
	\$7 million in assessment bonds to support infrastructure capital projects.
	\$45 to \$50 million in revenue bonds to retire the interim financing associated with the Oregon Arena Project.
	\$4.5 million in limited tax general obligation notes to support acquisition of new capital equipment.
	\$26 million in water revenue bonds for water system capital improvements.

K. CONCLUSION

The FY 1995-96 Budget represents the completion of the City's first full two year budget cycle. It continues and adds to the many actions initiated by the Council to address the community based goals developed in conjunction with the FY 1994-95 budget. The two year budget represents a transitional period, one in which the Council continues to respond to the impact of Ballot Measure 5 and strives to focus the budget on priorities important to the stability of the community.

FY 1995-96 will see the implementation of the voter approved capital improvement program for the City's parks and recreational facilities. The required renovation of City Hall will be initiated and construction will begin for one new and one completely renovated precinct stations serving East Portland. The Livable City Housing Council will complete a comprehensive housing plan directed toward 50,000 new units of housing within the city over the next two decades in response to expected population growth. The Housing Investment Fund will be established supporting programs directed toward achieving this growth. The City's Transportation programs will be adjusted to address a projected shortfall and the outcome of State Legislative action.

The Combined Sewer Overflow Management plan will go into full implementation requiring a \$500 million capital construction program. The Bureau of Water will complete regional water study defining options for meeting future water demand projections. The City's management systems will continue to undergo change. The Comprehensive Organizational Review and Evaluation System (CORE) will be fully implemented as will the Employee Suggestion Program; work will continue toward creation of a city-wide geographical information system (GIS); customer service training and other programs directed toward improving the quality of service will be fully initiated; the innovations fund will continue to be a tool for improving services; and joint labor and management committees will continue efforts to improve services and save tax payer dollars.

The budget responds to immediate priorities, such as continuing to extend services to annexed areas and addressing ongoing public safety and housing issues while defining a plan to insure that budgetary stability is maintained in the long-term. To this end the budget maintains flexibility in responding to such new financial challenges as the loss of urban renewal financing as well as other potential future uncertainties. With renewed energy, the budget builds upon past efforts to empower all employees to improve service efficiency and productivity, as well as increase the overall level of accountability to our customers, the residents and businesses of Portland.



Table of Contents Financial Summaries

	<u>P</u>	age
Guide to t	the Financial Summaries	. 81
Table 1:	Total City Budget - Revenues & Expenses	. 85
Table 2:	Operating & Capital Budget by Service Area	. 86
Table 3:	General Fund Revenues & Expenses	. 88
Table 4:	Summary of Authorized Positions	. 89
Table 5:	Total Revenues & Expenses by Fund by Fiscal Year	. 90
Table 6:	Summary of Bureau Expenses by Fund - FY 1995-1996	. 93
Table 7:	Summary of Revenues by Fund	. 96
Table 8:	Summary of Bureau Expenses by Managing Agency	. 99
Table 9:	Tax Levy Computation	104
Table 10:	Appropriation Schedule - 1995-1996	105
Table 11:	Historical Funds and Appropriations	108
Table 12:	General Fund	109
Table 13:	General Reserve Fund	114
Table 14:	Summary of Indebtedness - Debt Outstanding	115
Table 15:	FY 1995-1996 Debt Service	118
Table 16:	Principal and Interest Requirements Over the Life of Debt	119
Table 17:	Summary of Defeased Indebtedness	121



The Financial Summaries" section contains a variety of tables intended to help the reader view the 1995-1996 Budget as a whole, consolidating the budget figures across all the City's funds or bureaus.

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.

Total City - Revenues and Expenses

The first summary (Table 1) offers the broadest picture; the entire City Budget condensed onto one page, comparing 1994-95 with 1995-96. This summary illustrates 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 be equal to the total amount of money flowing into the fund plus its beginning balance ("resources"). For the sake of simplicity and familiarity, the Financial Summaries use the terms "Revenue" and "Expenses," even though those terms have more specialized 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) vs. what it needs.

Major Types of Expenditures

Table 1 also shows the budget broken down into its major revenue classes 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) refer to those types of expenditures-either operating or capital--that result from the programs or services provided by the City's bureaus. These categories are personal services, internal and external materials and services, capital outlay, and a less-frequently used category called "equipment cash transfers." The other type of major expense class, *fund expenses* (or "fund requirements") refers to financial requirements needed in order to keep a fund healthy and meet its obligations--such as contingencies, debt retirement, and most interfund transfers--but 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 instead of the total requirements at the fund level.

Net Budget

The citywide totals contained in Table 1 and other summaries contain not just the sum of the various funds but also a "net budget" figure. The net budget subtracts the "double count" that results from interfund transfers and tax anticipation notes (short term debt that double counts the property tax revenue).

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 1995-96 budget to what was the 1994-95 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 agreement 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 Police Bureau for police services. Those dollars can only be spent by the Police Bureau for activities related to that contract. Or, the Parks Bureau generates fee income from its recreation programs that the Council has decided, by policy, to dedicate to Parks Bureau functions.

The major types of non-discretionary resources are grants and donation; contract revenues; "interagency" service agreements with another City bureau; "bureau program revenues" such as service charges to the public from a bureau's programs; 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 these restricted 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 budget FY 1995-96 is \$279.7 million, but after subtracting the cost of those activities that are tied to non-discretionary funding sources, the flexible part of the General Fund is actually \$231.6 million. The City Council can opt to dedicate discretionary resources to any service area. For 1995-96, 65% of the discretionary General Fund budget is allocated to two bureaus: Police and Fire.

Summary of Authorized 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.

Summaries by Fund

Tables 5, 6 and 7 are lengthier tables that show different aspects of the City's budget by individual fund. Table 5, 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 1995-96 Budget but also in past years.

Table 6 looks at the "Bureau Expenses by Fund". It gives more detail on the bureau expenses, showing how much is budgeted in 1995-96 for personnel costs, capital purchases, or the other major expense categories. Because Table 6 focuses on bureau expenses as opposed to fund-level needs, it details the budgets of the individual bureaus in the General Fund.

Table 7 looks at "Revenues by Fund". It provides a more detailed view of the major revenue types received by each fund for FY 1995-96.

Summary by Managing Agency

The "Summary of Bureau Expenses by Managing Agency" (Table 8) shows the total bureau expenses for 1994-95 and 1995-96, grouped by the agency that manages that particular fund or appropriation. So, for instance, it shows together all of the dollars for which the Bureau of General Services in responsible, even though those appropriations are in many different funds.

Tax Levy Computation

Table 9 outlines the City's calculation of its property tax levies. The format for this summary is prescribed by State law. The tax calculation is designed to only allow a levy amount that is justified by a fund's budgeted requirements. After stating the total requirements for each tax-supported fund, non-tax revenues are subtracted, leaving the amount that the fund needs to raise in current-year tax revenue. This amount is factored up by expected delinquencies and losses due to Measure 5 compression, and the result is the certified levy for the fund.

Appropriation Schedule

Table 10, the "Appropriation Schedule" is a legally required summary of expenditures at the total fund appropriation level. Appropriation is divided into bureau program expenses, which include personal services, external materials and services, internal materials and services, capital outlay, and equipment cash transfers, and fund requirements, which include contingency, interfund cash transfers, debt retirement, and inventory increases.

Historical Funds

Table 11, the "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.

General Fund/General Reserve Summaries

Tables 12 and 13 provide fund summaries of the General Fund and the General Reserve Fund. They are included in this section because they do not fall within any specific service area.

Debt Summaries

Tables 14, 15, 16 and 17 conclude the financial summaries section by outlining the City's indebtedness. The format for these summaries is prescribed by State law. The debt summary, Table 14, also discusses the City's current bond ratings and the type of debt instruments used by the City.

OPERATING & 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.

	FY 1	994-95 Revised	Budget	I	Y 1995-96 Adop	ted
	Operating	Capital	Total	Operating	Capital	Total
	Budget	Improvements	Expenses	Budget	Improvements	Expenditures
Purchases & Stores	1,064,821	0	1,064,821		0	1,140,914
Licenses	2,384,956	0	2,384,956	2,718,263	0	2,718,263
Office of Governmental Relations	534,590	0	534,590	536,993	0	536,993
General Services-Administration	1,224,831	0	1,224,831	1,220,684	32,800	1,253,484
Capital Improvement Fund	0	0	0	0	50,000	50,000
Communications Services	6,936,961	1,061,600	7,998,561	6,765,939	1,229,000	7,994,939
Facilities Services	9,290,419	2,415,692	11,706,111	11,880,507	761,400	12,641,907
Fleet Services	18,048,400	367,000	18,415,400	16,234,554	0	16,234,554
Printing & Distribution Services	5,241,414	0	5,241,414	5,335,738	406,500	5,742,238
Insurance & Claims	4,026,893	0	4,026,893	4,435,426	0	4,435,426
Workers' Compensation	4,055,374	0	4,055,374	4,255,294	0	4,255,294
Health Insurance	13,433,656	0	13,433,656	13,718,655	0	13,718,655
Computer Services	3,630,472	137,000	3,767,472	3,594,951	0	3,594,951
Other Legislative/Admin/Support	3,987,734	0	3,987,734	3,979,113	9,915,300	13,894,413
Total Legislative/Admin/Support	99,964,433	4,028,514	103,992,947	102,953,605	12,437,756	115,391,361
PDC Urban Renewal Debt						
Tax Increment Debt (Interest Only)	0	0	0	15,000	0	15,000

General Reserves and Other	0	0	0	0	0	0
TOTAL EXPENDITURES	578,770,777	185,069,012	763,839,789	590,417,368	205,278,894	795,696,262
FUND REQUIREMENTS						
Contingency			206,573,441			274,695,243
Interfund Cash Transfers			358,517,314			309,580,661
Debt Retirement			150,797,682			147,640,992
Inventory Increases			140,000			140,000
Unappropriated Ending Fund Bal.			65,763,619			50,158,391
TOTAL CITY BUDGET			1,545,631,845	***************		1,577,911,549
Subtract "double count" caused by						
interfund transfers, interagency						
charges & tax anticipation notes			(461,910,241)			(425,291,688)
NET CITY BUDGET			1,083,721,604			1,152,619,861

GENERAL FUND REVENUES AND EXPENSES

Table 3

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

***************************************	Discretionary Budget		Total Bu	ıdget
	Revised	Adopted	Revised	Adopted
	FY 1994-95	FY 1995-96	FY 1994-95	FY 1995-96
REVENUES				
Property Taxes	\$108,476,184	\$122,896,426	\$108,476,184	\$122,896,426
Lodging Taxes	7,419,693	7,951,149	7,419,693	7,951,149
Business Licenses	32,402,548	35,094,349	32,402,548	35,094,349
Utility Franchise Fees	35,249,934	36,071,024	35,249,933	36,071,024
Service Charges and Other	2,843,460	3,919,813	13,747,346	16,170,856
Intergovernmental	8,440,258	8,461,036	15,416,785	13,582,121
Transfers from Other Funds/Agencies	859,814	2,985,552	28,591,636	30,687,007
Beginning Fund Balance	14,071,624	14,189,725	17,071,624	17,325,925
GENERAL FUND REVENUES	\$209,763,515	\$231,569,074	\$258,375,749	\$279,778,857
EXPENSES				
City Attorney	\$1,037,145	1,328,908	\$3,351,269	\$3,620,074
City Auditor	946,062	1,195,644	4,019,114	4,240,970
Cable & Franchise Mgt	1,165,633	1,224,230	1,552,509	1,450,204
Commissioner #1	223,289	271,025	584,742	608,053
Commissioner #2	217,739	278,975	570,802	593,535
Commissioner #3	209,916	257,440	549,827	572,000
Commissioner #4	217,675	278,666	570,511	593,226
Community Development	1,765,736	1,470,152	3,751,574	3,428,449
Energy	139,635	153,648	610,853	410,548
Finance & Administration	3,122,622	3,827,535	15,219,613	15,616,198
Fire	54,757,308	57,506,151	59,528,619	60,354,092
General Services	0	0	1,224,831	1,253,484
Government Relations	154,491	244,901	534,590	536,993
Licenses	1,455,004	1,768,937	2,384,956	2,718,263
Mayor	486,270	570,915	1,285,256	1,335,274
Metropolitan Arts	1,049,159	0	1,855,608	0
Metro Human Rights	197,855	219,922	304,153	343,031
Neighborhood Associations	2,399,869	2,492,587	2,679,258	2,749,963
Parks & Recreation	25,046,462	25,550,610	33,194,613	34,023,933
Planning	2,932,278	3,158,583	4,917,839	5,509,045
Police	86,350,263	89,549,282	91,924,998	94,023,810
Purchases & Stores	185,525	194,879	1,064,821	1,140,914
Special Appropriations	12,612,843	15,197,770	13,179,332	16,268,959
Total Bureau Expenses	\$196,672,779	\$206,740,760	\$244,859,688	\$251,391,018
Transfers to Other Funds	\$11,404,181	\$19,156,592	\$11,829,506	\$19,579,917
Contingency-Operating & Unforeseen	1,686,555	5,671,722	1,686,555	5,671,722
Contingency-Encumbrance Carryover	0	0	0	3,136,200
Inventory Increases	0	0	0	0
GENERAL FUND EXPENSES	\$209,763,515	\$231,569,074	\$258,375,749	\$279,778,857

SUMMARY OF AUTHORIZED POSITIONS

Table 4

This table summarizes the number of regular furdal-time positions authorized in each bureau or fund, including PDC for FY 1993-94, FY 1994-95 and FY 1995-96 _______mited-term or part-time employees are not include

ALL FUNDS	Actual FY 1993-94		ncluded. Adopted
GENERAL FUND		FY 1994-95	FY 1995-96
City Attorney	36		
City Auditor	52	36	36
Cable Communication & Franchise Mgt		53	52
Commissioner #1, Public Affairs	5	5	5
Commissioner #2, Public Works	7	7	7
Commissioner #3, Public Utilities	7	6	6
Commissioner #4, Public Safety	7	7	7
Housing & Community Development	7	7	7
Energy Office	12	16	16
Finance & Administration	7	7	7
Fire, Rescue & Emergency Services	167	168	167
General Services	771	741	739
Government Relations	18	18	17 · •
Licenses	4	4	4
Mayor	34	36	37
Metro Arts Commission	16	20	18
Metropolitan Human Rights Commission	10	10	0
	5	5	5
Neighborhood Associations	19	21	22
Parks	282	295	
Planning	64	72	296
Police	1,195	1,254	82
Purchases and Stores	17	16	1,255
TOTAL GENERAL FUND	2,742	2,804	16
		2,004	2,801
OTHER FUNDS			
Buildings	163	168	
Communications Services	22	23	178
Emergency Communications	126		26
Environmental Services	390	138	152
Facilities Services	23	402	409
Fleet Services	74	23	26
Golf	30	74	76
Hydro Power	3	29	29
Parks Bond Construction Fund	0	3	3
Ptid International Raceway (PIR)	4	0	17
Printing & Distribution	27	4	6
Refuse Disposal	10	27	27
Transportation	718	10	10
Water		719	733
OTAL OTHER FUNDS	509	500	501
	2,099	2,120	2,193
OTAL CITY excluding PDC	40		,
Portland Development Commission	4,841	4,924	4,994
	115	107	110
TOTAL CITY Including PDC	4,956	5,031	-
		3,031	5,104

TOTAL REVENUES & EXPENSES BY FUND BY FISCAL YEAR

Table 5

In each fund, total revenues including beginning balance must equal total expenses including ending balance. This table states the total revenues and expenses for each City fund for the 1995-95 budget and for prior fiscal years.

Fund Type	Actual FY 92-93	Actual FY 93-94	Revised Budget FY 94-95	Proposed FY 95/96	Adopted FY 95/96
Pund OPERATING FUNDS	F 1 32-33	1135-54	110400	7 7 00/00	7 7 00/00
General Fund	222,367,181	244,563,637	258,375,749	271,637,505	279,778,857
Assess. Collection	427,699	388,670	372,680	309,576	309,576
Arena Operating	0	1,336,184	12,000,000	3,855,543	3,855,543
Auto Port	1,778,901	2,715,020	2,355,044	2,859,113	2,859,113
Buildings	16,060,065	17,609,887	16,344,678	17,190,811	17,190,811
Cable	3,751,568	4,599,245	4,121,190	3,572,462	3,572,462
	1,423,700	1,237,255	2,397,411	2,322,468	2,322,468
Econ Improve Dist Emerg. Commun.	8,967,569	9,576,807	10,294,315	11,415,778	11,415,778
	5,817,267	6,439,024	6,542,528	5,325,963	5,555,963
Golf			773,655	877,485	877,485
Hydropower	496,129	644,540		011,405	011,400
NW I-405 Rec	101,454	343,023	915,000	12 177 201	12 177 201
Parking Facilities	7,729,698	7,798,094	8,473,604	13,177,301	13,177,301,
Parks System Imprmt	2,442,752	933,613	720,671	12,988	12,988
PIR	681,486	888,488	804,813	991,816	991,816
Pub. Safety Capital	11,840,493	3,910,447	1,184,907	531,894	- 531,894
Refuse Disposal	4,586,118	5,330,007	2,744,367	3,448,648	3,448,648
Sewer Operating	174,953,821	185,254,971	207,862,903	204,003,072	204,003,072
Street Lighting	5,567,601	3,942,571	0	0	00 005 455
Transportation	86,383,055	90,151,583	93,823,079	93,442,382	93,925,155
Water	81,350,195	151,394,325	86,119,001	94,977,871	94,977,871
Total Operating Funds	636,726,752	739,057,391	716,225,595	729,952,676	738,806,801
INTERNAL SERVICE FUND	D.S.				
Communications Svcs	13,618,771	14,864,002	8,921,289	11,229,876	10,191,990
Computer Services	4,512,107	5,595,578	4,878,123	4,943,464	4,613,840
Facilities Svcs	18,319,425	58,445,679	19,946,949	39,616,400	39,533,670
Fleet Services	23,409,530	26,396,219	24,683,285	22,638,806	22,933,373
Health Insurance	20,818,055	25,862,256	26,729,406	31,943,622	31,943,622
Insurance & Claims	7,779,512	8,443,938	8,326,161	9,775,520	9,775,520
Justice Center	2,921,825	0	0	0	0
Printng & Distrib	5,960,177	6,242,051	6,402,228	6,871,872	6,871,872
Workers' Comp	13,045,083	14,599,001	14,865,650	15,561,180	15,561,180
Total Internal Svc Funds	110,384,485	160,448,724	114,753,091	142,580,740	141,425,067
AGENCY AND TRUST FUI	NDS				
Env, Remediation	0	7,280,543	4,414,698	3,219,349	3,219,349
Housing Investment	0	0	0	2,245,915	2,245,915
Hydro Renew/Repl.	6,550,046	6,629,549	6,815,200	7,279,000	7,279,000
Model Cities Dev	130,554	158,027	0	0	0
Portld Parks Trsts	1,750,073	1,979,188	2,541,122	2,858,713	3,142,334
Public Art Trust	378,583	1,036,893	573,000	0	0
Sewer Rate Stabiliz	15,246,034	17,216,182	21,750,000	36,263,000	36,263,000
Sewer Revolving Loan	2,000,184	2,158,497	1,850,000	1,225,000	1,225,000
Sewer Safety Net	1,792,892	2,261,195	2,125,000	4,495,161	4,495,161
Sundry Trusts	67,314	0	0	0	0
Water Growth Impct	1,010,800	1,047,700	1,087,736	1,173,499	1,173,499
Total Agency & Trust	28,926,480	39,767,774	41,156,756	58,759,637	59,043,258
35.13					120

.

TOTAL REVENUES & EXPENSES BY FUND BY FISCAL YEAR

Table 5

In each fund, total revenues including beginning balance must equal total expenses including ending balance. This table states the total revenues and expenses for each City fund for the 1995-95 budget and for prior fiscal years.

Fund Type	Actual	Actual	Revised Budget	Proposed	Adopted
Fund	FY 92-93	FY 93-94	FY 94-95	FY 95/96	FY 95/96
CONSTRUCTION FUNDS	1 200 706	19 404 700	14 120 200	11 212 052	11 212 052
Arena Construction	1,289,706	18,404,790 0	14,120,300 542,072	11,312,952 26,205,000	11,312,952 26,122,270
Capital Improvement	91,183,509	32,108,336	25,369,602	23,935,837	23,935,837
LID Bades Band	91,103,509	32,100,330	25,309,002	60,946,873	60,946,873
Parks Bond	133,757,895	173,713,675	272,729,490	156,114,857	156,114,857
Sewer System Water	23,197,689	43,029,461	35,280,361	52,969,311	52,969,311
Total Construction Funds	249,428,799	267,256,262	348,041,825	331,484,830	331,402,100
Total Construction Funds	243,420,133	201,200,202	040,041,020	001,404,000	001,402,100
DEBT SERVICE FUNDS					
Airport Way	3,790,212	25,725,931	1,856,661	2,443,704	2,443,704
Arena Debt Service	0	(241,517)	14,585,776	49,355,000	49,355,000
Bancroft	17,736,658	49,504,207	15,373,074	12,677,600	12,677,600
Bonded Debt	4,000,032	4,034,748	4,334,000	9,432,687	9,432,687
Central Eastside	1,213,934	263,951	232,622	247,744	- 247,744
Convention Ctr	47,969	51,346	55,874	65,562	65,562
Downtown Parking	51,125	0	0	0	0
Golf Revenue	543,948	543,684	547,249	536,277	536,277
Hydropower	9,989,234	17,417,304	7,400,400	7,772,540	7,772,540
Intermediate Debt	1,386,440	3,752,405	2,159,425	1,996,976	1,996,976
Morrison Park East	799,204	792,426	800,000	805,000	805,000
Morrison Park West	681,670	677,982	679,500	702,500	702,500
Old Town Parking	1,461,083	1,437,254	689,800	809,389	809,389
PIR Bond	252,817	129,274	0	0	0
Sewer System Debt	49,924,811	63,957,949	110,580,498	62,032,752	62,022,752
St Johns Riverfront	33,854	7,333	4,787	9,181	9,181
Short Term Debt	271,633	281,549	276,384	0	0
South Park Renewal	5,814,125	8,268,061	2,474,818	2,433,975	2,433,975
Tennis Facilities	67,066	70,362	61,950	0	0
Wash. Cnty Supply	3,462,257	18,287,284	1,008,384	1,502,126	1,502,126
Water Bond Sinking	8,513,196	60,392,767	8,555,320	10,757,648	10,757,648
Waterfront Renewal	27,684,693	16,688,966	12,452,444	9,551,500	9,551,500
Total Debt Svc Funds	137,725,961	272,043,266	184,128,966	173,132,161	173,122,161
FEDERAL FUNDS					
Federal Grants	7,579,319	8,892,786	14,320,379	5,249,631	6,033,585
HOME Grant	68,762	3,294,112	7,617,012	3,778,000	3,778,000
Hsng & Comm Dev	15,031,841	18,368,954	27,031,242	16,985,000	18,485,000
Total Federal Funds	22,679,922	30,555,852	48,968,633	26,012,631	28,296,585
RETIREMENT FUNDS					
F & P Disab/Retire	50,655,141	46,556,576	54,303,070	60,857,341	65,695,731
FPDR Reserve	768,387	768,387	750,000	750,000	750,000
Supp Retire Prog Trst	409,773	413,778	394,481	429,208	429,208
Total Retirement Funds	51,833,301	47,738,741	55,447,551	62,036,549	66,874,939

TOTAL REVENUES & EXPENSES BY FUND BY FISCAL YEAR

Table 5

In each fund, total revenues including beginning balance must equal total expenses including ending balance. This table states the total revenues and expenses for each City fund for the 1995-95 budget and for prior fiscal years.

Fund Type	Actual	Actual	Revised Budget	Proposed	Adopted
Fund	FY 92-93	FY 93-94	FY 94-95	FY 95/96	FY 95/96
REVENUE AND RESERVE	FUNDS				
Conventn. & Tourism	1,285,864	1,427,292	1,406,827	1,596,200	1,596,200
General Reserve	22,663,220	22,817,783	30,166,040	31,840,263	31,840,263
Transp. Reserve	6,492,050	6,692,618	5,336,561	5,504,175	5,504,175
Sewer Debt Proceeds	98,693,194	0	0	0	0
Total Revenue/Reserve	129,134,328	30,937,693	36,909,428	38,940,638	38,940,638

TOTAL ALL FUNDS 1,366,840,028 1,587,805,703 1,545,631,845 1,562,899,862 1,577,911,549

SUMMARY OF BUREAU EXPENSES BY FUND - FY 1995-96

Table 6

This table summarizes the major types of expenses included in bureau budgets for FY 1995-96, by fund and by bureau. It does not include fund-level expenses such as contingencies or interfund transfers.

SenPERAL FUND	fund-level expenses such as c					·	
SENERAL FUND		Personal	External	Internal	Capital	Equip Cash	Total
Cable & Franchise Mgmt 356,553 671,913 421,738 0 0 1,450,204 Cily Audinorey 3,053,906 229,886 293,526 42,756 0 3620,074 Commissioner #1-Public Utiliii 406,184 20,850 86,219 5,000 0 608,053 Commissioner #3-Public Work 488,413 28,200 77,922 4,000 0 593,535 Commissioner #3-Public Work 488,413 28,200 77,922 4,000 0 593,535 Commissioner #3-Public Mark 433,141 13,990 74,869 0 0 593,226 Commissioner #4-Public Earlar 478,214 39,549 75,463 0 0 593,355 Commissioner #4-Public Work 478,214 39,549 75,465 0,000 0 342,648 Energy Office 293,800 56,271 60,477 0 0 15,616,688 Finance and Administration 9,919,263 2,943,663 2,755,55 3,494,183 514,400 0 253,693	GENERAL FLIND	Services	IVILIIS & SVCS	IVILIS OL SVUS	Outlay	1141131613	Dureau Expenses
City Auditior 3,053,906 229,886 293,526 42,756 0 3,080 42,0970 Commissioner #1-Public Utilid 496,184 20,050 86,219 5,000 0 608,053 Commissioner #2-Public Work 488,413 28,200 72,922 4,000 0 593,535 Commissioner #4-Public Safet 483,141 13,990 74,869 0 0 572,000 Commissioner #4-Public Safet 478,214 39,549 75,463 0 0 572,000 Commissioner #4-Public Safet 478,214 39,549 75,463 0 0 572,000 Comminity Development 985,433 2,360,452 77,564 5,000 0 16,516,198 Finance and Administration 9,919,263 2,943,663 2,753,372 0 0 15,616,198 Erice & Emergency Rescue 961,145 86,330 199,009 7,000 0 1,253,484 Governmental Relations 311,760 191,839 33,394 0 0 2,749,63 <td></td> <td>356 553</td> <td>671 913</td> <td>421 738</td> <td>0</td> <td>0</td> <td>1 450 204</td>		356 553	671 913	421 738	0	0	1 450 204
City Auditior 3,055,023 564,103 589,044 0 32,800 4,240,970 Commissioner #2-Public Work 488,413 20,650 86,219 5,000 0 608,053 Commissioner #3-Public Mariar 488,413 28,200 72,922 4,000 0 572,000 Commissioner #3-Public Mariar 488,141 13,990 74,869 0 0 572,000 Community Development 985,433 2,360,452 77,564 5,000 0 3,226,449 Energy Office 293,800 56,271 60,477 0 0 16,16,198 Fire & Emergency Rescue 47,437,648 4,235,299 4,672,556 3,494,183 514,406 60,354,092 General Services 961,145 86,330 199,009 7,000 0 1,253,484 General Services 961,145 86,330 199,099 7,000 0 1,253,484 General Revices 961,145 86,330 199,099 7,000 0 1,335,274 Mayor	-				_		
Commissioner #1-Public Work 488,413 28,200 72,922 4,000 0 608,053 Commissioner #2-Public Work 488,413 28,200 72,922 4,000 0 593,535 Commissioner #3-Public Safet 478,214 39,949 75,463 0 0 593,226 Community Development 985,433 2,360,452 77,564 5,000 0 428,849 Energy Office 293,800 56,271 60,477 0 0 15,616,198 Finance and Administration 9,19,263 2,943,563 2,755,375 3,494,183 514,406 60,354,092 General Services 961,145 86,330 199,009 7,000 0 1,253,484 Governmental Relations 311,760 191,839 372,541 451,363 0 0 2,749,693 Mayor 1,098,574 78,183 158,517 0 0 3,332,74 Metropolitan Human Rights 267,387 12,485 46,759 16,400 0 2,749,963	•					-	
Commissioner #2-Public Work 488,413 28,200 72,922 4,000 0 593,535 Commissioner #4-Public Affair 483,141 13,990 74,869 0 0 572,000 Commissioner #4-Public Safet 478,214 39,549 75,663 0 0 593,226 Community Development 985,433 2,360,452 77,564 5,000 0 3,428,449 Energy Office 293,800 56,271 60,477 0 0 15,616,198 Fire & Emergency Rescue 47,437,648 4,235,299 4,672,556 3,494,183 514,406 60,354,092 General Services 961,145 86,330 199,009 7,000 0 1,253,484 Governmental Relations 311,760 1918,839 33,394 0 0 2,718,263 Mayor 1,098,574 78,183 158,517 0 0 2,748,63 Mayor 1,268,030 1,346,740 135,193 0 0 2,749,63 Parks 19,299,168	•		,		_	_	
Commissioner #3-Public Affair 483,141 13,990 74,869 0 572,000 Commissioner #4-Public Safet 478,214 39,549 75,463 0 0 593,226 Community Development 985,433 2,360,452 777,564 5,000 0 3,428,449 Energy Office 293,800 56,271 60,477 0 0 15,616,198 Finance and Administration 919,263 2,943,563 2,753,372 0 0 15,616,198 Fire & Emergency Rescue 47,437,648 4,225,299 4,672,556 3,494,183 514,406 60,354,092 Governmental Relations 311,760 191,839 33,394 0 0 556,993 License Bureau 1,894,355 372,541 451,363 0 0 2,718,263 Mayor 1,098,574 78,183 158,517 0 0 3,33,94 Office of Neighborhood Assoc 267,387 12,485 46,759 16,400 0 2,749,963 Pairks 1,284,363							
Commissioner #4-Public Safet 478,214 39,549 75,463 0 593,226 Community Development 985,433 2,360,452 77,564 5,000 0 3,428,449 Energy Office 293,800 56,271 60,477 0 0 410,548 Fine & Emergency Rescue 47,437,648 4,235,299 4,672,556 3,494,183 514,406 60,354,092 General Services 961,145 68,330 199,009 7,000 0 1253,484 Governmental Relations 311,760 191,839 33,394 0 0 2,718,263 Mayor 1,098,574 78,183 158,517 0 0 2,718,263 Mayor 1,098,574 78,183 158,517 0 0 2,749,63 Micropolitan Human Rights 267,387 12,485 46,759 16,400 3,432,73 Office of Neighborhood Assoc 1,288,030 1,346,740 135,193 0 0 2,749,63 Parks 19,299,168 5,715,462 3		-		,			
Community Development 985,433 2,360,452 77,564 5,000 0 3,428,449 Energy Office 293,800 56,271 60,477 0 0 410,548 Finance and Administration 9,919,263 2,943,563 2,753,372 0 0 15,616,198 Fire & Emergency Rescue 47,437,648 4,235,299 4,672,556 3,494,183 514,406 60,354,092 Governmental Relations 311,760 191,839 33,394 0 0 556,993 License Bureau 1,894,359 372,541 451,363 0 0 2,718,263 Mayor 1,098,574 78,183 158,517 0 0 1,345,274 Metropolitan Human Rights 267,387 712,485 46,759 16,400 0 2,749,963 Parks 19,299,168 5,715,462 3,814,911 5,113,065 813,27 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 5,509,045 Police 68,66					_	_	
Energy Office 293,800 56,271 60,477 0 0 410,548 Finance and Administration 9,919,263 2,943,563 2,753,372 0 0 15,616,198 Fire & Emergency Rescue 47,437,648 4,235,299 4,672,556 3,494,183 514,406 60,354,092 General Services 961,145 86,330 199,009 7,000 0 1,253,484 Governmental Relations 311,760 191,839 33,394 0 0 2,718,263 Mayor 1,098,574 78,183 158,577 0 0 1,335,274 Metropolitan Human Rights 267,387 12,485 46,759 16,400 0 2,749,963 Parks 1,229,168 5,715,462 3,814,911 5,113,065 81,327 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 5,509,045 Police 68,660,727 3,851,682 20,517,590 464,811 529,000 94,023,810 Purchases & Stores			•		•	•	
Finance and Administration 9,919,263 2,943,563 2,753,372 0 0 15,616,198 Fire & Emergency Rescue 47,437,648 4,235,299 4,672,556 3,494,183 514,406 60,354,092 General Services 961,145 86,330 199,009 7,000 0 1253,484 Governmental Relations 311,760 191,839 33,394 0 0 556,993 License Bureau 1,894,359 372,541 451,363 0 0 2,718,263 Mayor 1,098,574 78,183 158,517 0 0 1,335,274 Metropolitan Human Rights 267,387 12,485 46,759 16,400 0 343,031 Office of Neighborhood Assoc 1,268,030 1,346,740 135,193 0 0 2,749,963 Parks 19,299,168 5,715,662 3,814,911 5,113,065 81,327 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 55,090,44 Policic ase Store	· ·	•				-	
Fire & Emergency Rescue 47,437,648 4,235,299 4,672,556 3,494,183 514,406 60,354,092 General Services 961,145 86,330 199,009 7,000 0 1,253,484 Governmental Relations 311,760 191,839 33,394 0 0 536,993 License Bureau 1,894,359 372,541 451,363 0 0 2,718,263 Mayor 1,088,574 78,183 158,517 0 0 343,031 Office of Neighborhood Assoc 1,268,030 1,346,740 135,193 0 0 2,749,663 Parks 19,299,168 5,715,462 3,814,911 5,113,065 81,327 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 5,509,045 Police 68,660,727 3,815,682 20,517,590 464,811 529,000 9,4023,810 Purchases & Stores 862,776 52,000 226,138 0 0 16,289,59 Total General Fund <	• •				_	_	
General Services 961,145 86,330 199,009 7,000 0 1,253,484 Governmental Relations 311,760 191,839 33,334 0 0 536,993 License Bureau 1,894,359 372,541 451,363 0 0 2,718,263 Mayor 1,098,574 78,183 158,517 0 0 1,335,274 Metropolitan Human Rights 267,387 12,485 46,759 16,400 0 2,749,963 Parks 19,299,168 5,715,462 3,814,911 5,113,065 81,327 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 5,509,045 Police 68,660,727 3,851,682 20,517,590 464,811 529,000 94,023,810 Purchases & Stores 862,776 52,000 226,138 0 0 1,140,914 Special Appropriations 0 15,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018					-	-	
Governmental Relations 311,760 191,839 33,394 0 0 536,993 License Bureau 1,894,359 372,541 451,363 0 0 -2,718,263 Mayor 1,098,574 78,183 158,517 0 0 1335,274 Metropolitan Human Rights 267,387 12,485 46,759 16,400 0 343,031 Office of Neighborhood Assoc 1,268,030 1,346,740 135,193 0 0 2,749,963 Parks 19,299,168 5,715,462 3,814,911 5,113,065 81,327 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 5,509,045 Police 68,660,727 3,851,682 20,517,590 464,811 529,000 94,023,810 Purchases & Stores 862,776 52,000 226,138 0 0 16,268,959 Total General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 Arena/Coliseum Fund <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>							
License Bureau 1,894,359 372,541 451,363 0 0 2,718,263 Mayor 1,998,574 78,183 158,517 0 0 1,335,274 Metropolitan Human Rights 267,387 12,485 46,759 16,400 0 343,031 Office of Neighborhood Assoc 1,268,030 1,346,740 135,193 0 0 2,749,963 Parks 19,299,168 5,715,462 3,814,911 5,113,065 81,327 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 5,509,045 Police 68,660,727 3,851,682 20,517,590 464,811 529,000 94,023,810 Purchases & Stores 862,776 52,000 226,138 0 0 1,140,914 Special Appropriations 0 15,899,365 286,864 82,730 0 16,268,959 Total General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 Arto Port							
Mayor 1,098,574 78,183 158,517 0 0 1,335,274 Metropolitan Human Rights 267,387 12,485 46,759 16,400 0 343,031 Office of Neighborhood Assoc 1,268,030 1,346,740 135,193 0 0 2,749,963 Parks 19,299,168 5,715,462 3,814,911 5,113,065 81,327 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 5,509,045 Police 68,660,727 3,851,682 20,517,590 464,811 529,000 94,023,810 Purchases & Stores 862,776 52,000 226,138 0 0 1,140,914 Special Appropriations 0 15,899,365 286,864 82,730 0 16,268,959 Oberla General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 Operant Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018							
Metropolitan Human Rights 267,387 12,485 46,759 16,400 0 343,031 Office of Neighborhood Assoc 1,268,030 1,346,740 135,193 0 0 2,749,963 Parks 19,299,168 5,715,462 3,814,911 5,113,065 81,327 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 5,509,045 Police 68,660,727 3,851,682 20,517,590 464,811 529,000 94,023,810 Purchases & Stores 862,776 52,000 226,138 0 0 1,140,914 Special Appropriations 0 15,899,365 286,864 82,730 0 16,268,959 Total General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 Arema/Coliseum Fund 0 55,508 0 0 0 55,508 Ace Port 0 3,000 57,957 0 0 871,747 Buildings Fund 10,439,					_		
Office of Neighborhood Assoc 1,268,030 1,346,740 135,193 0 0 2,749,963 Parks 19,299,168 5,715,462 3,814,911 5,113,065 81,327 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 5,509,045 Police 68,660,727 3,851,682 20,517,590 464,811 529,000 94,023,810 Purchases & Stores 862,776 52,000 226,138 0 0 1,140,914 Special Appropriations 0 15,899,365 286,864 82,730 0 16,268,959 Total General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 Arena/Coliseum Fund 0 55,508 0 0 0 55,508 Assessment Collection 0 3,000 57,957 0 0 60,957 Auto Port 0 294,042 577,705 0 0 871,747 Gable 0 1,735,881<	•				•	Ī	
Parks 19,299,168 5,715,462 3,814,911 5,113,065 81,327 34,023,933 Planning 4,301,156 382,253 759,180 66,456 0 5,509,045 Police 68,660,727 3,851,682 20,517,590 464,811 529,000 94,023,810 Purchases & Stores 862,776 52,000 226,138 0 0 1,140,914 Special Appropriations 0 15,899,365 286,864 82,730 0 16,268,959 Total General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 Arena/Coliseum Fund 0 55,508 0 0 0 55,508 Assessment Collection 0 3,000 57,957 0 0 60,957 Auto Port 0 294,042 577,705 0 0 871,747 Buildings Fund 10,439,490 894,084 1,993,609 52,156 0 13,379,339 Cable 0 1,735,881				•			
Planning	•				•	•	
Police 68,660,727 3,851,682 20,517,590 464,811 529,000 94,023,810 Purchases & Stores 862,776 52,000 226,138 0 0 1,140,914 Special Appropriations 0 15,899,365 286,864 82,730 0 16,268,959 Total General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 OPERATING FUNDS General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 Arena/Coliseum Fund 0 55,508 0 0 0 55,508 Assessment Collection 0 3,000 57,957 0 0 871,747 Buildings Fund 10,439,490 894,084 1,993,609 52,156 0 13,379,339 Cable 0 1,735,881 264,151 1,000 0 2,322,468 Emergency Communications 8,092,486 511,089 1,028,540 350,000 10,000 9,992,115						_	
Purchases & Stores 862,776 52,000 226,138 0 0 1,140,914 Special Appropriations 0 15,899,365 286,864 82,730 0 16,268,959 Total General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 OPERATING FUNDS General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 General Fund 0 55,508 0 0 0 55,508 Assessment Collection 0 3,000 57,957 0 0 60,957 Auto Port 0 294,042 577,705 0 0 871,747 Buildings Fund 10,439,490 894,084 1,993,609 52,156 0 13,379,339 Cable 0 1,735,881 264,151 1,000 0 2,322,468 Econ. Improvement District 0 2,322,468 0 0 0 2,322,468 Emergency Communications <t< td=""><td>•</td><td></td><td></td><td></td><td>·</td><td>_</td><td></td></t<>	•				·	_	
Special Appropriations 0 15,899,365 286,864 82,730 0 16,268,959 Total General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 OPERATING FUNDS						_	
Total General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 OPERATING FUNDS General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 Arena/Coliseum Fund 0 55,508 0 0 0 55,508 Assessment Collection 0 3,000 57,957 0 0 60,957 Auto Port 0 294,042 577,705 0 0 871,747 Buildings Fund 10,439,490 894,084 1,993,609 52,156 0 13,379,339 Cable 0 1,735,881 264,151 1,000 0 2,001,032 Econ. Improvement District 0 2,322,468 0 0 0 2,322,468 Emergency Communications 8,092,486 511,089 1,028,540 350,000 10,000 9,992,115 Golf 2,016,512 1,274,500 390,932 820,800 0 4,502,744 Hydropower					_	_	
OPERATING FUNDS General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 Arena/Coliseum Fund 0 55,508 0 0 0 55,508 Assessment Collection 0 3,000 57,957 0 0 60,957 Auto Port 0 294,042 577,705 0 0 871,747 Buildings Fund 10,439,490 894,084 1,993,609 52,156 0 13,379,339 Cable 0 1,735,881 264,151 1,000 0 2,322,468 Econ. Improvement District 0 2,322,468 0 0 0 2,322,468 Gelf 2,016,512 1,274,500 390,932 820,800 0 4,502,744 Hydropower 203,025 129,800 138,116 0 0 470,941 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700						· · · · · · · · · · · · · · · · · · ·	
General Fund 165,972,660 39,152,756 35,806,668 9,301,401 1,157,533 251,391,018 Arena/Coliseum Fund 0 55,508 0 0 0 55,508 Assessment Collection 0 3,000 57,957 0 0 60,957 Auto Port 0 294,042 577,705 0 0 871,747 Buildings Fund 10,439,490 894,084 1,993,609 52,156 0 13,379,339 Cable 0 1,735,881 264,151 1,000 0 2,001,032 Econ. Improvement District 0 2,322,468 0 0 0 2,322,468 Emergency Communications 8,092,486 511,089 1,028,540 350,000 10,000 9,992,115 Golf 2,016,512 1,274,500 390,932 820,800 0 4,502,744 Hydropower 203,025 129,800 138,116 0 0 470,941 Parks System Improvement 0 2,988 0		,,			5,001,101	.,	
Arena/Coliseum Fund 0 55,508 0 0 0 55,508 Assessment Collection 0 3,000 57,957 0 0 60,957 Auto Port 0 294,042 577,705 0 0 871,747 Buildings Fund 10,439,490 894,084 1,993,609 52,156 0 13,379,339 Cable 0 1,735,881 264,151 1,000 0 2,001,032 Econ. Improvement District 0 2,322,468 0 0 0 2,322,468 Emergency Communications 8,092,486 511,089 1,028,540 350,000 10,000 9,992,115 Golf 2,016,512 1,274,500 390,932 820,800 0 4,502,744 Hydropower 203,025 129,800 138,116 0 0 470,941 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0		165,972,660	39,152,756	35,806,668	9,301,401	1,157,533	251,391,018
Assessment Collection 0 3,000 57,957 0 0 60,957 Auto Port 0 294,042 577,705 0 0 871,747 Buildings Fund 10,439,490 894,084 1,993,609 52,156 0 13,379,339 Cable 0 1,735,881 264,151 1,000 0 2,001,032 Econ. Improvement District 0 2,322,468 0 0 0 0 2,322,468 Emergency Communications 8,092,486 511,089 1,028,540 350,000 10,000 9,992,115 Golf 2,016,512 1,274,500 390,932 820,800 0 4,502,744 Hydropower 203,025 129,800 138,116 0 0 470,941 Parking Facilities 0 1,841,408 1,345,941 0 3,848,000 7,035,349 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638	Arena/Coliseum Fund	_		0	_		
Buildings Fund 10,439,490 894,084 1,993,609 52,156 0 13,379,339 Cable 0 1,735,881 264,151 1,000 0 2,001,032 Econ. Improvement District 0 2,322,468 0 0 0 2,322,468 Emergency Communications 8,092,486 511,089 1,028,540 350,000 10,000 9,992,115 Golf 2,016,512 1,274,500 390,932 820,800 0 4,502,744 Hydropower 203,025 129,800 138,116 0 0 470,941 Parking Facilities 0 1,841,408 1,345,941 0 3,848,000 7,035,349 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 <	Assessment Collection	0	3,000	57,957	0	0	60,957
Cable 0 1,735,881 264,151 1,000 0 2,001,032 Econ. Improvement District 0 2,322,468 0 0 0 2,322,468 Emergency Communications 8,092,486 511,089 1,028,540 350,000 10,000 9,992,115 Golf 2,016,512 1,274,500 390,932 820,800 0 4,502,744 Hydropower 203,025 129,800 138,116 0 0 470,941 Parking Facilities 0 1,841,408 1,345,941 0 3,848,000 7,035,349 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411	Auto Port	0	294,042	577,705	0	0	871,747
Cable 0 1,735,881 264,151 1,000 0 2,001,032 Econ. Improvement District 0 2,322,468 0 0 0 2,322,468 Emergency Communications 8,092,486 511,089 1,028,540 350,000 10,000 9,992,115 Golf 2,016,512 1,274,500 390,932 820,800 0 4,502,744 Hydropower 203,025 129,800 138,116 0 0 470,941 Parking Facilities 0 1,841,408 1,345,941 0 3,848,000 7,035,349 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411	Buildings Fund	10,439,490	894,084	1,993,609	52,156	0	13,379,339
Emergency Communications 8,092,486 511,089 1,028,540 350,000 10,000 9,992,115 Golf 2,016,512 1,274,500 390,932 820,800 0 4,502,744 Hydropower 203,025 129,800 138,116 0 0 470,941 Parking Facilities 0 1,841,408 1,345,941 0 3,848,000 7,035,349 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199	Cable	0	1,735,881	264,151	1,000	0	
Golf 2,016,512 1,274,500 390,932 820,800 0 4,502,744 Hydropower 203,025 129,800 138,116 0 0 470,941 Parking Facilities 0 1,841,408 1,345,941 0 3,848,000 7,035,349 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638	Econ. Improvement District	0	2,322,468	0	0	0	2,322,468
Hydropower 203,025 129,800 138,116 0 0 470,941 Parking Facilities 0 1,841,408 1,345,941 0 3,848,000 7,035,349 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638	Emergency Communications	8,092,486	511,089	1,028,540	350,000	10,000	9,992,115
Parking Facilities 0 1,841,408 1,345,941 0 3,848,000 7,035,349 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638	Golf	2,016,512	1,274,500	390,932	820,800	0	4,502,744
Parking Facilities 0 1,841,408 1,345,941 0 3,848,000 7,035,349 Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638	Hydropower	203,025	129,800	138,116	0	0	470,941
Parks System Improvement 0 2,988 0 0 0 2,988 PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638		0	1,841,408	1,345,941	0	3,848,000	
PIR 338,762 216,700 61,990 80,000 0 697,452 Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638	Parks System Improvement	0		_	0	_	
Public Safety 0 65,000 0 466,894 0 531,894 Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638	PIR	338,762		61,990	80.000	0	
Refuse Disposal 568,456 1,114,320 550,890 0 0 2,233,666 Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638	Public Safety						
Sewage System Operating 26,891,606 34,235,394 20,038,411 71,235,440 551,500 152,952,351 Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638	•						
Transportation Operating 42,056,208 22,256,025 11,994,019 4,881,514 298,000 81,485,766 Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638				,			
Water 27,938,199 12,968,413 7,633,811 11,458,770 336,445 60,335,638							
	Water						
10.02.320.000 015,103,150,00 05,1300 05,1300 015,000 00,000 00,000 00,000 00,000 00,000 00,000 00,000 00,000 00	Total Operating Funds	284,517,404	119,073,376	81,882,740	98,647,975	6,201,478	590,322,973

SUMMARY OF BUREAU EXPENSES BY FUND - FY 1995-96

Table 6

This table summarizes the major types of expenses included in bureau budgets for FY 1995-96, by fund and by bureau. It does not include fund-level expenses such as contingencies or interfund transfers.

fund-level expenses such as con	Personal	External	Internal	Capital	Equip Cash	Total
	Services	Mtrls & Svcs	Mtrls & Svcs	Outlay	Transfers	Bureau Expenses
INTERNAL SERVICE FL	JNDS					
Communication Services	1,565,785	3,156,977	832,977	2,439,200	0	7,994,939
Computer Services	0	30,714	3,304,237	260,000	0	3,594,951
Facilities Service	1,624,276	8,995,807	1,097,374	18,299,750	0	30,017,207
Fleet Services	4,093,924	4,150,199	812,675	7,177,756	0	16,234,554
Health Insurance	0	13,117,392	601,263	0	0	13,718,655
Insurance and Claims	0	2,739,925	1,695,501	0	0	4,435,426
Printing and Distribution	1,429,665	3,272,737	854,836	185,000	0	5,742,238
Workers' Compensation	0	2,735,159	1,520,135	0	0	4,255,294
Total Internal Service Funds	8,713,650	38,198,910	10,718,998	28,361,706	0	85,993,264
AGENCY AND TRUST F	UNDS					•
Environmental Remediation	16,834	243,120	175,036	232,000	0	666,990
Housing Investment Fund	0	2,245,915	0	0	. 0	2,245,915
Hydropower Renewal and Re	0	0	0	0	0	0
Portland Parks Memorial Trust	0	905,832	1,137,224	10,000	0	2,053,056
Sewer Revolving Loan Fund	0	200,000	0	0	0	200,000
Sewer System Rate Stabilizati	0	0	0	0	0	0
Sewer System Safety Net	0	1,720,000	0	0	0	1,720,000
Water Growth Impact Charge	0	0	0	0	0	0
Total Agency & Trust Funds	16,834	5,314,867	1,312,260	242,000	0	6,885,961
CONSTRUCTION FUND	S	,				
Arena Construction	0	585,404	0	6,916,700	0	7,502,104
Capital Improvement Fund	0	50,000	0	0	0	50,000
LID Construction	0	600,000	2,196,562	3,500,000	0	6,296,562
Parks Bond Construction	979,919	1,030,268	306,037	11,711,889	0	14,028,113
Sewer System Construction	0	0	0	0	0	0
Water Construction	0	0	0	0	0	0
Total Construction Funds	979,919	2,265,672	2,502,599	22,128,589	0	27,876,779
DEBT SERVICE FUNDS						
Airport Way	0	0	0	0	0	0
Arena Debt Service	0	4,000,000	0	0	0	4,000,000
Bancroft Bond	0	0	0	0	0	0
Bonded Debt	0	0	0	0	0	0
Central Eastside	0	0	0	0	0	0
Convention Center	0	0	0	0	0	0
Golf Revenue Bond	0	0	0	0	0	0
Hydopower Bond Redemption	0	0	0	0	0	0
ntermediate Debt Fund	0	0	0	0	0	0
Morrison Park East	0	0	0	0	0	0
Morrison Park West	0	0	0	0	0	0
Old Town	0	0	0	0	0	0
Sewer System Debt	0	0	0	0	0	0
South Park Renewal Debt	0	0	0	0	0	0
St Johns Riverfront	0	0	0	0	0	0
Vashington County Supply	0	0	0	0	0	0
Water Bond Sinking	0	0	0	Ö	0	0
Waterfront Renewal	0	15,000	0	0	0	15,000
Total Debt Service Funds	0	4,015,000	0	0	0	4,015,000
TOTAL DEDIT SELVICE FULLOS		7,010,000	U		<u> </u>	4,010,000

SUMMARY OF BUREAU EXPENSES BY FUND - FY 1995-96

Table 6

This table summarizes the major types of expenses included in bureau budgets for FY 1995-96, by fund and by bureau. It does not include fund-level expenses such as contingencies or interfund transfers.

IBIIO-ICVOI CXPCIISCS SUCII AS C	orangencies or me	india dalisicis.							
	Personal	External	Internal	Capital	Equip Cash	Total			
	Services	Mtrls & Svcs	Mtrls & Svcs	Outlay	Transfers	Bureau Expenses			
FEDERAL AND STATE	FUND					-			
Federal Grants	0	1,394,169	0	0	0	1,394,169			
HOME Grant Fund	0	3,607,668	120,160	0	0	3,727,828			
Housing and Community Dev.	0	14,632,026	3,307,485	0	0	17,939,511			
Total Federal/ State Grants	0	19,633,863	3,427,645	0	0	23,061,508			
RETIREMENT FUNDS									
FPD&R Reserve	0	0	0	0	0	0			
Fire & Police Disability/Retire.	0	55,290,031	636,719	7,000	0	55,933,750			
Supplemental Retire Prog Trst	. 0	15,000	0	0	0	15,000			
Total Retirement Funds	0	55,305,031	636,719	7,000	0	55,948,750			
REVENUE AND RESER	REVENUE AND RESERVE FUNDS								
Convention and Tourism	. 0	1,563,439	28,588	0	0	1,592,027			
General Reserve	0	0	0	0	0	. 0			
Transportation Reserve	0	0	0	0	. 0	0			
Total Revenue / Reserve Fun	0	1,563,439	28,588	0	0	1,592,027			
TOTAL ALL FUNDS	294,227,807	245.370.158	100,509,549	149,387,270	6,201,478	795,696,262			

This table shows the revenue estimated to be received by each fund in 1995-96, grouped by major revenue types.

Arena Operating 0 3,853,543 2,000 0 0 299,576 309,57 Assess Collection 0 0 0 10,000 0 299,576 309,57 Auto Port 0 1,086,325 71,416 638,058 1,063,314 2,859,11 Buildings 0 9,439,790 984,000 2,210,523 4,555,499 71,190,61 Cable 0 528,858 414,243 403,410 2,225,951 3,572,46 Emerg Communications 0 10,000 3,217,354 7,211,832 976,592 11,415,77 Golf 0 5,031,300 65,000 50,626 409,037 5,555,98 Pydropower 0 5,031,300 65,000 50,626 409,037 5,555,98 Pydropower 0 740,000 531,885 75,500 270,100 877,48 P I R 0 740,000 5,031,800 160,568 3,252,525 13,177,30 Parks System Imprvmnt 2,000 0 531,885 75,500 246,818 99,181 Parking Facilities 0 5,625,188 4,139,000 160,568 3,252,525 13,177,30 Parks System Imprvmnt 2,000 0 30,000 0 466,894 531,88 Refuse Disposal 0 2,280,626 74,462 15,450 1,078,110 3,448,64 Sewer Operating 0 80,320,048 658,198 118,290,722 4,734,102 240,003,77 Transportation 0 11,734,252 51,654,196 25,401,002 5,135,705 93,255,157 Water 0 52,236,656 616,159 28,831,310 13,293,746 94,977,87 Total Operating Funds 122,913,426 246,917,919 89,218,719 224,391,056 55,365,681 738,806,80 Internal Service Funds Communication Operat 0 467,000 2,252,000 6,765,876 707,114 10,191,99 Computer Services 0 440,043 1,954,997 33,928,720 3,310,000 6,873,802,620 Internal Service Funds Communication Operat 0 13,660,402 2,323,632 0 15,955,366,80 779,152 Insurance and Claims 0 40,043 1,954,997 33,928,720 3,310,000 6,871,877 Fleet Services Opting 0 5,000 612,000 15,893,161 6,423,212 22,933,37 Fleet Services Opting 0 742,777 3,499,797 71,132 0 1,500,000 1742,778 3,490,797 71,132 0 1,500,000 7,727,700 1,500,000 17,950,000		Property Taxes	Svc Charges & Licenses/Permit	Other External Revenue	Interfund Revenues	Beginning Balances	Total Revenues
Arena Operating 0 3,853,543 2,000 0 0 299,576 309,576 Assess Collection 0 1,086,325 71,416 638,058 1,063,314 2,859,11 Buildings 0 9,439,790 984,000 2,210,523 4,556,499 17,190,81 Cable 0 528,858 141,243 403,410 2,225,951 3,572,46 EID Fund 0 2,264,278 58,190 0 0 0 2,322,46 Emerg Communications 0 10,000 3,217,354 7,211,832 976,592 11,415,77 Golf 0 5,031,300 65,000 50,626 409,037 5,555,96 Hydropower 0 70,000 5,31,885 75,500 270,100 877,48 P I R 0 740,000 5,000 0 248,316 991,81 P Arking Facilities 0 5,625,188 4,139,000 100,588 3,252,525 13,177,30 P Arking Facilities 0 5,625,188 4,139,000 100,588 3,252,525 13,177,30 P Arking Facilities 0 5,625,188 4,139,000 100,588 3,252,525 13,177,30 P Arking Facilities 0 0 30,000 0 0 48,894 531,88 R éfuse Disposal 0 0,280,626 74,462 15,450 1,078,110 3,448,64 Sewer Operating 0 80,320,048 658,198 118,290,722 4,734,102 4204,003,77 Transportation 0 11,734,252 51,654,196 25,401,002 5,135,705 93,925,151 Water 0 52,236,656 616,159 28,831,310 13,293,746 94,977,87 Total Operating Funds 122,913,426 246,917,919 89,218,719 224,391,056 55,365,681 738,806,80 Herterial Service Funds Communication Operator 0 467,000 2,252,000 6,765,876 707,114 10,191,991 Computer Services 0 446,000 2,252,000 6,765,876 707,114 10,191,991 Computer Service Funds Communication Operator 0 13,660,402 2,323,632 0 0 15,989,188 1,949,259,188 Communication Operator 0 13,660,402 2,323,632 0 0 15,959,588 13,943,622 Insurance and Claims 0 0 14,664,246 9,619,886 73,237,320 43,903,615 144,256.64 Environment Remediation 0 1,053,254 56,765 0 2,109,330 3,219,344 Housing Investment Fund 0 0 0 2,245,915 0 0 2,245,915 Total Internal Service Funds 0 14,664,246 9,619,886 73,237,320 43,903,615 144,256.64 Environment Remediation 0 1,053,254 56,765 0 2,109,330 3,219,344 Housing Investment Fund 0 0 0 2,245,915 0 0 2,245,915 Total Internal Service Funds 0 14,664,246 9,619,886 73,237,320 43,903,615 144,256.64 Environment Remediation 0 1,053,254 56,765 0 2,109,330 3,219,344 Housing Investment Fund 0 0 0 8,250,000 11,175,000 12,260,000 72	Operating Funds						
Assess Collection 0 10,006,325 71,416 638,058 1,663,314 2,859,11 Buildings 0 9,439,790 984,000 2,210,523 4,556,498 71,190,81 Cable 0 528,858 414,243 403,410 2,225,951 3,572,46 EI D Fund 0 2,264,278 58,190 0 0 2,322,46 Emerg Communications 0 10,000 3,217,354 7,211,832 976,592 11,415,77 Golf 0 5,031,300 65,000 50,626 409,937 5,555,98 Hydropower 0 740,000 5,000 50,000 246,816 991,81 P I R 0 740,000 5,000 0 248,816 991,81 P I R 0 740,000 5,000 0 20,826 91,788 12,98 P I R 0 740,000 5,000 0 10,788 12,98 Public Safety 15,000 0 30,000 0 10,781	General Fund	122,896,426	71,767,055	26,687,416	41,102,035	17,325,925	279,778,857
Auto Port	Arena Operating	0	3,853,543	2,000	0	0	3,855,543
Bulldings	Assess Collection	0	0	10,000	0	299,576	309,576
Cable 0 528,658 414,243 403,410 2,225,951 3,572,46 EI D Fund 0 2,264,278 58,190 0 0 2,322,46 Emerg Communications 0 10,000 3,217,354 7,211,832 976,592 11,415,77 Golf 0 50,31,300 65,000 50,626 409,037 5,555,48 P I R 0 740,000 5,000 0 246,816 991,81 P I R 0 740,000 5,000 0 246,816 991,81 Parkis System Imprymnt 2,000 0 0 10,788 13,783 Public Safety 15,000 0 30,000 0 10,788 531,89 Refuse Disposal 0 2,280,626 74,462 15,450 1,781,10 3,448,64 Sewer Operating 0 80,320,048 658,198 118,290,722 4,734,104 204,003,07 Transportation 0 11,784,252 51,654,196 25,401,002 5,155,705	Auto Port	0	1,086,325	71,416	638,058	1,063,314	2,859,113
El D Fund	Buildings	. 0	9,439,790	984,000	2,210,523	4,556,498	17,190,811
Emerg Communications		0	528,858	414,243	403,410	2,225,951	3,572,462
Golf	E I D Fund	0	2,264,278		•	-	2,322,468
Pydropower	_		10,000		· ·		11,415,778
PIR		0	5,031,300	65,000	50,626		5,555,963
Parking Facilities 0 5,625,188 4,139,000 160,588 3,252,525 13,177,30 Parks System Imprymnt 2,000 0 10,788 12,98 Public Safety 15,000 0 30,000 0 468,694 531,88 Refuse Disposal 0 2,280,626 74,462 15,450 1,078,110 3,448,64 Sewer Operating 0 80,320,048 658,198 118,290,722 4,734,104 204,003,07 Transportation 0 11,734,252 516,654,196 25,401,002 5,135,705 93,925,151 Water 0 52,236,656 616,159 28,831,310 13,293,746 94,977,87 Total Operating Funds 122,913,426 246,917,919 89,218,719 224,391,056 55,365,681 738,806,809 Internal Service Funds 0 0 148,076 3,892,262 573,502 4,613,844 Computer Services 0 0 148,076 3,992,867 707,114 10,19,19,99 Facilities Services Opting <			0		•		877,485
Parks System Imprvmnt 2,000 0 200 0 10,788 12.98 Public Safety 15,000 0 30,000 0 486,894 531,89 Refuse Disposal 0 2,280,626 74,462 15,450 1,078,1110 3,448,644 Sewer Operating 0 80,320,048 658,198 118,290,722 4,734,104 204,003,07. Transportation 0 11,734,252 51,654,196 25,401,002 5,135,705 93,925,155 Water 0 52,236,655 6161,159 28,831,310 13,293,746 94,977,877 Total Operating Funds 122,913,426 246,917,919 89,218,719 224,391,056 55,365,681 738,806,807 Internal Service Funds Communication Operating 0 467,000 2,252,000 6,765,876 707,114 10,191,990 Computer Services 0 0 148,076 3,892,262 573,502 4,613,844 Facilities Service Fund 0 340,043 1,954,907 33,928,726 33,310,000 39,533,877 Fleet Services Opting 0 5,000 612,000 15,893,161 6,423,212 22,933,377 Health Insurance 0 13,660,402 2,323,632 0 15,959,588 31,943,622 Insurance and Claims 0 0 0 319,685 4,853,241 4,602,594 9,775,525 Printing and Distribution 0 191,801 1,266,808 4,413,263 1,000,000 6,871,877 Workers' Compensation 0 1,053,254 56,765 0 2,109,330 3,219,344 Hydro Renew & Replace 0 0 0 427,000 0 6,852,000 7,279,000 Parks Memorial Trust Funds 0 1,053,254 56,765 0 2,109,330 3,219,344 Hydro Renew & Replace 0 0 0 427,000 0 6,852,000 7,279,000 Parks Memorial Trust 0 1,795,175 55,883 50,000 1,150,000 2,246,911 Hydro Renew & Replace 0 0 0 427,000 0 6,852,000 7,279,000 Parks Memorial Trust 0 0 1,795,175 55,883 50,000 1,150,000 1,225,000 Sewer Rate Stabilization 0 0 6,8174 0 1,105,325 1,173,495 Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,256 Construction Funds Arena Construction 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,256 Capital Improvemnt Fund 0 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,256 Capital Improvemnt Fund 0 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,256 Capital Improvemnt Fund 0 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,256 Capital Improvemnt Fund 0 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,256					_		991,816
Public Safety			5,625,188				
Refuse Disposal 0 2,280,626 74,462 15,450 1,078,110 3,448,64 Sewer Operating 0 80,320,048 658,198 118,290,722 4,734,104 204,003,077 Transportation 0 11,734,252 51,654,196 25,401,005 51,357,505 93,925,155 Water 0 52,236,656 616,159 28,831,310 13,293,746 94,977,87 Total Operating Funds 122,913,426 246,917,919 89,218,719 224,391,056 55,365,681 738,806,80 Internal Service Funds 0 467,000 2,252,000 6,765,876 707,114 10,191,996 Computer Services 0 0 148,076 3,892,262 573,502 4,613,844 Facilities Service Fund 0 340,043 1,954,907 33,928,720 3,310,000 39,533,674 Fleet Services Optrug 0 5,000 612,000 15,893,161 6,423,212 229,333,734 Health Insurance 0 13,660,402 2,323,632 0 15,959,588			0		_		
Sewer Operating 0 80,320,048 658,198 118,290,722 4,734,104 204,003,07. Transportation 0 11,734,252 51,654,196 25,401,002 5,135,705 93,925,155 Total Operating Funds 122,913,426 246,917,919 89,218,719 224,391,056 55,365,681 738,806,80 Internal Service Funds Communication Operat'g 0 467,000 2,252,000 6,765,876 707,114 10,191,996 Computer Services 0 0 148,076 3,892,262 573,502 4,613,846 Facilities Service Fund 0 340,043 1,954,907 33,928,720 3,310,000 39,533,671 Fleet Services Oprting 0 5,000 612,000 15,893,161 6,423,212 22,933,373 Health Insurance 0 13,660,402 2,323,632 0 15,959,588 31,943,622 Insurance and Claims 0 0 319,685 4,853,241 4,602,594 9,775,522 Printing and Distribution 0 191,801 <td>•</td> <td></td> <td>_</td> <td></td> <td>-</td> <td></td> <td></td>	•		_		-		
Transportation 0 11,734,252 51,654,196 25,401,002 5,135,705 93,925,155 Water 0 52,236,656 616,159 28,831,310 13,293,746 94,977,877 Total Operating Funds 122,913,426 246,917,919 89,218,719 224,391,056 55,365,681 738,806,807 Internal Service Funds Communication Operat'g 0 467,000 2,252,000 6,765,876 707,114 10,191,999 (Computer Services 0 0 0 148,076 3,892,262 573,502 4,613,844 Facilities Service Fund 0 340,043 1,954,907 33,928,720 3,310,000 39,533,677 Fleet Services Oprting 0 5,000 612,000 15,893,161 6,423,212 22,933,377 (Health Insurance 0 13,660,402 2,323,632 0 15,959,588 31,943,625 Printing and Distribution 0 191,801 1,266,808 4,413,263 1,000,000 6,871,877 (Workers' Compensation 0 14,664,246 9,619,886 73,237,320 43,903,615 141,425,067 (Agency and Trust Funds 0 1,053,254 56,765 0 2,109,330 3,219,344 (Housing Investment Fund 0 0 427,000 0 6,852,000 7,279,000 Parks Memorial Trust 0 1,795,175 55,883 50,000 1,241,276 3,142,330 (Sewer Rate Stabilization 0 0 1,795,175 55,883 50,000 1,241,276 3,142,330 (Sewer Rate Stabilization 0 0 0 3,288,000 11,175,000 22,760,000 36,263,000 Sewer Revolving Loan 0 0 0 68,774 0 1,105,325 1,173,495 (Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,256 (Construction 1 0 0 2,845,000 4,277,270 0 26,122,270 (Construction 1 1,250,000 20,775,000 1,410,877 50,000 23,935,837 (Construction 0 1,250,000 20,775,000 1,410,877 50,000 26,948,873 (Construction 0 1,250,000 20,775,000 1,410,877 50,000 26,948,873 (Construction 0 1,250,000 20,775,000 1,410,877 50,000 26,948,873 (Construction 0 1,250,000 20,775,000 1,410,877 500,000 26,948,873 (Construction 0 1,250,000 20,775,000 1,410,877					•		
Water 0 52,236,656 616,159 28,831,310 13,293,746 94,977,87* Total Operating Funds 122,913,426 246,917,919 89,218,719 224,391,056 55,365,681 738,806,80* Internal Service Funds Communication Operatg 0 467,000 2,252,000 6,765,876 707,114 10,191,996 Computer Services 0 0 148,076 3,892,262 573,502 4,613,846 Facilities Service Fund 0 340,043 1,954,907 33,928,720 3,310,000 39,533,677 Fleet Services Oprting 0 5,000 612,000 15,893,161 6,423,212 22,933,377 Health Insurance 0 13,660,402 2,323,632 0 15,959,588 31,943,622 Insurance and Claims 0 0 319,685 4,853,241 4,602,594 9,775,526 Printing and Distribution 0 191,801 1,266,808 4,413,263 1,000,000 6,871,877 Workers' Compensation 0 14,664,246 9,619,886 <	, -						
Total Operating Funds 122,913,426 246,917,919 89,218,719 224,391,056 55,365,681 738,806,801 Internal Service Funds Communication Operat'g 0 467,000 2,252,000 6,765,876 707,114 10,191,996 Computer Services 0 0 148,076 3,892,262 573,502 4,613,844 Facilities Service Fund 0 340,043 1,954,907 33,928,720 3,310,000 39,533,677 Fleet Services Optring 0 5,000 612,000 15,893,161 6,423,212 22,933,373 Health Insurance 0 13,660,402 2,323,632 0 15,959,588 31,943,622 Insurance and Claims 0 0 319,685 4,853,241 4,602,594 9,775,524 Printing and Distribution 0 191,801 1,266,808 4,413,263 1,000,000 6,871,877 Workers' Compensation 0 1,053,254 9,619,886 73,237,320 43,903,615 141,425,067 Agency and Trust Funds Daylor							
Internal Service Funds							
Communication Operat'g 0 467,000 2,252,000 6,765,876 707,114 10,191,996 Computer Services 0 0 148,076 3,892,262 573,502 4,613,846 Facilities Service Fund 0 340,043 1,954,907 33,928,720 3,310,000 39,533,677 Fleet Services Oprtng 0 5,000 612,000 15,893,161 6,423,212 22,933,373 Health Insurance 0 13,660,402 2,323,632 0 15,959,588 31,943,622 Insurance and Claims 0 0 319,685 4,853,241 4,602,594 9,775,526 Printing and Distribution 0 191,801 1,266,808 4,413,263 1,000,000 6,871,873 Workers' Compensation 0 14,664,246 9,619,886 73,237,320 43,903,615 141,425,063 Agency and Trust Funds 0 14,664,246 9,619,886 73,237,320 43,903,615 141,425,063 Agency and Trust Funds 0 1,053,254 56,765 0 2,109,330	Total Operating Funds	122,913,426	246,917,919	89,218,719	224,391,056	55,365,681	738,806,801
Computer Services 0 0 148,076 3,892,262 573,502 4,613,840 Facilities Service Fund 0 340,043 1,954,907 33,928,720 3,310,000 39,533,671 Fleet Services Oprtng 0 5,000 612,000 15,893,161 6,423,212 22,933,373 Health Insurance 0 13,660,402 2,323,632 0 15,959,588 31,943,622 Insurance and Claims 0 0 319,685 4,853,241 4,602,594 9,775,521 Printing and Distribution 0 191,801 1,266,808 4,413,263 1,000,000 6,871,873 Workers' Compensation 0 0 742,778 3,490,797 11,327,605 15,561,180 Total Internal Service Funds 0 14,664,246 9,619,886 73,237,320 43,903,615 141,425,06 Agency and Trust Funds 0 1,053,254 56,765 0 2,109,330 3,219,344 Housing Investment Fund 0 0 0 2,245,915 0 2,219,915	Internal Service Funds						
Facilities Service Fund 0 340,043 1,954,907 33,928,720 3,310,000 39,533,670 Fleet Services Oprtng 0 5,000 612,000 15,893,161 6,423,212 22,933,373 Health Insurance 0 13,660,402 2,323,632 0 15,959,588 31,943,622 Insurance and Claims 0 0 319,685 4,853,241 4,602,594 9,775,520 Frinting and Distribution 0 191,801 1,266,808 4,413,263 1,000,000 6,871,873 Workers' Compensation 0 0 14,664,246 9,619,886 73,237,320 43,903,615 15,561,181 Floridal Internal Service Funds 0 14,664,246 9,619,886 73,237,320 43,903,615 141,425,067 Floridal Internal Service Funds 0 1,053,254 56,765 0 2,109,330 3,219,345 Housing Investment Fund 0 0 0 0 2,245,915 0 2,245,915 Housing Investment Fund 0 0 0 0 2,245,915 0 2,245,915 Housing Investment Fund 0 0 0 0 2,245,915 0 2,245,915 Play of Enew & Replace 0 0 0 427,000 0 6,852,000 7,279,000 Parks Memorial Trust 0 1,795,175 55,883 50,000 1,241,276 3,142,334 Sewer Rate Stabilization 0 0 0 2,328,000 11,175,000 22,760,000 30,263,000 Sewer Revolving Loan 0 0 75,000 0 1,150,000 1,225,000 Sewer Revolving Loan 0 0 75,000 0 0 1,150,000 1,225,000 Sewer Safety Net 0 0 0 1,600,000 0 2,895,161 4,495,161 Water Growth Impact 0 0 0 8,250,000 3,062,952 0 11,317,495 Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,258 Construction Funds Arena Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 0 3,069,848 0 57,877,025 60,946,873	Communication Operat'g	0	467,000	2,252,000	6,765,876	707,114	10,191,990
Fleet Services Oprting	Computer Services	0	0	148,076	3,892,262	573,502	4,613,840
Health Insurance	Facilities Service Fund	0	340,043	1,954,907	33,928,720	3,310,000	39,533,670
Insurance and Claims	Fleet Services Oprtng	0	5,000	612,000	15,893,161	6,423,212	22,933,373
Printing and Distribution 0 191,801 1,266,808 4,413,263 1,000,000 6,871,873 Workers' Compensation 0 0 742,778 3,490,797 11,327,605 15,561,180 Total Internal Service Funds 0 14,664,246 9,619,886 73,237,320 43,903,615 141,425,06 Agency and Trust Funds Environmntl Remediation 0 1,053,254 56,765 0 2,109,330 3,219,344 Housing Investment Fund 0 0 0 2,245,915 0 2,245,915 Hydro Renew & Replace 0 0 0 2,245,915 0 2,245,915 Hydro Renew & Replace 0 0 427,000 0 6,852,000 7,279,000 Parks Memorial Trust 0 1,795,175 55,883 50,000 1,241,276 3,142,334 Sewer Rate Stabilization 0 0 75,000 0 1,150,000 36,263,000 Sewer Revolving Loan 0 0 0 1,600,000 0	Health Insurance	0	13,660,402	2,323,632	0	15,959,588	31,943,622
Workers' Compensation 0 0 742,778 3,490,797 11,327,605 15,561,186 Total Internal Service Funds 0 14,664,246 9,619,886 73,237,320 43,903,615 141,425,067 Agency and Trust Funds 0 1,053,254 56,765 0 2,109,330 3,219,348 Environmntl Remediation 0 1,053,254 56,765 0 2,109,330 3,219,348 Housing Investment Fund 0 0 0 2,245,915 0 2,245,915 Hydro Renew & Replace 0 0 427,000 0 6,852,000 7,279,000 Parks Memorial Trust 0 1,795,175 55,883 50,000 1,241,276 3,142,334 Sewer Rate Stabilization 0 0 2,328,000 11,175,000 22,760,000 36,263,000 Sewer Revolving Loan 0 0 75,000 0 1,150,000 1,225,000 Sewer Safety Net 0 0 0 1,600,000 0 2,895,161 4,495,161	Insurance and Claims	0	0	319,685	4,853,241	4,602,594	9,775,520
Total Internal Service Funds 0	Printing and Distribution	0	191,801	1,266,808	4,413,263	1,000,000	6,871,872
Environmntt Remediation	Workers' Compensation	0		742,778	3,490,797	11,327,605	15,561,180
Environmntl Remediation 0 1,053,254 56,765 0 2,109,330 3,219,344 Housing Investment Fund 0 0 0 2,245,915 0 2,245,915 Hydro Renew & Replace 0 0 427,000 0 6,852,000 7,279,000 Parks Memorial Trust 0 1,795,175 55,883 50,000 1,241,276 3,142,334 Sewer Rate Stabilization 0 0 2,328,000 11,175,000 22,760,000 36,263,000 Sewer Revolving Loan 0 0 75,000 0 1,150,000 1,225,000 Sewer Safety Net 0 0 1,600,000 0 2,895,161 4,495,161 Water Growth Impact 0 0 68,174 0 1,105,325 1,173,495 Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,258 Construction Funds 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund	Total Internal Service Funds	0	14,664,246	9,619,886	73,237,320	43,903,615	141,425,067
Housing Investment Fund 0 0 0 0 2,245,915 0 2,245,915 Hydro Renew & Replace 0 0 427,000 0 6,852,000 7,279,000 Parks Memorial Trust 0 1,795,175 55,883 50,000 1,241,276 3,142,334 Sewer Rate Stabilization 0 0 2,328,000 11,175,000 22,760,000 36,263,000 Sewer Revolving Loan 0 0 75,000 0 1,150,000 1,225,000 Sewer Safety Net 0 0 0 1,600,000 0 2,895,161 4,495,161 Water Growth Impact 0 0 68,174 0 1,105,325 1,173,495 Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,258 Construction Funds Arena Construction 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 0 3,069,848 0 57,877,025 60,946,873	Agency and Trust Funds						
Housing Investment Fund 0 0 0 0 2,245,915 0 2,245,915 Hydro Renew & Replace 0 0 427,000 0 6,852,000 7,279,000 Parks Memorial Trust 0 1,795,175 55,883 50,000 1,241,276 3,142,334 Sewer Rate Stabilization 0 0 2,328,000 11,175,000 22,760,000 36,263,000 Sewer Revolving Loan 0 0 75,000 0 1,150,000 1,225,000 Sewer Safety Net 0 0 0 1,600,000 0 2,895,161 4,495,161 Water Growth Impact 0 0 68,174 0 1,105,325 1,173,495 Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,258 Construction Funds Arena Construction 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 0 3,069,848 0 57,877,025 60,946,873	Environmntl Remediation	0	1,053,254	56,765	0	2,109,330	3,219,349
Parks Memorial Trust 0 1,795,175 55,883 50,000 1,241,276 3,142,334 Sewer Rate Stabilization 0 0 2,328,000 11,175,000 22,760,000 36,263,000 Sewer Revolving Loan 0 0 75,000 0 1,150,000 1,225,000 Sewer Safety Net 0 0 0 1,600,000 0 2,895,161 4,495,161 Water Growth Impact 0 0 68,174 0 1,105,325 1,173,499 Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,258 Construction Funds 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 3,069,848 0 57,877,025 60,946,873	Housing Investment Fund	0	_	0	2,245,915	0	2,245,915
Sewer Rate Stabilization 0 0 2,328,000 11,175,000 22,760,000 36,263,000 Sewer Revolving Loan 0 0 75,000 0 1,150,000 1,225,000 Sewer Safety Net 0 0 1,600,000 0 2,895,161 4,495,161 Water Growth Impact 0 0 68,174 0 1,105,325 1,173,499 Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,258 Construction Funds 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 3,069,848 0 57,877,025 60,946,873	Hydro Renew & Replace	0	0	427,000	0	6,852,000	7,279,000
Sewer Revolving Loan 0 0 75,000 0 1,150,000 1,225,000 Sewer Safety Net 0 0 1,600,000 0 2,895,161 4,495,161 Water Growth Impact 0 0 68,174 0 1,105,325 1,173,499 Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,258 Construction Funds 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 3,069,848 0 57,877,025 60,946,873	Parks Memorial Trust	0	1,795,175	55,883		1,241,276	3,142,334
Sewer Safety Net 0 0 1,600,000 0 2,895,161 4,495,161 Water Growth Impact 0 0 68,174 0 1,105,325 1,173,498 Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,258 Construction Funds 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 3,069,848 0 57,877,025 60,946,873		0	0	2,328,000	11,175,000		36,263,000
Water Growth Impact 0 0 68,174 0 1,105,325 1,173,498 Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,258 Construction Funds 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 3,069,848 0 57,877,025 60,946,873	Sewer Revolving Loan	0	0	75,000	0	1,150,000	1,225,000
Total Agency and Trust Funds 0 2,848,429 4,610,822 13,470,915 38,113,092 59,043,258 Construction Funds 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 3,069,848 0 57,877,025 60,946,873		0	0		0		4,495,161
Construction Funds Arena Construction 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 0 3,069,848 0 57,877,025 60,946,873	Water Growth Impact	0	0	68,174	0	1,105,325	1,173,499
Arena Construction 0 0 8,250,000 3,062,952 0 11,312,952 Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 0 3,069,848 0 57,877,025 60,946,873	Total Agency and Trust Funds	0	2,848,429	4,610,822	13,470,915	38,113,092	59,043,258
Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 0 3,069,848 0 57,877,025 60,946,873	Construction Funds						
Capital Improvemnt Fund 0 0 21,845,000 4,277,270 0 26,122,270 L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 0 3,069,848 0 57,877,025 60,946,873	Arena Construction	0	0	8,250,000	3,062,952	0	11,312,952
L I D Construction 0 1,250,000 20,775,000 1,410,837 500,000 23,935,837 Parks Bond Construction 0 0 3,069,848 0 57,877,025 60,946,873	Capital Improvemnt Fund	0				0	26,122,270
Parks Bond Construction 0 0 3,069,848 0 57,877,025 60,946,873	•	0	_			500,000	23,935,837
	Parks Bond Construction	0					60,946,873
		0	3,504,000	7,400,000	33,441,857	111,769,000	156,114,857

City of Portland, Oregon - FY 1995-96 Adopted Budget

SUMMARY OF REVENUES BY FUND - FY 1995-96

Table 7

This table shows the revenue estimated to be received by each fund in 1995-96, grouped by major revenue types.

