

Portland's Skyline and Oaks Bottom Wildlife Refuge

Portland's skyline, appearing above the stillness of the Oaks Bottom Wildlife Refuge, highlights the juxtaposition of human and natural environments. Blending those environments is one of the goals of the City of Portland's River Renaissance strategy. Captured together in this photograph, downtown and the wildlife refuge are only a few miles apart, straddling opposite banks of the Willamette River.

Acquired in 1959, Oaks Bottom is the City's only designated wildlife refuge. The area began as a 120-acre tract of wetland on the east bank of the Willamette River, with part of the park built on a sanitation landfill consisting of 400,000 cubic feet of construction waste material layered with soil. The refuge of now more than 160 acres is a rare phenomenon: a natural wetland existing in the heart of a city.

A rich and varied habitat area, Oaks Bottom is a birdwatcher's paradise. Hawks, eagles, quail, pintails, mallards, coots, woodpeckers, kestrels, and widgeon are some of the birds one might encounter, not to mention Portland's official bird, the great blue heron.

The picture was taken by Sallie Edmunds and is part of the photograph collection of the Portland Bureau of Planning.

Adopted Budget

City of Portland, Oregon

Fiscal Year 2004-05 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

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Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Portland, Oregon for its annual budget for the fiscal year beginning July 1, 2003.

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 2004–05 Adopted Budget document consists of three volumes. Volume One contains general information about the City of Portland budget and presents the proposed 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 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 2004–05.

Overviews

City Overview

The City Overview provides general information on Portland, its demographics, and its government management systems.

Budget Overview

The Budget 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 fiveyear financial forecast. It also highlights key revenue and expenditure trends and issues.

Financial Summaries

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 - CITY FUNDS

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.

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

Financial Policies

These policies provide a framework for financial and budgetary decisions, especially during times of constricting resources in tension with increasing expectations for services. Financial policies also provide for a basis for stability over time, counterbalancing more immediate interests and issues.

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

Introduction

The section provides an introduction to the City's Capital Improvement process and explains the decision process for General Fund projects.

Overview

The overview of the five-year capital budget includes highlights of the FY 2004–05 capital budget of the General Fund and other funds with capital projects.

Citywide Summary

Various tables 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 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

This Adopted Budget provides basic services for our citizens, but it also invests in our promising future. It looks forward. It does not advocate retrenchment.

The City of Portland continues to face budgetary constraints due to a recessionary condition that is slowly improving. For the fifth year in a row, we have made cuts in services to balance the City budget. I identified an additional \$2.36 million in cuts in the current City budget. Fortunately, these cuts are modest in nature and will minimally impact City services. This is due to the continued hard work of our bureaus in seeking efficiencies to limit their impact

The \$2.8 million General Fund shortfall projected in December 2003 was partially bridged by a modest increase in revenue projections and lower than estimated cost of living adjustments for City employees. These two factors have led to a \$1.6 million reduction in the gap for ongoing revenue and a \$781,000 increase in one-time revenues compared to the December estimates.

All told, the City of Portland's budget for the 2004-05 fiscal year totals nearly \$1.7 billion. This includes all City expenditures, including those from dedicated sources such as water and sewer rates as well as transportation programs funded by the state gas tax. It also includes the City's capital program, which in large part is covered by long term debt that will be repaid from dedicated revenue sources.

Just prior to the budget adoption, the City received notice of an arbitration decision that increases compensation to most of the sworn staff within the Police Bureau. This has an unexpected impact of \$3.72 million to General Fund discretionary resources that is not reflected in this document. Subsequent Council action is planned to address this requirement.

Within this total budget, the City has a General Fund of approximately \$380 million. However, only about \$292 million of the General Fund represents discretionary funding. The rest involves revenues earmarked for specific programs. While this budget message will discuss non-General Fund items, such as water and sewer rates, its focus is on the portion of the General Fund where the City Council has discretion to allocate spending.

In allocating these funds, we have focused on four primary areas:

- Public safety;
- Affordable housing;
- Economic development; and

Infrastructure and capital needs.

Given this City's interest and investment in environmental protection, this message also reports on some of our City's major efforts in this area.

Despite five years of difficult budgets, the City cannot stop investing in its future. There are some critical needs, such as affordable housing and improving our business climate, where additional investment is necessary.

Our growing city has extraordinary infrastructure needs for its streets, water and sewer systems, and other facilities. These needs cannot be met without new revenues. It is presently estimated that the City would need an additional \$39 million annually just to keep its existing capital investments in good repair. Therefore the City Council has increased City water and sewer rates for needed infrastructure improvements.

These increases do not negate the need for the City to continue to find ways to spend taxpayers' dollars more wisely and effectively. All City bureaus have been asked to be particularly creative and open to innovation this year. This budget proposes several new ways for the City to do its business at a lower cost and also with a higher level of customer service. New thinking went into the several proposals included in this Adopted Budget that will be described in greater detail below.

Finally, this has been an exceptionally open budget process. The Portland Business Alliance has done an independent budget analysis with the full cooperation of the City. We look forward to seeing the results of their analysis in the near future. I also appointed a four-member panel of citizens to observe and participate in the budget process this year. One or more of the members of this panel attended virtually every budget meeting that I held. Their questions and observations were most helpful in developing this budget, and I thank them for their commitment to civic involvement.

PUBLIC SAFETY

It is a primary goal of this budget to improve public safety. Many are concerned that our Police Bureau is below the strength required for the bureau to meet its many current obligations. Fifty-four positions within the bureau have been frozen because of previous budget cuts. This is at a time when the bureau has been directed to emphasize a labor-intensive focus on community policing. Further, given the recent spike in gang-oriented violence, the bureau requires additional resources to re-implement the very successful "Portland Plan" that reduced gang violence during the 1990's. To fund up to 20 frozen positions within the Police Bureau, an additional expenditure of \$1 million is included.

\$676,000 already forecast and reserved within the Police Bureau's budget is earmarked, if fiscal conditions warrant later in the fiscal year, to fill additional frozen positions within the bureau.

Finally, \$500,000 is set aside for the Police Bureau to cover overtime costs due to visits by dignitaries that require additional police protection, or by unforeseen emergencies. The bureau has, through a combination of increased revenues and cuts in its materials and services budget, identified \$527,450 to absorb the cost of providing police officers in our public schools. This program had been funded by a federal grant, which will expire in the middle of the fiscal year.

Fire and Rescue has offered to reduce its premium pay allocation by \$607,127. The bureau is able to make this reduction without impact on services because it has successfully developed more efficient methods of allocating personnel, reducing its need to pay overtime costs. No fire stations were recommended for closure.

In developing the Adopted Budget, I asked City bureaus to prepare for cuts as deep as 2.5 percent. Fortunately, it was not necessary for many bureaus to sustain cuts that large. It was always my intent that public safety bureaus, Police and Fire, be spared from cuts that large, and I am pleased that this budget successfully achieves that goal.

AFFORDABLE HOUSING

All citizens of Portland have a right to decent, affordable housing. Despite the City's current fiscal situation, it is important that we make an investment in affordable housing this year. Working with Commissioner Erik Sten, we have developed a program that will allow up to \$11 million to be invested in affordable housing. This funding has several components. Of the \$1.8 million of General Fund money going to the Housing Investment Fund, \$800,000 of this amount will be matched with least \$1.2 million of federal funds received by the City targeted to housing for people who are homeless. An ongoing annual appropriation of \$750,000 is scheduled to support the issuance of debt for the balance of the investment, beginning in FY 2005-06.

Of the remaining HIF money, \$500,000 will go to the Transitions to Housing program for FY 2004-05, and the remaining balance of \$500,000 is reserved for Transitions to Housing program in the following 2005-06 fiscal year.

This represents a substantial new investment in affordable housing. This proposal, made at a time when City finances remain constrained by general economic conditions, underscores the City's commitment to provide quality housing for all its residents, regardless of income.

ECONOMIC DEVELOPMENT

The City of Portland does not have as many tools as it should to promote economic growth in our city. Therefore, Council has made a significant appropriation to enhance the City's economic development toolbox.

The Council has also planned that we increase the owner's compensation deduction from \$56,000 to \$75,000, beginning with the 2005 tax year. This will begin to reduce business license fees in the city and continue our efforts to be even more competitive with other jurisdictions in retaining and attracting businesses. When in place, this increase in the deduction business owners may apply to their business license fee is estimated to reduce City revenues by \$2.1 million on an ongoing basis. Since it is the City's fiscal policy to fund ongoing programs with ongoing funds, the owners' compensation reform is scheduled to start in the 2005 tax year. It is anticipated that revenues from our implementation of efficiencies and from more aggressive enforcement in tax collection will fully fund the reform at that time. \$975,000 of ongoing funds is reserved to be available for the program when we implement it.