	Property Taxes	Svc Charges & Licenses/Permit	Other External Revenue	Interfund Revenues	Beginning Balances	Total Revenues
Construction Funds						
Water Construction	0	750,000	27,284,400	9,083,888	15,851,023	52,969,311
Total Construction Funds	0	5,504,000	88,624,248	51,276,804	185,997,048	331,402,100
Debt Service Funds						
Airport Way Debt	15,000	0	27,750	1,527,336	873,618	2,443,704
Arena Debt Service	0	0	41,075,000	8,280,000	0	49,355,000
Bancroft Bond	0	0	12,614,340	0	63,260	12,677,600
Bonded Debt	8,585,188	0	25,000	322,500	499,999	9,432,687
Central Eastside	25,000	0		. 0	213,744	247,744
Convention Center	12,716	0	1,500	0	51,346	65,562
Golf Revenue	. 0	0	10,500	294,000	231,777	536,277
Hydopower	0	0	3,761,200	130,000	3,881,340	7,772,540
Intermediate Debt Fund	0	0	0	1,996,976	0	1,996,976
Morrison Park East	0	0	24,000	385,000	396,000	805,000
Morrison Park West	0	0	21,000	325,800	355,700	702,500
Old Town Parking	0	0	7,200	0	802,189	809,389
Sewer Debt	0	0	1,514,860	25,707,892	34,800,000	62,022,752
South Park Debt	622,500	0	58,990	349,091	1,403,394	2,433,975
St Johns Riverfront	247	0	139	0	8,795	9,181
Wash Co Supply	0	1,351,913	0	150,213	0	1,502,126
Water Bond Sinking	0	0	0	10,757,648	0	10,757,648
Waterfront Renewal	1,875,000	0	167,500	1,739,137	5,769,863	9,551,500
Total Debt Service Funds	11,135,651	1,351,913	59,317,979	51,965,593	49,351,025	173,122,161
Federal Funds						
Federal Grants	0	0	6,033,585	0	0	6,033,585
HOME Grant Fund	0	0	3,778,000	0	0	3,778,000
Hsng & Cmnty Develop	0	1,500,000	16,985,000	0	0	18,485,000
Total Federal Funds	0	1,500,000	26,796,585	0	0	28,296,585
Retirement Funds						
FPD&R	44,677,218	0	9,927,900	1,950,000	9,140,613	65,695,731
FPD&R Reserve	0	0	0,027,000	0	750,000	750,000
FPD&R Supplemental	0	0	24,000	0	405,208	429,208
Total Retirement Funds	44,677,218	0	9,951,900	1,950,000	10,295,821	66,874,939
Revenue & Reserve Fur			.,,	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		20,27,4000
Convention and Tourism		•	1,596,200	^	0	1,596,200
General Reserve	0	0	1,779,491	0	30,060,772	31,840,263
Transportation Reserve	0	0	311,557	0	5,192,618	5,504,175
Total Revenue & Reserve Fu		0	3,687,248	0	35,253,390	38,940,638
Total All Funds	178,726,295	272,786,507	291,827,387	416,291,688	418,279,672	1,577,911,549

This table shows the revenue estimated to be received by each fund in 1995-96, grouped by major revenue types.

	Property Taxes	Svc Charges & Licenses/Permit	Other External Revenue	Interfund Revenues	Beginning Balances	Total Revenues
Operating Funds						
General Fund	122,896,426	71,767,055	26,687,416	41,102,035	17,325,925	279,778,857
Arena Operating	0	3,853,543	2,000	0	0	3,855,543
Assess Collection	0	0	10,000	0	299,576	309,576
Auto Port	0	1,086,325	71,416	638,058	1,063,314	2,859,113
Buildings	0	9,439,790	984,000	2,210,523	4,556,498	17,190,811
Cable	0	528,858	414,243	403,410	2,225,951	3,572,462
EIDFund	0	2,264,278	58,190	0	0	2,322,468
Emerg Communications	0	10,000	3,217,354	7,211,832	976,592	11,415,778
Golf	. 0	5,031,300	65,000	50,626	409,037	5,555,963
Hydropower	0	0	531,885	75,500	270,100	877,485
PIR	0	740,000	5,000	0	246,816-	991,816
Parking Facilities	0	5,625,188	4,139,000	160,588	3,252,525	13,177,301
Parks System Imprvmnt	2,000	0	200	0	10,788	12,988
Public Safety	15,000	0	30,000	0	486,894	531,894
Refuse Disposal	. 0	2,280,626	74,462	15,450	1,078,110	3,448,648
Sewer Operating	0	80,320,048	658,198	118,290,722	4,734,104	204,003,072
Transportation	0	11,734,252	51,654,196	25,401,002	5,135,705	93,925,155
Water	0	52,236,656	616,159	28,831,310	13,293,746	94,977,871
Total Operating Funds	122,913,426	246,917,919	89,218,719	224,391,056	55,365,681	738,806,801
Internal Service Funds						
Communication Operat'g	0	467,000	2,252,000	6,765,876	707,114	10,191,990
Computer Services	0	0	148,076	3,892,262	573,502	4,613,840
Facilities Service Fund	0	340,043	1,954,907	33,928,720	3,310,000	39,533,670
Fleet Services Oprtng	0	5,000	612,000	15,893,161	6,423,212	22,933,373
Health Insurance	0	13,660,402	2,323,632	0	15,959,588	31,943,622
Insurance and Claims	0	0	319,685	4,853,241	4,602,594	9,775,520
Printing and Distribution	0	191,801	1,266,808	4,413,263	1,000,000	6,871,872
Workers' Compensation	0	0	742,778	3,490,797	11,327,605	15,561,180
Total Internal Service Funds	0	14,664,246	9,619,886	73,237,320	43,903,615	141,425,067
Agency and Trust Funds						
Environmntl Remediation	0	1,053,254	56,765	0	2,109,330	3,219,349
Housing Investment Fund	0	0	0	2,245,915	0	2,245,915
Hydro Renew & Replace	0	0	427,000	0	6,852,000	7,279,000
Parks Memorial Trust	0	1,795,175	55,883	50,000	1,241,276	3,142,334
Sewer Rate Stabilization	0	0	2,328,000	11,175,000	22,760,000	36,263,000
Sewer Revolving Loan	0	0	75,000	0	1,150,000	1,225,000
Sewer Safety Net	0	0	1,600,000	0	2,895,161	4,495,161
Water Growth Impact	0	Ö	68,174	0	1,105,325	1,173,499
Total Agency and Trust Funds	0	2,848,429	4,610,822	13,470,915	38,113,092	59,043,258
Construction Funds						
Arena Construction	0	0	8,250,000	3,062,952	0	11,312,952
Capital Improvemnt Fund	0	0	21,845,000	4,277,270	0	26,122,270
LID Construction	0	1,250,000	20,775,000	1,410,837	500,000	23,935,837
Parks Bond Construction	0	1,230,000	3,069,848	0	57,877,025	60,946,873
	Ū	U	7,400,000	33,441,857	111,769,000	,,-,-

City of Portland, Oregon - FY 1995-96 Adopted Budget

SUMMARY OF BUREAU EXPENSES BY MANAGING AGENCY

Table 8

	Davisad	Adentod
Bureau/Fund	Revised FY 1994-1995	Adopted FY 1995-1996
Office of City Attorney	3,351,269	3,620,074
Office of City Auditor	4,019,114	4,240,970
Bancroft Bond Interest & Sinking	0	0
Economic Improvement District	2,397,411	2,322,468
Improve Bond Interest & Sinking	0	0
LID Construction	6,865,739	6,296,562
S/A EID Assessments	31,010	31,010
Total	13,313,274	12,891,010
Bureau of Buildings	12,227,657	13,379,339
Office of Cable Communications & Franchise Mgt.	1,552,509	1,450,204
Cable Fund (Consolidated Cable Commission)	4,093,248	2,001,032
Total	5,645,757	3,451,236
Bureau of Community Development	3,751,574	3,428,449
Housing & Community Development	26,531,919	17,939,511
HOME Grant	7,567,673	3,727,828
S/A Economic Development Loan	0	322,353
Total	37,851,166	25,418,141
Office of Commissioner #1, Public Affairs	549,827	572,000
Public Arts Trust Fund	494,182	0
S/A Cultural Tourism	0	200,000
S/A Oregon Historical Society	0	150,000
S/A Regional Arts Funding/RACC	0	1,145,014
Total	1,044,009	2,067,014
Office of Commissioner #2, Public Works	570,802	593,535
Public Safety Fund	1,086,083	531,894
Total	1,656,885	1,125,429
Office of Commissioner #3, Public Utilities	584,742	608,053
Housing Investment Fund	0	2,245,915
S/A Civil Rights Ordinance Enforcement	35,000	35,854
Total	619,742	2,889,822
Office of Commissioner #4, Public Safety	570,511	593,226
S/A Fire Location Study	100,000	0
Total	670,511	593,226
Bureau of Emergency Communications	8,920,640	9,992,115
Energy Office	610,853	410,548
S/A Block by Block Weatherization	204,044	160,841
Total	814,897	571,389
Bureau of Environmental Services	158,278,890	152,952,351
Refuse Disposal	1,836,700	2,233,666
Sewer Rate Stabilization	0	0
Sewer Safety Net	2,125,000	1,720,000
Sewer System Construction	302,621	0

	Revised	Adopted
Bureau/Fund	FY 1994-1995	FY 1995-1996
Sewer System Debt Service	(155,300)	0
Bureau of Environmental Services (continued)	252.222	
Sewer Revolving Loan	250,000	200,000
Environmental Remediation Total	1,766,544 164,404,455	666,990 157,773,007
Office of Finance & Administration	15,219,613	15,616,198
Computer Services	3,767,472	3,594,951
Health Insurance	13,433,656	13,718,655
Insurance & Claims	4,026,893	4,435,426
Workers' Compensation	4,055,374	4,255,294
Total	40,503,008	41,620,524
Misc. Financial - Managed by OF&A:		
Airport Way Debt Service	0	0
Arena Construction	11,055,300	7,502,104
Arena Debt Service	0	4,000,000
Arena Operating	573,901	55,508
Assessment Collection	71,033	60,957
Bonded Debt Interest & Sinking	0	0
Capital Improvement Fund	0	50,000
Central Eastside Debt Service	0	0
Convention Center Debt Service	0	0
Federal Grants	5,451,170	1,394,169
General Reserve	0	0
Intermediate Debt	0	0
St Johns Debt Service	0	0
Short Term Debt Interest & Sinking	0	0
South Park Renewal Debt Service	0	0
Supplemental Retirement Program Trust	22,000	15,000
Waterfront Renewal Debt Service	0	15,000
S/A City Council Local Area Network (LAN)	0	82,730
S/A Citywide Computer System Review	100,000	100,300
S/A Civic Stadium Rehabilitation	0	50,000
S/A Compensation Adjustments	5,687,784	5,053,701
S/A Council Emergency Fund	7,000	7,000
S/A Eastbank Land Aquisition	54,000	0
S/A IBIS Implementation	. 0	0
S/A Management Council	4,800	4,943
S/A Regulatory Review	75,000	0
S/A River District	0	0
S/A Special Studies	0	0
S/A Unemployment Insurance	200,000	200,000
S/A Water-Sewer Functional Analysis	65,000	60,500

	Revised	Adopted	
Bureau/Fund	FY 1994-1995	FY 1995-1996	
Total Services Consider	23,366,988	18,651,912	
Bureau of Fire, Rescue and Emerg. Services	59,528,619	60,354,092	
Fire & Police Disability and Retirement	42,291,126	55,933,750	
FPDR Reserve	0	0	
Total	42,291,126	55,933,750	
Bureau of General Services	1,224,831	1,253,484	
Auto Port	887,520	871,747	
Communications Services	7,998,907	7,994,939	
Downtown Parking Debt Service	/ 0	0	
Facilities Services	11,706,111	30,017,207	
Fleet Services	18,415,400	. 16,234,554	
Morrison Park E. Debt Service	0	0	
Morrison Park W. Debt Service	0	0	
NW I-405 Recreation	915,000	0	
Old Town Parking Debt Service	43,884	0	
Parking Facilities	3,343,413	7,035,349	
Printing & Distribution Services	5,241,414	5,742,238	
S/A Downtown Services	541,488	554,706	
Total	50,317,968	69,704,224	
Office of Governmental Relations	534,590	536,993	
Bureau of Licenses	2,384,956	2,718,263	
Convention & Tourism	1,401,912	1,592,027	
S/A Business License Refunds	2,030,154	2,110,661	
S/A Special Events/Film Coordination	0	0	
Total	5,817,022	6,420,951	
Office of the Mayor	1,285,256	1,335,274	
S/A Art Incentive Fund/Challenge Grant/Arts 2000	0	0	
S/A Business Development (PDC)	434,663	945,273	
S/A Business Districts (PDC)	50,000	51,221	
S/A River District (PDC)	0	709,106	
S/A City Memberships & Dues	371,752	288,446	
S/A City Services Quality Improvement	100,000	191,990	
S/A Customer Survey	0	50,000	
S/A Eastbank Land Aquisition (PDC) (moved to OF&A)	0	0	
S/A Elder Hope Interim Construction Loan	0	0	
S/A Emergency Fund of Council (moved to OF&A)	0	0	
S/A Employee Empowerment Fund	50,000	50,000	
S/A Livable City	330,500	605,720	
S/A Innovations Loan Program	250,000	179,986	
3			

	Revised	Adopted
Bureau/Fund	FY 1994-1995	FY 1995-1996
Office of the Mayor (continued)		
S/A NE Workforce Center (PDC)	99,216	101,638
S/A Special Opportunity/Workforce Programs (PDC)	287,851	374,780
S/A RDI General Fund Contribution	30,000	30,732
S/A RDI: Federal Grant	207,711	0
S/A RDI: 1994 Federal Grant Extension 1	46,659	0
S/A RDI: 1994 Federal Grant Extension 2	0	69,279
S/A RDI: 1994 Federal Grant Extension 3	0	5,691
S/A RDI: 1995 Federal Grant	′ 0	135,000
Total	3,553,608	5,134,136
Metropolitan Arts Commission	1,855,608	0
Public Art Trust (moved to Commissioner of Public Utilities)	0	0
Total	1,855,608	0
Metro Human Rights Commission	304,153	343,031
Office of Neighborhood Associations	2,679,258	2,749,963
Bureau of Parks and Recreation	33,194,613	34,023,933
Golf	5,560,620	4,502,744
Golf Revenue Debt Service	1,000	0
Parks Bond Construction	0	14,028,113
Parks System Improvements	463,866	2,988
Ptld International Raceway (PIR)	575,218	697,452
PIR Bonded Debt Service	0	0
Portland Parks Trusts	1,624,569	2,053,056
Tennis Facilities Debt Service	0	0
Total	41,419,886	55,308,286
Bureau of Planning	4,917,839	5,509,045
Bureau of Police	91,924,998	94,023,810
S/A School Police	1,500,000	1,560,000
S/A Sheriff Transfer	165,000	525,356
Total	93,589,998	96,109,166
Bureau of Purchases and Stores	1,064,821	1,140,914
Purchasing Stock Account	0	0
Total	1,064,821	1,140,914
Office of Transportation	82,875,183	81,485,766
Transportation Reserve	0	0
Street Lighting	0	0
S/A Employee Transit Program	110,700	115,128
Total	82,985,883	81,600,894

SUMMARY OF BUREAU EXPENSES BY MANAGING AGENCY

Table 8

This table summarizes the budget according to which bureau is responsible for managing the various funds or appropriations. The name of the bureau is given first, then any subsidiary funds or special appropriations are listed.

	Revised	Adopted
Bureau/Fund	FY 1994-1995	FY 1995-1996
Bureau of Water	55,497,298	60,335,638
Washington County Supply Debt Svc	0	0
Water Bond Sinking	0	0
Water Construction	0	0
Water Growth Impact Trust	0	0
Hydropower Operating	452,904	470,941
Hydropower Renewal & Replacement	0	0
Hydropower Debt Service	2,638,950	0
Total	58,589,152	60,806,579
ALL FUNDS - TOTAL BUREAU EXPENSES	763,839,789	795,696,262

Note: "Bureau expenses" include operating and capital expenditures but exclude fund-level requirements such as contingencies, cash transfers, and principal debt service. Even if a fund has no bureau expenses (for example, if all of its appropriations consist of transfers to another fund), it is still included on the list in order to show which bureau is responsible for managing it.

This table shows the calculation of the City's property tax levies in a format prescribed by State Law. The table also shows the amount of tax increment collections planned to be certified for the City's urban renewal districts. Since the tax increment is not exempt from the property tax limitation of \$10 per \$1,000 for local governments, tax increment certifications have been zero since FY 1991-92 rather than subject the City's other levies, along with Multnomah County, Port and Metro levies, to further loss from Measure 5. However, in FY 1995-96, in anticipation that the local government rate will fall below \$10, a total of \$2.5 million will be certified to be used to pay urban renewal debt service

Fiscal Year 1995-96	**	0	Bandad B 11	Fire & Police Disability
Tatal Buda d Bassian and	Total	General Fund	Bonded Debt	& Retirement
Total Budget Requirements	\$354,907,275	\$279,778,857	\$9,432,687	\$65,695,731
Less: Budgeted Resources, Except Taxes To Be Levied	(\$185,819,459)	(\$161,843,447)	(\$1,007,499)	(\$22,968,513)
Equals: Taxes Necessary To Balance	\$169,087,816	\$117,935,410	\$8,425,188	\$42,727,218
Add: Taxes Estimated Not To Be Recd.	Ψ103,007,010	Ψ117,555,410	ψ0,420,100	Ψ42,727,210
Due To Delinquency & Discount	\$10,797,358	\$7,532,311	\$537,778	\$2,727,269
Equals: Estimated (Measure 5) Levy Rec.	\$179,885,174	\$125,467,721	\$8,962,966	\$45,454,487
Add: Estimated Measure 5 Levy Compr.	\$60,340	\$44,293	\$0	\$16,047
Total Taxes To Be Levied	\$179,945,514	\$125,512,014	\$8,962,966	\$45,470,534
Legal Basis of Taxes To Be Levied				
Within 6%	\$125,512,014	\$125,512,014	\$0	\$0
Outside 6%	\$45,470,534	\$0	\$0	\$45,470,534
Not Subject to 6% Limitation	\$8,962,966	\$0	\$8,962,966	\$0
Total Taxes To Be Levied	\$179,945,514	\$125,512,014	\$8,962,966	\$45,470,534
Fiscal Year 1994-95				Fire & Police Disability
	Total	General Fund	Bonded Debt	& Retirement
Total Budget Requirements Less: Budgeted Resources, Except Taxes	\$303,012,784	\$250,475,714	\$4,334,000	\$48,203,070
To Be Levied	(\$158,588,150)	(\$147,342,644)	(\$1,084,000)	(\$10,161,506)
Equals: Taxes Necessary To Balance Budget Add: Taxes Estimated Not To Be Received	\$144,424,634	\$103,133,070	\$3,250,000	\$38,041,564
Delinquency & Discount	\$12,418,904	\$9,022,628	\$267,316	\$3,128,960
Equals: Estimated Measure 5: Levy Receivable	\$156,843,538	\$112,155,698	\$3,517,316	\$41,170,524
Add: Estimated Measure 5 Levy Compr.	\$9,154,852	\$6,687,943	\$0	\$2,466,909
Total Taxes To Be Levied	\$165,998,390	\$118,843,641	\$3,517,316	\$43,637,433
Legal Basis of Taxes to be Levied Within 6%	\$118,843,641	\$118,843,641	\$0	\$0
Outside 6%	\$43,637,433	\$110,043,041	\$0 \$0	\$43,637,433
Not Subject to 6% Limitation	\$3,517,316	\$0	\$3,517,316	\$0
Total Taxes To Be Levied	\$165,998,390	\$118,843,641	\$3,517,316	\$43,637,433
URBAN RENEWAL CERTIFICATION	Tax Increment		Amount	
	Available For Urban Renewal	Amount	Estimated To Be	
Urban Renewal District	Debt*	Certified	Collected	
Airport Way	4,196,900	0	0	
Central Eastside	1,804,550	0	0	
Convention Center	5,078,745	0	0	
St. Johns Riverfront	62,087	0	0	
South Park Blocks	5,567,159	625,000	600,000	
Downtown Waterfront	14,779,404	1,875,000	1,800,000	
	\$31,488,845	\$2,500,000	\$2,400,000	

^{*} Source: Tax Supervising and Conservation Commission :1994-95 Annual Report"-Urban Renewal Property Tax Values.

	Bureau		Fund Requin	ements		
	Program Expenses	Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increases	Total Appropriation
GENERAL FUND				· -		
Office of the City Attorney	3,620,074	0	0	0	0	3,620,074
Office of the City Auditor	4,240,970	0	0	0	0	4,240,970
Office of Cable & Franchise Mgmt	1,450,204	0	0	0	o	1,450,204
Office of Comm #1 - Public Utilities	608,053	0	0	0	0	608,053
Office of Comm #2 - Public Works	593,535	0	0	0	0	593,535
Office of Comm #3 - Public Affairs	572,000	0	0	0	0	572,000
Office of Comm #4 - Public Safety	593,226	0	0	0	0	593,226
Bureau of Community Development	3,428,449	0	0	0	0	3,428,449
Energy Office	410,548	0	0	0	0	410,548
Office of Finance & Administration	15,616,198	0	0	0	. 0	15,616,198
Bureau of Fire, Rescue, and Emerg Svcs	60,354,092	0	0	0	- {	60,354,092
Bureau of General Services	1,253,484	0	0	0	- 1	1,253,484
Office of Government Relations	536,993	0	<i>a</i> 0	0	0	536,993
Bureau of Licenses	2,718,263	0	0	0	0	2,718,263
Office of the Mayor	1,335,274	0	0	0	0	1,335,274
Metropolitan Arts Commission	0	0	0	0	0	0.40.004
Metropolitan Human Rights Commission	343,031	0	0	0	0	343,031
Office of Neighborhood Associations	2,749,963	0	0	0	0	2,749,963
Bureau of Parks and Recreation	34,023,933	0	0	0	0	34,023,933
Bureau of Planning Bureau of Police	5,509,045 94,023,810	0	0	0	0	5,509,045 94,023,810
Bureau of Purchases and Stores	· · · · ·	0	0	0	0	1,140,914
Total General Fund Bureaus	1,140,914 235,122,059	0	0	0	0	235,122,059
Special Appropriations Public Safety Regional Drug Initiative - GF	30,732	0	0	. 0	0	30,732
Regional Drug Initiative - Grant	209,970	ō	Ö	Ö	o	209,970
Sheriff Transfer Cost	525,356	Ö	0	0	0	525,356
School Police	1,560,000	0	0	Ō	o	1,560,000
Community Development	1,000,000	•	•	·		.,000,000
Econ Impr District (EID) Assmnts	31,010	0	0	0	o	31,010
Block-by-Block Weatherization	160,841	0	Ō	0	o	160,841
Business Development (PDC)	945,273	Ö	Ō	0	ō	945,273
Business Districts(PDC)	51,221	0	0	0	o	51,221
Economic Development Loan	322,353	Ō	0	0	o	322,353
Downtown Services	554,706	Ō	0	0	o	554,706
Special Opportunity/Workforce	374,780	0	0	0	o	374,780
Northeast Workforce Center	101,638	0	0	0	0	101,638
Livable Cities	605,720	0	0	0	0	605,720
River District	709,106	0	0	0	0	709,106
Legislative/Administrative						
City Council Local Area Network	82,730					82,730
Civil Rights Ordinance Enforcement	35,854	0	0	0	0	35,854
Customer Survey	50,000	0	0	0	0	50,000
Management Council	4,943	0	0	0	0	4,943
Emergency Funds of Council	7,000	0	0	0	0	7,000
Leaders Roundtable	10,000	0	0	0	0	10,000
Employee Empowerment Fund	50,000	0	0	0	0	50,000
Quality Customer Service	191,990	0	0	0	0	191,990
Citywide Computer Systems Review	100,300	0	0	0	0	100,300
Unemployment Insurance	200,000	0	0	0	0	200,000
Innovations Loan Program	179,986	0	0	0	0	179,986
City Membership and Dues	288,446	0	0	0	0	288,446
Water/Sewer Functional Analysis	60,500	0	0	. 0	0	60,500
Business License Refunds	2,110,661	0	0	0	0	2,110,661
Compensation Adjustments	5,053,701	0	0	0	0	5,053,701

	Bureau		Fund Requir	ements		
	Program Expenses	Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increases	Total Appropriation
GENERAL FUND, continued						
Parks/Recreaction	Ì				1	
Civic Stadium	50,000		0	0	0	50,000
Cultural Tourism	200,000		0	0	0	200,000
Oregon Historical Society	150,000	0	0	0	0	150,000
Regional Arts/RACC	1,145,014	0	0	0	0	1,145,014
Transportation		[ĺ	0
Employee Transit Program	115,128	0	0	0	0	115,128
Total Special Appropriations	16,268,959	0	0	0	0	16,268,959
Fund Requirements	0	8,807,922	19,579,917			28,387,839
TOTAL GENERAL FUND	251,391,018	8,807,922	19,579,917	00	0	279,778,857
OTHER FUNDS			•			
Operating Funds	00.057	0.47.000	004			200 570
Assessment Collection	60,957	247,628	991	0	0	309,576
Arena Operating	55,508	0	3,800,035	0		3,855,543
Auto Port	871,747		839,884	0	0	2,859,113
Buildings Operating	13,379,339		399,167	0	0	15,252,059
Cable	2,001,032		31,978	0	0	2,038,084
Economic Improvement District	2,322,468	1	0	0	0	2,322,468
Emergency Communications	9,992,115		156,763	0	0	10,545,778
Golf	4,502,744		440,600	0	0	5,555,963 877 485
Hydroelectric Power	470,941	236,551	169,993	0	0	877,485
Parking Facilities Parks System Improvements	7,035,349 2,988	4,576,233 10,000	1,565,719 0	0	0	13,177,301 12,988
Portland International Raceway	697,452	256,864	37,500	0	0	991,816
Public Safety Capital	531,894	230,004	0	0	o	531,894
Refuse Disposal	2,233,666	_	300,405	0	o	3,448,648
Sewer Operating	152,952,351	5,459,379	45,591,342	Ö	ol	204,003,072
Transportation	81,485,766	6,470,654	5,868,735	0	100,000	93,925,155
Water	60,335,638	11,410,661	23,191,572	0	40,000	94,977,871
Internal Service Funds	00,000,000	11,410,001	20,101,012	v	10,000	01,077,077
Communications	7,994,939	1,528,803	331,848	336,400	0	10,191,990
Computer Services	3,594,951	752,474	101,730	164,685	0	4,613,840
Facilities Services	30,017,207	4,192,712	330,249	4,993,502	o	39,533,670
Fleet Services	16,234,554	4,999,283	724,536	0	0	21,958,373
Health Insurance	13,718,655	18,084,874	140,093	0	0	31,943,622
Insurance & Claims	4,435,426	5,224,077	116,017	0	0	9,775,520
	1 ' ' 1		•	0	0	
Printing & Distribution	5,742,238	897,531	232,103	0	-	6,871,872 15,561,180
Workers' Compensation Agency and Trust Funds	4,255,294	11,142,928	162,958	U	0	15,561,160
Environmental Remediation	666,990	4 325 302	29,871	597,096	0	2640 240
Housing Investment	2,245,915	1,325,392	29,871	090,798	0	2,619,349 2,245,915
Hydro Power Renewal & Replacement	2,245,915	7,099,000	180,000	0	0	7,279,000
Portland Parks Trusts			160,000	0	0	
	2,053,056	1,066,773	_	0	0	3,119,829
Sewer Rate Stabilization	200 000	31,263,000	5,000,000	0	0	36,263,000
Sewer Revolving Loan	200,000	1,025,000	0	0	0	1,225,000
Sewer Safety Net Water Growth Impact	1,720,000	2,775,161 0	0	0	o l	4,495, 1 61
Construction Funds		U	U	U	١	U
Arena Construction	7 500 404	0	2 040 040	0	o	11 212 052
	7,502,104		3,810,848	0	0	11,312,952 26,122,270
Capital Improvement Construction LID Construction	50,000	10,799,900	15,272,370	8,000,000	0	23,935,837
Parks Bond Construction	6,296,562	1,309,769	8,329,506 0	8,000,000	0	60,946,873
Sewer System Construction	14,028,113	46,918,760 44,472,140	111,642,717	0	0	156,114,857
Water Construction	0	3,810,895	25,405,965	0	0	29,216,860

	Bureau		Fund Requir	ement s		
	Program Expenses	Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increases	Total Appropriation
Debt Service Funds						
Airport Way Debt Service	0	0	0	1,688,704	0	1,688,704
Arena Debt Service	4,000,000	0	0	45,355,000		49,355,000
Bancroft Bond Interest & Sinking	0	0	0	12,289,885		12,289,885
Bonded Debt Interest & Sinking	0	0	0	8,834,675		8,834,675
Central Eastside Debt Service	0	0	0	0	0	0
Convention Center Area Debt Service) 0	0	0	0	0	0
Golf Revenue Bond Redemption	j o	0	0	303,776	0	303,776
Hydropower Bond Redemption	0	0	0	3,721,649	0	3,721,649
Intermediate Debt Service	0	0	0	1,996,976	0	1,996,976
Morrison Park East Bond Redemption	0	0	0	401,150	0	401,150
Morrison Park West Bond Redemption	0	0	0	341,805	0	341,805
Old Town Parking Bond Redemption	0	0	0	664,454	0	664,454
PIR Bond Redemption	. 0	0	0	0	0	0
Sewer System Debt Redemption	0	0	·26,012,404	29,386,571	0	55,398,975
St Johns Riverfront Bond Redemption	0	0	0	0	0	*0
Short Term Debt Interest & Sinking	0	0	0	0	0	0
South Park Renewal Debt Service	0	0	0	1,054,174	0	1,054,174
Tennis Facilities Bond Redemption	o	0	0	0	0	0
Washington County Supply Bond Redemp.	o	0	0	1,490,059	0	1,490,059
Water Bond Sinking	0	0	0	10,701,781	0	10,701,781
Waterfront Renewal Bond Sinking	15,000	. 0	0	5,986,500	0	6,001,500
Federal Funds	,	0	0	0	0	.,
Federal and State Grants	1,394,169	0	4,639,416	0	0	6,033,585
HOME Grant	3,727,828	50.172	0	0	0	3,778,000
Housing & Community Development	17,939,511	187,068	358,421	0	ő	18,485,000
Retirement Funds	17,855,511	107,000	000,421	Ū	0	10,400,000
Fire & Police Disability & Retirement	55,933,750	409,210	20,621	9,332,150	0	65,695,731
•	35,935,730	409,210	750,000	9,552,150	0	750,000
Fire & Police Disability & Retire. Reserve Supplemental Retirement Program Trust	15,000	0	750,000	0	o	15,000
Revenue and Reserve Funds	15,000	0	0	0	o	13,000
Convention & Tourism	1,592,027	0	4,173	0	ol	1,596,200
General Reserve	1,592,027	28,140,263	3.700.000	0	0	31,840,263
	0	5,193,961	310,214	0	0	5,504,175
Transportation Reserve	U	5,195,961	310,214	0	0	3,304,173
TOTAL APPROPRIATIONS - ALL FUNDS	795,696,262	274,695,243	309,580,661	147,640,992	140,000	1,527,753,158

	Actual	Actual	Revised Budget	Proposed	Adopted
	FY 92-93	FY 93-94	FY 94-95	FY 95-96	FY 95-96
HISTORICAL FUNDS					
Downtown Parking Bond Redemption	51,125	0	0	0	0
Justice Center Operating	2,561,626	0	0	0	0
M C Economic Development Trust	130,554	158,027	0	0	C
NW I-405 Recreation	101,454	343,023	915,000	0	(
PIR Bond Redemption	252,817	129,274	0	0	(
Public Arts Trust Fund	378,583	1,036,893	573,000	0	(
Sewer System Debt Proceeds	98,584,264	0	0	0	(
Short Term Debt	271,633	281,549	276,384	0	(
Street Lighting	9,211,852	3,942,571	, 0	0	(
Sundry Trust Fund	67,314	0	0	0	(
Tennis Facilities	67,066	70,362	61,950	0	C
Total Historical Funds	\$111,678,288	\$5,961,699	\$1,826,334	\$0	- \$0
0 1 5 1					
General Fund					
Affirmative Action	\$98,822	\$0	\$0	\$0	\$0
	\$98,822 0	\$0 0	\$0 54,000	\$0 0	•
Affirmative Action		•	~ -	* -	C
Affirmative Action Eastbank Land Acquisition Elderhope Loan	0	0	54,000	0	0
Affirmative Action Eastbank Land Acquisition Elderhope Loan Fire Relocation Study	0 0 0	0 1,595,000	54,000 0	0	0
Affirmative Action Eastbank Land Acquisition Elderhope Loan	0	0 1,595,000 0	54,000 0 100,000	0 0	0
Affirmative Action Eastbank Land Acquisition Elderhope Loan Fire Relocation Study Fire Study Gresham Loans	0 0 0 165,908 0	0 1,595,000 0 0 1,193,893	54,000 0 100,000 0	0 0 0	
Affirmative Action Eastbank Land Acquisition Elderhope Loan Fire Relocation Study Fire Study Gresham Loans IBIS Implementation	0 0 0 165,908	0 1,595,000 0 0	54,000 0 100,000 0 0	0 0 0 0	
Affirmative Action Eastbank Land Acquisition Elderhope Loan Fire Relocation Study Fire Study Gresham Loans IBIS Implementation Interfund loan pass through	0 0 0 165,908 0 284,630	0 1,595,000 0 0 1,193,893 138,495	54,000 0 100,000 0 0 0	0 0 0 0 0	
Affirmative Action Eastbank Land Acquisition Elderhope Loan Fire Relocation Study Fire Study Gresham Loans IBIS Implementation	0 0 0 165,908 0 284,630	0 1,595,000 0 0 1,193,893 138,495 52,719	54,000 0 100,000 0 0	0 0 0 0 0	
Affirmative Action Eastbank Land Acquisition Elderhope Loan Fire Relocation Study Fire Study Gresham Loans IBIS Implementation Interfund Ioan pass through Special Studies U.S Conference of Mayors	0 0 0 165,908 0 284,630 0 0	0 1,595,000 0 0 1,193,893 138,495 52,719 47,828	54,000 0 100,000 0 0 0 0 140,000	0 0 0 0 0	
Affirmative Action Eastbank Land Acquisition Elderhope Loan Fire Relocation Study Fire Study Gresham Loans IBIS Implementation Interfund Ioan pass through Special Studies	0 0 0 165,908 0 284,630 0 0	0 1,595,000 0 0 1,193,893 138,495 52,719 47,828	54,000 0 100,000 0 0 0 0 140,000	0 0 0 0 0	
Affirmative Action Eastbank Land Acquisition Elderhope Loan Fire Relocation Study Fire Study Gresham Loans IBIS Implementation Interfund Ioan pass through Special Studies U.S Conference of Mayors	0 0 0 165,908 0 284,630 0 0 0	1,595,000 0 0 1,193,893 138,495 52,719 47,828 200,000	54,000 0 100,000 0 0 0 140,000	0 0 0 0 0 0	\$0 0 0 0 0 0 0

This table shows City funds and General Fund Special Appropriations which have been closed in the past three years.

NERAL FUND (101)	Actual	Actual	Revised Budget	Proposed	Adopted
	FY 1992-93	FY 1993-94	FY 1994-95	FY 1995-96	FY 1995-96
SOURCES					
External Revenue					
Property Taxes	05 000 400	04.544.400	400 400 000	447.005.440	447.005.440
Current Year Taxes	85,939,492	94,511,409	103,133,062	117,935,410	117,935,410
Prior Years Taxes	4,221,687	4,320,606	4,956,355	4,573,618	4,573,618
Payment in Lieu of Taxes	329,247 90,490,426	507,223 99,339,238	386,767 108,476,184	387,398 122,896,426	387,398 122,896,426
Other Taxes	90,490,420	99,339,230	100,470,104	122,090,420	122,090,420
Lodging Tax	6,459,524	6,943,401	7,419,693	7,951,149	7,951,149
Louging Tax	0,455,524	0,343,401	7,413,033	7,951,149	7,331,143
Licenses & Permits					
Business Licenses	28,073,768	30,030,123	32,402,548	35,094,349	35,094,349
Public Util License-External	25,064,703	25,534,510	27,115,366	27,064,362	27,064,362
Construction Permits	105,999	211,082	0	0	0
Other Permits	1,239,589	1,354,986	1,761,652	1,769,242	1,769,242
	54,484,059	57,130,701	61,279,566	63,927,953	
Service Charges & Fees					
Parking Fees	3,031	0	0	0	C
Park & Recreation Fees	3,041,709	3,418,921	3,621,640	3,765,759	3,765,759
Concessions	2,715	1,376	5,700	5,700	5,700
Rents & Reimbursements	678,536	622,232	731,545	821,693	821,693
Miscellaneous	1,814,611	2,352,225	2,604,602	3,245,950	3,245,950
	5,540,602	6,394,754	6,963,487	7,839,102	7,839,102
State Sources					
State Shared Revenue	7,112,488	7,221,487	7,435,377	7,550,959	7,550,959
State Cost Sharing	20,816	0	0	0	7.550.050
	7,133,304	7,221,487	7,435,377	7,550,959	7,550,959
Local Government Sources	057.470	004.000	4 004 004	040.077	040.077
Local Shared Revenue	957,172	924,963	1,004,881	910,077	910,077
Locally Admin Fed Funds	29,275	227,750	34,000	100,000	134,622
Overhead Charge-PDC	351,446	178,877	150,816	193,688	191,476
Multnomah Co Cost Sharing	437,216	1,269,708	1,281,952	925,845	925,845
Local Cost Sharing	6,764,173	6,440,274	1,613,569	1,807,451	2,037,451
Missallansous Flavanuss	8,539,282	9,041,572	4,085,218	3,937,061	4,199,471
Miscellaneous Revenues	20.002	400.000	20.500	0	0
Sales of Equipment/Assets	32,983	188,939	36,500	0	0
Sales-Miscellaneous	210,582	252,183	116,118	68,026	68,026
Refunds	79,072	189,813	248,824	87,670	87,670
Interest on Investments	877,461	1,004,212	729,140	1,692,303	1,692,303
Private Grants & Donations	51,450	43,500	0	0	0 400 04
Bond and Note Sales	1,292,516	2,789,048	1,635,398	2,125,163	2,420,017
Other Misc Revenues	1,484,028	1,470,475	2,681,552	2,717,821	2,717,821
	4,028,092	5,938,170	5,447,532	6,690,983	6,985,837
otal External Revenue	176 675 290	102 000 323	201,107,057	220 703 633	221 350 807
otal External IZEACHIRE	110,010,209	132,003,323	201,107,007	ZZU,130,000	221,000,007

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
Interfund Cash Transfers					
Overhead					
Assessment Collection	1,327	2,759	2,071	1,042	991
Buildings	481,999	462,983	529,289	388,710	399,167
Arena Construction	0	0	43,429	62,952	60,848
Arena Debt Service	0	0	0	0	0
Arena Operating	0	0	26,099	132,953	137,083
Auto Port Operating	13,650	14,200	21,802	13,980	13,181
Cable	0	22,018	26,367	30,680	31,978
Communications Svcs	148,921	213,778	276,251	332,176	331,848
Computer Services	36,110	58,945	69,067	93,887	96,466
Convention & Tourism	2,826	5,400	√ 4,915	4,093	4,173
Emergency Communications	189,265	240,476	222,339	147,759	156,763
Environmental Remediation	0	0	27,793	18,693	19,871
Facilities Services	257,425	336,154	493,465	337,971	330,249
Fire/Police Disab/Retire	61,597	142,582	102,805	19,790	20,621
Fleet Services	404,251	534,604	626,367	754,811	724,536
Golf	112,194	144,874	149,798	146,874	146,600
Health Insurance	83,975	76,516	122,377	139,095	140,093
Hydropower Operating	40,775	49,338	56,894	93,937	94,993
Insurance & Claims	59,777	91,205	100,856	116,826	116,017
Justice Center	12,470	0	0	0	0
LID Construction	72,482	175,219	123,087	322,127	329,506
NW I-405 Recreation	6,094	4,136	0	0	020,000
Parking Facilities	69,929	73,499	93,982	41,695	42,055
Parks System Improvements	30,103	11,458	21,127	41,033	42,033
Portland Intni Raceway	36,680	49,249	46,536	37,772	37,500
Printing/Distribution	172,273	169,567	226,006	232,430	232,103
Public Safety Capital	35,932	25,910	42,317	0	202,100
Refuse Disposal	63,538	84,353	145,010	120,741	127,805
Sewer Operating	1,936,883	2,208,016	2,692,061	2,158,259	2,356,599
Street Lighting	104,670	48,894	0	0	2,000,000
Transportation Operating	2,257,815	2,524,222	2,429,218	2,477,165	2,498,417
Water Operating	1,730,883	1,661,549	1,829,960	1,393,979	1,461,877
Workers' Compensation	89,448	119,067	114,388	169,154	162,958
- Tronkers Compensation	8,513,292	9,550,971	10,665,676	9,789,551	10,074,298
Utility License Fees-Internal	0,515,252	3,550,371	10,005,070	3,703,331	10,074,290
Sewer Operating	3,922,029	4,423,379	5,212,279	5,909,994	5,909,994
Water Operating			2,922,288		
vvaler Operating	2,697,170 6,619,199	2,835,249 7,258,628	8,134,567	3,096,668 9,006,662	3,096,668 9,006,662
	0,010,100	1,200,020	0,104,007	0,000,002	5,000,002
Miscelianeous Cash Transfers					
Parking Facil-Tax Offset	119,852	121,440	134,054	122,864	122,864
Auto Port-Tax Offset	33,009	32,674	36,068	32,560	32,560
Refuse Disp-Bu s L ic Offset	55,000	27,000	50,000	40,000	40,000
HCD-Indirect	192,374	165,527	247,378	194,424	193,393
Federal Grants-Indirect	120,860	69,176	156,686	21,735	21,735
Federal Grants-Direct	2,254,777	2,191,765	3,470,865	696,690	1,444,505
	• •	224,936		,	2,500,000

GENERAL POND (101)	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
Miscellaneous Cash Transfe	ers - (Cont.)				
Interest - Short Term Debt	` ´ 0	0	276,384	0	0
Computer Services	0	50,000	0	0	0
Hydro Operating	0			75,000	75,000
riyara aparamig	3,930,872	2,882,518			
Interfund Service Reimbursei	me nts				
Assessment Collection	52,476	54,087	57,675	57,957	57,957
Auto Port	29,950	39,545	40,794	41,200	41,200
Buildings	132,508	144,964	174,427	176,152	176,152
Cable	15,451	201,924	213,937	225,974	225,974
Communications Svcs	305,155	280,381	279,255	290,912	290,912
Communications S/A	107	0	· 0	0	0
Computer Services	3,160,179	3,782,124	3,549,625	3,607,200	3,304,237
Convention & Tourism	22,991	23,054	24,139	28,588	28,588
Emergency Communications	4,797	392	400	0	•
Facilities Services	430,289	459,926	581,968	638,215	638,215
Fire Bureau	0	0	1,764		0
Fire/Police Disab/Retire	379,434	411,613	412,906		601,442
Fleet Services	261,782	254,540	240,390	237,978	237,978
Golf	451,306	460,307	282,039	219,200	219,200
Health Insurance	367,091	514,337	557,223	601,263	601,263
HOME Grant Operating	4,130	78,497	113,378	120,160	120,160
Housing/Community Develop.	1,199,984	1,457,173	1,577,806	1,560,876	1,559,929
Hydropower Operating	6,615	24,765	8,694	8,434	8,434
Insurance & Claims	1,364,736	1,428,723	1,501,609	1,695,501	1,695,501
Justice Center	12,322	0	0	0	0
LID Construction	797,197	987,172	1,137,070	1,144,201	1,144,201
NW I-405 Recreation	6,722	5,793	0	0	0
Parking Facilities	76,786	103,112	109,697	114,898	114,898
Parks Bond Construction	0	0	0	233,693	233,693
Parks System Improvements	408,622	197,440	53,827	0	0
Portland Intnl Raceway	21,337	14,988	7,402	9,025	9,025
Portland Parks Trust	440,854	617,977	687,584	786,869	1,102,869
Printing/Distribution	255,703	185,737	152,586	151,033	151,033
Public Arts Trust	61,236	86,424	94,152	0	0
Public Safety Capital	69,692	31,410	0	0	0
Refuse Disposal	37,588	50,400	58,961	47,494	47,494
Sewer Operating	1,090,790	991,433	1,141,295	1,039,963	1,039,963
Transportation Operating	1,752,882	1,899,321	1,409,637	1,412,257	1,412,257
Water Operating	430,476	405,290	391,623	340,996	340,996
Workers' Compensation	1,208,078	1,213,568	1,436,430	1,520,135	1,520,135
·	14,859,266	16,406,417	16,298,293	16,911,616	16,923,706
Intrafund Svc Relmbursemts Beginning Fund Balance	469,970	356,020	652,097	667,312	667,312
Unencumbered (Discretionary	11,769,288	16,455,802	14,071,624	7,649,258	14,189,725
Encumbered	0	0	3,000,000	3,136,200	3,136,200
	11,769,288	16,455,802	17,071,624	10,785,458	17,325,925
TOTAL RESOURCES	222,837,176	244,919,679	258,375,749	271,637,505	279,778,857

GENERAL FUND (101)	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Table 12 Adopted FY 1995-96
REQUIREMENTS					
Bureau Expenses					
Personal Services	142,984,002	152,917,152	159,360,351	166,013,395	165,972,660
External Materials & Svcs.	24,145,848	30,014,966	39,343,971	37,449,009	39,152,756
Internal Materials & Svcs.		•			
Auto Port	226,361	253,127	262,800	248,745	248,745
Buildings	1,000	1,000	1,000	1,000	1,000
Cable	0	258,557	322,592	403,410	403,410
Emergency Communication	5,285,117	5,553,783	6,268,965	7,229,221	7,211,832
Sewer Operating	443	805	4,385	0	0
Transportation Operating	72,824	212,384	221,081	40,000	367,815
Water Operating	13,068	61,178	134,150	139,300	139,300
Computer Services	2,543,336	2,432,807	2,408,607	2,250,393	2,250,393
Printing/Distribution	1,897,158	1,971,313	1,850,429	1,925,691	1,925,691
Intermediate Debt Fund	916,504	1,389,794	1,339,606	1,224,096	1,224,096
Portland Parks Trust	0	_			50,000
Communications Svcs	2,607,746	3,539,421	3,522,193	3,873,190	3,873,190
Fleet Services	4,844,455		4,963,210	6,012,366	6,012,365
Insurance & Claims	2,162,906		2,345,472	2,861,377	2,861,377
Justice Center	2,389,880		0	0	0
Facilities Services	3,405,813	5,941,316	6,476,860	7,089,478	7,089,478
Workers' Compensation	1,653,531	1,555,958	1,544,526	1,480,664	1,480,664
Same Fund	469,970	356,019	595,724	667,312	667,312
	28,490,112	30,504,966	32,261,600	35,496,243	35,806,668
Capital Outlay	4,721,895	4,527,345	12,045,946	3,444,913	9,301,401
Equipment Cash Transfers					
Printing/Distribution	18,640	40,585	34,715	0	0
Communications Services	88,808	162,934	678,037	9,732	9,732
Fleet Services	406,627	556,565	611,000	74,000	368,568
Facilities	731,554	92,371	524,068	263,500	263,500
•	1,245,629	852,455	1,847,820	347,232	641,800
Other Cash Transfers		·		·-···	
Intermediate Debt	0	0	0	164,353	164,353
Water Construction	0	0	0	351,380	351,380
	0	0	0	515,733	515,733
Total Bureau Expenses	201,587,486	218,816,884	244,859,688	243,266,525	
Fund-Level Requirements Contingency Gen. Operating Contingenc Encumbrance Carryover	0	0	1,686,555	5,672,133 3,136,200	5,671,722 3,136,200
	0	0	1,686,555	8,808,333	8,807,922
Fund-Level Cash Transfers	-	Ū	.,500,000	2,200,000	-,,
Tennis Debt Redemption	19,385	33,684	26,438	0	0
Transportation	2,050,077	3,389,972	4,637,986	6,565,004	6,565,004
Short-term Debt Sinking	0	0	0	0	0
Bonded Debt Int. & Sinking	1,180	0	0	Ö	0
- · · · · · · · · · · · · · · · · · · ·	.,	ū	ū	•	•

OLIVETORE TOTAL					1 0010 12
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
Fund-Level Cash Transfers	- (Cont.)				
Intermediate Debt Fund	6,402	420,517	425,325	423,325	423,325
South Park Debt Fund	0	0	0	974,137	349,091
Waterfront Debt Fund	0	0	0	324,091	1,049,137
Airport Way Debt Fund	0	0	0	1,527,336	1,527,336
Capital Improvement Fund	0	0	0	4,360,000	4,277,270
Arena Construction Fund	0	0	185,776	930,000	930,000
Public Safety Capital	0	0	0	0	0
Printing/Distribution	10,000	0	0	0	0
Housing Trust Fund	0	0	0	2,245,915	2,245,915
Public Arts Trust	0	0	0	0	0
Buildings	1,174,385	1,109,032	1,223,889	1,260,219	1,260,219
Facilities Services	293,034	2,761,645	,205,092	849,000	849,000
Fleet Services	98,208	54,909	0	0	0
Parking Facilities	15,000	15,000	15,000	15,000	15,000
General Reserve	0	515,870	5,110,000	0	. 0
Communications	146,000	0	0	0	0
Computer Services	70,000	0	0	88,620	88,620
Health Insurance	910,217	0	0	0	0
_	4,793,888	8,300,629	11,829,506	19,562,647	19,579,917
Other Requirements	,,	-,,5=-	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	-,,	-,,-
Increase in Stores Inventory	0	0	0	0	0
Ending Fund Balance	16,455,802	17,802,166	0	0	0
Total Fund-Level Requiremts.	21,249,690	26,102,795	13,516,061	28,370,980	28,387,839
_				271,637,505	279,778,857

GENERAL RESERVE FUND (2	.02)				Table 13
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Miscellaneous Revenue					
Interest on Investment	931,113	793,229	834,471	1,779,491	1,779,491
Op. Transfer Gen. Fund	0	515,870	0	0	0
Other Miscellaneous Revenues	0	464	0	0	0
Total External Revenues	931,113	1,309,099	834,471	1,779,491	1,779,491
Cash Transfers from Other Funds					
General Fund	0	0	4,800,000	0	0
Elderhope Loan Repayment	0	0	1,595,000	0	0
, , , ,	0	0	6,395,000	0	0
Beginning Fund Balance	21,732,107	21,508,220	22,626,569	30,060,772	30,060,772
TOTAL RESOURCES	\$22,663,220	\$22,817,319	\$29,856,040	\$31,840,263	\$31,840,263
REQUIREMENTS					•
Contingency					
General Operating Contingency	0	0	29,856,040	29,340,263	28,140,263
Interfund Cash Transfers					
General Fund	1,155,000	25,910	0	2,500,000	2,500,000
FPD&R Fund	0	0	Ō	0	1,200,000
Ending Balance/Reserves	21,508,220	22,592,847	0	0	0
TOTAL REQUIREMENTS	\$22,663,220	\$22,618,757	\$29,856,040	\$31,840,263	\$31,840,263

The General Reserve Fund was created in FY 1987-88 for the purpose of building a reserve for the General Fund. It is the established objective and Council adopted policy to maintain a reserve level equivalent to 10% of General Fund revenues net of short term borrowing. This policy was adopted by City Council in May of 1990. The policy sets forth the conditions under which reserves may be used. The policy defines the first five percent reserve as an "emergency reserve" available to fund major one- time, unanticipated expenditure requirements or to offset unanticipated revenue fluctuations occuring within a fiscal year. The second five percent reserve is defined as a "countercyclical reserve" available to either maintain General Fund current service level programs or to adjust expenditure growth to match slower revenue growth during the first 18 to 24 months of a recession. The reserve fund is expected to remain at the full 10% level during FY 1995-96.

For FY 1995-96, the Council will use \$2.5 million of excess reserves as a transfer to the General Fund. This transfer will help offset the first year of debt service associated with outstanding urban renewal bonds.

The General Reserve Fund has been used at times to reserve funds for other uses. The fund currently includes \$542,072 in prior year bond proceeds to fund the construction of a fire station on Hayden Island as well as \$1.2 million that Council transferred to the fund in FY 92-93 and FY 93-94 as a reserve for future public safety retirements. This \$1.2 million will be transferred in FY 95-96 to the Fire and Police Disability and Retirement Fund to help cover the retirement benefit increase of 9.8% set by the Oregon Legislature to offset taxation of public pensions.

The City issues a variety of debt in order to raise capital for construction projects and acquisition of equipment and facilities. General obligation debt, backed by the taxing power of the City, is very low in comparison to national medians, consisting of voter approved bonds for the Performing Arts Center, remodeling of Civic Staduim, and for improvements to the City's park system. Certain LID assessment bonds and G.O. water bonds are additionally backed by the City's taxing authority.

The City also uses a variety of tax increment, revenue, and lease indebtedness to finance other capital programs and capital acquisitions.

Tax increment bonds were used to finance public improvements in designated urban renewal districts to stimulate private investment, increase the City's tax base and employment, and eliminate blight. However, in 1992, the Oregon Supreme Court ruled that tax increment collection for bonded debt service was not excluded from the tax rate limitation of Measure 5. Consequently, the City has presently discontinued the use of tax increment financing.

Revenue debt includes issues to finance projects for the City's Parking System, Golf, Hydroelectric Facility, Sewer System, and the Oregon Arena Project. Debt service on these bonds are paid from the revenues of the appropriate enterprise.

Lease indebtedness includes debt issued to finance construction and acquisition of various facilities and equipment which are necessary in the maintenance and operation of City services. Debt service on these obligations are paid in the form of service reimbursements for space rental and maintenance and operating, telecommunications, and other services by City bureaus and agencies and fees charged to other jurisdictions and other external entities.

The City also issue notes to finance acquisition of facilities and equipment. In addition, the City uses notes as an interim finance mechanism that provide funds to finance projects during development and construction phases. Following completion of a project, the interim financing is replaced with permanent, long-term financing.

The City currently enjoys the highest possible rating ("Aaa") on its General Obligation debt from Moody's Inverstors Service. Portland is one of only 127 issuers to hold that rating ("Aaa") without the use of bond insurance. City Water Revenue Bonds are rated "Aa" by Standard & Poors and Sewer Revenue Bonds are rated "A1" by Moody's and "A+" by Standard & Poors.

The City does not currently have any voter approved long-term debt that has not been incurred. Estimated outstanding long-term debt as of July 1, 1995, reflects debt issuances during and anticipated in the 1994-95 fiscal year, and redemption of principal on issues sold in previous years. Estimated outstainding debt as of July 1, 1996, reflects debt issuances antciipated during the 1995-96 fiscal year, and redemption of principal on issues previously sold.

Debt Outstanding July 1, 1994		\$641,674,296
Sewer Revenue Bonds	\$250,000,000	
GO Park Bonds	58,800,000	
Limited Tax Improvement Bonds 1995	6,000,000	
Arena Project Notes	15,472,931	
Tax Anticipation Notes	6,100,000	
Proposed LTGO Notes	3,311,550	
Projected New Debt Issues FY 1994-95		339,684,481
Estimated Debt to be Redeemed during FY 1	1994-95	(97,316,948)
Estimated Debt Outstanding July 1, 1995		\$884,041,829
Arena - Gas Tax Revenue Bonds	\$3,000,000	
Arena Project Revenue Bonds and Notes	53,362,000	
15th/16th - Arena Project Bonds	3,500,000	
Water Revenue Bonds	26,000,000	
Projected New Debt Issues FY 1995-96		85,862,000
Estimated Debt to be Redeemed during FY 1	1995-96	(85,982,862)
Estimated Debt Outstanding July 1, 1996		\$883,920,967

SUMMARY OF INDEBTEDNESS

Table 14
DEBT OUTSTANDING

Type of Debt Purpose	Type of Obligation	Actual 7/1/94	Unaudited 7/1/95	Estimated 7/1/96
GENERAL OBLIGATION BONDS	Voter Approved Tax Obligation	\$12,930,000	\$68,870,000	\$65,065,000
TAX INCREMENT	Tax Increment	79,063,704	75,159,127	70,614,529
SEWER REVENUE BONDS	User Obligation	158,080,000	402,800,000	397,205,000
WATER BONDS GO\Water Revenue Bonds Water Revenue Bonds	User Obligation\Tax Obligation User Obligation	77,136,872 25,000,000 102,136,872	70,706,899 25,000,000 95,706,899	64,520,218 50,140,000 114,660,218
ASSESSMENT BONDS GO/Assessment Bonds Ltd. Tax/Assessment Bonds Assessment Bonds	Benefitted Property/Tax Obligation Benefitted Property/Limited Tax Benefitted Property	8,705,000 6,925,000 70,505,000 86,135,000	4,945,000 11,125,000 53,785,000 69,855,000	4,840,000 10,553,473 45,940,000 61,333,473
PARKING REVENUE BONDS	User Obligation	13,330,000	12,695,000	12,015,000
PARKS & RECREATION BONDS	User Obligation	1,985,000	1,730,000	1,525,000
ENV. REMEDIATION BONDS	User Obligation	6,000,000	5,755,000	5,500,000
HYDRO. POWER REV. BONDS	User Obligation	40,230,000	39,190,000	38,045,000
ARENA REVENUE BONDS	User Obligation	0	0	41,000,000
GAS TAX REVENUE BONDS	Gas Tax	0	0	6,500,000
TOTAL BONDED INDEBTEDNESS	S	\$499,890,576	\$771,761,026	\$813,463,220
LEASE OBLIGATIONS	Full Faith & Credit Obligations Certificates of Participation	\$45,725,000 6,375,000 52,100,000	\$43,660,000 5,225,000 48,885,000	\$41,375,000 3,995,000 45,370,000
BOND ANTICIPATION NOTES		69,280,069	42,068,000	6,000,000
OTHER DEBT Equipment Acquisition	Limited Tax Notes Vendor Financing	3,741,000 73,242	5,258,623 0	3,546,606 0
Park & Sewer Facilities City Financing OMSI Improvements	State Financing Interfund Agreement Tax Increment	13,732,690 2,256,417 600,302 20,403,651	13,304,152 2,176,114 588,915 21,327,803	12,875,195 2,089,159 576,787 19,087,747
TOTAL OTHER INDEBTEDNESS		\$141,783,720	\$112,280,803	\$70,457,747
TOTAL INDEBTEDNESS		\$641,674,296	\$884,041,829	\$883,920,967

This table summarizes the City's outstanding debt, as required by State law, and discusses the types of debt used by the City and its current bond ratings. More information on this subject is contained in the "Debt Service Funds" section.

Type of Debt	Debt Outsta	nding	Authorized, Not Incurred		
	July 1, 1994	July 1, 1995	July 1, 1994	July 1, 1995	
LONG-TERM DEBT					
General Obligation Bonds	\$12,930,000	\$68,870,000	\$0	\$0	
Revenue Bonds	321,761,872	557,876,899	0	0	
Special Assessment Bonds	86,135,000	69,855,000	0	0	
Tax Increment Bonds	79,063,704	75,159,127	0	0	
Full Faith and Credit Obs/COPs	52,100,000	48,885,000	0	0	
Limited Tax General Obligation Notes	3,741,000	5,258,623	0	0	
Bond Anticipation Credit Facilities	69,280,069	42,068,000	0	0	
Other Indebtedness	16,662,651	16,069,180	0	0	
TOTAL INDEBTEDNESS	\$641,674,296	\$884,041,829	\$0	\$0	

SUMMARY OF INDEBTEDNESS

Table 15 FY 1995-96 DEBT SERVICE

Type of Debt Purpose	Principal	Interest	Total
GENERAL OBLIGATION BONDS	\$3,805,000	\$4,707,175	8,512,175
TAX INCREMENT	4,544,598	4,184,779	8,729,377
SEWER REVENUE BONDS	5,595,000	23,368,410	28,963,410
WATER BONDS	7,046,681	4,934,160	11,980,841
ASSESSMENT BONDS	8,521,527	3,768,358	12,289,885
PARKING REVENUE BONDS	680,000	727,409	1,407,409
PARKS & RECREATION BONDS	205,000	98,776	303,776
ENVIRONMENTAL REMEDIATION BONDS	255,000	342,096	597,096
HYDROELECTRIC POWER REVENUE BONDS	1,145,000	2,576,649	3,721,649
ARENA REVENUE BONDS	0	2,870,000	2,870,000
GAS TAX REVENUE BONDS	0	322,500	322,500
LEASE OBLIGATIONS	3,515,000	2,257,789	5,772,789
BOND ANTICIPATION NOTES	48,430,000	4,425,000	52,855,000
OTHER DEBT Equipment Acquisition State Financing (Sewer & Parks) City Financing OMSI Improvements	1,712,017 428,957 86,955 12,127 2,240,056	234,489 8,188 139,054 21,089 402,820	1,946,506 437,145 226,009 33,216 2,642,876
TOTAL Debt Service	ce \$85,982,862	\$54,985,921	\$140,968,783

PRINCIPAL AND INTEREST REQUIREMENTS OVER THE LIFE OF DEBT Projected As of July 1, 1995

Table 16
PRINCIPAL REQUIREMENTS

	Fiscal Year	Water	General Obligation Bonds	Improvement Bonds	Urban Renewal and Redevelopment	Golf	Sewage Disposal	Environmental Remediation	Parking Facilities	Hydroelectric Power	Full Faith & Credits/ COPs
	1996	\$7,046,681	\$3,805,000	\$6,966,527	\$4,544,598	\$205,000	\$5,595,000	\$255,000	\$680,000	\$1,145,000	\$3,515,000
	1997	7,506,724	4,840,000	12,663,473	4,680,485	220,000	11,025,000	270,000	720,000	1,220,000	3,235,000
	1998	6,846,789	2,555,000	5,525,000	4,887,240	230,000	12,755,000	285,000	765,000	1,295,000	3,295,000
0	1999	6,041,853	2,715,000	1,380,000	4,743,428	245,000	13,535,000	300,000	810,000	1,370,000	3,515,000
City	2000	6,321,983	2,885,000	670,000	4,907,259	260,000	14,470,000	320,000	860,000	1,475,000	3,520,000
of Portland,	2001	6,647,001	3,065,000	0	5,084,588	275,000	15,315,000		910,000	1,560,000	3,665,000
Po	2002	6,962,087	3,255,000	3,355,000	5,286,386	295,000	16,105,000		955,000	1,635,000	3,810,000
큺	2003	7,222,174	2,520,000	0	5,522,513		16,960,000		1,020,000	1,750,000	3,985,000
2	2004	7,507,208	2,650,000	305,000	5,774,564		17,870,000		1,070,000	1,855,000	4,110,000
0	2005	7,257,244	2,790,000	0	2,666,729		18,845,000	4 005 000	785,000	1,970,000	4,305,000
reg	2006	5,487,155	2,940,000	0	3,271,665		19,870,000	4,325,000	410,000	790,000	3,000,000
Oregon	2007	2,740,000	3,090,000	0	2,191,202		20,975,000		435,000	825,000	3,130,000
	2008	2,885,000	3,255,000	0	17,184,160		22,160,000		465,000		3,285,000
FY	2009	3,030,000	3,435,000	0	2,349,311		23,435,000		495,000		805,000
198	2010	3,190,000	3,625,000	1,180,000	2,065,000		24,795,000				395,000
1995-96	2011	1,660,000	3,825,000	3,815,000			14,675,000				415,000
	2012		4,045,000	980,000			15,580,000				440,000
A	2013		4,275,000	19,885,000			118,835,000		2,315,000	22,300,000	460,000
g	2014	7,355,000	4,520,000	13,130,000				*			
ed	2015		4,780,000	0		77.77.4.79.74					
Adopted Budget	Total Principal	\$95,706,899	\$68,870,000	\$69,855,000	_\$75,159,128	\$1,730,000	\$402,800,000	\$5,755 <u>,000</u>	\$12,695,000	\$39,190,000	\$48,885,000

PRINCIPAL AND INTEREST REQUIREMENTS OVER THE LIFE OF DEBT

Projected As of July 1, 1995

Table 16 INTEREST REQUIREMENTS

_	Fiscal Year	Water	General Obligation Bonds	Improvement Bonds	Urban Renewal and Redevelopment	Golf	Sewage Disposal	Environmental Remediation	Parking Facilities	Hydroelectric Power	Full Faith & Credits/ COPs
	1996	\$4,086,282	\$4,707,175	\$3,768,358	\$4,184,777	\$100,757	\$23,450,400	\$343,966	\$736,681	\$2,592,670	\$2,257,789
	1997	3,811,558	3,647,605	3,403,104	3,967,057	88,267	23,153,639	331,810	694,345	2,525,185	2,099,703
	1998	3,518,555	3,423,820	2,720,794	3,732,686	74,765	22,479,174	317,780	648,940	2,451,296	1,941,728
	1999	3,651,769	3,255,383	2,477,064	4,126,192	60,274	21,695,290	302,048	603,041	2,371,320	1,776,010
	2000	3,407,034	3,075,695	2,410,404	3,968,679	44,615	20,877,078	284,758	556,635	2,283,704	1,594,906
Cjy	2001	3,139,393	2,884,633	2,376,904	3,790,191	27,758	20,032,419	275,719	507,063	2,188,272	1,448,851
	2002	2,850,458	2,681,633	2,273,156	3,584,816	9,516	19,239,391	275,719	454,351	2,086,061	1,293,101
of Portland,	2003	2,544,564	2,535,720	2,207,334	3,354,366		18,388,844	275,719	398,018	1,975,986	1,127,381
ğ	2004	2,218,239	2,405,513	2,207,334	3,100,614		17,477,277	275,719	337,962	1,857,473	948,742
lan	2005	1,873,559	2,267,263	2,190,864	2,821,110		16,502,222	275,719	284,371	1,730,675	760,206
	2006	1,580,041	2,120,313	2,190,864	2,723,078		15,474,877	137,860	248,904	1,639,905	558,418
ð	2007	1,384,855	1,965,463	2,190,864	2,622,569		14,371,496		222,491	1,587,813	418,032
Oregon	2008	1,245,578	1,800,643	2,190,864	2,551,112		13,184,566		194,024	1,561,000	270,816
ž	2009	1,096,734	1,623,768	2,190,864	1,516,302		11,912,671		163,422	1,561,000	116,320
Ţ	2010	938,481	1,433,673	2,148,679	126,482		10,550,120		147,582	1,561,000	79,088
	2011	428,468	1,231,828	2,018,272			8,846,623		147,582	1,561,000	60,819
1995-96	2012	386,138	1,013,150	1,898,445			7,212,710		147,582	1,561,000	41,625
φ	2013	386,168	780,563	1,866,840			5,470,050		73,790	780,500	21,274
	2014	193,069	534,750	728,424							
do	2015		274,850								
Adopted Budg	Total Interest	\$38,740,943	\$43,663,437	\$43,459,432	\$46,170,031	\$405,952	\$290,318,847	\$3,096,817	\$6,566,784	\$33,875,860	\$16,814,809
g											

The City will also have \$141,163,926 of defeased bonds outstanding as of July 1, 1995. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of additional refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liability is 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 older higher rate debt into debt with lower interest rates, or terms that are more convenient for the City.

Type of Debt Purpose	Principal Outstanding 7/1/95	Maturity FY 95-96	Principal Outstanding 7/1/96
GENERAL OBLIGATION/REVENUE BONDS	,		
Water Facilities Series 1990	16,425,000	590,000	15,835,000
TOTAL GENERAL OBLIGATION/REVENUE BONDS	\$16,425,000	\$590,000	\$15,835,000
REVENUE BONDS Parking			
Autoport	\$1,030,000	\$180,000	\$850,000
Old Town Sewage Facilities	5,765,000	0	5,765,000
Series 1990	49,325,000	0	49,325,000
TOTAL REVENUE BONDS	\$56,120,000	\$180,000	\$55,940,000
TAX INCREMENT BONDS			
Airport Way Series A	\$9,075,000	\$365,000	\$8,710,000
Series B	10,445,000	410,000	10,035,000
South Park Block Renewal Series A	3,890,000	3,890,000	0
Waterfront Renewal	3,030,000	3,030,000	O
Series G	6,075,000	6,075,000	0
Series H Series I	10,575,000 2,135,000	475,000 95,000	10,100,000 2,040,000
TOTAL TAX INCREMENT BONDS	\$42,195,000	\$11,310,000	\$30,885,000
CERTIFICATES OF PARTICIPATION Justice Center			
Series 1988	8,548,926	0	8,548,926
Portland Building Series 1989A	17,875,000	0	17,875,000
	\$26,423,926	\$0	\$26,423,926
TOTAL DEFEASED BONDS OUTSTANDING	\$141,163,926	\$12,080,000	\$129,083,926



.*

The following section presents budget notes which express City Council directions for future budgetary actions, parameters, studies, or priorities. Budget Notes identify issues and assign responsibility for action on each item. For FY1995-96 the City Council directions include:

OFFICE OF THE MAYOR

DTCU Public Education Project: The Council supports the goals of the proposed District Council Trade Union (DTCU) public education project as presented on June 13, 1995. Council has committed to work with an ad hoc committee of labor and management representatives, including representatives from each Commissioner's Office, to develop the project. The ad hoc committee will begin meeting in July, 1995 and is to present specific recommendations on funding and implementation in August, 1995.

COMMISSIONER OF PUBLIC WORKS

Cultural Tourism: The City is committed to increasing tourism by offering a variety of art and cultural events. To this end the budget allocates \$1 million at the rate of \$200,000 annually in support of increasing cultural events at the Portland Art Museum. Initial efforts will be focused on offering the Imperial Tombs exhibit. The total allocated will be accomplished in fewer than five years if fiscal circumstances of the city allow. This allocation is subject to two conditions:

- OF&A and the Portland Art Museum will work together to develop instruments and methodology for analysis of the local economic impact of the Imperial Tombs exhibit.
- The Art Museum will report to Council within 6 months after the Imperial Tombs exhibit closes providing an evaluation of the exhibit's impact on the local economy.

OFFICE OF FINANCE AND ADMINISTRATION

Utility License Fees: The Office of Finance and Administration will coordinate a Council review of utility license fees assessed against city-owned utilities in accordance with the following timeline:

- Completion of a historical and financial analysis in August
- Holding of a Council Work session(s) in October/December
- Issuance of a Public Utility Review Board report during or prior to December

This schedule will allow policy deliberation to occur after more is known about other financial uncertainties, including the final actions of the Oregon State Legislature and year-end financial condition. It will also allow the Council to provide direction in conjunction with the financial planning phase of the next two year budget cycle.

City of Portland, Oregon - FY1995-96 Adopted Budget

Budget Notes

Additional General Fund Resources: Unless otherwise directed by Council, the Bureau of Financial Planning will carryover any additional General Fund discretionary funds as a resource for the next two year budget cycle. Additional funds would include higher than anticipated FY1995-96 beginning fund balance and higher than anticipated property tax revenues resulting from increased assessed value or adjustments to the delinquency/discount rate. Council will be notified of the availability of such resources as part of normal Bureau of Financial Planning communications. Such resources will be clearly identified within the FY1996-01 Financial Forecast that will be distributed to the Council in December 1995.

Livable City Reserve: The Region 2040 growth Concept developed by Metro in coordination with regional local governments states the preferred form of regional growth and development necessary to accommodate 720,000 additional residents and 350,000 additional jobs over the next two decades. It is expected that over 100,000 of these new residents will elect to live in Portland.

The General Fund five year Financial Plan includes \$9.48 million for projects that address this growth. Of this amount \$4.8 million is budgeted for the River District Plan in the next three years. An additional \$4.7 million is reserved in years four and five of the plan for City projects that address the service needs of this projected growth. Projects that will be considered for support from this reserve may include River District projects and/or other community projects. Appropriation will be reviewed and allocated through the City's future annual budget processes.

BUREAU OF FIRE AND EMERGENCY SERVICES

Financial Plan: Prior to June 30, 1995 the Bureau of Fire in coordination with the Bureau of Financial Planning and consistent with the Comprehensive Organizational Review and Evaluation System (CORE) will complete a five year Financial Plan. The plan will be updated annually and submitted as part of the regular budget process in the future.

BUREAU OF LICENSES

Film/Video Coordination and Fund: Funding in the amount of \$54,119 has been allocated on an ongoing basis to support an expanded film and video coordination program within the Bureau of Licenses. By September, 1995 OF&A and Bureau of Licenses will prepare a model for periodically assessing the return on investment and economic benefit associated with this commitment. Creation of the proposed Film/Video Fund will be placed on the agenda for Council deliberation as part of the FY1996-98 budget process.

POLICE BUREAU

School Police: In conjunction with renewing financial support for the continuation of the School Police program, the City and Portland School district will continue the development of public safety partnership agreements.

OFFICE OF TRANSPORTATION

Parking Meter Rate Increase and Policy: The FY 1995-96 PDOT Adopted Budget is based on a level of revenue which includes a meter rate increase of fifteen cents. A policy will be developed which identifies relevant criteria to be considered and the process to review future meter rates.

Design '98 Implementation: The Office of Transportation will review with Council the plan and schedule for implementing the economies and efficiencies identified in the PDOT design '98 Phase I document. A discussion of the feasibility of accelerating implementation to address the forecast short- and long-term financial requirements will be included.

PORTLAND DEVELOPMENT COMMISSION

River District: The five year General Fund Financial Plan includes a three year funding allocation of \$4.8 million for the River District Development Plan. The allocation will support infrastructure projects in the Union Station Area, including: Front Avenue improvements, 3rd Avenue extension and pedestrian access through the McCormick Pier complex. Continuation of funding after three years and the completion of Union Station infrastructure projects will be tied to further cost/benefit analysis of public investment along with development of a viable public/private financing partnership that leverages or replaces City dollars to the fullest extent possible. Out-year funding may be available from the Livable City Reserve. The Portland Development Commission, together with the Office of Transportation, other City bureaus and the City's Negotiating Team, is to investigate the feasibility of utilizing system development charges or local improvement districts as needed, which will share the burden of infrastructure equitably between the City and the property owners in the District.

Service Area Details

The following six sections present detailed budget information for the City's Service Areas:

- **♦** Public Safety
- ◆ Parks, Recreation & Culture
- **◆** Public Utilities
- **♦** Community Development & Services
- ◆ Transportation & Parking
- Legislative/Administrative & Support Servicés

Each Service Area section presents summaries of Bureau expenses including:

- Summary of expenditures and funding sources;
- Description of individual programs;
- Trends for performance, workforce diversity and risk/loss trends, and effectiveness, efficiency and workload measures;
- Line item expense estimates; and
- Detailed information on the number and salary cost of all authorized full-time positions.

Fund summaries are also included in each Service Area section, including all operating, capital construction and debt service funds associated with the Service Area. The Fund Summaries show:

- Revenues (fund summaries use the more formally correct term "Resources" which includes both current-year revenues and beginning fund balance);
- Direct service expenses ("Bureau Expenses"), such as personnel costs, materials and services, or capital outlay; and
- Financial needs such as contingencies and interfund transfers ("Fund-level Requirements").

Public Safety Services

The City's Public Safety Services focus on achieving the City Council goal of a safe, peaceful community through a coordinated system of police, fire and emergency communications. The **Public Safety** Service Area section provides budget information for:

Bureau of Emergency Communications (Emergency Communications Fund)
Bureau of Fire, Rescue & Emergency Services (General Fund)
Fire & Police Disability & Retirement (Fire & Police Disability & Retirement Fund)
Fire & Police Disability & Retirement Reserve Fund
Bureau of Police (General Fund)
Public Safety Capital Fund
Supplemental Retirement Program Trust Fund

Table of Contents Public Safety

	<u>Page</u>
Public Safety Service Area Overview	. 129
Bureau of Emergency Communications	. 130
Emergency Communications Fund	. 136
Fire and Police Disability and Retirement	. 138
FPD&R Fund	. 144
FPD&R Reserve Fund	. 146
Bureau of Fire, Rescue & Emergency Services	. 147
Bureau of Police	. 159
Public Safety Capital Fund	. 169
Supplemental Retirement Program Trust	. 171



Public Safety

PROGRAM AREA OVERVIEW

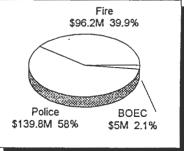
PERCENT OF BUDGET

Public Safety 20.9% \$241.2 M City Budget = \$1152.6 M

BUDGET DATA

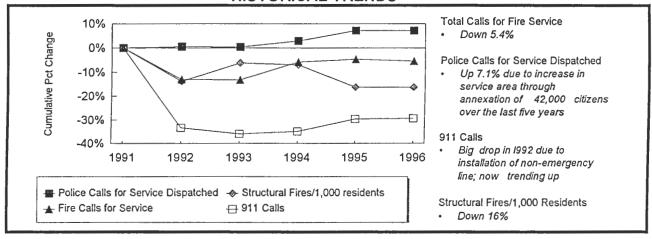
1995-96 Budget \$241.2 M Change from 94-95: + \$16.5 M Change per Capita: 7.0% 1995-96 Positions: 2,146 Change from 94-95: 13 FTE Change per Thousand: 0.3%

EXPENDITURES Fire



Note: Police and Fire retirement and disability costs are allocated proportionately

HISTORICAL TRENDS



SIGNIFICANT BUDGET ISSUES

- \$3.1 million is provided for the renovation and seismic upgrade of North and Southeast Precincts, as well as \$3.9 million for the construction of a new East Precinct to provide service to the newly annexed areas of Portland.
- Fire plans to hold two training academies in FY 1995-96 to fill existing vacancies. The Bureau is examining the cost and length of its training period with the intent to reduce both the cost and the time of each cycle.
- Fire and Police Disability and Retirement pension costs increase by \$11.8 million due to Legislative mandate to increase retirement benefits by 9.89% to offset the effects of state income taxation.
- BOEC's budget reflects the addition of 12 emergency operators hired last October to handle increased service requirements brought on by the assumption of fire dispatch responsibilities. In addition, 9 previous limited term positions who handle Net 8/Service Desk are converted to full time. Five Information Service positions previously transferred to the Bureau of Computer Services are now transferred back to BOEC. In all, BOEC's personnel increases by 14 from the prior year.

EMERGENCY COMMUNICATIONS (620) Service Area: PUBLIC SAFETY Commissioner-in-Charge: Earl Blumenauer

Commissioner-in-Charge: Earl Blumenauer			SUMMARY OF BUREAU EXPENSES			
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
EXPENDITURES						
Operating Budget:						
Personal Services	\$6,251,283	\$6,765,930	\$7,151,021	\$7,768,862	\$8,092,486	
External Materials & Svcs.	253,726	308,506	231,174	505,089	511,089	
Internal Materials & Svcs.	1,054,909	1,512,869	1,116,045	1,358,164	1,028,540	
Minor Capital Outlay	26,978	6,956	364,400	350,000	350,000	
Cash Transfers-Equipment	313,000	70,709	58,000	10,000	10,000	
Total Operating Budget	\$7,899,896	\$8,664,970	\$8,920,640	\$9,992,115	\$9,992,115	
Capital Improvements	0	0	0	0	0	
TOTAL BUREAU EXPENSES	\$7,899,896	\$8,664,970	\$8,920,640	\$9,992,115	\$9,992,115	
Allocated Overhead Costs			222,339	147,759	156,763	
Total Cost with Allocated Ove	rhead		\$9,142,979	\$10,139,874	\$10,148,878	
Authorized Full-Time Positions						
Total	129	126	138	147	152	
SOURCE OF FUNDING						
Emergency Communications Fund (115) \$8,664		\$8,664,970	\$8,920,640	\$9,992,115	\$9,992,115	
PROGRAMS						
Administration		\$1,332,261	\$1,040,987	\$964,900	\$1,294,524	
Positions		15	15	14	19	
Operations		7,332,709	7,879,653	9,027,215	8,697,591	
Positions		111	123	133	133	
TOTAL PROGRAMS	*	\$8,664,970	\$8,920,640	\$9,992,115	\$9,992,115	
Positions		126	138	147	152	

EMERGENCY COMMUNICATIONS (620)

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Earl Blumenauer

SUMMARY OF BUREAU EXPENSES

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Bureau of Emergency Communications (BOEC) functions as the primary public answering point for Multnomah County. All calls utilizing the E-911 telephone system and the non-emergency police number are processed by BOEC personnel. Through contractual and interagency agreements, BOEC personnel dispatch police, emergency medical services and fire incidents.

In FY 95-96, BOEC expects to receive 585,000 emergency 911 calls and 280,000 non-emergency calls. The installation of a call attendant switch helps to reduce the number of non-emergency calls handled by BOEC call-takers. The switching equipment

EMERGENCY COMMUNICATIONS
0.87% \$10.0 M

City Budget = \$1152.6 M

allows a person to self direct their call to a telephone report unit, a mail report desk or an informational and referral unit of the Portland Police Bureau.

The total FY 95-96 budget is \$10 million, an increase of \$1 million or 11% over FY 1994-95. Increases in BOEC's budget are a result of the annualization of salaries and benefits of 12 new operators added in October 1994 to deal with increased service requirements brought about by the assumption of fire dispatch responsibilities, plus the continuation on an on-going basis of nine operators, currently budgeted on a limited term basis, who perform net 8 and service desk dispatch functions. In addition, the FY 95-96 budget provides for a full year of computer maintenance and expanded internal service support associated with the new CAD computer. In FY 1994-95, the CAD computer was still under warranty and no maintenance costs were incurred.

Between the Proposed and Adopted FY 1995-96 Budget, five Information Services positions were transferred from the Bureau of Computer Services to BOEC. These positions formerly had been in the BOEC budget, and were physically stationed at BOEC even though their position authorization was transferred to Computer Services in FY 1993-94. The position authority is being returned to BOEC to provide a more direct supervisory and management link with ongoing BOEC operations.

DESCRIPTION OF PROGRAMS

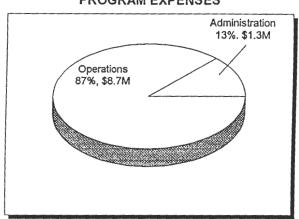
Administration:

This program includes management and staff, as well as the research, training and information systems functions. The cost of information systems' 5 positions are transferred in FY 95-96 from an interagency agreement with Computer Services to BOEC's personal services and materials and services line items (no net change in total Bureau expenses). Also included is \$100,000 in overtime for all Emergency Operators to receive State mandated EMS and law enforcement training.

Operations:

This program provides E-911 call answering and police fire and emergency medical dispatch services. The FY 95-96 budget includes funding for the continuation of the net 8 and service desk functions.

PROGRAM EXPENSES



EMERGENCY COMMUNICATIONS (620)

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Earl Blumenauer SUMMARY OF BUREAU EXPENSES

BUREAU MANAGEMENT OBJECTIVES

1. HIRING OBJECTIVES:

Recruit and hire personnel at a rate that meets or exceeds its Affirmative Action Goals.

2. CALL TAKING OBJECTIVES:

- The average speed of answer for E-911 calls will be five (5) seconds or less.
- 94.5% of all E-911 calls will be answered in less than twenty (20) seconds.
- 98% of all E-911 calls will be answered in less than sixty (60) seconds.
- The average speed of answer for non-emergency calls will be forty (40) seconds.

3. POLICE DISPATCH OBJECTIVES:

- For 90% of all Priority 1 calls, create-to-dispatch times to be within sixty (60) seconds.
- For 90% of all Priority 2 calls, create-to-dispatch times to be within ninety (90) seconds.

4. FIRE DISPATCH OBJECTIVES:

- For 90% of all Priority 1 calls (Code 3 or Immediate response), create-to-dispatch/tone-out times to be within forty-five (45) seconds.
- For 90% of all Priority 2 calls (Code 1 or non-emergency response), create-to-dispatch/tone-out times to be within ninety (90) seconds.

5. EMERGENCY MEDICAL DISPATCH (EMS) DISPATCH OBJECTIVES:

- For 90% of all Priority 1 calls (Code 3 or Immediate response), create-to-dispatch/tone-out times to be within sixty (60) seconds.
- For 90% of all Priority 2 calls (Code 1 or non-emergency response), create-to-dispatch/tone-out times to be within one hundred eight (108) seconds.

EFFECTIVENESS MEASURES	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
Billable cost per call received	\$5.92	\$6.05	\$6.10	\$6.10
2. Billable cost per call dispatched	\$13.00	\$15.04	\$12.10	\$12.10
Total administrative cost as a % of total Bureau costs.	15.38%	11.67%	9.67%	9.67%
EFFICIENCY MEASURES				
 % calls answered within 20 seconds. 	91.99%	92.00%	94.50%	94.50%
WORKLOAD MEASURES				
1. 911 calls	538,689	582,926	585,000	585,000
2. Non-Emergency calls	268,476	278,545	280,000	280,000

EMERGENCY COMMUNICATIONS (620)

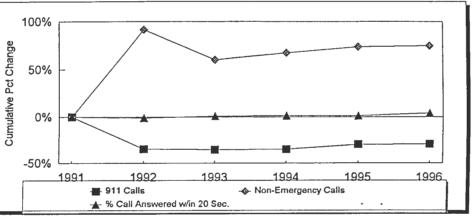
Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Earl Blumenauer

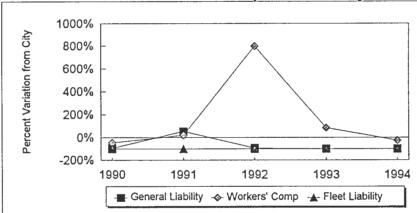
SUMMARY OF BUREAU EXPENSES

Performance Measures

- 9-1-1 Calls
 Down since 1990 due to installation of non-emergency number.
- Non-Emergency Calls
 Big jump in 1992 but dropped due to call attendant switch which allows callers to bypass BOEC.
- % Calls Answered win 20 Seconds
 Remains slightly below goal but performance improving as more trained personnel become available.



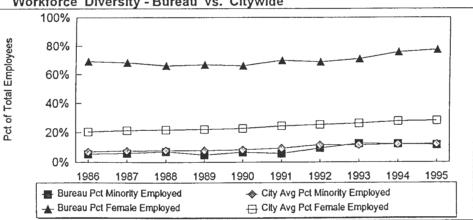
Bureau Loss Experience vs. Citywide Loss Experience



- Both General Liability and Fleet Liability claims are below the City average.
- Worker's compensation claims peaked in FY91-92 when air quality problems at Kelly Butte led to many claims. The Bureau moved into the new Communications Facility in February, 1994, and claims have continued to decline and are now below the City average.

Workforce Diversity - Bureau vs. Citywide

- The percent of minorities at BOEC is 11.4% compared to the Citywide average of 12.1%.
- Employment of women at BOEC has always been very high. Currently 77% of all BOEC employees are women compared to the Citywide average of 27%.



EMERGENCY COMMUNICATIONS (620)

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Earl Blumenauer LINE ITEM DETAIL

Commissioner-in-Charge: Ear	Diumenauer			LIIVE	TIEM DETAIL
Expenditure Classification	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
511000 Full-Time Employees	\$3,834,148	\$4,149,531	\$4,514,495	\$5,063,642	\$5,287,355
512000 Part-Time/Limited-Term	5,004	1,477	0	0	0
514000 Overtime	670,201	816,628	824,009	650,000	667,595
515000 Premium Pay	159,439	36,173	2,000	7,500	7,500
517000 Benefits	1,582,491	1,762,121	1,810,517	2,047,720	2,130,036
Total Personal Services	\$6,251,283	\$6,765,930	\$7,151,021	\$7,768,862	\$8,092,486
521000 Professional Services	\$3,911	\$0	\$6,000	\$5,000	\$5,000
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	761	3,120	1,000	2,000	2,000
524000 Repair & Maintenance	128,640	98,048	94,350	272,194	272,194
528000 Local Match Payment	0	0	0	0	0
529000 Miscellaneous Services	25,323	84,616	21,324	84,060	84,060
531000 Office Supplies	5,410	15,571	8,500	22,835	22,835
532000 Operating Supplies	25,104	22,688	29,450	26,950	26,950
533000 Repair & Maint. Supplies	0	0	0	0	0
534000 Minor Equipment	7,228	19,829	12,500	34,000	34,000
535000 Clothing	0	0	0	0	0
539000 Other Commodities	0	0	0	0	0
541000 Education	17,328	6,745	8,950	8,950	14,950
542000 Local Travel	1,433	880	1,000	1,000	1,000
543000 Out-of-Town Travel	14,778	13,546	16,500	16,500	16,500
544000 External Rent	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement	0	0	0	0	0
549000 Miscellaneous	23,810	43,463	31,600	31,600	31,600
Subtotal External Materials & Services	\$253,726	\$308,506	\$231,174	\$505,089	\$511,089
551000 Fleet Services	\$6,574	\$7,098	\$11,059	\$10,144	\$10,144
552000 Printing/Distribution	25,250	30,284	33,306	34,591	34,591
553000 Facilities Services	266,725	263,588	174,828	243,596	243,596
554000 Communications	460,139	550,434	310,579	435,495	435,495
555000 Data Processing	22,437	311,098	317,167	390,456	60,832
556000 Insurance	268,987	349,921	268,706	243,882	243,882
557000 Equipment Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	4,797	446	400	0	0
Subtotal Internal Materials & Services	\$1,054,909	\$1,512,869	\$1,116,045	\$1,358,164	\$1,028,540
Total Materials & Services	\$1,308,635	\$1,821,375	\$1,347,219	\$1,863,253	\$1,539,629
561000 Land	\$0	\$0	\$0	\$0	\$0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	.0	0	0
564000 Equipment	26,978	6,956	364,400	350,000	350,000
Total Capital Outlay	\$26,978	\$6,956	\$364,400	\$350,000	\$350,000
573000 Cash Transfers-Equipment	\$313,000	\$70,709	\$58,000	\$10,000	\$10,000
Total Bureau Expenses	\$7,899,896	\$8,664,970	\$8,920,640	\$9,992,115	\$9,992,115

EMERGENCY COMMUNICATIONS (620)

Service Area: PUBLIC SAFETY

TOTAL INCLUDING LIMITED TERM

FULL-TIME POSITIONS Commissioner-in-Charge: Earl Blumenauer Actual Actual **Revised Budget** Proposed Adopted FY 1993 FY 1994 FY 1994-95 FY 1995-96 FY 1995-96 Class Title No. No. No. Amount No. **Amount** No. Amount \$75,606 73,892 73,892 **Emergency Comm. Director** 64,875 Asst. Emerg. Communications Director 62,870 64,875 Administrative Assistant 40,904 42,203 42,203 Financial Analyst Senior Human Resources Analyst 57,323 IS Manager Information Systems Supervisor '0379 Assistant MIS Analyst 45,741 Senior MIS Support Analyst MIS Support Analyst 84,322 36,327 MIS Support Technician Emerg. Communications Coordinator Emerg. Communications Manager 196,329 206,297 206,297 663,816 663,816 583,633 Emerg. Communications Supervisor 3,138,588 3,681,119 3,681,119 Emerg. Communications Operator II Emerg. Communications Operator I 151,897 174,138 174,138 Secretarial Clerk II 74,966 76,731 76,731 Secretarial Clerk I 20,593 23,911 23,911 Police Clerical Assistant 60,760 56,660 56,660 Clerical Specialist 5,287,355 TOTAL FULL-TIME POSITIONS 4,406,146 5,063,642 108,348 **Emergency Operator Trainee** 108,348 TOTAL LIMITED TERM

4,514,494

5,063,642

5,287,355

EMERGENCY COMMUNICATIONS FUND (115)				FUND SUMMARY		
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
RESOURCES						
External Revenue						
Service Charges & Fees						
Misc. Service Charges	\$498,322	\$16,401	\$10,000	\$10,000	\$10,000	
Local Sources						
State Cost Sharing	1,222,995	1,289,522	1,221,930	1,224,130	1,224,130	
Multnomah Co Cost Sh.	653,613	663,617	380,462	369,853	393,876	
Local Cost Sharing	982,692	1,208,772	1,512,410	1,545,982	1,539,347	
	2,859,300	3,161,911	3,114,802	3,139,965	3,157,353	
Miscellaneous Revenues						
Interest on Investments	28,377	(14,114)	60,000	60,000	60,000	
Total External Revenue	3,385,999	3,164,198	3,184,802	3,209,965	3,227,353	
Interfund Service Reimbursen	nents					
General	5,285,117	5,553,783	6,268,965	7,229,221	7,211,833	
	5,285,117	5,553,783	6,268,965	7,229,221	7,211,833	
Beginning Fund Balance	296,454	844,712	840,548	976,592	976,592	
TOTAL RESOURCES	\$8,967,570	\$9,562,693	\$10,294,315	\$11,415,778	\$11,415,778	
REQUIREMENTS						
Bureau Expenses			AT 1-11			
Personal Services	\$6,251,283	\$6,765,930	\$7,151,021	\$7,768,862	\$8,092,486	
External Materials & Svcs Internal Materials & Svcs	253,726	308,506	231,174	505,089	511,089	
Fleet	6,574	7,098	11,059	10,144	10,144	
Printing/Dist.	25,250	30,284	33,306	34,591	34,591	
Facilities	266,725	263,588	174,828	243,596	243,596	
Communications	460,139	550,434	310,579	435,495	435,495	
Data Processing	22,437	311,098	317,167	390,456	60,832	
Insurance	268,987	349,921	268,706	243,882	243,882	
General	4,797	446	400	0	0	
	1,054,909	1,512,869	1,116,045	1,358,164	1,028,540	
Capital Outlay	26,978	6,956	364,400	350,000	350,000	
Equipment Cash Transfers		,	•	,	·	
Communications	0	20,851	58,000	10,000	10,000	
Facilities	310,500	49,000	. 0	0	0	
Printing/Dist.	2,500	858	0	0_	0	
-	313,000	70,709	58,000	10,000	10,000	
Total Bureau Expenses	7,899,896	8,664,970	8,920,640	9,992,115	9,992,115	
•						

EMERGENCY COMMUNIC	MERGENCY COMMUNICATIONS FUND (115)				FUND SUMMARY	
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
Fund Requirements						
Contingency						
Gen Oper Contingency	0	0	133,644	106,992	97,988	
Compensation Adjust.	0	0	317,692	298,912	298,912	
	0	0	451,336	405,904	396,900	
Interfund Cash Transfers					•	
General - Overhead	189,265	240,476	222,339	147,759	156,763	
Health Insurance Operatin	30,465	0	0	. 0	0	
Fleet	129	0	0			
Communications	3,100	0	0			
-	189,265	240,476	222,339	147,759	156,763	
Ending Balance/Reserves	878,409	657,247	700,000	870,000	- 870,000	
TOTAL REQUIREMENTS	\$8,967,570	\$9,562,693	\$10,294,315	\$11,415,778	\$11,415,778	

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Emergency Communications Fund includes the resources and requirements associated with the operation of the Bureau of Emergency Communications. Resources for FY 95-96 include \$7,211,833 in service reimbursements from the Portland Police and Fire Bureaus for call-taking and dispatch of police, emergency medical and fire. Local cost sharing revenues of \$1,933,223 will be received from Multnomah County, Gresham, Troutdale, Fairview, Maywood Park, Wood Village and Fire Districts 10, 14 and 30. In addition, State 911 revenue in the amount of \$1,224,130 will be received and is budgeted as an offset to Portland Police and Fire Bureau billings. E-911 telephone access line charges continue to be paid by the State of Oregon and are not reflect in the FY 1995-96 BOEC budget either on the resource or expenditure side.

The FY 95-96 budget assumes the continuation of the Net 8 and service desk functions with the cost shared by Portland, Multnomah County, Troutdale and Fairview Police agencies.

In February, 1995, the BOEC User Board approved a change in the billing methodology which affected how BOEC's phone costs are allocated to the Police, EMS and Fire functions. Previously, certain dispatched medical calls had been counted as both Fire and EMS incidents because both agencies were dispatched. The Board decided that dispatched medical calls should only be counted as EMS incidents. The effect of this change is that Fire's share of phone costs decrease. Police and EMS shares of phone costs increased because their proportion of total incidents increase. This change in methodology has been incorporated into the Adopted Budget and accounts for the increase in the Portland Police Bureau's interagency charges and the decrease in the Fire Bureau's interagency charges between the Proposed and Adopted Budgets. Overall, this has resulted in a decrease of about \$17,000 in charges to the City of Portland, a \$23,000 increase in charges to Multnomah County, and a drop of about \$6,000 to other users.

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Auditor Barbara Clark			SUMMARY OF BUREAU EXPENSES			
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
EXPENDITURES						
Operating Budget:						
Personal Services	\$0	\$0	\$0	\$0	\$0	
External Materials & Svcs.	36,649,492	38,489,860	41,808,832	43,423,876	55,290,031	
Internal Materials & Svcs.	437,359	469,726	471,994	636,719	636,719	
Minor Capital Outlay	3,447	3,750	6,800	7,000	7,000	
Cash Transfers-Equipment	0	0	3,500	0	0	
Total Operating Budget	\$37,090,298	\$38,963,336	\$42,291,126	\$44,067,595	\$55,933,750	
Capital Improvements	0	0	0	0	0	
TOTAL BUREAU EXPENSES	\$37,090,298	\$38,963,336	\$42,291,126	\$44,067,595	\$55,933,750	
Allocated Overhead Costs			102,805	19,790	20,621	
Total Cost with Allocated Over	rhead		\$42,393,931	\$44,087,385	\$55,954,371	
Authorized Full-Time Positions						
Total	0	0	0	0	0	
SOURCE OF FUNDING						
Fire & Police Disability & Retirem	ent Fund (651	\$38,963,336	\$42,291,126	\$44,067,595	\$55,933,750	
PROGRAMS						
Retirement Benefits		\$30,834,527	\$33,512,273	\$35,535,359	\$47,401,514	
Positions		0	0	0	0	
Disability and Death Benefits		7,544,441	8,160,292	7,625,222	7,625,222	
Positions		0	0	0	0	
Administration and Staffing		584,368	618,561	907,014	907,014	
Positions		0	0	0	0	
TOTAL PROGRAMS		\$38,963,336	\$42,291,126	\$44,067,595	\$55,933,750	
Positions		0	0	0	0	

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Fire and Police Disability and Retirement Fund (FPDR) was created to provide disability and retirement benefits to the sworn employees of the Fire and Police Bureaus. Chapter 5 of the City Charter establishes the level of benefits, and the method of administering benefits, as well as providing for separate property tax levy authority of up to \$2.80 per \$1,000 on taxable assessed value within the City of Portland. Orginally authorized in 1948, Chapter 5 has been amended four times, most recently in 1989.

As of June 30, 1994, there are 1,258 vested and 329 nonvested fire and police personnel that are participants in the Fire and Police Disability and Retirement Plan, a single employer, defined benefit plan. In addition, there are 1,459 retirees, beneficiaries and participants with disabilities currently receiving benefits and nine terminated employees who are vested but not yet receiving benefits under the Plan. The Plan is administered by the Fire and Police Disability and Retirement Board.

The bureau is divided into three programs: Retirement Systems, which includes the direct costs of pensions to members and beneficiaries; Disability and Death Benefits, which includes all direct benefit costs for time lost due to disability, medical claims, and death benefits; Administration and Staffing includes all non-direct costs of providing benefits, including staffing costs, actuarial expenses, legal fees and other office expenses.

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Auditor Barbara Clark SUMMARY OF BUREAU EXPENSES

GENERAL DESCRIPTION and CHANGES FROM 1994-95

Overall expenditures for FY 1995-96 total \$55,933,750, an increase of \$13.6 million or 32.3% over the FY1994-95 revised budget. The adopted budget was increased from the proposed/approved budget by \$11.9 million in order to increase pensions as mandated by House Bill 3349, passed by the Oregon Legislature in June 1995. House Bill 3349 mandated increased retirement benefits of 9.89% for pensions accrued through October 1, 1991, plus interest for retroactive payments, to offset Oregon income taxation of pensions. The remaining increase is the result of new retirements, as well as cost-of-living increases on existing pensions. It is projected that there will be a net increase of 49 new pension recipients during the year, bringing the total up to 1,326 members and beneficiaries at June 30, 1996.

FIRE AND POLICE DISABILITY AND RETIREMENT 4.85% \$55.9 M City Budget = \$1152.6 M

PERCENT OF CITY BUDGET

Expenditures are decreasing in the Disability Program by 6.6% or about \$535,070. The Fund has been experiencing a decline in disability costs since 1990 as a result of Plan changes implemented, as as well as a decline in the number of injuries. This program should continue to show a decline as members who remain covered by the "old plan" reach mandatory disability retirement age.

The Administration Program expenditures increase by 46.6% over the FY 1994-95 revised budget; this increase is due to staff increases. The Fund has added two Bureau Liaison positions in the current year. These two positions work with injured members and with the Police and Fire Bureaus in identifying limited duty positions, as well as assisting members and the Fund office in gathering paperwork related to disability or retirement benefits. The Fund will also hire in the current year, a Claims Facilitator (Risk Specialist) position who will design and implement a new disability claims handling process in order to become more effective in this area. This position is budgeted at half-time for FY 1995-96 within the interagency agreement with the Auditor's Office.

These staff additions (budgeted through the Office of the City Auditor) and other considerations, prompted the office to seek additional office space. On March 1, 1995 the Fund Office moved out of the Portland Building to Harrison Square, where it doubled the amount of square feet it leased. The new office also housed the City Attorney and Legal Assistant positions who work for the Fund. In addition to increased rent, the FY 1995-96 budget reflects higher phone costs, office supplies, and education costs to reflect the additiona staff positions.

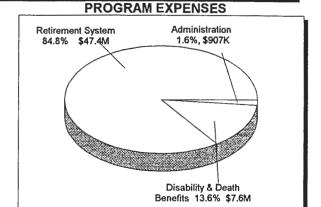
Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Auditor Barbara Clark

DESCRIPTION OF PROGRAMS

RETIREMENT SYSTEMS

This program provides pension benefits to retired uniform members of the Police or Fire Bureau or their surviving spouse. By fiscal year end 1995-96, it is projected that there will be 1,326 retired members and beneficiaries, an increase of 49 from the projected year end total for 1994-95. The expenses for this program are based on current year costs plus expected new retirements and an inflation factor. Retirement benefits are increased in step with increases to the salanes of active firefighters and police officers for retirees covered by the "old plan", an assumed 3.1% for FY 1995-1996; and are increased in step with increases to PERS for members covered by the "new plan", an assumed 2.0% for FY 1995-1996.



SUMMARY OF BUREAU EXPENSES

Prior to July 1, 1990, participants in the Plan became eligible for pension benefits only after twenty years of employment if they were 55 years of age or after 25 years of employement 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 the 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.

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 percent vested after five years of service. Benefits are paid to members at retirement using the following formula: 2.2 to 2.8 percent multiplied by the number of years of service incurred by the member (up to 30 years); 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 will be paid to a surviving spouse at 25 percent to 100 percent of the members' final pension depending on the accrual rate selected (2.2 to 2.8) at the time of retirement.

DISABILITY AND DEATH BENEFITS

This program provides for compensation to uniformed members of the Fire and Police Bureau for injury or illness incurred in the performance of duty as well as benefits paid on death. Funding is included for no-time-loss medical claims, short-term loss, as well as long-term service, non-service and occupational 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".

Fire and Police sworn members generally 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 percent of the member's base pay reduced by 50 percent 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 nonservice connected disability benefits at reduced rates of base pay for members with 10 or more years of service. Members

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Auditor Barbara Clark

SUMMARY OF BUREAU EXPENSES

receiving disability benefits on January 1, 1990, who were not expected to return to work, were "grandfathered" into the Old Plan, and continue to receive benefits under the provisions of the Plan as constituted prior to July 1, 1990. Under the Old Plan, members on long-term disability remained in the disability status until disability retirement age: 64. At fiscal year end 1995-96, there will be 145 members who remain on long-term disability covered by the Old Plan.

ADMINISTRATION AND STAFFING

This 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 the applications, issuing payments for approved claims, tracking payments, monitoring and forecasting the financial status of the Fund. Staff also provides assistance, and answers inquiries from the Board of Trustees, members, attorneys, medical providers and the public.

Performance Measures 20% The number of pension recipients has ncreased 10% Cumulative Pct Change by 12.3% since 1991 0% The no. of members on the Old Plan LTD has -10% declined by 23.2% since 1991 The number of Medical Claims -20% paid each year has remained essentially constant since 1991 -30% 1991 1992 1993 1994 1995 1996 The number of active members ■ No. of Pensions Administered ♦ No. on Long-term Disability has increased by 5% since ▲ No. of Medical Claims Pmts. 1991

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Auditor Barbara Clark SUMMARY OF BUREAU EXPENSES

BUREAU MANAGEMENT OBJECTIVES

- 1. Program developments: Develop and implement a "work hardening program" in consort with the Bureaus of Police and Fire wherein selected injured members of the two Bureaus will be returned to duty in operational units but with appropriate medical limitations This is not to be confused with "limited duty" assignments which can be long term. Persons selected for this program have a closure of claim in sight. The Bureau will be asked to share in this expense. The goal is to reduce compensation to selected individuals by 25%.
- 2. Develop a procedural manual for all functions and members of the Fund staff. As the Fund staff and internal functions grow, FPDR has perceived a requirement for a detailed and comprehensive procedural manual that begins with a mission statement and goes on to describe all internal processes, standards and goals of the Fund office. The manual when complete should provide a theoretical as well as technical guide to every phase of our operations. This will be a joint venture by every member of the staff, with the Asst. Program Specialist's coordination. The goal is to complete a document that would give anyone with the basic skills the informational tools to perform any major function within our mission, by the end of the second quarter.
- 3. Develop a new and more effective short-term injury claims process through creation of a better injury filing system, more intense follow-up with health care providers, and vocational rehabilitation plans for selected major injury cases. The new Risk Specialist position will be the lead person in this endeavor and be assisted by the short and long-term injury coordination. The goal is to increase success of our early return to work programs.
- 4. Continue accurate, timely processing of Board actions, retirement and disability benefits.
- 5. Hold administrative cost below 2.5% of adopted budget.

MAJOR BUDGET NOTES

None

	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
EFFECTIVENESS MEASURES				
Medical Cost Savings from Discount Rates	na	na	\$20,000	\$20,000
EFFICIENCY MEASURES				
Cost per Medical Claim	\$384	\$549	\$461	\$461
Admin. Cost as % of Total	1.50%	1.45%	2.06%	2.06%
WORKLOAD MEASURES				
Number of Pensions Administered	1,227	1,290	1,326	1,326
Number of New Member Pensions	40	51	60	60
Number of New Survivor Pensions	20	40	33	33
Number of New Time Loss Claims - Fire	102	100	100	100
Number of New Time Loss Claims - Police	107	125	125	125
Number of Long Term Disabilities - Fire	72	70	62	62
Number of Long Term Disabilities - Police	99	92	83	83
Number of Medical Claims	3,121	3,000	3,000	3,000

FIRE AND POLICE DISABILITY AND RETIREMENT (337) Service Area: PUBLIC SAFETY

	ditor Barbara C Actual	Actual	Revised Budget	LINE ITEM DETAI		
Expenditure Classification	FY 1992-93	FY 1993-94	FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
511000 Full-Time Employees	\$0	\$0	\$0	\$0	\$0	
512000 Part-Time/Limited-Term	0	0	0	0	(
514000 Overtime	0	0	0	0	(
515000 Premium Pay	0	0	0	0	(
517000 Benefits	0	0	0	0	(
Total Personal Services	\$0	\$0	\$0	\$0	\$0	
521000 Professional Services	\$92,911	\$31,839	\$62,100	\$80,255	\$80,255	
522000 Utilities	0	0	0	0	C	
523000 Equipment Rental	0	0	0	0	C	
524000 Repair & Maintenance	8,241	8,906	9,085	9,850	9,850	
528000 Local Match Payment	0	0	0	0	C	
529000 Miscellaneous Services	20,486	4,625	8,350	16,250	16,250	
531000 Office Supplies	1,961	1,824	3,172	4,500 *	4,500	
532000 Operating Supplies	0	0	0	0	C	
533000 Repair & Maint. Supplies	0	0	0	0	C	
534000 Minor Equipment	0	0	0	4,850	4,850	
535000 Clothing	0	0	0	0	C	
539000 Other Commodities	0	0	0	0	C	
541000 Education	60	330	1,040	3,300	3,300	
542000 Local Travel	168	255	520	550	550	
543000 Out-of-Town Travel	22,790	22,592	26,000	34,400	34,400	
544000 External Rent	0	0	0	83,340	83,340	
546000 Refunds	26,746	40,521	26,000	26,000	26,000	
547000 Retirement	36,476,129	38,378,968	41,672,565	43,160,581	55,026,736	
549000 Miscellaneous	0	0	0	0	0	
Subtotal External Materials & Services	\$36,649,492	\$38,489,860	\$41,808,832	\$43,423,876	\$55,290,031	
551000 Fleet Services	\$0	\$0	\$0	\$0	\$0	
552000 Printing/Distribution	11,532	11,728	13,021	14,600	14,600	
553000 Facilities Services	33,986	34,221	35,503	0	0	
554000 Communications	4,072	4,497	3,760	8,518	8,518	
555000 Data Processing	8,335	7,667	6,804	12,159	12,159	
556000 Insurance	0	0	0	0	0	
557000 Equipment Lease	0	0	0	0	0	
558000 Same Fund Services	0	0	0	0	0	
559000 Other Fund Services	379,434	411,613	412,906	601,442	601,442	
Subtotal Internal Materials & Services	\$437,359	\$469,726	\$471,994	\$636,719	\$636,719	
Total Materials & Services	\$37,086,851	\$38,959,586	\$42,280,826	\$44,060,595	\$55,926,750	
561000 Land	\$0	\$0	\$0	\$0	\$0	
562000 Buildings	0	0	0	0	0	
563000 Improvements	0	0	0	0	0	
564000 Equipment	3,447	3,750	6,800	7,000	7,000	
Total Capital Outlay	\$3,447	\$3,750	\$6,800	\$7,000	\$7,000	
573000 Cash Transfers-Equipment	\$0	\$0	\$3,500	\$0	\$0	
Total Bureau Expenses	\$37,090,298	\$38,963,336	\$42,291,126	\$44,067,595	\$55,933,750	

FIRE & POLICE DISABILI	IIY & REIIR	EMEN! FUI	ND (651)	FUND SUMMARY		
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
RESOURCES						
External Revenue						
Property Taxes						
Current Year's Taxes	\$36,502,542	\$38,817,893	\$38,041,564	\$39,083,828	\$42,727,218	
Prior Year's Taxes	1,610,580	1,747,564	2,387,000	1,950,000	1,950,000	
	38,113,122	40,565,457	40,428,564	41,033,828	44,677,218	
Miscellaneous Revenues				, .		
Refunds	1,403	14,859	5,000	5,000	5,000	
Interest on Investments	504,979	452,024	400,000	844,250	844,250	
Note Sales	8,000,000	0	6,100,000	9,000,000	9,000,000	
Other Miscellaneous	161,496	70,112	50,000	83,650	78,650	
	8,667,878	536,995	6,555,000	9,932,900	9,927,900	
Total External Revenue	46,781,000	41,102,452	46,983,564	50,966,728	54,605,118	
Interfund Cash Transfers				•	•	
FPD&R Reserve Fund	0	18,387	750,000	750,000	1,950,000	
	0	18,387	750,000	750,000	1,950,000	
Desiration Found Delegan	2 974 442	E 40E 70E	6 560 500	0.440.040	0.440.040	
Beginning Fund Balance	3,874,143	5,435,735	6,569,506	9,140,613	9,140,613	
TOTAL RESOURCES	\$50,655,143	\$46,556,574	\$54,303,070	\$60,857,341	\$65,695,731	
REQUIREMENTS						
Bureau Expenses						
Personal Services	\$0	\$0	\$0	\$0	\$0	
External Materials & Svcs	36,649,492	38,489,860	41,808,832	43,423,876	55,290,031	
Internal Materials & Svcs	, ,	, ,	, ,	, ,	, , , , , , , , , , , , , , , , , , , ,	
Printing & Distribution	11,532	11,728	13,021	14,600	14,600	
Facilities Services	33,986	34,221	35,503	0	Ó	
Communications	4,072	4,497	3,760	8,518	8,518	
Data Processing	8,335	7,667	6,804	12,159	12,159	
Other Fund Services	379,434	411,613	412,906	601,442	601,442	
	437,359	469,726	471,994	636,719	636,719	
Capital Outlay	3,447	3,750	6,800	7,000	7,000	
Equipment Cash Transfers	•	·	•		•	
Printing & Distribution	0	0	3,500	0	0	
·	0	0	3,500	0	0	
Total Bureau Expenses	37,090,298	38,963,336	42,291,126	44,067,595	55,933,750	
Contingency						
Gen Oper Contingency	0	0	5,724,335	7,427,071	398,475	
Compensation Adjust.	0	0	10,402	10,735	10,735	
	0	0	5,734,737	7,437,806	409,210	

FIRE & POLICE DISABILITY	& RETIREMENT FUND(651)
--------------------------	--------------------	------

FUND SUMMARY

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
Debt Service					
Principal	8,000,000	0	6,100,000	9,000,000	9,000,000
Interest	67,511	52,719	74,402	332,150	332,150
	8,067,511	52,719	6,174,402	9,332,150	9,332,150
Interfund Cash Transfers				. ,	. ,
General Fund Overhead	61,597	142,582	102,805	19,790	20,621
	61,597	142,582	102,805	19,790	20,621
Ending Balance/Reserves	5,435,737	7,397,937	0	0	0
Total Fund Requirements	13,564,845	7,593,238	12,011,944	16,789,746	9,761,981
TOTAL REQUIREMENTS	\$50,655,143	\$46,556,574	\$54,303,070	\$60,857,341	\$65,695,731

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

The Portland City Charter, Chapter 5, establishes the Fire and Police Disability and Retirement (FPDR) Fund for the sworn employees of the Fire and Police Bureaus, their surviving spouses, and dependent minor children. The Fund is supported primarily through a separate property tax levy authorized by the voters in 1948. The levy is a rate based levy, providing a maximum rate of \$2.80 per \$1,000 assessed valuation. For FY 1995-96, the rate is projected to be \$1.57 per \$1,000 assuming 10% assessed value growth. The levy was set at a level so that when discounts and delinquencies are taken into account, it will produce current year property tax receipts of \$42.7 million.

In June 1995, the Oregon Legislature mandated increased retirement benefits of 9.89% for pensions accrued through October 1, 1991, plus interest for retroactive payments, to offset Oregon income taxation of pensions. The FPDR Fund has been estimating added pension amount of 6.3% and sufficient funds had been set aside for this purpose. The actual increase was larger than anticipated requiring an increase in the tax levy over that amount incorporated into the Approved Budget which was submitted to the Tax Supervising and Conservation Commission. Subsequently, the Tax Supervising and Conservation Commission in its June 21, 1995 certification letter to the City of Portland directed that the FPDR Fund tax levy be increased by sufficient amount to cover this new requirement

Fund resources and requirements are therefore increased by \$4,838,390, from \$60,857,341 to \$65,695,731. To fund this increase, current year property tax revenue is increased, and a transfer of \$1.2 million from the General Reserve Fund will be made. In addition, the general operating contingency was decreased in order to mitigate the increase to property taxes.

Prior Year property tax revenue of approximately \$2 million, a beginning fund balance of \$9.1 million, interest income of \$844,250, and other miscellaneous revenue of \$83,650 provide the remaining funds for FY 1995-96 operations. Other budgeted resources include a cash transfer of \$750,000 from the Reserve Fund. This transfer is budgeted for use only in the event the FPDR Fund becomes depleted and cannot meet its current obligations. The reserve fund was established by City Charter and is to be maintained in the amount of \$750,000. Additionally, the budget includes \$9.0 million in both resources and requirements for the short-term borrowing that may be required. Short-term borrowing is generally required for cash flow purposes from September through December when the majority of revenue is received from property taxes. The Fund generally either issues Tax Anticipation Notes (TANs), which is expected for FY 1995-96, or it could borrow internally from other city funds.

FIRE AND POLICE DISABILITY & RETIREMENT RESERVE FUND (652)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
Beginning Fund Balance	768,387	768,387	750,000	750,000	750,000
TOTAL RESOURCES	\$768,387	\$768,387	\$750,000	\$750,000	\$750,000
REQUIREMENTS					
Cash Transfers to Other Funds					
Fire & Police Dis. & Ret. Fund (651)	0	18,387	750,000	750,000	750,000
	0	18,387	750,000	750,000	750,000
Ending Balance/Reserves	768,387	750,000	0	0	0
TOTAL REQUIREMENTS	\$768,387	\$768,387	\$750,000	\$750,000	\$750,000

This reserve fund was established by City Charter and is to be maintained in the amount of \$750,000 for use only in the event the Fire and Police Disability and Retirement Fund becomes depleted to the extent that current obligations cannot be met. Interest income on the \$750,000 is generally booked directly to the Operating Fund (651). However, in FY 1993-94 the transfer of \$18,387 to the Operating Fund was made to transfer interest income booked to the Reserve Fund in the prior year.

BUREAU OF FIRE, RESCUE & EMERGENCY SERVICES (124) Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Charlie Hales			SUMMARY OF BUREAU EXPENSES			
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
EXPENDITURES						
Operating Budget:						
Personal Services	\$45,273,604	\$47,204,435	\$45,183,613	\$47,437,648	\$47,437,648	
External Materials & Svcs.	3,335,602	3,390,750	4,200,743	3,845,298	3,845,298	
Internal Materials & Svcs.	3,672,407	3,923,606	3,698,598	4,974,228	4,672,557	
Minor Capital Outlay	387,258	824,460	1,833,832	68,500	68,500	
Cash Transfers-Equipment	3,049	250,610	19,637	123,026	123,026	
Total Operating Budget	\$52,671,920	\$55,593,861	\$54,936,423	\$56,448,700	\$56,147,029	
Capital Improvements	0	1,539,642	4,592,196	2,700,007	4,207,063	
TOTAL BUREAU EXPENSES	\$52,671,920	\$57,133,503	\$59,528,619	\$59,148,707	\$60,354,092	
Allocated Overhead Costs			1,440,850	975,155	1,073,139	
Total Cost with Allocated Over	erhead		\$60,969,469	\$60,123,862	\$61,427,231	
Authorized Full-Time Positions						
Total	770	770	741	739	739	
Gen. Fund Discretionary	711	740	741	739	739	
SOURCE OF FUNDING						
General Fund (101)						
Types of General Fund Res	ources:					
Discretionary General Fund		50,505,666	56,555,646	56,300,766	57,506,151	
Non-Discretionary Revenues						
Grants & Donations		50,414	0	36,139	36,139	
Contract Revenue		3,713,853	186,436	159,129	159,129	
Interagency Services		2,482	0	54,150	54,150	
Bureau Program Revenue		2,861,088	2,786,537	2,598,523	2,598,523	
Overhead Revenue from O		0	0	0	0	
Total Non-Discretionary Reve		6,627,837	2,972,973	2,847,941	2,847,941	
Total General Fund Resour	ces	\$57,133,503	\$59,528,619	\$59,148,707	\$60,354,092	
PROGRAMS						
Emergency Operations		\$40,351,862	\$40,203,168	\$41,760,562	\$41,458,887	
Positions		608	599	594	594	
Logistics		7,136,331	9,662,628	8,057,041	9,564,100	
Positions		25	25	25	25	
Management Services		3,258,570	2,192,709	1,832,145	1,832,146	
Positions		40	21	23	4 533 080	
Prevention		4,315,034	4,506,060	4,523,980	4,523,980	
Positions	m#	63	62 2.064.054	60 2 074 070	2 074 070	
Training and Emergency Mgr	nt	2,071,706	2,964,054	2,974,979	2,974,979	
Positions		34	34	37	37	
TOTAL PROGRAMS		\$57,133,503	\$59,528,619	\$59,148,707	\$60,354,092	
Positions		770	741	739	739	

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Bureau enters the second year of the two year budget cycle with a continued commitment to carry out the Bureau's mission and goal statements.

The Bureau's mission and goal statements are as follows:

"To promote a safe environment for all areas protected
by the Portland Bureau of Fire, Rescue and Emergency
Services, to respond to fire and other emergencies, and
to provide related service to benefit the public."

With this mission, the Bureau has five goals:

Goal 1 - To reduce the frequency and severity of fire, medical and hazardous materials emergencies through prevention, education and enforcement programs.

BUREAU OF FIRE, RESCUE & EMERGENCY SERVICES 21.57% \$60.4 M General Fund = \$279.8 M

PERCENT OF GENERAL FUND

Goal 2 - To minimize suffering, loss of life and property from fires, hazardous materials, medical and other emergencies through response programs.

Goal 3 - To ensure preparedness through training, disaster planning and emergency management programs.

Goal 4 - To provide the resources and support necessary for the Bureau to accomplish its mission.

Goal 5 - To coordinate and involve the community in a partnership with the Bureau to accomplish its mission and goals.

The Adopted Budget for FY 1995-96 funds the current service level for the Bureau of Fire, Rescue and Emergency Services. Included within the budget are the following items:

Funding for the Trauma Intervention Program (TIP)

The TIP program was funded one-time-only in FY 1994-95. The program provides volunteers who are able to counsel those who have just suffered a traumatic event such as a house fire and/or fire death. The FY 1995-96 budget includes \$48,000 to fund the Trauma Intervention Program.

Funding for the Neighborhood Emergency Teams (NET)

The NET program teaches citizens how to independently survive in the event of a major earthquake or disaster for the first 72 hours until help can be secured. This program has been very well received by the community and there have been many requests to expand the program into additional neighborhoods. A waiting list currently exists for citizens who want to receive this training. The cost of providing this program in FY 1995-96 is \$145,000. In FY 1994-95, the cost of this program was absorbed by the Bureau without specifically authorized funding.

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Charlie Hales SUMMARY OF BUREAU EXPENSES

Funding for Return to Work Positions (Light Duty)

Three Firefighter positions will be fifty percent supported by the Fire and Police Disability and Retirement Fund (\$78,000) and fifty percent by the Bureau (\$78,000). These positions will provide ninety day transition opportunities for employees returning to work from injury leave. Without these positions, members would only return to the Bureau when they were fully able to perform the duties associated with the positions they were in at the time of their injury.

No Budgeted Salary Savings

A positive financial note for FY 1995-96 is that the \$600,000 in salary savings budgeted in FY 1994-95 have been restored by the Bureau. Through flexibility in the Bureau's target number (salary drift factor and external materials and services inflation) and efficiencies derived in the Logistics program there are no budgeted salary savings included within the FY 1995-96 budget. This adds a level of flexibility to the Bureau's FY 1995-96 budget that it did not have in FY 1994-95.

* Continuation of the Firefighter Inspector Program

The budget continues a pilot program begun in FY 1994-95. Three Inspector I positions were re-assigned from the Prevention Office to Truck 3 at NW 19th and Johnson where they work a 53 hour week and still perform fire prevention inspections. The initial results from this program show an increase in productivity. The program will result in budget efficiency as three positions are eliminated while maintaining on duty strength at its current level.

Two Training Academies

The budget assumes that two training academies will need to occur in FY 1995-96. One academy will be for those employees who successfully complete the current Firefighter Trainee Program. The second academy will be to replace Bureau members who are expected to retire (eight have given notice to retire in FY 1995-96).

The Bureau is currently examining the cost and length of its training period with the intent to reduce both the time and cost of each cycle. The budget includes \$200,000 to support training academies. The efficiencies derived from the re-examination of the training cycle should support the second academy. The Bureau will report to the Council on this effort no later than July 1, 1995.

* Firefighter Trainee Program

The Budget also includes funding for another cycle of the Firefighter Apprenticeship program at a cost of \$158,000.

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Charlie Hales SUMMARY OF BUREAU EXPENSES

Firemedic Training

The budget includes funding for the remainder of the training process for the twenty four Firemedics hired in January 1995.

While the FY 1995-96 budget adds flexibility that the Bureau did not have in FY 1994-95, considerable diligence will be needed in FY 1995-96 to ensure that expenditures do not exceed budget. Continued vacancies in the Bureau's travelers positions will continue to require that existing employees will be paid call shifts at a higher rate in order to maintain current service level. The recruits hired in May of 1994 have now come on line as travelers which will somewhat ease this situation. This situation can be expected to continue, however, until the Bureau can hire and train enough Firefighters to fill vacancies from retirements. Eight individuals have announced retirement plans in FY 1995-96 (expected payoff of \$200,000), another twenty four have given notice to retire in FY 1996-97 (expected payoffs of \$600,000).

Additional retirements beyond those currently identified could add stress to the budget by increasing the number of vacant traveler positions in addition to the actual cash retirement payoff. As of December 31, 1995, fifty - seven Bureau employees will be eligible to retire.

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

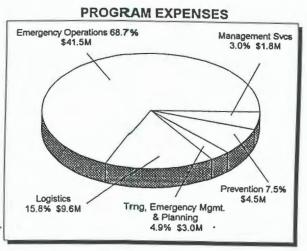
DESCRIPTION OF PROGRAMS EMERGENCY OPERATIONS

The Emergency Operations program comprises 68.7% of the Fire Bureau's total budget. The primary goal and function of this program is to provide first emergency response to fires, hazardous materials incidents, and specialized rescues, advanced life support emergency medical services, pre-fire inspections, in order to minimize economic, physical and social losses from fires, accidents and natural disasters.



The Logistics program totals 15.8% of the Bureau budget. This program is comprised of Logistics Administration,

Building Maintenance, Apparatus Maintenance, and support for Emergency Operations and Station Operations. The Logistics program is responsible for the maintenance of bureau buildings and apparatus equipment for continuous and reliable operations 24 hours a day, year round.



MANAGEMENT SERVICES

The Management Services program is 3.0% of the Bureau's total budget. This program consists of four functional areas: The Office of the Fire Chief; General Administration; Information Services; and Personnel. The goal of this division is to provide general, fiscal and budgetary, administrative, and computer support to the rest of the Bureau, as well as staff assistance in the areas of policy making, long range planning and management information systems, and liaison with the City Council and City Bureaus.

FIRE PREVENTION

The Fire Prevention programs makes up 7.5% of the total Bureau budget. This program consists of seven functional areas: Public Education, Plans Review, Code Enforcement, Investigation, Harbor Master, Special Hazards and Administration. These sections are responsible for informing and educating the public, conducting new construction plan reviews, performing Fire Code inspections, investigating fires, enforcing the Harbor Code and regulating special hazards in the City. Particular emphasis is directed towards those populations that face a disproportionately high risk of death due to fire. These groups include the very young, the elderly, minorities and handicapped persons.

TRAINING, EMERGENCY MANAGEMENT & PLANNING

The Training, Emergency Management & Planning program is 4.9% of the Bureau's total budget. This program consists of three functional areas: Emergency Management, Planning, and Training. The goal of the Emergency Management and Planning sections is to prepare an annual work plan delineating the projects and programs that need addressing throughout the year as identified by the Executive staff; assume a leadership role in regional disaster planning and emergency services and record the Fire Bureau's daily activities into historical data which can be used for planning purposes. Training's function is to provide recruitment, training and evaluation of fire suppression personnel to assure a skilled fire and emergency response work force.

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Charlie Hales SUMMARY OF BUREAU EXPENSES

BUREAU MANAGEMENT OBJECTIVES

 Regional Fire Station Location Study: a City-wide evaluation of the Bureau's fire station locations and response times, which will include Gresham and Milwaukie. This was approved by City Council in December, 1994, and work has begun. Completion is scheduled for August, 1995.

- Management training for chief officers: There is a recognized need to increase the training for chief
 officers in the areas of workforce diversity, interpersonal relationships, Incident Command System, and
 Management Information Systems. Much of this has been implemented, and more is planned for FY95-96.
- 3. Provide more pre-fire plans to First Responding Fire units computerizing the plans, using the on-board computers. This program is in progress, and completion is due by the end of 1995.
- 4. Develop plans for regionalization of services: The Emergency Operations Division has a regional response plan for First Response, including Mutual Aid and Auto-Aid Responses. In addition, participation in planning for the West-side Light Rail Project, participation in the Maritime Fire Safety Association, and the State Hazardous Materials Response Plan are examples of on-going, regional planning efforts.
- 5. Develop a specific set of performance expectations and objectives regarding Emergency Medical Services (EMS): Include Basic Life Support First Response; Advanced Life Support First Response; Hazardous Materials incidents; Specialized Rescue incidents; and, Patient Transport. Development of specific objectives and performance expectations is in progress, and part of the Multnomah County EMS contract proposal.
- 6. Complete the Prevention Division's strategic planning process associated with experiment in "Total Quality Management". A consultant was hired in January, 1995 to begin the process.
- Be selected as the primary provider of emergency medical transport in Multnomah County. The Bureau is working closely with the City of Gresham to develop the bid, which is due to the County in March, 1995. If successful, the Bureau will begin Transport in August, 1995.
- 8. Fire Information System: Complete the implementation of a fully automated computer system, which will network all fire stations and the 9-1-1 Center, and establish a comprehensive Management Information System. Anticipated completion date is December, 1995.
- Develop intergovernmental agreements with Tualatin Valley Fire and Rescue and/or other fire service
 providers to jointly fund and operate fire stations in areas of contiguous borders. This objective correlates
 with the Regional Fire Station Location Study and the Regionalization of Fire Service elements.
- 10. The Bureau anticipates continued hiring of new employees over the next one and one-half years. With such programs as the Fire Fighter Trainee Program and enhanced recruitment, the Bureau expects to significantly increase the diversity of its work force.
- Continue to conduct multi-agency training exercises in emergency preparedness, and to develop teams of citizens trained in disaster readiness and response.

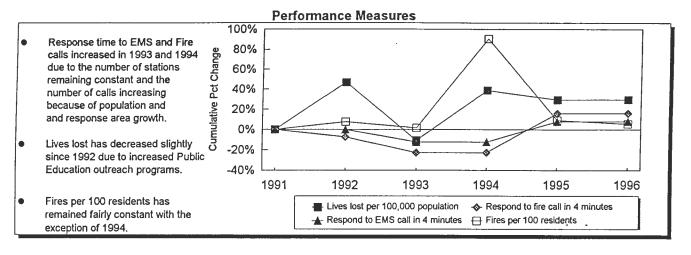
MAJOR BUDGET NOTES

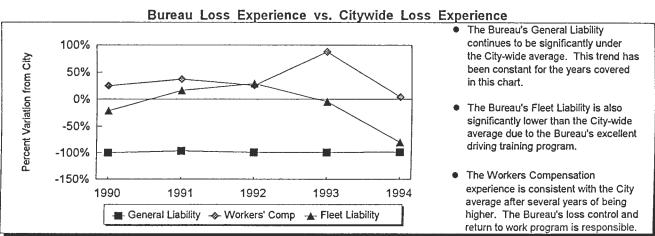
Prior to June 30, 1995 the Bureau of Fire and Emergency Services in coordination with the Bureau of Financial Planning, and consistent with the Comprehensive Organization Review and Evaluation System (CORE) will complete a five year financial plan. The plan will be update annually and submitted as part of the regular budget process in the future.

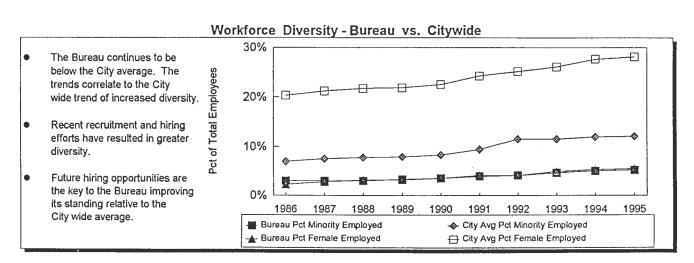
Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES







Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Charlie Hales SUMMARY OF BUREAU EXPENSES

Commissioner-in-Charge: Charlie Hales		SUMIN	ART OF BURE	AU EXPENSES
	Actual	Revised Budget	Proposed	Adopted
	FY 1993-94	FY 1994-95	FY 1995-96	FY 1995-96
EFFECTIVENESS MEASURES				
Fires per 100 residents	11.5	6.59	6.36	6.36
Number of lives lost per 100,000 population Goal: No more than 97% of last three years average of 1.668/100,000 population (93-94 actual = 1.665/100,000)	1.67	0.97	0.97	0.97
Total fire loss per capita Goal: No more than 97% of last three years average of 34.68 /capita (93-94 actual = 5.9/capita)	0.17	0.97	0.97	0.97
Dollar value of fire loss as a percentage of total value of structure exposed to fire Goal: No more than 95% of .5243% (93-94 actual = .0002%)	0.0034	0.97	0.97	0.97
Number of time-loss injuries for 100 firefighters Goal: No more than 97% of last three years average of 13.17/100 firefighters	N/A	1.00	1.00	1.00
Percent of recruits successfully trained in comparison to total number of recruits	100.00%	100.00%	100.00%	100.00%
Respond to 90% of all EMS incidents within 4 min	60.00%	80.00%	90.00%	90.00%
Respond to 90% of all Fire incidents within 4 min	65.00%	80.00%	80.00%	80.00%
EFFICIENCY MEASURES				
Average number of inspections per Inspector completed each day	4.3	4.3	4.3	4.3
Average per capita cost of Fire/EMS protection	\$83.46	\$76.08	\$73.19	\$73.19
Management Support cost as a percentage of total budget (Dispatch excluded)	0.05%	0.05%	0.05%	0.05%
Number of emergency preparedness and/or neighborhood life safety programs	0	21	21	21

Service Area: PUBLIC SAFETY
Commissioner-in-Charge: Charlie Hale

Expenditure Classification FY 1992-98 PY 1993-98 PY 1998-95 PY 1998-96 PY 1995-96 PY 1995-96 511000 Full-Time Employees \$33,371,812 \$32,2798,589 \$33,235,972 \$35,248,110 \$35,248,110 512000 Part-Time/Limice/Term 45,130 33,238 33,344 \$1,223 \$15,223 515000 Premium Pay 4,807,237 6,312,798 4,353,200 4,570,721 4,570,721 515000 Premium Pay 4,807,237 6,312,798 4,585,200 4,570,721 6,810,877 515000 Premium Pay 4,807,233 6,818,899 6,850,291 6,810,877 6,810,877 521000 Demofits 4,852,73,804 447,204,435 \$45,193,613 \$47,437,648 \$47,377,648 521000 Demofits 2,8497 344,601 399,321 402,542 402,542 5220000 Local March 670,633 605,178 989,238 621,375 621,375 522000 Local March 484,809 135,461 93,558 621,375 621,375 520000 Local March 599,509 4,809 135,461 </th <th>Commissioner-in-Charge: Cha</th> <th>rlie Hales</th> <th></th> <th></th> <th>LINE</th> <th>ITEM DETAIL</th>	Commissioner-in-Charge: Cha	rlie Hales			LINE	ITEM DETAIL
S1200 Part-Time/Limited-Term 45,130 38,238 38,344 51,223 51,223 514000 Overtime 973,767 1,235,941 705,726 756,720 756,72	Expenditure Classification				•	
S14000 Overtime	511000 Full-Time Employees	\$33,171,812	\$32,798,589	\$33,235,972	\$35,248,110	\$35,248,110
615000 Premlum Pay 4,807,227 6,312,798 4,350,280 4,570,721 6,707,21 517000 Benefits 6,275,638 6,818,869 6,850,291 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 6,810,874 474,747,684 847,473,768 847,473,768 847,473,768 847,473,768 847,473,768 520000 100 0 0 0 2,510 2,751 2,852 2,852	512000 Part-Time/Limited-Term	45,130	38,238	38,344	51,223	51,223
STYTOOD Benefits	514000 Overtime	973,787	1,235,941	705,726	756,720	756,720
Total Personal Services	515000 Premium Pay	4,807,237	6,312,798	4,353,280	4,570,721	4,570,721
\$21000 Professional Services \$538,138 \$476,084 \$363,219 \$683,419 \$5633,419 \$2000 Utilities \$298,497 344,601 399,321 402,542 402,542 402,542 523000 Equipment Rental 2,112 2,531 27,510 2	517000 Benefits	6,275,638_	6,818,869	6,850,291	6,810,874	6,810,874
522000 Utilities 298,497 344,601 399,321 402,542 402,542 523000 Equipment Rental 2,112 2,531 27,510 27,510 27,510 524000 Repair & Maintenance 670,633 605,178 98,8238 621,375 621,375 528000 Local Match Payment 0 0 0 0 0 0 529000 Miscellaneous Services 77,875 98,14 128,409 119,846 119,846 533000 Operating Supplies 68,69 135,461 93,558 94,808 94,808 533000 Repair & Maint. Supplies 304,806 397,396 419,362 423,862 423,862 533000 Repair & Maint. Supplies 304,806 397,396 419,362 423,862 423,862 533000 Repair & Maint. Supplies 304,806 397,396 419,362 423,862 423,862 534000 Minor Equipment 139,332 64,562 79,341 239,087 239,087 535000 Other Commodities 51,05 11,371 65,00 9,000 9,000	Total Personal Services	\$45,273,604	\$47,204,435	\$45,183,613	\$47,437,648	\$47,437,648
523000 Equipment Rental 2,112 2,531 27,511 27,510 27,510 524000 Repair & Maintenance 670,633 605,178 986,238 621,375 621,375 528000 Local Match Payment 0 0 0 0 0 0 529000 Miscellaneous Services 77,875 98,914 128,409 119,846 119,846 531000 Office Supplies 669,292 854,261 93,558 94,808 98,066 533000 Repair & Maint. Supplies 669,292 854,224 959,158 83656 83,656 533000 Repair & Maint. Supplies 304,806 397,396 419,362 423,862 423,862 534000 Minor Equipment 139,320 64,662 79,341 239,087 239,087 539000 Other Commodities 5,105 11,373 6,500 9,000 9,000 540000 Education 183,380 208,364 301,123 294,421 294,421 542000 Local Travel 6,322 11,991 13,301 10,416 10,416 543000 Out-of-	521000 Professional Services	\$538,138	\$476,084	\$363,219	\$683,419	\$683,419
524000 Repair & Maintenance 670,633 605,178 988,238 621,375 621,375 526000 Local Match Payment 0 <td>522000 Utilities</td> <td>298,497</td> <td>344,601</td> <td>399,321</td> <td>402,542</td> <td>402,542</td>	522000 Utilities	298,497	344,601	399,321	402,542	402,542
528000 Local Match Payment 0 0 0 0 0 529000 Miscellaneous Services 77,875 98,914 128,409 119,846 119,846 531000 Office Supplies 84,869 135,461 93,558 94,808 94,808 532000 Operating Supplies 669,292 854,224 959,158 883,656 883,656 533000 Repair & Maint. Supplies 304,806 397,396 419,362 422,862 423,862 534000 Minc Equipment 139,320 64,622 79,341 239,987 239,067 535000 Clothing 215,014 222,905 328,275 239,169 239,169 535000 Clothing 18,339 208,364 301,123 294,421 294,421 54000 Local Travel 6,322 11,991 13,301 14,051 14,051 543000 Out-of-Town Travel 92,788 110,239 107,131 104,116 104,116 544000 Refunds 0 0 0 18,740 17,900 17,900 547000 Retirement 0	523000 Equipment Rental	2,112	2,531	27,531	27,510	27,510
529000 Miscellaneous Services 77,875 98,914 128,409 119,846 119,846 531000 Office Supplies 84,669 135,461 93,558 94,808 94,808 532000 Operating Supplies 669,292 654,224 959,158 883,656 833,656 533000 Repair & Maint. Supplies 304,806 397,396 419,362 423,862 423,862 534000 Minor Equipment 139,320 64,262 79,341 239,087 239,169 535000 Clothing 215,014 222,905 328,275 239,169 239,169 539000 Other Commodities 5,105 11,373 6,500 9,000 9,000 541000 Education 183,380 208,364 301,123 294,421 294,421 542000 Local Travel 6,322 11,991 13,301 14,051 14,051 543000 Other Commodities 0 0 0 18,740 17,900 104,116 544000 Education 183,380 208,364 301,123 294,421 14,051 543000 Cuber Crom	524000 Repair & Maintenance	670,633	605,178	988,238	621,375	621,375
531000 Office Supplies 84,869 (69,292) 854,224 (959,158) 94,808 (83,656) 83,856 (83,656) 532000 Operating Supplies 669,292 (854,224) 959,158 (836,656) 833,656 (233,652) 533000 Repair & Maint. Supplies 304,806 (397,396) 419,362 (23,362) 423,862 534000 Minor Equipment 139,320 (422,905) 328,275 (239,169) 239,169 535000 Othring 215,014 (222,905) 328,275 (239,169) 239,169 539000 Other Commodities 5,105 (11,373) 6,500 (90,00) 9,000 541000 Education 183,380 (208,364) 301,123 (294,421) 2294,421 542000 Local Travel 6,322 (11,991) 13,301 (14,051) 14,051 543000 Out-of-Town Travel 92,788 (11),239 (107,131) 104,116 (104,116) 544000 External Rent 30,000 (30,000) 35,833 (35,838) 35,838 546000 Refunds 0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0 (0	528000 Local Match Payment	_	0			_
532000 Operating Supplies 669,292 854,224 959,158 883,656 883,656 533000 Repair & Maint. Supplies 304,806 397,396 419,362 423,862 423,862 534000 Minor Equipment 139,320 64,262 79,341 239,087 239,087 535000 Clothing 215,014 222,905 328,275 239,169 239,169 53000 Clothing 21,1191 13,301 14,051 14,051 14,051 542000 Clothing 6,322 111,991 13,301 14,051 14,051 543000 Clothing 20,000 0 0 0 0 0 0 54000 Clothing 21,111 <td></td> <td>•</td> <td>•</td> <td>•</td> <td></td> <td></td>		•	•	•		
533000 Repair & Maint. Supplies 304,806 397,396 419,362 423,862 3965 534000 Minor Equipment 139,320 64,262 79,341 239,087 239,169 535000 Clothing 215,014 222,905 328,275 239,169 239,169 539000 Other Commodities 5,105 11,373 6,500 9,000 9,000 541000 Education 183,380 208,364 301,123 294,421 294,421 542000 Local Travel 6,322 11,991 13,301 14,051 14,051 543000 Cut-of-Town Travel 92,788 110,239 107,131 104,116 104,116 544000 External Rent 30,200 30,000 58,838 35,838 35,838 546000 Refunds 0 0 0 0 0 0 0 547000 Retirement 0	• •	•	•			
534000 Minor Equipment 139,320 64,262 79,341 239,087 239,087 535000 Clothing 215,014 222,905 328,275 239,169 239,169 539000 Other Commodities 5,105 11,373 6,500 9,000 9,000 541000 Education 183,380 208,364 301,123 294,421 294,421 542000 Local Travel 6,322 11,991 13,301 14,051 14,051 543000 Out-of-Town Travel 92,788 110,239 107,131 104,116 104,116 544000 External Rent 30,200 30,000 35,838 35,838 35,838 546000 Refunds 0 0 18,740 17,900 17,900 547000 Retirement 0 0 0 0 0 0 549000 Miscellaneous 17,251 17,113 24,698 24,698 24,698 Subtotal External Materials & Services \$3,335,602 \$3,590,636 \$4,293,743 \$43,1970 \$41,970 552000 Printing/Distribution 118,841 </td <td></td> <td>•</td> <td>-</td> <td>•</td> <td>-</td> <td></td>		•	-	•	-	
535000 Clothing 215,014 222,905 328,275 239,169 239,169 539000 Other Commodities 5,105 11,373 6,500 9,000 9,000 541000 Education 183,380 208,364 301,123 294,421 294,421 542000 Local Travel 6,322 11,991 13,301 14,051 14,051 543000 Out-of-Town Travel 92,788 110,239 107,131 104,116 104,116 544000 External Rent 30,200 30,000 35,838 35,838 35,838 546000 Refunds 0				•		
539000 Other Commodities 5,105 11,373 6,500 9,000 9,000 541000 Education 183,380 208,364 301,123 294,421 294,421 542000 Local Travel 6,322 11,991 13,301 14,051 14,051 543000 Out-of-Town Travel 92,788 110,239 107,131 104,116 104,116 544000 External Rent 30,200 30,000 35,838 35,838 35,838 546000 Refunds 0 0 0 0 0 0 549000 Miscellaneous 17,251 17,113 24,698 24,698 24,698 Subtotal External Materials & Services \$3,335,602 \$3,590,636 \$4,293,743 \$43,1970 \$431,970 551000 Fleet Services \$362,335 \$298,327 \$323,317 \$431,970 \$431,970 552000 Printing/Distribution 118,841 126,626 115,519 121,282 121,282 53300 Facilities Services 64,840 22,285 38,535 38,144 38,144 554000 Communicat		•	-		•	
541000 Education 183,380 208,364 301,123 294,421 294,421 542000 Local Travel 6,322 11,991 13,301 14,051 14,051 543000 Out-of-Town Travel 92,788 110,239 107,131 104,116 104,116 544000 External Rent 30,200 30,000 35,838 35,838 35,838 546000 Refunds 0 0 0 0 0 0 0 0 547000 Retirement 0 0 0 0 0 0 0 0 549000 Miscellaneous 17,251 17,113 24,698 24,698 24,698 Subtotal External Materials & Services \$3,335,602 \$3,590,636 \$4,293,743 \$4235,298 \$4235,298 551000 Fleet Services \$362,335 \$298,327 \$323,317 \$431,970 \$431,970 \$431,970 \$431,970 \$431,970 \$525000 Fining/Distribution 118,841 126,626 115,519 12,1282 12,1282 12,1282 12,1282 12,1282 <td< td=""><td>•</td><td>•</td><td>•</td><td></td><td>•</td><td>•</td></td<>	•	•	•		•	•
542000 Local Travel 6,322 11,991 13,301 14,051 14,051 543000 Out-of-Town Travel 92,788 110,239 107,131 104,116 104,116 544000 External Rent 30,200 30,000 35,838 35,838 35,838 546000 Refunds 0 0 18,740 17,900 17,900 547000 Retirement 0 0 0 0 0 0 549000 Miscellaneous 17,251 17,113 24,698 24,698 24,698 Subtotal External Materials & Services \$3,335,602 \$3,590,636 \$4,293,743 \$42,35,298 \$42,35,298 551000 Fleet Services \$362,335 \$298,327 \$323,317 \$431,970 \$431,970 552000 Printing/Distribution 118,841 126,626 115,519 121,282 121,282 553000 Facilities Services 64,840 22,285 36,535 38,144 38,144 554,661 695,134 684,728 815,899 815,899 815,899 555000 Data Processing		•			•	
543000 Out-of-Town Travel 92,788 110,239 107,131 104,116 104,116 544000 External Rent 30,200 30,000 35,838 35,838 35,838 546000 Refunds 0 0 18,740 17,900 17,900 547000 Retirement 0 0 0 0 0 0 549000 Miscellaneous 17,251 17,113 24,698 24,698 24,698 Subtotal External Materials & Services \$3,335,602 \$3,590,636 \$4,293,743 \$42,35,298 551000 Fleet Services \$362,335 \$298,327 \$323,317 \$431,970 \$431,970 552000 Printing/Distribution 1118,841 126,626 115,519 121,282 121,282 553000 Facilities Services 64,840 22,285 38,535 38,144 38,144 554000 Communications 524,661 695,134 684,728 815,899 815,899 555000 Data Processing 78,236 86,841 86,908 57,404 57,404 556000 Insurance 758,276 </td <td>541000 Education</td> <td>183,380</td> <td>208,364</td> <td>301,123</td> <td>294,421</td> <td>294,421</td>	541000 Education	183,380	208,364	301,123	294,421	294,421
544000 External Rent 30,200 30,000 35,838 35,838 35,838 546000 Refunds 0 0 18,740 17,900 17,900 547000 Retirement 0 0 0 0 0 0 549000 Miscellaneous 17,251 17,113 24,698 24,698 24,698 Subtotal External Materials & Services \$3,355,602 \$3,590,636 \$4,293,743 \$4,235,298 \$4,235,298 551000 Fleet Services \$362,335 \$298,327 \$323,317 \$431,970 \$431,970 552000 Printing/Distribution 118,841 126,626 115,519 121,282 121,282 553000 Facilities Services 64,840 22,285 38,535 38,144 38,144 554000 Communications 524,661 695,134 684,728 815,899 815,899 555000 Data Processing 78,236 86,841 86,908 57,404 57,404 557000 Equipment Lease 775,280 1,995,968 908,259 762,425 762,425 558000 Same Fund	542000 Local Travel	6,322	11,991	13,301	14,051	-
546000 Refunds 0 0 18,740 17,900 17,900 547000 Retirement 0 0 0 0 0 0 549000 Miscellaneous 17,251 17,113 24,698 24,698 24,698 Subtotal External Materials & Services \$3,335,602 \$3,590,636 \$4,293,743 \$4,235,298 \$4,235,298 551000 Fleet Services \$362,335 \$298,327 \$323,317 \$431,970 \$431,970 552000 Printing/Distribution 118,841 126,626 115,519 121,282 121,282 553000 Facilities Services 64,840 22,285 38,535 38,144 38,144 554000 Communications 524,661 695,134 684,728 815,899 815,899 555000 Data Processing 78,236 86,841 86,908 57,404 57,404 556000 Insurance 758,276 744,649 648,633 670,423 670,423 557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 558000 Same Fun	543000 Out-of-Town Travel	92,788	110,239	107,131	104,116	104,116
547000 Retirement 0 0 0 0 0 549000 Miscellaneous 17,251 17,113 24,698 24,698 24,698 Subtotal External Materials & Services \$3,335,602 \$3,590,636 \$4,293,743 \$4,235,298 \$4,235,298 551000 Fleet Services \$362,335 \$298,327 \$323,317 \$431,970 \$431,970 552000 Printing/Distribution 118,841 126,626 115,519 121,282 121,282 553000 Facilities Services 64,840 22,285 38,535 38,144 38,144 554000 Communications 524,661 695,134 684,728 815,899 815,899 555000 Data Processing 78,236 86,841 86,908 57,404 57,404 556000 Insurance 758,276 744,649 648,633 670,423 670,423 557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 58000 Same Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 S	544000 External Rent	30,200	30,000	35,838	35,838	35,838
549000 Miscellaneous 17,251 17,113 24,698 24,698 24,698 Subtotal External Materials & Services \$3,335,602 \$3,590,636 \$4,293,743 \$4,235,298 \$4,235,298 551000 Fleet Services \$362,335 \$298,327 \$323,317 \$431,970 \$431,970 552000 Printing/Distribution 118,841 126,626 115,519 121,282 121,282 553000 Facilities Services 64,840 22,285 38,535 38,144 38,144 554000 Communications 524,661 695,134 684,728 815,899 815,899 555000 Data Processing 78,236 86,841 86,908 57,404 57,404 556000 Insurance 758,276 744,649 648,633 670,423 670,423 557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 558000 Same Fund Services 17,134 42,203 46,684 23,434 23,434 559000 Other Fund Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672	546000 Refunds	0	0	18,740	17,900	17,900
Subtotal External Materials & Services \$3,335.602 \$3,590,636 \$4,293,743 \$4,235,298 \$4,235,298 551000 Fleet Services \$362,335 \$298,327 \$323,317 \$431,970 \$431,970 552000 Printing/Distribution 118,841 126,626 115,519 121,282 121,282 553000 Facilities Services 64,840 22,285 38,535 38,144 38,144 554000 Communications 524,661 695,134 684,728 815,899 815,899 555000 Data Processing 78,236 86,841 86,908 57,404 57,404 556000 Insurance 758,276 744,649 648,633 670,423 670,423 557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 558000 Same Fund Services 17,134 42,203 46,684 23,434 23,434 559000 Other Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,	547000 Retirement	0	0	0	0	0
551000 Fleet Services \$362,335 \$298,327 \$323,317 \$431,970 \$431,970 552000 Printing/Distribution 118,841 126,626 115,519 121,282 121,282 553000 Facilities Services 64,840 22,285 38,535 38,144 38,144 554000 Communications 524,661 695,134 684,728 815,899 815,899 555000 Data Processing 78,236 86,841 86,908 57,404 57,404 556000 Insurance 758,276 744,649 648,633 670,423 670,423 557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 558000 Same Fund Services 17,134 42,203 46,684 23,434 23,434 559000 Other Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672,557 Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526	549000 Miscellaneous	17,251	17,113	24,698	24,698	24,698
552000 Printing/Distribution 118,841 126,626 115,519 121,282 121,282 553000 Facilities Services 64,840 22,285 38,535 38,144 38,144 554000 Communications 524,661 695,134 684,728 815,899 815,899 555000 Data Processing 78,236 86,841 86,908 57,404 57,404 556000 Insurance 758,276 744,649 648,633 670,423 670,423 557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 558000 Same Fund Services 17,134 42,203 46,684 23,434 23,434 559000 Other Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672,557 Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526 \$8,907,855 561000 Land \$27,500 \$224,934 \$0 \$0 \$0	Subtotal External Materials & Services	\$3,335,602	\$3,590,636	\$4,293,743	\$4,235,298	\$4,235,298
553000 Facilities Services 64,840 22,285 38,535 38,144 38,144 554000 Communications 524,661 695,134 684,728 815,899 815,899 555000 Data Processing 78,236 86,841 86,908 57,404 57,404 556000 Insurance 758,276 744,649 648,633 670,423 670,423 557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 558000 Same Fund Services 17,134 42,203 46,684 23,434 23,434 559000 Other Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672,557 Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526 \$8,907,855 561000 Land \$27,500 \$224,934 \$0 \$0 \$0 562000 Buildings 0 0 52,900 0 0 564000	551000 Fleet Services	\$362,335	\$298,327	\$323,317	\$431,970	\$431,970
554000 Communications 524,661 695,134 684,728 815,899 815,899 555000 Data Processing 78,236 86,841 86,908 57,404 57,404 556000 Insurance 758,276 744,649 648,633 670,423 670,423 557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 558000 Same Fund Services 17,134 42,203 46,684 23,434 23,434 559000 Other Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672,557 Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526 \$8,907,855 561000 Land \$27,500 \$224,934 \$0 \$0 \$0 562000 Buildings 0 0 52,900 0 0 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Tot	552000 Printing/Distribution	118,841	126,626	115,519	121,282	121,282
555000 Data Processing 78,236 86,841 86,908 57,404 57,404 556000 Insurance 758,276 744,649 648,633 670,423 670,423 557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 558000 Same Fund Services 17,134 42,203 46,684 23,434 23,434 559000 Other Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672,557 Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526 \$8,907,855 561000 Land \$27,500 \$224,934 \$0 \$0 \$0 562000 Buildings 0 0 52,900 0 0 563000 Improvements 0 460,517 2,978,772 832,846 2,339,902 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total C	553000 Facilities Services	64,840	22,285	38,535	38,144	38,144
556000 Insurance 758,276 744,649 648,633 670,423 670,423 557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 558000 Same Fund Services 17,134 42,203 46,684 23,434 23,434 559000 Other Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672,557 Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526 \$8,907,855 561000 Land \$27,500 \$224,934 \$0 \$0 \$0 562000 Buildings 0 0 52,900 0 0 563000 Improvements 0 460,517 2,978,772 832,846 2,339,902 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183	554000 Communications	524,661	695,134	684,728	815,899	815,899
557000 Equipment Lease 775,280 1,095,968 908,259 762,425 762,425 558000 Same Fund Services 17,134 42,203 46,684 23,434 23,434 559000 Other Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672,557 Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526 \$8,907,855 561000 Land \$27,500 \$224,934 \$0 \$0 \$0 562000 Buildings 0 0 52,900 0 0 563000 Improvements 0 460,517 2,978,772 832,846 2,339,902 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183 573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406 <	555000 Data Processing	78,236	86,841	86,908	•	57,404
558000 Same Fund Services 17,134 42,203 46,684 23,434 23,434 559000 Other Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672,557 Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526 \$8,907,855 561000 Land \$27,500 \$224,934 \$0 \$0 \$0 562000 Buildings 0 0 52,900 0 0 563000 Improvements 0 460,517 2,978,772 832,846 2,339,902 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183 573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406	556000 Insurance	758,276		648,633	•	
559000 Other Fund Services 972,804 1,073,270 1,758,659 2,053,247 1,751,576 Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672,557 Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526 \$8,907,855 561000 Land \$27,500 \$224,934 \$0 \$0 \$0 562000 Buildings 0 0 52,900 0 0 0 563000 Improvements 0 460,517 2,978,772 832,846 2,339,902 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183 573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406		•		,		-
Subtotal Internal Materials & Services \$3,672,407 \$4,185,303 \$4,611,242 \$4,974,228 \$4,672,557 Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526 \$8,907,855 561000 Land \$27,500 \$224,934 \$0 \$0 \$0 562000 Buildings 0 0 52,900 0 0 563000 Improvements 0 460,517 2,978,772 832,846 2,339,902 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183 573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406						
Total Materials & Services \$7,008,009 \$7,775,939 \$8,904,985 \$9,209,526 \$8,907,855 561000 Land \$27,500 \$224,934 \$0 \$0 \$0 562000 Buildings 0 0 52,900 0 0 0 563000 Improvements 0 460,517 2,978,772 832,846 2,339,902 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183 573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406	559000 Other Fund Services					
561000 Land \$27,500 \$224,934 \$0 \$0 \$0 562000 Buildings 0 0 52,900 0 0 0 563000 Improvements 0 460,517 2,978,772 832,846 2,339,902 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183 573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406	Subtotal Internal Materials & Services	\$3,672,407	\$4,185,303	\$4,611,242		\$4,672,557
562000 Buildings 0 0 52,900 0 0 563000 Improvements 0 460,517 2,978,772 832,846 2,339,902 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183 573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406	Total Materials & Services	\$7,008,009	\$7,775,939	\$8,904,985	\$9,209,526	\$8,907,855
563000 Improvements 0 460,517 2,978,772 832,846 2,339,902 564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183 573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406	561000 Land	\$27,500	\$224,934	\$0	\$0	\$0
564000 Equipment 359,758 1,217,068 2,388,712 1,154,281 1,154,281 Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183 573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406	562000 Buildings	0		52,900	0	0
Total Capital Outlay \$387,258 \$1,902,519 \$5,420,384 \$1,987,127 \$3,494,183 573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406	563000 Improvements	0	460,517	2,978,772	832,846	2,339,902
573000 Cash Transfers-Equipment \$3,049 \$250,610 \$19,637 \$514,406 \$514,406	564000 Equipment	359,758	1,217,068	2,388,712	1,154,281	1,154,281
	Total Capital Outlay	\$387,258	\$1,902,519	\$5,420,384	\$1,987,127	\$3,494,183
Total Bureau Expenses \$52,671,920 \$57,133,503 \$59,528,619 \$59,148,707 \$60,354,092	573000 Cash Transfers-Equipment	\$3,049	\$250,610	\$19,637		
	Total Bureau Expenses	\$52,671,920	\$57,133,503	\$59,528,619	\$59,148,707	\$60,354,092