A new tool is the creation of a "3R" economic development fund: Recruitment, Retention, and Reinvestment. This fund would be used strategically for investment in projects that will retain and/or attract jobs for our community. This fund is created with a one-time appropriation of \$2.35 million. It would be my hope that it will be replenished in future years with revenues realized from ongoing efficiencies.

INFRASTRUCTURE AND CAPITAL NEEDS

We are continuing to address the City's infrastructure needs for our streets, water and sewer systems, and other facilities. Just to maintain the City's current capital investments would require an annual appropriation of \$39 million.

The backlog of needed maintenance is long. The Portland Department of Transportation (PDOT) estimates that to simply maintain our current backlog of needed street maintenance will require \$78 million.

The current economic environment makes it difficult to make great headway on these needs, but we also cannot afford to allow our water system, sewers, and streets to fall into greater disrepair.

Infrastructure

Water fees will be increased 5% for the coming year to help fund needed infrastructure projects, while sewer rates will be increased by 5.9%. However, it is clear that resources are required to ensure our citizens have an adequate and safe water supply and that our wastes be disposed of appropriately. The Council received a report from an independent citizen panel charged with recommending an approach to addressing water safety needs. The panel recommended not covering the reservoir water supply as is anticipated in this budget and the corresponding water rates. Council will consider the rate impact of all alternative mitigation measures and determine if a rate reduction is in order.

Sewer revenues are primarily needed to continue to fund progress on the so-called "Big Pipe" project, but another significant project is \$7.1 million for the Airport Way sewer extension that will extend sewer services to commercial and industrial properties situated on land south of the airport.

Projects within the Water Capital Improvement Plan are addressing public health issues surrounding the City's open reservoirs, replacing the conduit crossings of the Sandy River and Willamette River, replacing large segments of the City's water main, adding new service, expanding our groundwater supply, upgrading our operations and maintenance facility, and planning and designing a treatment system to meet new regulations in the Bull Run watershed.

Additionally, PDOT will also receive a new state appropriation estimated at \$5.7 million in FY 2004-05. Of this new appropriation, \$3.8 million will go to offset existing deficits. PDOT will use \$1.2 million to partially restore the Street Preservation program, \$400,000 to partially restore traffic signal maintenance, and \$300,000 to partially restore street area landscaping services. Additional revenue to the City from increases in state traffic fines will be used to increase the number of residential speed bumps, install additional red light cameras, provide additional photo radar services, improve bike and pedestrian lanes, and implement "Safe Routes to School" projects.

Capital Projects

This budget includes \$1.8 million in General Fund projects from our Capital Review Committee (CRC). Appropriations from the CRC allocation include:

- \$400,000 for the City's street lighting program (This offsets the \$127,994 General Fund cut to this program).
- \$200,000 for a restoration and improvement plan at Westmoreland Park and Crystal Springs Rhododendron Garden. The majority of the project is focused on creek restoration.
- \$250,000 for Phase II of the development of University Park.
- \$350,000 to support the Public Safety Radio Enhancement Project (PREP). This system is 11 years into a projected 20-year lifespan and requires increased maintenance.
- \$125,000 for the Killingsworth land acquisition in northeast Portland. This is a combined project with Metro and the Oregon Department of Environmental Quality, and is currently a park-deficient area.
- \$125,000 for the Three Bridges grant match.
- \$228,004 towards replacement of the Parks Bureau's maintenance facility. This is an
 initial expenditure toward a \$15 million project to replace our current rundown
 maintenance facility.
- \$35,000 for the Linnton Training Site clean up.
- \$100,000 for apparatus replacement within Fire and Rescue.

This Adopted Budget includes \$600,000 to cover additional operational and maintenance costs as new park facilities are opened.

Finally, a \$1 million appropriation is included towards the purchase of Washington Monroe School in southeast Portland for the development of a new community center. The acquisition price could be as much as \$5.4 million, with \$1 million coming from Parks system development charges funds. The City will continue to work at identifying additional revenue sources needed to close the funding gap and execute this project.

The operation and maintenance of designated off-leash dog areas within several of our City parks will be funded with operation and maintenance set-aside funds until a permanent source of funds is identified.

ENVIRONMENTAL PROTECTION

The slogan for the Portland Oregon Visitors Association (POVA) is "It isn't easy being green." The slogan reflects the fact that Portland is well known for its beautiful natural setting and its progressive environmental policies. The slogan also reflects that these facts are key to marketing Portland both as a tourist destination and as an attractive place to live and work. The following is an update for the citizens of Portland on several major ongoing environmental projects that are priorities for our city.

Combined Sewer Overflow (CSO) Abatement Plan

Better known as the "Big Pipe" project, this 20-year effort began in 1991. To date, the projects within this plan have reduced annual combined sewer overflow (CSO) volume from 6 billion gallons to 2.7 billion gallons. The City has met every milestone established for the program by the Oregon Department of Environmental Quality, including completion of the Columbia Slough CSO project in 2000.

The Bureau of Environmental Services has spent about \$481million on projects to date, and will have spent more than \$1.2 billion by the time the CSO program is completed in 2011. Sewer rates pay for the program. No federal money is currently available to help fund CSO projects. Sewer rates are increasing gradually. The average residential monthly sewer bill in 2003 was more than \$42. The average monthly sewer bill is expected to be \$65 a month by 2011.

Watershed Management

This summer City Council will review and take action on a set of management plans for Portland's watersheds. The plans have common, measurable goals that focus on achieving the City's River Renaissance vision of a clean and healthy river. River Renaissance is a coordinated, intergovernmental approach for solving environmental problems, enhancing river-related recreational opportunities, improving riverfront communities, and strengthening the vitality of harbor-based businesses.

Each year, Environmental Services offers grants to help finance community projects that promote clean rivers and streams and improve watershed health in Portland. Groups and individuals can apply for grants of up to \$5,000. Now in its ninth year, the Community Watershed Stewardship program has provided more than \$340,000 in grants. The projects funded have received more than \$1 million in matching money. Volunteers have contributed more than 116,000 hours of time working on watershed restoration.

Through the Watershed Revegetation program, Environmental Services forms partnerships with public and private landowners to restore degraded stream bank and upland areas. This restoration work improves water quality, controls erosion, reduces storm water pollution, aids in long term salmon recovery, and enhances wildlife habitat.

Since 1996, the Revegetation program has planted more than 1.9 million native plants and trees on nearly 1,000 acres of stream bank. The program is allocating \$1.5 million in FY 2004-05 to plant more than 99,000 plants on 120 acres.

Among other planned major projects within the watershed management program are \$660,000 for Johnson Creek Revegetation, which will fund land acquisition for flood mitigation and for wetlands enhancements along Johnson Creek, and \$270,000 that will pay for wetlands enhancements and stream bank stabilization along the Columbia Slough.

Portland Harbor Superfund Program

The Environmental Protection Agency (EPA) designated Portland Harbor as a federal Superfund site in December 2000 because contaminated sediments had been found from the southern tip of Sauvie Island to Swan Island. The City Council designated the Bureau of Environmental Services as the City lead for the Superfund program.

Environmental Services is coordinating this work with many other City programs under the comprehensive framework of Portland's River Renaissance, an integrated approach that links all activities and issues related to the Willamette River. Environmental Services is also working with a coalition of Portland Harbor businesses and public agencies that voluntarily stepped forward as "potentially responsible parties" to take part in the initial phase of the Superfund work. The steps in the process include an assessment of the contamination, a feasibility study of cleanup methods, approval of a cleanup plan and the actual cleanup of Portland Harbor. Environmental Services should receive about \$3.7 million to support this program in FY 2004-05.

Endangered Species Act

Portland is the only non-federal entity in the nation with an agreement to streamline state and federal Endangered Species Act (ESA) permits for City and private projects. City projects have obtained permits in weeks instead of months due to the agreement, saving time and money for the City, the state, and the federal government. The agreement also provides a leg-up in recruiting businesses to Portland because the City can now offer assistance that reduces the time and money needed to develop or redevelop land along Portland's rivers and streams.