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Charlie Hales		SUMMARY OF BUREAU EXPENSES					
	Actual	Revised Budget	Proposed	Adopted			
	FY 1993-94	FY 1994-95	FY 1995-96	FY 1995-96			
WORKLOAD MEASURES							
Number of participants in Public Education Programs	23,139	25,000	24,800	24,800			
Number of regular code inspections per year	6,267	6,000	6,000	6,000			
Number of Arrests and Exceptional Clearances	150	110	150	150			
Number of Personnel Examinations held	N/A	3	3	3			
Recruitment and outreach efforts (# of sessions)	N/A	25	25	25			
Total number of Fire, EMS and other calls responded to	47,059	47,650	47,250	47,250			
Number of work orders completed for Apparatus Maintenance	4,418	4,200	4,200	4,200			
Buildings and pieces of equipment receiving preventative maintenance and repair	244	400	400	400			
Volunteer on-call hours contributed to TIP Program	27,288	24,672	28,500	28,500			
Training and information programs presented via cable broadcasting (hours)	44,698	43,960	43,960	43,960			

BUREAU OF FIRE, RESCUE & EMERGENCY SERVICES (124) Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Charlie Hales **FULL-TIME POSITIONS**

Commissioner-in-Charge: Charlie Hales FULL-TIME PO									
Olese TWe		Actual	Actual	Revised Budget		Proposed		Adopted	
Class	Title	FY 1993	FY 1994		1994-95		1995-96		1995-96
		No.	No.	No.	Amount	No.	Amount	No.	Amount
5219 C	ity Fire Chief	1	1	1	89,784	1	92,664	1	92,664
	community Relations Assistant	0	0	1	42,303	1	45,302	1	45,302
5352 H	lazardous Materials Coordinator	1	1.	1	62,870	1	64,875	1	64,875
5350 E	merg. Medical Services Coord.	1	1	1	59,800	1	66,650	1	66,650
	MS Supervisor	o	0	0	o	2	105,268	2	105,268
5347 A	sst. Public Education Officer	1	1	1	51,991	1	53,657	1	53,657
5328 F	ire Marshal	0	0	0	o	1	74,173	1	74,173
5324 A	ssistant Fire Marshal	2	2	2	133,423	2	121,742	2	121,742
5260 H	larbor Pilot	6	6	6	297,390	6	295,976	6	295,976
5232 F	ire Lt. Specialist (Communications)	4	4	0	0	0	0	0	·
5230 S	taff Fire Captain	7	7	6	358,554	6	370,038	6	370,038
5222 F	ire Inspector I Specialist	1	1	1	51,991	1	53,657	1	53,657
5221 F	ire Inspector II	4	4	4	232,104	4	239,536	4	239,536
5220 F	ire Inspector I	38	38	38	1,869,472	38	1,969,428	38	1,969,428
	ivision Fire Chief	3	3	3	237,300	2	161,075	- 2	161,075
	eputy Fire Chief	7	6	6	435,170	5	378,380	5	378,380
	ire Battalion Chief	14	14	14	930,131	11	757,777	11	757,777
	ire Captain	29	29	28	1,615,995	28	1,695,930	28	1,695,930
	taff Fire Lieutenant	3	3	3	154,449	4	211,395	4	211,395
	ire Training Officer	8	8	8	304,300	8	313,816	8	313,816
	ire Lieutenant	103	103	101	5,070,396	100	5,223,701	100	5,223,701
	refighter Specialist (Communication)	16	16	0	0	0	0	0	0
	refighter Specialist	12	12	12	430,426	12	513,182	12	513,182
	re Fighter	451	451	445	19,173,277	443	20,023,036	443	20,023,036
	enior Engineer	1	1	1	57,336	1	61,651	1	61,651
	echnician	0	0	0	0	1	28,787	1	28,787
	formation Systems Manager	1	1	1	57,336	1	61,651	1	61,651
	IS Support Analyst	2	1	1	42,157	1	45,282	1	45,282
	IS Support Technician	1	1	1	38,419	1	42,850	1	42,850
	rogrammer Analyst	0	0	0	0	1	37,336	1	37,336
	rogrammer	1	1	1	38,419	1	39,645	1	39,645
	enior Systems Programmer	0	0	0	0	1	52,853	1	52,853
	ystems Programmer	0	1	1	40,069	0	0	0	0
	utomotive Mechanic	6	6	6	213,600	6	220,398	6	220,398
	aintenance Machinist	1	1	1	35,600	1	36,733	1	36,733
	lectrician	1	1	1	40,570	1	41,870	1	41,870
1443 P		3	2	2	71,200	2	73,466	2	73,466
	arpenter	2	3	3	106,800	3	110,199	3	110,199
	r. Facilities & Maint. Supervisor	2	2	2	102,438	2	105,706	2	105,706
	uilding Maintenance Mechanic	2	2	2	71,200	2	73,466	2	73,466
	rades Supervisor	1	1	1	44,829	1	50,170	1	50,170
	rogram Manager III	1	1	1	66,169	1	71,874	1	71,874
	rogram Manager II	0	0	0	0	1	55,619	1	55,619
	rogram Manager I	0	0	0	0	1	52,853	1	52,853
	rogram Coordinator	0	0	0	0	1	44,408	1	44,408
	rogram Specialist	1	1	1	42,032	1	43,697	1	43,697
	dministrative Supervisor II	1	1	1	39,532	1	42,498	1	42,498
	enior Financial Analyst ssistant Financial Analyst	1	1	1	51,219	1	52,853	1	52,853
	dministrative Assistant	1	2	2	75,600	2	80,513	2	80,513 79,544
		3		2	74,016	2	79,544	2	79,544
	dministrative Specialist	2	2	2	54,209	2	57,102	2	57,102
	uman Resources Coordinator uman Resources Technician	0	1	1	51,720	1	55,607	1	55,607
	deo Production Manager	0	1	1	27,666	1	28,558	1	28,558
		7.47	7.40	1	43,952	700	49,577	700	49,577
TOTAL FL	JLL-TIME POSITIONS	747	749	719	33,087,214	720	34,628,024	720	34,628,024

Service Area: PUBLIC SAFETY

TOTAL FULL-TIME POSITIONS

Commissioner-in-Charge: Charlie Hales **FULL-TIME POSITIONS** Actual Revised Budget Proposed Adopted FY 1993 FY 1994 FY 1994-95 FY 1995-96 FY 1995-96 Title Class No. No. No. Amount No. Amount No. Amount TOTALS FROM PREVIOUS PAGE 747 749 719 33,087,214 720 34,628,024 720 34,628,024 604 Video Production Assistant 2 2 2 79,894 2 86,029 2 86,029 55,619 531 Accounting Supervisor II 1 1 51,720 1 55,619 1 67,100 2 2 2 65,020 2 67,100 2 514 Associate Accountant 510 Accounting Assistant 0 0 1 21,632 24,814 1 24,814 28,480 29,952 29,952 346 Word Processing Operator II 1 1 1 0 0 0 0 222 Secretarial Assistant 1 0 0 3 27,747 27,747 221 Secretarial Clerk II 4 4 103.817 1 1 220 Secretarial Clerk I 4 95,465 2 47,594 2 47,594 140 Data Entry Clerk 1 0 0 0 30,950 127 Delivery Driver 1 29,984 1 30,950 1 116 Office Manager I 2 3 2 65,062 5 154,191 5 154,191 114 Clerical Specialist 3 3 78,460 2 55,925 2 55,925 9999 Emergency Medical Svc Nurse 0 0 48,003 0 0 -1 0 40,165 40,165 XXX Payroll Supervisor 1 **Budgeted Salary Savings** (518,779)

770

770

33,235,972

739

35,248,110

35,248,110

739

Service Area: PUBLIC SAFET Commissioner-in-Charge: Ma			SUMM	ARY OF BURE	AU EXPENSES
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
EXPENDITURES					
Operating Budget:					
Personal Services	\$56,672,164	\$61,055,324	\$66,158,698	\$68,651,367	\$68,660,727
External Materials & Svcs.	3,474,504	3,956,697	5,242,641	3,730,859	3,750,674
Internal Materials & Svcs.	15,298,572	16,617,733	17,827,674	20,223,575	20,507,858
Minor Capital Outlay	716,297	340,271	775,802	1,425	1,425
Cash Transfers-Equipment	583,502	515,226	445,115	9,732	9,732
Total Operating Budget	\$76,745,039	\$82,485,251	\$90,449,930	\$92,616,958	\$92,930,416
Capital Improvements	492,409	120,147	1,475,068	678,540	1,093,394
TOTAL BUREAU EXPENSES	\$77,237,448	\$82,605,398	\$91,924,998	\$93,295,498	\$94,023,810
Allocated Overhead Costs			2,726,056	3,107,857	3,289,661
Total Cost with Allocated Ove	erhead		\$94,651,054	\$96,403,355	\$97,313,471
Authorized Full-Time Positions					
Total	1,126	1,195	1,254	1,254	1,255
Gen. Fund Discretionary	1,092	1,162	1,217	1,217	1,218
SOURCE OF FUNDING General Fund (101) Types of General Fund Res	cources:				
Discretionary General Fund	77,800,219	86,569,968	89,145,049	89,549,282	
Non-Discretionary Revenues		,,	,,	,,.	,,
Grants & Donations		400,600	1,322,427	0	0
Contract Revenue		2,306,078	1,564,994	1,823,700	1,858,322
Interagency Services		153,649	121,761	184,270	178,823
Bureau Program Revenue		1,944,852	2,345,848	2,142,479	2,437,383
Overhead Revenue from O	ther Funds	. 0	0	0	0
Total Non-Discretionary Reve	4,805,179	5,355,030	4,150,449	4,474,528	
Total General Fund Resources		\$82,605,398	\$91,924,998	\$93,295,498	\$94,023,810
Note: Discretionary General Fund re-					
Non-discretionary revenues are restr	icted by policy or co	ntractual agreemen	t to the bureaus who	generate the reven	ue.
PROGRAMS					
Neighborhood Policing Service	es	\$50,301,825	\$58,165,497	\$59,163,953	\$59,784,638
Positions	:	747	804	80 4	804
Investigative Services		11,391,038	12,472,952	12,871,238	12,988,162
Positions		174	175	175	175
Crime Interdiction Services		7,191,043	8,503,955	7,894,178	7,828,160
Positions		103	103	103	103
Support Services		13,721,492	12,782,594	13,366,129	13,422,850
Positions		171	172	172	173
TOTAL PROGRAMS		\$82,605,398	\$91,924,998	\$93,295,498	\$94,023,810
Positions		1,195	1,254	1,254	1,255

POLICE BUREAU (100)

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF BUREAU EXPENSES

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Bureau of Police provides law enforcement, criminal investigations, crime prevention and community education services to the City of Portland. The budget continues service priority and deployment practices which concentrate Police resources in basic neighborhood patrol and response to emergency calls for service. Goals within the Bureau's strategic plan for the FY 1994-96 biennium support the Police Bureau's commitment to institutionalization of Community Policing. Strategies employed during this two-year budget period promote values of community policing and the community problem solving partnerships required to make it successful.

The bureau's mission statement emphasizes the Police Bureau's contribution toward making the City of Portland the

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

POLICE BUREAU 33.61% \$94.0 M General Fund = \$279.8 M

PERCENT OF GENERAL FUND

The FY 1995-96 operating budget of \$ 93 million is \$2.5 million higher (about 2.8%) than prior year. The budget reflects increases in Personal Services (scheduled step increases for employees based on tenure), increases in Internal Materials and Services to pay for the rising costs of vehicle and equipment maintenance/replacement, liability coverage, and increased costs with the Bureau of Emergency Communications (9-1-1) for additional to facilitate dispatch service for the five-precinct configuration and to continue valuable law enforcement services through BOEC's Net 8 Service Desk. The budget categories of Capital Equipment and External Materials and Services have been necessarily reduced and funds moved to Internal Materials and Services to cover these substantial increases.

Bureau staffing has increased by one from the prior year, and from the Proposed Budget. A program specialist in the Planning and Support Division has been converted from full time to part time. Overall, the Police Bureau in FY 1995-96 will have 1,000 sworn and 255 non-sworn. Through the elimination by attrition of two top management positions, the Bureau is able to divert salary savings to enhance and expand community liaison services by adding support personnel for the Brentwood/Darlington Safety Action Team, the Elder Crime Response, and Hispanic Outreach (partially grant-funded). Contracts with the Fire and Police Pension and Disability Board and external businesses provide funding for a Pension/ Disability Benefits Coordinator and staff for the contracted police services program. The Bureau was fortunate to receive 23 experienced Sheriff's Office employees (20 deputies and 3 sergeants) in July 1994. While this transfer did not increase the authorized staffing level, it did enable the City to place trained personnel on duty in a very short time period relative to the usual lengthy and complex recruitment, selection, and training process. This budget funds continued minority recruitment efforts, community education programs including the successful Citizen's Academy, and bureau wide training to enhance employees' job, community liaison and problem solving skills.

The new Northeast Precinct was fully operational in July 1994. The bureau looks forward to moving into its new East Precinct (outer East) facility and the renovated Southeast Precinct (47th & Burnside) in the summer of 1996. North Precinct (St. Johns) is undergoing renovation to provide a safer and more comfortable facility for staff and the public.

POLICE BUREAU (100)

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF BUREAU EXPENSES

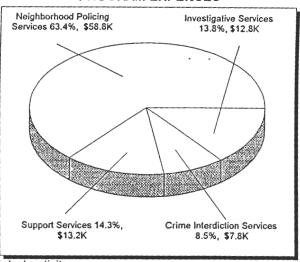
The Capital Improvements budget funds equipment approved for purchase for year two year of this two-year budget process. Approved purchases include handguns for officer issue,fleet additions, and computers to enhance bureau-wide automated information sharing/processing systems. Additional CIPs authorized for FY 95-96 include explosive disposal equipment, an investigative enhancement package, and a TESS payroll system.

The significant decline in revenue for FY 1995-96 of \$1.7 million is primarily technical in nature. Grant funds remaining at the end of the 1995 fiscal year or additional funds awarded for grant renewals will be appropriated later through the technical budget adjustment process. Asset forfeiture revenues have dropped by approximately \$500,000 pending the outcome of judicial findings and decisions relative to constitutionality issues.

DESCRIPTION OF PROGRAMS NEIGHBORHOOD POLICING SERVICES

This program includes the Bureau's five precincts and their Neighborhood Response Teams and Detective Units, the Traffic Division, the Alarm Information Office, Asset Forfeiture Unit, Telephone Report Unit, Information and Referral Unit, the Crime Prevention Unit, Home Security (Locks) Unit, Sunshine Division, and Tri-Met Unit. This cadre provides a uniformed police response to emergency and other calls for police services, as well as patrols in Portland neighborhoods. Additionally, employees assigned to these units and divisions provide assistance to citizens, neighborhood associations and business and civic groups in efforts to resolve neighborhood livability concerns such as traffic control/

PROGRAM EXPENSES



enforcement, graffiti, prostitution, drugs and other crime related activity.

INVESTIGATIVE SERVICES

This program includes the Family Services, Detective, Internal Investigation, and Identification divisions. Services include follow-up investigation of serious crimes and complaints of improper conduct lodged against the Police Bureau.

CRIME INTERDICTION SERVICES

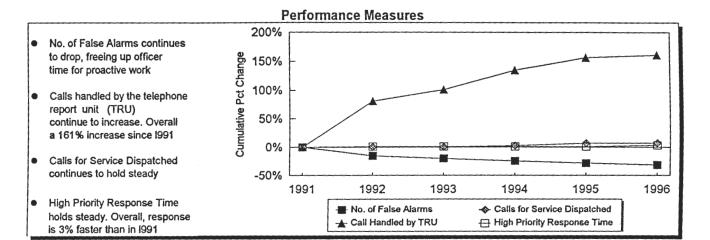
This program is comprised of the Drug and Vice and Criminal Intelligence Divisions, the Gang Enforcement Team (GET), and includes participation in the Regional Organized Crime/Narcotics Task Force (ROCN). Drug house investigations continue to be a focus of activity as well as drug enforcement efforts which concentrate on mid to high level manufacturing and distribution.

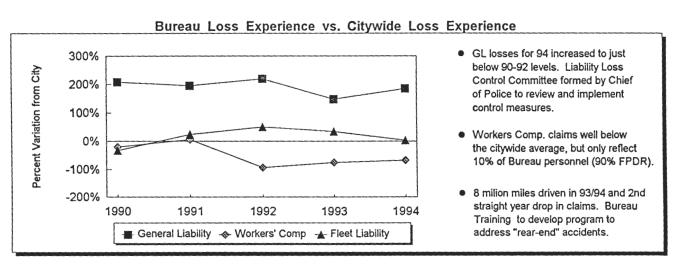
SUPPORT SERVICES

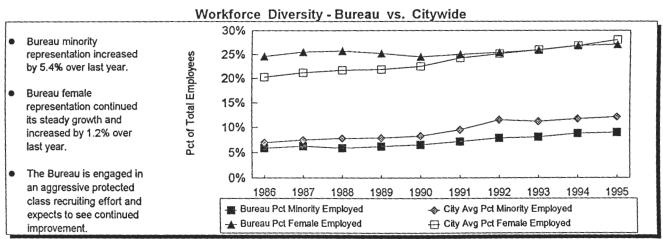
This program is staffed by support personnel who provide services to help guide and sustain Bureau operations and includes the Chief of Police and his immediate staff, the Public Information Office, the Data Processing, Fiscal Services, Personnel, Training, Records, Property/Evidence Control, Loss Control, and Court Coordination.

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF BUREAU EXPENSES







Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF BUREAU EXPENSES

BUREAU MANAGEMENT OBJECTIVES

- 1. IMPROVE CRIME RESPONSE: Crime response approaches shall give increased priority to those crimes that most directly impact community livability and the fear of crime.
- INCREASE PROBLEM SOLVING: Problems that are not effectively resolved through emergency response
 and criminal investigation shall be addressed through other approaches including proactive patrol,
 investigative support, gaining assistance from other agencies, working with citizen groups, pursuing civil
 action, and other appropriate steps.
- 3. EXPAND CRIME PREVENTION: Encourage the creation of a more crime-resistant community by expanding community crime prevention efforts.
- 4. INCREASE EARLY INTERVENTION: Develop and implement programs that reduce the likelihood of criminal behavior by at-risk youth and violence in at-risk families.
- 5. STRENGTHEN CRIMINAL JUSTICE SYSTEM RESPONSE: Work with other agencies in the criminal justice system to strengthen enforcement effectiveness and improve joint problem solving ability.
- 6. IMPROVE CUSTOMER SERVICE ORIENTATION: Reinforce and encourage citizen participation by providing more responsive significantly improved levels of customer service to all citizens.
- 7. STRENGTHEN COMMUNITY PARTNERSHIPS: Strengthen communication and coordination with neighborhood and community organizations.
- 8. IMPROVE PUBLIC COMMUNICATION EFFORTS: Enhance community understanding and confidence in the Police Bureau by strengthening information exchange and awareness of community policing.
- 9. REINFORCE COMMITMENT TO EMPLOYEE NEEDS & SATISFACTION: Improve Bureau responsiveness to employees needs, performance, and participation.
- 10 STRENGTHEN DISTRICT OFFICER SUPPORT: Adopt management guidelines that strengthen the implementation of community policing by district officers.
- 11 IMPROVE MANAGEMENT PRACTICES: Strengthen the development of management practices and policies that are consistent with the mission of community policing.
- 12 DEVELOP BETTER INTERNAL COMMUNICATION: Improve internal communication of community policing update, activities, and accomplishments.
- 13 CONTINUE DECENTRALIZATION: Further decentralize the Portland Police Bureau organization and decision-making structure as appropriate.
- 14 IMPROVE EMPLOYEE COMMUNITY POLICING TRAINING: Provide improved training for all Bureau personnel in community policing strategies and techniques.
- 15 IMPROVE WORKLOAD EFFICIENCY: Enhance individual and unit effectiveness by identifying opportunities to improve efficiency and incorporating technology that saves time.

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF BUREAU EXPENSES

- 16 CONTINUE IMPROVING RECRUITING & HIRING PRACTICES: Continue implementation of recruiting and hiring practices that are consistent with community characteristics and needs.
- 17 DEVELOP MORE EFFECTIVE PERFORMANCE EVALUATION & REPORTING: Develop a comprehensive evaluation system that will include the use of community-based performance measures.
- 18 IMPROVE FISCAL PRACTICES & POLICIES: Ensure that budgeting and other fiscal practices and policies are aligned with Bureau values, goals, and objectives and accurately reflect community needs.
- 19 PROVIDE BETTER PLANNING: Improve integration of planning efforts with community needs, unit workplans, budget development and performance evaluation.

MAJOR BUDGET NOTES

In conjunction with renewing financial support for the continuation of the School Police program, the City and Portland School District will continue the development of public safety partnership agreements:

POLICE BUREAU (100)
Service Area: PUBLIC SAFETY
Commissioner-in-Charge: Mayor Vera Katz

Commissioner-in-Charge: Ma	yor Vera Katz	SUMMARY OF BUREAU EX						
	Actual		Revised Budget	Proposed	Adopted			
	FY 1993-9	94	FY 1994-95	FY 1995-96	FY 1995-96			
EFFECTIVENESS MEASURES								
Part I Crimes/1,000 Residents								
Person		18	18	18	18			
Property		95	95	95	95			
Total		113	113	113	113			
Citizens Who Feel Safe								
Days		80%	80%	82%	82%			
Nights		38%	38%	37%	37%			
Average High Priority Travel Time (minu	tes)	4.90	4.90	5.00	5.00			
Burglary Victimization Rate		7%	7%	7%	7%			
Citizens Rating Police Service								
as Good or Very Good		68%	68%	70%	70%			
Number of Partnership Agreements		18	20	15	15			
Number of False Alarms	16	,488	15,664	14,881	14,881			
EFFICIENCY MEASURES								
Dspatched Calls per Precinct Officer		427	430	425	425			
Percent of Time Spent On Proactive								
Community Policing	TO BE ESTABLISHED UPON A	ACTIV	ATION OF NEW CA	D SYSTEM				
WORKLOAD MEASURES								
Part I Crimes Reported	53	3,600	55,000	59,500	59,500			
Part II Crimes Reported	39	000.	40,000	45,000	45,000			
Incidents Dispatched	240	0,000	250,000	250,000	250,000			
Calls-for-Service by Phone	112	2,500	123,000	125,000	125,000			
Major Cases assigned for Investigation		1,900	4,950	6,200	6,200			
Average No. Officers on Patrol			,		,			
Days	TO BE ESTABLISHED UPON A	ACTIV	ATION OF NEW CA	D SYSTEM				
Afternoons								
Nights								
Average Time Available for Community Policing	TO BE ESTABLISHED UPON A	ACTIV	ATION OF NEW CA	D SYSTEM				

Commissioner-in-Charge: Mayor Vera Katz

Expenditure Classification	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
511000 Full-Time Employees	\$44,117,759	\$46,541,159	\$50,955,657	\$52,818,432	\$52,861,395
512000 Part-Time/Limited-Term	322,111	396,929	426,775	596,750	569,079
514000 Overtime	4,248,576	4,862,934	3,878,633	3,828,983	3,828,983
515000 Premium Pay	497,916	490,466	1,120,466	1,077,095	1,077,095
517000 Benefits	7,485,802	8,763,836	9,777,167	10,330,107	10,324,175
Total Personal Services	\$56,672,164	\$61,055,324	\$66,158,698	\$68,651,367	\$68,660,727
521000 Professional Services	\$617,906	\$745,194	\$879,983	\$510,801	\$510,801
522000 Utilities	0	482	0	0	0
523000 Equipment Rental	7,868	22,921	22,568	21,584	21,584
524000 Repair & Maintenance	168,695	244,630	345,390	211,851	210,651
528000 Local Match Payment	0	0	0	0	0
529000 Miscellaneous Services	606,238	663,523	866,033	676,375	676,375
531000 Office Supplies	165,096	191,505	200,345	174,180	174,180
532000 Operating Supplies	637,496	659,993	844,040	391,284	412,746
533000 Repair & Maint, Supplies	8,317	14,024	18,130	14,126	14,126
534000 Minor Equipment	149,183	464,115	309,810	409,193	414,193
535000 Clothing	334,917	351,636	693,041	508,487	503,040
539000 Other Commodities	260,736	190,603	428,407	310,337	310,337
541000 Education	123,787	150,056	172,617	168,397	168,397
542000 Local Travel	879	1,592	6,101	5,883	5,883
543000 Out-of-Town Travel	118,653	133,577	187,756	152,120	152,120
544000 External Rent	12,972	18,402	58,857	40,552	40,552
546000 Refunds	(1,879)	78	200	200	200
547000 Retirement	0	0	0	0	0
549000 Miscellaneous	263,640	107,388	259,363	236,497	236,497
Subtotal External Materials & Services	\$3,474,504	\$3,959,719	\$5,292,641	\$3,831,867	\$3,851,682
551000 Fleet Services	\$3,418,865	\$3,563,922	\$3,638,294	\$4,575,854	\$4,575,854
552000 Printing/Distribution	364,818	337,478	369,215	355,468	355,468
553000 Facilities Services	3,720,528	3,772,606	4,491,224	4,871,187	4,871,187
554000 Communications	1,322,368	1,922,490	2,042,725	2,154,581	2,154,581
555000 Data Processing	414,213	464,389	447,960	299,056	299,056
556000 Insurance	1,674,063	1,615,352	1,802,368	2,204,400	2,204,400
557000 Equipment Lease	13,389	92,371	114,245	212,833	212,833
558000 Same Fund Services	220	90,153	162,852	171,142	171,142
559000 Other Fund Services	4,468,663	4,789,517	4,758,791	5,388,786	5,673,069
Subtotal Internal Materials & Services	\$15,397,127	\$16,648,278	\$17,827,674	\$20,233,307	\$20,517,590
Total Materials & Services	\$18,871,631	\$20,607,997	\$23,120,315	\$24,065,174	\$24,369,272
561000 Land	\$0	\$0	\$0	\$0	\$0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Equipment	716,297	423,051	845,802	344,525	464,811
Total Capital Outlay	\$716,297	\$423,051	\$845,802	\$344,525	\$464,811
573000 Cash Transfers-Equipment	\$977,356	\$519,026	\$1,800,183	\$234,432	\$529,000
Total Bureau Expenses	\$77,237,448	\$82,605,398	\$91,924,998	\$93,295,498	\$94,023,810

POLICE BUREAU (100)

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Mayor Vera Katz				FULL-TIME POSITIONS					
		Actual Revised Budget			[roposed	Adopted		
Class	Title	FY 1993	FY 1994		1994-95		1995-96		1995-96
		No.	No.	No.	Amount	No.	Amount	No.	Amount
5146	Police Chief	1	1	1	\$89,784	1	92,664	1	92,664
7492	Community Relations Specialist	0	0	0	\$0	0	0	0	0
7490	Community Relations Assistant	1	1	1	37,041	1	35,464	1	35,464
7457	Human Resource Spec III	1	1	1	35,997	1	37,149	1	37,149
7456	Human Resource Spec II	1	0	1 1	0	0	0	0	0
5189	Investigative Accountant	1	1	1 1	54,288	1	56,035	T .	56,035
5183	Crime Prevention Rep	3	3	1 1	100,161	3	103,398	3	103,398
5182	Public Safety Specialist	2	2	5	144,951	5	140,291	5	140,291
5180	Police Chaplain	13	1	1 1	49,825 784,161	1 16	53,579	1 16	53,579
5175 5174	Criminalist Police Photo Reproduction Spec.	2	14		86,213	2	812,259 90,688	2	812,259 90,688
5173	Police Ident Tech II	3	3	3	138,309	3	142,710	3	142,710
5173	Police Ident. Tech I	10	11	12	490,943	12	518,288	12	518,288
5170	ID Tech Supervisor	1	1	1	51,219	1	52,853	1	52,853
5150	Police Detective	111	116	120	5,844,635	120	6,092,780	116	5,889,688
5144	Assistant Chief	1	1	3	235,527	0	0	3	251,470
5142	Deputy Police Chief	3	3	0	77,152	3	251,472	0	0
5140	Police Commander	3	3	4	286,701	5	370,240	5	370,240
5138	Police Captain	8	8	9	533,856	8	550,952	8	550,952
5137	Police Lieutenant	28	33	33	1,963,880	33	1,976,615	33	1,976,615
5134	Police Sergeant	98	106	112	5,495,532	112	5,696,347	116	5,899,439
5128	Police Officer	631	670	702	28,500,859	702	29,068,916	702	29,068,916
5120	Public Safety Aide	0	o	1	20,648	1	24,648	1	24,648
3271	Graphics Illustrator II	1	1	1	41,175	1	42,494	1	42,494
2552	Sr. Info Systems Manager	1	1	1	62,870	1	64,875	1	64,875
2546	Info Systems Supervisor	2	2	2	84,802	2	105,647	2	105,647
2544	Sr. MIS Support Analyst	1	1	1	38,064	1	44,366	1	44,366
2540	MIS Support Technician	1	o	1	32,510	1	33,675	1	33,675
2534	Senior Programmer Analyst	1	1	1	38,780	1	46,758	1	46,758
2532	Programmer Analyst	4	4	4	161,966	4	174,032	4	174,032
1256	Senior Home Security Specialist	1	1	1	33,972	1	35,069	1	35,069
1255	Home Security Specialist	1	1	1	30,025	1	23,499	1	23,499
1232	Automotive Servicer	3	3	3	89,952	3	92,850	3	92,850
1217	Stable Attendant	1	1	1	29,984	1	27,855	1	27,855
0973	Program Manager IV	1	1	0	0	0	0	0	0
0970	Program Manager II	o	1	0	0	0	0	0	0
0968	Program Manager I	4	4	4	194,592	4	203,009	4	203,009
0966	Program Coordinator	1	2	2	86,694	2	93,693	2	93,693
0964	Program Specialist	2	3	3	127,793	3	134,650	4	177,615
0962	Assistant Program Specialist	0	1	1	34,368	1	35,464	1	35,464
0928	Bureau Admin. Mgr.	0	0	2	95,100	2	114,816	2	114,816
0924	Admin. Supervisor III	1	1	0	0	0	200 200	0	200 200
0922	Admin. Supervisor II	6	6	7	274,779	7	299,306	7	299,306
0920	Admin. Supervisor I	2	2	1	37,375	1	38,614	1	38,614
0844	Assistant Risk Specialist	0	1	1	34,368	1	39,281	1 2	39,281
0819	Admin. Assistant I	0	2	3	68,552	2	73,682 93,696	3	73,682 93,696
0816	Senior Admin. Specialist	3	2	-	82,768	3			
0610 0605	Human Resource Analyst	0	1	2	78,603	2 1	84,469 47,674	2 1	84,469 47,674
0514	Audio Visual Specialist Associate Accountant	1	1	1	46,187	1	33,550	1	33,550
		0	1	1	32,510		. 1		
0510	Accounting Assistant	0	2	2	46,813	2	52,708	2	52,708
0411	Storekonner	1	1	1	36,018	1	37,170	1	37,170
0410	Storekeeper	7	7	8	247,138	8	258,864	8	258,864 34,798
0409	Senior Storekeeper	1	1	1	33,721	1	34,798	1	34,798
0346	Word Processing Operator II	1	1	0	0	0	40.533.043		40 570 075
TOTAL	FULL-TIME POSITIONS	971	1,038	1,090	47,223,161	1,090	48,533,912	1,091	48,576,875

POLICE BUREAU (100)

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: Mayor Vera Katz FULL-TIME POSITIONS

001111	missioner-m-onarge. mayor v	Actual	Actual	Rev	ised Budget	Pr	oposed	A	dopted
Class	Title	FY 1993	FY 1994		Y 1994-95		1995-96		1995-96
		No.	No.	No.	Amount	No.	Amount	No.	Amount
TOTAL	S FROM PREVIOUS PAGE	971	1,038	1,090	47,223,161	1,090	48,533,912	1,091	48,576,875
0210	Office Clerk	1	1	0			0	0	0
0152	Police Clerical Specialist	18					482,896		482,896
0151	Police Clerical Assistant	66					1,850,235		1,850,235
0147	Police Data Technician II	8	ı				271,228	9	271,228
0146	Police Data Technician I	62	64	67	1,331,719	67	1,680,161	-	1,680,161
TOTAL	FULL-TIME POSITIONS	1,126	1,195	1,254	50,955,657	1,254	52,818,432	1,255	52,861,395

PUBLIC SAFETY CAPITAL FUND (118)

	Actual FY 1992-93	Actual FY 1993-94	Revised FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES External Revenue					
Property Taxes			•		
Prior Year	\$114,924	65,307	\$40,000	\$15,000	\$15,000
Total Property Taxes	\$114,924	\$65,307	\$40,000	\$15,000	\$15,000
Miscelleaneous Revenue	402.604	06.050	50,000	20.000	00.000
Interest on Investment	483,601	96,952	50,000	30,000	30,000
Total External Revenue	\$598,525	\$162,259	\$90,000	\$45,000	\$45,000
Interfund Cash Tranfers Communications	0	224,000	0	0	0
Beginning Balance					
Unencumbered	11,241,968	3,524,187	1,094,907	486,894	486,894
	\$11,241,968	\$3,910,446	\$1,184,907	\$486,894	\$486,894
TOTAL RESOURCES	\$11,840,493	\$3,910,446	\$1,184,907	\$531,894	\$531,894
REQUIREMENTS Bureau Expenses Personal Services External Materials & Services	\$5,872 1,271	0 23,350	\$0 40,000	\$0 65,000	\$0 65,000
Internal Materials & Services			,	00,000	00,000
General Fund	69,692	31,410	0	0	0
Communications	1,240	0 50.035	0	0	0
Computer Services Printing/Distribution	137 657	50,925 0	0	0	0
- · · · · · · · · · · · · · · · · · · ·	\$71,726	\$82,335	\$0	\$0	\$0
Capital Outlay	\$2,186,877	\$2,564,440	\$1,046,083	\$466,894	\$466,894
Total Bureau Expenses	\$2,265,746	\$2,670,125	\$1,086,083	\$531,894	\$531,894
Interfund Cash Transfers					
General Fund - Overhead	35,932	25,910	\$0	\$0	. \$0
O = u = u = t = m At = u =	2,889, 6 63	0	0	0	0
Communications		450.005	0	0	0
Facilities Services	3,124,965	153,295			0
	3,124,965 \$6,050,560	\$179,205	\$0	\$0	\$0
Facilities Services	\$6,050,560	\$179,205	\$0	\$0	\$0

PUBLIC SAFETY CAPITAL FUND (118)

	Actual FY 1992-93	Actual FY 1993-94	Revised FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
EXPENDITURES - AU 260					
Personal Services					
511000 - Full Time	5,355	0	0	0	0
517000 - Benefits	517	0	0	0	0
	\$5,872	0	0	0	0
External Materials and Services					
524000 - Repair & Maintenance	9	0	0	0	0
529000 - Misc Services	4	20,484	40,000	65,000	65,000
531000 - Office Supplies	0	0	. 0	0	0
543000 - Out of Town Travel	1,258	2,151	0	0	0
549000 - Miscellaneous	0	715	0	0	0
	\$1,271	\$23,350	\$40,000	\$65,000	\$65,000
Internal Materials and Services					
552000 - Printing	657	0	0	0	0
554000 - Communications	1,240	0	0	0	0
555000 - Data Processing	137	50,925	0	.0.	0
559000 - Other Fund Services	69,692	31,410	0	0	0
	\$71,726	\$82,335	\$0	\$0	\$0
Capital Outlay					
564000 - Equipment	\$2,186,877	\$2,564,440	\$1,046,083	\$466,894	\$466,894
TOTAL Bureau Expenses	\$2,264,475	\$2,670,125	\$1,086,083	\$466,894	<u>\$466,894</u>

This fund accounts for the revenues and expenses associated with capital improvements to the City's emergency communications systems. Funding for these improvements was provided through voter approval of a three year serial levy.

The FY 1995-96 budget contains the remaining appropriation for the final payments on the major capital components of the system approved by the voters, including a new computer aided emergency dispatch system, mobile digital terminals for Police and Fire vehicles, an automatic locator system, and management information systems for the public safety bureaus.

SUPPL. RETIREMENT PROGRAM TRUST FUND (654)

Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
18,143	14,497	15,200	24,000	24,000
18,143	14,497	15,200	24,000	24,000
391,630	399,281	379,281	405,208	405,208
\$409,773	\$413,778	\$394,481	\$429,208	\$429,208
10,492	11,665	22,000	15,000	15,000
10,492	11,665	22,000	15,000	15,000
399,281	402,113	372,481	414,208	414,208
\$409,773	\$413,778	\$394,481	\$429,208	\$429,208
10,492	11,665	22,000	15,000	15,000
10,492	11,665	22,000	15,000	15,000
	18,143 18,143 391,630 \$409,773 10,492 10,492 399,281 \$409,773	18,143 14,497 18,143 14,497 391,630 399,281 \$409,773 \$413,778 10,492 11,665 10,492 11,665 399,281 402,113 \$409,773 \$413,778	FY 1992-93 FY 1993-94 FY 1994-95 18,143 14,497 15,200 18,143 14,497 15,200 391,630 399,281 379,281 \$409,773 \$413,778 \$394,481 10,492 11,665 22,000 399,281 402,113 372,481 \$409,773 \$413,778 \$394,481 10,492 11,665 22,000	FY 1992-93 FY 1993-94 FY 1994-95 FY 1995-96 18,143 14,497 15,200 24,000 18,143 14,497 15,200 24,000 391,630 399,281 379,281 405,208 \$409,773 \$413,778 \$394,481 \$429,208 10,492 11,665 22,000 15,000 399,281 402,113 372,481 414,208 \$409,773 \$413,778 \$394,481 \$429,208 10,492 11,665 22,000 15,000 10,492 11,665 22,000 15,000

This fund was established by City Ordinance No. 138016 for the purpose of providing certain disability, service requirement and death benefits for Bruce Baker, then Chief of Police for the City. This supplemental trust was established in accordance with ORS 236.620 because Mr. Baker was not eligible for membership in, or benefits from either the Fire and Police Disability and Retirement System or from the Public Employees Retirement System (PERS).



Table of Contents Parks, Recreation and Culture

P	Page
Parks, Recreation and Culture Service Area Overview	175
Arena Operating Fund	176
Arena Project Construction Fund	177
Arena Debt Services Fund	
Bonded Debt Interest and Sinking Fund	
Metropolitan Arts Commission	184
Public Arts Trust Fund	187
NW I-405 Fund	189
Bureau of Parks and Recreation	190
Golf	204
Golf Fund	208
Golf Revenue Bond Redemption Fund	
Parks Bond Construction	212
Parks Bond Construction Fund	216
Parks System Improvement Fund	217
Portland International Raceway	219
Portland International Raceway (PIR) Fund	222
Portland International Raceway Redemption Fund	224
Portland Parks Trust Funds	225
Tennis Facilities Bond Redemption Fund	227



.

Parks, Recreation and Culture

PROGRAM AREA OVERVIEW

PERCENT OF BUDGET

Parks, Recreation and Culture 14.8% \$170.1 M City Budget = \$1152.6 M

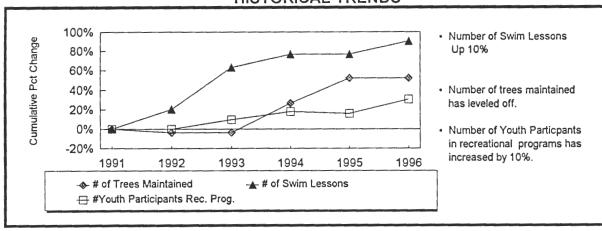
BUDGET DATA

1995-96 Budget \$170.1 M
Change from 94-95: + \$95.9 M
Change per Capita: 128.4%
1995-96 Positions: 347
Change from 94-95: 17 FTE
Change per Thousand: 4.8%

COII/PIR Parks 58% \$98.7 M RAC 0.8% \$1.4 M Facility Debt 37.2% \$63.2 M

Note: Figures on this page include fund contingencies and reflect the full allocation of costs to direct service areas.

HISTORICAL TRENDS



SIGNIFICANT BUDGET ISSUES

In November, 1994 voters approved a \$58.8 million General Obligation bond issue that will fund 114 capital projects throughout a five year period. The total increase in positions and expenditures is primarily related to the bond issue.

- The Parks Bureau continues funding of \$1.5 million for one more year of support of youth oriented recreation programs of local school districts approved by the City Council. Funding includes \$641,680 from Discretionary General Fund, \$336,052 from an-across-the-board 75 cents per round surcharge at City owned golf courses approved in April 1994 and \$490,000 from a \$1.00 per round surcharge approved in June 1995.
- In FY1994-95, the Metropolitan Arts Commission (MAC) completed its transition to a non-profit organization, called the Regional Arts and Cultural Commission (RACC). In FY1995-96, a special appropriation for \$1,145,014 has been budgeted in support to the RACC. As approved by Council, annual regional arts funding is based on MAC's general fund support plus annual growth in room tax revenues or CPI, whichever is greater. In January, 1995 the City began contracting with RACC to manage the Public Arts program, formerly managed by MAC.

ARENA OPERATING FUND (160)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues Service Charges & Fees Miscellaneous Revenues	\$0	\$33	\$0	\$3,853,543	\$3,853,543
Other Miscellaneous	0	1,326,151	0	2,000	2,000
Total External Revenues	0	1,326,184	0	3,855,543	3,855,543
Other Financing Sources Bond and Note Proceeds Cash Transfers from Other Fund	0	0	12,000,000	0	0
Arena Project Construction Fund	0	10,000	0	0	0
Total Other Financing Sources	0	10,000	12,000,000	0	0
Beginning Fund Balance	0	0	0	0	0
TOTAL RESOURCES	\$0	\$1,336,184	\$12,000,000	\$3,855,543	\$3,855,543
REQUIREMENTS				•	•
Expenditures External Materials and Svcs Internal Materials and Svcs	\$0 0	\$1,833 7,805	\$573,901 0	\$59,638 0	\$55,508 0
Total Expenditures	0	9,638	573,901	59,638	55,508
Other Requirements Other Financing Uses Cash Transfers to Other Funds					
Arena Debt Service Fund	0	0	11,400,000	3,600,000	3,600,000
Arena Prjoject Construction Fun General Fund	0	0	0 26,099	62,952 132,953	62,952 137,083
General Fund	0	0	11,426,099	3,795,905	3,800,035
Ending Balance/Reserves	0	1,326,546	0	0	0
Total Other Requirements	0	1,326,546	11,426,099	3,795,905	3,800,035
TOTAL REQUIREMENTS	\$0	\$1,336,184	\$12,000,000	\$3,855,543	\$3,855,543
Line Item Detail - AU 203					
External Materials and Svcs					
5210 Professional Services 5290 Other Miscellaneous Services	\$0 0	\$1,232 601	\$373,901 200,000	\$26,232 33,406	\$26,232 29,276
Total External Materials and Svcs	0	1,833	573,901	59,638	55,508
	Ü	1,000	0.0,001	30,000	35,550
Internal Materials and Svcs 5539 Other Fund Services	0	7,805	0	0	0
TOTAL Bureau Expenses	\$0	\$9,638	\$573,901	\$59,638	\$55,508
TOTAL Buleau Expelises	- 30	φ3,030	φ313 ₁ 301	\$33,030	\$33,300

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR
This fund accounts for revenues and expenditures associated with operating the Oregon Arena Complex. The Cityand Oregon Arena Corporation have agreed to develop a multi-million dollar sports and entertainment complex. The complex will include a 20,000 seat multi-purpose arena and attached garage, an entertainment complex and attached garage, the Memorial Coliseum, two public parking garages, and a plaza connecting the facilities.

The increase in revenues reflects the opening of the Arena in time for professional basketball this fiscal year. Revenues from the complex include a 6% user fee on ticket sales, parking revenues, the City's share of net Coliseum revenues, and other income generated by the complex. Net revenues will be transferred to the Arena Debt Sevice Fund to pay the debt that was incurred to finance the project.

ARENA PROJECT CONSTRUCTION FUND (556)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues Miscellaneous Revenues					
Interest on Investments	(\$10,294)		\$0	\$0	\$0
Other Miscellaneous Total External Revenues	0 (10,294)	25,000 33,685	0	0	0
Total External Revenues	(10,294)	33,003			
Other Financing Sources Bond and Note Proceeds Cash Transfers from Other Fund	1,300,000	17,980,069	11,120,300	8,250,000	8,250,000
Water Operating Fund Arena Operating Fund	0	44,800 0	0	0 62,952	0 62,952
Transportation Operating	0	0	3,000,000	3,000,000	3,000,000
Total Other Financing Sources	1,300,000	18,024,869	14,120,300	11,312,952	11,312,952
Beginning Fund Balance	0	346,236	0	. 0	. 0
TOTAL RESOURCES	\$1,289,706	\$18,404,790	\$14,120,300	\$11,312,952	\$11,312,952
REQUIREMENTS					
Expenditures External Materials and Svcs	\$943,470	\$919,230	\$583,300	\$583,300	\$585,404
Internal Materials and Svcs	0	81,545	0	0	0
Capital Outlay	943,470	17,219,555 18,220,330	10,472,000 11,055,300	6,916,700 7,500,000	6,916,700 7,502,104
Total Expenditures	943,470	10,220,330	11,055,500	7,500,000	7,502,104
Other Requirements Contingency	0	0	24.574	0	0
General Operating Contingency	0	0	21,571	0	0
Other Financing Uses Cash Transfers to Other Funds					
Arena Operating Fund	0	10,000	3,000,000	0	0
Arena Debt Service Fund General Fund	0	0	0 43,429	3,750,000 62,952	3,750,000 60,848
Solicial Falla	0	10,000	3,065,000	3,812,952	3,810,848
					_
Ending Balance/Reserves	346,236	174,460	0	0	0
Total Other Requirements	346,236	184,460	3,086,571	3,812,952	3,810,848
TOTAL REQUIREMENTS	\$1,289,706	\$18,404,790	\$14,120,300	\$11,312,952	\$11,312,952
Line Item Detail - AU 204					
External Materials and Svcs 5210 Professional Services	\$943,470	\$676,132	\$583,300	\$583,300	\$585,404
5290 Other Miscellaneous Services	0	0	0	0	0
5450 Interest Total External Materials and Svcs	943,470	243,098 919,230	0 583,300	583,300	0 585,404
	343, 4 70	313,230	505,500	565,500	565,404
Internal Materials and Svcs 5539 Other Fund Services	0	81,545	0	0	0
Capital Outlay 5640 Improvements	0	17,219,555	10,472,000	6,916,700	6,916,700
TOTAL Bureau Expenses	\$943,470	\$18,220,330	\$11,055,300	\$7,500,000	\$7,502,104

ARENA PROJECT CONSTRUCTION FUND (556)

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

The Arena Project Construction Fund receives revenues that are dedicated to the Oregon Arena capital projects. The primary resource to the capital program are proceeds from the sale of revenue bonds and/or notes.

The Oregon Arena Complex is expected to be officially open for the Portland Trail Blazers' 1995-96 season. The budget reflects the City's plans to complete the construction of the east public parking garage, a plaza connecting the facilities, and finsh other improvements in time for the Portland Trail Blazers' 1995-96 season beginning in November.

The cash transfer to the Arena Debt Service reflects the City's plan to continue to capitalize interest until the complex generates sufficient and reliable revenues to pay debt service.

ARENA DEBT SERVICE FUND (363)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Miscellaneous Revenues					
Interest on Investment	\$0	\$0	\$0	\$0	\$0
Other Miscellaneous	0	0	0	75,000	75,000
Total External Revenues		<u> </u>		75,000	75,000
Other Financing Sources					
Bond and Note Proceeds	0	0	0	41,000,000	41,000,000
Cash Transfers from Other Funds					
Arena Operating Fund			11,400,000	3,600,000	3,600,000
Arena Construction fund			0	3,750,000	3,750,000
Transportation Fund	0	0	3,000,000	0	0
General Fund	0	0	185,776	930,000	930,000
Total Other Financing Sources	<u> </u>	0	14,585,776	49,280,000	49,280,000
Beginning Fund Balance	0	0	0	0	0
TOTAL RESOURCES	\$0	\$0	\$14,585,776	\$49,355,000	\$49,355,000
REQUIREMENTS					
Expenditures					
External Materials and Svcs	\$0	\$0	\$0	\$4,000,000	\$4,000,000
Total Expenditures	0	0	0	4,000,000	4,000,000
Other Requirements					
Debt Service					
Principal	0	0	13,680,000	40,930,000	40,930,000
Interest	0	241,517	905,776	4,425,000	4,425,000
	0	241,517	14,585,776	45,355,000	45,355,000
Ending Balance/Reserves	0	(241,517)	0	0	0
Total Other Requirements	0	0	14,585,776	45,355,000	45,355,000
TOTAL REQUIREMENTS	\$0	\$0	\$14,585,776	\$49,355,000	\$49,355,000
Line Item Detail - AU 202					
External Materials and Svcs	٠.				
549000 Other Miscellaneous	0	0	0	4,000,000	4,000,000
		0	0	4,000,000	4,000,000
Total External Materials and Svcs	0	U	U	4,000,000	4,000,000

GENERAL DESCRIPTION AND CHANGES FROM PRIOR YEAR

This fund pays the principal and interest on revenues bonds to finance construction of and improvements to the Oregon Arena Project. The debt service is paid by facility users.

The increase in Other Financing Sources and Other Requirements reflects the City's plan to refund a major portion of the Oregon Arena Project short-term debt with permanent financing. The short-term debt provided interim financing for the Oregon Arena Project until the project was completed and the project generated revenues to pay debt service.

This fund pays principal and interest on revenue bonds and notes issued to finance construction of and improvements to a sports entertainment facility, the Oregon Arena Project. The City will finance renovation of the existing Memorial Coliseum, contruction of public parking facilities, a plaza connecting buildings, and relocation of roadways and utilities in the area. Debt service is paid by facility users in the form of percent of ticket sales, parking fees, rental charges, and other sundry items.

The City is initially interim financing these construction and improvement costs with a revolving credit facility. The City will refund this credit facility with long-term taxable and tax-exempt bonds in FY 1995-96.

This schedule shows the anticipated debt service payments.

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
Revolving Credit	Facility					_	_
Series 1995	\$34,568,000	FY 94-95		Variable	\$34,568,000	\$34,568,000	\$3,111,120
Series 1995	\$12,362,000	FY 95-96		Variable	\$0	\$6,362,000	\$1,313,880
				:	\$34,568,000	\$40,930,000	\$4,425,000
Revenue Bonds							
Series 1995	\$41,000,000	FY 94-95			\$41,000,000	\$0	\$2,870,000
		TOTAL Area	na Debt Se	rvice Fund	\$75,568,000	\$40,930,000	\$7,295,000

BONDED DEBT INTEREST AND SINKING FUND (302)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Property Taxes					
Current Year's Taxes	\$3,335,776	\$3,381,760	\$3,250,000	\$8,425,188	\$8,077,176
Prior Year's Taxes	181,795	176,634	160,000	160,000	160,000
Miscellaneous Revenues					
Interest on Investment	21,701	17,177	15,000	25,000	25,000
Other Miscellaneous	15,324	260	0	0	0
Total External Revenues	3,554,596	3,575,831	3,425,000	8,610,188	8,262,176
Other Financing Sources Cash Transfers from Other Funds					
General Fund	1,180	0	0	0	0
Transportation Operating Fund	0	0	465,000	322,500	322,500
Total Other Financing Sources	1,180	0	465,000	322,500	322,500
Beginning Fund Balance	444,256	458,917	444,000	499,999	499,999
TOTAL RESOURCES	\$4,000,032	\$4,034,748	\$4,334,000	\$9,432,687	\$9,084,675
REQUIREMENTS Expenditures					
External Materials and Svcs	\$910,653	\$772,815	\$0	\$0	\$0
Total Expenditures	910,653	772,815	0	0	0
Other Requirements Debt Service					
Principal	2,630,462	2,745,000	3,175,000	3,870,000	3,805,000
Interest	0	0	774,225	5,312,687	5,029,675
_	2,630,462	2,745,000	3,949,225	9,182,687	8,834,675
Ending Balance\Reserves	458,917	516,933	384,775	250,000	250,000
Total Other Requirements	3,089,379	3,261,933	4,334,000	9,432,687	9,084,675
TOTAL REQUIREMENTS	\$4,000,032	\$4,034,748	\$4,334,000	\$9,432,687	\$9,084,675
Line Item Detail - AU 280 External Materials and Svcs 545100 Interest	\$910,653	\$772,815	\$0	\$0	\$0
Total Bureau Expenses	\$910,653	\$772,815	\$0	\$0	\$0

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

In 1982, the City issued General Obligation Bonds for renovation of Civic Stadium and for construction of the Performing Arts. These two issues were refunded by one issue in 1986 to take advantage of lower interest rates. In 1995, the City issued \$58.8 million to finance the construction of and improvements to the City's park system.

In FY 1995-96, the City will issue revenue bonds to finance portions of the related Arena Project street improvements (\$3 million) and the 15th/16th Project street improvements (\$3.5 million). The secuirty and source of repayment will be the City's share of state gax tax receipts.

In 1982, the City issued voter approved General Obligation Bonds for renovation of the Civic Stadium and for construction of the Performing Arts Center. These two issues were refunded by one issue in 1986 to take advantage of lower interest rates. In 1995, the City issued voter approved General Obligation Bonds to finance capital construction of and improvements to the City's park system.

The City will issue Gas Tax Revenue Bonds to finance a portion of the related Oregon Arena Project street improvements and the 15th/16th street improvements. Principal and interest will be paid from the City's share of Gas Tax Revenues.

This schedule shows the remaining and anticipated payments for principal and interest that the City owes to holders of these bonds.

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
GENERAL OBLI	GATION BON	IDS					
Series 1986C	\$30,130,000		12/01/95	5.40%	\$2,990,000	\$2,990,000	\$80,730
			12/01/96	5.40%	3,130,000		169,020
			12/01/97	5.40%	725,000		39,150
			12/01/98	5.50%	755,000		41,525
			12/01/99	5.50%	790,000		43,450
			12/01/00	5.50%	825,000		45,375
			12/01/01	5.50%	855,000		47,025
				_	\$10,070,000	\$2,990,000	\$466,275
1995 Series A	\$20,000,000	03/01/95	06/01/96	7.00%	\$270,000	\$270,000	\$309,644
			06/01/97	7.00%	580,000		40,600
			06/01/98	7.00%	620,000		43,400
			06/01/99	7.00%	665,000		46,550
			06/01/00	7.00%	710,000		49,700
			06/01/01	7.00%	760,000		53,200
			06/01/02	5.10%	815,000		41,565
			06/01/03	5.20%	855,000		44,460
			06/01/04	5.25%	900,000		47,250
			06/01/05	5.30%	950,000		50,350
			06/01/06	5.30%	1,000,000		53,000
		•	06/01/07	5.40%	1,050,000		56,700
			06/01/08	5.50%	1,105,000		60,775
			06/01/09	5.60%	1,170,000		65,520
			06/01/10	5.70%	1,235,000		70,395
			06/01/11	5.75%	1,305,000		75,038
			06/01/12	5.75%	1,380,000		79,350
			06/01/13	5.75%	1,460,000		83,950
			06/01/14	5.75%	1,540,000		88,550
			06/01/15	5.75%	1,630,000		93,725
					\$20,000,000	\$270,000	\$1,453,722

BONDED DEBT INTEREST AND SINKING FUND (302)

General Obligation Bonds and Gas Tax Revenue Bonds

DEBT REDEMPTION SCHEDULE

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Princlpal Outstanding	Maturity FY 95-96	Interest FY 95-96
1995 Series B	\$38,800,000	0 03/01/95	06/01/96 06/01/97 06/01/98 06/01/99 06/01/00 06/01/01 06/01/02 06/01/03 06/01/04 06/01/05 06/01/06 06/01/07 06/01/08 06/01/09 06/01/10	5.00% 7.00% 7.00% 7.00% 7.00% 7.00% 5.10% 5.15% 5.20% 5.25% 5.25% 5.30% 5.40% 5.50% 5.50% 5.70%	\$545,000 1,130,000 1,210,000 1,295,000 1,385,000 1,480,000 1,585,000 1,665,000 1,750,000 1,840,000 2,040,000 2,150,000 2,265,000 2,390,000 2,520,000	\$545,000	\$584,686 79,100 84,700 90,650 96,950 103,600 80,835 85,748 91,000 96,600 101,850 - 108,120 116,100 124,575 131,450 143,640
			06/01/12 06/01/13 06/01/14 06/01/15	5.75% 5.75% 5.75% 5.75%	2,665,000 2,815,000 2,980,000 3,150,000		153,238 161,863 171,350 181,125
				-	\$38,800,000	\$545,000	\$2,787,179
		TOTAL Gen	eral Obligatio	n Bonds ₌	\$68,870,000	\$3,805,000	\$4,707,175
GAS TAX REVEN 1995 Series A (Arena Project)	UE BONDS \$3,000,000	06/01/95		-	\$3,000,000	\$0	\$187,500
1995 Series B (15th/16th Projec	\$3,500,000 t)	06/01/95		-	\$3,500,000	\$0	\$135,000
		TOTAL Gas	Tax Revenu	e Bonds ₌	\$6,500,000	\$0	\$322,500
	TOTAL Bor	nded Debt In	terest & Sinki	ng Fund _	\$75,370,000	\$3,805,000	\$5,029,675

METROPOLITAN ARTS COMMISSION (375)

Service Area: PARKS, RECREATION AND CULTURE

e Lindberg		SUN	MARY OF BUR	<u>EAU EXPENSE</u>
Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
\$399,129	\$468,940	\$540,693	\$0	\$0
847,762	972,409	1,230,013	0	0
82,798	91,870	79,477	0	0
5,394	8,662	5,425	0	0
0	0_	0	0	0
\$1,335,083	\$1,541,881	\$1,855,608	\$0	\$0
0	0	0	0	0
\$1,335,083	\$1,541,881	\$1,855,608	\$0	\$0
		77,140	0	0
rhead		\$1,932,748	\$0	\$0
9	10	10	0	0
9	10	10	00	0
ources:	1,020,648	1,049,159	0	0
	362,843	556,930	0	0
	86,424	194,152	0	0
_	71,966	55,367	0	0
nues	521,233	806,449	0	
es	\$1,541,881	\$1,855,608	\$0	\$0
	-	• •		
by policy or contractu	ai agreement to the i	oureaus wno generate th	е гечепие.	
	\$1,541,881	\$1,855,608	\$0	\$0
	10	10	0	0
	\$399,129 847,762 82,798 5,394 0 \$1,335,083 0 \$1,335,083 rhead 9 9	\$399,129 \$468,940 847,762 972,409 82,798 91,870 5,394 8,662 0 0 \$1,335,083 \$1,541,881 0 0 \$1,335,083 \$1,541,881 rhead 9 10 9 10 ources: 1,020,648 362,843 86,424 71,966 521,233 \$1,541,881 se are those which may be used at the Couby policy or contractual agreement to the left.	## Actual FY 1992-93 FY 1993-94 FY 1994-95 ## \$399,129	Actual FY 1992-93 FY 1993-94 Revised Budget FY 1995-96

GENERAL DESCRIPTION and CHANGES FROM 1994-95

In FY1994-95, the Metropolitan Arts Commission (MAC) completed its transition to a non-profit organization, called the Regional Arts and Cultural Commission (RACC). RACC continues MAC's charge of implementing Arts Plan 2000+, a strategic five year action plan that focuses on access to the arts, education programs, regional collaborations and public/private partnerships.

In FY1995-96, Metropolitan Arts Commission is not budgeted as a City bureau. Also, the Public Arts Trust Fund has been transferred to the RACC. A Regional Arts special appropriation for \$1,145,014, has been budgeted as support to the RACC. As approved by Council, annual regional arts funding is based on MAC's general fund special appropriations support. It will change each year by the annual growth rate in room tax revenues or CPI, whichever is greater. RACC will provide annual goals and regular activity reports on the same schedule as City bureaus. Beginning in January, 1995, the City contracts with RACC to manage the Public Arts program in the same manner as MAC.

METROPOLITAN ARTS COMMISSION (375) Service Area: PARKS, RECREATION AND CULTURE

Commissioner-in-Charge: Mike Lindberg

Commissioner-in-Charge: Mil	ke Lindberg				
Expenditure Classification	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
511000 Full-Time Employees	\$293,304	\$331,384	\$385,875	\$0	\$0
512000 Part-Time/Limited-Term	0	11,494	4,315	0	0
514000 Overtime	0	0	0	0	0
515000 Premium Pay	1,118	551	700	0	0
517000 Benefits	104,707	125,511	149,803	0	0
Total Personal Services	\$399,129	\$468,940	\$540,693	\$0	\$0
521000 Professional Services	\$4,100	\$253	\$0	\$0	\$0
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance	1,853	860	2,700	0	0
528000 Local Match Payment	0	0	0	0	0
529000 Miscellaneous Services	817,489	942,475	1,212,093	0	0
531000 Office Supplies	4,966	5,605	4,000	0 .	. 0
532000 Operating Supplies	3,183	3,654	1,800	0	0
533000 Repair & Maint, Supplies	0	0	0	0	0
534000 Minor Equipment	274	0	0	0	0
535000 Clothing	0	0	0	0	0
539000 Other Commodities	557	780	600	0	0
541000 Education	2,474	3,516	2,000	0	0
542000 Local Travel	0	0	0	0	0
543000 Out-of-Town Travel	7,865	9,500	3,000	0	0
544000 External Rent	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement	0	0	0	0	0
549000 Miscellaneous	5,001	5,766	3,820	0	0
Subtotal External Materials & Services	\$847,762	\$972,409	\$1,230,013	\$0	\$0
551000 Fleet Services	\$206	\$0	\$208	\$0	\$0
552000 Printing/Distribution	27,039	39,407	25,153	0	0
553000 Facilities Services	30,487	29,955	30,683	0	0
554000 Communications	10,713	10,436	10,987	0	0
555000 Data Processing	1,039	728	794	0	0
556000 Insurance	11,403	11,344	11,652	0	0
557000 Equipment Lease	0	0	0	0	0
558000 Same Fund Services	1,911	0	0	0	0
559000 Other Fund Services	. 0	0	0	0	0
Subtotal Internal Materials & Services	\$82,798	\$91,870	\$79,477	\$0	\$0
Total Materials & Services	\$930,560	\$1,064,279	\$1,309,490	\$0	\$0
561000 Land	\$0	\$0	\$0	\$0	\$0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Equipment	5,394	8,662	5,425	0	0
Total Capital Outlay	\$5,394	\$8,662	\$5,425	\$0	\$0
573000 Cash Transfers-Equipment	\$0	\$0	\$0	\$0	\$0
Total Bureau Expenses	\$1,335,083	\$1,541,881	\$1,855,608	\$0	\$0

METROPOLITAN ARTS COMMISSION (375)

Service Area: PARKS, RECREATION AND CULTURE

Comn	nissioner-in-Charge: Mike Lir								OSITIONS
		Actual	Actual		d Budget		osed		dopted
Class	Title	FY 1993	FY 1994		994-95		995-96		1995-96
		No.	No.	No.	Amount	No.	Amount	No.	Amount
855	Arts Commission Director	1	1	1	58,697	0	0	0	
885	Assistant Arts Commission Director	0	o	0	0	0	0	0	
970	Program Manager II	1	1	1	52,130	0	o	0	(
	Arts Commission Program Coord	0	0	0	0	0	0	0	
	Program Manager I	1	1	1	46,848	0	0	0	
	Public Art Assistant	0	0	0	0	0	0	0	
	Program Specialist	1	1	1	40,559	0	0	0	
	Staff Assistant	0	0	0	0	0	0	0	
	Asst Program Specialist	2	2	2	73,746	0	0	0	
	Asst Management Analyst	0	0	0	0	0	0	0	
	Financial Analyst	1	1	1	41,659	0	0	0	
	Admin Specialist	1	2	2	47,333	0	0	0	
220	Secretarial Clerk I	0	0	0	0	0	0	0	(
114	Clerical Specialist	1	1	1	24,903	0	0	. 0	
		1							
		1			İ				
		ĺ			i				
		i i							
					ļ				
			1						
					[
		[
		Ì	[
		ĺ	į						
					ļ				
					l				
			ļ		i				
	'								
		Ì							
			ì		Ì				
			į				1		
			ì		ì				
					ļ				
					[1		
							1		
							İ		
		1							
]							
					ļ				
TOTAL	FULL-TIME POSITIONS	9	10	10	385,875	0	0	0	1

PUBLIC ARTS TRUST FUND (628)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Miscellaneous Revenue					
Multnomah County Percent	\$10,365	\$363,257	\$85,000	\$0	\$0
Tri-Met	35,722	21,025	35,000		
Port of Portland	4,940	11,044	15,000		
METRO	6,668	2,782	0		
Central City FAR	0	0	150,000		
Portland Develop Commission	31,030	293,129	0	0	0
Misc Other and Sales	1,245	1,149	2,000		
Interest	11,854	21,186	16,000		
Total External Revenues	101,824	713,572	303,000	0	0
Cash Transfers from Other Funds					
General Fund	0	0	0		
Parking Facilites	0	500	0		
Transportation	2,560	0	0		
BES Sewage	0	8,000	0		
Facilities Services	49,705	48,619	0		
Park Systems Improvement Fun Water Bureau	0	675	0		
	52,265	57,794	0	0	0
Beginning Fund Balance	224,494	265,527	270,000	0	0
TOTAL RESOURCES	\$378,583	\$1,036,893	\$573,000	\$0	\$0
REQUIREMENTS Bureau Expenses External Materials & Services	\$51,820	\$107,273	\$400,000		\$0
Total Bureau Expenses	51,820	107,273	400,000	0	0
Contingency General Operating Contingency	0	0	78,848		0
			,		
Cash Transfers to Other Funds General Fund	61,236	86,424	94,152		0
Ending Balance/Reserves	265,527	843,196	0		0
TOTAL REQUIREMENTS	\$378,583	\$1,036,893	\$573,000	\$0	\$0

PUBLIC ARTS TRUST FUND (628)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
Line Item Detail - AU 759					
External Materials and Services					
521000 Professional Services	\$10,208	\$66,846	\$350,000		\$0
529000 Miscellaneous Services	20,692	39,019	50,000		0
532000 Operating Supplies	20,650	210	•		0
543000 Out of Town Travel	270	647			0
549000 Miscellaneous		551			0
TOTAL Bureau Expenses	\$51,820	\$107,273	\$400,000	\$0	\$0

In FY1994-95, the Metropolitan Arts Commission (MAC) completed its transition to a non-profit organization, called the Regional Arts and Cultural Commission (RACC). RACC continues MAC's charge of implementing Arts Plan 2000+, a strategic five year action plan that focuses on access to the arts, education programs, regional collaborations and public/private partnerships.