ESA completed precedent-setting research in partnership with the Oregon Department of Fish and Wildlife that documents that young salmon and steelhead are using the lower Willamette River and Portland's tributary streams year round. The study also documents that shallow beaches are important habitats for salmon and that docks and pilings tend to attract fish that can prey on salmon. This information will improve the effectiveness of the City's protection and restoration actions and inform other jurisdictions about how salmon use large and small rivers and streams.

With the \$1.7 million authorization included in this budget for FY 2004-05, the City and its partners will have invested \$10.5 million in the ESA project over the past eight years.

Green Building Program

An appropriation of \$454,172 from the City's Solid Waste Management Fund is included for the City's Green Building program for the next fiscal year. The Office of Sustainable Development does an exceptional job leveraging these funds and has raised an additional \$400,000 in grants, contracts, and sponsorships for the program over the past three years.

An adjunct to the Green Building program is the Green Investment Fund, which awards grants for residential and commercial green building projects. Starting with \$814,000 three years ago, the fund has awarded \$703,821 in grants. The budget for FY 2004-05 adds \$350,000 annually for the Green Investment Fund to continue to invest in "green building" throughout Portland.

EFFICIENCIES

At the beginning of this budget process, I asked all City bureaus to engage in some new thinking about how we do business and how we serve our "customers" - the citizens of Portland. This was not an entirely new endeavor. In every year that I have served as Mayor, the City has developed new ways to be more efficient, to save money, and to improve services. There is always more that can be done.

I am very proud of the way our City workers responded to the challenge to develop additional new ideas this year. With these efficiencies, we anticipate significant resources will be made available for priority City programs in the future.

Strategic Sourcing

The City of Portland is well beyond such basic efficiencies as bulk purchasing. Thanks to a recent change in state public procurement law, which will take effect next spring, the City of Portland intends to pursue what is known as "strategic sourcing." This will allow the City to engage in a variety of cost-saving measures previously unavailable to it. For example, the City would be able to engage in simultaneous negotiations with vendors involved in a competitive bidding process. Or the City could engage in continued negotiations with a chosen bidder to continue to seek a better price or additional services and concessions. Pursuing these options and other possible strategies will provide the City additional

leverage with its suppliers. There will be an initial investment cost to analyze our spending patterns, identify areas most likely to yield savings and develop staff training to take advantage of these opportunities. Our best projections, based on the experiences of other jurisdictions, are that strategic sourcing has the potential to realize annual savings to the City of \$5 million at maturity.

OMF Revenue Bureau

There are currently multiple billing entities within City government. All perform a similar function but for different City services. It is possible that substantial efficiencies can be realized by combining the revenue departments that currently exist within the Water Bureau, Licenses, Parks and other bureaus into a new Revenue Bureau. The authority for City billing and cash receipting would be assigned to this new bureau.

While savings would be expected from this consolidation, the greater benefit would likely be in improved customer service. A budget note has been included that directs Office of Management and Finance to proceed with a detailed analysis and implementation plan that could integrate most City billing and collection functions into one new bureau.

Sustainable City Initiative

While the City of Portland has been a leader in implementing environmentally efficient technologies, substantial savings can still be realized through increased energy and water efficiencies. As I write this message, the United States is facing record high gasoline prices, which will translate into increased energy costs across the board. The Office of Sustainable Development will provide funding for a 0.65 FTE, which will be matched by grant funds, to develop energy efficiency audits and technical studies to identify means of energy and other savings. Projects that would install solar energy panels on some City facilities to improve heating and cooling efficiency could lead to annual savings as great as \$500,000 per year, though those savings will not be realized until the projects are completed, likely after the coming fiscal year.

Uses of These Funds

The potential savings from these efficiencies could be quite large and this does not include the possibility of additional future new revenues. The Council has gone on record this year as having the following funding priorities in the out years as these savings and revenues materialize:

- 1. Public safety;
- 2. Addressing the rising cost of City employees' health insurance;
- 3. Affordable housing;
- 4. Economic development;
- 5. Infrastructure; and
- 6. Further increasing the owners' compensation deduction in our business license fee structure.

CONCLUSION

As I submit this, my final budget as the Mayor of Portland, I would offer a few final thoughts.

First, despite the enduringly popular pastime of criticizing government, the citizens of Portland should know that they are served by a wonderful group of dedicated City workers who strive each day to make this City a good place to live. I consider myself very fortunate to have been able to work for the past dozen years with such a committed group of public servants.

Second, I am pleased that this budget and the eleven that came before have been fiscally responsible, and they have been accountable to the needs of our citizens. Over the past dozen years, I have been privileged to serve as Mayor during one of our City's most prosperous periods, and I have been challenged the past five years by difficult fiscal challenges. In both circumstances, my proposed budgets have provided for the basic services expected by our citizens, but they have also sought to invest in our future. There is no better investment than that.

Finally, I confess to being justifiably proud that I am leaving City finances in excellent shape for my successor in office. Portland maintains a "Aaa" bond rating, a rarity among major U.S. cities. This has been possible because of Council's ongoing commitment to maintaining our overall financial health and our prudent fiscal management. This fact, often overlooked, saves taxpayers literally millions of dollars each year. It is an achievement of which few cities can boast. As I prepare for my final months in office, I leave with the knowledge that our fiscal house is in order, our budget balanced, and reserves in place to deal with any unforeseen emergencies.

Budgeting is not the "sexiest" of tasks for a Mayor or any chief executive. But it is among the most important duties of any elected official. For where we spend our money says a lot about who we are and what we value. It is a responsibility that I have taken very seriously because I care very deeply about who we are as a people and what we are as a city.

Vera Katz

Mayor of Portland



Overviews

City Overview

INTRODUCTION

This section of the FY 2004-05 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.

'Your City, Your Choice' provides a means for citizens to provide direct input in the budget process.

Citizen involvement in the budget process is extensive. At the onset of the budget process, the City Council reviews overall goals and sets priorities. This year, as it does every other year, the Council conducted 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 was used to finalize the Council's goals, priorities, and action plans for the annual budget cycle. 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 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 545,140, comprises an area of approximately 145 square miles in northwestern Oregon. Located astride the Willamette River at its confluence with the Columbia River, Portland is the center of commerce, industry, transportation, finance, and services for a metropolitan area of more than 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 windsurfing.

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

Visitor Opportunities

The City of Roses, Portland is the center of business and transportation routes in the state. Many tourist and business visitors are drawn to its attractions. The Oregon Symphony and Portland Opera, the annual 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 Test Garden, and the Oregon Zoo are some of Portland's cultural and recreational highlights.

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. The renovation of the city's Civic Stadium, now called PGE Park, brought the Triple A Beavers baseball and Timbers professional soccer to Portland.

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 16 regularly scheduled major steamship lines serving world trade routes.

Port of Portland manages shipping facilities and the Portland International Airport. 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. Besides being the second largest wheat export port in the country and the third largest grain-exporting center in the world, the Port manages Portland International Airport (PDX). The airport handles approximately 12 million passengers annually and is served by 17 passenger carriers providing more than 500 flights daily to over 100 cities in the U.S. and Canada, as well as daily flights to Germany and Japan.

Manufacturing

A diverse economy is key to Portland's success.

Portland's economy has slowly diversified over past decades. Steady growth in nontraditional 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; health systems Providence, Kaiser Permanente, and Legacy; and retailers Safeway, Albertsons, and Fred Meyer are some of the other major non-government employers in the Portland metropolitan area.

Downtown and Surrounding Redevelopment Projects

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

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

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.

The Pearl District is a highlight of Portland redevelopment.

New developments in the "Pearl" include continuing work on the five-block "Brewery Blocks" complex, the conversion of the Armory building into theater facilities for Portland Center Stage, construction of new apartments in the 10-story Burlington Tower and the 6-story Pearl Apartments, and the new REI store, opened in spring of 2004 in conjunction with 124 loft and condominium units in the same building.

The North Macadam district, composed of 409 acres along the Willamette River, was the last large piece of undeveloped land close to the downtown area in 1999 when it was designated an urban renewal district. The successful RiverPlace project includes 73 acres of mixed-use development: apartments, restaurants, shops, and office space.

Over \$1.9 billion in new development is planned for South Waterfront.

New development in the area now called South Waterfront is expected to include more than \$1.9 billion in new investment. Former industrial land on the waterfront will be converted into a new neighborhood with a mix of jobs, housing, retail, and recreational facilities.