As part of the MAC transition, the Public Arts Trust Fund has been transferred the RACC. 1.33% Percent for Arts funds from City capital construction projects will go to the RACC for the acquisition, siting, and maintenance of public arts. Beginning in January, 1995, the City will contract with RACC to manage the City's Public Arts program in the same manner as MAC. RACC will provide annual goals and regular activity reports on the same schedule as City bureaus.

NORTHWEST I-405 RECREATION FUND (111)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenue					
Service Charges					
Rents & Reimb.	\$170,055	\$95,660	\$0	\$0	\$0
	\$170,055	\$95,660	\$0	\$0	\$0
Miscellaneous Revenues	* /	, , ,	·	·	
Refunds	5,138	0	0	0	0
Interest on Investments	34,998	30,759	Ō	0	0
	\$40,136	\$30,759	\$0	\$0	\$0
Total External Revenue	\$210,191	\$126,419	\$0	\$0	\$0
Interfund Cash Transfers	Ψ210,191	Ψ120,413	ΨΟ	Ψ0	40
	0	0	15.000	0	0
Facilities Services	0		15,000		0
_	\$0	\$0	\$15,000	\$0	\$0
	0	0	0	0	0
Beginning Fund Balance	\$707,867	\$816,604	\$900,000	\$0	\$0
TOTAL RESOURCES	\$918,058	\$943,023	\$915,000	\$0	\$0
REQUIREMENTS					
Bureau Expenses					
Personal Services	\$0	\$0	\$0	\$0	\$0
External Materials & Svcs	30,691	22,263	915,000	0	0
	30,091	22,203	915,000	U	U
Internal Materials & Svcs	57.047	40.000	0	0	
Facilities	57,947	48,382	0	0	
General Svs Admin.	6,722	5,793	0	0	
Data Processing	0	0	0	0	0
Insurance _	0	0	0	0	0
_	\$64,669	\$54,175	\$0	\$0	\$0
Total Bureau Expenses _	\$95,360	\$76,438	\$915,000	\$0	\$0
Fund Requirements					
Interfund Cash Transfers					
General Fund	6,094	4,136	0	0	0
	\$6,094	\$4,136	\$0	\$0	\$0
Ending Balance	816,604	862,449	0	0	0
TOTAL REQUIREMENTS	\$918,058	\$943,023	\$915,000	\$0	\$0
LINE ITEM DETAIL External Materials & Services					, , , , , , , , , , , , , , , , , , , ,
External materials & Services 549000-Miscellaneous	\$30,69 1	\$22,263	\$915,000	\$0	£0
045000-Wiscellalieous	\$30,691	\$22,263	\$915,000	\$0	\$0 \$0
Internal Materials and Service		422,203	ψ313,000	ΨΟ	\$0
553000 - Facilities Services	0	29,598	0	0	0
553900 - Other Facilities	57,947	47,423	0	Ō	0
559000 - Other Fund Services	6,722	5,793	0	0	0
-	\$64,669	\$82,814	\$0	\$0	\$0
Total Bureau Expenses	\$95,360	\$105,077	\$915,000	\$0	\$0
GENERAL DESCRIPTION and					

The NW I-405 property was returned to the State of Oregon at the end of January 1994. In October 1994 the balance in the fund (except \$15,000 borrowed from Facilities Services in FY 1994-1995) was paid to the Oregon Community Foundation per an agreement with the NW neighborhood association.

Service Area: PARKS, RECREATION, AND CULTURE Commissioner-in-Charge: Charlie Hales

Commissioner-in-Charge: Ch		A - A - 1		MARY OF BURE	
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
EXPENDITURES					
Operating Budget:					
Personal Services	\$16,083,515	\$17,310,457	\$18,234,813	\$19,141,146	\$19,156,146
External Materials & Svcs.	4,731,120	5,414,312	5,921,461	5,673,985	5,673,985
Internal Materials & Svcs.	2,685,010	2,851,358	3,108,187	3,329,890	3,329,890
Minor Capital Outlay	193,704	304,194	192,134	38,900	48,900
Cash Transfers-Equipment	29,261	85,739	28,000	81,327	81,327
Total Operating Budget	\$23,722,610	\$25,966,060	\$27,484,595	\$28,265,248	\$28,290,248
Capital Improvements	2,801,408	2,329,646	5,710,018	1,109,103	5,733,685
TOTAL BUREAU EXPENSES	\$26,524,018	\$28,295,706	\$33,194,613	\$29,374,351	\$34,023,933
Allocated Overhead Costs		1,086,835	1,581,833	1,521,138	1,608,577
Total Cost with Allocated Over	rhead	\$29,382,541	\$34,776,446	\$30,895,489	\$35,632,510
Authorized Full-Time Positions					
Total	280	282.5	295.5	294.6	296.6
Gen. Fund Discretionary	258	258	270	267	269
SOURCE OF FUNDING					
General Fund (101)					
Types of General Fund Res	ources:				
Discretionary General Fund		19,656,429	25,576,730	21,549,343	25,550,610
Non-Discretionary Revenues					
Grants & Donations		435,909	506,287	181,059	508,874
Contract Revenue		809,613	141,411	107,104	107,104
Interagency Services		3,445,508	2,836,819	3,032,114	3,352,614
Bureau Program Reveriue		3,948,247	4,133,366	4,504,731	4,504,731
Overhead Revenue from O	ther Funds	0	0	0	0
Total Non-Discretionary Reve	nues	8,639,277	7,617,883	7,825,008	8,473,323
Total General Fund Resour	ces	\$28,295,706	\$33,194,613	\$29,374,351	\$34,023,933
Note: Discretionary General Fund rev	enues are those whi	ich may be used at	the Council's discretio	n for any public purp	ose.
Non-discretionary revenues are restric	cted by policy or cor	tractual agreement	to the bureaus who ge	enerate the revenue.	
PROGRAMS					
Park Operations/Natural Res	ources	\$12,542,839	\$13,171,902	\$13,136,360	\$13,109,111
Positions	34.333	151.2	147.2	149.2	149.2
Recreation		9,287,433	10,204,901	10,786,260	10,755,029
Positions	•	88.0	95.0	96.0	96.0
Forestry		1,442,343	1,435,758	1,489,265	1,486,581
Positions		18.0	19.0	20.0	20.0
Design, Construction & Cap. I	mprovements	3,084,608	6,506,359	1,834,394	6,456,476
Positions		8.3	12.3	7.4	9.4
Administration		1,938,483	1,875,693	2,128,072	2,216,736
					_, ,
Positions		17.0	22.0	22.0	22.0
		17.0 \$28,295,706	\$33,194,613	22.0 \$29,374,351	\$34,023,933

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Portland Parks & Recreation (PP&R) budget for fiscal year 1995-96 is the second year of a two-year funding allocation approved by the City Council in June 1994. The 1995-96 budget continues the same high quality programs and services provided in past years, with an overall funding level that is comparable to FY 1994-95.

Service Area: PARKS, RECREATION, AND CULTURE

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

GENERAL DESCRIPTION and CHANGES FROM 1994-95

Structure of Portland Parks Budget

Portland Parks activities are mainly found in its General Fund budget and in two self-supporting enterprise funds for Golf and the Portland International Raceway (PIR). In addition, beginning in FY 1995-96, significant amounts of capital investment are shown in the Parks Bond Construction Fund, which is funded by a \$58.8 million General Obligation bond issue approved by Portland voters in November 1994. That bond issue will fund 114 capital improvement projects throughout the parks system over about a five-year period. PP&R also manages several small funds: the Portland Parks Trust Funds (which is actually a family of smaller trust funds dedicated to specific purposes), a debt service fund for Golf, and the remainders of a special levy adopted for capital purposes in 1989. In all, as shown below, PP&R's scope of responsibility covers a total budget of \$55.6 million in 1995-96.

PARKS AND RECREATION (All Funds) 4.82% \$55.6 M City Budget = \$1,152.6 M

PERCENT OF CITY BUDGET

The budgets for Golf, PIR, Parks Bond Construction and other funds are described in later pages within this document. The figures on the preceding page, the graph below, and the immediately following pages refer to the General Fund portion of PP&R's budget.

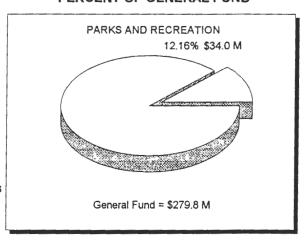
Overview of Portland Parks & Recreation Budget - All Funds

Source of Funding	Pct. of Total	1995-96 Budget
Parks General Fund	61.2%	\$34,023,933
Golf Operations	8.1%	4,502,744
PIR Operations	1.3%	697,452
Parks Bond Construction Fund	25.2%	14,028,113
Portland Parks Trust Funds	3.7%	2,053,056
Golf Debt Service Fund	0.5%	303,776
Parks System Improvements (Levy) Fund	less than .1%	2,988
All Portland Parks & Recreation Funds	100.0%	\$55,612,062

Overview of PP&R General Fund Budget for FY 1995-96

The 1995-96 General Fund budget for Parks provides the same overall level of service as in 1994-95, with no cuts or major expansions in programs. The operating budget totals \$27.6 million, a 3.2% increase over FY 1994-95. The total number of full-time positions is up by 1. Seasonal positions are being converted to full-time (two in Operations, one in Recreation) based on a re-evaluation of the workload and seasonality in those programs, and interagency funding supports a new position in Forestry. The equivalent of 2.9 positions to be cut from the Design & Construction program reflects fewer new capital projects in the General Fund, with PP&R's efforts focused on completing \$4.3 million of projects carried over from 1994-95 and implementing the General Obligation bond package approved by voters in Nov. 1994. The 1995-96 discretionary General Fund budget is level with the previous year, and the total budget is about 2.5% higher.

PERCENT OF GENERAL FUND



Service Area: PARKS, RECREATION, AND CULTURE

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

The 1995-96 budget continues for one more year the youth-oriented recreation programs and support to local school districts approved by the City Council in April and July of 1994 for the 1994-95 and 1995-96 budgets, including \$641,680 from the discretionary General Fund, \$366,052 from an across-the-board \$.75-per-round surcharge at City-owned golf courses approved in April 1994, and \$490,070 from a \$1.00-per-round surcharge replacing the non-resident surcharge approved in July 1994. This supports after-school recreation programs and additional Community Schools (\$552,732), environmental and arts education programs (\$160,000), athletics programs offered through the Police Athletic League and the Portland Public Schools (\$195,000), high school activities such as yearbook, band and drama in the Portland Public Schools (\$100,000), and direct pass-through funding for broad educational purposes to all Portland-area school districts (\$490,070). This funding is beyond the \$244,035 per year provided by a \$.50-per-round surcharge adopted in 1991, dedicated to at-risk youth recreation programs. If golf revenues are low and surcharge revenue is needed for golf expenses, then the funding commitment to the schools and youth recreation programs will be met by a larger General Fund share.

Increased school cooperation is also evidenced by the "key" agreement recently developed with the Portland Public Schools PPS), whereby Parks staff will have direct access to PPS buildings for athletics and recreation programs, thus saving custodial costs. The Parks budget, in turn, incorporates about \$25,000 of printing, telephone, and supplies costs formerly provided by PPS to support the Community Schools offices. As a result of the funding provided by the City Council over the past two years, the number of schools with full-time Community Schools staff has increased from 11 to 13, and the number of "satellite" schools with after-school recreational programming has increased from 1 in the fall of 1992 to 9 in the fall of 1993 to 53 in the fall of 1994.

The Parks budget is also adjusting to the new geographic reality in Portland: as a result of recent annexations on the east side of Portland, there is now as much of Portland east of I-205 as there is west of the Willamette River. Along with the historically strong working relationship between PP&R and the Portland Public Schools (including a joint use agreement for facilities), PP&R is establishing working relationships with the other school districts that are partly or entirely within the City of Portland: David Douglas, Parkrose, Centennial, and Reynolds. The community schools expansion approved in last year's budget included new community schools serving the David Douglas, Centennial, and Reynolds districts as well as an addition to the existing community school in the Parkrose district. Also funded in last year's budget for the first time was \$222,000 to fix up and another \$221,000 per year to maintain 10 parks in the newly annexed parts of East Portland. The General Obligation bond issue approved by the voters last November included funds to fully develop two of the parks and construct a new community center in the East Portland area. Also in the 1995-96 budget, PP&R will be strengthening its partnership with the Parkrose School District by operating its swimming pool during non-school hours for lessons, lap swim, and open swim, including full programming during the summer. This will be the first pool operated by PP&R east of I-205. The operating costs will be covered mostly by the swimming lessons given at that site, supplemented by growth in other Recreation program income.

Portland Parks & Recreation Mission and Goals

The principal purpose of Portland Parks and Recreation is to ensure that all of Portland's citizens have access to affordable, high quality parks and leisure pursuits. Its mission statement is: "Through every action, we are dedicated to providing a vital and exceptional park and recreation system that enriches the lives of our citizens and celebrates the beauty and heritage of our city." In pursuit of this mission, the Bureau developed a Strategic Plan in 1993 and is revising that plan in 1995. The Strategic Plan includes three broad goals:

STEWARDSHIP GOAL - Preserve and enhance our parks legacy and promote knowledge and appreciation of the natural environment.

COMMUNITY GOAL - Continually improve the availability and effectiveness of services and programs that benefit the community and enhance the quality of life for everyone.

EMPLOYEE GOAL - Create a safe, productive and rewarding work place which emphasizes effective communication and recognizes innovation and achievement.

Service Area: PARKS, RECREATION, AND CULTURE

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

Stewardship Goal

In fulfilling its mission, the Bureau has a stewardship responsibility for Portland's highly prized system of parks. This responsibility includes maintaining the parks, protecting them, and ensuring that citizens can use them safely and appropriately. The parks system includes over 210 parks, open spaces, and recreation facilities, covering nearly 9,600 acres of land and over 50 buildings. The breadth of the system is truly impressive—ranging from the nation's largest City park to the nation's smallest City park; from the excitement of a motor raceway to the quiet stillness of rhododendron gardens; from tourist destinations such as Washington Park or the Pittock Mansion to an extensive network of neighborhood parks, community centers, and community school programs. It includes tennis centers, swimming pools, golf courses, roller skating rinks, hiking trails, fountains, and boat marinas. It includes stadiums and athletic fields as well as the Multnomah Art Center, a Children's Museum, and successful Community Music Center whose graduates have gone on to respected music conservatories.

Community Goal

In addition to providing a place for people to pursue leisure activities at their own initiative, Portland Parks also promotes—either directly or indirectly through partners—organized recreation activities. While there is not an exact formula for determining which types of activities will be included in the organized recreation portfolio—much depends on a combination of customer interest and staff capacity—there are some common characteristics of PP&R recreation offerings. The organized programs tend to be activities that build a sense of community and teamwork, promote physical fitness or personal artistic expression, have a positive developmental or educational component, and/or make good use of the parks or other capital assets for which PP&R is responsible.

Within its "Community" goal, PP&R has identified target populations that receive special emphasis in its program selection and its pricing decisions. The first is youth, for whom PP&R's efforts to foster positive skills and attitudes come at a developmentally critical time of their lives. The largest proportion of PP&R's programs--with the biggest taxpayer subsidies--are oriented to customers age 18 or younger, or their families. A lesser but still notable priority is recreational needs of the frail elderly and disabled, for whom the Special Recreation program is aimed at overcoming their natural barriers to participation. Finally, there are also natural barriers to participation among the low-income population, and both the location and the pricing practices for PP&R's recreation programs are aimed at making those programs accessible to those with the fewest financial options.

As the single largest provider of youth recreation in the region, Portland Parks & Recreation takes seriously its role in building personal character in youth and thereby promoting public safety. The Bureau's programs have about 2.1 million youth contacts in a typical year, including repeat contacts. For example, about 8,000 children per day attend the Summer Playground program, and over 27,000 sets of swimming lessons are taught to youth each year, with each set representing 10 days of instruction to an individual child. There are many benefits to this type of activity, and one of them is that the more youths are engaged in Bureau programs, especially repeat customers, the stronger will be their alternatives to criminal activity. PP&R, together with the public schools and other partner agencies, constitute one of the city's most significant positive tools to prevent crime among youth.

The variety of PP&R's extensive partnerships illustrates the Bureau's ethic of collaboration with others who have common goals. Over the past two years these partners have been diverse. They include school districts, Metro, the Bonneville Power Administration, corporations such as Nike or the Portland Trailblazers, non-profit agencies such as SEI, Inc. or the Boys & Girls Clubs, neighborhood associations, "friends" groups for specific parks or programs, athletic or arts associations, and civic groups such as the Rotary Club or the Urban League.

Employee Goal

The third major goal in PP&R's Strategic Plan is to create a work environment within which its employees can be safe, productive and creative in serving their customers. Employee safety has been a particular area of emphasis over the past two years, in response to PP&R's historically poor track record in workers' compensation

Service Area: PARKS, RECREATION, AND CULTURE

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

and an on-the-job death in 1992. The Bureau hired a Loss Control Specialist, developed a Loss Control policy, and boosted its safety training. That effort is still needed and will be continuing, but it is already starting to show results; recent claims data shows notable improvements in the number of workers' comp and liability claims.

The Bureau takes pride in the cost-effectiveness of its people and in skillfully leveraging its direct expenditures and full-time staff time. Its General Fund discretionary budget is magnified by donations and grants, by service charges, and by numerous financial partnerships with local businesses, agencies, or community groups. Including the Golf and Portland International Raceway (PIR) enterprises and the Bureau's trust funds, about 44% of its expenditures last year come from non-tax resources. That percentage rises above half if we include in-kind donations, the estimated \$3.6 million monetary value of volunteer time, and expenditures made directly by partner agencies or community groups in behalf of Bureau programs or facilities. Staff effort is also heavily leveraged for efficiency. In FY 1993-94, PP&R (counting Golf and PIR) had only 316 full-time positions but about 1,300 part-time and seasonal workers comprising 243 Full-Time-Equivalents (FTE's). Staff effort is further amplified by volunteer time--237 FTE's during the most recent year. PP&R staff works with over 80 community groups and associations who help provide direction and training to this enormous volunteer effort. Together, volunteers and part-time workers comprise about 480 FTE's--50% more than the number of full-time employees.

Sources of Funding

Of the \$34.0 million General Fund part of PP&R's budget, about \$25.5 million is the "discretionary budget"—that is, the part of the budget supported by City taxpayers. The remaining "non-discretionary budget" of \$8.5 million is restricted by Council policy and/or specific agreements to be used for Portland Parks activities. Of the \$8.5 million "non-discretionary" budget, \$4.5 million comes from charges to program participants, and \$3.4 million is a reimbursement from other bureaus for services PP&R provides in their behalf. Smaller amounts of non-discretionary revenue come from grants (\$509,000) and outside service contracts (\$107,000). Income from program fees is expected to grow from \$4.1 million to \$4.5 million due to normal inflation-based increases plus continued growth in the customer base. No notable rate increases are planned for 1995-96.

Future Operating Costs of Community Centers

The General Fund Revenue Policy provides for bureaus to set aside a portion of their program income for future years' needs. PP&R has a future budgetary need that it will be planning for, starting in this budget: the operating cost arising from the opening of two new community centers approved by the voters last November. According to the analysis prepared for the City Council and the voters at the time the bond package was approved, the operating cost of the new community centers (net of the revenue they will generate) will be approximately \$750,000. This annual expense will be offset by approximately \$250,000 in savings from the irrigation upgrade projects in the bond package, leaving a net operating cost of \$500,000 per year to cover. Of that amount, PP&R will be requesting half from the discretionary General Fund and plans to increase revenues from its other recreation programs for the other half. (These figures are in constant 1994 dollars. At projected inflation levels, the current dollar amounts for FY 1997-98, when these centers are scheduled to open, is actually \$288,000 from irrigation savings, \$288,000 from the General Fund, and \$288,000 from existing recreation program revenues.)

In order to avoid a "rate shock" to its customers in 1997-98, PP&R plans to raise its revenue levels gradually each year for the next six years, setting money aside in the early years and drawing it down gradually after the centers open. While the General Fund Revenue Policy suggests that a Special Appropriation be used when a bureau needs to set aside revenue for future purposes, the fact that PP&R manages the Portland Parks Trust Funds makes it simpler, in this case, to place the dollars in a new subfund within that group of trusts that would be dedicated to future operating costs of community centers. Accordingly, this budget takes \$50,000 of the expected growth in program income and, instead of using it to offset the cost of current-year expenditures, transfers those dollars via interagency agreement to the Portland Parks Trust Funds, where it will serve as the beginning of a "rate stabilization fund" for the future operating costs of the two community centers.

Service Area: PARKS, RECREATION, AND CULTURE

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

Capital Budget

The majority of the 1995-96 capital budget for Parks is in a separate fund, the Parks Bond Construction Fund, which is where the bond proceeds are tracked. However, there are projects not included in the bond package that will be funded by the General Fund, either from the CIP Set-aside or through the Master Lease program. In addition, the 1995-96 budget has carryover projects that were begun in FY 1994-95. Following is a list of projects. the previous fiscal year. Following is a list of those projects.

	1995-96 Capit	1995-96 Capital Projects-Parks General Fund by Funding Sour							
<u>Project</u>	CIP Set-Aside	Master Lease	Grants/Other	Total					
Rhododendron Gardens Low Bridge	\$155,000	\$0	\$40,000	\$195,000					
ISTEA II-Willamette Eastbank	100,000	0	0	100,000					
Harney Park (HCD Grant)	0	0	154,500	154,500					
Dishman Water Heater & Tank	0	30,000	0	30,000					
Tennis Center Furnace & Gas Heaters	0	45,000	0	45,000					
Computer Replacements	0	40,000	0	40,000					
Columbia Pool HVAC & Filtration System	229,250	80,000	0	309,250					
Pioneer Courthouse Square Improvements	100,000	0	0	100,000					
Prior Years' Master Lease Debt Payments	139,853	0	0	139,853					
Springwater Trail (ISTEA Grant)	0	0	327,815	327,815					
Sub-Total, New Funding	\$724,103	\$195,000	\$522,315	\$1,441,418					
Carryover, ADA CIP	3,000,000	0	0	3,000,000					
Carryover, Alberta Park CIP	131,000	0	0	131,000					
Carryover, Ed Benedict Park CIP	76,697	0	316,000	392,697					
Carryover, Energy Projects CIP	91,201	0	0	91,201					
Carryover, Lents Park Wells	35,000	0	0	35,000					
Carryover, Parklane Park CIP	84,000	0	0	84,000					
Carryover, Springwater Trestle CIP	208,369	0	0	208,369					
Carryover, Waterslide	150,000	0	0	150,000					
Carryover, Willamette Eastbank CIP	200,000	0	0	200,000					
Sub-Total, Carryover From Prior Year	\$3,976,267	\$0	\$316,000	\$4,292,267					
Total Parks General Fund Capital Budget	\$4,700,370	\$195,000	\$838,315	\$5,733,685					

The Rhododendron Gardens Society will provide \$40,000 toward the cost of reconstructing the Low Bridge. Harney Park is planned to be improved with Housing and Community Development (HCD) grant funds, \$154,500 in FY 1995-96 and \$150,000 the next year. The Columbia Pool project is in two stages: the 1995-96 phase includes HVAC and water heater improvements (funded by the Master Lease) as well as a new filtration system. PP&R plans to request additional funds from the 1996-97 CIP set-aside to complete the pool shallowing and shell repairs. The Pioneer Courthouse Square project is the first year of a 3-year City commitment, at \$100,000 per year, to be matched over that period by \$700,000 from Tri-Met and the business community. The Willamette Greenway project also leverages an additional \$1,786,000 in outside funds from the federal ISTEA program.

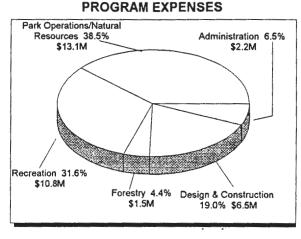
Service Area: PARKS, RECREATION, AND CULTURE

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

DESCRIPTION OF PROGRAMS

Portland Parks and Recreation's budget programs roughly correspond to its organizational structure. The major organizational divisions are Operations (including both Park Operations, Natural Resources, and Forestry); Recreation; Design & Construction; Enterprises (which includes the Golf, Portland International Raceway, and Tennis programs); and Administration. For budgetary purposes, Forestry is broken out separately from Park Operations and Natural Resources. Also, because the Tennis enterprise is operated out of the General Fund, it is shown with the Recreation program for budgetary purposes. (The other enterprises—Golf and PIR—are operated out of separate funds, so they show up on



separate pages of the budget document.) Following is a description of the major program areas within the Portland Parks General Fund budget.

PARKS OPERATIONS AND NATURAL RESOURCES

The park operations and natural resources program is the single largest PP&R division, providing basic maintenance of the parks and the recreation facilities. The parks system is comprised of nearly 9,600 acres of land, over 210 parks and open spaces, 1,250 acres of regularly maintained turf, 80 miles of trails, 43 acres of shrub beds, more than 50 major buildings, 100 basketball courts, 110 tennis courts and 12 swimming pools located throughout the city. This program represents PP&R's commitment to preserving Portland's parks legacy and responsibly meeting current and future park and recreation needs. The 1995-96 budget maintains this program at its same overall service level as in the previous year.

RECREATION

Throughout Portland neighborhoods, Portland Parks and Recreation community centers and facilities operate year-round providing affordable access to public recreational and educational opportunities. The recreation program maintains open, clean, safe and supervised recreational facilities for all ages of people to swim, play sports, lift weights, roller skate, play music, attend classes, create art or perform theater. Community celebrations, neighborhood concerts, weddings and large picnics are examples of activities requiring a permit, of which 30,000 are issued each year. PP&R is committed to serving neighborhood and community recreation needs.

Participation in structured recreation activities continues to grow, with programs at community centers, aquatics and sports the most popular. An estimated 9,600 classes and workshops are offered annually. In the most recent year, the Recreation Division had an estimated 3.5 million contacts with customers, including repeat customers, and an estimated 2.1 million of these participant contacts were with youth.

The 1995-96 budget continues funding the Recreation Division at the same overall level as in 1994-95. The Bureau expects continued growth in community school activity after their relocation in 1993-94 from elementary to middle school and the expansion to East Portland schools in 1994-95. The newly established community schools and after-school programs have been serving about 5,300 customers per week as of the mid-point in FY 1994-95, and program coordinators expect demand to grow in those programs to about 7,70 per week by the mid-point of FY 1995-96.

Service Area: PARKS, RECREATION, AND CULTURE

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

FORESTRY

The Forestry program is charged with managing the city's plentiful urban forest, including both park trees and trees along streets. Its major responsibilities include pest and disease control, pruning, tree removal, planting, stump removal and public safety. The full-time staff are highly skilled in responding to emergencies and storm damage and sophisticated in disease prevention, especially Dutch Elm disease. Tree grate inspections, plan reviews, code enforcement, and support to the Urban Forestry Commission are additional responsibilities for the forestry staff. A substantial portion of the work done by this unit is performed under interagency agreements for other City bureaus, including the Bureau of Maintenance (for street area landscape maintenance), Water, Environmental Services, Fire, and General Services. Over 12,000 street trees and park trees are inspected each year, and over 9,000 trees (those in parks and in designated arterial streets) are also maintained, including pruning, tree and stump removal, spraying, and replacement planting. For the American Elm trees in the City's parks, the Forestry unit applies an Arbortect injection three times a year to protect them from Dutch Elm disease. With interagency funding from other City bureaus, the Forestry unit will be adding a High Climber I position for FY 1995-96.

DESIGN, CONSTRUCTION & CAPITAL IMPROVEMENTS

The overall purpose of the Design & Construction program is park planning, design, and the management of capital improvement projects for parks, open spaces, natural areas and facilities. A staff of landscape designers and architects oversees the annual capital improvement program and prepares master plans for key environmental resources, including natural areas, parks, and trails. The Design & Construction staff also is responsible for contract management, design development, bid specifications, and construction administration for all capital projects. This work group also includes a property manager who oversees all land transactions, easements, and negotiations for non-park uses of Portland Parks land. For FY 1995-96, the Design & Construction staff will be focused on completing carryover projects from prior years or projects included in the General Obligation bond package approved by the voters in November 1994. Because of that (the bond proceeds in the Parks Bond Construction Fund), the General Fund dollars spent on new projects will be reduced from the previous year, as well as the staff funded by those dollars. Of the General Fund projects, the staff will be focusing on completing projects required by the Americans with Disabilities Act (ADA), starting some much-needed improvements to Columbia Pool, replacing the Low Bridge at the Crystal Springs Rhododendron Gardens, and several other projects. The General Fund dollars are expected to be supplemented by about \$3.0 million in non-General Fund dollars.

ADMINISTRATION

The Administration program contains the central leadership and administrative support for the Bureau as a whole. This program is responsible for the management of all PP&R divisions; development and updating of the strategic plan; purchasing, payroll, accounting and budgeting for the Bureau; personnel; communications with the public, employees, and the news media; volunteer coordination; affirmative action; and employee relations and training. A major responsibility recently added to this program is the development and management of PP&R's information systems capability, in keeping with the Bureau Information Systems Plan. Beginning in the Fall of 1994 and continuing in the 1995-96 budget, the PRISM (Park & Recreation Information Systems Management) work group was formed, centralizing many of the responsibilities that had formerly been spread throughout the Bureau. Another area of emphasis for the Administration program FY 1995-96 is developing an improved ability to measure and evaluate the Bureau's program activity.

Service Area: PARKS, RECREATION, AND CULTURE

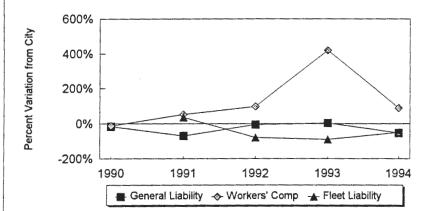
Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

PERFORMANCE TRENDS

Major Performance Measures 300% Park Maint. - Citizen Satisfaction Cumulative Pct Change · Has remained relatively 200% constant Volunteer Hours Documented 100% · Overall upward trend Number of Summer Swim 0% Lessons · Overall upward trend -100% 1991 1992 1993 1994 1995 1996 Recreation Quality - Citizen Satisfaction Park Maint. - Citizen Satisfaction % Volunteer Hours Documented · Has remained relatively ▲ Number of Swim Lessons Rec. Quality - Citizen Satisfaction % constant

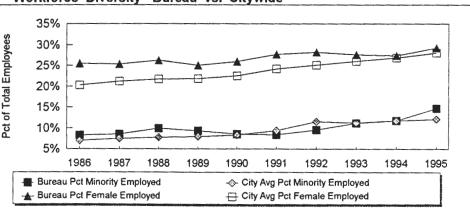
Bureau Loss Experience vs. Citywide Loss Experience



- Both General and Fleet Liability have historically been equal or better than the City-wide loss experience.
- In Workers' Comp. PP&R has historically been worse than the city average with a sharp increase in 1993 due to an on the job employee death during that year.
- Recent improvements in Workers' Comp. and General Liability reflect current emphasis on worker and public safety. A Loss Control Specialist was hired in FY 93-94 and safety training has been increased.

Workforce Diversity - Bureau vs. Citywide

- Employment of women and minorities has increased steadily over the past ten years, and the percentage of both groups currently employed by PP&R exceed the city-wide average.
- This data does not include up to 1,300 part-time & seasonal employees, of which a large percentage are women and minorities. PP&R's full-time workforce is relatively stable with little turnover.



Service Area: PARKS, RECREATION, AND CULTURE

Commissioner-in-Charge: Charlie Hales SUMMARY OF BUREAU EXPENSES

BUREAU MANAGEMENT OBJECTIVES

Note: As of the date of the preparation of this Adopted Budget document (June 1995), PP&R is in the process of updating its Strategic Plan, which will include a list of 15-20 "action items," of which 3-5 will have a special priority. The remaining will represent second tier projects--still important, but they will be expected to show progress only as staff time and resources allow. What follows below are some possible candidates for the first tier action items. The Strategic Plan update will be complete by August 1995, shortly after the new fiscal year begins, so the Bureau Management Objectives shown in the 1995-96 Management Plan (part of the Budget Monitoring process, due in September 1995) will be modified accordingly.

- 1. Continue to implement the capital projects funded by the General Obligation bond package and the Americans with Disabilities Act (ADA) allocation, staying within the overall budget and completing by year-end at least 75% of the projects scheduled to be completed in FY 1995-96.
- By February 1, 1996, plan and initiate a training program for supervisors and employees aimed at overcoming barriers to internal communication, fostering employee recognition and teamwork, and developing an ethic of creativity and continuous improvement in customer service.
- 3. By June 30, 1996, develop policies, carry out training, and develop a list of needed equipment or facility improvements focused on protecting the safety of the public and employees from crime.
- 4. Develop an employee handbook and a new employee orientation procedure by April 1996, in time for the summer hiring that year.
- 5. Initiate the development of a comprehensive marketing plan for the Recreation Division, with a scope of work defined, a working group assigned, and a project budget established by June 30, 1996.
- Complete an integrated Wide Area Network that allows the majority of PP&R's 52 report-to-work locations
 to communicate with each other by computer, and provide software and training for bureau-wide E-mail
 by April 1, 1996.
- 7. Plan, test, implement, and train users in an improved maintenance management system for Park Operations by June 30, 1996.
- 8. Develop systematic procedures, with appropriate training and computer support, for the collection, analysis, and reporting of Recreation participation data by the beginning of the Fall quarter of 1995.

Service Area: PARKS, RECREATION, AND CULTURE

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
EFFECTIVENESS MEASURES	FT 1993-94	F1 1954-90	11 1990-90	F1 1995-90
Citizen Satisfaction Pct Rec. Programs	68%	63%	66%	66%
Citizen Satisfaction Pct Park Maint.	82%	82%	82%	82%
Pct. Citizens Who Visit a Park Once or More During Year	84%	84%	85%	85%
Pct. Youth <age 13="" in="" participating="" programs<="" rec.="" td=""><td>53%</td><td>54%</td><td>55%</td><td>55%</td></age>	53%	54%	55%	55%
Pct. Youth Age 13-18 Participating in Rec. Programs	36%	37%	38%	38%
Total Recreation Participant Contacts	3,544,619	3,560,000	3,600,000	3,600,000
No. Youth Recreation Participant Contacts	est. 2,146,521	2,171,000	2,196,000	2,196,000
No. Swim Lessons	27,120	28,000	28,000	28,000
No. Golf Rounds Played	626,207	523,000	592,000	592,000
PIR Attendance	365,843	410,000	410,000	. 410,000
EFFICIENCY MEASURES				
No. of Documented Volunteer Hours	494,128	470,000	490,000	490,000
Golf Net Operating Earnings (before Capital and Debt Service)	\$1,092,534	\$383,704	\$1,043,382	\$1,043,382
PIR No. of Use-Days	462	440	440	440
WORKLOAD MEASURES				
No. Trees Inspected	11,581	12,300	12,300	12,300
No. Park Trees Maintained	9,766	9,800	9,800	9,800
No. Treatments to Elm Trees to Protect them from Dutch Elm Disease	4,450	4,450	4,450	4,450
No. Acres Irrigated	570	570	570	570
No. Acres Mowed	1,253	1,289	1,289	1,289
No. Trail-Miles Maintained	92	92	92	92
No. Acres Golf Course Maintained	680	680	680	680
No. Park-Days Restrooms Open	24,524	24,310	24,310	24,310

Service Area: PARKS, RECREATION, AND CULTURE Commissioner-in-Charge: Charlie Hales

Expenditure Classification	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
511000 Full-Time Employees	\$9,122,361	\$9,482,815	\$10,097,171	\$10,620,641	\$10,704,452
512000 Part-Time/Limited-Term	2,966,645	3,374,040	3,633,376	3,640,048	3,653,903
514000 Overtime	54,552	78,253	94,758	113,820	113,820
515000 Premium Pay	140,424	163,489	120,536	130,714	130,714
517000 Benefits	3,861,783	4,282,505	4,503,664	4,659,778	4,696,279
Total Personal Services	\$16,145,765	\$17,381,102	\$18,449,505	\$19,165,001	\$19,299,168
521000 Professional Services	\$164,565	\$118,714	\$181,342	\$73,838	\$113,838
522000 Utilities	1,155,109	1,324,481	1,256,767	1,271,603	1,271,603
523000 Equipment Rental	29,328	36,328	33,795	33,390	33,390
524000 Repair & Maintenance	802,397	995,383	1,244,109	996,163	996,563
528000 Local Match Payment	344,799	753,764	437,064	453,728	453,728
529000 Miscellaneous Services	756,078	819,676	610,003	652,890	652,890
531000 Office Supplies	86,722	106,632	92,982	105,029	105,029
532000 Operating Supplies	854,010	1,060,133	902,810	896,574	896,574
533000 Repair & Maint. Supplies	364,739	367,855	381,240	334,811	334,811
534000 Minor Equipment	88,605	105,661	117,709	223,200	223,200
535000 Clothing	24,058	38,962	46,701	51,630	51,630
539000 Other Commodities	28,782	23,216	22,401	22,667	22,667
541000 Education	9,743	72,092	61,629	66,645	67,029
542000 Local Travel	28,144	30,585	44,878	40,412	40,412
543000 Out-of-Town Travel	11,076	16,784	24,178	35,745	36,145
544000 External Rent	21,591	32,687	7,061	8,605	8,605
546000 Refunds	0	0	0	0	0
547000 Retirement	0	0	0	0	0
549000 Miscellaneous	98,010	37,653	533,752	407,348	407,348
Subtotal External Materials & Services	\$4,867,756	\$5,940,606	\$5,998,421	\$5,674,278	\$5,715,462
551000 Fleet Services	\$1,009,716	\$957,949	\$958,124	\$960,339	\$960,339
552000 Printing/Distribution	385,223	413,775	414,997	468,764	468,764
553000 Facilities Services	272,235	279,281	214,089	303,900	303,900
554000 Communications	227,484	309,085	273,771	330,692	330,692
555000 Data Processing	48,660	92,035	94,371	95,630	95,630
556000 Insurance	681,134	690,533	855,351	847,934	847,934
557000 Equipment Lease	112,835	156,755	270,405	139,853	139,853
558000 Same Fund Services	7,834	30,255	96,064	104,651	104,651
559000 Other Fund Services	76,499	190,276	342,531	235,333	563,148
Subtotal Internal Materials & Services	\$2,821,620	\$3,119,944	\$3,519,703	\$3,487,096	\$3,814,911
Total Materials & Services	\$7,689,376	\$9,060,550	\$9,518,124	\$9,161,374	\$9,530,373
561000 Land	\$0	\$15,000	\$35,000	\$0	\$0
562000 Buildings	0	0	0	0	0
563000 Improvements	2,225,390	1,719,387	4,995,821	927,749	5,064,165
564000 Equipment	434,226	33,928	168,163	38,900	48,900
Total Capital Outlay	\$2,659,616	\$1,768,315	\$5,198,984	\$966,649	\$5,113,065
573000 Cash Transfers-Equipment	\$29,261	\$85,739	\$28,000	\$81,327	\$81,327
Total Bureau Expenses	\$26,524,018	\$28,295,706	\$33,194,613	\$29,374,351	\$34,023,933

LINE ITEM DETAIL

Service Area: PARKS, RECREATION, AND CULTURE Commissioner-in-Charge: Charlie Hales

FULL-TIME POSITIONS

Commissioner-in-Charge: Charlie		Astrol	Davie	ed Budget	Ω-			dopted
	Actual	Actual				oposed		-
Class Title	FY 1993	FY 1994		1994-95		1995-96		1995-96
	No.	No.	No.	Amount	No.	Amount	No.	Amount
4337 Parks and Recreation Director	1	1	1	84,068	1	88,225	1	88,225
7490 Community Relations Assistant	1	1	1	46,312	1	46,134	1	46,134
4335 Rec and Operations Manager	2	2	2	129,033	2	136,572	2	136,572
4334 Assistant Recreation Manager	1	1	1	50,912	1	54,726	1	54,726
4333 Sr Recreation Supervisor	4	3	3	137,349	3	147,558	3	147,558
4332 Recreation Supervisor	24	24	24	982,742	25	1,100,820	25	1,100,820
4326 Recreation Instructor II	17	13	13	433,291	11	380,660	11	380,660
4325 Recreation Instructor I	28	33	41	1,194,496	44	1,340,394	44	1,340,394
4322 Recreation Leader	5	8	8	193,022	5	127,192	5	127,192
4131 City Forestor	1	1	1	48,181	1	45,991	1	45,991
4129 Forestry Supervisor	1	1	1	46,533	1	41,615	1	41,615
4127 Botanic Supervisor	2	2	2	93,163	2	100,183	1	50,435
4125 Botanic Specialist	1	1	1	42,167	1	45,313	2	95,061
4113 Gardener	25	25	25	840,758	25	871,525	25	871,525
4111 High Climber II	3	3	3	106,800	3	110,199	3	110,199
4110 High Climber !	7	8	8	275,778	9	312,556	9	312,556
3236 Chief Planner	1	1	1	53,576	1	57,586	1	57,586
3150 Public Works Inspector I	1	0	0	0	0	0	0	0
3134 Architect	8	7	9	407,422	5.1	254,913	7.1	338,724
3107 Technician I	1	1	1	32,280	1	33,322	1	33,322
2550 Information Systems Manager	o	ol	1	47,384	1	53,693	1	53,693
2544 Senior MIS Support Analyst	o	0	0	0	1	44,049	1	44,049
2542 MIS Support Analyst	0	1	1	34,956	1	45,302	1	45,302
2542 MIS Support Technician	1	0	0	0	0	0	0	0
1524 General Mechanic		1	1	35,600	1	36,733	1	36,733
1513 Welder	1	1	1	35,600	1	36,733	1	36,733
1457 Supervising Electrician	1	1	1	44,746	1	46,176	1	46,176
1453 Electrician	2	2	2	81,140	2	83,740	2	83,740
1443 Painter	2	2	2	71,200	2	73,466	2	73,466
1421 Lead Carpenter	1	1	1	37,375	1	38,563	1	38,563
•	5	5	5	178,000	5	183,665	5	183,665
1420 Carpenter 1315 Construction Egpmt Operator	1	1	1	35,329	1	36,462	1	36,462
	13	13	13	427,518	12	407,352	12	407,352
1240 Maintenance Mechanic	14	13	14	428,657	14	444,948	14	444,948
1237 Mower Operator	26	26	25	749,600	25	773,750	25	773,750
1218 Utility Worker	31	31	30	923,827	30	953,460	30	953,460
1215 Park Attendant	0	2	5	34,275	6	109,013	6	109,013
1208 Maintenance Worker	1	1	1	55,624	1	59,758	1	59,758
1136 Facility/Maintenance Manager	5	5	5	248,403	5	262,937	5	262,937
1134 Sr Facility & Maintenance Sprvsr	10	11	11	444,963	12	510,165	12	510,165
1132 Facilty and Maintenance Supevisor	10	1	11	35,600	12	36,733	12	36,733
1115 Building Maintenance Mechanic	1	1	1	25,724	1	26,541	1	26,541
1111 Lead Custodian		1	1			75,650	1	75,650
975 Deputy Director		o	0	73,310	1 0	75,650	1	
968 Program Manager I	1	1	1	43,034	1	46,218	0	46,218
966 Program Coordinator	, ,			. 1				42.003
964 Program Specialist	0	0	1	40,410	1	43,803	1	43,803
962 Asst Program Specialist]]	1	1	37,421	1	40,220	1	40,220
928 Bureau Administrative Manager		1	1	59,009	1	63,586	2	119,193
922 Admin Supervisor II	1	1	1	48,295	1	48,110	1	48,110
848 Senior Risk Specialist	0	1	1	41,322	1	44,398	1	44,398
832 Principal Financial Analyst	0	0	1	0	1	58,552	1	58,552
828 Senior Financial Analyst	1	1	1	51,219	1	52,853	1	52,853
827 Financial Analyst	0	0	0	0	1	41,082	1	41,082
816 Sr Administrative Specialist	0	0	0	0	1_	30,198	2	59,859
TOTAL FULL-TIME POSITIONS	258	262	277	9,567,424	277.1	10,103,393	281.1	10,272,472

PARKS AND RECREATION (130) Service Area: PARKS, RECREATION, AND CULTURE

Commissioner-in-Charge: Charlie Hales

FULL-T	IME	POS	ITI	ON	ıs
--------	-----	-----	-----	----	----

614 Human Resources Coordinator 515 Senior Accountant 1 1 1 37,208 0 0 0 1 516 Senior Accountant 3 3 3 95,007 3 92,749 3 92,7 510 Accounting Assistant 2 3 5 125,889 5 135,456 5 135,451 11 1 0 0 0 0 0 1410 Storekeeper 1 1 0 0 0 0 0 0 1410 Storekeeper 1 1 2 0 0 0 0 0 142 Secretarial Assistant 1 1 1 1 27,833 1 29,661 0 220 Secretarial Celrk 4 3.5 3.5 83,531 3 76,938 3 76,938 110 Office Clerk 1 3 1 0 0 0 0 0 116 Office Manager I 2 1 1 32,531 1 32,072 1 32,07 114 Clerical Specialist 3 3 3 79,740 3.5 94,785 3.5 94,785	Commissioner-in-Charge. Charne		,,						-031110143
No. No. No. Amount No. Amount No. Amount No. Amount No. Amount TOTALS FROM PREVIOUS PAGE 258 262 277 9,567,424 277.1 10,103,933 281.1 10,272,47 1516 281.0 1 1 48,808 1 55,807 0 0 1516 281.0 270.0		1	1			1		1	
TOTALS FROM PREVIOUS PAGE 258 262 277 9,567,424 277.1 10,103,393 281.1 10,272,47 614 Human Resources Coordinator 1 1 1 48,506 1 55,607 0 0 0 1515 Senior Accountant 1 1 1 37,206 0 0 0 0 0 1514 Associate Accountant 3 3 3 3 95,007 3 92,749 3 92,77 1510 Accounting Assistant 2 3 3 5 125,389 5 135,485 5 13,644 15 Store-keeper 1 1 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Class Title	FY 1993	FY 1994	FY	1994-95	FY	1995-96	FY	1995-96
614 Human Resources Coordinator 515 Senior Accountant 1 1 1 37.208 0 0 0 0 516 Associate Accountant 3 3 3 95,007 3 92,749 3 92,77 510 Accounting Assistant 2 3 5 125,389 5 135,456 5 135,456 11 10 0 0 0 0 0 1410 Storekeeper 1 1 2 0 0 0 0 0 0 1410 Storekeeper 1 1 2 0 0 0 0 0 0 142 Secretarial Assistant 1 1 1 1 27,833 1 29,661 0 220 Secretarial Celrk 4 3.5 3.5 83,531 3 76,938 3 76,938 110 Office Celrk I 3 1 0 0 0 0 0 116 Office Manager I 2 1 1 32,531 1 32,072 1 32,07 1114 Clerical Specialist 3 3 3 79,740 3.5 94,765 3.5 94,765		No.	No.	No.	Amount	No.	Amount	No.	Amount
614 Human Resources Coordinator 515 Senior Accountant 1 1 1 37.208 0 0 0 0 516 Associate Accountant 3 3 3 95,007 3 92,749 3 92,77 510 Accounting Assistant 2 3 5 125,389 5 135,456 5 135,456 11 10 0 0 0 0 0 1410 Storekeeper 1 1 2 0 0 0 0 0 0 1410 Storekeeper 1 1 2 0 0 0 0 0 0 142 Secretarial Assistant 1 1 1 1 27,833 1 29,661 0 220 Secretarial Celrk 4 3.5 3.5 83,531 3 76,938 3 76,938 110 Office Celrk I 3 1 0 0 0 0 0 116 Office Manager I 2 1 1 32,531 1 32,072 1 32,07 1114 Clerical Specialist 3 3 3 79,740 3.5 94,765 3.5 94,765	TOTALS FROM PREVIOUS PAGE	258	262	277	9,567,424	277.1	10,103,393	281.1	10,272,472
515 Senior Accountant 516 Associate Accountant 3 3 3 95,007 3 92,749 3 92,74 510 Accounting Assistant 2 3 5 125,389 5 135,456 5 135,45 411 Store Supervisor 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	614 Human Resources Coordinator	1	1	1		1		1	0
514 Associate Accountant 3 3 3 95,007 3 92,749 3 92,757 510 Accounting Assistant 2 2 3 5 125,389 5 135,456 5 138,44 11 Store Supervisor 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		1		į.				1	0
510 Accounting Assistant 2 3 5 125,389 5 135,456 5 138,451 13 tors Supervisor 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0			1	1			-	1	92,749
411 Store Supervisor 410 Storekeeper 1									135,456
410 Storekeeper 1 2 0 0 0 0 0 0 222 Secretarial Assistant 1 1 1 27.833 1 29.661 0 220 Secretarial Clerk 4 3.5 3.5 83.531 3 76,938 3 76,932 10 Office Clerk 1 3 1 0 0 0 0 0 0 0 0 16 Office Clerk 1 3 1 1 32,531 1 32,072 1 32,071 114 Clerical Specialist 3 3 79,740 3.5 94,765 3.5 94,765				4		1		l	0
222 Secretarial Assistant 1 1 1 27,833 1 29,681 0 220 Secretarial Clerk 4 3.5 3.5 83,531 3 76,938 3 76,93 210 Office Clerk 1 3 1 0 0 0 0 0 0 116 Office Manager 2 1 1 32,531 1 32,072 1 32,07 114 Clerical Specialist 3 3 3 79,740 3.5 94,765		1	2	l	0	I	0	Į.	0
220 Secretarial Clerk 4 3.5 3.5 83.531 3 76,938 3 76,93 210 Office Clerk 1 3 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		1	1	,	27,833	ľ.	29,661	1	0
210 Office Clerk 3 1 0 0 0 0 0 0 0 0 0		4	3.5	ı				I	76,938
116 Office Manager I 2 1 1 32,531 1 32,072 1 32,071 114 Clerical Specialist 3 3 3 79,740 3.5 94,765		i	1			1		1	0
114 Clerical Specialist 3 3 79,740 3.5 94,765 3.5 94,76		I	1		32,531		32,072		32,072
TOTAL FULL-TIME POSITIONS 280 282.5 295.5 10,097,171 294.6 10,620,641 296.6 10,704,452		1							94,765
FOTAL FULL-TIME POSITIONS 280 282.5 295.5 10,097,171 294.6 10,620,641 296.6 10,704,452									
TOTAL FULL-TIME POSITIONS 280 282.5 295.5 10,097,171 294.6 10,620,641 296.6 10,704,452									
TOTAL FULL-TIME POSITIONS 280 282.5 295.5 10,097,171 294.6 10,620,641 296.6 10,704,452		ļ							İ
TOTAL FULL-TIME POSITIONS 280 282.5 295.5 10,097,171 294.6 10,620,641 296.6 10,704,452									
	TOTAL FULL-TIME POSITIONS	280	282.5	295.5	10,097,171	294.6	10,620,641	296.6	10,704,452

GOLF (617)

Service Area: PARKS, RECREATION AND CULTURE

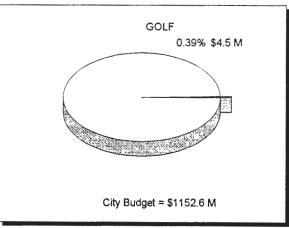
Commissioner-in-Charge: Charlie Hales			SUMMARY OF BUREAU EXPENSES		
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
EXPENDITURES					
Operating Budget:					
Personal Services	\$1,621,361	\$1,896,086	\$1,940,885	\$2,016,512	\$2,016,512
External Materials & Svcs.	1,156,563	1,304,420	1,256,075	1,174,500	1,274,500
Internal Materials & Svcs.	580,980	545,259	468,022	390,932	390,932
Minor Capital Outlay	138,913	153,334	158,800	145,000	145,000
Cash Transfers-Equipment	9,298	0	0	0	0
Total Operating Budget	\$3,507,115	\$3,899,099	\$3,823,782	\$3,726,944	\$3,826,944
Capital Improvements	765,503	968,623	1,516,838	545,800	675,800
TOTAL BUREAU EXPENSES	\$4,272,618	\$4,867,722	\$5,340,620	\$4,272,744	\$4,502,744
Allocated Overhead Costs			149,798	146,874	146,600
Total Cost with Allocated Overhead			\$5,490,418	\$4,419,618	\$4,649,344
Authorized Full-Time Positions					
Total	28	29.5	28.5	28.5	28.5
SOURCE OF FUNDING					
Golf Fund (154)		\$4,867,722	\$5,340,620	\$4,272,744	\$4,502,744
PROGRAMS					
Golf		\$4,867,722	\$5,340,620	\$4,272,744	\$4,502,744
Positions		29.5	28.5	28.5	28.5
TOTAL PROGRAMS		\$4,867,722	\$5,340,620	\$4,272,744	\$4,502,744
Positions		29.5	28.5	28.5	28.5

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Golf Enterprise Fund is a separate fund within Portland Parks and Recreation. It is a self- sustaining operation which manages the City's five 18-hole golf courses at four sites: 36 holes at Heron Lakes Golf Course and 18 holes each at Eastmoreland, Rose City, and Progress Downs.

The purpose of the Golf Enterprise Fund is to provide high quality public golf facilities and programs. Maintenance of the golf courses is done by City employees under the supervision of the Golf Manager within Portland Parks and Recreation. Operation of the courses is contracted out to concessionaires. The contracts are administered by the Golf Manager. the four concessionaires schedule tee times, operate the clubhouses, provide food and beverage service, offer golf lessons, and sell retail goods.

PERCENT OF CITY BUDGET



For their work in scheduling the courses and collecting revenue, the concessionaires are paid a percentage of greens fees. For the opportunity to use the clubhouses to sell food, beverages, and retail goods, the concessionaires pay the City a percentage of sales.

GOLF (617)

Service Area: PARKS, RECREATION AND CULTURE

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

The Golf program sponsors golf instruction in Portland area middle schools, summer golf camps, a paid internship program (Operation Eagle), and high school golf teams. As an additional benefit, the Golf program has been contributing annually to the Portland Parks and Recreation Youth Trust Fund from a \$.50 per nine hole surcharge established by City Council in 1991. About \$244,000 is budgeted in 1995-96 from this 1991 surcharge. Two other surcharges were established in 1994: a \$.75-per-nine-hole surcharge (with estimated revenue of \$366,000 in FY 1995-96) that funds a variety of youth recreation and school programs, and a \$2.00 per-nine-hole surcharge on non-residents, projected to generate \$490,000 in pass-through money for local school districts for 1995-96.

Because of negative customer reaction to the \$2.00 non-resident surcharge, it will be replaced by a \$1.00 across-the-board surcharge for FY 1995-96, which will put prices at the average of the current competitive market rather than below-market for residents and above-market for non-residents. Revenue from all the surcharges is placed in the Youth Trust Fund (part of the Portland Parks Trust Funds). However, beginning with 1994-95, revenue from all surcharges except the original 1991 surcharge are allowed to be diverted to the Golf Fund if needed for Golf operating, debt service, or capital expenses. Because of historically low levels of play in 1994-95, which may continue in the next year, surcharge revenue was diverted to the Golf Fund in 1994-95 and may again be in 1995-96, in which case the City Council has committed the General Fund to help cover the City's commitments to schools and youth recreation programs. For 1995-96, demand will have to be about 592,000 rounds per year in order to avoid any diversion of surcharge revenue out of the Youth Trust Fund and into the Golf Fund.

The 1995-96 budget includes appropriation for personnel, materials & services, and equipment to maintain the golf courses. It includes appropriation to pay concessionaires their contractual share of the greens fees. Included in this budget is \$100,000 to fund marketing costs needed in order to bring play back up to former levels. The budget also includes \$675,800 in funding for capital projects: \$435,000 for Phase I (the back nine) of the Progress Downs Course Remodel, \$25,800 for a sidewalk required by the Conditional Use Permit at Eastmoreland, and \$215,000 for the final payment to the Army Corps of Engineers for the Heron Lakes Dike Study.

GOLF (617)

Commissioner-in-Charge: Ch		Antoni	Davis and Burdenst		ITEM DETAIL
Expenditure Classification	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
511000 Full-Time Employees	\$814,713	\$1,024,731	\$968,423	\$1,023,069	\$1,023,069
512000 Part-Time/Limited-Term	349,606	313,658	371,459	377,990	377,990
514000 Overtime	37,726	34,642	43,080	43,078	43,078
515000 Premium Pay	16,504	17,596	34,128	34,128	34,128
517000 Benefits	402,812	505,459	523,795	538,247	538,247
Total Personal Services	\$1,621,361	\$1,896,086	\$1,940,885	\$2,016,512	\$2,016,512
521000 Professional Services	\$7,817	\$137,091	\$166,225	\$0	\$0
522000 Utilities	94,823	88,341	117,000	120,000	120,000
523000 Equipment Rental	1,526	11,348	15,800	16,000	16,000
524000 Repair & Maintenance	95,323	35,666	35,825	36,500	36,500
528000 Local Match Payment	0	0	0	0	C
529000 Miscellaneous Services	499,614	669,336	566,000	634,000	734,000
531000 Office Supplies	2,735	3,722	1,000	2,000 -	2,000
532000 Operating Supplies	186,313	218,284	155,000	160,000	160,000
533000 Repair & Maint. Supplies	141,560	170,009	110,006	113,000	113,000
534000 Minor Equipment	14,936	15,608	15,000	15,000	15,000
535000 Clothing	8,443	5,317	10,000	10,000	10,000
539000 Other Commodities	6,753	0	0	0	(
541000 Education	1,800	1,696	5,000	5,000	5,000
542000 Local Travel	1,344	2,708	3,950	4,000	4,000
543000 Out-of-Town Travel	1,066	3,777	4,719	4,000	4,000
544000 External Rent	3,126	2,891	0	0	C
546000 Refunds	0	0	0	0	(
547000 Retirement	0	0	0	0	(
549000 Miscellaneous	89,384	49,869	50,550	55,000	55,000
Subtotal External Materials & Services	\$1,156,563	\$1,415,663	\$1,256,075	\$1,174,500	\$1,274,500
551000 Fleet Services	\$101,306	\$133,589	\$110,245	\$88,357	\$88,357
552000 Printing/Distribution	4,408	17,246	9,506	9,698	9,698
553000 Facilities Services	261,392	16,834	0	0	(
554000 Communications	11,417	11,117	13,394	13,147	13,147
555000 Data Processing	2,409	4,784	4,759	4,825	4,825
556000 Insurance	73,625	56,861	45,679	54,469	54,469
557000 Equipment Lease	0	0	0	0	(
558000 Same Fund Services	. 0	0	0	0	(
559000 Other Fund Services	458,309	535,864	284,439	220,436	220,436
Subtotal Internal Materials & Services	\$912,866	\$776,295	\$468,022	\$390,932	\$390,932
Total Materials & Services	\$2,069,429	\$2,191,958	\$1,724,097	\$1,565,432	\$1,665,432
561000 Land	\$0	\$0	\$0	\$0	\$0
562000 Buildings	0	0	0	0	(
563000 Improvements	433,617	626,344	1,516,838	545,800	675,800
564000 Equipment	138,913	153,334	158,800	145,000	145,000
Total Capital Outlay	\$572,530	\$779,678	\$1,675,638	\$690,800	\$820,800
573000 Cash Transfers-Equipment	\$9,298	\$0	\$0	\$0	\$0
Total Bureau Expenses	\$4,272,618	\$4,867,722	\$5,340,620	\$4,272,744	\$4,502,744

GOLF (617)
Service Area: PARKS, RECREATION AND CULTURE

Commissioner-in-Charge: C	harlie Hales							OSITION
	Actual	Actual		ed Budget		posed		opted
Class Title	FY 1993	FY 1994	FY 1	1994-95		1995-96		995-96
	No.	No.	No.	Amount	No.	Amount	No.	Amount
970 Program Manager II	0	1	1	54,017	1	55,619	1	55,61
4175 Golf Course Manager	1	1	1	51,219	1	52,853	1	52,85
1950 Public Works Supervisor	1	1	0	0	0	0	0	
1132 Facility & Maintenance Supervi	isor 4	4	4	161,417	4	173,486	4	173,48
1222 Greenskeeper III	4	4	4	142,400	4	146,932	4	146,93
1221 Greenskeeper II	5	5	5	157,645	5	166,815	5	166,81
1220 Greenskeeper I	13	13	13	389,792	13	413,166	13	413,16
220 Secretarial Clerk I	0	0.5	0.5	11,933	0.0	0	0.0	4.4.0
114 Clerical Specialist	0	0	0	0	0.5	14,198	0.5	14,19
OTAL FULL-TIME POSITIONS	28	29.5	28.5	968,423	28.5	1,023,069	28.5	1,023,0

FI	IN	ח	21	IM	RA A	ARY	,

GOLF FOND (194)					THE COMMENT
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenue					
Service Charges					
Park and Recreation Fees	3,450,164	4,856,166	4,680,000	4,641,300	4,741,300
Concessions	162,150	205,546	165,000	160,000	160,000
Rents & Reimbursements	. 0	855	0	0	0
	3,612,314	5,062,567	4,845,000	4,801,300	4,901,300
Miscellaneous Revenues	-, ·_,···	-,,	,	, ,	,
Interest	104,479	51,280	75,000	65,000	65,000
Other	9,254	8,042	0	0	0
Guici	113,733	59,322	75,000	65,000	65,000
	110,700	00,022	70,000	00,000	33,333
Total External Revenue	3,726,047	5,121,889	4,920,000	4,866,300	4,966,300
Interfund Service Reimburseme	ents				
PIR	0	10,000	10,700	16,613	16,613
Portland Parks Trust	0	25,305	27,510	34,013	34,013
- Container anno 17 aoi	0	35,305	38,210	50,626	50,626
Beginning Fund Balance	_	00,000	,	0	0
Encumbered			450,113	300,000	300,000
Unencumbered	2,091,220	1,281,830	674,318	109,037	239,037
Total Beginning Fund Balance	2,091,220	1,281,830	1,124,431	409,037	539,037
TOTAL RESOURCES	\$5,817,267	\$6,439,024	\$6,082,641	\$5,325,963	\$5,555,963
REQUIREMENTS					
Bureau Expenses					
Personal Services	\$1,621,361	\$1,896,086	\$1,940,885	\$2,016,512	\$2,016,512
External Materials & Svcs	1,156,563	1,415,663	1,256,075	1,174,500	1,274,500
Internal Materials & Svcs	1,130,303	1,415,005	1,230,073	1,174,500	1,214,500
General	458,309	460,307	282,039	219,200	219,200
Fleet	101,306	133,589	110,245	88,357	88,357
	4,408	17,246	9,506	9,698	9,698
Printing/Dist.	261,392	16,834	9,500	9,098	9,098
Facilities	11,417	11,117	13,394	13,147	13,147
Communications					
Data Processing	2,409	4,784	4,759	4,825	4,825
Insurance and Claims	18,281	15,089	17,530	25,417	25,417
Workers Compensation	55,344	41,772	28,149	29,052	29,052
Autoport	0	2,232	2,400	1,236	1,236
Transportation	0	73,225	0	0	0
Water	0	100	0	0	0
	912,866	776,295	468,022	390,932	390,932
Capital Outlay	572,530	779,678	1,675,638	690,800	820,800
Equipment Cash Transfers					
Health Insurance Op.	9,265	0	, O	0	0
Fleet	33	0	. 0_	0	0
	9,298	0	. 0	0	0
Total Bureau Expenses	4,272,618	4,867,722	5,340,620	4,272,744	4,502,744
	,	-,,	-,,	-,,	-,,1

GOLF FUND (154)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
Fund Requirements					
Contingency					
Gen Oper Contingency	0	0	203,494	249,833	250,107
Encumbered	0	0	0	300,000	300,000
Compensation Adjust.	0	0	90,729	62,512	62,512
	0	0	294,223	612,345	612,619
Interfund Cash Transfers					
General Fund Overhead	112,194	144,874	149,798	146,874	146,600
Golf Bond Redemption	153,754	302,000	298,000	294,000	294,000
	265,948	446,874	447,798	440,874	440,600
Inventory Account Increases	0	0	0	0	0
Ending Balance/Reserves	1,278,701	1,124,428	0	0	0
TOTAL REQUIREMENTS	\$5,817,267	\$6,439,024	\$6,082,641	\$5,325,963	\$5,555,963

GOLF REVENUE BOND REDEMPTION FUND (353)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Miscellaneous Revenues					
Interest on Investments	\$13,442	\$8,935	\$8,000	\$10,500	\$10,500
	0	0	0	0	0
	13,442	8,935	8,000	10,500	10,500
Total External Revenues	13,442	8,935	8,000	10,500	10,500
Cash Transfers from Other Funds					
Golf Operating	153,754	302,000	298,000	294,000	294,000
Co. operaning	. 0	, 0	0	0	0
	153,754	302,000	298,000	294,000	294,000
Beginning Fund Balance	376,752	232,749	241,249	231,777	231,777
TOTAL RESOURCES	\$543,948	\$543,684	\$547,249	\$536,277	\$536,277
REQUIREMENTS AU 619	2051	2054	24 222	20	20
External Materials and Svcs	\$351	\$354	\$1,000	\$0	\$0
Total Bureau Expenses	\$351	\$354	\$1,000	\$0	\$0
Contingency					
General Operating Contingency	0	0	0	0	0
Debt Service					
Principal	180,000	190,000	195,000	205,000	205,000
Interest	130,848	121,011	110,342	98,776	98,776
	310,848	311,011	305,342	303,776	303,776
Cash Transfers to Other Funds					
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
Ending Balance/Reserves	232,749	232,319	240,907	232,501	232,501
TOTAL REQUIREMENTS	\$543,948	\$543,684	\$547,249	\$536,277	\$536,277
Line Item Detail - AU 619					
External Materials and Services					
549000 Miscellaneous	\$351	\$354	\$1,000	\$0	\$0
TOTAL Bureau Expenses	\$351	\$354	\$1,000	\$0	\$0
TOTAL Dureau Expenses	4001	4004	Ψ1,000	40	

This fund pays principal and interest on bonds issued to make improvements at City-owned golf courses. Debt service on these bonds is paid by golf user fees.

GOLF REVENUE BOND REDEMPTION FUND (353)

Revenue Bonds

DEBT REDEMPTION SCHEDULE

This fund pays principal and interest on bonds issued to make improvements at four City-owned golf courses. The City's self-supporting golf program is directed toward providing attractive, playable and affordable golf facilities and support services for the public. Principal and interest are payable solely from the net revenues of the Golf System.

This schedule shows the remaining payments for principal and interest that the City owes to holders of these bonds.

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
Series 1991A	\$2,295,000	07/01/91	11/01/95 11/01/96 11/01/97 11/01/98 11/01/99 11/01/00 11/01/01	5.800% 5.950% 6.050% 6.150% 6.250% 6.350% 6.450%	\$205,000 220,000 230,000 245,000 260,000 275,000 295,000	\$205,000	\$5,945 13,090 13,915 15,068 16,250 17,463 19,028
TOTAL Go	If Revenue Bo	nd Redemp	tion Fund (cas	sh basis) _	\$1,730,000	\$205,000	\$100,758

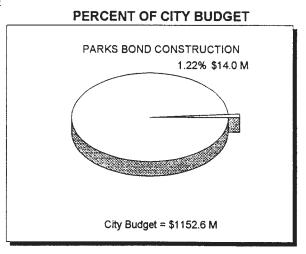
PARKS BOND CONSTRUCTION (765)

Service Area: PARKS, RECREATION AND CULTURE

Commissioner-in-Charge: Cha	rlie Hales	SUMN	MARY OF BURE	<u>AU EXPENSES</u>	
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
EXPENDITURES					
Operating Budget:					
Personal Services	\$0	\$0	\$0	\$0	\$0
External Materials & Svcs.	0	0	0	0	0
Internal Materials & Svcs.	0	0	0	0	0
Minor Capital Outlay	0	0	0	0	0
Cash Transfers-Equipment	0	0	0	0	0
Total Operating Budget	\$0	\$0	\$0	\$0	\$0
Capital Improvements	0	0	0	14,028,113	14,028,113
TOTAL BUREAU EXPENSES	\$0	\$0	\$0	\$14,028,113	\$14,028,113
Allocated Overhead Costs			0	0	0
Total Cost with Allocated Ove	rhead		\$0	\$14,028,113	\$14,028,113
Authorized Full-Time Positions					
Total	0	0	0	16.9	16.9
SOURCE OF FUNDING					
Parks Bond Construction Fund (5	(04)	\$0	\$0	\$14,028,113	\$14,028,113
PROGRAMS					
Parks Bond Construction		\$0	\$0	\$14,028,113	\$14,028,113
Positions		0	0	16.9	16.9
TOTAL PROGRAMS		\$0	\$0	\$14,028,113	\$14,028,113
Positions		0	0	16.9	16.9

GENERAL DESCRIPTION and CHANGES FROM 1994-95

In November, 1994 the citizens of Portland passed a \$58.8 million dollar bond measure for the renovation, upgrading or developing of 106 existing parks and eight new facilities. The City Council through its FY 93-94 budget, directed Portland Parks and Recreation to document capital needs for existing parks and facilities and to identify long-term capital requirements for acquisition and development of new park land, facilities and natural areas. In order to develop the plan, PP&R reviewed the results of several studies that corroborated each other in illustrating the degree to which parks and park facilities were in need of repair. Primary areas of deficiency in City parks included deteriorating play equipment, old and leaking irrigation systems, and inadequate and vandal-susceptible restroom facilities.



The final capital plan approved by the voters in November, 1994 consists of two types of improvements and associated costs. The first are renovation projects, which will correct basic problems with existing parks and facilities including irrigation systems, play area renovations and mechanical systems. The second are upgrade and development projects which will provide for a higher level of service beyond what is currently provided. The bonds were sold in the spring of 1995, in the amount of \$58.8 M. Approximately 30 projects will be initiated in FY 1994-95.

PARKS BOND CONSTRUCTION (765)

Service Area: PARKS, RECREATION AND CULTURE

Commissioner-in-Charge: Charlie Hales

SUMMARY OF BUREAU EXPENSES

Projects and amounts proposed for FY 95-96 are as follows:

Adams Community Garden	\$1,320	Kern Park	91,960
Alberta Park	213,200	Knott Park	303,420
Arbor Lodge Park	249,800	Lair Hill Park	149,286
Berrydale Community Garden	1,078	Laurelhurst Park	62,500
Bloomington Park	196,562	Midland Park	27,500
Brooklyn Park	204,290	Normandale Park	249,785
Clinton Park	277,866	North Park Blocks	203,500
Clinton Community Garden	208	Northgate Park	213,579
Col Summers Comm. Garden	363	Oaks Bottom Park	59,800
Columbia Park	99,156	Oregon Park	288,750
Community Music Center	49,762	Overlook House Comm. Center	39,286
Couch Park	96,970	Pier Park	650,077
Creston Pool	45,358	Pittock Mansion (Int)	63,508
Custer Park	116,389	Plaza Blocks Park	18,518
Dawson Park	83,930	Powell Park	275,000
Duniway Park	194,685	Reed Community Garden	2,240
East Delta Sports Fields	1,957,612	Sellwood Park	206,840
Ed Benedict Park	152,780	Sellwood Pool	790,055
Essex Park	189,020	Sewallcrest Community Garden	1,403
Flavel Park	42,714	Soccer Fields (NE)	64,592
Front & Curry Comm. Garden	715	Soccer Fields (SW)	13,333
Fulton Community Garden	3,300	Southwest Comm Center	478,432
Gabriel Community Garden	1,760	St. Johns Community Center	4,160
George Park	52,569	St. Johns Community Garden	567
Glenhaven Park	296,620	Sunnyside School Park	22,204
Glenwood Park	62,754	Terwilliger Park	161,229
Grant Park	329,850	University Park	128,658
Grant Pool	347,160	Ventura Park	66,848
Hamilton Park	7,077	Vermont Hills Comm. Garden	440
Harrison Park	6,173	Water & Gibbs Comm. Garden	660
Healy Heights Park	25,716	Waterfront Park	1,545,484
Hillside Community Center	550,152	Wilshire Park	164,214
Interstate Firehouse Cultural Ctr	27,500	Wilson High Pool	88,000
Irving Park	276,270	Total	\$12,728,944
Kenilworth Park	132,437		, ,

PARKS BOND CONSTRUCTION (765)

Service Area: PARKS, RECREATION AND CULTURE

Commissioner-in-Charge: Charge: arlie Hales			LINE	ITEM DETAIL	
Expenditure Classification	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
511000 Full-Time Employees	\$0	\$0	\$0	\$714,102	\$714,102
512000 Part-Time/Limited-Term	0	0	0	0	0
514000 Overtime	0	0	0	0	0
515000 Premium Pay	0	0	0	0	0
517000 Benefits	00	0	0	265,817	265,817
Total Personal Services	\$0	\$0	\$0	\$979,919	\$979,919
521000 Professional Services	\$0	\$0	\$0	\$977,055	\$977,055
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	23,033	23,033
524000 Repair & Maintenance	0	0	0	0	0
528000 Local Match Payment	0	0	0	0	0
529000 Miscellaneous Services	0	0	0	0	0
531000 Office Supplies	0	0	0	10,000	10,000
532000 Operating Supplies	0	0	0	12,080	12,080
533000 Repair & Maint, Supplies	0	0	0	1,000	1,000
534000 Minor Equipment	0	0	0	0	0
535000 Clothing	0	0	0	0	0
539000 Other Commodities	0	0	0	0	0
541000 Education	0	0	0	5,000	5,000
542000 Local Travel	0	0	0	500	500
543000 Out-of-Town Travel	0	0	0	1,600	1,600
544000 External Rent	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement	0	0	0	0	0
549000 Miscellaneous	0	0	0	0	0
Subtotal External Materials & Services	\$0	\$0	\$0	\$1,030,268	\$1,030,268
551000 Fleet Services	\$0	\$0	\$0	\$0	\$0
552000 Printing/Distribution	0	0	0	41,272	41,272
553000 Facilities Services	0	0	0	8,419	8,419
554000 Communications	0	0	0	18,945	18,945
555000 Data Processing	0	0	0	0	0,0,0
556000 Insurance	0	0	0	0	0
557000 Equipment Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	. 0	0	0	237,401	237,401
Subtotal Internal Materials & Services	\$0	\$0	\$0	\$306,037	\$306,037
Total Materials & Services	\$0	\$0	\$0	\$1,336,305	\$1,336,305
561000 Land	\$0	\$0	\$0	\$0	\$0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	11,711,889	11,711,889
564000 Equipment	0	0	0	0	0
Total Capital Outlay	\$0	\$0	\$0	\$11,711,889	\$11,711,889
573000 Cash Transfers-Equipment	\$0	\$0	\$0	\$0	
Total Bureau Expenses	\$0	\$0	\$0	\$14,028,113	\$14,029,113
I Utat Buleau Expellses	30	4 0		\$ 14,020, I IS	\$14,028,113

PARKS BOND CONSTRUCTION (765) Service Area: PARKS, RECREATION AND CULTURE

Commissioner-in-Charge: Charlie	issioner-in-Charge: Charlie Hales					FULL-TIME POSITIONS			
Commissione: II. Charles	Actual	Actual	Revise	ed Budget	Pro	oposed	Ad	lopted	
Class Title	FY 1993	FY 1994	FY 1	1994-95	FY	1995-96	FY '	1995-96	
	No.	No.	No.	Amount	No.	Amount	No.	Amount	
Class Title 3138 Architectural Supervisor 7492 Community Relations Specialist 3134 Architect 3133 Associate Architect 1134 Sr. Facilities & Maint. Supervisor 1132 Facilities & Maint. Supervisor 514 Associate Accountant 114 Clerical Specialist	Actual FY 1993	FY 1994	FY 1	1994-95	FY No.	oposed 1995-96	FY '	lopted 1995-96	
TOTAL FULL-TIME POSITIONS	0	0	0	0	16.9	714,102	16.9	714,102	

PARKS	BOND	CONSTRU	CTION	FUND	(504)
	20112		- 11-11		,

FUND SUMMARY

PARKO BOND CONOTICO	Actual	Actual	Revised Budget	Proposed	Adopted
	FY 1992-93	FY 1993-94	FY 1994-95	FY 1995-96	FY 1995-96
RESOURCES		- -			
External Revenue					
Miscellaneous Revenues					
Bond Proceeds	0	0	0	0	0
Interest	0	0	0	3,069,848	3,069,848
	0	0	0	3,069,848	3,069,848
Total External Revenue	0	0	0	3,069,848	3,069,848
Beginning Fund Balance					
Encumbered				1,600,000	1,600,000
Unencumbered	0	0	0	56,277,025	56,277,025
Total Beginning Fund Balance	0	0	0	57,877,025	57,877,025
TOTAL RESOURCES	\$0	\$0	\$0	\$60,946,873	\$60,946,873
REQUIREMENTS					
Bureau Expenses		•	•		
Personal Services	\$0	\$0	\$0	\$979,919	\$979,919
External Materials & Svcs	0	0	0	1,030,268	1,030,268
Internal Materials & Svcs	0	0	^	222 222	222 222
General	0	0	0	233,693	233,693
Fleet	0	0	0	0	0
Printing/Dist.	0	0	0	41,272	41,272
Facilities	0	0	0	8,419	8,419
Communications	0	0	0	18,945	18,945
Autoport	0	0	0	3,708	3,708
04-1-04	0	0	0	306,037	306,037
Capital Outlay	0	0	0	11,711,889 0	11,711,889 0
_					
Total Bureau Expenses	0	0	0	14,028,113	14,028,113
Fund Requirements Contingency					
Gen Oper Contingency	. 0	0	0	45,288,383	45,288,383
Encumbered	0	ő	0	1,600,000	1,600,000
Compensation Adjust.	0	Ö	0	30,377	30,377
	0	0	0	46,918,760	46,918,760
Ending Balance/Reserves	0	Ö	0	0	40,310,700
TOTAL REQUIREMENTS	\$0	\$0	\$0	\$60,946,873	\$60,946,873

PARKS SYSTEMS IMPROVEMENTS FUND (119)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
External Revenues					
Property Taxes	\$111,845	\$63,558	\$20,000	\$2,000	\$2,000
Interest on Investments	77,457	21,684	3,000	200	200
Donations	14,500	8,000	0	0	0
Total External Revenues	203,802	93,242	23,000	2,200	2,200
Cash Transfers from Other Funds					-
Portland Parks Trust	0	6,000	0	0	0
·	0	6,000	0	0	0
Beginning Fund Balance				0	
Encumbered	0	0	0	10,000	10,000
Unencumbered	2,238,950	834,371	697,671	788	788
Total Beginning Fund Balance	2,238,950	834,371	697,671	10,788	10,788
TOTAL RESOURCES	\$2,442,752	\$933,613	\$720,671	\$12,988	\$12,988
REQUIREMENTS AU 263					
External Materials and Svcs	\$59,145	\$1,681	\$73,617	\$2,988	\$2,988
Internal Materials and Svcs					
General Fund	408,620	213,029	60,968	0	0
Printing & Distribution	2,399	905	0	0	0
Environmental Services	1,174	0	00	0	0
Total Internal Materials and Svcs	412,193	213,934	60,968	0	0
Capital Outlay	1,106,940	264,495	324,959		
Total Bureau Expenses	\$1,578,278	\$480,110	\$459,544	\$2,988	\$2,988
Contingency					
General Operating Contingency	0	0	240,000	0	0
Encumbered	0	0	0	10,000	10,000
Debt Service					
Principal	0	0	0	0	0
Interest	0	0	0	0	0
Cash Transfers to Other Funds	0	0	0	0	0
General Fund Overhead	30,103	11,458	21,127	0	0
General Fund Overnead	0	0	0	ő	0
	30,103	11,458	21,127	0	0
Ending Balance/Reserves	834,371	442,045	0	0	0
TOTAL REQUIREMENTS	\$2,442,752	\$933,613	\$720,671	\$12,988	\$12,988
			,		
<u>Line Item Detail - AU 263</u> External Materials and Services					
521000 Professional Services	\$46,765	\$0	\$0	\$0	\$0
	0	0	0	2,988	2,988
524000 Rebairs and Maintenance		0	0	0	0
524000 Repairs and Maintenance 529000 Miscellaneous Services	1.732	U			
529000 Miscellaneous Services	7,732 382				
•	7,732 382 1,511	0 12	0	0	0

PARKS SYSTEMS IMPROVEMENTS FUND (119)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
Internal Materials and Services						
552000 Printing and Distribution	2,399	905	73,617	0	0	
559000 Other Fund Services	409,794	213,029	60,968	0	0	
Capital Outlay						
563000 Improvements	1,101,948	264,495	324,959	0	0	
564000 Capital Equipment	4,992	0	0	0	0	
TOTAL Bureau Expenses	\$1,578,278	\$480,110	\$459,544	\$2,988	\$2,988	

The Parks System Improvements Fund was established to account for the revenues and expenses associated with the 1989 parks special levy. This \$7.3 million levy was primarily for capital improvements to the parks system, although a portion of it was designed for operating costs connected to the newly improved Matt Dishman Community Center and Pool. Nearly all of the projects called for in the original 1989 levy proposal have been completed. This fund will be expending the last of its balances during fiscal year 1995-96.

PORTLAND INTERNATIONAL RACEWAY (608)

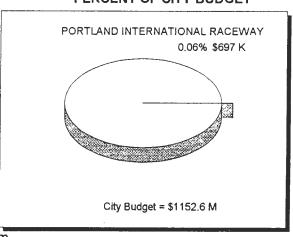
Service Area: PARKS, RECREATION AND CULTURE

Commissioner-in-Charge: Charlie Hales			SUMMARY OF BUREAU EXPENSES			
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
EXPENDITURES						
Operating Budget:						
Personal Services	\$265,988	\$311,126	\$284,140	\$338,762	\$338,762	
External Materials & Svcs.	134,877	166,224	230,425	216,700	216,700	
Internal Materials & Svcs.	56,761	67,984	55,653	61,990	61,990	
Minor Capital Outlay	20,004	8,389	5,000	10,000	10,000	
Cash Transfers-Equipment	0	18,882	0	0	0	
Total Operating Budget	\$477,630	\$572,605	\$575,218	\$627,452	\$627,452	
Capital Improvements	17,975	36,928	0	70,000	70,000	
TOTAL BUREAU EXPENSES	\$495,605	\$609,533	\$575,218	\$697,452	\$697,452	
Allocated Overhead Costs		• •	46,536	37,772	37,500	
Total Cost with Allocated Over	rhead		\$621,754	\$735,224	\$734,952	
Authorized Full-Time Positions						
Total	4	4	4	6	6	
SOURCE OF FUNDING						
Portland International Raceway F	und (156)	\$609,533	\$575,218	\$697,452	\$697,452	
PROGRAMS						
Portland International Racewa	у	\$609,533	\$575,218	\$697,452	\$697,452	
Positions		4	4	6	6	
TOTAL PROGRAMS		\$609,533	\$575,218	\$697,452	\$697,452	
Positions		4	4	6	6	

GENERAL DESCRIPTION and CHANGES FROM 1994-95

Portland International Raceway is a separate fund and AU within Portland Parks and Recreation. It is a wholly self-sustaining operation which manages the world-class road course, a moto-cross track, open air exhibit areas, and complementary spectator facilities. While best known as the home of the Budweiser/G.I. Joe's Portland 200 IndyCar Race, which just completed its 11th successful year, the facility attracts over 350,000 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. Revenues for maintenance of the facility come from track rentals, and from

PERCENT OF CITY BUDGET



a multi-year concessions agreement which grants the exclusive rights to sell food and beverage at PIR events.

The FY 95-96 budget provides appropriation for personnel, materials, services and equipment needed to operate and maintain the facility. Two additional maintenance positions are included, partially offset by a reduction in temporary staff to better maintain this facility on a year round basis. For FY 95-96 one capital improvement project is included which will repave a portion of the front straight of the racetrack.

PORTLAND INTERNATIONAL RACEWAY (608)

Service Area: PARKS, RECREATION AND CULTURE Commissioner-in-Charge: Charlie Hales

LINE	ITEM	DETAIL

Expenditure Classification	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
511000 Full-Time Employees	\$145,771	\$152,181	\$154,185	\$210,062	\$210,062
512000 Part-Time/Limited-Term	41,326	67,728	44,900	25,000	25,000
514000 Overtime	10,362	9,716	11,890	9,272	9,272
515000 Premium Pay	0	0	0	80	80
517000 Benefits	68,529	81,501	73,165	94,348	94,348
Total Personal Services	\$265,988	\$311,126	\$284,140	\$338,762	\$338,762
521000 Professional Services	\$7,731	\$19,613	\$32,125	\$20,000	\$20,000
522000 Utilities	36,696	31,471	40,000	40,000	40,000
523000 Equipment Rental	1,627	871	2,000	1,000	1,000
524000 Repair & Maintenance	25,617	25,587	50,000	50,000	50,000
528000 Local Match Payment	0	0	0	0	0
529000 Miscellaneous Services	5,541	14,622	8,000	10,000	10,000
531000 Office Supplies	1,500	1,521	1,500	1,500	1,500
532000 Operating Supplies	24,691	20,788	25,000	25,000	25,000
533000 Repair & Maint. Supplies	15,807	22,645	45,000	45,000	45,000
534000 Minor Equipment	2,023	1,847	3,000	1,500	1,500
535000 Clothing	793	1,429	1,000	1,500	1,500
539000 Other Commodities	0	0	0	0	0
541000 Education	340	0	0	0	0
542000 Local Travel	577	1,033	600	1,000	1,000
543000 Out-of-Town Travel	687	740	0	0	0
544000 External Rent	8,200	0	8,200	800	800
546000 Refunds	0,250	0	0,200	0	0
547000 Retirement	0	0	0	0	0
549000 Miscellaneous	3,047	24,057	14,000	19,400	19,400
Subtotal External Materials & Services	\$134,877	\$166,224	\$230,425	\$216,700	\$216,700
551000 Fleet Services	\$2,930	\$8,856	\$5,503	\$4,506	\$4,506
552000 Printing/Distribution	703	42	617	627	627
553000 Facilities Services	0	0	0	0	0
554000 Communications	5,558	6,223	7,357	8,518	8,518
555000 Data Processing	642	970	934	941	941
556000 Insurance	21,591	20,063	23,140	19,760	19,760
557000 Equipment Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	25,337	31,830	18,102	27,638	27,638
Subtotal Internal Materials & Services	\$56,761	\$67,984	\$55,653	\$61,990	\$61,990
Total Materials & Services	\$191,638	\$234,208	\$286,078	\$278,690	\$278,690
561000 Land	\$0	\$0	\$0	\$0	\$0
562000 Buildings	0	0	0	0	0
563000 Improvements	17,975	36,928	0	70,000	70,000
564000 Equipment	20,004	8,389	5,000	10,000	10,000
Total Capital Outlay	\$37,979	\$45,317	\$5,000	\$80,000	\$80,000
573000 Cash Transfers-Equipment	\$0	\$18,882	\$0	\$0	\$0
Total Bureau Expenses	\$495,605	\$609,533	\$575,218	\$697,452	\$697,452

PORTLAND INTERNATIONAL RACEWAY (608)

Service Area: PARKS, RECREATION AND CULTURE

ommissioner-in-Charge: Charl	Astrol	Actual Actual Revised Budget			FULL-TIME POSITIONS Proposed Adopted			
		!				995-96		1995-96
lass Title	FY 1993	FY 1994		994-95				
	No.	No.	No.	Amount	No.	Amount	No.	Amount
4352 Racetrack Manager	1	1	1	51,219	1	52,853	1	52,8
816 Senior Administrative Specialist	1	1	1	30,276	1	32,548	1	32,5
1132 Facilities and Maintenance Sup.	1	1	1	39,804	1	42,792	1	42,
1240 Maintenance Mechanic	1	1	1	32,886	1	33,946	1	33,
	0	o	0	0	1	30,950	1	30,9
1218 Utility Worker	0	٥	0	0	1	16,973	1	16,
1208 Maintenance Worker		J		Ü	·	10,510	·	, ,
TAL FULL-TIME POSITIONS	4	4	4	154,185	6	210,062	6	210,

PORTLAND INTERNATIONAL RACEWAY FUND (156)

FUND SUMMARY

I OKIEAND INTERNATION	DIAL MADENAL TOND (100)			T OND SOMMANT		
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
RESOURCES						
External Revenue						
Service Charges						
Rents & Reimbursements	422,452	579,691	440,000	570,000	570,000	
Concessions	159,039	155,868	180,000	170,000	170,000	
	581,491	735,559	620,000	740,000	740,000	
Miscellaneous Revenues						
Interest	6,236	2,201	8,000	5,000	5,000	
Other	2,039	1,114	0	0	0	
	8,275	3,315	8,000	5,000	5,000	
Total External Revenue	589,766	738,874	628,000	745,000	745,000	
Interfund Cash Transfers						
PIR Bond Redemption	0	1,801	0	0 .	. 0	
2	0	1,801	0	0	0	
Interfund Service Reimburseme	ents					
	0	0	0	0	0	
-	0	0	0	0	0	
Beginning Fund Balance					0	
Encumbered			50,000	35,000	35,000	
Unencumbered	91,722	147,813	126,813	211,816	211,816	
Total Beginning Fund Balance	91,722	147,813	176,813	246,816	246,816	
TOTAL RESOURCES	\$681,488	\$888,488	\$804,813	\$991,816	\$991,816	

FUND SUMMARY

	Actual	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
	FY 1992-93	FT 1883-84	FT 1994-90	FT 1895-90	F 1 1995-90
REQUIREMENTS					
Bureau Expenses					
Personal Services	\$265,988	\$311,126	\$284,140	\$338,762	\$338,762
External Materials & Svcs	134,877	166,224	230,425	216,700	216,700
Internal Materials & Svcs					
General	25,337	14,989	7,402	9,025	9,025
Fleet	2,930	8,856	5,503	4,506	4,506
Printing/Dist.	703	42	617	627	627
Communications	5,558	6,223	7,357	8,518	8,518
Data Processing	642	970	934	941	941
Insurance and Claims	14,268	13,935	17,967	14,641	14,641
Workers Compensation	7,323	6,128	5,173	5,119	5,119
Water	0	390	0	0	C
Transportation	0	6,451	0	2,000	2,000
Golf	0	10,000	10,700	16,613 .	. 16,613
	56,761	67,984	55,653	61,990	61,990
Capital Outlay	37,979	45,317	5,000	80,000	80,000
Equipment Cash Transfers					
Fleet	0	18,882	0	0	C
	0	18,882	0	0	0
Total Bureau Expenses	495,605	609,533	575,218	697,452	697,452
Fund Requirements					
Contingency					
Gen Oper Contingency	0	0	132,113	211,090	211,362
Encumbered	0	0	37,875	35,000	35,000
Compensation Adjust.	0	0	13,071	10,502	10,502
	0	0	183,059	256,592	256,864
Debt Service		•	.00,000	200,002	200,001
Principal	0	0	0	0	0
Interest	0	Ö	0	0	0
Interest	0	0	0	0	0
Interfund Cash Transfers	Ü	ŭ	Ü	· ·	· ·
General Fund Overhead	36,680	49,249	46,536	37,772	37,500
Insurance Operating	1,388	70, <u>2</u> 40	10,000	07,772	07,500
modiance Operating	1,555	0	0	0	0
-	38,068	49,249	46,536	37,772	37,500
Inventory Account Increases	00,000	73,243	4 0,550	01,112	37,500
Ending Balance/Reserves	147,815	229,706	0	0	0
TOTAL REQUIREMENTS	\$681,488	\$888,488	\$804,813	\$004 04 <i>E</i>	\$001.046
TOTAL REQUIREMENTS	⊅ 001,400	\$000,400	\$004,013	\$991,816	\$991,816

PIR BOND REDEMPTION FUND (361)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Miscellaneous Revenues					
Rents and Reimbursements	\$22,217	\$2,290	\$0	\$0	\$0
Interest on Investments	\$8,999	\$3,153	\$0	\$0	\$0
Miscellaneous	896	0	0	0	0
	32,112	5,443	0	0	0
Total External Revenues	32,112	5,443	0	0	0
Cash Transfers from Other Funds					
	0	0	0	0	0
	0	0	0	0	0
Beginning Fund Balance	220,705	123,831	0	0	0
TOTAL RESOURCES	\$252,817	\$129,274	\$0	.\$0	\$0
REQUIREMENTS AU 613					
External Materials and Svcs	\$1,213	\$73	\$0	\$0	\$0
Total Bureau Expenses	\$1,213	\$73	\$0	\$0	\$0
Contingency					
General Operating Contingency	0	0	0	0	0
Debt Service					
Principal	110,000	120,000	0	0	0
Interest	17,773	7,400		0	0
	127,773	127,400	0	0	0
Cash Transfers to Other Funds					
Portland International Raceway	0	1,801	0	0	0
	0	0	0	0	0
	0	1,801	0	0	0
Ending Balance/Reserves	123,831	0	0	0	0
TOTAL REQUIREMENTS	\$252,817	\$129,274	\$0	\$0	\$0
Line Item Detail - AU 613					
External Materials and Services	A 4 A 4 A	476	**	A -	<u> </u>
549000 Miscellaneous	\$1,213	\$73	\$0	\$0	\$0
TOTAL Bureau Expenses	\$1,213	\$73	\$0	\$0	\$0

This fund pays principal and interest on certificates of participation issued to finance improvements at the Portland International Raceway. The debt service was paid off in fiscal year 1993-94.

PORTLAND PARKS TRUST FUNDS (602)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues	•				
Parking Fees	\$92,036	\$101,578	\$98,000	\$121,000	\$121,000
Parks and Recreation Fees	263,436	404,782	683,000	1,492,175	\$1,492,175
Concessions	91,019	62,267	50,000	75,000	75,000
Rents and Reimbursements	91,108	144,497	89,000	107,000	107,000
Interest on Investments	48,241	44,285	43,450	55,183	55,183
Donations	24,687	39,062	25,650	700	700
Miscellaneous, Other	4,420	0	0	0	0
Total External Revenues	614,947	796,471	989,100	1,851,058	1,851,058
Cash Transfers from Other Funds					
Sundry Trust Fund	55,714	0	0	0	0
Water Fund	28,890	0	0	0	0
General Fund	0	0	0	50,000	50,000
Transportation Fund	0	15,000	0	. 0	0
Facilities Services fund	260,000	0	0	0	0
	344,604	15,000	0	50,000	50,000
Beginning Fund Balance	0	0	40.000	20.000	20.000
Encumbered	700.046	0	40,000	20,000	20,000
Unencumbered	789,846	1,167,718	1,512,022	937,655	1,221,276
Total Beginning Fund Balance	789,846	1,167,718	1,552,022	957,655	1,241,276
TOTAL RESOURCES	\$1,749,397	\$1,979,189	\$2,541,122	\$2,858,713	\$3,142,334
REQUIREMENTS AU 450					
External Materials and Svcs	\$76,723	\$154,461	\$225,242	\$892,752	\$905,832
Internal Materials and Svcs	\$10,123	Ψ15 +,+ 01	Ψ225,242	\$032,13Z	Ψ903,032
General Fund	444,632	623,976	1,371,466	799,949	1,102,869
Communication Services	777,032	023,370	1,571,400	342	342
Golf	0	25,305	0	34,013	34,013
	444,632	649,281	1,371,466	834,304	1,137,224
Total Internal Materials and Svcs	61,000	10,562	15,000	10,000	10,000
Capital Outlay	\$582,355	\$814,304	\$1,611,708	\$1,737,056	\$2,053,056
Total Bureau Expenses General Operating Contingency	0	0	907,305	1,079,152	1,046,773
Encumbered	0	0	907,303	20,000	20,000
Ending Balance/Reserves	1,167,042	1,164,885	22,109	22,505	22,505
Ending Balance/Neserves	1,107,042	1,104,000	22,103		22,500
TOTAL REQUIREMENTS	\$1,749,397	\$1,979,189	\$2,541,122	\$2,858,713	\$3,142,334
Line Item Detail - AU 450					
External Materials and Services					
521000 Professional Services	\$5,028	\$2,666	\$1,743	\$0	\$0
522000 Utilities	0	2,844	1,300	1,350	1,350
524000 Repair & Maintenance Services	20,747	39,940	74,118	80,000	80,000
528000 Local Match Payments	5,698	14,900	139,192	575,070	575,070
529000 Miscellaneous Services	11,951	1,196	0	194,307	194,307
532000 Operating Supplies	0	48,370	5,000	20,000	20,000
533000 Repair & Maint. Supplies	9,064	21,723	5,000	15,000	15,000
534000 Minor Equipment & Tools	329	3,656	1,000	1,050	1,050
539000 Other Commodities	2,046	909	750	975	975
544000 External Rent	275	0	0	0	0
549000 Miscellaneous	21,586	18,257	0	18,080	18,080
	,	,		-1	,

PORTLAND PARKS TRUST FUNDS (602)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
Internal Materials and Services				<u> </u>	
553000 Facilities Services	3,780	0	0	0	0
554000 Communication Services	0	0	0	342	342
559000 Other Fund Services	440,851	649,281	1,368,605	820,882	1,136,882
Capital Outlay					
561000 Land	7,000	0	15,000	10,000	10,000
562000 Buildings	54,000	0	0	0	0
564000 Capital Equipment	0	10,562	0	0	0
TOTAL Bureau Expenses	\$582,355	\$814,304	\$1,611,708	\$1,737,056	\$2,053,056

Portland Parks Trust funds, which consists of twelve separate funds, is the recipient of donations from grants, neighborhood associations, foundations, "Friends" organizations, and others who designate funds to be applied to specific parks or projects. Trust fund expenditures are governed by a written set of guidelines that encourage leveraging trust fund expenditures against a "match" with other sources of support. Often, trust fund contributions are one-time investments. They are also used to provide specific benefits to a particular park or constituency and generally benefit the overall growth and mission of the entire park system.

The FY 1995-96 Portland Parks Trust fund budget includes support for sponsorships (\$85,000) and trust fund leveraging and development (\$34,013). These items are budgeted largely as interagency agreements with Portland Parks and Recreation. In addition, the Youth Trust Fund is housed here. This fund has been collecting a \$.50 per 9-hole surcharge on public golf courses with the revenues used to expand recreation opportunities for low-income youth. The 1995-96 budget includes an additional surcharge of \$.75 per nine-holes, with the revenue used for afterschool activities and athletic programs in response to cuts by the local school districts. This additional \$.75 is expected to yield about \$366,000, which will be transferred to PP&R's General Fund budget, where the direct expenditures will be incurred. In July, 1994 the City Council established an additional \$2 per nine hole surcharge for non-residents. The additional revenue from this surcharge was to be used to supplement the \$.75 charge in providing funds for public school athletic programs and afterschool programs. Because of negative customer reaction to the \$2.00 non-resident surcharge, it will be replaced by a \$1.00 across-the-board surcharge for FY 1995-96.

The Oaks Pioneer trust includes \$9,924 for landscape maintenance, via an interagency agreement with Portland Parks and Recreation. The Forest Park trust anticipates a \$10,000 purchase of property to expand park holdings; and the Willamette Park trust fund includes parking management services appropriated at a level of \$48,000.

Activity in the following other trust funds is anticipated at approximately the same level as in the current FY 1994-95 budget, estimated at \$975 for F.L. Beach trust fund awards; \$1,050 for minor equipment for the Rose Test Garden trust fund; \$20,000 for the Columbia South Shore trust fund, earmarked for trail maintenance; \$10,000 for maintenance of the SP 4449 engine; and \$10,000 for maintenance at Delta Park. Ticket surcharges at PIR events projected at \$40,000 are to be applied toward North Portland priority recreation and activities in agreement with the local neighborhood and business community.

In December, 1994 the City Council authorized the creation of the Children's Museum Trust fund for the purpose of receiving Children's Museum operating income to retire the Friend's of the Children's Museum debt and paying for Museum operating costs. This is budgeted for about \$233,000 in FY 95-96, and is budgeted as an interagency agreement with Portland Parks and Recreation.

TENNIS FACILITIES BOND REDEMPTION FUND (352)

	Actual Actual FY 1992-93 FY 1993-94		Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Miscellaneous Revenues				_	
Interest on Investments	\$2,255	\$1,275	\$300	\$0	\$0
	0_	0	0	0	0
	2,255	1,275	300	0	0
Total External Revenues	2,255	1,275	300	0	0
Cash Transfers from Other Funds					
General	19,385	33,684	26,438	0	0
	0	0	0	0	0
	19,385	33,684	26,438	0	0
Beginning Fund Balance	45,426	35,403	35,212	0	0
TOTAL RESOURCES	\$67,066	\$70,362	\$61,950	· \$0·	\$0
REQUIREMENTS AU 605					
External Materials and Svcs	\$0	\$0	\$0	\$0	\$0
Total Bureau Expenses	\$0	\$0	\$0	\$0	\$0
Contingency					
General Operating Contingency	0	0	0	0	0
Debt Service					
Principal	25,000	30,000	60,000	0	0
Interest	6,663	4,875	1,950	0	0
	31,663	34,875	61,950	0	0
Cash Transfers to Other Funds					
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
Ending Balance/Reserves	35,403	35,487	0	0	0
TOTAL REQUIREMENTS	\$67,066	\$70,362	\$61,950	\$0	\$0

This fund pays principal and interest on bonds issued to construct the Portland Tennis Center. The debt service is paid from tennis fees collected by the General Fund. The final payment on this bond was made in FY 1994-95.



•

Table of Contents Public Utilities

	Page
Public Utilities Service Area Summary	231
Bureau of Environmental Services	232
Sewer System Operating Fund	252
Sewer System Construction	256
Sewer System Debt Redemption Fund	
Sewer System Rate Stabilization Fund	262
Sewer System Revolving Loan Fund	263
Sewer System Safety Net Fund	
Environmental Remediation Fund	
Bureau of Environmental Services, Refuse Disposal	270
Refuse Disposal Operating Fund	277
Bureau of Hydroelectric Power	280
Hydroelectric Power Operating Fund	284
Hydropower Renewal and Replacement Fund	286
Hydropower Bond Redemption Fund	
Bureau of Water Works	289
Water Operating Fund	300
Washington County Supply Sinking Fund	
Water Bond Sinking Fund	
Water Construction Fund	310
Water Crossell Immant Trust	212



.

Public Utilities

PROGRAM AREA OVERVIEW

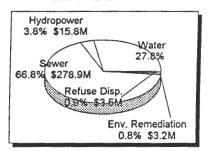
PERCENT OF BUDGET

Public Utilities 36.2% \$417.2 M City Budget = \$1152.6 M

BUDGET DATA

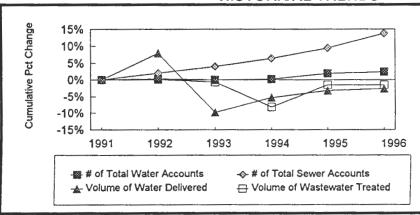
1995-96 Budget \$417.2 M
Change from 94-95: (\$59.0 M)
Change per Capita: -12.7%
1995-96 Positions: 923
Change from 94-95: 1 FTE
Change per Thousand: -0.2%

EXPENDITURES



Note: Figures on this page include fund contingencies and reflect the full allocation of costs to direct service areas.

HISTORICAL TRENDS



Number of Sewer Accounts

Up 14.0% since 1991
due to expansion of sewer service in the

Mid-County area.

Number of Water Accounts
 Up 2.0% since 1991

Volume of Wastewater Treated

Down 1.5% since 1991

Volume of Water Delivered
Down 3.0% since 1991 due
to conservation efforts.

SIGNIFICANT BUDGET ISSUES

- The combined utility budgets are lower in FY 1995-96 than they were in FY 1994-95 primarily because the BES capital budget (the largest component of total costs) was reduced in response to expected increases in the cost of bonded debt.
- Planning for other future supply sources continues in the Regional Water Supply Plan, Phase 2.
 None of the future supply source alternatives are in the Water Bureau capital plan at the present time.
 Continued conservation efforts are expected to reduce retail water demand by appx. 1% per year.
- The Adopted Water budget results in an average water rate increase of 3.4% overall for retail
 water customers. Future year rate increases are anticipated to average appx. 5.5% per year.
- Monthly single-family residential water bills are estimated to increase from \$11.03 to \$11.55 (4.7%) for the typical 8 ccf per month user.
- The average sewer rate increase is 12.5%. Sewer rates are anticipated to increase at this same level for each of the next five years, rather than the 13% previously forecast.
- The Adopted sewer budget addresses Clean Water Act issues by the emphasis on pollution prevention, water quality analytical services within the Industrial Waste program, and drainage systems maintenance.
- The Refuse Disposal budget includes funding to implement a new commercial recycling program.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg			SUMMARY OF BUREAU EXPENSES			
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
EXPENDITURES						
Operating Budget:						
Personal Services	\$16,946,435	\$17,441,115	\$16,488,455	\$17,539,496	\$17,569,496	
External Materials & Svcs.	8,906,595	9,565,723	12,357,116	12,533,612	12,412,612	
Internal Materials & Svcs.	17,024,773	18,306,366	15,995,202	16,975,238	17,071,238	
Minor Capital Outlay	749,243	534,462	433,125	233,100	233,100	
Cash Transfers-Equipment	48,884	79,429	46,000	43,500	43,500	
Total Operating Budget	\$43,675,930	\$45,927,095	\$45,319,898	\$47,324,946	\$47,329,946	
Capital Improvements	65,282,294	84,864,122	112,958,992	105,622,405	105,622,405	
TOTAL BUREAU EXPENSES	\$108,958,224	\$130,791,217	\$158,278,890	\$152,947,351	<u>\$152,952,351</u>	
Allocated Overhead Costs			2,692,061	2,158,259	2,356,599	
Total Cost with Allocated Ov	erhead		\$160,970,951	\$155,105,610	\$155,308,950	
Authorized Full-Time Positions						
Total	390	402	409	409	409	
SOURCE OF FUNDING						
Sewer System Operating Fund	(151)	\$130,791,217	\$158,278,890	\$152,947,351	\$152,952,351	
PROGRAMS						
Engineering Services		n/a	\$65,019,239	\$63,302,049	\$63,302,049	
Positions		n/a	119	119	119	
Combined Sewer Overflow		n/a	24,816,202	21,728,794	21,728,794	
Positions		n/a	16	16	16	
Surface Water Management		n/a	7,727,918	7,092,665	7,097,665	
Positions		n/a	16	16	16	
Wastewater Treatment		n/a	40,932,439	36,831,493	36,831,493	
Positions		n/a	153	<i>15</i> 3	153	
Industrial and Solid Waste		3,898,745	7,476,288	12,098,233	12,039,000	
Positions		53	_53	53	53	
Business Operations		10,260,267	11,434,741	10,920,861	10,920,861	
Positions		42	44	44	44	
Office of the Director		885,339	872,063	973,256	1,032,489	
Positions		9	8	8	8	
Mid County Sewer		34,428,623	n/a	n/a	n/a	
Positions		43	-/-	-/-	n/a	
Environmental Management		26,780,297	n/a	n/a	n/a	
Positions		89 54,537,946	n/a	n/a	n/a	
Sewerage System		54,537,946 166	n/a	n/a	n/a	
Positions			6450 070 000	6450 045 051	n/a	
TOTAL PROGRAMS		\$130,791,217	\$158,278,890	\$152,947,351	\$152,952,351	
Positions		402	409	409	409	

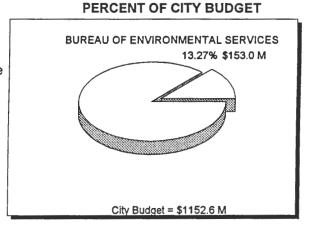
Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSES

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Bureau of Environmental Services is responsible for providing sanitary sewage and stormwater drainage services to approximately 129,000 residential customer accounts, 12,400 commercial accounts, and six wholesale customers. The Bureau provides sanitary sewer service to a population of about 460,000 in the metropolitan area, with another 30,000 people to be added as properties in the Mid-Multnomah County area continue to be connected to the system over the next five years. The Bureau's activities are supported through sewer and drainage charges, wholesale contract revenues from jurisdictions, reimbursements for services provided to other bureaus, and reimbursements from the Sewer Construction Fund for capital expenses incurred directly



by the Sewer Operating Fund. The Bureau is also responsible for managing the City's solid waste and recycling functions. Those functions are discussed under the Refuse Disposal Fund. Their management objectives and effectiveness/efficiency measures are included below with the Bureau as a whole.

The Bureau of Environmental Services' FY 95-96 Adopted Budget for sanitary sewer and drainage services reflects funding for programs and services designed 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 various state and federal regulatory requirements, including Oregon Environmental Quality Commission compliance orders relating to the Mid County Sewer Project and Combined Sewer Overflow (CSO) Project. The Bureau is also proposing funding for solid waste recycling improvements, in compliance with the Oregon Recycling and Packaging Bill of 1991 (see discussion under Refuse Disposal Fund).

Bureau Overview/Significant Features of Approved/Adopted Budget

◆ Bureau Mission

The Bureau began budget development this year by reassessing the mission statement. This was timely for two reasons: First, the Bureau has new leadership and an improved management structure. Second, the commitment to engage in a Comprehensive Organizational Review and Evaluation (CORE) must begin with consensus on our mission. All Bureau employees were invited to participate in defining the mission and describing the values they share in pursuing the Bureau's work.

Operating and Capital Planning

The biennial budget proposal is a by-product of the planning efforts associated with the annual update the Bureau's five-year financial plan. The capital portion of the five-year plan has achieved a high level of consistency with previous years' efforts and continues to reflect strategic objectives adopted two years ago.

This year's planning activity focused much greater attention to service needs within operating programs and included development of principles and strategies for guiding budget development. These principles and strategies emphasize the importance of controlling costs and involving Bureau customers in meeting regulatory requirements and water quality and environmental objectives.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg SUMMARY OF BUREAU EXPENSES

GENERAL DESCRIPTION and CHANGES FROM 1994-95

♦ Second Year Budgeting Process

The Bureau developed a budgeting process that required funding for new program initiatives or expansions to come from offsetting cost reductions within existing programs. Managers were required to submit program reductions equal to 10% of current year budgeted amounts. This became the basis for creating a Bureau-wide funding pool for highest priority service requirements. In some cases proposed cuts were restored. In others, program reductions in one area provided funding for priorities within other service areas.

This process forced a re-examination of current priorities and the desirability of continuing the existing mix of services. Drafting the mission statement provided additional insights in the critique of current programs and priorities. It also reinforced the view that the Bureau has limited resources and highlighted the importance of efficiency and productivity in allocating resources.

◆ New Program Emphasis

As a result of our budget process, the proposed budget is within the target amount established within the biennial budget for the second year, yet expands funding in three areas:

- Pollution Prevention. Funding was provided for a new position, under the direction of the BES Director, to focus specifically on pollution prevention activities. This position will work with customers to reduce costs for them as well as the Bureau by reducing pollution at the source.
- Water Quality Analytical Services. Additional funding was made available to increase laboratory services
 and pollution source control services within the Industrial Waste program. These are services necessary
 to support other water quality programs within the Bureau and involve the creation of six new positions.
- Drainage System Maintenance. Consistent with previous discussions with City Council regarding
 maintaining existing infrastructure, additional funds were allocated to the interagency agreement with the
 Bureau of Maintenance to support expanded maintenance of drainage systems.

These program enhancements are occurring with no increase in full time equivalent positions within the Bureau. In the past year, the Bureau has adopted policies to constrain growth in positions and is seeking to cap any growth in full time positions over the next two years. This is being accomplished by transferring positions and employees within the mid county sewer project to other programs within the Bureau, as the need arises or vacancies occur. If new personnel are needed before existing employees or positions are available for transfer (such as the current need to expand Water Quality Analytical Services), the Bureau intends to use limited term positions as a bridge until opportunities arise for reallocating existing full time positions. Operating program strategies mentioned above are helping the Bureau meet this challenge with the limited financial impact.

◆ Forecast Rate Increases

Forecast rate increases for next fiscal year is 12.5%. Rate increases continue to be driven primarily by funding requirements for the Bureau's capital improvement program and by the requirement to set aside funds in the Rate Stabilization Fund, which will enable the Bureau to limit rate increases in future years that may otherwise exceed 13% per year.

Service Area: PUBLIC UTILITIES

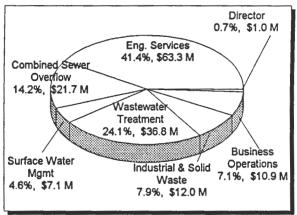
Commissioner-in-Charge: Mike Lindberg

DESCRIPTION OF PROGRAMS

Engineering Services

Prior to the beginning of fiscal year 1994/1995, a decision was made to consolidate many of the bureau's engineering activities under the office of the Chief Engineer, thus forming the Engineering Services Group. The objectives for this reorganization were to create a group with a focus on: 1) comprehensive management of the sanitary sewage and stormwater drainage collection system, and 2) provision of engineering services to all bureau programs. These engineering services include project management, design, computer-aided drafting, construction management and inspection, materials testing, and records management.





The Maintenance Engineering Program maintains and operates the sewage collection and transportation system, including repair and replacement, in order to optimize environmental benefits, protect public health and safety, and increase efficiency and effectiveness of the system. BES maintains a small staff to manage this program and to respond to citizen reports of problems. Actual maintenance activities are carried out by the Sewer Division of the Bureau of Maintenance.

Specific program objectives include:

- Meet all applicable requirements of Portland's National Pollution Discharge Elimination System (NPDES)
 permits and other legal mandates.
- Provide high quality customer service.
- Address problems associated with obsolete, aging and dysfunctional collection facilities. A high level
 of maintenance effort is required to meet environmental and public health standards and to avoid the
 higher cost of repair resulting from deferred maintenance.
- Identify and implement projects within the sewage and drainage collection systems that address
 maintenance and reliability issues, including flooded basements, hydraulic overloads, structural defects and
 infiltration and inflow.

The Mid County Sewer Project continues to meet the obligations of the 1986 Oregon Environmental Quality Commission (EQC) Order to install sanitary sewers in mid Multnomah County (Mid County). Mid County, unlike other developed areas in the region, had achieved urban densities without the provision of sanitary sewers. Instead, cesspools were used as the primary method of wastewater disposal. In 1986, after a comprehensive scientific and deliberative process, the State formally determined that discharge from the area's cesspools posed a water quality threat to the groundwater aquifers underlying Mid County. Portland subsequently accepted responsibility for installing sewers in Mid County within the City's urban service boundary.

The obligations specifically include:

- The design and installation of approximately 400 miles of sewer lines.
- Administering the connection of 43,000 properties to the new sewers.
- Completion of the project by 2005.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg SUMMARY OF BUREAU EXPENSES

DESCRIPTION OF PROGRAMS (continued)

The current schedule calls for completion of construction in FY 97/98 and substantial connection of remaining properties by FY 99/00. The project and all support functions are financed through the Bureau's capital improvement program, and reimbursements by the benefited properties made through an "in-lieu" assessment charge. A financial assistance program adopted by City Council in March 1992 resulted in pre-payments of this charge by over 91% of eligible residential properties. These prepayments funded refunds and were used to finance capital expenditures.

The Systems Development Program is responsible for ensuring the availability of sewer and drainage facilities in existing and newly developed areas, and for helping ensure that land development has a minimal impact on the environment. This includes access and connection to the sanitary sewer system, expansion of the system, management of stormwater runoff, erosion control, and water quality treatment. Some projects are managed and funded by BES; other projects are implemented through permits to private parties.

The program is responsible for conducting the following activities:

- Install or permit drainage facilities to provide stormwater service.
- Install or permit sanitary sewers to provide sanitary sewer service.
- Provide technical information to citizens and developers, private development plan review and permitting, and construction inspection to assure quality and conformance to the city's standards.

Engineering Services provided to other bureau programs include:

- Designing and constructing stormwater sumps, separating storm and sanitary sewers, diverting creeks out of the sanitary system, and increasing the size and capacity of storm sewers to reduce combined sewer overflows.
- Planning, designing and implementing water quality facilities including sedimentation ponds, oil separators, wetlands, stream channel restorations, and demonstration projects.
- Designing and constructing projects within Johnson Creek, Balch Creek, and Fanno Creek watersheds to improve water quality and protect the creeks and adjacent properties from flooding.

Combined Sewer Overflow

The Combined Sewer Overflow (CSO) Program is a 20-year, \$700 million program to control untreated discharges from the City's combined sewer system.

In a typical year, the City discharges 6 billion gallons of combined sewage through its 55 outfalls located on the Willamette River and Columbia Slough. In August 1991, the City signed a Stipulation and Final Order (SFO) with the State Environmental Quality Commission (EQC), which was a compliance order for the City to control its Combined Sewer Overflows (CSOs) by the year 2011. The order was amended in August 1994. The Amended Stipulation and Final Order (ASFO), requires the City to Control the CSO outfall in the Columbia Slough by the year 2000 and requires control of the Willamette River outfalls by 2011.

The CSO Program's mission is to comply with the requirements and milestones contained in the ASFO. The CSO program is guided by the CSO Facilities Plan, which is a planning document approved by the EQC, describing the necessary capital facilities to be constructed in order to comply with the ASFO.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSES

DESCRIPTION OF PROGRAMS (continued)

In January 1994, the City Council determined the most cost-conscious way to implement this complex and lengthy program was through a Program Management Process using a mixed team of City and Consultant staff. In July 1994, the City entered a contract with Sverdrup Civil, Inc., to assist with program management of the CSO program. Using a Program Management process, cost savings should as a minimum, recover the cost of Program Management and give greater certainty of maintaining the schedule and remaining within the budget. In addition, ambitious M/WBE and public involvement programs will be implemented as part of program management. Implementation of individual projects within the program will be accomplished with project managers from other BES groups, with the CSO program management team providing the necessary program oversight.

Since the ASFO requires control of CSOs in the Columbia Slough by the year 2000, major program emphasis over the next 5-years is dedicated to that effort. Projects shown in the current five-year Capital Improvement Plan (CIP) include implementation of program management, cornerstone projects, and Columbia Slough storage/treatment facilities. Cornerstone projects provide stormwater inflow reduction, which allows downsizing requirements of major CSO facilities. Cornerstone projects include infiltration sumps, downspout disconnections, stream diversions, and local sewer separations.

Surface Water Management

Early in FY 1994-95, the Stormwater/Watershed Management Division and the Intergovernmental Programs were merged to create the Surface Water Management Group. This change was made in order to more aggressively pursue alternative funding resources for the Bureau's water quality programs and legislative and regulatory changes that allow the Bureau seek the most cost effective way of protecting our water resources.

The Stormwater/Watershed Management Division provides leadership, planning, and expertise for stormwater quantity and quality management to protect public safety, health and water resources; to conserve, and where possible enhance or restore, the natural drainage systems of the City; and, to involve the public in the decisions and activities of the division. The Stormwater/Watershed Management Division also provides stormwater program planning and management for the Stormwater NPDES (federal National Pollution Discharge Elimination System) Permit process. The Draft Permit has now been issued from DEQ and first year implementation is underway.

Major watersheds with tributary areas within the city include the following:

Columbia Slough
Willamette River
Balch Creek
Tryon Creek
Fanno Creek (Tualatin River)
Johnson Creek
Misc. Smaller Creeks (Primarily in the West Hills)

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg SUMMARY

DESCRIPTION OF PROGRAMS (continued)

SUMMARY OF BUREAU EXPENSES

Additionally, the Stormwater/Watershed Division is conducting a sediment study on the Columbia Slough. Other objectives include:

- Work with citizen groups to prepare and implement watershed resource management plans. Resource
 management plans include design and implementation of water quality facilities such as sedimentation
 ponds, oil separators, wetlands, stream channel restorations, and demonstration projects such as leaf
 compost water quality treatment.
- Develop public involvement and education programs through the planning and pre-design phases which
 may include school programs, advisory groups, meetings, interpretive areas, notifications and public
 access to facilities. Current efforts also include encouraging citizen stewardship of the watershed
 through workshops and joint restoration activities.
- Determine current condition of surface waters within the city for trends and potential health and ecological problems.

In conducting the activities mentioned above, efforts are also made to promote wildlife, educational, recreational, youth employment, neighborhood enhancement, and other multiple benefits.

Intergovernmental Program

The Bureau is aware of alternative funding opportunities available through grants, both federal and private sector, especially in the area of watershed management and innovative stormwater management. We have refocused our efforts to pursue these opportunities. The Intergovernmental Program has three components; the grants seeking component mentioned above, the congressional and legislative component and the regulatory component.

The Intergovernmental Program represents the Bureau's interests throughout legislative and regulatory processes, at both state and federal levels, attempting to help shape clean water goals and secure as much flexibility as possible in implementing those goals.

Wastewater Treatment

Portland's Wastewater Treatment Group includes 96 pump stations and two sewage treatment plants: the Columbia Boulevard Wastewater Treatment Plant (CBWTP), located in north Portland, which treats an average of 72 million gallons of sewage per day and the Tryon Creek Wastewater Treatment Plant (TCWTP), located in Lake Oswego, which treats an average of 8.3 million gallons per day. The Wastewater Treatment Group serves a total population of 454,000, approximately 100,000 residences and 10,000 commercial customers.

Specific program objectives include:

- Protect the environment and public health by meeting all applicable requirements of Portland's NPDES permits and judicial decrees. This serves to insure that sewage is collected and treated in a manner which does not negatively impact the environment and in a manner which protects public health.
- Address problems associated with obsolete, aging or dysfunctional collection and treatment facilities.
 A high level of maintenance effort is required to meet environmental and public health standards and to avoid the higher cost of repair resulting from deferred maintenance.
- 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 existing process units.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSES

DESCRIPTION OF PROGRAMS (continued)

• Improve preventive maintenance programs and optimize our maintenance efforts in improving reliability, operating efficiency, maintainability and maximizing the life of facilities and equipment.

Beneficially reuse sewage sludge through composting and land application.

To maximize the environmental benefit to its customers, the Wastewater Treatment Group is embarking on a Reinventing/Reengineering Government Pilot Project to produce measurable improvements in efficiency of the administration, operation and maintenance of the wastewater pump stations and treatment plants.

Industrial and Solid Waste

The Industrial and Solid Waste Program includes five functional areas within the Bureau of Environmental Services: 1) Source Control, 2) Environmental Investigations, 3) Environmental Compliance and Enforcement, 4) Special Waste, and 5) Solid Waste and Recycling, and Environmental Remediation (discussed in Refuse Disposal Fund).

Source Control Division

The Source Control Division provides industrial permitting, standards development, and enforcement services to protect the environment by controlling or eliminating sources of pollution that enter the City's sewer and drainage systems. By providing these services, the Bureau can reduce or eliminate harmful substances from industrial sources that can:

- Impair the water quality of Portland's streams and rivers.
- Damage or cause interference with the collection and wastewater treatment systems.
- Obstruct the biosolids (sludge/compost) treatment, reclamation, and delivery systems.
- Expose the system workers and the public to toxic chemicals or endanger wildlife.

The Source Control Division achieves these environmental benefits through a permit based program that limits or eliminates industrial pollutants at the source. Consequently, pollutant sources are sufficiently controlled so that they do not pose a threat to human health and the environment.

Environmental Investigations Division

The Environmental Investigations Division provides laboratory, data acquisition and management, environmental emergency/spill management and investigative services for the Bureau. Laboratory services are provided to the Source Control Division in support of the Pretreatment Program, the CSO, Biosolids Management and Stormwater programs. Data acquisition and management services are comprised of managing the Bureau's Hydrological Data Retrieval and Alarm (HYDRA) system which provides remote telemetry sensing of sewer flows, rainfall and pump station operations throughout the City.

Services provided by the Environmental Investigations Division which directly benefit the public include:

The Water Pollution Control Laboratory, which supports regulation of industrial discharges. It supports spill control and isolation programs through analysis of materials to determine if they are hazardous wastes.

The Data Acquisition and Management (DAM) Section monitors over 80 sewage pump stations for operational failures. The alarms ensure that maintenance personnel respond quickly to prevent sewage back-ups into homes and businesses. DAM also monitors combined sewer overflows (CSO) and notifies the Maintenance Bureau of maintenance needs. This early notification allows Maintenance to fix the problem and limit or avoid raw sewage discharges to the river.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSES

DESCRIPTION OF PROGRAMS (continued)

The Spill Response and Pollution Prevention (SR/PP) Section and the Investigation and Monitoring (I & M) Section provide services which protect public health and control costs related to hazardous and/or dangerous chemicals, including:

- Response to spills that threaten the sewerage system or surface waters of the City
- Investigation to determine the source of on-going chemical releases to the sewer system and surface waters
- Working with those who spill to clean-up hazardous and dangerous materials threatening the City's sewer system and surface waters
- Monitoring solids destined for disposal to ensure they are disposed of in appropriate the locations.

Environmental Compliance and Enforcement Division

The Environmental Compliance and Enforcement Division manages the Bureau's Industrial Pretreatment enforcement process, provides environmental regulatory information and conducts compliance auditing and monitoring of the Bureau's operations. The enforcement process is coordinated with the Source Control Division's industrial permitting program and consists of bringing enforcement actions against industries violating permit and code requirements.

Enforcement actions may involve the levying of civil penalties, imposition of compliance orders and initiation of civil or criminal actions, depending on the severity of the violation. Internal environmental compliance information and monitoring is provided by the Division in order to assure that the Bureau understands its legal obligations and is operating in accordance with those obligations.

The objectives of the Environmental Compliance and Enforcement Division include:

- Managing a fair and equitable code, administrative rule and permit enforcement process in compliance with state and federal law.
- Providing accurate regulatory information concerning the environmental obligations of the Bureau and
 effectively monitor the Bureau's operations to insure ongoing and timely compliance.

Special Waste Division

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

Pollution Prevention

Pollution Prevention activities which cross bureau and jurisdictional lines are coordinated here. Activities include technical assistance visits to commercial/industrial customers to improve pollution prevention practices, water or energy conservation and solid waste management; industry-specific education in pollution prevention; and documentation of progress in pollution reduction as a result of educational efforts.

The reasons for those services provided by the Industrial and Solid Waste Group can be categorized into three important areas. These categories include:

Legal Mandates: Services provided include the management of the industrial pretreatment program, its
associated enforcement process and water quality laboratory operations. The requirement that these
services be provided by the Bureau is explicitly contained in the federal Clean Water Act, our NPDES permits
and state regulations. State Law also requires many of the components of the recycling program.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSES

DESCRIPTION OF PROGRAMS (continued)

- Operational Requirements: Many of the group services that are directly and indirectly required by legal
 mandates are also in accord with good operating procedures. For example, the Group's operation of the
 Bureau's telemetry system monitoring pump station performance not only serves as an early warning
 system detecting malfunctions in advance of illegal sewage spills but also provides operational information
 extending the life and aiding in the design of improvements to plant maintenance and operational safety of
 pump stations, pipelines and the treatment plant.
- Environmental Protection and Customer Service: The majority of the services provided are directly related to protection of the environment. Examples of these services include emergency spill response, investigation and control of pollutants, environmental remediation and oversight of the Solid Waste and Recycling programs

Business Operations

The Business Operations Group provides five central administrative and direct support services: Customer Services, Human Resources, Facilities Management, Information Services, and Financial Management.

Customer Services Division

The Customer Services Division informs customers about sewer service in the City and assists in rate calculations, billing information and building plan reviews. The division applies rates and charges to all new and existing sewer and drainage customers. The division also supports new programs and projects, such as low income assistance programs and the roof drain disconnect program.

Customer Services objectives include:

- Provide prompt, accurate, useful information to customers.
- · Identify customer needs and assist in developing improved customer equity

Human Resources Division

Human Resource Management programs include Affirmative Action outreach recruitment; development of a Bureau staffing plan, training and development programs; loss control and safety programs; overseeing performance evaluation systems within the Bureau; managing a labor relations program and providing advisory services for employees and supervisors.

Human Resources Division objectives include the following:

- Recruit highly qualified women and minority applicants to assist Bureau management in achieving Affirmative Action goals.
- Support the efficiency and productivity of bureau employees with progressive personnel policies and practices, including training programs, performance appraisal systems, and personnel forecasting and staffing plans.
- Minimize loss control expenses and promote programs that maximize the health and safety of bureau employees.
- Assist managers in planning for future changes in bureau programs and priorities that affect bureau personnel.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg
DESCRIPTION OF PROGRAMS (continued)

SUMMARY OF BUREAU EXPENSES

Englisher Management Division

Facilities Management Division

Facilities Division includes the coordination and management of Bureau-wide administrative services, including interagency agreements not directly accountable to specific projects or programs such as telecommunications, fleet, space acquisition and facilities planning.

Facilities Management Division objectives are to provide support services in a timely and cost effective manner that helps bureau employees and programs achieve maximum productivity.

Information Services Division

This Division coordinates the Bureau-wide evaluation of information management requirements and of appropriate technological solutions and manages the Bureau's computer systems and applications. The mission of Information Systems is to provide the Bureau with computer support to accomplish program objectives, to assure that the users are trained to use the tools available to meet these needs in a cost effective manner, on schedule and within budget.

Information Services Division objectives include:

- · Reduce time and expense of data storage and retrieval.
- Improve accessibility and timeliness of critical information.
- Coordinate information systems planning with other bureaus.
- · Provide comprehensive data sharing network capabilities.
- · Upgrade information tools as needed to meet Bureau needs.

Financial Management Division

Financial Management Division is responsible for all financial operations within the Bureau, including accounting, operating and capital budget development, financial planning and forecasting, grants and wholesale service contract management, debt management, and user fee and system development charge rate-making.

The Division is also responsible for developing policies governing financial management of Bureau services and cost recovery methodologies. Division staff participate in policy-making with other financial managers within the City regarding debt management, inter-bureau services, and general financing issues affecting City services.

Financial Management Division objectives include:

- Ensure Bureau programs are adequately supported in a fiscally sound manner consistent with adopted financing strategies and program goals.
- Develop and implement least cost financing programs in support of the Bureau's capital improvement program.
- Ensure equity in the establishment of fees and charges for sewer system and solid waste services.
- Provide accurate, timely and useful financial information to Bureau managers to enable and encourage efficient use of financial resources.
- Assist Bureau managers in developing operating and capital budgets that reflect wise use of resources and established program objectives and goals.
- Provide economic and financial analyses of capital projects and operating programs necessary to ensure least cost approach to meeting system requirements.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSES

DESCRIPTION OF PROGRAMS (continued)

Services provided by Business Operations Group are common to most large utilities. A key issue is whether they are provided at the level necessary to meet Bureau objectives and at the least possible cost. The Bureau is taking several steps to ensure the level of service and the associated level of funding represents cost effective management of central administrative services.

Customer Services Division is continuing to coordinate with customer services staff and functions within the Water Bureau to achieve the most cost effective means for providing customer services to sewer system and water system customers. Results of this effort to-date include several improvements to billing services, implementation of low income assistance, improved reporting of customer usage characteristics, and more efficient use of programming services.

Human Resources Division will focus special attention in the upcoming fiscal year on programs to enhance the quality of performance evaluations within the bureau, human resource planning in context of major changes within bureau operating and capital programs, and providing technical assistance to the CSO program's owner-controlled insurance program (OICP). These tasks will assist bureau managers in achieving greater levels of productivity from existing staff, helping the bureau meet increased workload within existing personnel resources.

Facilities Management Division will focus on increasing the efficiency and cost effectiveness of support services and interagency services.

Information Services Division continues to focus on computer applications for compiling and sharing information that support efficiency and accountability. The bureau's INFONET system has been a major success in downloading IBIS accounting data, putting it into user-friendly formats, and making it available to project managers and others in need of current expenditure data. Other improvements are planned for project and construction management systems that will support the bureau's capital improvement program.

Financial Management Division is currently performing an in-depth operations analysis of the division's accounting section, in anticipation of increased workload with the intent of not increasing personnel. The Adopted budget reassigns a financial analyst within the division to the Columbia Boulevard Sewage Treatment Plant to assist in budgeting and financial analysis, in support of productivity improvements at CBWTP. Both of these measures reflect efforts to utilize existing resources to meet new priorities within the bureau.

Debt management activities within the division support the Bureau's capital program and has as a primary goal, the acquisition of capital financing at the least cost. In coordination with the City's Debt Manager, the bureau is developing a tax exempt commercial paper program, to achieve greater savings in the financing of capital projects.

Office of the Director

The Office of the Director manages the Bureau of Environmental Services, coordinates activities of the Bureau's five operating groups, and assures timely and appropriate response to the public, the ratepayers and regulatory agencies. These activities include providing policy direction to the Bureau for all of its projects and programs. The Bureau Director works closely with other City bureaus and government agencies to develop policy recommendations for review by the City Council in regard to environmental issues.

The Director conducts the immediate supervision of the Bureau's Business Opportunity Manager and the Communications Division.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSES

DESCRIPTION OF PROGRAMS (continued)

The role of the Business Opportunity Manager is to provide ongoing assistance to MBE's, FBE's and ESB's that will enable them to successfully bid on and compete for professional services and construction related projects. The manager works with bureau and City staff to review and assess factors and practices which impede participation by MBE's FBE's and ESB's and recommends changes; develops methods to provide bureau staff with information on qualified and certified firms; determines what actions should be taken to promote the participation of women and minorities in the workforce of all contractors and consultants bidding for bureau work.

The Communications Division conducts a comprehensive communications program to provide information to the public about the Bureau's activities and services. The division maintains contacts with the public, media, government, business and community organizations in support of Bureau goals. The division provides writing, editing, graphic design and illustration services for all Bureau programs.

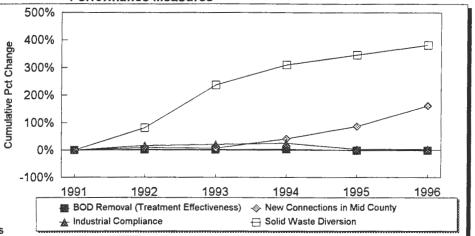
Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

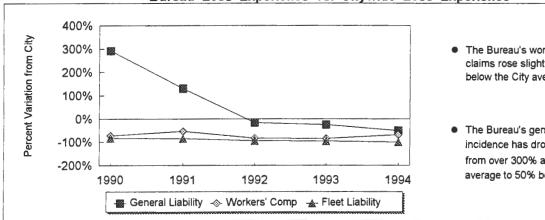
SUMMARY OF BUREAU EXPENSES



- Pct. Residential Solid Waste Diverted from Landfills: up 382% since 1990 due to increase in recycling activities.
- No. of New Connections in Mid County: up 162% resulting from accelerated sewer hookups to previously unsewered areas.
- Pct. Industrial Discharge Tests in Compliance: up 18%
- Pct. B.O.D. Removed (Treatment Plant Effectiveness): maintaining high operating standards



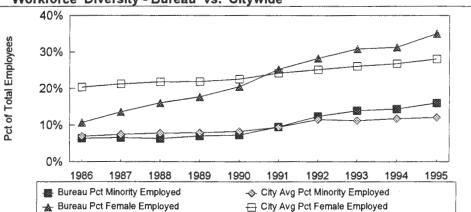
Bureau Loss Experience vs. Citywide Loss Experience



- The Bureau's workers' compensation claims rose slightly in 1994, but remain below the City average.
- The Bureau's general liability incidence has dropped significantly, from over 300% above the City average to 50% below.

Workforce Diversity - Bureau vs. Citywide

- The Bureau's percentage of women is 12% higher than the City's average.
- Minority employment has gone from 10% below the City's average to 12% above.
- This excellent track record reflects both the higher levels of hiring the Bureau has done over the recent years and strong commitment from management.



Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg SUMMARY OF BUREAU EXPENSES

BUREAU MANAGEMENT OBJECTIVES

A. Water Quality Objectives

- 1. Protect natural environment and public health from deterioration
- a. Meet all regulations and NPDES permit requirements
- b. Complete construction of 57 miles of sanitary sewer in Mid County
- c. Disconnect 6,300 cesspools in Mid County
- d. Treat 28 billion gallons of wastewater, remove 14,000 tons of TSS and 15,000 tons of BOD
- e. Inspect 95 pump stations and repair 22,000 lineal feet of sewers
- f. Inspect 300 major industrial/commercial facilities and assure that all are in compliance or under an appropriate compliance schedule for industrial waste and stormwater discharges
- g. Implement maintenance management programs for sewage collection systems, treatment systems and drainage systems
- 2. Enhance the quality of Portland's streams, rivers and groundwater
 - a. Advance the Clean River Program adopted by City Council
 - (1) Implement CSO program, including cornerstone projects
 - (2) Implement NPDES Stormwater Permit upon approval by DEQ
 - (3) Implement Columbia Slough Management Plan
 - (4) Implement watershed stewardship program

B. Solid Waste Objectives

- 1. Sustain monthly participation in residential recycling at 75%.
- 2. Through curbside collection, divert 624 pounds of recyclable material and 296 pounds of yard debris per customer per year
- 3. Increase garbage and recycling service subscription to 92%.
- 4. Plan and develop a comprehensive commercial recycling program and implement it by January 1, 1996.

C. Customer Service Objectives

- 1. Provide useful, clear information to all customers about sewer service, solid waste and recycling service and water quality programs.
- 2. In coordination with the Water Bureau, assist in implementing CBIS improvements.
- 3. Continue to coordinate with the Water Bureau on improving customer services and making administrative processes more efficient.
- 4. Ensure all customers are treated fairly and equitably and billed accurately according to their use of system services.

D. Fiscal Management Objectives

- Administer fair, equitable rates and charges based on cost-of-service, consistent with other City policies.
- 2. Manage financial operations in a manner that supports the sewer system's bond rating.
- 3. Operate efficient financial reporting systems that support program and project managers in maintaining effective cost control.
- 4. Ensure timely completion of budget and reporting processes.

MAJOR BUDGET NOTES

None

Service Area: PUBLIC UTILITIES

Number of Roof Drains Disconnected

Implementation of NPDES Permit Requirements

Commissioner-in-Charge: Mike Lindberg SUMMARY OF BUREAU EXPENSES Actual Revised Budget Proposed Adopted FY 1993-94 FY 1994-95 FY 1995-96 FY 1995-96 **EFFECTIVENESS MEASURES** 75% 75% 75% 75% Percent Participation of Residential Recycling Percent Waste Diverted From Landfills Through 37% 40% 34% 40% Residential Recycling Percent BOD (Biological Oxygen Demand) Removed: Columbia Boulevard Treatment Plant 91% 85% 85% 85% 90% 90% Tryon Creek Treatment Plant 93% 90% Mid County Properties with Cesspools Disconnected Since 7/1/87, as % of Original Number of Properties 61% with Cesspools in Affected Area 36% 45% 61% Percent of Industrial Discharge Enforcement Samples in Full Compliance (Data collected is reported on Calendar Year Basis; So FY 92-93 = 1991 80% 80% Results, FY 93-94 = 1993 Results, etc.) 97% 80% Number of Pump Station Bypasses Due to 0 System Failures 1 35% 35% 35% Percent of Women in Bureau Workforce 31% 16% Percent of Minorities in Bureau Workforce 14% 16% 16% Complete CSO planned design projects (total \$1.3 M) n/a n/a 100% 100% 100% 100% Complete CSO planned construction (total \$9.0 M) n/a n/a **EFFICIENCY MEASURES** 0.095 0.229 0.09 0.095 Time-loss Hrs.(injuries) per 1000 Hrs. Worked 50% 50% discontinued discontinued Percent Sewer Sludge Composted 70% discontinued discontinued 70% Percent Composter Capacity Utilized Cubic Yards Biosolids Composted n/a n/a 50,000 50,000 Treatment Plant Energy Consumption (Kilowatt Hrs.) 1,163 1,163 per Million Gallons of Sewage Treated 1,114 1,163 **WORKLOAD MEASURES** 6,300 6.300 4,500 3,400 Number of New Connections in Mid County 57 57 57 57 Miles of Sanitary Sewer Completed in Mid County

81

40%

5,300

20%

8,000

discontinued

8,000

discontinued

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

	tual 992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
511000 Full-Time Employees \$13	3,876,632	\$15,115,728	\$16,155,830	\$17,343,654	\$17,343,654
512000 Part-Time/Limited-Term	899,476	1,069,589	1,007,817	1,753,216	1,783,216
514000 Overtime	780,383	737,215	449,817	528,333	528,333
515000 Premium Pay	188,054	172,103	177,064	209,954	209,954
517000 Benefits	,336,974	6,113,251	6,538,015	7,026,449	7,026,449
Total Personal Services \$2	,081,519	\$23,207,886	\$24,328,543	\$26,861,606	\$26,891,606
521000 Professional Services \$12	2,887,546	\$14,118,970	\$17,101,749	\$21,209,694	\$20,949,229
522000 Utilities	,017,532	3,753,110	4,228,900	4,414,699	4,414,699
523000 Equipment Rental	712,842	65,867	6,225	4,585	4,585
524000 Repair & Maintenance	431,496	601,927	559,797	598,929	598,929
525000 Non-Capital Improvement	0	0	0	1,000,000	1,000,000
528000 Local Match Payment	0	29,647	14,000	22,000	12,000
529000 Miscellaneous Services	392,088	287,586	1,796,449	586,075	577,075
531000 Office Supplies	165,005	170,554	179,592	177,528	177,528
•••	,939,184	2,307,223	1,915,554	1,899,627	1,899,627
533000 Repair & Maint. Supplies	775,149	770,204	788,210	749,141	749,141
534000 Minor Equipment	432,377	274,014	240,983	591,782	591,782
535000 Clothing	37,276	47,401	46,825	54,025	54,025
539000 Other Commodities	103,360	52,526	4,988	2,645	2,645
541000 Education	149,350	197,530	190,684	221,525	221,525
542000 Local Travel	4,226	2,507	9,323	8,160	8,160
543000 Out-of-Town Travel	58,401	53,337	66,335	107,463	107,463
544000 External Rent	58,225	66,932	63,500	162,000	162,000
546000 Refunds	(11,099)	222,858	1,000	10,000	10,000
547000 Retirement	0	222,030	0	0,000	10,000
549000 Miscellaneous	536,379	662,309	2,720,729	2,710,981	2,694,981
	2,689,337	\$23,684,502	\$29,934,843	\$34,530,859	\$34,235,394
	\$519,856	\$470,094	\$470,895	\$510,644	\$510,644
552000 Printing/Distribution	543,876	432,237	555,861	586,314	586,314
553000 Facilities Services	882,314	884,434	755,724	1,077,035	1,077,035
554000 Communications	563,032	572,807	509,643	652,792	652,792
555000 Data Processing	118,272	178,601	135,525	129,166	129,166
556000 Insurance	631,054	558,211	467,310	514,003	514,003
557000 Equipment Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services 16	,170,408	17,764,743	16,399,975	16,472,457	16,568,457
Subtotal Internal Materials & Services \$19	,428,812	\$20,861,127	\$19,294,933	\$19,942,411	\$20,038,411
Total Materials & Services \$42	,118,149	\$44,545,629	\$49,229,776	\$54,473,270	\$54,273,805
561000 Land	\$900,302	\$856,838	\$1,235,025	\$2,461,975	\$2,461,975
562000 Buildings	3,944	112,300	0	0	0
563000 Improvements 43	3,698,284	60,694,659	79,108,486	63,048,411	63,223,699
	,078,008	1,001,676	3,571,060	5,550,589	5,549,766
	,680,538	\$62,665,473	\$83,914,571	\$71,060,975	\$71,235,440
573000 Cash Transfers-Equipment	\$78,018	\$372,229	\$806,000	\$551,500	\$551,500

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg FULL-TIME POSITIONS

	nissioner-in-Charge: Mike Lin	Actual	Actual	Revi	sed Budget	Pi	FULL- roposed	Adopted	
Class	Title	FY 1993	FY 1994	1	1994-95	FY	1995-96	FY 1995-96	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
2018	Environmental Services Director	0	1	1	75,627	1	82,134	1	82,134
	Director Of Environmental Services	1	0	o	0	0	0	o	0
	Community Relations Specialist	0	2	2	83,449	1	44,696	1	44,696
	Community Relations Assistant	0	1	1	29,058	1	37,839	1	37,839
	Public Works Project Manager	o	2	4	134,976	4	225,636	4	225,636
3359	Senior Projects Coordinator	2	o	0	0	0	0	0	0
3285	Water Analytical Chem	o	o	0	o	3	118,659	3	118,659
3283	Water Lab Supervisor	2	2	2	80,638	0	oj	0	0
3281	Water Lab Tech/Lead	1	1	1	35,037	1	36,151	1	36,151
3280	Water Lab Tech	11	11	12	401,741	11	381,517	11	381,517
3271	Graphics Illustrator II	1	1	1	30,383	1	32,657	1	32,657
3261	Instrument Tech/Lead	0	1	1	42,574	0	0	0	0
3261	Lead Instrument Tech	1	0	0	0	1	43,929	1	43,929
3260	Instrument Tech	4	4	4	162,280	4	167,480	4	167,480
3194	Environmental Specialist	9	10	10	440,768	11	522,351	11	522,351
3190	Electronic Systems Specialist	0	4	4	150,210	4	158,321	4	158,321
3171	Chief Engineer	2	1	1	57,378	1	75,650	1	75,650
3169	Principal Engineer	7	6	5	324,584	7	472,413	7	472,413
3167	Supv Engineer	2	5	3	186,104	5	322,911	5	322,911
3166	Senior Engineer	14	12	13	687,305	7	409,896	7	409,896
3164	Engineer	3	6	6	327,827	11	608,979	11	608,979
3163	Sr Engineering Assoc	o	19	20	928,996	19	941,540	19	941,540
	Sr Engineering Assoc B	23	o	0	o	0	o	0	0
3153	Engineering Assoc	0	16	16	661,782	13	564,684	13	564,684
3153	Engineering Assoc A	19	o	0	0	0	0	0	0
3152	Constr. Project Mgr.	0	2	2	105,973	2	111,218	2	111,218
3152	Public Wks Insp III	2	0	0	0	0	0	0	0
3151	Public Wks Insp II	10	11	11	505,379	10	477,261	10	477,261
	Public Wks Insp I	15	13	12	493,387	11	466,251	11	466,251
	Public Works Insp Trainee	0	2	2	49,279	2	41,517	2	41,517
	Construction Project Coordinator	1	0	0	0	0	0	0	0
	CAD Manager	0	1	1	51,548	1	55,392	1	55,392
	Chief Drafting Specialist	2	0	0	0	0	0	0	0
	Drafting Technician	1	0	0	0	0	0	0	0
ì	Technician III	6	3	5	241,717	6	298,947	6	298,947
	Technician II	34	33	36	1,386,647	36	1,421,994	36	1,421,994
	Technician I	13	19	18	467,667	15	452,590	15	452,590
	Info Systems Manager	0	1	1	59,738	1	61,651	1	61,651
	Info Systems Supervisor	0	1	1	45,637	1	49,027	1	49,027
	Senior MIS Support Analyst	0	1	1	46,688	2	93,673	2	93,673
2542	MIS Support Analyst	1	2	4	149,334	4	159,117	4	159,117
2540	MIS Support Technician	0	2	2	71,559	2	75,791	2	75,791
	Sr. Programmer Analyst	0	2	2	102,438	2	105,706	2	105,706
	Programmer Analyst	0	1	1	43,472	1	46,727	1	46,727
	Sr Systems Programmer	0	1	1	43,952	0	0	0	0
	Systems Programmer	0	0	0	0	1	49,563	1	49,563
	Supervising Field Rep	1	0	0	0	0	0	0	0
	Field Representative	3	4	4	115,627	4	129,581	4	129,581
	Laboratory Manager	0	1	1	\$53,949	1	53,997	1	53,997
	Env Resources Manager	0	1	1	\$62,870	1	64,875	1	64,875
- 1	Chief Environ Services	0	2	1	\$77,152	1	79,622	1	79,622
	Sr. Env Services Mgr.	0	4	4	\$271,762	4	281,952	4	281,952
	Env Services Mgr	0	2	2	\$120,988	2	127,678	2	127,678
1954	Public Works Superintendent	0	2	2	\$125,571	2	134,756	2	134,756
I	l l		,						

Service Area: PUBLIC UTILITIES

301111	nissioner-in-Charge: Mike Lir	Actual	Actual	Revis	sed Budget	Pr	oposed	$\overline{}$	OSITIONS dopted
Class	Title	FY 1993	FY 1994		1994-95		1995-96	FY 1995-96	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
TOTAL	S FROM PREVIOUS PAGE	191	216	222	9,533,051	218	10,086,329	218	10,086,329
1952	Public Works Manager	0	8	8	412,800	8	436,862	8	436,862
1950	Public Works Supervisor	0	1	1	\$38,064	1	40,175	1	40,175
	Solid Waste Director	1	0	0	0	0	0	0	(
	Env Svcs Ops Director	4	0	0	0	0	0	0	(
	Wastewater Ops Supervisor	1	0	0	0	0	0	0	(
	Wastewater Maint Supervisor	1	0	0	0	0	0	0	(
	Maintenance Analyst	1	0	0	0	0	0	0	(
	Wastewater Manager	2	0	0	0	0	0	0	
	Waste Wtr Maint Supervisor	3	0	0	0	0	0	0	
	Wastewater Ops. Supv	3	3	0	444.602	0	404 500	0	121,56
	Waste Wtr. Ops. Specialist Waste Wtr Mechanic II	22	23	23	114,693 809,229	25	121,560 911,430	25	911,43
	Waste Wir Mechanic I	7	7	7	215,586	5	159,283	5	159,28
	Waste Wtr Oper II	38	38	38	1,356,989	38	1,395,854	38	1,395,85
	Waste Wtr Opr I	23	22	22	677,556	18	567,761	18	567,76
	Waste Wtr Mechanic Trainee	0	0	0	0	0	0	0	
1775	Laboratory Manager	1	0	0	0	0	0	0	
1610	PW Operations Foreman	1	0	0	0	0	0	0	
1520	Maint Machinist	1	1	1	35,600	1	36,733	1	36,73
	Supv Electrician	1	0	0	0	0	0	0	1
	Electrician Supv.	1	0	0	0	0	0	0	
	Electrician	8	9	9	368,032	10	420,136	10	420,13
	Painter	2	1	1	35,600	1	36,733	1	36,73
	Dredge Operator II	0	0	0	0	0	0	0	
	Dredge Operator I	1	0	0	0	0	0	0	60.55
	Auto Equip Oper III	2	2	2	65,960	2	68,556	2	68,55
	Water Quality Admin.		0	0	0	0	0	0	
	Sewerage Sys Admin Source Control Officer	1	0	0	0	0	0	0	
	Env. Compliance Officer		0	0	0	0	0	0	,
		0	1	2	47,532	3	171,574	3	171,574
	Program Manager II Program Manager I	0	7	6	297,833	6	306,638	6	306,638
	Program Coordinator	0	4	4	173,594	5	216,106	5	216,106
	Program Specialist	0	5	5	164,694	5	172,987	5	172,98
	Assist. Program Specialist	0	1	1	36,540	2	73,769	2	73,76
	Economist II	1	1	1	51,434	1	55,293	1	55,29
	Economist I	1	1	1	42,470	1	45,646	1	45,64
	Sr Bureau Admin Manager	0	o	0	0	1	67,912	1	67,91
	Bureau Admin Manager	0	1	1	62,870	0	0	0	
	Admin Superv Mgr	0	o	0	0	1	54,177	1	54,17
	Admin Superv III	0	1	1	48,988	0	0	0	
	Neigh Assoc Coordinator	1	0	0	0	0	0	0	(
	Loss Control Officer	1	0	0	0	0	0	0	(
	Comm Svcs Dir	1	0	0	0	0	0	0	(
	Communications Specialist	2	0	0	0	0	0	0	
	Risk Specialist	0	0	1	39,161	1	40,175	1	40,17
	Financial Analyst	3	0	0	54 343	0	158,260	0 3	450 000
	Sr. Financial Analyst	0	1	1	51,219	3 0	158,260	0	158,26
028 927	Sr Mgmt Analyst Financial Analyst	3	0	0 3	137,948	2	95,029	2	95,02
	Management Analyst	5	3	3 0	137,348	0	93,029	0	90,02
021	wanaganian Analyst	5	J	U	J.	v	ŭ	v	,
TOTAL	FULL-TIME POSITIONS	341	357	364	14,817,443	361	15,738,978	361	15,738,978

Service Area: PUBLIC UTILITIES

Comn	nissioner-in-Charge: Mike Lir								OSITION
		Actual	Actual	ı	sed Budget	1	roposed	1	dopted
Class	Title	FY 1993	FY 1994		1994-95			FY 1995-96	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
TOTAL	S FROM PREVIOUS PAGE	341	357	364	14,817,443	361	15,738,978	361	15,738,97
819	Admin Asst I	4	3	2	\$72,979	4	136,741	4	136,74
	Sr. Admin Spec.	0	1	1	\$29,420	2	64,007	2	64,00
	Admin Analyst Tech	1	0	0	0	0	0	0	
	Admin Specialist	0	1	1	27,666	2	52,610	2	52,61
	Intergov Prog Coor	0	1	1	\$49,700	2	94,078	2	94,07
	Intergov Prog Mgr	1	0	0	0	0	0	0	
	Intergov Specialist	0	0	0	54.047	0	0 EE 640	0	EE 64
	Human Resources Coor Human Resources Officer	١	0	1	54,017	1	55,619	1 0	55,61
	Sr. Human Resources Officer	0	3	3	92,374	3	143,022	3	143,02
	Training & Development Officer		0	0	92,374	0	143,022	0	145,02
	Admin Services Dir	1	o	0	0	0	0	0	
	Admin Svcs Officer I	3	0	0	o	0	0	0	
	Accounting Sup. II	اه	1	1	50,342	1	45,344	1	45,34
531	Accounting Sup. I	0	1	1	39,519	1	41,983	1	41,98
	Utilities Acct	1	o	0	o	0	0	0	
516	Principal Acct	1	o	0	o	0	0	0	
515	Sr Accountant	2	3	3	98,325	3	111,462	3	111,46
	Associate Accountant	2	2	2	65,020	2	67,100	2	67,10
	Acctg Asst	2	2	2	48,223	2	56,660	2	56,6
	Sr Stores System Mgr	0	1	1	46,719	1	50,201	1	50,20
	Stores System Mgr	1	1	1	38,064	0	0	0	400.00
	Storekeeper	0	5	5	157,020	5	162,030	5	162,03
	Senior Storekeeper	0	0	0 1	22.462	0 1	34,798	0 1	34,79
	Senior Storekeeper	4	1 0	0	33,163	0	34,790	0	34,79
	Storekeeper Mgmnt Info Systems Analyst	4	0	0		0	0	0	
	Asst Mgt Info Systems Analyst	4	0	0	0	0	0	0	
	Sys And Prog Mgr	1	0	0	0	0	o l	0	
	Programmer Analyst	- 1	o	0	0	0	0	0	
	Secretarial Clerk II	3	2	3	49,736	2	50,065	2	50,06
	Secretarial Clerk I	2	2	2	47,732	2	51,292	2	51,29
	Customer Svcs Rep	3	4	4	100,187	4	107,890	4	107,89
	Office Manager	0	0	1	28,869	1	31,335	1	31,33
	Supervising Clerk	1	1	0	0	o	0	0	0.1,00
	Clerical Specialist I	10	9	9	209,312	9	248,439	9	248,43
OTAL	FULL-TIME POSITIONS	390	402	409	16,155,830	409	17,343,654	409	17,343,65

SEWER SYSTEM OPERATING FUND (151)	FUND SUMMARY		
	Proposed Y 1995-96	Adopted FY 1995-96	
RESOURCES			
External Revenue			
Permits & Licenses			
Sewer Permits \$178,390 \$211,269 \$215,314	\$224,142	\$224,142	
Service Charges 4			
	75,575,370	75,575,370	
Connection Charges 35,351,057 8,267,082 6,644,665	2,451,854	2,451,854	
Interest on liens -Mid Co 700,512 421,489 0	0	0	
SDC Safety Net Payments 218,702 437,042 0	0	0	
Wholesale Contracts 1,608,610 1,581,069 1,477,000	1,688,000	1,688,000	
Other Utility Charges 431,059 660,711 186,641	194,293	194,293	
Rents & Reimbursements 207,508 132,955 179,048	186,389	186,389	
	80,095,906	80,095,906	
State Sources	_	_	
State Cost Sharing 0 6,496 0	0.	. 0	
Miscellaneous Revenues	•		
Sales of Equipment 55,010 93 0	40.070	0	
Sales - Miscellaneous 139,646 25,386 17,843	18,370	18,370	
Refunds 41,367 2,376 24,379	25,379	25,379	
Interest on Investments 847,662 574,469 245,044 Other Misc. Revenues 170,838 185,510 139,276	417,936	417,936	
Other Misc. Revenues 170,838 185,510 139,276 1,254,523 787,834 426,542	196,513 658,198	196,513 658,198	
Total External Revenue 93,434,863 68,994,525 75,782,389	80,978,246	80,978,246	
Interfund Cash Transfers			
Computer Services 5,264 5,264 5,264	5,264	5,264	
Environmental Remediation 0 48,095 0	10,000	10,000	
Federal Grants 416 12,584 0	. 0	. 0	
Refuse Disposal 123,601 58,544 132,600	132,600	132,600	
	11,541,904	111,541,904	
Sewer Debt Redemption 0 0 2,800,000	1,012,404	1,012,404	
Sewer Rate Stabilization 5,448,390 0 5,000,000	5,000,000	5,000,000	
Transportation 0 0 0	0	0	
	17,702,172	117,702,172	
Interfund Service Reimbursements	24.454	04.454	
Environmental Remediation 0 0 103,000	31,451	31,451	
Facilities Services 43,318 137,869 0	0	0	
Maintenance (Stock) 4,806 600 0 Parks System Improvement 1,174 0 0	0	0	
Parks System Improvement 1,174 0 0 Parks 443 805 0	0	0	
Portland Intern'l Raceway 4,000 0 0	0	0	
Refuse Disposal 53,868 61,159 58,192	61,824	61,824	
Sewer Construction 70,280,142 0 0	01,024	01,824	
Transportation 405,310 395,479 310,850	431,775	431,775	
Water 89,144 119,382 49,899	63,500	63,500	
70,882,205 715,294 521,941	588,550	588,550	
10,002,200 113,284 321,841	300,330	300,330	
Beginning Fund Balance 1,881,559 26,229,209 4,715,000	4,734,104	4,734,104	
TOTAL RESOURCES \$174,953,823 \$185,254,975 \$207,862,903 \$20	04,003,072	\$204,003,072	

	Actual	Actual	Revised Budget	Proposed	Adopted
	FY 1992-93	FY 1993-94	FY 1994-95	FY 1995-96	FY 1995-96
REQUIREMENTS					
Bureau Expenses					
Personal Services	\$21,081,519	\$23,207,886	\$24,328,543	\$26,861,606	\$26,891,606
External Materials & Svcs	22,689,337	23,684,502	29,934,843	34,530,859	34,235,394
Internal Materials & Svcs					
General Fund	1,090,790	991,298	1,141,295	1,039,963	1,039,963
Autoport	66,961	77,191	79,200	72, 924	72,924
Buildings	115,811	67,316	58,620	0	0
Communication Svcs	563,032	572,807	509,643	652,792	652,792
Computer Services	118,272	178,601	135,525	129,166	129,166
Facilities Services	882,314	880,434	755,724	1,077,035	1,077,035
Fleet Services	519,856	470,094	470,895	510,644	510,644
Insurance & Claims	255,091	225,069	230,387	272,113	272,113
LID Construction	18,550	19,403	25,550	19,403	19,403
Printing & Distribution	543,876	432,237	555,861	586,314 ⁻	586,314
Transportation	12,730,148	13,781,276	12,050,760	11,989,108	12,085,108
Water	2,148,148	2,832,259	3,044,550	3,351,059	3,351,059
Workers' Compensation	375,963	333,142	236,923	241,890	241,890
•	19,428,812	20,861,127	19,294,933	19,942,411	20,038,411
Capital Outlay	45,680,538	62,665,473	83,914,571	71,060,975	71,235,440
Equipment Cash Transfers	,,	,,	,-,-,-,-,	,,	, ,,,,,
Printing & Distribution	6,120	1,474	0	0	0
Communication Svcs	48,498	42,800	0	0	0
Fleet Services	23,400	327,955	46,000	51,500	51,500
Transportation Operating	0	0	760,000	500,000	500,000
	78,018	372,229	806,000	551,500	551,500
Total Bureau Expenses	108,958,224	130,791,217	158,278,890	152,947,351	152,952,351
Fund Requirements					
Contingency					
Gen Oper Contingency	0	0	4,742,656	4,853,270	4,649,930
Compensation Adjust.	0	0	681,037	809,449	809,449
	0	0	5,423,693	5,662,719	5,459,379
D - 1-1 O - 1					

0

132,146 132,146

0

1,087,190 1,087,190 0

0

0

0

0

0

0

Debt Service Principal Interest

SEWER SYSTEM OPERA	SEWER SYSTEM OPERATING FUND (151) FUND SUMMARY								
	Actual	Actual	Revised Budget	Proposed	Adopted				
	FY 1992-93	FY 1993-94	FY 1994-95	FY 1995-96	FY 1995-96				
Fund Requirements (continued)								
Interfered Cook Transfers									
Interfund Cash Transfers	4 000 000	2 200 046	2 602 064	2 459 250	2 250 500				
General Fund Overhead	1,936,883	2,208,016	2,692,061	2,158,259	2,356,599				
Gen. Fund Utility License	3,922,029	4,423,379	5,212,279	5,909,994	5,909,994				
Communication Sycs.	71,550	16,818	0	0	0				
Fleet Operating	47,969	0	0	. 0	0				
Health Insurance	104,656	0	0	0	0				
Public Arts Trust	0	8,000	0	0	0				
Refuse Disposal	0	0	0	0	. 0				
Sewer Construction	8,835,256	12,315,605	6,787,000	441,857	441,857				
Sewer Debt Redemption	13,822,427	13,746,907	17,968,980	25,707,892	25,707,892				
Sewer Rate Stabilization	9,000,000	7,145,000	11,500,000	11,175,000	11,175,000				
Sewer Revolving Loan	2,000,000	0	. 0	0	0				
Transportation	22,065	380,586	0	0.	. 0				
-	39,762,835	40,244,311	44,160,320	45,393,002	45,591,342				
Inventory Account Increases	0	0	0	0	0				
Ending Balance/Reserves	25,145,574	14,087,301	0	00	0				

GENERAL DESCRIPTION and CHANGES FROM 1994-95

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

\$174,953,823 \$185,254,975

\$204.003.072

\$207,862,903

RESOURCES

TOTAL REQUIREMENTS

The Unencumbered Beginning Fund Balance is projected to be not less than 10% of operating expenses for the current year, according to financial management guidelines for sewer enterprise funds. Monthly Sewer Charges are forecasted to increase to \$75,575,370 for FY 1995-96, based on an average rate increase of 12.5%, an increase of 6.5% in the number of customer accounts, a decrease in forecast usage per customer and an allowance of 1% of revenues for bad debt. Sewer System Connection Charge receipts are projected to be \$2,451,854 in FY 1995-96. Interest on Investments is projected to be \$417,936 in FY 1995-96, reflecting higher interest earnings rates.