Within a planned three-phase project, Phase I will include 1,000 units of student, affordable, and market rate condominiums and apartments, a 150-200 room hotel and conference facility, a large research/clinical building for OHSU (Oregon Health Sciences University), with structured parking and a new aerial tram connecting OHSU's Marquam Hill campus to South Waterfront. The area will also receive streetcar service as the Portland Streetcar is being extended into the area.

Mass Transit

TriMet: Tri-County Metropolitan Transportation District

TriMet provides transit services to about 574 square miles of the metropolitan area. TriMet operates 93 bus lines and provided 62.8 million bus trips in 2003. In that year, the total system provided more than 286,000 daily trips. System ridership continues to grow, as ridership has increased for 15 consecutive years.

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

The centerpiece of the system is the downtown Transit Mall. Forty-eight bus routes go through this 36-block area, providing easy connections between buses and light rail. The Transit Mall is at the center of Fareless Square, which includes the heart of downtown Portland and extends to the Lloyd Center on the east side of the Willamette River.

The Portland Mall Revitalization Project, expected to be completed in 2009, is intended to enliven SW 5th and 6th avenues, the center of the mall, and bring light rail to the heart of downtown Portland between Union Station and Portland State University.

Growth of Regional Light Rail System

TriMet continues to expand the light rail system.

TriMet's nationally recognized light rail system, known as MAX, 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, and the 5.8 mile Interstate line opened recently in May 2004, four months ahead of schedule.

A new I-205 MAX line, scheduled for completion in 2009, will run 6.5 miles from northeast Portland's Gateway Transit Center to Clackamas Town Center and then to the city of Milwaukie. The growth in MAX lines has added significant economic value to the region. To date, \$3 billion has been invested in new development within walking distance of the 64 MAX stations.

Portland Streetcar Expansion

The Portland Streetcar complements bus and light rail transit.

Working with TriMet, the City completed construction of 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. This successful system is now coupled with development of the South Waterfront area as the streetcar is being extended to the new development along the Willamette River and is expected to open in March 2005.

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, and 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.

Citizen concern for open space was demonstrated through passage of a \$135.6 million open space acquisition bond measure in 1995. Metro has used the bond funds to purchase more than 8,000 acres of natural areas, trail corridors, and greenways.

Post-Secondary Education

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

Many fine schools dot the Portland landscape.

Portland State University (PSU), one of the three large state universities in Oregon and the largest in the Portland area, is located on a campus encompassing more than 28 blocks adjacent to the downtown business and commercial district. As part of its nationally recognized University District Plan, PSU opened a new public administration building and urban plaza in 2001 and plans to build a new \$70 million Northwest Center for Engineering, Science, and Technology center nearby. The center is scheduled to open in 2005.

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 institutions 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

General Characteristics	1990	Percent of Total	2002	Percent of Total	Growth or Decline
City Population					
Total ^{1a}	437,319		538,180		23.1%
Female	225,405	51.5%	272,857	50.7%	21.1%
Male	211,914	48.5%	265,323	49.3%	25.2%
Age					
Below 5 years	30,314	6.9%	36,596	6.8%	20.7%
5 through 24 years	110,264	25.2%	128,087	23.8%	16.2%
25 through 44 years	159,815	36.5%	190,516	35.4%	19.2%
45 through 64 years	73,269	16.8%	125,934	23.4%	71.9%
65 years and older	63,657	14.6%	57,047	10.6%	-10.4%
Race/Ethnic Distribution ²					
African American			34,444	6.4%	
Asian			38,749	7.2%	
Hispanic			38,211	7.1%	
Native American, Pacific Islander, Other			25,833	4.8%	
White			400,944	74.5%	
Education (Age 25 or greater)					
High school or less	125,054	42.0%	120,052	33.4%	-4.0%
Some college through Associate degree	95,423	32.0%	108,236	30.1%	13.4%
Bachelor's degree	50,212	16.9%	84,291	23.4%	67.9%
Graduate degree	27,047	9.1%	46,938	13.1%	73.5%

Estimated 2003 city of Portland population is 545,140, from the Portland State University Population Research Center and US Census Bureau.
 Comparable gender, age, and race/ethnic data for 2003 are not available. Instead, 2002 data from the US Census Bureau, American Community Survey for 2002, was used for population, gender, race/ethnic, and education data.

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

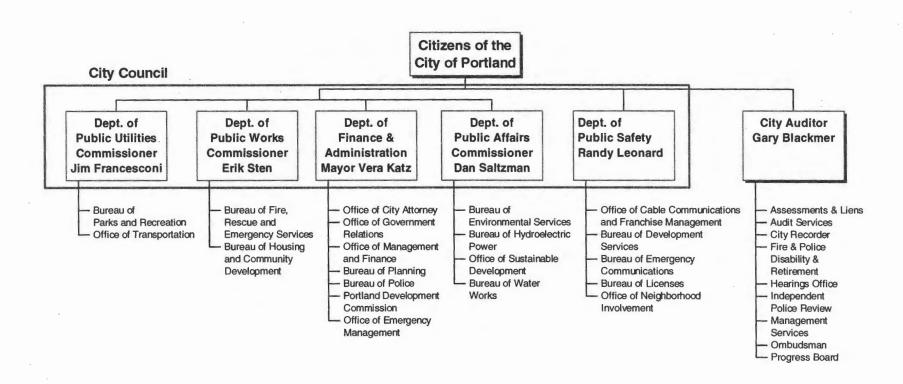
		Percent		Percent	Growth or
Portland At Work	2000	of Total	2002	of Total	Decline
Occupation *					
Management, professional, and related	102,760	37.2%	105,711	40.9%	2.9%
Service	41,441	15.0%	42,025	16.3%	1.4%
Sales and office	73,250	26.5%	68,257	26.4%	-6.8%
Farming, forestry, and fishing	679	0.2%	689	0.3%	1.5%
Construction, extraction, and maintenance Production, transportation, and material	19,405	7.0%	17,836	6.9%	-8.1%
moving Total employed - 16 years and over	38,546 276,081	14.0%	24,089 258,607	9.3%	-37.5% -6.3%
Per capita personal income (2002 dollars)⁴	\$33,778		\$33,840		0.2%

^{3.} Comparing 1990 to 2002 was not possible as the US Census Bureau changed methodologies in the 2000 census. Data for the comparisons here come from the American Community Survey.

^{4.} The figures are for Multnomah County.

		Percent		Percent	Growth or
Housing in Portland⁵	1990	of Total	2002	of Total	Decline
Housing Units					
Number of owned units	99,206	53.0%	124,376	55.8%	25.4%
Number of rented units	88,062	47.0%	98,510	44.2%	11.9%
Median home price (2002 dollars)	\$102,183		\$168,467		64.9%
Housing unit building permits issued	1,323		2,334		76.4%
5. Data come from the American Community Survey.					

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 to both enact and enforce City laws, and to administer bureaus under their supervision. Figure 1 on page 19 depicts the City's current organizational chart.

The Mayor is the formal representative of the City, responsible for assigning each of the commissioners responsibilities for one of five departments: Finance and Administration, Public Affairs, Public Safety, Public Utilities, and Public Works. The Mayor also decides which agencies the commissioners will manage. 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 19.

The City Auditor is an elected position.

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

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

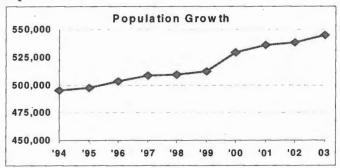
CITY TRENDS

In previous budget documents, the City Trends section has included selections from the City Auditor's publication "Financial Trends in the City of Portland." The Auditor's Office is currently updating that report, so new trend information is not available at this time.

Three demographic measures - Population Growth, Income per Capita, and Job Growth - have been updated and are included here. It is anticipated that additional trend information will be available for the FY 2005-06 budget document. Also, updates on the City's workforce, specifically workforce diversity data, are included.

DEMOGRAPHIC DATA

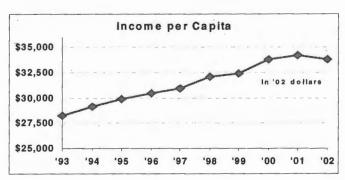
Rapid increases can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue requiring cuts in expenditures.



Total city population has increased about 10% over the past ten years - from 495,090 to 545,140; the compounded annual rate of growth was 1.47%.

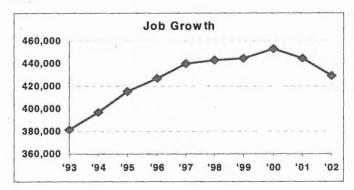
Declining income per capita is a warning trend indicating general economic problems and potential declining ability of citizens to provide tax resources for government services.

Income per capita had increased yearly until 2001 and the recession. Total increase is approximately 20% over the past ten years, to an estimated \$33,840 in 2002.



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

Over 47,000 jobs were added in Multnomah County from 1993 to 2002. However, the recession has clearly affected job growth, with 24,000 fewer jobs in 2002 compared to 2000.



Job growth has been most significant in services, construction, transportation, and local government, with retail jobs showing the greatest decline.

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 roughly stabilized at just over 30% in 2004. In the same year, the percentage of minority employees continues at just over 14%.

The second chart in Figure 2 on page 22, is current as of March, 2004. It shows that female employment (in the City) is concentrated in the paraprofessional and administrative support categories, although representation among professionals is relatively high. Minority employment is not concentrated in any particular categories.

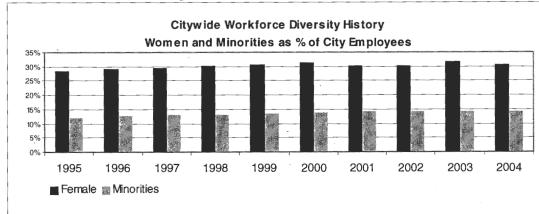
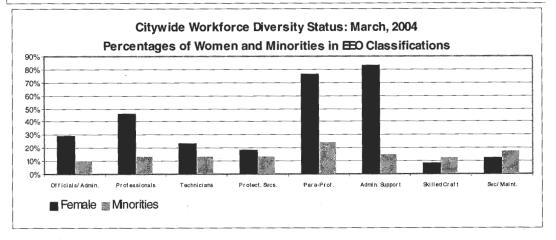


Figure 2: Workforce Diversity Data



Budget Overview

A GUIDE TO THE BUDGET OVERVIEW

The City of Portland budget document for FY 2004–05 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 2004–05. 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, 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 2003-04. In the following pages, you will find information on:

- Total City Budget
- Expenditures by Major Object Category
- General Fund Budget
- Summary of Decisions by City Goal
- 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

Developing a City budget is never easy, given the balancing of service demands and higher costs with limited resources. FY 2004-05 is the fifth consecutive year of General Fund shortfalls. A virtually flat growth rate in revenues due to continued recession and tax limitations have combined to make it very challenging 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 (PDOT), and particularly the General Fund bureaus of 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 City has established vision, mission, and values statements as a direction setting framework. The statements are as follows.

Council Vision, Mission, Values, and Goals

Vision

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

Mission

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

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

Values

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

Goals

The current goals of the Mayor and the City Council follow. These goals will be reviewed annually and changes may be recommended to reflect strategic priorities and ensure consistency with the goals of the City's Managing for Results initiative.

Ensure a safe and peaceful community:

- protect life
- preserve property
- promote community responsibility, commitment, and preparedness

Promote economic vitality and opportunity:

- support quality education
- provide high quality, reasonably priced public utility services
- create an attractive location for businesses and jobs

Improve the quality of life in neighborhoods:

- · ensure growth and development are well-managed
- provide access to transportation and recreation services
- provide affordable housing and reduce neighborhood nuisances

Protect and enhance the natural and built environment:

- protect the City's land, water, air, and open spaces
- provide safe drinking and waste water services
- protect endangered species

Operate and maintain an effective and safe transportation system:

- provide multi-modal transportation choices
- maintain and improve street conditions
- · support economic development and neighborhood livability

Deliver efficient, effective, and accountable municipal services:

- deliver responsive, competitive government services
- maintain healthy City financial condition
- manage government to achieve goals

In this Overview, the Summary of Decisions by Council Goal section describes some of the decisions as they are incorporated into the Adopted Budget.

Budget Preparation Process and Direction

Facing the fifth consecutive year of service reductions led the Council to call for a renewed and enhanced effort to find efficiencies in the way services are delivered, including how the functions are organized and managed. This efficiencies effort resulted in two significant changes to the budget preparation process compared to prior years. First, eight major Citywide efficiency opportunities were identified as well as many more minor and bureau specific efficiency ideas. Inter-bureau working groups were formed for the eight major opportunities to research and recommend how to implement them.

Because the efficiencies effort overlapped preparation of the bureaus' Requested Budgets, the preparation process was streamlined. Bureaus were directed to work at the direction of the Mayor in putting their bureau budgets together. This allowed more time for key bureau staff to work on efficiencies and simplified the many steps and iterations normally involved in moving from the Requested to Proposed Budget.

As a first step in the development of the City budget, bureaus that receive General Fund discretionary resources were allocated a decrease of \$775,000 (excluding the inclusion of an equipment allocation in the Fire Bureau's target). This established what it would cost to deliver the current level of services (CAL). A reduction was possible due to PERS savings. From this base budget, General Fund bureaus were directed to prepare programmatic reduction packages of 2.5%. Between the fall General Fund forecast and the winter forecast update, the financial outlook improved due to minor increases in the revenue side and reductions to forecasted expense due to lower compensation expenses. This reduced the funding gap to \$1.1 million.

The Mayor reallocated the savings from these reductions and added revenue enhancements to strategically structure the Proposed Budget. The Mayor and Commissioners made adjustments to the budget prior to adoption. Most changes were due to program updates and minor business matters. Most notable was the addition of a new fund to account for health plan costs for the Portland Police Association (PPA). This was required as a result of an interest arbitration decision regarding the PPA contract. The decision increased Police Bureau compensation by \$3.72 million annually over what is included in this budget. As of this writing the Council has embarked on a process to amend the budget to cover these costs.

BUDGET SUMMARY

Total City Budget

Total Legal Budget

The total City budget is down by \$85 million from the FY 2003-04 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 2004-05 is \$2.35 billion, which reflects an \$85 million decrease from the FY 2003-04 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 \$69 million less than the FY 2003-04 Revised Budget. Eliminating the double count for the internal transfers, the City's net budget for operating and capital requirements in FY 2004-05 is \$1.73 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures. A summary is shown below.

	Revised FY 2003-04	Adopted FY 2004-05	Dollar Change	Percent Change
Total City Gross Budget	\$ 2,433,097,208	\$ 2,347,652,591	\$ (85,444,617)	-3.5%
Less: Tax Anticipation Notes				
and Internal Transfers	\$ (636,938,228)	\$ (620,662,429)	\$ 16,275,799	-2.6%
Total City Net Budget	\$ 1,796,158,980	\$ 1,726,990,162	\$ (69,168,818)	-3.9%

Expenditures by Major Object Category

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

		Revised Proposed		Dollar	Percent	
Major Object Category	FY 2003-04		FY 2003-04 FY 2004-05		Change	Change
Personal Services	\$	419,731,549	\$	433,587,233	\$ 13,855,684	3.3%
External Materials & Services	\$	566,319,972	\$	480,272,134	\$ (86,047,838)	-15.2%
Internal Materials & Services	\$	158,534,962	\$	175,328,061	\$ 16,793,099	10.6%
Capital Outlay	\$	233,424,329	\$	202,768,645	\$ (30,655,684)	-13.1%
Equipment Cash Transfers	\$	3,053,611	\$	25,000	\$ (3,028,611)	-99.2%
Total City Bureau Expenses	\$	1,381,064,423	\$	1,291,981,073	\$ (89,083,350)	

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 Summaries section of this document.

Figure 1: City Net Budget - Resources by Major Category

Resource		Budget	Percent
Beginning Fund Balance	\$	422,644,855	24.5%
Taxes	\$	329,132,624	19.1%
Licenses and Permits	\$	122,496,175	7.1%
Service Charges and Fees	\$	367,193,502	21.3%
Federal Sources	\$	34,568,706	2.0%
State Sources	\$	50,654,927	2.9%
Local Sources	\$	65,841,813	3.8%
Misc. Sources	\$	334,457,560	19.4%
Total Net Budget:	\$1	,726,990,162	100.0%

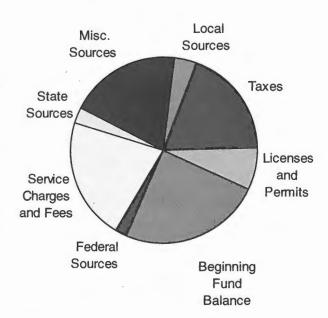
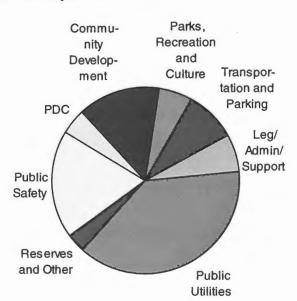


Figure 2: City Net Budget - Requirements by Service Area

Service Area		Budget	Percent
Leg/Admin/Support	\$	110,766,098	6.4%
Community Development	\$	248,397,136	14.4%
PDC	\$	75,009,020	4.3%
Parks, Recreation and Culture	\$	101,701,037	5.9%
Public Safety	\$	325,848,166	18.9%
Transportation and Parking	\$	154,204,506	8.9%
Public Utilities	\$	651,723,289	37.7%
Reserves and Other	\$	59,340,910	3.4%
Total Net Budget:	\$ 1	,726,990,162	100.0%



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 \$291.9 million, 75.3% 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 Summaries section.