REQUIREMENTS

Internal Materials and Services are budgeted at \$20,038,411 for FY 1995-96. The Proposed Budget reflects increases from the revised appropriation for the current year in the interagency agreements with the Bureau of Maintenance, for additional sewer maintenance services and the Bureau of Water Works, for additional customer services. The Bureau has increased the maintenance activities in the Operating budget by \$637K over current levels while reducing Maintenance and Transportation services to the Bureau's CIP by \$602K.

Cash Transfers to Other Funds are forecasted to be \$45,591,342 for FY 1995-96. Reasons for the increase from the revised appropriation of \$44,160,320 for the current year include:

Transfers to the General Fund for Utility Franchise Fees are forecasted to be \$5,909,994 for FY 1995-96, versus the \$5,212,279 revised appropriation for the current year.

GENERAL DESCRIPTION and CHANGES FROM 1994-95

Transfers to the Sewer System Construction Fund are budgeted at \$441,857 for FY 1995-96. The decrease from the revised appropriation for the current year is offset by higher planned transfers to the Rate Stabilization Fund and higher debt and interest payments due to the Series 1994 bond issue.

Transfers to the Sewer System Debt Redemption Fund are budgeted at \$25,707,892 for FY1995-96. The increase from the revised appropriation for the current year reflects increases in principal and interest payments from revenue bond sales of \$250,000,000 in FY 1994-95.

Transfers to the Sewer System Rate Stabilization Fund are budgeted at \$11,175,000 for FY 1995-96. The Rate Stabilization Fund balance will be used to offset rate increases in future years.

SEWER	SYSTEM	CONSTRUCTION	(552)
OLAALI/	O I O I LIVI	CONSTRUCTION	13321

FUND SUMMARY

SEWER SYSTEM CONSTRUCT	IUN (552)			FUN	DSUMMARY		
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96		
RESOURCES							
External Revenues							
Public Utility Charges							
Connection Charges	\$0	\$4,028,199	\$1,560,345	\$2,975,000	\$2,975,000		
Permit Fees	512,484	467,618	433,423	529,000	529,000		
Bond Surety Payment	625,000	0	0	0	0		
	1,137,484	4,495,817	1,993,768	3,504,000	3,504,000		
Miscellaneous Revenues							
Bond Sales	0	109,312,544	251,400,000	0	0		
State Loans	0	0	0	0	0		
Interest on Investments	42,390	1,060,817	6,000,000	7,400,000	7,400,000		
	42,390	110,373,361	257,400,000	7,400,000	7,400,000		
Total External Revenues	1,179,874	114,869,178	259,393,768	10,904,000	10,904,000		
On the Town of the form Other French							
Cash Transfers from Other Funds	0.005.050	40 045 605	6 797 000	444.057	441,857		
Sewer System Operating	8,835,256	12,315,605	6,787,000	441,857	,		
Sewer System Debt Redemption	0	1 000 000	0	25,000,000	25,000,000		
Sewer Revolving Loan	0	1,000,000	0	0	0		
Federal Grants	210,317	295,312	13,722	0	0 000 000		
LID Construction	46,216,915	18,624,038	6,000,000	8,000,000	8,000,000		
Sewer System Debt Proceeds	75,804,864	0	0	0	0		
	131,067,352	32,234,955	12,800,722	33,441,857	33,441,857		
Interfund Service Reimbursements	04.405	•		•	•		
LID Construction	64,425	0	0	0	0		
Transfer of Residual Equity from							
Sewer System Debt Proceeds	2,378,779	0	0	0	0		
Beginning Fund Balance	(932,536)	26,609,542	535,000	111,769,000	111,769,000		
TOTAL RESOURCES	\$133,757,894	\$173,713,675	\$272,729,490	\$156,114,857	\$156,114,857		
REQUIREMENTS							
External Materials and Svcs	\$0	\$1,271,106	\$250,000	\$0	\$0		
Internal Materials and Svcs							
Sewer System Operating	70,280,142	\$0	\$0	\$0	\$0		
LID Construction	0	\$0	\$52,621	\$0	\$0		
	70,280,142	0	52,621	0	0		
Capital Outlay	8,754,033	\$0	\$0	\$0	\$0		
Total Bureau Expenses	\$79,034,175	\$1,271,106	\$302,621	\$0	\$0		
Total Buleau Expelises	\$19,034,175	\$1,271,100	\$302,021	Ψ0	ΨΦ		
Contingency	_	_					
General Operating Contingency Debt Service	0	.0	69,681,180	44,472,140	44,472,140		
Principal Principal	0	5,482,355	0	0	0		
Interest	720,262	0	0	0	0		
	720,262	5,482,355	0	0	0		

SEWER SYSTEM CONSTRUCTION (552) FUND SUMM								
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96			
Cash Transfers to Other Funds								
Sewer System Operating	3,177,525	89,191,460	118,905,709	111,541,904	111,541,904			
Sewer System Debt Proceeds	18,985,000	0	0	0	0			
Sewer System Debt Redemption	0	49,325,000	83,725,000	0	0			
Sewer System Revolving Loan	0	0	0	0	0			
LID Construction	5,231,390	125,600	114,980	100,813	100,813			
	27,393,915	138,642,060	202,745,689	111,642,717	111,642,717			
Ending Balance/Reserves	26,609,542	28,318,154	0	0	0			
TOTAL REQUIREMENTS	\$133,757,894	\$173,713,675	\$272,729,490	\$156,114,857	\$156,114,857			
Line Item Detail - AU 172								
External Materials and Services								
521000 Refunds	\$0	\$45,738	\$0	\$0	\$0			
549000 Refunds	0	1,087,854	0	. 0	0			
549000 Miscellaneous	0	137,514	250,000	0	0			
Internal Materials and Services								
559145 Environmental Services	\$70,280,142	\$0	\$0	\$0	\$0			
559742 LID Construction	0	0	52,621	0	0			
Capital Outlay								
563000 Improvements	\$8,754,034	\$0	\$0	\$0	\$0			
TOTAL Bureau Expenses	\$79,034,176	\$1,271,106	\$302,621	\$0	\$0			

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

The Sewer Construction Fund receives revenues that are dedicated to sewer system capital projects. Since FY 1990-91, direct expenditures for capital projects have been budgeted within the Sewer System Operating Fund and are reimbursed from the Sewer System Construction Fund. The primary resource to the capital program are proceeds from the sale of sewer system revenue bonds.

RESOURCES

The Beginning Fund Balance for FY 1996 consists primarily of proceeds of the 1994 Series A Sewer System Revenue Bonds, which were intended to fund capital activity over two years.

Connection Charges are budgeted at \$2,975,000 for FY 1996. Interest on investments is budgeted at \$7,400,000, reflecting the large beginning balance and higher earnings rates on sewer system cash in the City's investment pool. The \$25.0 million Cash Transfer in from the Debt Redemption Fund is the return of bond proceeds from the 1994 Series A bond issue which served as a debt service reserve. This cash reserve has been replaced by a surety bond. Transfers in from the LID Construction Fund are proceeds from an expected sale of Special Assessment Bonds. There are no planned sewer system revenue bond sales for FY 1996.

REQUIREMENTS

Cash Transfers to the Sewer System Operating Fund are for reimbursements for direct CIP expenditures and for reimbursement of overhead expenses incurred for the capital improvement program. The general operating contingency represents fund balances that are not required in FY 1996 but will be used in the following fiscal year to fund capital improvements. Transfers to the LID Construction Fund support financing services offered to property owners who are assessed costs related to sewer services.

SEWER SYSTEM DEBT REDEMPTION (351)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Miscellaneous Revenues					
Interest on Investments	\$58,841	\$158,473	\$3,136,518	\$1,524,860	\$1,514,860
	58,841	158,473	3,136,518	1,524,860	1,514,860
Total External Revenues	58,841	158,473	3,136,518	1,524,860	1,514,860
Cash Transfers from Other Funds					
Sewer System Operating	13,822,427	13,746,907	17,968,980	25,707,892	25,707,892
Sewer System Debt Proceeds	19,175,000	0	0	0	0
Sewer System Construction	18,985,000	49,325,000	83,725,000	0	0
•	51,982,427	63,071,907	101,693,980	25,707,892	25,707,892
Beginning Fund Balance	(2,116,457)	727,569	5,750,000	34,800,000	34,800,000
TOTAL RESOURCES	\$49,924,811	\$63,957,949	\$110,580,498	\$62,032,752	\$62,022,752
REQUIREMENTS					
External Materials and Svcs	\$0	\$0	\$0	\$0	\$0
Total Bureau Expenses	\$0	\$0	\$0	\$0	\$0
Contingency					
General Operating Contingency	0	0	165,300	10,000	0
Debt Service					
Principal	40,540,000	53,486,171	46,385,974	6,018,161	6,018,161
Interest	8,657,242	8,717,356	23,229,224	23,368,410	23,368,410
	49,197,242	62,203,527	69,615,198	29,386,571	29,386,571
Cash Transfers to Other Funds	0	0	0	25 000 000	25 000 000
Sewer System Construction	0	0	0	25,000,000	25,000,000
Sewer System Operating	0	0	2,800,000 2,800,000	1,012,404 26,012,404	1,012,404 26,012,404
Ending Releves/Reserves	-	•	2,800,000	, ,	
Ending Balance/Reserves	727,569	1,754,422	30,000,000	6,623,777	6,623,777
TOTAL REQUIREMENTS GENERAL DESCRIPTION and CHANGE	\$49,924,811		\$110,580,498	\$62,032,752	\$62,022,752

This fund pays the principal and interest on revenue bonds, notes and State loans issued to finance sewer system improvements. Debt service is paid from sewer and drainage system user charges and other revenues of the sewer system. The City issued \$250 million in sewer system revenue bonds in FY 1995, bringing the total amount of outstanding sewer system revenue debt to \$408 million.

There are no planned debt issues in FY 1996. Budgeted transfers to the Construction Fund reflect acquisition of a reserve equivalent for the 1994 Series A bonds, allowing the cash that had been set aside for the debt service reserve to be used to fund planned capital improvements.

SEWAGE DISPOSAL DEBT REDEMPTION FUND (351)

Revenue Bonds State Revolving Fund Loan

DEBT REDEMPTION SCHEDULE

This fund pays principal and interest on revenue bonds and notes issued to finance improvements to the City's sewer system. The debt service is paid by charges to customers of the sewer system. In 1992 and 1993, the City refunded the majority of its outstanding revenue bonds issued in 1987 and 1990 to take advantage of lower interest rates

In 1991, the City Council changed the method of financing construction for the Mid Multnomah County sewer project. The LID method of financing construction was discontinued and the project was made a part of the Bureau's capital improvement program. Cost recovery shifted from LID assessments to the imposition of "in-lieu" assessments in the form of line and branch charges.

In addition, the City has \$13,616,281 in outstanding State Revolving Fund loans. These SRF loans carry an interest rate of zero percent and are due five years from origination.

This schedule shows the remaining payments for principal and interest that sewer customers owe to holders of the bonds, notes and State loans.

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
Revenue Bond	s						
Series 1990	\$59,240,000	04/01/90	03/01/96	6.550%	\$1,315,000	\$1,315,000	\$86,133
			03/01/97	6.600%	1,400,000		92,400
			03/01/98	6.700%	1,490,000		99,830
				-	\$4,205,000	\$1,315,000	\$278,363
1992 Series A	\$75,590,000	10/15/92	10/01/95	5.400%	\$1,955,000	\$1,955,000	\$52,779
	*********		10/01/96	5.400%	2,060,000	, , ,	111,240
			10/01/97	5.400%	2,180,000		117,720
			10/01/98	5.400%	1,815,000		98,010
			10/01/99	5.400%	1,915,000		103,410
			10/01/00	5.400%	2,015,000		108,810
			10/01/01	5.400%	2,130,000		115,020
			10/01/02	5.500%	2,255,000		124,025
			10/01/03	5.500%	2,380,000		130,900
			10/01/04	5.625%	2,520,000		141,750
			10/01/05	5.750%	2,565,000		147,488
			10/01/06	5.875%	2,720,000		159,800
			10/01/07	6.000%	2,890,000		173,400
			10/01/08	6.000%	3,065,000		183,900
			10/01/09	6.000%	3,260,000		195,603
			10/01/12	6.000%	37,715,000		2,262,903
				-	\$73,440,000	\$1,955,000	\$4,226,758

SEWAGE DISPOSAL DEBT REDEMPTION FUND (351)

Revenue Bonds State Loan

DEBT REDEMPTION SCHEDULE

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
1992 Series B	\$21,860,000	10/15/92	04/01/96	4.600%	\$1,875,000	\$1,875,000	\$86,250
			04/01/97	4.600%	1,965,000		90,390
			04/01/98	4.800%	2,055,000		98,640
			04/01/99	4.900%	2,150,000		105,350
			04/01/00	5.100%	2,260,000		115,260
			04/01/01	5.250%	2,375,000		124,688
			04/01/02	5.400%	2,500,000		135,000
			04/01/03	5.500%	2,640,000		145,200
			04/01/04	5.500%	2,780,000		152,900
			04/01/05	5.500%	475,000		. 26,125
				-	\$21,075,000	\$1,875,000	\$1,079,803
Series 1993	\$54,520,000	07/15/93	03/01/96	3.550%	\$450,000	\$450,000	\$15,975
			03/01/97	3.850%	470,000		18,095
			03/01/98	4.000%	485,000		19,400
			03/01/99	4.250%	2,100,000		89,250
			03/01/00	4.400%	2,185,000		96,140
			03/01/01	4.500%	2,285,000		102,825
			03/01/02	4.600%	2,385,000		109,710
			03/01/03	4.700%	2,485,000		116,795
			03/01/04	4.800%	2,610,000		125,280
			03/01/05	4.900%	5,190,000		254,310
			03/01/06 03/01/07	5.000%	6,040,000		302,000
			03/01/07	5.100% 5.150%	6,345,000 6,665,000		323,595 343,248
			03/01/09	5.200%	7,010,000		364,520
			03/01/10	5.250%	7,375,000		387,188
				-	\$54,080,000	\$450,000	\$2,668,330
1994 Series A	\$250,000,000	07/15/04	06/01/97	7.000%	\$5,130,000	\$0	\$359,100
1334 Selles A	\$230,000,000	01113134	06/01/98	7.000%	6,545,000	ΨΟ	458,150
			06/01/99	7.000%	7,470,000		522,900
			06/01/00	6.500%	8,110,000		527,150
			06/01/01	5.250%	8,640,000		453,600
			06/01/02	5.350%	9,090,000		486,315
			06/01/03	5.450%	9,580,000		522,110
			06/01/04	5.550%	10,100,000		560,550
			06/01/05	5.650%	10,660,000		602,290
			06/01/06	5.750%	11,265,000		647,738
			06/01/07	5.850%	11,910,000		696,735
			06/01/08	5.950%	12,605,000		749,998
			06/01/09	6.050%	13,360,000		808,280
			06/01/10	6.100%	14,160,000		863,760

SEWAGE DISPOSAL DEBT REDEMPTION FUND (351)

Revenue Bonds State Loan

DEBT REDEMPTION SCHEDULE

TOTAL Interest Appropriation for FY 95-96 \$23,368,410

State Loan					- DLB1	KLDEWIF ITO	VOCHEDULE
Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
1994 Series A	\$250,000,000	07/15/94	06/01/11	6.150%	14,675,000		902,513
(continued)	, , , ,		06/01/12	6.200%	15,580,000		965,960
(00.11.11.11.11)			06/01/13	6.250%	81,120,000		5,070,000
				,	\$250,000,000	\$0	\$15,197,148
	TOTA	AL Sewer S	vstem Revenu	ie Bonds	\$402,800,000	\$5,595,000	\$23,450,400
			,				
State Revolvir	\$5,680,121	10/01/92	10/01/95		\$179,444	\$179,444	\$0
	40,000,121	10,01,02	10/01/96		3,633,589	4170 , 111	40
			10/01/97		1,687,644	•	•
			10/01/01		1,007,044		
					\$5,500,677	\$179,444	\$0
	\$7,936,160	03/01/93	03/01/96		\$243,717	\$0	\$0
	4.,000,.00		03/01/97		243,717	4.5	**
			03/01/98		7,205,009		
		03/01/93		-	\$7,692,443	\$243,717	\$0
	TOTAL Sew	er System S	State Revolvir	ng Loans	\$13,193,120	\$423,161	\$0
		,					
TOTAL Se	wer System De	bt Redemp	tion Fund (cas	sh basis)	\$415,993,120	\$6,018,161	\$23,450,400
I	NTEREST ACC	CRUALS:					
		TOTAL Sev	wer System B	ond Intere	est Due FY 95-96	(cash basis)	\$23,450,400
			-		Accrua	al Adjustment	(81,990)

City of Portland, Oregon - FY 1995-96 Adopted Budget

SEWER SYSTEM RATE STABILIZATION (63	SEWER	SYSTEM	RATE S	STARII 17A	TION (63)
-------------------------------------	-------	--------	--------	------------	-----------

FUND SUMMARY

OLIVER OT OT LINTER TO TAB					TD GOMMANT
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES External Revenues Miscellaneous Revenues					
Interest on Investments	\$102,524	\$273,537	\$650,000	\$2,328,000	\$2,328,000
	102,524	273,537	650,000	2,328,000	2,328,000
Total External Revenues	102,524	273,537	650,000	2,328,000	2,328,000
Cash Transfers from Other Funds Sewer System Operating	9,000,000	7,145,000	11,500,000	11,175,000	11,175,000
Beginning Fund Balance	9,000,000 6,143,510	7,145,000 9,797,645	11,500,000 9,600,000	11,175,000 22,760,000	11,175,000 22,760,000
TOTAL RESOURCES	\$15,246,034	\$17,216,182	\$21,750,000	\$36,263,000	\$36,263,000
REQUIREMENTS Contingency					
General Operating Contingency	0	0	16,750,000	31,263,000	31,263,000
Cash Transfers to Other Funds Sewer System Operating	5,448,390	0	5,000,000	5,000,000	5,000,000
Ending Balance/Reserves	5,448,390 9,797,644	0 17,216,182	5,000,000 0	5,000,000	5,000,000
TOTAL REQUIREMENTS	\$15,246,034	\$17,216,182	\$21,750,000	\$36,263,000	\$36,263,000

The Rate Stabilization Fund was created in 1987 to enable the Bureau to smooth forecast rate increases by managing fluctuations in sewer system revenues over several years. The Bureau's master bond ordinance allows transfers to the Rate Stabilization Fund to be treated as operating expenses for purposes of calculating debt service coverage ratios and transfers from the Rate Stabilization Fund as operating revenues. The Bureau's financial plan anticipates that Rate Stabilization Fund balances will begin to be drawn down beginning in FY 1997 and will be depleted in FY 2004.

RESOURCES

The Beginning Fund Balance for next fiscal year is budgeted at \$22,760,000. Transfers in from the Operating Fund are anticipated to be \$6,175,000, though an additional \$5,000,000(for a total of \$11,175,000) is budgeted in the event additional funds are available to transfer, such as unforseen increases in sewer connection fee revenues.

REQUIREMENTS

There are no planned cash transfers to the Sewer Operating Fund, though appropriation authority of \$5,000,000 is proposed, in the event circumstances arise necessitating a transfer to the Operating Fund.

SEWER	REVOI	VING	OAN	16361
SEVVER	KEVUL	_VIIVG I	LUAIN	10001

FUND SUMMARY

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Services Charges					
Liens Received	\$0	\$87,436	\$0	\$0	\$0
Loan Fees	0	102	0	0	0
	0	87,538	0	0	0
Miscellaneous Revenues	184	74 272	50,000	75.000	75,000
Interest on Investments	0	71,373 1,616	50,000 0	75,000 0	75,000
Loan Repayments	184	72,989	50,000	75,000	75,000
Total External Revenues	184	160,527	50,000	75,000	75,000
Cash Transfers from Other Funds		•	•	•	•
Sewer System Operating	2,000,000	0	0	0	0
Beginning Fund Balance	2,000,000	1,997,969	1,800,000	1,150,000	1,150,000
beginning Fund Balance	0	1,997,909	1,800,000	1,150,000	1,150,000
TOTAL RESOURCES	\$2,000,184	\$2,158,496	\$1,850,000	\$1,225,000	\$1,225,000
DECLUDEMENTS					
REQUIREMENTS External Materials and Svcs	\$2,215	\$109,242	\$250,000	\$200,000	\$200,000
External materials and oves	Ψ2,210	ψ105,242	Ψ200,000	Ψ200,000	\$200,000
Total Bureau Expenses	\$2,215	\$109,242	\$250,000	\$200,000	\$200,000
Contingency					
General Operating Contingency	0	0	1,600,000	1,025,000	1,025,000
Debt Service		_	.,===,===	1,020,000	1,000,000
Principal	0	0	0	0	0
Interest	0	0	0	0	0
-	0	0	0	0	0
Cash Transfers to Other Funds					_
Sewer System Construction	0	1,000,000	0	0	0
Fall Dala Dalana	0	1,000,000	0	0	0
Ending Balance/Reserves	1,997,969	1,049,254	0	0	0
TOTAL REQUIREMENTS	\$2,000,184	\$2,158,496	\$1,850,000	\$1,225,000	\$1,225,000
Line Item Detail - AU 225					
External Materials and Services					
544000 Refunds	\$2,215	\$8,325	\$0	\$0	\$0
549300 Disbursements to Prop. Owner	0	100,917	250,000	200,000	200,000
TOTAL Bureau Expenses	\$2,215	\$109,242	\$250,000	\$200,000	\$200,000

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

This fund was established in FY 1993 for the purpose of administering the private plumbing loan program contained in the Mid County Financial Assistance Program passed by the City Council in March 1992. The initial seed money for these loans came from the Sewer System Operating Fund, to be used for loans to assist eligible property owners in financing the private plumbing costs associated with their required connection to the City sewer system. The interest rate charged on the loans will reflect the Bureau's cost of obtaining funds, including an allowance for delinquencies and administrative costs, resulting in no ratepayer subsidy.

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Miscellaneous Revenues					
Interest on Investments	(\$17,685)	\$0	\$50,000	\$0	\$0
Assessment Payments	763,406	1,318,512	0	0	0
Loan Repayments	31,893	2,997	450,000	1,600,000	1,600,000
	777,614	1,321,509	500,000	1,600,000	1,600,000
Total External Revenues	777,614	1,321,509	500,000	1,600,000	1,600,000
Beginning Fund Balance	997,592	939,686	1,625,000	2,895,161	2,895,161
TOTAL RESOURCES	\$1,775,206	\$2,261,195	\$2,125,000	\$4,495,161	\$4,495,161
REQUIREMENTS					
External Materials and Svcs	\$835,521	\$1,504,848	\$2,075,000	\$1,720,000	\$1,720,000
Total Bureau Expenses	\$835,521	\$1,504,848	\$2,075,000	\$1,720,000	\$1,720,000
Contingency					
General Operating Contingency	0	0	0	2,775,161	2,775,161
Debt Service	•	•	•	_,,	_,,
Principal	0	0	0	0	0
Interest	0	587,202	50,000	0	0
	0	587,202	50,000	0	0
Ending Balance/Reserves	939,685	169,145	0	0	0
TOTAL REQUIREMENTS	\$1,775,206	\$2,261,195	\$2,125,000	\$4,495,161	\$4,495,161
Line Item Detail - AU 221					
External Materials and Services					
546000 Refunds	\$835,521	\$0	\$450,000	\$1,600,000	\$1,600,000
549000 Miscellaneous	0	1,504,848	1,625,000	120,000	120,000
TOTAL Bureau Expenses	\$835,521	\$1,504,848	\$2,075,000	\$1,720,000	\$1,720,000

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

This fund was established in 1987 for the deposit of monies from the State Assessment Deferral Loan Fund, managed by the Department of Environmental Quality. Monies in the Safety Net Fund are used to make loans to low-income homeowners within the boundaries of the mid county sewer project who qualify for participation in the Safety Net Program. Repayment of safety net assessment loans are deferred until the property ownership changes or the property owner no longer qualifies. The Safety Net Fund is capitalized by loans from the State Assessment Deferral Loan Fund. No additional loans from the Assessment Deferral Loan Fund are planned in FY 1996 because the volume of Safety Net loans is not forecast to be sufficient to justify additional loan agreements with DEQ.

ENVIRONMENTAL REMEDIATION FUND (161)

FUND SUMMARY

ENTINOTHIEN THE INCHIE	DIA HON I O	1101)		- 10	IVD SUMMAN
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenue					
Permits & Licenses					
Public Works/Utility Charge	\$0	\$555,555	\$559,085	\$571,105	\$571,105
Rents & Reimbursements	0	403,863	514,700	482,149	482,149
	0	959,418	1,073,785	1,053,254	1,053,254
Miscellaneous Revenues					
Interest on Investment	0	71,760	52,605	56,765	56,765
Bond and Note Sales	0	5,859,365	0	0	0
Other Miscellaneous	0	0	0	0	0
	0	5,931,125	52,605	56,765	56,765
Total External Revenue	0	6,890,543	1,126,390	1,110,019	1,110,019
Interfund Cash Transfers			_		
Refuse Disposal	0	390,000	0	0	0
	0	390,000	0	0	0
Interfund Service Reimburseme					
	0	0	0	0	0
Beginning Fund Balance	0	0	3,288,308	2,109,330	2,109,330
TOTAL RESOURCES	\$0	\$7,280,543	\$4,414,698	\$3,219,349	\$3,219,349
REQUIREMENTS					
Bureau Expenses	4.0			4.4.4.4	
Personal Services	\$0	\$54,063	\$40,278	\$16,834	\$16,834
External Materials & Svcs	0	49,695	51,550	243,120	243,120
Internal Materials & Svcs	•	0.151	444 740		440.505
Facilities	0	94,151	141,716	143,585	143,585
Printing/Distribution	0	46	0	0	
Transportation	0	5,225	0	0	
Parks	0	128	0	0	
Environmental Services	0	0	103,000	31,451	31,451
	0	99,550	244,716	1 75,036	175,036
Capital Outlay	0	3,331,503	1,430,000	232,000	232,000
Equipment Cash Transfers	00	0	0	0	
	0	0	0	0	. 0
Total Bureau Expenses	0	3,534,811	1,766,544	666,990	666,990

ENVIRONMENTAL REMEI					ND SUMMARY
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
Fund Requirements					1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Contingency					
Gen Oper Contingency	0	0	1,445,644	1,326,048	1,324,870
Compensation Adjust.	0	0	1,456	522	522
	0	0	1,447,100	1,326,570	1,325,392
Debt Service	_	_			
Principal	0	0	245,000	255,000	255,000
Interest	0	259,133	352,761	342,096	342,096
	0	259,133	597,761	597,096	597,096
Interfund Cash Transfers					
General Fund Overhead	0	0	27,793	18,693	19,871
Sewer Operating	0	0	0	10,000	10,000
	0	0	27,793	28,693	29,871
Inventory Account Increases	0	0	0	0 -	. 0
Ending Balance/Reserves	0	3,486,599	575,500	600,000	600,000
TOTAL REQUIREMENTS	\$0	\$7,280,543	\$4,414,698	\$3,219,349	\$3,219,349
		<u> </u>			
LINE ITEM DETAIL					
511000 Full-Time Employees	\$0	\$39,060	\$29,169	\$12,330	\$12,330
Total Personal Services	0	54,063	40,278	16,834	16,834
521000 Professional Services	0	2,786	36,000	33,120	33,120
529000 Miscellaneous Services	0	203	0	0	0
531000 Office Supplies	0	30	0	0	0
541000 Education	0	210	250	0	0
543000 Out-of-Town Travel	0	216	300	0	0
549000 Miscellaneous	0	46,250	15,000	210,000	210,000
Subtotal External Materials & Service	0	49,695	51,550	243,120	243,120
552000 Printing/Distribution	0	46	0	0	0
553000 Facilities Services	0	94,151	141,716	143,585	143,585
559000 Other Fund Services	0	5,353	103,000	31,451	31,451
Subtotal Internal Materials & Services	0	99,550	244,716	175,036	175,036
561000 Land	0	1,563,333	0	0	0
562000 Buildings	0	1,768,170	0	0	0
563000 Improvements	0	0	1,430,000	232,000	232,000
Total Capital Outlay	0	3,331,503	1,430,000	232,000	232,000
Total Bureau Expenses	0	3,534,811	1,766,544	666,990	666,990
	-	-1 1	,	,	

					FULL-1	IME POSITIONS
		Actual	Actual	Revised Budget	Proposed	Adopted
Class	Title	FY 1993	FY 1994	FY 1994-95	FY 1995-96	FY 1995-96
		No.	No.	No. Amount	No. Amount	No. Amount

3359 PW Project Manager 0 1 0 29,169 0 12,330 0 12,330

ENVIRONMENTAL REMEDIATION FUND (161)

GENERAL DESCRIPTION and CHANGES FROM 1994-95

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

The first, and primary project, is land acquisition and remediation of the Guilds Lake property, a former landfill operated by the City from 1910 through the late 1940s. This remediation is being financed by Environmental Remediation Revenue Bonds issued in November 1993. The Guilds Lake remediation will be completed in FY 1994-95 with only some compliance reporting to DEQ to take place during FY 1995-96. The budget reflects the following activities related to this project: preparation of the final compliance report to DEQ; ongoing maintenance and property management of the city-owned property; and ongoing environmental monitoring of the site as required by DEQ. Property management and maintenance is being conducted by BGS under an interagency agreement.

The second project is the Longview City Laundry & Cleaners remediation (LCL&C) authorized by City Council (Ordinance No. 168296 dated November 16, 1994). The project implements a Settlement Agreement between the City and LCL&C to conduct environmental remediation of the site located at 2737 NW Nela St, adjacent to the city-owned property being remediated. The site has environmental contamination resulting from the City's former incinerator and landfill operations in the Guilds Lake area. The City will reimburse the property owner for remedial investigation expenses already incurred, and undertake clean-up/remediation in conformance with a Consent Agreement with the Oregon DEQ. The remedial action consists of construction of an asphalt cap and installation of utilities to manage surface water runoff. The FY 1995-96 Proposed Budget includes funding for completing the LCL&C project, including \$232,000 for capital construction and \$20,000 for project management. The project is scheduled to be completed during the fiscal year.

The LCL&C project is funded by available Fund revenues. There is potential for additional sites to be identified for future consideration and possible remediation pending Council authorization. Prior to FY 1993-94, the Guilds Lake remediation activity was part of the Refuse Disposal Fund. Funding was transferred to the Environmental Remediation Fund as part of the Fall 1993 Supplemental Budget process.

Two principal funding sources support the Environmental Remediation Fund. The first source is a \$1.50 per ton remedial action surcharge imposed on all solid waste collected within the City. This surcharge is collected from franchised and commercially permitted solid waste haulers. The second funding source is lease income from the current tenants on the City owned Guilds Lake site. These two revenue sources, along with the Fund's interest earnings and any other Fund revenues, can be used for remediation projects qualified under State law and authorized by the Council.

The FY 1995-96 budgeted revenue amounts were derived from the FY 1994-95 Five Year Plan for the Fund:

The FY 1995-96 adopted budget of public works/utility charges of \$571,105 is based on commercial and residential solid waste tonnages projected to be collected within the City.

The rents and reimbursements revenue of \$482,149 is based on the collection of lease income the four tenants on the site, and includes common area maintenance payments made by the tenants for their prorated share of expenses such as property taxes, property maintenance and landscaping costs.

FY 1995-96 scheduled debt service payments for the outstanding bonds will be \$597,096. Additionally, the bond financing was structured to permit the City to annually redeem outstanding bonds with available contingency revenues in the Fund. The bond ordinance specifies annual redemptions must occur on each November 1 of the year. Financial analysis to determine how much to redeem in FY 1995-96 will be undertaken in July pending a determination of all final costs for the remediation at the Guilds Lake site. It is anticipated that up \$850,000 in contingency will be available to redeem outstanding bonds on November 1, 1995.

ENVIRONMENTAL REMEDIATION FUND (161)

GENERAL DESCRIPTION and CHANGES FROM 1994-95

Projected unencumbered beginning fund balance for FY 1995-96 totals \$1.5M, which is contingency available for debt service, early debt redemption, capital costs and operating expenses. The projection is based on the results of the FY 1994-95 Five Year Financial Plan for the Environmental Remediation Fund, and anticipates the completion during FY 1994-95 of the primary project supported by the Fund; the Guilds Lake remediation. The beginning fund balance further reflects the completion of the Guilds Lake project within the FY 1994-95 capital budget of \$1,430,000.

The encumbered beginning fund balance of \$600,000 is the debt service reserve account for the Environmental Remediation Bonds 1993 Series A required under the bond ordinance.

ENVIRONMENTAL REMEDIATION (161) DEBT SERVICE

Revenue Bonds

DEBT REDEMPTION SCHEDULE

In 1993, the City issued taxable revenue bonds to repay an interfund loan by the City for land acquisition and to conduct environmental remediation activities on a former City operated solid waste incinerator and landfill site. In 1993, the Portland City Council approved to purchase the Guilds Lake property and perform the remediation and monitoring activities.

The bonds are payable and secured by surcharges imposed pursuant to state statute and City Code, and lease and rental income for the property. The City is authorized to collect under ORS 459.311 and City Code 17.102.170 to collect a surcharge to be used for conducting remedial actions for which the City is liable under law. The surcharge is imposed on all persons who dispose of solid waste, excluding source separated recyclable material, collected within the City's Urban Services Boundary.

This schedule shows the remaining payments for principal and interest that the City owes to holders of the bonds.

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
1993 SeriesA	\$6,000,000	11/01/93	11/01/95 11/01/96 11/01/97 11/01/98 11/01/99 11/01/05	4.400% 4.850% 5.250% 5.500% 5.650% 6.375%	\$255,000 270,000 285,000 300,000 320,000 4,325,000	\$255,000	\$5,610 13,095 14,963 16,500 18,080 275,719
TOTAL Enviro	onmental Rem	ediation Det	ot Service (ca	sh basis) _	\$5,755,000	\$255,000	\$343,966

INTEREST ACCRUALS:

TOTAL Environmental Remediation Bond Bond Interest Due FY 95-96 (cash basis)	\$343,966
Accrual Adjustment	(\$1,870)

TOTAL Interest Appropriation for FY 95-96 \$342,096

Service Area: PUBLIC UTILITIES
Commissioner-in-Charge: Mike I

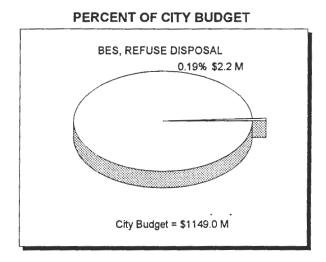
Commissioner-in-Charge: Mike Lindberg			SUMMARY OF BUREAU EXPENSES			
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
EXPENDITURES						
Operating Budget:						
Personal Services	\$553,247	\$437,202	\$571,260	\$568,456	\$568,456	
External Materials & Svcs.	806,044	2,423,730	718,807	1,114,320	1,114,320	
Internal Materials & Svcs.	368,717	530,784	543,633	550,890	550,890	
Minor Capital Outlay	17,770	4,004	3,000	0	0	
Cash Transfers-Equipment	8,469	0	0	0	0	
Total Operating Budget	\$1,754,247	\$3,395,720	\$1,836,700	\$2,233,666	\$2,233,666	
Capital Improvements	0	0	0	0	0	
TOTAL BUREAU EXPENSES	\$1,754,247	\$3,395,720	\$1,836,700	\$2,233,666	\$2,233,666	
Allocated Overhead Costs			145,010	120,741	127,805	
Total Cost with Allocated Ove	rhead		\$1,981,710	\$2,354,407	\$2,361,471	
Authorized Full-Time Positions					•	
Total	10	9	10	10	10	
SOURCE OF FUNDING						
Refuse Disposal Fund (157)		\$3,395,720	\$1,836,700	\$2,233,666	\$2,233,666	
PROGRAMS						
Residential Franchise		\$2,707,984	\$1,035,367	\$1,128,841	\$1,128,841	
Positions		6	7	7	7	
Multifamily and Commercial		677,596	774,222	1,093,785	1,093,785	
Positions		3	3			
Pollution Prevention		10,140	27,111	11,040	11,040	
Positions		0	0	0	0	
TOTAL PROGRAMS		\$3,395,720	\$1,836,700	\$2,233,666	\$2,233,666	
Positions		9	10	10	10	

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg SUMMARY OF BUREAU EXPENSES

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Refuse Disposal programs are part of the Bureau of Environmental Services, although much smaller than the sewer system that comprises the bulk of the Bureau's staff and budget. The Solid Waste & Recycling Division oversees the collection of solid waste and recyclable materials from residential and commercial sources within the Portland Services Boundary. It is the goal of the program to reduce the amount of solid waste generated and disposed by undertaking aggressive source reduction and recycling activities. As of Fall, 1993, the Solid Waste and Recycling Division no longer included the funds and expenditures for hazardous waste remediation sites. These were segregated into the separate Environmental Remediation Fund. As a result the Division now only includes two major program activities which correspond to the customer base served.



They are the Residential Franchise activity and the Multifamily and Commercial activity. A third minor area of program activity is the Pollution Prevention program for businesses.

Portland's residential franchise system was put in place to support cost-effective provision of weekly, curbside recycling collection as required under State law. As a result of this service, including the provision of the distinctive yellow bins and frequent educational messages, the program is convenient and easy to use. Recycling program participation has increased from 39% to over 70% monthly at the onset of the program. Participation in the program has continued to increase and is currently at a 75% level. Most important, more than double the amount of materials are being collected and recycled. The average household is setting out 858 pounds of material for recycling during a one year period. The average customer now avoids sending thirty-three 32 gallon size cans of garbage to the landfill yearly.

The City is currently faced with the challenge of meeting some very aggressive recycling goals set by the State, Metro and its own City Council. Specifically, the City Council mandated in December of 1991 that the City reach a 60% recycling goal by 1997 and that total waste generated be reduced by 10% by 1997. While the City has made impressive accomplishments in the residential curbside recycling program, the multifamily and commercial sectors create more than one-half of the waste going to the landfill. Program efforts in these areas offer the best potential for further waste diversion. The City also has a contractual obligation to the franchise system until at least February 2002.

The adopted budget includes activities related to sustained support for residential sector programs and continued waste reduction efforts in the commercial sector. The second year of the two-year budget provides for enhanced residential programs, increasing the diversion of large bulky wastes, and maintains current multifamily and recycling depot support to planned funding levels.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg SUMMARY OF BUREAU EXPENSES

GENERAL DESCRIPTION and CHANGES FROM 1994-95

Funding priorities were determined based on the City's ability to meet State, Regional and City goals as well as factors such as ensuring that convenient recycling services are available to all generators. For instance, maintenance and enhancement of the curbside residential program is a top priority for the City to ensure program success. Continued development of a commercial waste reduction strategy is another important program priority since waste diverted in this area brings the City closer to meeting diversion goals. As a result, the City will continue its program of sighting recycling systems at multifamily complexes and providing training and technical assistance to building owners and managers. It is anticipated this program will be substantially completed by January 1996. Providing support to depots is still an important element of the City's overall recycling program especially since convenient recycling services are lacking in some multifamily and commercial sectors. Continued program directions such as increased yard debris diversion and mitigation of illegal dumping have generated the continuation of program elements as well.

The City expects to receive grant funding from Metro in FY 1995-96. However, in keeping with city budget policy, grants are not reflected in the adopted budget because they have not yet been received. Metro grant funds are planned to be used to continue development of the multifamily recycling program and to further develop and promote a commercial waste reduction program for the City. At the time the grants are received, a technical change will be made to the budget to reflect grant appropriations.

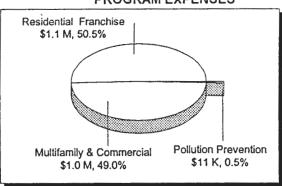
Internally, a total of 10 positions are authorized in the Solid Waste and Recycling Division. Seven positions are principally dedicated to the residential program and an overall total of 6.6 FTE positions are funded for that activity. Three positions are principally dedicated to the multifamily and commercial program and an overall total of 3.4 FTE positions are budgeted in that activity. Responsibility for financial administration and rate analyses activities were consolidated in the Bureau's financial planning group and one authorized position was transferred to that division during FY 1992-93. This position is paid for through the Refuse Disposal Fund. Residential Franchise program manages that franchise system and the residential recycling programs. The major areas of program activity are: customer information services; field inspection and enforcement; recycling education; efforts to curb illegal dumping; franchise system management; and program development.

DESCRIPTION OF PROGRAMS

Residential Franchise:

A franchised system of solid waste and recycling collection began in February 1992, providing weekly, curbside recycling services to residences of four or less units. The Residential Franchise program manages that franchise system and the residential recycling programs. The major areas of program activity are: customer information services; field inspection and enforcement; recycling education; efforts to curb illegal dumping; franchise system management; and program development.

PROGRAM EXPENSES



Multifamily and Commercial:

The Multifamily and Commercial program oversees solid waste collection by permitted commercial haulers and has responsibility for related recycling programs. The City operates a program which provides recycling systems to multifamily complexes and provides technical assistance and managerial training to building owners and managers through a continuing joint program with the Energy Office. The City's efforts in providing recycling shelters to multifamily complexes citywide should be substantially completed by January 1996.

Development of a strategic plan to increase recycling in the whole commercial sector, including multifamily, has been underway since February 1993. At the City Council's direction, an additional \$368,500 of funding was

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg SUMMARY OF BUREAU EXPENSES

DESCRIPTION OF PROGRAMS (continued)

budgeted to significantly enhance commercial recycling and waste reduction efforts to and to ensure compliance with State and Regional program mandates. These efforts include implementation of a commercial recycling strategic plan based on the results of a cost of service study used to evaluate different recycling alternatives and the recommendations of a commercial workgroup composed of 11 members from the business and multifamily rental community, as well as from the hauling industry. Components of the commercial recycling program include requiring all businesses and multifamily complexes to recycle and significantly increase commercial outreach and education. The targeted effective date of this new program is January 1996.

Pollution Prevention:

The Refuse Disposal Fund also provides funding develop pollution prevention programs for specific businesses. The pollution prevention program develops educational material for businesses on proper management of hazardous and solid wastes.

BUREAU MANAGEMENT OBJECTIVES

The Fiscal Year 1995-96 Objectives for the Residential Franchise, Multifamily and Commercial and Pollution Prevention programs are:

- Conduct a yard debris pilot program offering increased capacity, education and promotion in differing
 combinations. If one or a combination of these options is successful in achieving the desired results in the
 pilot program, a recommendation to Council will be made to adopt the successful option with the associated
 rate impact.
- . Research methods by which residential garbage and recycling collection could become more efficient.
- Review methods of increasing recovery of recyclables from the residential curbside recycling program and implement program changes where feasible. The addition of further plastics collection is under consideration for implementation in FY 1995-96.
- Continue review of and make necessary revisions to administrative rules to increase effectiveness in regulating and administering the residential franchise and commercial permit system by June 1996.
- Complete a rate review for residential garbage and recycling rates.
- Implement intensive neighborhood outreach programs in two areas of the City to increase recycling participation and decrease use of large roll carts.
- Promote residential recycling opportunities on a quarterly basis, as required by the State through distributing at least five informational flyers and utilizing media for a more targeted message.
- Work in cooperation with the Bureau of Buildings to mitigate illegal dumping.
- Complete planning and development of a comprehensive commercial recycling program and implement by January 1, 1996.
- In conjunction with development of a commercial waste reduction program, develop and implement ordinance and system changes needed to achieve acceptable results by January 1, 1996.
- In the multifamily sector, set up recycling systems at 100 new sites and improve recycling systems to at least 100 additional sites by January 1996.
- Promote commercial recycling on a quarterly basis, as required by the State, by distributing brochures and by utilizing association newsletters for more targeted efforts.
- Continue field inspection and survey programs to monitor haulers' distribution of informational material and compliance with other City administrative rules.
- Conduct four waste reduction workshops for businesses by June 1996.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg SUMMARY OF BUREAU EXPENSES Actual Revised Budget Proposed Adopted FY 1993-94 FY 1994-95 FY 1995-96 FY 1995-96 **EFFECTIVENESS MEASURES** RESIDENTIAL PROGRAM Curbside Recycling Use: 75% - monthly participation 75% 75% 75% 2.3 - set-outs/customer/month 2.1 2.3 2.3 Tons Of Recyclables Collected Curbside 33.000 35,250 39.000 39.000 - weekly recyclables - yard debris 10,000 18,450 18,500 18,500 - total 43,000 53,700 57,500 57,500 Pounds of Recyclables/customer/year diverted: - weekly recyclables 536 558 600 600 - yard debris 163 300 300 300 699 858 900 - total 900 Percent Material Diverted from Residential Wastestream 34% 37% 40% 40% - curbside program Percent Material Diverted from Total Wastestream 7% 9% 10% 10% - curbside program 1,500 3,690 2,000 2,000 New Garbage Subscriptions 90% 87% 92% 92% % Customer Sign-up for Garbage Neighborhood Cleanups - Tons Collected 800 550 500 500 COMMERCIAL/MULTIFAMILY PROGRAM Depot Projects Supported - tons subsidized 4,800 4,800 4,800 4,800 Multifamily How-to Workshops - attendance 400 320 100 100 **WORKLOAD MEASURES** RESIDENTIAL PROGRAM 63 62 62 62 Franchises and Recycling Districts Managed Franchisee Inspections Conducted 61 60 60 60 4 5 5 5 Informational Pieces Designed Informational Pieces Distributed 550,000 625,000 625,000 625,000 N/A 26,000 26,000 26,000 Curbside Hotline Phone Calls Received 5,000 5,000 Neighborhood Outreach - homes visited 5,000 5,000 13 Neighborhood Cleanups - # events supported 16 13 13 COMMERCIAL/MULTIFAMILY PROGRAM 84 88 88 88 Permittees overseen 4 General Recycling Information Pieces Designed 6 4 38,000 45,000 45,000 45,000 General Recycling Information Pieces Distributed 2 2 2 Waste Reduction Workshops Conducted 6 Articles Submitted for Publication in Newsletters 0 5 5 5 3 3 3 3 Depot Projects Supported 350 244 244 244 Multifamily Sites set up with Recycling Systems 4 Multifamily Newsletters Published 4 4 Multifamily Newsletters Distributed 10,000 6,900 6,900 6,900 Multifamily How-to Workshops Conducted 8 8 8 12

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg LINE ITEM DETAIL Actual Actual Revised Budget Proposed Adopted FY 1992-93 FY 1993-94 FY 1995-96 **Expenditure Classification** FY 1994-95 FY 1995-96 \$397,811 \$308,826 \$411,270 511000 Full-Time Employees \$415,702 \$415,702 512000 Part-Time/Limited-Term 11,613 11,055 4,000 4,000 4,000 514000 Overtime 2.381 232 0 3,953 3.953 515000 Premium Pay 405 498 0 141.037 116,591 155,990 517000 Benefits 144,801 144,801 **Total Personal Services** \$553,247 \$437,202 \$571,260 \$568,456 \$568,456 521000 Professional Services \$349,996 \$496,957 \$325,156 \$538,500 \$538,500 522000 Utilities 0 0 0 0 0 0 0 523000 Equipment Rental 0 0 0 524000 Repair & Maintenance 0 0 0 0 0 0 528000 Local Match Payment 0 0 0 0 529000 Miscellaneous Services 52,437 102,366 51,350 66,800 66,800 531000 Office Supplies 1,252 1,722 1,750 6,820 6,820 1,560 532000 Operating Supplies 24,081 14,140 1,500 1,560 533000 Repair & Maint. Supplies 0 155 1,100 1,140 1,140 534000 Minor Equipment 153,241 199.253 297,811 480,000 480,000 535000 Clothing 0 0 0 0 0 278 0 0 539000 Other Commodities 123 0 541000 Education 4,247 2,853 4,000 6,000 6,000 164 49 500 200 200 542000 Local Travel 543000 Out-of-Town Travel 4,849 4,136 5,200 5,200 5,200 544000 External Rent 120 50 0 0 0 546000 Refunds 18,694 1,479 0 0 0 0 0 0 547000 Retirement 0 0 549000 Miscellaneous 49,724 1,772,248 5,600 8,100 8,100 Subtotal External Materials & Services \$806,044 \$2,423,730 \$718,807 \$1,114,320 \$1,114,320 551000 Fleet Services \$132 \$2,317 \$3.010 \$3,255 \$3,255 50,251 552000 Printing/Distribution 84,838 98,072 101,907 101,907 553000 Facilities Services 0 33,092 28,832 29,809 29,809 9,539 11,080 7,586 8,002 8,002 554000 Communications 555000 Data Processing 0 0 0 0 0 556000 Insurance 0 0 0 0 0 0 0 0 0 0 557000 Equipment Lease 0 0 0 558000 Same Fund Services 0 0 559000 Other Fund Services 308,795 399,457 406,133 407,917 407,917 Subtotal Internal Materials & Services \$368,717 \$530,784 \$543,633 \$550,890 \$550,890 **Total Materials & Services** \$1,174,761 \$2,954,514 \$1,262,440 \$1,665,210 \$1,665,210 \$0 \$0 \$0 \$0 \$0 561000 Land 562000 Buildings 0 0 0 0 0 6,450 0 0 0 0 563000 Improvements 0 564000 Equipment 11,320 4,004 3,000 O \$17,770 \$4,004 \$3,000 \$0 \$0 **Total Capital Outlay** 573000 Cash Transfers-Equipment \$8,469 \$0 \$0 \$0 **Total Bureau Expenses** \$1,754,247 \$3,395,720 \$1,836,700 \$2,233,666 \$2,233,666

BUREAU OF ENVIRONMENTAL SERVICES, REFUSE DISPOSAL (155) Service Area: PUBLIC UTILITIES

TOTAL FULL-TIME POSITIONS

mmissioner-in-Charge: Mike L	Actual	Actual	Revie	ed Budget	Pr	oposed	Δ	OSITION lopted
Class Title	1	FY 1994		1994-95		1995-96		
	FY 1993 No.	No.	No.	Amount	No.	Amount	No.	1995-96 Amount
831 Solid Waste Director	1	0	0	0	0	0	0	
359 Public Works Project Manager	0	1	1	58,396	1	56,595	1	56,5
359 Senior Project Coordinator	1	0	0	0.000	0	0,093	0	50,5
231 Senior City Planner	0	1	1	43,222	1	46,842	1	46,8
	1	o		43,222	0	40,042	0	40,0
229 City Planner	0	0	i	0				
163 Engineering Associate B		0	0		0	0	0	
133 Project Coordinator	0	_	0	0	0	0	0	
109 Technician III	2 2	2	1	48,087	0	0	0	
210 Field Representative	2	2	2	64,728	2	66,810	2	66,8
827 Management Analyst	0	0	0	0	0	0	0	
492 Community Relations Coordinator	0	2	2	99,640	1	50,814	1	50,
809 Urban Svcs Public Involvement Coord		0	0	0	0	0	0	
968 Program Manager I	0	0	1	51,219	2	105,706	2	105,7
962 Asst. Program Specialist	0	0	0	0	1	38,203	1	38,2
220 Secretary Clerk I	0	o	1	19,398	1	22,402	1	22,
114 Clerical Specialist	1	1	1	26,580	1	28,330	1	28,

10

10

411,270

10

415,702

10

415,702

REFUSE DISPOSAL FUND (157

FUND SUMMARY

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenue					
Permits & Licenses					
Public Utility Licenses	\$1,195,796	\$1,377,480	\$1,279,947	\$1,332,042	\$1,332,042
Other Licenses - Commerci	8,580	5,160	909,246	942,984	942,984
_	1,204,376	1,382,640	2,189,193	2,275,026	2,275,026
Service Charges	,	, ,	, ,	, ,	, ,
Public Utility/Works Charge	1,707,216	1,057,419	0	0	0
Rents & Reimbursements	2,781	10,290	5,600	5,600	5,600
Recycling Bin Charge	2,701	2,371	0,000	0,000	0,000
Recycling bill Charge	1,709,997	1,070,080	5,600	5,600	5,600
	1,709,997	1,070,000	3,000	3,000	5,000
Local Sources					
Local Cost Sharing	4,851	8,380	0	0	0
Miscellaneous Revenues				•	
Fines and Forfeitures	0		3,000	1,500	1,500
Interest on Investments	72,598	71,338	26,314	43,462	43,462
Other Miscellaneous	10,473	3,641	85,000	29,500	29,500
Ottlei Miscellaneous	83,071	74,979	114,314	74,462	74,462
T.4.15.4	2 202 205	0.500.070	2 200 407	2 255 200	2255 000
Total External Revenue	3,002,295	2,536,079	2,309,107	2,355,088	2,355,088
Interfund Cash Transfers					
Federal and State Grants	265,690	196,563	0	0	0
Sewer System Operating	0	0	0	0	0
_	265,690	196,563	0	0	0
Interfund Service Reimburseme	inte				
	14,363	11,517	15,000	15,450	15,450
Housing & Community Devel_			15,000	15,450	15,450
	14,363	11,517	•	•	
Beginning Fund Balance	1,303,769	2,585,848	420,260	1,078,110	1,078,110
TOTAL RESOURCES	\$4,586,117	\$5,330,007	\$2,744,367	\$3,448,648	\$3,448,648
REQUIREMENTS					
Bureau Expenses	¢550 047	£427.202	\$574 OCO	CECO AEC	\$E60 4E6
Personal Services	\$553,247	\$437,202	\$571,260	\$568,456	\$568,456
External Materials & Svcs	806,044	2,423,730	718,807	1,114,320	1,114,320
Internal Materials & Svcs	07.500	50 (00	00.404	40.745	40.745
General Fund	37,588	50,400	60,161	48,745	48,745
Sewer System Operating	53,868	61,159	58,192	61,824	61,824
Transportation	11,517	118	. 0	0	0
Buildings	205,822	287,780	287,780	297,363	297,363
Facilities Services	0	33,092	28,832	29,809	29,809
Fleet Services	132	2,317	3,010	3,240	3,240
Communications Services	9,539	11,080	7, 586	8,002	8,002
Printing/Distribution Service	50,251	84,838	98,072	101,907	101,907
_	368,717	530,784	543,633	550,890	550,890

REFUSE DISPOSAL FUND	(157)			FU	ND SUMMARY
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
REQUIREMENTS Bureau Expenses (continued)					
Capital Outlay Equipment Cash Transfers	17,770	4,004	3,000	0	0
Fleet Services	8,469	0	0	0	0
-	8,469	0	0	0	0
Total Bureau Expenses	1,754,247	3,395,720	1,836,700	2,233,666	2,233,666
Fund Requirements Contingency					•
Gen Oper Contingency	0	0	559,526	904,265	897,201
Compensation Adjust.	0_	00	20,531	17,376	17,376
	0	0	580,057	921,641	914,577
Interfund Cash Transfers					
General-Overhead	63,538	84,353	145,010	120,741	127,805
General-Bus. License Offse	55,000	27,000	50,000	40,000	40,000
Communications Svcs	500	200 200	0	0	0
Environmental Remediation	0	390,000	0	0	0
Health Insurance	3 ,391	0	400.000	400.000	422.000
Sewer System Operating	123,601	58,544	132,600	132,600	132,600
	246,030	559,897	327,610	293,341	300,405
Inventory Account Increases	0	0	0	0	0
Ending Balance/Reserves	2,585,840	1,374,390	0	0	0
TOTAL REQUIREMENTS	\$4,586,117	\$5,330,007	\$2,744,367	\$3,448,648	\$3,448,648

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The purpose of the Refuse Disposal Fund is to account for the expenses and revenues associated with the City's oversight of solid waste collection activities in Portland as well as efforts to reduce the amount of solid waste through recycling and waste reduction. This fund is managed by the Bureau of Environmental Services.

The stated policy of the Solid Waste and Recycling Program, housed and funded within the Refuse Disposal Fund, is to reduce the amount of solid waste generated and disposed within the Portland Urban Services Boundary by undertaking aggressive source reduction and recycling activities.

The significant features of the Solid Waste and Recycling Program FY 1995-96 Adopted Budget include:

- A rate review conducted during Spring 1995 resulted in a decrease in rates for most classes of service and the addition of plastic bottles to the curbside recycling program.
- The total request includes funding for continuation of the successful multifamily program with the provision of
 recycling systems to 100 new sites and technical assistance and training to owners/managers. In addition, a
 quarterly newsletter will continue to be distributed to owners/managers. This should substantially complete
 the City's six-year effort in providing recycling shelters to all multifamily complexes citywide.

GENERAL DESCRIPTION and CHANGES FROM 1994-95

- A program to increase commercial recycling which will require businesses and multifamily complexes to recycle will be further developed and implemented in January of 1996. Program compliances, intensive education and promotion, and technical assistance are the key elements of the proposed program.
- BES, in coordination with the Bureau of Buildings, will continue to place emphasis on illegal dumping activities and enforcement of the City Code requiring rental property owners to sign-up for service.
- Neighborhood outreach programs will be conducted as part of a broader set of program efforts to prevent
 illegal dumping, encourage more recycling and promote the use of smaller capacity garbage cans and waste
 carts. Increased neighborhood cleanup programs will also be conducted to address illegal dumping.

Organizationally, the Solid Waste and Recycling Program has two principal areas of program activity: Residential Franchise and Multifamily and Commercial. A third minor area of program activity is the Pollution Prevention program for businesses. The principal functions in the Residential activity are recycling promotion and oversight of the 55 residential franchised collection companies and the services provided by them. The Multifamily and Commercial activity administers and develops recycling and waste reduction programs for large multifamily complexes, businesses, institutions, and industries. The Pollution Prevention activity has responsibility for developing education programs for businesses which are targeted at reduction and proper management of hazardous and solid wastes. Support services in financial administration and rate-making are provided by the Bureau's financial planning group. Both the Residential and Multifamily and Commercial activities are supported by their own dedicated fee revenues.

Refuse Disposal Fund revenues are anticipated to remain relatively flat through FY 2000. Anticipated customer growth will help offset slight decreases in the forecasted 5% residential franchise fee resulting from increased residential recycling.

The commercial permittee fee of \$3.15 per ton is also expected to decrease with the implementation of the commercial recycling program. The City only assesses the commercial tonnage fee on solid waste collected, therefore as more of the commercial waste stream is recycled or otherwise diverted, less revenue is generated by the fee. Program staff have anticipated these declines in fund revenues and will continue to plan for annual levels of appropriation commensurately with flat or declining revenues.

Grants from Metro and other sources have provided substantial funding for programs in the past and are anticipated for FY 1995-96. However, in keeping with city budget policy, grants are not appropriated until received, therefore grant support is not reflected in the adopted budget. Staff will continue to seek grant support from Metro and other sources. Upon receipt of grant monies in FY 1995-96, it is anticipated funds will be allocated to support the commercial recycling program and other multifamily recycling programs.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mik	e Lindberg	SUMM	ARY OF BURE	AU EXPENSES	
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
EXPENDITURES					
Operating Budget:					
Personal Services	\$141,875	\$153,258	\$195,250	\$203,025	\$203,025
External Materials & Svcs.	79,455	89,563	120,306	129,800	129,800
Internal Materials & Svcs.	110,605	131,195	133,348	138,116	138,116
Minor Capital Outlay	2,840	0	4,000	0	0
Cash Transfers-Equipment	0	0	0	0	0
Total Operating Budget	\$334,775	\$374,016	\$452,904	\$470,941	\$470,941
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$334,775	\$374,016	\$452,904	\$470,941	\$470,941
Allocated Overhead Costs			56,894	93,937	94,933
Total Cost with Allocated Ove	rhead		\$509,798	\$564,878	<i>\$565,874</i>
Authorized Full-Time Positions				•	•
Total	3	3	3	3	3
SOURCE OF FUNDING					
Hydroelectric Power Operating F	und (152)	\$374,016	\$452,904	\$470,941	\$470,941
PROGRAMS					
Hydroelectric Power Administ	tration	\$374,016	\$452,904	\$470,941	\$470,941
Positions		3	3	3	3
TOTAL PROGRAMS		\$374,016	\$452,904	\$470,941	\$470,941
Positions		3	3	3_	3

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Bureau of Hydroelectric Power manages the ongoing operation of the City's Portland Hydroelectric Project which is located 25 miles east of Portland in the Bull Run Watershed. This project was constructed between 1979 and 1981 and includes the following primary facilities: one powerhouse located downstream of each of the two major Bull Run water supply dams; a multi-level water intake structure at Bull Run Dam No.1; and a ten-mile long power transmission line which links the two City powerhouses with the Portland General Electric (PGE) power system grid. The full power output from this project is sold locally to PGE thus providing the region with a renewable energy source while at the same time providing the City with an ongoing revenue stream.

The Adopted FY 1995-96 Budget for the Bureau of Hydroelectric Power is \$470,941 which amounts to 0.05% of the total City Budget. This funding level supports the City's administrative and operational costs associated with the Portland Hydroelectric Project and maintains the current service level. The three full-time budgeted positions include the following existing staff: one Supervising Engineer, one Senior Programmer Analyst, and one Clerical Specialist.

DESCRIPTION OF PROGRAM

Hydroelectric Power Administration

As in the past, this Bureau 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 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.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSES

These activities include frequent and 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 Insurers; the Water Bureau's Water Quality and Water Supply Sections; and various other City bureaus.

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

WORKFORCE DIVERSITY AND BUREAU LOSS EXPERIENCE

Data for the Bureau of Hydroelectric Power is included with the Water Bureau information.

BUREAU MANAGEMENT OBJECTIVES

FY 1995-96 Objectives

- To administer a consultant contract for the inspection and review of the two major Bull Run water supply dams as required by the Federal Energy Regulatory Commission license for the Portland Hydroelectric Project.
- To administer a consultant contract for the review of operations and maintenance practices and procedures
 at the Portland Hydroelectric Project as required by the Trust Indenture for the City's Hydroelectric Power
 Revenue Bonds.

Ongoing Objectives

- To take all appropriate measures needed to safeguard the City's investment in the \$50,000,000 Portland
 Hydroelectric Project and comply with the terms of that project's Power Sales agreement and Revenue Bond
 Trust Indentures.
- 2. To 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.
- 3. To coordinate closely with Portland General Electric 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.