Note: The City's net General Fund Budget is the same as its legal General Fund Budget, and totals \$387.4 million in FY 2004-05.

Figure 3: General Fund - Resources by Major Category

Resource	Budget	Percent
Beginning Fund Balance	\$ 19,465,294	5.0%
Property Taxes	\$ 153,173,082	39.5%
Lodging Taxes	\$ 10,811,022	2.8%
Business Licenses	\$ 39,274,397	10.1%
Utility License Fees	\$ 57,822,158	14.9%
Service Charges and Other	\$ 22,313,189	5.8%
Intergovernmental	\$ 33,847,081	8.7%
Transfers from Other Funds	\$ 50,650,125	13.1%
Total General Fund Budget:	\$ 387,356,348	100.0%

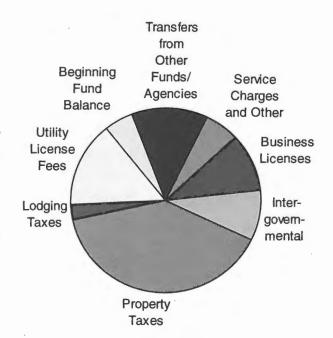
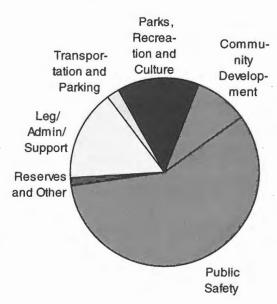


Figure 4: General Fund - Requirements by Service Area

Service Area	 Budget	Percent
Leg/Admin/Support	\$ 61,616,547	15.9%
Community Development	\$ 35,811,424	9.2%
Parks, Recreation and Culture	\$ 54,556,802	14.1%
Public Safety	\$ 221,630,517	57.2%
Transportation and Parking	\$ 8,310,411	2.1%
Reserves and Other	\$ 5,430,647	1.4%
Total General Fund Budget:	\$ 387,356,348	100.0%



Summary of Decisions by Council Goals

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

Ensure a safe and peaceful community

- An additional allocation of \$1 million is provided to fill up to 20 positions that exist in the Police Bureau budget but have been frozen due to funding constraints.
- \$676,000 is earmarked in the Police Bureau's budget to add up to 10 more positions (for a total of up to 30) if fiscal conditions warrant.
- Portland Fire and Rescue, the Bureau of Emergency Communications, and the Office of Emergency Management (POEM) have limited reductions.
- POEM will coordinate an aggressive Citywide program for emergency and disaster preparedness.
- The General Fund Capital Set-Aside includes \$350,000 in funding for major maintenance of the 800 MHz radio system, which includes the regional public safety communications system.
- \$1.1 million is allocated for Fire apparatus replacement, though this is less than replacement schedules recommend.

Promote economic vitality and opportunity

- Rate increases for environmental services and water will be held to 5.9% and 5% respectively. Increases are needed to fund major capital projects addressing aging infrastructure and environmental mandates.
- A special economic development fund is established with one-time funding for a total of \$2.35 million. This will be used for recruitment, retention, and reinvestment projects.
- A portion of the ongoing funding is reserved to reduce the owners' compensation deduction for the Business License Fee. This amount, combined with anticipated efficiency savings in future years, is intended to allow implementation of this change for the 2005 tax year.
- 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 three years raising \$6.0 million per year for Portland schools. FY 2004-05 will be the second year of this fee.

Improve the quality of life in neighborhoods

- Up to \$11 million will be made available for affordable housing through a combination of one-time and ongoing funds over the next three years.
- The City has committed \$20 million to support New Columbia, the approximately \$146 million HOPE VI redevelopment project in northeast Portland.
- The Office of Neighborhood Involvement (ONI) budget is spared cuts to encourage outreach to the City's growing diverse populations.
- Reliance of the Planning Bureau on one-time funds is reduced to establish a more consistent ongoing base for our planning programs.
- Funding for the ONI housing inspections program will include General Fund support to encourage a solutions-based approach to resolving nuisances.

Protect and enhance the natural and built environment

- The Adopted Budget allocates \$1.5 million for Endangered Species Act (ESA) listings and planning efforts along the Willamette River.
- The Green Investment Fund is replenished with an additional \$350,000 to continue grants for residential and commercial "green building" projects.
- Bureau of Environmental Services funds cleanup of Portland Harbor, the Combined Sewer Overflow (CSO) project, and other expenditures to address listings under the ESA.

Operate and maintain an effective and safe transportation system

- PDOT will receive a new state appropriation of about \$5.7 million in FY 2004-05. \$3.8 million will offset existing deficits. The balance will be used primarily to restore street preservation, traffic signal maintenance, and landscaping services.
- Increased revenues from state traffic fines will be used to implement a variety of traffic safety measures.

Deliver efficient, effective, and accountable municipal services

- Recent state law changes will allow the City to pursue more cost effective purchasing through "strategic sourcing." This could yield up to \$5 million in Citywide savings when fully implemented. A net General Fund savings of \$200,000 is budgeted for the first year of the program in FY 2004-05.
- A Sustainable City Initiative will gear up in FY 2004-05 to save money on energy and water use. Long term annual savings are estimated at \$500,000.

General Fund Revenues - Summary of Changes from the Previous Year In FY 2004-05, General Fund resources decrease by \$2.2 million from the Revised Budget for FY 2003-04. The following section summarizes key revenue sources of the City's General Fund and compares them with FY 2003-04 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 total beginning fund balance increases \$70,632 or 0.3% from the FY 2003-04 Revised Budget of \$389.6 million.

Property Taxes: Property taxes increase \$4.3 million, or 2.9%, to a total of \$153.2 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.

Lodging Taxes: Lodging taxes, charged to guests staying in city hotels and motels, were severely impacted by the events of 9/11 and the continuing recession. This resource decreases slightly, from \$11.0 million to \$10.8 million.

The recession and events of 9/11 have had a major impact on elastic resources such as Lodging Taxes and Business License Fees.

Business License: Business license revenues are fees paid by businesses operating in Portland. Now expressed on a net revenue basis, these fees increase \$5.5 million, about 16.5%, to \$39.3 million. This resource has dropped from its high of \$44.7 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.

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 2004-05 increase \$586,000, totaling \$57.8 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 increase \$2.0 million, up from \$48.6 million.

Service Charges and Fees: Projected revenues increase \$294,000 to \$22.3 million.

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 in Volume Two of this budget document.

Two new funds are listed immediately below.

Private for Hire-Transportation Safety

This new fund was created by Ordinance No. 117794 in the fall 2003 budget monitoring process. Funds will provide digital security cameras in taxicabs. Funds provided for this purpose by the City will be reimbursed from increased taxi license fees.

Portland Police Association Health Insurance Fund

This new fund was created in the budget adoption process by Ordinance No. 178534. The \$8.1 million fund is intended to pay medical claimsfor PPA employees, dependents, retirees, and other participants in the self-insured medical plan. \$6.5 million reductions in resources and requirements to the Health Insurance Fund were made to offset the creation of the new fund. The \$1.6 balance needed to fund the total fund requirements will be supported by bureau contributions.

Transportation Operating

The operating fund increases \$22.1 million. This reflects a \$5.7 million increase in new state revenue and a \$12.6 million increase in the capital improvement budget. The new state revenue will allow PDOT to partially restore essential services that were previously cut due to budget constraints. Those services include street preservation, traffic signal maintenance, and street area landscaping.

Development Services

The fund increases \$834,991, which represents a 2.9% change from the Revised Budget of FY 2003-04. The five-year financial forecast projects sufficient revenues and reserves in the Building/Mechanical and Site Development programs, but shortfalls in the remaining programs. Therefore, FY 2004-05 budgeted revenues include projected fee increases for those programs. These increases range from 1.5% for the Electrical and Plumbing programs to 105% for the Environmental Soils program. The increases do not represent across-the-board fee increases, but rather they are computed to generate an approximate total revenue increase for the applicable program.

Sewage System Operating

The operating budget increases by \$2.9 million over the current year's Revised Budget. Increases include general labor costs; the inclusion of the Endangered Species Act program, transferred from the Bureau of Planning; professional services for the Portland Harbor Superfund program; and internal costs to PDOT's Bureau of Maintenance for additional sewer inspection and repair crews. Capital costs remain flat, with most spending going toward construction of the Westside CSO Tunnel and Pump Station project and planning and design for the Eastside Tunnel project.

Water

This enterprise bureau's operating fund decreases expenditures by \$1.03 million. An increase of \$2.7 million in capital expenditures includes 17 new positions as well as major projects that include distribution, storage, transmission, facilities and equipment.

Parking Facilities Fund

Fund management has succeeded in reducing some major contracted operations costs and controlled the increase in building maintenance costs over the past year. However the relatively weak economy and the increased competition for customers, especially all-day parkers, continue to impact parking garage revenues. These revenues have decreased nearly \$1 million since FY 2001-02. Projected modest increases in revenues over the next few years, combined with the garage's ongoing maintenance needs, continue to put pressure on the fund's ending balance and its ability to maintain reserve requirements. Consequently it is expected that a rate increase for short term parking will be needed in the near future.

Housing Investment Fund (HIF)

The Adopted Budget allocates \$800,000 from unneeded reserves to support a planned three-year investment of \$11 million in affordable housing. An additional \$500,000 from reserves is proposed for the "Transitions to Housing" program in FY 2004-05. Another \$500,000 will be set aside for this program in FY 2005-06.

General Reserve

The General Reserve Fund is budgeted at \$41.0 million. This amount maintains the City commitment to set aside funds for fiscal emergencies. Half of the fund is targeted for emergencies such as natural disasters. The other half is for economic downturns 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 \$12.1 million (to \$11.5 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 \$1.0 million or 1.2% from the Revised Budget for FY 2003-04. As of June 30, 2003, there were 1,580 active, working sworn Fire and Police personnel participating in the Fire and Police Disability and Retirement Plan. There are 1,679 retirees, beneficiaries, and participants with long-term disabilities currently receiving benefits and 32 terminated employees vested but not yet receiving benefits under the plan.

Health Insurance Fund

A fund decrease from \$50.5 to \$40.07 million is primarily due to a reduction in requirements and resources as a result of the creation of the PPA Health Insurance Fund. Health benefit costs have exceeded City bureau contributions to the fund, and reserves have been utilized to mitigate substantial increases in employee premium contributions. The latest projections anticipate that balances available for this purpose will be depleted in FY 2005-06. The City is working with labor groups to control health care cost increases.

Facilities Services

This internal service fund is reduced from \$41.0 to \$35.5 million. The net reduction is due primarily to two factors. First, the Adopted Budget for FY 2004-05 does not include Capital Improvement Plan projects that have been carried over from the prior year. Second, the FY 2004-05 budget assumes fewer expenses for parking facilities projects and public safety projects than the prior fiscal year.

Vehicle Services

Vehicle Services is reduced \$7.0 million, down from \$38.9 million. The reductions reflect the timing of scheduled vehicle replacement.

Efficiencies Effort

In conjunction with the budget preparation process, Commissioners and Bureau Directors were solicited for ideas on how to make the City operate more efficiently. This was a Citywide evaluation of better ways to do business. Eight primary areas were identified for study. Working groups involving representatives from affected bureaus were formed to gather information and estimate possible cost savings. The areas studied were as follows:

Strategic Sourcing

Due to state legislation, the City will have more flexibility to negotiate and work with vendors to reduce costs even after a low bidder is determined. This initiative has successfully reduced costs for state government and could deliver savings in the range of \$3-5 million per year when fully implemented.

Revenue Bureau

A consultant assisted the working group to determine how the City's revenue collection and billing systems and processes might be better organized. The Office of Management and Finance is directed in this Adopted Budget develop an implementation plan for a new bureau that would integrate most City billing and collection functions.

Enterprise Resource Planning

The City will undertake a project to replace the current financial system with more current technology. This will be a multi-year effort beginning in FY 2004-05. Substantial efficiencies and productivity increases are anticipated from this new system.

Development Review

Work will continue to determine better ways to perform development review functions. Process improvements have been identified that will be implemented in FY 2004-05. No direct cost savings will be realized, but processes will be more efficient and better serve customers.

Sustainable Practices

The City is a leader in sustainable practices, yet more can be done to save money and demonstrate support for the stated City values. The working group determined that up to \$1,350,000 in annual savings could be had if certain planned capital projects utilized energy and water conservation measures.

Public Information and Outreach

Efficiencies will be implemented through increased coordination, better use of technology, and more meaningful performance measurement.

Maintenance Services

This group identified several opportunities for improved cooperation and service level streamlining. A few specific services now performed by more than one bureau will be consolidated. More detailed analysis will continue.

Though many of the efficiency opportunities require an initial investment, over \$10 million could be saved Citywide when these are fully implemented

CAPITAL IMPROVEMENT PLAN

Overview

The FY 2004-05 Adopted Citywide Capital Improvement Plan (CIP) budget totals \$277 million, not including the Portland Development Commission (PDC). This is \$19 million, or 6.4%, less than the FY 2003-04 Revised CIP budget of \$296 million.

The General Fund Capital Set-Aside was reduced from \$2.8 million to \$1.8 million, net of debt service. This is due to the transfer of \$998,000 of fire apparatus replacement to the Fire Bureau's operating budget.

Highlights

Public Safety	
 Fire Apparatus Replacement 	\$1,121,956
 Fire & Rescue Facilities GO Bond Program 	\$8,875,235
 Police Facilities 	\$2,924,600
Parks, Recreation, and Culture	
 University Park Phase II 	\$250,000
 Springwater Corridor - Three Bridges 	\$125,000
Public Utilities	
 Combined Sewer Overflow Program 	\$113,159,231
Open Reservoirs	\$5,590,000
 Water Distribution Mains 	\$4,900,000
Community Development	
• Union Station	\$171,400
Transportation	
 Centers and Main Streets 	\$5,934,426
 Local Streets and Neighborhoods 	\$6,844,212
Preservation and Rehabilitation	\$5,075,212
Legislative, Administrative, and Support Services	
Portland Building	\$1,197,000

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 (TSCC), 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.

Budget Officer and Budget Committee

To give the public ample opportunity to participate in the budgeting process, Local Budget Law requires that a budget officer be appointed and a budget committee be formed. The budget officer draws together necessary information and prepares the first draft of the budget. The budget committee then reviews and revises the Proposed Budget before it is formally adopted. For the City of Portland, the budget officer is the Mayor, and the budget committee consists of the members of the City Council.

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

Proposing a Budget

Acting as the Budget Officer, the Mayor is responsible for overseeing the preparation of the initial Proposed Budget for presentation to the City Council sitting as the Budget Committee. The Proposed Budget is the culmination of an extensive process of budget development, analysis, and revision. Bureaus prepare Requested Budgets and submit them to Financial Planning, which then analyzes the requests. With direction from the Mayor, Financial Planning coordinates a series of work sessions to discuss bureaus' Requested Budgets.

Once the Mayor's decisions for the Proposed Budget have been made, Financial Planning conveys the decisions to the bureaus, and bureaus prepare and submit their Proposed Budgets. The end product is a published budget document that reflects the Mayor's priorities for all City bureaus.

Citizen Involvement Process

Your City, Your Choice

The City of Portland engages in a proactive citizen outreach effort as part of the budget process. 'Your City, Your Choice' (YCYC) is an opportunity for public input regarding needs to be addressed within the budget. An extensive YCYC effort is undertaken every other year and is timed to ensure that citizen information is available to the Mayor and Council prior to making their decisions for the Approved Budget. The major elements of this effort can consist of any or all of the following:

- Scientific telephone survey
- Informal, mass mailing survey of citizens
- Several community forums
- 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. This survey was conducted in February 2004. Results are posted on the City's web site.

Telephone survey questions were posted this year on the City's web site. While not a scientific survey, this provided another avenue for citizen input. Interestingly, results were similar to the scientific phone survey and community forum input.