	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
WORKLOAD MEASURES				
Annual submittals of Hydro Project monitoring data	2	2	2	2
Review and revise Emergency Action Plans for dams	2	2	2	2
Conduct exercises of Emergency Action Plans	0	2	2	2
Monthly inspections of Hydro Project facilities and dams	12	12	12	12
Required billing statements / letters for power sales	6	6	6	6

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg LINE ITEM DETAIL

Commissioner-in-Charge: Mike Lindberg Line III							
Expenditure Classification	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96		
511000 Full-Time Employees	\$105,374	\$112,246	\$138,602	\$143,936	\$143,936		
512000 Part-Time/Limited-Term	0	0	0	0	0		
514000 Overtime	0	712	1,500	2,000	2,000		
515000 Premium Pay	20	0	0	0	0		
517000 Benefits	36,481	40,300	55,148	57,089	57,089		
Total Personal Services	\$141,875	\$153,258	\$195,250	\$203,025	\$203,025		
521000 Professional Services	\$22,723	\$15,265	\$42,500	\$50,000	\$50,000		
522000 Utilities	0	0	0	0	0		
523000 Equipment Rental	0	0	0	0	0		
524000 Repair & Maintenance	12,344	10,358	14,000	9,300	9,300		
528000 Local Match Payment	0	0	0	0	Õ		
529000 Miscellaneous Services	13,035	8,635	3,000	3,500	3,500		
531000 Office Supplies	615	456	2,000	4,000-	- 4,000		
532000 Operating Supplies	658	710	2,000	2,000	2,000		
533000 Repair & Maint. Supplies	0	0	0	0	0		
534000 Minor Equipment	434	211	1,500	2,000	2,000		
535000 Clothing	0	0	0	0	0		
539000 Other Commodities	0	0	0	0	0		
541000 Education	0	418	1,500	1,500	1,500		
542000 Local Travel	0	0	0	0	0		
543000 Out-of-Town Travel	0	880	2,000	2,500	2,500		
544000 External Rent	0	0	0	0	0		
546000 Refunds	0	0	0	0	0		
547000 Retirement	0	0	0	0	0		
549000 Miscellaneous	29,646	52,630	51,806	55,000	55,000		
Subtotal External Materials & Services	\$79,455	\$89,563	\$120,306	\$129,800	\$129,800		
551000 Fleet Services	\$5,871	\$5,599	\$8,418	\$8,165	\$8,165		
552000 Printing/Distribution	3,338	2,961	3,460	3,783	3,783		
553000 Facilities Services	33	0	0	0	0		
554000 Communications	5,470	5,098	5,880	5,982	5,982		
555000 Data Processing	415	537	512	501	501		
556000 Insurance	28,521	28,142	27,729	31,009	31,009		
557000 Equipment Lease	0	0	0	0	0		
558000 Same Fund Services	0	0	0	0	0		
559000 Other Fund Services	66,957	88,858	87,349	88,676	88,676		
Subtotal Internal Materials & Services	\$110,605	\$131,195	_\$133,348	\$138,116	\$138,116		
Total Materials & Services	\$190,060	\$220,758	\$253,654	\$267,916	\$267,916		
561000 Land	\$0	\$0	\$0	\$0	\$0		
562000 Buildings	0	0	0	0	0		
563000 Improvements	0	0	0	0	0		
564000 Equipment	2,840	0	4,000	0	0		
Total Capital Outlay	\$2,840	\$0	\$4,000	\$0	\$0		
573000 Cash Transfers-Equipment	\$0	\$0	\$0	\$0	\$0		
Total Bureau Expenses	\$334,775	\$374,016	\$452,904	\$470,941	\$470,941		
	40041110	7017,010	4407,004	771 771	741 0,041		

Service Area: PUBLIC UTILITIES

	ndberg Actual Revised Budget			Proposed		-TIME POSITIONS Adopted		
class Title	FY 1993	FY 1994		1994-95		1995-96		1995-96
	No.	No.	No.	Amount	No.	Amount	No.	Amount
3167 Supervising Engineer 372 Programer Analyst - Engineering	1	1 0	1 0	62,870 0	1	64,875 0	1 0	64,8
2534 Senior Programmer Analyst 114 Clerical Specialist	1	1	1	49,152 26,580	1	50,731 28,330	1	50,7 28,3
TAL FULL-TIME POSITIONS	3	3	3	138,602	3	143,936	3	143,9

HTDROELECTRIC FOWE	IN OF LINATII	TO TOND	152)	FUND SUMMARY		
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
RESOURCES						
External Revenue						
Miscellaneous Revenues						
Power Sales	351,997	476,367	446,655	516,885	516,885	
Interest on Investments	8,341	9,722	8,000	15,000	15,000	
Other Miscellaneous	0	18,076	0	0	0	
Total External Revenue	360,338	504,165	454,655	531,885	531,885	
Interfund Cash Transfers Hydropower R & R	0	0	50,000	50,000	50,000	
Interfund Service Reimbursem	ents					
Water	27,776	21,423	29,000	25,500	25,500	
Beginning Fund Balance	108,015	118,953	240,000	270,100	270,100	
TOTAL RESOURCES	\$496,129	\$644,541	\$773,655	\$877,485	\$877,485	
REQUIREMENTS						
Bureau Expenses	******	A 4#** ***	445	****	****	
Personal Services	\$141,875	\$153,258	\$195,250	\$203,025	\$203,025	
External Materials & Svcs	79,455	89,563	120,306	129,800	129,800	
Internal Materials & Svcs		,				
General Fund	6,615	24,765	8,694	8,434	8,434	
Autoport	2,160	2,356	2,400	2,472	2,472	
Communications Svcs.	5,470	5,098	5,880	5,982	5,982	
Facilities Services	33	0	0	0	0	
Fleet Services	5,871	5,599	8,418	8,165	8,165	
Information System Svcs.	415	537	512	501	501	
Insurance & Claims	23,833	23,906	25,024	28,251	28,251	
Printing/Distribution Svcs.	3,338	2,961 61 737	3,460	3,783	3,783	
Water Workers Compensation	58,182	61,737 4,236	76,255 2,705	77,770 2,758	77,770 2,758	
workers Compensation	4,688 110,605	131,195	2,705 133,348	138,116	2,758 138,116	
Capital Outlay	2,840	131,195	4,000	130,110	130,110	
Equipment Cash Transfers	2,040	0	4,000	0	0	
Total Bureau Expenses	334,775	374,016	452,904	470,941	470,941	
Fund Requirements						
Contingency						
Gen Oper Contingency	0	0	181,657	231,307	230,251	
Compensation Adjust.	Ö	Ö	7,200	6,300	6,300	
	0	0	188,857	237,607	236,551	
Interfund Cash Transfers						
General - Overhead	40,775	49,338	56,894	93,937	94,993	
General - Other	0	0	75,000	75,000	75,000	
Communications Svcs.	600	0	0	0	0	
Fleet Services	102	0	0	0	0	
Health Insurance	925	0	0	0	0	
Hydro Bond Redemption	0	2,536	0	0	0	
	42,401	51,874	131,894	168,937	169,993	
Ending Balance/Reserves	118,953	218,651	. 0	0	0	
TOTAL REQUIREMENTS	\$496,129	\$644,541	\$773,655	\$877,485	\$877,485	

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Hydroelectric Power Operating Fund supports the ongoing management of the City's Portland Hydroelectric Project which is located 25 miles east of Portland in the Bull Run Watershed. The power generated from this project is sold locally to the Portland General Electric Company (PGE) thus providing the region with a clean source of renewable energy while at the same time providing the City with an ongoing revenue stream.

The primary funding source for the Hydroelectric Power Operating Fund comes from the power sales revenue that is paid to the City by PGE. The power sales payments to this fund are based on two sub-parts: one to pay for administrative costs; and one that is tied to the actual amount of power that is produced annually by the Project. For FY 1995-96, the administration cost portion is projected to be \$13,100 higher than in FY 1994-95, and the power production portion is projected to be about \$57,130 higher than the FY 1994-95 figure.

As in prior years, the actual payment that this fund receives for the annual power produced will be reduced by \$197,745 which represents the amount of levelized annual debt service payments that are due from the City to PGE for the Hydroelectric Power Bond money which was used in FY 1985-86 to complete construction of the City's Performing Arts Center. This credit is actually taken by PGE before it pays the City for the power produced and therefore it does not appear in the City's budget process.

The largest change in this year's budget is attributable to the 67% increase in the General Fund Overhead assessment for this fund. For FY 1995-96 this overhead assessment will be equal to 20% of the Total Bureau Expenses for the Bureau of Hydroelectric Power.

HYDROPOWER	RENEWAL	& RFPI	ACEMENT	FUND (635)
		G 1/L1 L		1 0110 10001

FUND SUMMARY

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Miscellaneous Revenues					
Power Sales	\$0	\$0	\$0	\$0	\$0
Interest - Other	214,861	237,024	247,000	427,000	427,000
	214,861	237,024	247,000	427,000	427,000
Total External Revenues	214,861	237,024	247,000	427,000	427,000
Beginning Fund Balance	6,335,185	6,392,525	6,568,200	6,852,000	6,852,000
TOTAL RESOURCES	\$6,550,046	\$6,629,549	\$6,815,200	\$7,279,000	\$7,279,000
REQUIREMENTS Contingency					
General Operating Contingency	\$0	\$0	\$6,765,200	\$7,099,000	\$7,099,000
Cash Transfers to Other Funds					
Hydroelectric Power Operating	\$0	\$0	\$50,000	\$50,000	\$50,000
Hydroelectric Bond Redemption	\$157,521	\$0	\$0	\$130,000	\$130,000
Total Cash Transfers	\$157,521	\$0	\$50,000	\$180,000	\$180,000
Ending Balance/Reserves					
Unappropriated Ending Balance	\$6,392,525	\$6,629,549	\$0	\$0	\$0
TOTAL REQUIREMENTS	\$6,550,046	\$6,629,549	\$6,815,200	\$7,279,000	\$7,279,000

The Hydroelectric Power Renewal & Replacement Fund is a sinking fund for the Portland Hydroelectric Project providing resources for the repair and replacement of major pieces of equipment and/or property which become damaged or simply wear out. This fund is required by the Portland Hydroelectric Project Power Sales Agreement between the City and Portland General Electric (PGE) and is administered by the independent trustee for the City's Hydroelectric Power Revenue Bonds. The resources in this fund are comprised of past payments of power sales revenue from PGE and a portion of the original proceeds from the 1979 and 1980 Hydroelectric Power Revenue Bond issues.

The total value of the assets in this fund currently meet the adjusted reserve requirement called for in the Portland Hydroelectric Project's Power Sales Agreement with PGE and as such, no additional power sales payments are expected to be required from PGE during FY 1995-96.

Current interest rates on reinvestments are once again running at a higher rate than the projected annual increase in this fund's maximum cap value. This will result in excess fund value being transferred to the Hydropower Bond Redemption Fund. This annual transfer serves to maintain an adjusted upper limit on the total value of assets held in this fund, as dictated by the Power Sales Agreement.

HYDROPOWER BOND REDEMPTION FUND (354)

HIDROFOWER BOND REDEN	Actual	Actual	Revised Budget	Proposed	Adopted
	FY 1992-93	FY 1993-94	FY 1994-95	FY 1995-96	FY 1995-96
RESOURCES					
External Revenues					
Miscellaneous Revenues	** ***			00 457 500	00 /57 500
Power Sales	\$3,976,896	\$3,636,175	\$3,558,000	\$3,457,500	\$3,457,500
Other Miscellaneous	201,501	181,365	165,000	303,700	303,700
Total External Revenues	4,178,397	3,817,540	3,723,000	3,761,200	3,761,200
Other Financing Sources					
Bond Proceeds	0	7,743,830	0	0	0
Cash Transfers from Other Fund					
Hydro Electric Power Operating	0	2,536	0	0	0
Hydro Renewal & Replacement	157,521	0	0	130,000	130,000
Total Other Financing Sources	157,521	7,746,366	0	130,000	130,000
Beginning Fund Balance	5,653,316	5,853,398	3,677,400	3,881,340	3,881,340
TOTAL RESOURCES	\$9,989,234	\$17,417,304	\$7,400,400	\$7,772,540	\$7,772,540
	V0,000,201	VIII) - III - III	<u> </u>	 	<u> </u>
REQUIREMENTS Expenditures					
External Materials and Svcs	\$3,240,836	\$2,866,033	\$0	\$2,576,649	\$0
Total Exenditures	3,240,836	2,866,033	0	2,576,649	0
-					
Other Requirements					
Debt Service					
Principal	895,000	10,775,000	1,040,000	1,145,000	1,145,000
Interest	00	0	2,638,980	0	2,576,649
	895,000	10,775,000	3,678,980	1,145,000	3,721,649
Ending Balance\Reserves					
Unappropriated Ending Balance	0	0	835,420	1,164,891	1,164,891
Unexpendable Reserve	5,853,398	3,776,271	2,886,000	2,886,000	2,886,000
-	5,853,398	3,776,271	3,721,420	4,050,891	4,050,891
Total Other Requirements	6,748,398	14,551,271	7,400,400	5,195,891	7,772,540
TOTAL REQUIREMENTS	\$9,989,234	\$17,417,304	\$7,400,400	\$7,772,540	\$7,772,540
Line Item Detail - AU 647					
External Materials and Svcs					
545100 Interest	\$3,240,836	\$2,866,033	\$0	\$2,576,649	\$0
TOTAL Bureau Evenes	62 240 020	\$2.000.022	¢Λ	\$2 57C CAD	
TOTAL Bureau Expenses	\$3,240,836	\$2,866,033	\$0	\$2,576,649	\$0

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

This fund pays principal and interest on revenue bonds that were issued in 1979 and 1980 to finance the construction of the Portland Hydroelectric Project's facilities located in the Bull Run Watershed. This debt service is paid for from the proceeds of sales of electricity to Portland General Electric.

In FY 1993-94, the 1980 Series Bonds were refinanced with a new 1993 Bond Series to take advantage of lower interest rates and restructuring opportunities.

This fund pays principal and interest on bonds issued to finance construction of hydroelectic generating facilities at Bull Run. The debt service is paid from the proceeds of sales of electricity to Portland General Electric. This schedules shows the remaining payments for principal and interest that the City owes to holders of bonds issued in different years. In 1993, the City refunded the Hydroelectric Power Revenue Bonds, Series 1980, taking advantage of low interest rates. The projected debt service savings over the life of the issue will be approximately \$1.6 million.

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96	
Series 1979	\$38,000,000	06/01/79	10/01/95 10/01/96 10/01/97 10/01/98 10/01/99 10/01/00 10/01/01 10/01/02 10/01/03 10/01/04 10/01/16	6.500% 6.500% 6.500% 6.500% 6.600% 6.700% 6.750% 6.800% 7.000%	\$675,000 725,000 775,000 825,000 900,000 950,000 1,000,000 1,075,000 1,150,000 1,225,000 22,300,000	\$675,000	\$21,938 47,125 50,375 53,625 59,400 62,700 67,000 72,563 78,200 83,300 1,561,000	
					\$31,600,000	\$675,000	\$2,157,225	
Series 1993	\$7,980,000	08/01/93	10/01/95 10/01/96 10/01/97 10/01/98 10/01/99 10/01/00 10/01/01 10/01/02 10/01/03 10/01/04 10/01/05 10/01/06	4.300% 4.800% 5.100% 5.400% 5.700% 5.900% 6.100% 6.300% 6.400% 6.400% 6.500%	\$470,000 495,000 520,000 545,000 610,000 635,000 705,000 745,000 790,000 825,000	\$470,000	\$10,105 23,760 26,520 29,430 32,775 35,990 38,735 41,850 44,415 47,680 50,560 53,625	
					\$7,590,000	\$470,000	\$435,445	
	TOTAL Hydropower Bond Redemption Fund (cash basis) \$39,190,000 \$1,145,000 INTEREST ACCRUALS:							
		TOTAL F	Hydropower B	Bond Inter	est Due FY 95-96 Accrua	(cash basis) al Adjustment	\$2,592,670 (16,021)	
			TC	TAL Inter	est Appropriation	for FY 95-96	\$2,576,649	

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg			SUMMARY OF BUREAU EXPENSES			
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96	
EXPENDITURES						
Operating Budget:						
Personal Services	\$21,231,335	\$22,123,083	\$23,300,367	\$24,092,534	\$24,130,234	
External Materials & Svcs.	6,183,245	5,651,619	7,908,652	8,682,918	8,682,918	
Internal Materials & Svcs.	6,643,841	6,961,642	6,666,438	6,558,791	6,558,791	
Minor Capital Outlay	598,832	593,692	1,024,160	297,250	297,250	
Cash Transfers-Equipment	277,207	94,751	459,731	256,445	256,445	
Total Operating Budget	\$34,934,460	\$35,424,787	\$39,359,348	\$39,887,938	\$39,925,638	
Capital Improvements	14,360,402	12,152,156	16,137,950	20,410,000	20,410,000	
TOTAL BUREAU EXPENSES	\$49,294,862	\$47,576,943	\$55,497,298	\$60,297,938	\$60,335,638	
Allocated Overhead Costs			1,829,960	1,393,979	1,461,877	
Total Cost with Allocated Over	erhead		\$57,327,258	\$61,691,917	\$61,797,515	
Authorized Full-Time Positions						
Total	507	509	500	500	501	
Gen. Fund Discretionary	0	0	0	0	0	
PROGRAMS						
Administration		\$2,817,009	\$2,614,572	\$2,583,177	\$2,583,177	
Positions		11	11	9	9	
Finance & Support Svcs		4,583,425	4,657,365	5,243,208	5,243,208	
Positions		43	42	43	43	
Customer Services		3,953,187	5,383,871	4,323,794	4,361,494	
Positions		70	68	66	67	
Distribution		22,787,166	27,923,425	31,736,279	31,736,279	
Positions		286	283	283	283	
Supply		10,097,238	9,588,967	10,084,730	10,084,730	
Positions		70	68	68	68	
Water Quality		3,338,918	5,329,098	6,326,750	6,326,750	
Positions		29	28	31	31	
TOTAL PROGRAMS		\$47,576,943	\$55,497,298	\$60,297,938	\$60,335,638	
Positions		509	500	500	501	

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSES

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Bureau of Water Works is responsible for construction, maintenance, and operation of the municipal water system. The Bureau ensures the system provides sufficient quantities of high quality water to satisfy the existing and future needs of the community. Altogether, about 760,000 people (approximately one-third of the State of Oregon's population) are served by the Water Bureau.

The Water Bureau's staffing level since FY 1973-74 has increased by only 1%, although the service area has grown by one-third and the number of retail customers has increased by 28,000 (primarily through growth and annexation). During this period, the Bureau has also been required to expand programs in water quality. watershed management, and conservation while maintaining current levels of service in all programs through operational efficiencies. Efficiencies undertaken by the Bureau include: return-to-work programs, automation and computerization, organizational development, and institution of a joint labor / management process to identify productivity and contracting opportunities.

The Water Bureau's FY 1995-96 budget is \$60,335,638, which is 5.23% of the total City budget. The budget consists of an operating budget of \$39,925,638 and a Capital Improvement Program CIP of \$20,410,000. This total reflects a \$4,838,340 increase from the FY 1994-95 Revised Budget, primarily due to a \$4,272,050 increase in the CIP.

The Water Bureau's budget was developed in an environment of addressing Bureau Program Goals, expanding customer needs, and additional requirements for water quality, watershed management, supply planning and conservation. The Bureau's retail customer accounts now total 155,000 - an increase of 2,000 from FY 1994-95.

The operating budget was developed for each of the Bureau's six

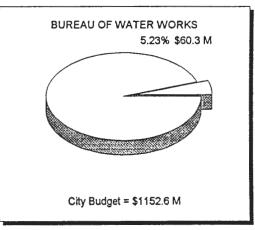
Groups in order to meet their operational and legal requirements.

This operating budget is only 1.34% higher than FY 1994-95, \$39,359,348 compared to \$39,925,638. The Capital Improvement Projects budget of \$20,410,000 was also developed through a participatory process level that is directed by Engineering Services.

The budget maintains current service level, with the following service highlights for the year:

- ◆ Labor Management Collaboration The contract bidding process will be initiated in FY 1995-96 contingent upon City Auditor review and Council approval. Initially, the process will be applied to water mains installation projects and grounds maintenance.
- ◆ Minority / Women / Emerging Small Businesses (MW/ESB) Increased emphasis is being place on this program by the Bureau by reallocating existing resources.
- ♦ Regional Water Supply Plan The Regional Water Supply Plan, Phase 2 is scheduled to be completed in FY 1995-96. Extensive discussion will take place among stakeholders to determine recommendations for implementing Plan options. A City Council decision is expected by the end of 1995.
- ◆ Corrosion Control Regulation Compliance This CIP project, budgeted at a total of \$5,048,000, is intended to bring the water system into compliance with EPA's Lead and Copper Rule by January 1, 1997. In FY 1995-96, it is funded for \$1,825,000 for the design and initiation of construction of a chemical addition plant to be placed on Lusted Hill. This project has significant impact on Bureau expenses due to an estimated \$700,000 per year operating cost. Studies of non-chemical options are being performed in FY 1994-95 in an attempt to reduce this annual operating cost.

PERCENT OF CITY BUDGET



Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSE

GENERAL DESCRIPTION and CHANGES FROM 1994-95

- ◆ Customer Service Improvements This endeavor covers several components within the Customer Services section to improve our service delivery:
 - Customer Billing and Information System the CIP contains the final year of this project to revamp the current water and sewer billing system to meet new requirements such as budget billing, low income, and other service enhancements.
 - The Low Income discount program is a joint effort with the Bureau of Environmental Services that will provide water and sewer bill relief for qualifying applicants.
 - -- Budget Billing will continue to be offered to interested customers providing them with the opportunity to pay their water and sewer bills monthly instead of quarterly.
 - Continuation of an effort begun in FY 1994-95 in which new equipment, such as the cash remittance
 processor and related image capture will allow staff to analyze customer bills and payment documents
 on screen rather than referring to microfilm or files. This process will provide faster and more broadly
 available customer billing information.
 - The Customer Services Process Improvement Group (CSPIG) is a joint effort between the Water Bureau and the Bureau of Environmental Services that addresses issues and concerns surrounding customer relations and billing information to be more responsive to customer needs.
- ◆ Parkrose Supply Main This \$5,720,000 CIP project will construct a major pipeline in two phases to serve the Hazelwood and Parkrose/Columbia South Shore areas. The FY 1995-96 CIP includes \$2,750,000 to construct the first phase. Once completed, this phase will allow several thousand customers that now receive only groundwater when the Bureau's wells are operating to receive blended water like all other City customers.

Approved Decision Packages for 1995-96:

There are no new Decision Packages approved for FY 1995-96.

The FY 1994-95 Decision Packages are funded at the same level in FY 1995-96 for Wellfield Electricity (\$200,000) and Bull Run Fisheries (\$50,000). The Parks Stores Operation has a slight cost reduction, from \$129,153 to \$126,843. The 800 MHz Upgrade at \$41,249, was a one-time cost in FY 1994-95.

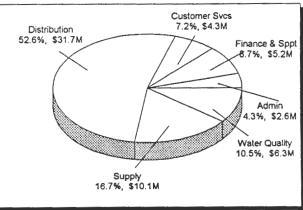
DESCRIPTION OF PROGRAMS

The Bureau of Water Works budget request is divided into six programs: Administration, Finance & Support, Customer Service, Distribution, Supply, and Water Quality.

Administration

The Administration Program is 4.3% of the Bureau's budget, which encompasses the activities of the Administrator's Office. The Administrator's Office is responsible for overall planning, leadership, direction, and operation of the Bureau. This office provides liaison with the Commissioner-in-charge, City Council, water districts, and water-related

PROGRAM EXPENSES



State and Federal agencies. This office manages public involvement, organization development, training and education, long-range planning, and community relations.

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

SUMMARY OF BUREAU EXPENSE

DESCRIPTION OF PROGRAMS

Finance and Support Services

The Finance and Support Program includes work of the Finance and Support Services Group (3.4%): personnel, accounting, budget, and financial planning and monitoring, word processing and clerical support for the Bureau. Also the Information Services section of the Customer Services Group (5.3%) is responsible for information system development and operation for the Bureau including designing, programming, testing, implementing, operating and maintaining all data processing systems.

Customer Services

The Customer Services Program is 7.2% of the Bureau's budget and includes two sections within the Customer Services Group: a) the Meter Reading and Inspection section, which performs all field activity for the group, including regularly scheduled meter reading, delinquent account notification, and leak repair notification; and b) the Customer Accounts section which is responsible for all billing, collecting, reporting, resolving complaints, and addressing customer inquiries about water and sewer fees charged by the City.

Distribution

The Distribution Program consists of the activities of the Maintenance Group and the Engineering Services Group. The Maintenance Group (28.2%) is responsible for the operation and maintenance of the distribution system including direct services and related support for mains, control valves, services, meters, fire hydrants, drinking fountains, decorative fountains, and grounds maintenance. This Group also has responsibility for installing new facilities including: mains, services, meters, hydrants, fountains and CIP work at the direction of Engineering Services. The Engineering Services Group (24.4%) is responsible for CIP planning and implementation, legislative and urban services, customer liaison, and designing, drafting, surveying, inspecting and keeping records on improvements to the distribution system.

Supply

The Supply Program is 16.7% of the Bureau's budget and includes the work of the Supply section within the Water System Operations Group. This section is responsible for the operation and maintenance of all facilities in the Bull Run watershed and the Columbia South Shore wellfield, the conduits that carry the water to the City, terminal storage reservoirs, tanks, pumping units, water chlorination facilities, pressure regulators, and Water Control Center. Planning and implementing the preventive maintenance program for the water supply system physical plant is accomplished by this section.

Water Quality

The Water Quality Program is 10.5% of the Bureau's budget and comprises the efforts of the balance of the Water System Operations Group which includes four sections: a) Administration is responsible for addressing legislative and regulatory issues, public information on water quality issues, planning, and conservation; b) the Laboratory Services section performs collection and analytical testing of water samples; c) the Resource Protection section is responsible for watershed and groundwater resource management and coordination with Federal and State agencies; and d) the Distribution System Protection and Treatment section assures compliance with water quality regulation and investigates customer water quality complaints.

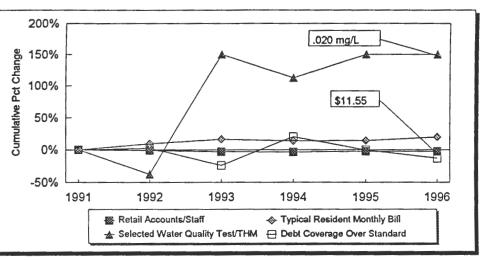
Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg

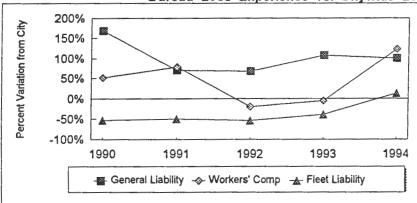
SUMMARY OF BUREAU EXPENSES

Performance Trends

- ◆ The THM Water Quality test, at .020 mg/L is about one-fifth the EPA standard of 0.10 mg/L, showing high Water Quality. (Increase in 1992 was due to a Federally required change in the chlorination process.)
- ◆ The typical single family residential monthly bill has changed from \$11.03 in FY 94-95 to \$11.55 in FY 95-96 based on 800 cubic feet monthly bill.

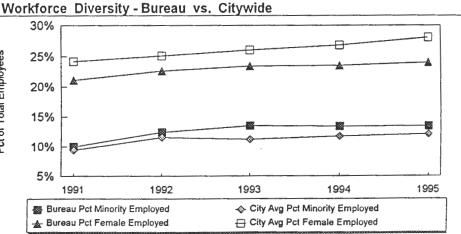


Bureau Loss Experience vs. Citywide Loss Experience



- General Liability claims rose at a lesser percent than the City average - resulting in a slight improvement in comparing the Bureau and the City.
- Worker's Compensation increased over the City average due to 4 significant claims; 3 of which were not "unsafe acts". (This may lead to a cost increase in FY 1996-97.)
- Fleet liability showed an increase over 1993, however it is only slightly above the City average.

- The percentage of minorities in the Bureau remains higher than the City average - 13.5% compared to 12.1%.
- Pct of Total Employees The percentage of female in the Bureau has improved to 24.0% (from 23.5) as a result of increased outreach activity.



Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg SUMMARY OF BUREAU EXPENSES

BUREAU MANAGEMENT OBJECTIVES

A. Objectives FY 1995-96

- 1 Actively pursue women and minority employment through implementation of an Affirmative Action program including outreach activities, job fair participation, joint recruitment opportunities, intern and youth employment activities and recruitment for professional/construction contracts during FY 1995-96.
- 2 Actively pursue the implementation of the Water Conservation Program which includes providing techniques to reduce peak season water use; promoting wise-water landscaping techniques; conducting water use evaluations for high water-using residential and non-residential customers; and low income customer assistance which includes self-help workshops, water conservation kits, information/education, and funding for plumbing fixture repairs during FY 1995-96.
- 3 Actively pursue long range regional water supply planning through completion of Regional Water Supply Plan Phase 2, and initiate implementation of the supply study during FY 1995-96.
- 4 Successfully develop and implement a plan for installation of a new Customer Billing and Information System (CBIS) during FY 1995-96.
- 5 Continue to develop a collaborative Labor/Management process which addresses operational and contracting issues to assure efficient service provision during FY 1995-96.
- 6 Continue implementation of the Bureau's Organization Development/Organization Analysis program including introductory and intermediate training, group development work, work process analysis, and group strategic planning during FY 1995-96.

BUREAU MANAGEMENT OBJECTIVES

B. Ongoing Objectives FY 1995-96

- 1 Satisfactorily address legal and regulatory water issues at the local, state and federal levels as they arise during FY 1995-96.
- 2 Actively pursue and resolve environmental issues constraining use of the wellfield including the recovery of damages from responsible parties during FY 1995-96.
- 3 Continue implementation of the City's Wellfield Protection Program during FY 1995-96.
- 4 Actively pursue and resolve watershed management issues including implementation of Resolution 35203, revision of water quality standards, improvement of USFS coordination, and participation in the Clinton Forest Plan analysis during FY 1995-96.
- 5 Successfully implement the Bureau's Capital Improvement Program during FY 1995-96.

MAJOR BUDGET NOTES

None.

Commissioner-in-Charge: Mike Lindberg	Actual		MARY OF BURE	
	FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
EFFECTIVENESS MEASURES				
Percentage of time that U.S. EPA and State water quality standards are met.	100%	100%	100%	100%
Percentage of time water delivered meets customer demand for water at standard levels of water pressure.	100%	100%	100%	100%
Percentage of time in which standard levels of water pressure (between 20 to 100 pounds) are maintained at a point of delivery to the customer.	99%	99%	99%	99%
Percentage of customers with unplanned water disruptions resolved within 24 hours during FY 1995-96.	100%	100%	100%	100%
Percentage of out-of-service fire hydrants returned to service within 5 working days.	86%	90%	90%	90%
Percentage of customers rating water services as satisfactory or better (per S.E.A. Auditor's report).	87%	90%	90%	90%
EFFICIENCY MEASURES				
Operating cost per capita (per S.E.A. Auditor's report).	\$46.00	\$49.00	\$50.00	\$50.00
WORKLOAD MEASURES				
Percent of Capital Improvement Plan implemented.	90%	85%	90%	90%
Percentage of affirmative action personnel appointments, in skilled craft (33% plan) and service/maintenance worker classes (50% plan).	0%/17%	33%/50%	33%/50%	33%/50%
Debt Service Coverage	2.90	2.40	2.10	2.10
umber of multi-year financial plans prepared.	2	2	2	2
ate ordinance approved by City Council. ercent variance of Water Fund ending balance with	1 26%	1 5%	1 5%	5%
Financial Plan estimate.				
NORKLOAD MEASURES				
Percent of meters read as scheduled.	99%	99%	99%	99%
Percent of accounts billed within two working days of meter reading.	99%	98%	98%	98%
ercent of active accounts collected within 50 days of billing.	99%	98%	98%	98%
ercent of system emergency sites reached within 30 minutes.	100%	99%	100%	100%
Percent of time that three days of average water demand is available in storage.	100%	100%	100%	100%

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg LINE ITEM DETAIL

Commissioner-in-Charge. With	e Lilluberg				TI EN DETAIL
Expenditure Classification	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
511000 Full-Time Employees	\$16,635,220	\$17,293,833	\$18,393,469	\$19,172,341	\$19,200,483
512000 Part-Time/Limited-Term	342,703	393,724	304,235	499,676	499,676
514000 Overtime	663,712	514,474	522,751	499,630	499,630
515000 Premium Pay	91,457	88,073	90,224	93,865	93,865
517000 Benefits	6,500,155	7,037,157	7,531,018	7,634,987	7,644,545
Total Personal Services	\$24,233,247	\$25,327,261	\$26,841,697	\$27,900,499	\$27,938,199
521000 Professional Services	\$2,729,869	\$3,551,473	\$5,496,471	\$4,210,680	\$4,210,680
522000 Utilities	1,429,592	1,007,867	1,889,520	1,999,088	1,999,088
523000 Equipment Rental	1,653	7,961	56,300	21,562	21,562
524000 Repair & Maintenance	382,557	431,489	417,880	524,792	524,792
528000 Local Match Payment	0	0	0	0	0
529000 Miscellaneous Services	551,339	517,653	456,412	565,930	565,930
531000 Office Supplies	70,797	75,492	92,500	106,518	. 106,518
532000 Operating Supplies	757,673	912,126	985,695	1,047,639	1,047,639
533000 Repair & Maint. Supplies	2,539,049	2,257,148	2,673,279	2,709,903	2,709,903
534000 Minor Equipment	256,552	249,460	304,250	951,494	951,494
535000 Clothing	50,060	61,025	75,910	68,153	68,153
539000 Other Commodities	18,263	16,930	18,200	20,000	20,000
541000 Education	139,692	187,255	233,067	244,770	244,770
542000 Local Travel	9,844	7,421	9,275	10,683	10,683
543000 Out-of-Town Travel	95,579	123,839	140,800	166,275	166,275
544000 External Rent	75,919	56,633	31,700	78,200	78,200
545000 Interest	0	8,821	0	0	0
547000 Retirement	0	0	0	0	0
549000 Miscellaneous	130,280	178,266	274,090	242,726	242,726
Subtotal External Materials & Services	\$9,238,718	\$9,650,859	\$13,155,349	\$12,968,413	\$12,968,413
551000 Fleet Services	\$1,995,293	\$2,079,434	\$2,178,092	\$2,020,006	\$2,020,006
552000 Printing/Distribution	624,093	717,336	757,725	854,280	854,280
553000 Facilities Services	660,186	651,930	643,489	705,163	705,163
554000 Communications	493,017	604,395	558,177	600,030	600,030
555000 Data Processing	948,244	940,938	903,561	939,800	939,800
556000 Insurance	1,298,592	1,276,532	914,205	908,431	908,431
557000 Equipment Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	1,497,175	1,660,422	1,713,247	1,606,101	1,606,101
Subtotal Internal Materials & Services	\$7,516,600	\$7,930,987	\$7,668,496	\$7,633,811	\$7,633,811
Total Materials & Services	\$16,755,318	\$17,581,846	\$20,823,845	\$20,602,224	\$20,602,224
561000 Land	\$257,279	\$28,300	\$187,250	\$454,500	\$454,500
562000 Buildings	4,514,007	418,080	714,827	94,300	94,300
563000 Improvements	2,647,314	3,490,326	•	10,276,720	
564000 Equipment			5,145,588 1 324 360		10,276,720
	610,490	636,379	1,324,360	633,250	633,250
Total Capital Outlay 573000 Cash Transfers-Equipment	\$8,029,090 \$277,207	\$4,573,085 \$94,751	\$7,372,025 \$459,731	\$11,458,770 \$336,445	\$11,458,770 \$336,445
Total Bureau Expenses	\$49,294,862	\$47,576,943	\$55,497,298	\$60,297,938	\$60,335,638

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg FULL-TIME POSITIONS

Com	nissioner-in-Charge: Mike Lir		Andread	Davida	- I Donato de L			L-TIME POSITIONS	
		Actual	Actual		ed Budget		oposed		dopted
Class	Title	FY 1993	FY 1994		1994-95		1995-96		1995-96
E		No.	No.	No.	Amount	No.	Amount	No.	Amount
1744	Water Bureau Director	1	1	1	82,920	1	88,218	1	88,218
0114	Clerical Specialist	10	8	10	247,787	9	249,536	9	249,536
[0124]		1	o	0	0	0	0	0	0
0115	Supervising Clerk	1	1	1	28,647	1	30,430	1	30,430
0116	Office Manager I	2	2	2	63,287	2	66,269	2	66,269
0131	Cust Acct Specialist I	25	26	27	744,529	27	798,362	28	826,504
0132	Cust Acct Specialist II	4	5	4	121,188	4	125,317	4	125,317
0140	Data Entry Clerk	3	3	3	71,598	3	76,938	3	76,938
0220	Secretarial Clerk I	6	6	5	119,330	3	72,872	3	72,872
0221	Secretarial Clerk II	3	3	2	47,862	5	125,114	5	125,114
0222	Secretarial Assistant	1	1	0	0	0	0	0	0
0315	Service Dispatcher	2	2	2	58,338	2	60,196	2	60,196
0345	Word Processing Operator I	1	1	0	0	0	0	0	0
0410	Storekeeper	3	3	- 5	157,020	5	162,030	5	162,030
0411	Stores Supervisor I	11	1	1	36,018	1	37,170	• •1	37,170
0413	Stores System Manager	1	1	1	48,630	1	50,190	1	50,190
0510	Accounting Assistant	2	1	1	30,151	1	28,330	1	28,330
0514	Associate Accountant	3	3	3	90,849	3	88,270	3	88,270
0515	Sr Accountant	2	2	2	74,416	2	76,794	2	76,794
[0133]	Customer Accounts Supervisor	4	0	0	0	0	0	0	0
0530	Accounting Supervisor I	0	5	5	217,009	5	226,564	5	226,564
[0517]	Utilities Accountant	3	0	0	0	0	0	0	0
0531	Accounting Supervisor II	0	2	2	101,373	2	93,454	2	93,454
0537	Sr Management Auditor	0	0	0	0	0	0	0	0
0610	Human Resources Analyst	0	1	0	0	0	0	0	0
[0827]	Mgmt Analyst	1	0	0	0	0	9	0	0
0612	Sr. Human Resources Analy	0	1	0	0	0	0	0	0
[0650]	Train/Devel Officer	1	0	0	0	0	٥١	0	0
0614	Human Resources Coordinator	0	1	1	49,653	1	53,331	1	53,331
0816	Sr Admin Spec [Admin Analyst Tech]	2	1	1	41,175	1	42,494	1	42,494
[1760]		2	0	0	0	0	0	0	0
0819	Admin Assistant	0	4	5	189,520	5	191,467	5	191,467
[0826]	Asst Mgmt Analyst	3	0	0	0	0	0	0	0
0826	Asst. Fin. Analyst [0950]	0	1	2	72,335	2	77,729	2	77,729
[0827]	Mgmt Analyst	1	0	0	404 000	0	400 000	0	422.202
0827	Financial Analyst [0829]	2	2	3	121,262	3	132,302	3	132,302
[0828]	Sr. Mgmt. Analyst	3	0	0	0	0	0	0	0
[0833]	Sr. Fin. Analyst	3	6	5	244,914	5	254,638	5	254,638
0828	Sr. Fin. Analyst [0833]	1	0	0	244,914	0	254,636	0	254,656
[0368]	Data Entry Coordinator	o	1	1	34,368	1	35,464	1	35,464
0920	Admin. Supervisor I	1	ó	0	0	0	0	0	35,707
[0117]	Office Manager II	ó	1	1	40,767	1	37,336	1	37,336
0922	Admin. Supervisor II	1	0	0	40,767	0	37,330	Ó	37,330
[0548]	Admin Serv Director	- 1	o	0	0	0		0	0
	-	0	2		-1		115,648	2	115,648
0928	Bureau Admin. Manager	4	- 1	2 2	112,063 109,206	2	117,162	2	117,162
0943	Economist II	1	1	0		2		0	117,102
	Asst Mgmt Analyst	1	0	-	0	0	0		0
0962	Asst Program Special	0	2	0	455.700	0	0	0	407.054
0964	Program Specialist	1	3	4	155,760	4	167,351	4	167,351
[0852]	Loss Control Officer	1	0	0	0	0	0	0	0
[0827]	Mgmt Analyst	1	0	0	0	0	0	0	0
0968	Program Manager I	0	2	2	97,938	2	103,022	2	103,022
[0828]	Sr. Mgmt. Analyst	1	0	0	0	0	0	0	0
TOTAL	FULL-TIME POSITIONS	106	106	106	3,609,913	106	3,783,998	107	3,812,140

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg FULL-TIME POSITIONS

Com	Commissioner-in-Charge: Mike Lindberg FULL-TI									
		Actual	Actual	Revis	ed Budget		oposed	Α	Adopted	
Class	Title	FY 1993	FY 1994	FY	1994-95	FY	1995-96	FY	1995-96	
		No.	No.	No.	Amount	No.	Amount	No.	Amount	
TOTAL	S FROM PREVIOUS PAGE	106	106	106	3,609,913	106	3,783,998	107	3,812,140	
[0833]	Sr. Fin. Anaylst	1	o	0	0	0	o	0	أه	
[0847]	Coummunity Serv Director	1	ol	0	o	0	o	0	o	
	Water Op Sched Coordinator	1	0	0	o	0	o	0	o!	
0970	Program Manager II	ol	4	3	146,986	3	141,839	3	141,839	
	Water Serv Officer	1	0	0	0	0	0	0	0	
0972	Program Manager III	o	1	1	64,185	1	56,243	1	56,243	
[1708]	Asst Sr Wtr Serv Insp	1	0	0	0	0	0	0	0	
1052	Asst Trades Supervisor	o	1	0	o	0	o	0	0	
[1422]		1	0	Ō	ol	0	0	0	0	
	Welder Foreman	1	o	Ō	ō	0	o	0	o	
[1712]	Sr Water Serv Insp	1	0	0	o.	0	0	0	0	
1054	Trades Supervisor	o	3	2	89,381	2	96,085	2	96,085	
1115	Bldg Maint Mechanic	1	1	1	35,600	1	36,733	1	36,733	
[1734]	•		o	Ö	00,000	0	0	0	00,700	
1134	Sr. Fac. & Maint, Supervisor	o o	1	1	46,249	1	49,733	1	49,733	
1212	Water Wks Helper	19	18	18	499,884	18	518,166	18	518,166	
1218	Utility Worker	74	74	71	2,130,409	71	2,199,031	71	2,199,031	
1223	Sr Utility Worker	1	1	1	31,529	1	32,531	1	32,531	
1283	Water Svc Mech Apprentice	7	7	7	225,567	7	237,075	7	237,075	
1311	Auto Equip Oper II	14	14	14	441,406	14	455,434	14	455,434	
1313	Auto Equip Oper III	1	1	1	31,529	1	32,531	1	32,531	
1315	Constr Equip Oper I	1	1	1	33,512	1	34,590	1	34,590	
1316	Constr Equip Oper II	15	15	14	494,606	14	510,468	14	510,468	
1410	Concrete Finisher	2	2	2	71,200	2	73,466	2	73,466	
1420	Carpenter	6	6	6	213,600	6	220,398	6	220,398	
1439	Ld Water Oper Paint	1	1	1	36,436	1	37,606	1	37,606	
1442	Water Oper Painter	3	3	3	103,920	3	107,265	3	107,265	
1453	Electrician	4	4	4	162,280	4	167,480	4	167,480	
[1457]	Supervisor Electrician	0	0	0	0	0	0	0	0	
1455	Electrical Supervisor	1	1	1	50,357	1	52,853	1	52,853	
1513	Welder	2	2	2	71,200	2	73,466	2	73,466	
1524	General Mechanic	2	2	2	71,200	2	73,466	2	73,466	
1532	Auto Mechanic	1	1	1	35,600	1	36,733	1	36,733	
1709	Backflow Prog Coordinator	1	1	1	41,990	1	43,326	1	43,326	
1710	Water Meter Reader	14	14	14	397,264	14	410,004	14	410,004	
1711	Water Serv Inspector	9	9	9	289,206	9	298,395	9	298,395	
1713	Water Quality Inspector	6	6	6	239,485	6	251,871	6	251,871	
1718	Water Meter Technician	3	3	3	97,782	3	100,902	3	100,902	
1720	Water Serv Mechanic	52	52	52	1,851,200	52	1,910,116	52	1,910,116	
1721	Lead Meter Mechanic	1	1	1	37,375	1	38,563	1	38,563	
1748	Wtr Hdwks Pipe Inspector		1	1	37,375	1	38,563	1	38,563	
1750	Headworks Operator	8	8	8	283,375	8	293,864	8	293,864	
1770	Operating Engineer	9	9	9	320,400	9	330,597	9	330,597	
1771	Lead Operating Eng	7	7	7	261,625	7	269,941	7	269,941	
[1734]	Water Op Foreman	14	ó	ó	201,025	ó	209,541	ó	203,341	
[1952]	Asst Chief Oper Engineer	1	o	o	ol	0	ő	0	0	
1950	Public Works Supervisor	0	15	15	678,636	15	731,736	15	731,736	
[1737]	Water Oper Manager	ا ا	0	15	0,0,030	0	731,730	19	731,730	
[1772]	Chief Op Engineer	3	0	0	0	0	0	0	0	
1952	Public Works Manager		6	6	337,024	6	350,137	6	350,137	
	Water Op Director	1	0	0	007,024	0	030,137	0	330,137	
[1742]			0	0	0	0	0	0	0	
1956	Sr. Pw Manager	o	2	2	139,312	2	143,770	2	143,770	
	FULL-TIME POSITIONS	404	404	397	13,708,598	397	14,238,975	398	14,267,117	
· UINL	TOTAL THING I SOLLIOITS	707	707	707	101. 00,000					

Service Area: PUBLIC UTILITIES

Commissioner-in-Charge: Mike Lindberg FULL-TIME POSITIONS

Com	commissioner-in-Charge: Mike Lin		labera				FULL-	TIME POSITIONS	
		Actual	Actual	Revis	sed Budget	Pi	roposed	Α	dopted
Class	Title	FY 1993	FY 1994	FY	1994-95	FY	1995-96	FY	1995-96
		No.	No.	No.	Amount	No.	Amount	No.	Amount
TOTA	LS FROM PREVIOUS PAGE	404	404	397	13,708,598	397	14,238,975	398	14,267,117
[1749]	Wrt Res Project Mgr	1	o	0	0	0	0	0	0
[3177]	Water Eng Supervisor	1	0	0	0	0	0	0	0
2010	Env. Services Manager	0	2	2	129,686	2	133,848	2	133,848
2034	Laboratory Manager [1775]	1	1	1	54,135	1	58,184	1	58,184
2502	Computer Assistant	0	1	2	54,031	2	56,885	2	56,885
2514	Data Proc. Ops. Supv [0371]	[1]	1	1	44,829	1	48,131	1	48,131
2532	Programmer Analyst [0372]	2	2	2	75,178	2	89,554	2	89,554
2534	Sr. Programmer Analyst [0373]	4	5	5	255,061	5	252,762	5	252,762
2540	MIS Support Technician	0	1	1	36,752	1	39,477	1	39,477
	Assist MISAnalyst	2	0	0	0	0	0	0	0
2542	MIS Support Analyst	0	3	3	113,984	3	122,431	3	122,431
[0380]	MIS Analyst	1	0	0	0	0	0	0	o
2544	Senior MIS Support Analyst	0	1	1	41,301	0	0	0	0
[0383]	Principal Program Analyst	3	0	0	0	0	0	0	0
2546	Info. Systems Supervisor	0	3	2	104,448	3	145,308	3	145,308
[0385]	Systems Manager	1	0	0	0	0	0	0	0
3107	Technician I	3	3	3	89,250	3	93,413	3	93,413
3108	Technician II	21	21	18	666,771	18	718,893	18	718,893
3109	Technician III	0	0	1	46,232	1	49,417	1	49,417
3120	Surveying Aide I	1	ol	0	0	0	o	0	0
3121	Surveying Aide II	0	1	1	29,608	1	30,555	1	30,555
3122	Surveyor I	3	3	3	101,571	2	69,701	2	69,701
3123	Surveyor II	1	2	2	81,306	2	83,908	2	83,908
3124	Surveying Supervisor [Surveyor III]	1	1	1	47,888	1	51,406	1	51,406
3132	Cadd Manager [Cheif Draft Spec]	1	il	1	52,263	1	55,604	1	55,604
3150	Public Wks Insp I	2	2	2	82,810	2	85,446	2	85,446
3151	Public Wks Insp II	1	1	1	46,270	1	47,757	1	47,757
3153	Engineering Assoc	2	2	1	40,251	1	43,025	1	43,025
[3168]	Water Ctr Center Supervisor	1	ō	0	0	0	0	0	0
3163	Sr Engineering Assoc	15	14	15	736,770	15	766,790	15	766,790
3164	Engineer	3	3	3	155,326	3	162,431	3	162,431
3165	Engnrg Surveying Manager	1	1	1	59,738	1	61,651	1	61,651
[3180]	Water Utility Engineer	1	o	Ó	0	0	0	0	0
3166	Senior Engineer	2	3	3	177,212	4	238,769	4	238,769
[3177]		4	0	0	0	o	0	0	0
3167	Supv Engineer	0	4	4	251,480	4	259,500	4	259,500
3169	Principal Engineer	4	4	5	333,300	4	284,826	4	284,826
[0975]	Deputy Director	1	0	0	0	0	0	0	0
[1738]	Water Op Director	1	ō	Ö	0	Ö	ol	0	o
3171	Chief Engineer	o	2	1	73,310	2	149,001	2	149,001
[3175]	Chief Eng Water Bureau	1	ō	0	0	ō	0	0	0
3172	Ch. Eng Water Bureau	o	1	1	73,310	1	73,351	1	73,351
[1780]	Wtrshed Hydrologist	1	o	Ö	0	0	0	Ö	0
3194	Environmental Specialist	1	2	2	96,685	2	101,493	2	101,493
3217	Right Of Way Agent	41	1	1	42,177	1	43,534	1	43,534
3236	Chief Planner [Wtr Planning Coord]	1	1	1		1		1	
	Instrument Technician	* 1		•	59,355	-	63,800		63,800
3260		2	2	2	81,140	2	83,740	2	83,740
3261	Lead Instrument Technician	1	1	1	42,574	1	43,930	1	43,930
3280	Water Lab Technician	5	5	5	164,452	5	174,930	5	174,930
3284	Water Micro Biologist	1	1	1	40,779	1	42,078	1	42,078
3285	Water Analytical Chemist	1	1	1	40,779	1	42,078	1	42,078
4113	Gardener	2	2	2	62,859	2	65,759	2	65,759
TOTAL	FULL-TIME POSITIONS	507	509	500	18,393,469	500	19,172,341	501	19,200,483
TOTAL	TOLLSTIML FOOTIONS	3071	303	300	10,000,400	500	10,112,041	- 001	10,200,400

WATER OPERATING FUND (1	53)			FUI	ND SUMMARY
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
Revenues					
Public Utility Charges					
Water Sales	\$40,432,152	\$45,551,859	\$46,916,967	\$49,686,276	\$49,686,276
New Services	998,368	1,262,754	900,000	1,100,000	1,100,000
Mains/Capital Contrib.	372,393	508,733	700,000	728,000	728,000
Misc. Water Charges	337,342	618,733	256,387	596,260	596,260
Damage Collections	59,446	78,072	38,000	54,120	54,120
-	\$42,199,701	\$48,020,152	\$48,811,354	\$52,164,656	\$52,164,656
Rents and Reimbursements	70,988	82,657	53,118	72,000	72,000
	\$42,270,689	\$48,102,809	\$48,864,472	\$52,236,656	\$52,236,656
Local Cost Sharing					
Washco Supply O&M	10,620	10,620	12,113	17,684	17,684
Project Revenue	96,102	1,174,896	358,000	0	0
	\$106,722	\$1,185,516	\$370,113	\$17,684	\$17,684
Stock & Non-Stock Sales	19,283	29,457	8,925	15,000	15,000
Hydropower Sales	81,325	78,448	74,300	74,900	74,900
Employee/Other Refunds	30,129	18,418	3,570	5,000	5,000
Interest on Investments	509,157	357,763	229,872	478,575	478,575
Miscellaneous Other	13,941	123,958	353,200	25,000	25,000
	\$653,835	\$608,044	\$669,867	\$598,475	\$598,475
Total Revenues	\$43,031,246	\$49,896,368	\$49,904,452	\$52,852,815	\$52,852,815
Service Reimbursements					
General Fund	13,067	61,178	149,750	139,300	139,300
Facilities Services	12	9,812	10,000	5,000	5,000
Hydropower	58,182	61,737	76,255	77,770	77,770
Sewer System	2,148,147	2,832,258	3,044,550	3,351,059	3,351,059
Transportation	109,523	109,626	47,140	42,750	42,750
Fleet Services	64,386	73,636	79,075	79,075	79,075
LID Construction	124,752	0	0	0	0
Arena Construction	0	81,545	0	0	.0
Parks System Improvement	0	15,591	0	0	0
Communications Services	13,033	8,895	1,175	1,225	1,225
	\$2,531,102	\$3,254,278	\$3,407,945	\$3,696,179	\$3,696,179
Cash Transfers from Other Funds					
Proceeds From Note Sale	0	68,810,234	0	0	0
Transfers - Federal	1,186,857	1,211,402	1,076,700	736,508	736,508
Transfers - Water Construction	18,600,000	18,339,371	22,151,904	24,398,623	24,398,623
	\$19,786,857	\$88,361,007	\$23,228,604	\$25,135,131	\$25,135,131
Beginning Fund Balance	\$1 5,915, 7 42	\$9,512,036	\$9,578,000	\$13,293,746	\$13,293,746
TOTAL RESOURCES	\$81,264,947	\$151,023,689	\$86,119,001	\$94,977,871	\$94,977,871

1	FI	11	N	n	S	п	M	M	Δ	D.	٧

WATER OPERATING FUND	Actual	Actual	Revised Budget	Proposed	Adopted
	FY 1992-93	FY 1993-94	FY 1994-95	FY 1995-96	FY 1995-96
REQUIREMENTS					
Bureau Expenses					
Personal Services	\$24,233,247	\$25,327,261	\$26,841,697	\$27,900,499	\$27,938,199
External Materials/Services	9,238,718	9,650,859	13,155,349	12,968,413	12,968,413
Internal Materials/Services					
Fleet Services	1,995,293	2,079,434	2,178,092	2,020,006	2,020,006
Printing/Distribution Services	624,093	717,336	757,725	854,280	854,280
Facilities Services	660,186	651,930	643,489	705,163	705,163
Communications Services	493,017	604,395	558,177	600,030	600,030
Computer Services	948,244	940,938	903,561	939,800	939,800
Insurance & Claims	336,998	329,938	402,261	456,306	456,306
Workers Compensation	961,594	946,594	511,944	452,125	452,125
Arena Construction	0	44,800	0	0	0
Sewer System	89,145	119,383	49,899	63,500	63,500
Transportation	920,578	1,037,047	1,210,325	1,142,733	1,142,733
Hydropower	27,775	21,422	29,000	25,500	25,500
Autoport	29,202	31,806	32,400	33,372	33,372
Public Art Trust	0	675	0	0	(
General Fund	430,475	405,289	391,623	340,996	340,996
	\$7,516,600	\$7,930,987	\$7,668,496	\$7,633,811	\$7,633,811
Capital Outlay	8,029,090	4,573,085	7,372,025	11,458,770	11,458,770
Equipment Cash Transfers	2 77 ,207	94,751	459,731	336,445	336,445
otal Bureau Expenses	\$49,294,862	\$47,576,943	\$55,497,298	\$60,297,938	\$60,335,638
Fund Requirements					
Utility Franchise Fee	2,697,170	2,835,249	2,922,288	3,096,668	3,096,668
General Fund Overhead	1,730,883	1,661,549	1,829,960	1,393,979	1,461,877
Water Bond Sinking	7,478,447	58,748,399	9,128,376	9,750,306	9,750,306
Water Construction	10,092,440	12,141,909	11,387,476	8,732,508	8,732,508
Washco Sinking	134,581	15,418,570	128,035	150,213	150,213
Parks Trust Funds	28,890	0	0	0	0
Communications Services	108,500	233,835	0	0	0
Health Insurance	141,674	200,000	0	0	0
Debt Retirement - Notes	0	0	0	0	. 0
Fleet Services	45,464	0	0	0	0
Liest Selvicez	****	\$91,039,511	\$25,396,135	\$23,123,674	\$23,191,572
Inventory Increase	0	0	40,000	40,000	40,0 00
iii siiioi y iiioi oaso	U	9	40,000	10,000	.0,000

	Actual	Actual	Revised Budget	Proposed	Adopted
	FY 1992-93	FY 1993-94	FY 1994-95	FY 1995-96	FY 1995-96
Contingency					
General Operating Contingency	\$0	\$0	\$5,185,568	\$11,516,259	\$9,410,661
Rate Stabilization	\$0	\$0	\$0	\$0	\$2,000,000
Total Contingency	\$0	\$0	\$5,185,568	\$11,516,259	\$11,410,661
Ending Balance/Reserves	\$9,512,036	\$12,407,235	\$0	\$0	\$0
TOTAL REQUIREMENTS	\$81,264,947	\$151,023,689	\$86,119,001	\$94,977,871	\$94,977,871

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

The FY 1995-96 expenditure budget for the Water Operating fund is \$83.5 million. This amount includes a base operating budget of \$40.0 million that supports all expenditures required to maintain, operate, support and manage the water system. This amount also includes the Bureau's Capital Improvement Program (CIP) budget of \$20.4 million which provides for capitalized maintenance and improvements/expansions to water supply, water distribution and water quality systems. Other fund level requirements of \$23.1 million includes a City Utility franchise fee, City general fund overhead, cash transferred to the Water Sinking funds to pay debt service, and transfers to the Water Construction fund for cash financed capital and capital project reimbursements.

The Water Operating fund is primarily supported by water sales revenues of \$49.7 million. This amount is 5.9% greater than the FY 1994-95 revised budget. Other resources to this fund include a beginning fund balance of \$13.3 million, cash transferred from the Water Construction fund for capital costs of \$24.4 million, City service reimbursements of \$3.7 million, CIP project reimbursements of \$1.5 million, and other miscellaneous revenues of \$2.4 million.

OPERATING BUDGET PROGRAMS

The Bureau of Water Works Operating Budget is divided into six programs:

The Administration program is \$2.6 million, or 4.3% of the budget. This office is responsible for overall planning, leadership, direction, and operation of the Bureau, and provides liaison with the Commissioner-in-charge, City Council, water districts, and water-related State and Federal agencies.

The Finance and Support program is \$5.2 million and includes two sections: the Finance and Support Services section (3.4%) which provides personnel, accounting, budget, financial planning and monitoring, and office support for the Bureau; and Information Services (5.3%) which provides computer support for the Bureau.

The Customer Services program is \$4.3 million, or 7.2% of the budget. This program includes two sections: Meter Reading and Inspection and Customer Accounts which handle all phases of the water and sewer billings system.

The Distribution program is \$31.7 million. This program includes the activities of the Maintenance Group (28.2%) and the Engineering Services Group (24.4%), which are responsible for operation and maintenance of the distribution system, installation of new facilities, and CIP planning and implementation.

The Supply program is \$10.1 million, or 16.7% of the budget. This program includes the work of the Supply section within the Water System Operations Group. This section is responsible for the operation and maintenance of all supply, transmission, and terminal storage facilities, as well as the Water Control Center.

The Water Quality program is \$6.3 million, or 10.5% of the budget. The program includes four sections: Administration (including legislative, regulatory, public information on water quality issues, planning, and conservation); Laboratory Services; Resource Protection; and Distribution System Protection and Treatment.

CAPITAL BUDGET

Detailed information on all FY 1995-96 CIP projects is contained in the Bureau's Ten-Year CIP document. A brief description of the most significant projects and other capital requirements is included in the Water Construction fund summary narrative.

WASHINGTON COUNTY SUPPLY SINKING FUND (356)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Service Charges and Fees	\$1,402,160	\$1,008,521	\$1,274,705	\$1,351,913	\$1,351,913
Miscellaneous Revenues			_		_
Interest	103,215	41,933	0	0	0
Total External Revenues	1,505,375	1,050,454	1,274,705	1,351,913	1,351,913
Other Financing Sources Cash Transfers from Other Fund					
Water Fund	134,581	15,418,570	128,035	150,213	150,213
Total Other Financing Sources	134,581	15,418,570	128,035	150,213	150,213
Beginning Fund Balance	1,822,301	1,818,260	(394,356)	0	0
TOTAL RESOURCES	\$3,462,257	\$18,287,284	\$1,008,384	\$1,502,126	\$1,502,126
REQUIREMENTS Expenditures External Materials and Sycs	\$1,063,997	\$729,281	\$0	\$0	\$0
Total Expenditures	1,063,997	729,281	0	0	0
Other Requirements Debt Service Principal Interest	580,000 0 580,000	17,951,283 0 17,951,283	650,000 613,219 1,263,219	905,000 597,126 1,502,126	905,000 585,059 1,490,059
Ending Balance\Reserves	1,818,260	(393,280)	(254,835)	0	12,067
Total Other Requirements	2,398,260	17,558,003	1,008,384	1,502,126	1,502,126
TOTAL REQUIREMENTS	\$3,462,257	\$18,287,284	\$1,008,384	\$1,502,126	\$1,502,126
Line Item Detail - AU 595 External Materials and Svcs 545100 Interest	\$1,063,997	\$729,281	\$0	\$0	\$0
TOTAL Bureau Expenses	\$1,063,997	\$729,281	\$0	\$0	\$0

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

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

WASHINGTON COUNTY SUPPLY BOND REDEMPTION FUND (356)

General Obligation/Revenue Bonds

DEBT REDEMPTION SCHEDULE

In 1980, the City issued Water Bonds to construct a major water supply line over the West Hills to the Wolf Creek Water District in Washington County. The Wolf Creek District purchases water from the City under a long term contract. In 1993, the City refunded the 1986 refunding bonds to take advantage of lower interest rates. This fund pays principal and interest on the refunding bonds. The projected savings to City water system customers over the life of the issue will be approximately \$1.4 million. This schedule shows the remaining payments for principal and interest that City water customers owe to holders of these bonds.

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
Series 1993C	\$15,560,000	0 11/15/93	08/01/95	3.200%	\$905,000	\$905,000	\$14,480
001.00 10000	4.0,000,00	, ,	08/01/96	3.450%	1,030,000	4000,000	35,535
			08/01/97	3.650%	1,165,000		42,523
			08/01/98	3.850%	1,305,000		50,243
			08/01/99	4.000%	1,455,000		58,200
			08/01/00	4.250%	1,605,000		68,213
			08/01/01	4.250%	1,745,000		74,164
			08/01/02	4.350%	1,820,000		79,170
			08/01/03	4.500%	1,900,000		85,500
			08/01/04	4.500%	1,980,000		89,100
TOTAL Wash.	Co. Supply Bo	ond Redemp	tion Fund (cas	sh basis) -	\$14,910,000	\$905,000	\$597,126

INTEREST ACCRUALS:

TOTAL Washington County Supply Bond Interest Due FY 95-96 (cash basis) \$597,126
Accrual Adjustment (12,067)

TOTAL Interest Appropriation for FY 95-96 \$585,059

WATER BOND SINKING FUND (355)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES External Revenues Miscellaneous Revenues					
Interest	\$85,463	\$36,756	\$0	\$0	\$0
Total External Revenues	85,463	36,756	0	0	0
Other Financing Sources Cash Transfers from Other Funds					
Water Fund	7,478,447	58,748,399	9,128,376	9,750,306	9,750,306
Water Construction Fund	76,109	747,743	517,399	1,007,342	1,007,342
Total Other Financing Sources	7,554,556	59,496,142	9,645,775	10,757,648	10,757,648
Beginning Fund Balance	873,177	859,869	(1,090,455)	0	0
TOTAL RESOURCES	\$8,513,196	\$60,392,767	\$8,555,320	\$10,757,648	\$10,757,648
REQUIREMENTS Expenditures					
External Materials and Svcs	\$3,851,717	\$3,846,070	\$0	\$0	\$0
Total Expenditures	3,851,717	3,846,070	0	0	0
Other Requirements Debt Service Principal					
Water Bonds Current	3,744,560	57,620,482	5,867,453	6,309,999	6,309,999
Assumed Debt Interest	57,050	47,244	1,872	1,681	1,681
Water Bonds Current	0	0	3,680,697	4,445,024	4,389,157
Assumed Debt	0	0	1,042	944	944
	3,801,610	57,667,726	9,551,064	10,757,648	10,701,781
Ending Balance/Reserves	859,869	(1,121,029)	(995,744)	0	55,867
Total Other Requirements	4,661,479	56,546,697	8,555,320	10,757,648	10,757,648
TOTAL REQUIREMENTS	\$8,513,196	\$60,392,767	\$8,555,320	\$10,757,648	\$10,757,648
Line Item Detail - AU 179 External Materials and Svcs 545100 Interest					
Water Bonds Current	\$3,822,082	\$3,843,531	\$0	\$0	\$0
Assumed Debt	8,577	2,539	0	0	0
549100 Miscellaneous	21,058	0	0	0	0
TOTAL External Materials and Svcs	3,851,717	3,846,070	0	0	0
TOTAL Bureau Expenses	\$3,851,717	\$3,846,070	\$0	\$0	\$0

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

The Water Bond Sinking Fund provides for the repayment of bonded debt and interest on debt. The primary resource for this fund is a transfer from the Water Fund of \$9.8 million. The Water Construction Fund also provides a \$1.0 million transfer of interest earnings on bond proceeds.

The Bureau plans to sell approximately \$25.0 million of new revenue bonds in the Fall of 1995. The first interest payment, scheduled the following spring, will be paid for out of the interest earnings on bond proceeds noted above.

WATER BOND SINKING FUND (355)

General Obligation/Revenue Bonds
Revenue Bonds and Limited Tax Notes

DEBT REDEMPTION SCHEDULE

This fund pays principal and interest on revenue bonds and limited tax notes issued to finance improvements to the City's water system. There are currently five issues outstanding, plus obligations which the City has assumed through annexations. The debt service is paid by charges to customers of the water system.

Prior to passage of Measure 5, the bonds were additionally secured by the general taxing authority of the City, and the City was authorized to levy an ad valorem tax, without limitation as to rate or amount, on all taxable property within the City to pay the maturing principal of and interest on the bonds. As a consequence of Measure 5, bonds issued after FY 1990-91, except refunding bonds of issues prior to FY 1991-92, are not additionally secured by the City's general taxing authority.

These schedules show the remaining payments for principal and interest that City water customers owe to holders of the bonds and notes.

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
General Oblig	ation/Revenu	e Bonds					
Series 1992	\$10,495,000		10/01/95	4.600%	\$2,195,000	\$2,195,000	\$50,485
			10/01/96	4.800%	2,560,000		122,880
			10/01/97	5.000%	1,905,000		95,250
				-	\$6,660,000	\$2,195,000	\$268,615
Series 1993	\$20,070,000	08/01/93	10/01/95	3.200%	\$855,000	\$855,000	\$13,680
ochoo rooo	420,010,00	00.01.00	10/01/96	3.500%	885,000	7000,000	30,975
			10/01/97	3.750%	915,000		34,313
			10/01/98	4.000%	955,000		38,200
			10/01/99	4.150%	995,000		41,293
			10/01/00	4.300%	1,040,000		44,720
			10/01/01	4.400%	1,085,000		47,740
			10/01/02	4.400%	1,135,000		49,940
			10/01/03	4.500%	1,185,000		53,325
			10/01/04	4.600%	1,240,000		57,040
			10/01/05	4.700%	1,295,000		60,865
			10/01/06	4.800%	1,360,000		65,280
			10/01/07	4.900%	1,430,000		70,070
			10/01/08	5.000%	1,500,000		75,000
			10/01/09	5.100%	1,580,000		80,580
			10/01/10	5.100%	1,660,000		84,660
				-	\$19,115,000	\$855,000	\$847,680

WATER BOND SINKING FUND (355)
General Obligation/Revenue Bonds
Revenue Bonds and Limited Tax Notes

DEBT REDEMPTION SCHEDULE

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
Series 1993B	\$27,950,000	11/15/93	11/01/95 11/01/96 11/01/97 11/01/98 11/01/99 11/01/01 11/01/01 11/01/02 11/01/03 11/01/04	3.200% 3.450% 3.650% 3.850% 4.000% 4.250% 4.250% 4.350% 4.500% 4.500%	\$1,740,000 1,525,000 1,660,000 2,360,000 2,425,000 2,490,000 2,560,000 2,625,000 2,705,000 2,785,000 2,875,000	\$1,740,000	\$27,840 52,613 60,590 90,860 97,000 105,825 108,800 114,188 121,725 125,325 129,375
				-	\$25,750,000	\$1,740,000	\$1,034,140
Series 1994A	\$5,140,000	01/15/94	05/01/96 05/01/97 05/01/98 05/01/99 05/01/00 05/01/01 05/01/02 05/01/03 05/01/04	3.500% 3.500% 3.500% 3.600% 3.700% 3.800% 3.875% 4.000% 4.000%	490,000 615,000 275,000 460,000 445,000 465,000 480,000 500,000 520,000	490,000	17,150 21,525 9,625 16,560 16,465 17,670 18,600 20,000 20,800
				_	\$4,250,000	\$490,000	\$158,395
	TOTA	L General C	bligation Wat	er Bonds _	\$55,775,000	\$5,280,000	\$2,308,830
Water Revenue Series 1993	Bonds \$25,000,000	08/01/93	08/01/95 08/01/96 08/01/97 08/01/98 08/01/09 08/01/01 08/01/02 08/01/03 08/01/04 08/01/05 08/01/06 08/01/07 08/01/08 08/01/09 08/01/13	3.250% 3.600% 3.900% 4.000% 4.200% 4.300% 4.400% 4.700% 5.000% 5.100% 5.125% 5.125% 5.250%	\$860,000 890,000 925,000 960,000 1,000,000 1,045,000 1,140,000 1,145,000 1,250,000 1,315,000 1,380,000 1,455,000 1,530,000 1,610,000 7,355,000	\$860,000	\$13,975 32,040 36,075 38,400 42,000 44,935 47,960 52,440 56,165 59,375 65,750 69,000 74,205 78,413 82,513 386,138
				-	\$25,000,000	\$860,000	\$1,179,383

WATER BOND SINKING FUND (355)

General Obligation/Revenue Bonds Revenue Bonds and Limited Tax Notes

DEBT REDEMPTION SCHEDULE

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 95-96	Interest FY 95-96
Series 1995 (proposed)	\$26,000,000) FY 1995-9	96	-	\$26,000,000	\$0	\$915,811
		TOTAL	Water Rever	ue Bonds =	\$51,000,000	\$860,000	\$2,095,194
Limted Tax Ge	neral Obligat \$834,365		FY 95-96	Variable	\$170,000	\$170,000	\$8,500
1393-94	Ψ004,000	,	FY 96-97 FY 97-98 FY 98-99	Variable Variable Variable	170,000 170,000 170,000		8,500 8,500 8,500
			FY 98-99	Variable	154,365		7,000
TOTA	AL 1991-92 Lir	nted Tax Ge	eneral Obligat	tion Notes ₌	\$834,365	\$170,000	\$41,000
	TOT	AL Water D	ebt Issued by	y Portland ₌	\$107,631,264	\$6,315,685	\$4,472,608
Debt Assumed	l through Anr	nexations	1995-96		\$1,681	\$944	\$2,625
			1996-97 1997-98		1,724 1,789	852 770	2,576 2,559
			1998-99		1,853	698	2,551
			1999-00		1,983	620	2,603
			2000-01		2,001	537	2,538
			2001-02		2,087	449	2,536
			2002-03		2,174	355	2,529
			2003-04		2,208	256	2,464
			2004-05		2,244	154	2,398
			2005-06		2,155	51	2,206
TC	TAL Water De	ebt Assume	d Through An	nexations =	\$21,899	\$5,685	\$27,584
TOTAL	. Water Bond \$	Sinking Fund	d Principal Օւ	utstanding	\$107,653,163		
TOTAL Water B TOTAL Water B TOTAL Water B	ond Sinking F	und Interest	FY 95-96 (ca	ash basis) _	6,311,680 4,445,968 \$10,757,648		

INTEREST ACCRUALS:

TOTAL Water Bond Sinking Fund Interest Due FY 95-96 (cash basis) \$4,445,968 Accrual Adjustment (55,867)

TOTAL Interest Appropriation for FY 95-96 \$4,390,101

WATER	CONS	TRUCTIO	ON FUND	(554)
-------	------	---------	---------	-------

FUND	SUM	MARY
------	-----	------

WATER CONSTRUCTION F					ID SUMMAR
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
Revenues					
Public Utility Charges					
System Development Charge	\$712,931	\$771,450	\$625,000	\$750,000	\$750,000
Miscellaneous Revenues					
Sale of Property	14,510	0	0	0	
Interest	495,761	906,987	662,658	1,641,696	1,641,696
Bond Sale	0	24,687,535	0_	25,642,704	25,642,704
	\$510,271	\$25,594,522	\$662,658	\$27,284,400	\$27,284,400
Total Revenues	\$1,223,202	\$26,365,972	\$1,287,658	\$28,034,400	\$28,034,400
Cash Transfers from Other Funds	;				
General Fund	0	0	0	351,380	351,380
Water Fund	10,092,440	12,141,909	11,387,476	8,732,508	8,732,508
	\$10,092,440	\$12,141,909	\$11,387,476	\$9,083,888	\$9,083,888
Beginning Fund Balance	\$11,882,047	\$4,521,580	\$22,605,227	\$15,851,023	\$15,851,023
TOTAL RESOURCES	\$23,197,689	\$43,029,461	\$35,280,361	\$52,969,311	\$52,969,311
REQUIREMENTS					
Cash Transfers to Other Funds					
Water Fund	\$18,600,000	\$18,339,371	\$22,151,904	\$24,398,623	\$24,398,623
Water Bond Sinking Fund	76,109	747,743	517,399	1,007,342	1,007,342
	\$18,676,109	\$19,087,114	\$22,669,303	\$25,405,965	\$25,405,965
Contingency					
General Operating Contingency	\$0	\$0	\$3,400,395	\$3,810,895	\$3,810,895
Ending Balance/Reserves	\$4,521,580	\$23,942,347	\$9,210,663	\$23,752,451	\$23,752,451
TOTAL REQUIREMENTS	\$23,197,689	\$43,029,461	\$35,280,361	\$52,969,311	\$52,969,311

The Water Construction Fund, by City Charter stipulation, is the recipient of proceeds from bond sales. Other sources of revenue include reimbursements for capital expenditures, such as main extensions and service installations, as well as system development charges (SDCs) and proceeds from the sale of assets. Also, a portion of the Water Sales revenues is transferred to this fund to finance system repair and replacement. The Construction Fund reimburses the Water Operating Fund for capital asset requirements including direct capital outlay as well as capitalized overhead, capitalized interest, and the cost of issuing construction bonds.

The primary resource to the Water Construction Fund in FY 1995-96 is bond sale proceeds of \$25.6 million as the Bureau plans to sell new revenue bonds in the Fall. Other current resources for this fund include \$8.7 million from cash transferred from the Water Operating Fund for cash financed capital and capital project reimbursements, \$.8 million in system development charges, \$1.6 million in interest earnings, and \$.3 million from sale of property to the General Fund. The Water Construction Fund beginning fund balance is \$16.0 million.

The FY 1995-96 expenditure budget for the Water Construction Fund is \$25.4 million. This amount includes cash transferred to the Water Operating Fund to pay for \$16.7 million of anticipated CIP capital costs, \$2.9 million of other capital expenses including new service installations, meter purchases, hydrant renewals and miscellaneous equipment needs, \$4.8 million of indirect capital costs including capitalized interest and overhead, and \$1.0 million of interest earnings transferred to the Water Bond Sinking Fund.

Capital Improvement Program

The Capital Improvement Program (CIP) for FY 1995-96 totals \$20,410,000 for projects which provide for capitalized maintenance and improvements/expansions to water supply, water distribution and water quality systems. The emphasis of the capital improvement program for FY 1995-96 is on system maintenance and improvements due to the age of the infrastructure, as well as compliance with water treatment regulations.

Major projects include:

Major projecto molade.	
- Mains Program	\$4,815,000
- Parkrose Supply Mains	2,750,000
- Corrosion Control Regulation Compliance	1,825,000
- SW Supply Improvements	1,573,000
- Forest Park Reservoir	975,000
- Capital Highway Pump Station	635,000
- Oregon Dept of Transportation Relocations	625,000
- Wellfield Remediation	465,000
- West Side Light Rail	400,000
- Customer Billing and Information System	400,000
- Interstate Site Plan Implementation	400,000
- Powell Butte Master Plan	300,000
- Regional Water Supply Plan, Phase 2	280,000
- Cyrptosporidium Study	250,000

Detailed information on the FY 1995-96 CIP projects are contained in the Bureau's Ten-Year CIP document. Following is a brief description of the more noteworthy projects for the year:

- Mains Program

This is an on-going project for the improvement and maintenance of the water distribution piping system which provides for construction of 62,000 feet of new mains in the year.

- Parkrose Supply Mains

This multi-year project will construct a major pipeline in two phases to serve the Hazelwood and Parkrose/Columbia South Shore areas. FY 1995-96 includes \$2,750,000 to construct the first phase.

- Corrosion Control Regulation Compliance

This multi-year project is intended to bring the water system into compliance with EPA's Lead and Copper Rule by January 1, 1997. In FY 1995-96, there is \$1,825,000 funded for the design and initiation of construction of a chemical addition plant to be placed on Lusted Hill.

- SW Supply Improvements

This project provides for the installation of supply mains in southwest Portland to improve supply capacity and eliminate pressure surges in the distribution system.

- Forest Park Reservoir

The long-term objective of this project provides for the planning, design, and construction of two reservoirs that will serve the Skyline Boulevard corridor and the northwest hills area. Funding in FY 1995-96 provides for the construction of the first reservoir.

- West Side Light Rail

FY 1995-96 completes a four-year project to assist in the light rail construction by relocating water facilities. Most costs are reimbursed by Tri-Met.

- Customer Billing and Information System

This is the final year of this project to revamp the current water and sewer billing system to meet new service level enhancements.

- Regional Water Supply Plan, Phase 2

FY 1995-96 marks the completion of a three-year project that will identify options for meeting the region's future water supply needs - to the year 2050. The Plan is to be completed in the Fall of 1995 and then discussions will take place among the region's water providers to determine recommend- ations for implementing options. A decision by City Council is expected by the end of 1995. Approximately 75% of this project's costs are reimbursed to the Water Bureau from these providers.

WATER GROWTH IMPACT TRUST (631) FUND SUN					
	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
Revenues					
Miscellaneous Revenues					
Interest	\$44,776	\$36,900	\$41,836	\$68,174	\$68,174
Beginning Fund Balance	\$966,024	\$1,010,800	\$1,045,900	\$1,105,325	\$1,105,325
TOTAL RESOURCES	\$1,010,800	\$1,047,700	\$1,087,736	\$1,173,499	\$1,173,499
REQUIREMENTS					
Ending Balance/Reserves	\$1,010,800	\$1,047,700	\$1,087,736	\$1,173,499	\$1,173,499

The Water Growth Impact Trust fund is a trust fund used to accumulate resources earmarked for future requirements resulting from growth in the demand of wholesale customers. The fund was set up for the benefit of the wholesale purveyors in that those districts which were experiencing growth would contribute a proportionate share of moneys toward the next major supply increment. Currently, all contributions have been suspended by agreement of the wholesale parties and the City, pending the outcome of the Regional Water Supply Plan Phase 2.

\$1,047,700

\$1,087,736

\$1,173,499

\$1,173,499

\$1,010,800

TOTAL REQUIREMENTS



.