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 an exercise during these community forums to demonstrate the types of choices Council must make during budget deliberations. The priorities discussed are checked against the survey results for further validation of Council goals 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. Four community forums were held throughout the city in January 2004.

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. This survey was not conducted this year. Focus groups were also not used this year.

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.

The City maintains a community-oriented web site: www.portlandonline.com/ communitybudget. At the web site, the public can complete a version of the survey, submit questions about the budget, and offer budget suggestions. During the budget decision making process, electronic testimony is accepted from the web site. The web site also contains links to the budget documents and other financial reports.

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 the 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 two or three public hearings before the budget is approved. The public may testify on any topic during these hearings.
- Tax Supervising and Conservation Commission Hearing Public testimony is taken during the TSCC hearing on the City's Approved Budget.
- Adopted Budget Hearing Testimony is taken at the City Council session for the final adoption of the budget. 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 www.portlandonline.com/auditor), is a nationally-recognized public opinion survey for the City overall and for each of the covered service areas. This report represents another form of public input used by the Council during the budget process.

Approving the Budget

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

Public Process

The Budget Committee meets to accomplish four actions:

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

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

At the first Budget Committee meeting, the Mayor delivers the budget message. This message explains the Proposed Budget and significant changes in the City's financial position. At this first meeting, the Budget Committee may provide members of the public the opportunity to ask questions about or comment on the budget. If public comment is not scheduled at this meeting, the Budget Committee must provide the public with the opportunity at subsequent meetings.

After the initial meeting, the Budget Committee may meet as many times as needed to revise and complete the budget. If two or more meetings are held to take comment from the public, the first meeting to do so must meet Local Budget Law publication requirements. Notice of other meetings of the Budget Committee must be provided as required by Oregon public meeting law. All meetings are open to the public.

Output from the Approved Budget Process

Subsequent to approving the budget, Financial Planning produces a "change memo" that summarizes the changes in the budget from the Mayor's Proposed Budget version to the Approved Budget version. This change memo and copies of the Proposed Budget are sent to TSCC for review and analysis.

Tax Supervising & Conservation Commission Hearing

TSCC is responsible for reviewing, holding hearings, and producing a report on the budgets for every legal jurisdiction in Multnomah County. They hold a required public hearing, normally with Council in attendance, on the Approved Budget.

The outcome of this hearing is a letter certifying that the budget is in compliance with Local Budget Law. The letter may contain recommendations and/or objections. The City is responsible for addressing any objections or recommendations prior to final adoption of the budget by City Council.

Adopting the Budget

City Council votes to officially adopt the budget in late June. Changes that may be incorporated between the time the budget is approved and final adoption are defined by Local Budget Law and are very limited. Changes normally include technical adjustments and carryover amendments.

Amending the Budget

Changes after budget adoption are completed through the budget monitoring process (BuMP), which also includes a minor supplemental budget and a major supplemental budget. In a BuMP, bureaus can request to transfer appropriation. In a supplemental budget, bureaus can request to increase their appropriation; the magnitude of the increase determines whether a bureau is in the minor or major supplemental. The BuMP and minor supplemental budget process provide Council the opportunity to change the budget three times per year. The major supplemental budget process provides the opportunity for changes twice per year, timed to coincide with the fall and spring BuMPs, and includes a TSCC hearing.

Budget Calendar FY 2004-05

The following budget calendar was adopted by City Council.

Ootobor	15	City Council adonts Dudget Colondon
October November	15	
November	10	
	24	
Danasahan	1	bureaus
December	1	Bureaus' financial plans due to Financial Planning
		BES, Water, and PDOT capital improvement plans due to
	2	Financial Planning
	2	Preliminary General Fund financial forecast to Council
	9	Council work session on General Fund financial forecast
T	11	Budget Kick-off meeting with City financial staff
January	5	Bureaus' capital improvements plans due to Financial Planning
		Requests for General Fund Capital Set-Aside due to Capital
,		Review Committee
		Financial Planning's analyses of bureaus' financial plans due to
		Council Firemoial Planning's analyses of RES. Water, and RECT.
		Financial Planning's analyses of BES, Water, and PDOT
	12.22	financial and capital improvement plans due to Council
	13-22	Council work sessions on five-year financial and capital
To lama amu	2	improvement plans
February	2	Financial Planning's analyses of bureaus' capital improvement
	0	plans due to Council
	9	Bureaus' Requested Budgets due to Financial Planning
	16	Capital Review Committee recommendations to Financial
	22	Planning PES Water and PDOT Requested Pudests to Financial
	23	BES, Water, and PDOT Requested Budgets to Financial
March	0	Planning Financial Planning's issues manage to Council
March	15-19	Financial Planning's issues papers to Council Bureau budget work sessions with Council
April	9	Mayor's Proposed Budget decisions released
April	19	Proposed Budget document released
•	27-30	Budget hearings
May	4	Council work session on Proposed Budget (if needed)
May	5	Budget Committee vote on Approved Budget
	12	Utility Rate Review (first hearing)
	15	Legal deadline to submit Approved Budget to TSCC
	19	Utility Rate Review (second hearing)
June	4	Bureaus' technical adjustments due to Financial Planning
June	24	City Council vote on Adopted Budget
	24	City Council vote on Adopted Budget

After the calendar was adopted, the TSCC hearing was scheduled for June 9.

The Citywide efficiencies effort was added to the budget calendar in January. Dates for subsequent steps in the budget development process were revised accordingly.

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 here in 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 revenues, 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 2003, formally reviewed by Council, and adopted by resolution in January 2004. Both of these forecasts are typically updated prior to final budget decisions that are incorporated into Council's Adopted Budget.

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 www.portlandonline.com/omf/index.cfm?c=26784&.

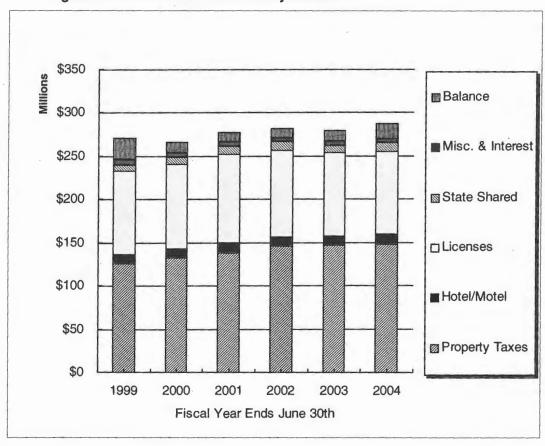
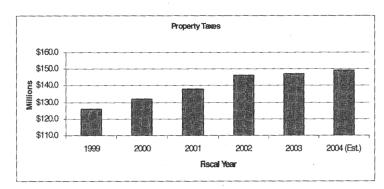


Figure 1: General Fund Discretionary Resources

The figure above summarizes recent General Fund revenue growth over the past six years. Revenue growth has averaged about 1.6% per year. The General Fund's beginning fund balance, with the exception of FY 2002-03, has stabilized over the past three years at between \$10 and \$11 million. Overall resource growth, revenues plus beginning fund balance, has averaged about 1.0% per year. A regional economy that has been hit hard by recession and passage of Measure 50 has produced slower resource growth, and this growth has fallen behind escalating current appropriation level (CAL) costs even during what has been a period of remarkably low inflation. This environment has made it difficult for the General Fund to maintain current service levels and programs.

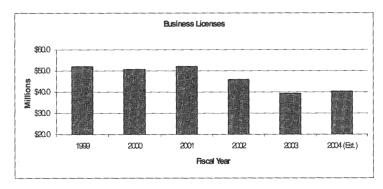
Historical Resources



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.

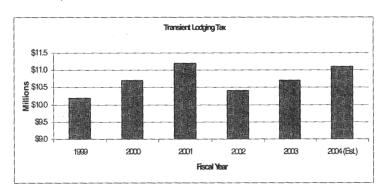
The General Fund's tax rate is permanently fixed at \$4.5770 per \$1,000 of Measure 50 assessed value. The onset of recession reduced FY 2002-03 assessed value growth to 2.4%. FY 2003-04 assessed value growth was only marginally better at 2.5%. This is down from 4.5% during FY 2001-02 and 5.6% during FY 2000-01.



Business license revenues, net of refunds, peaked at about \$44.7 million during FY 1997-98. By FY 2002-03 net revenues had declined to \$37.4 million. During this recession revenues have declined by just over 16.3%. Revenues of between \$37 and \$39 million are expected for FY

2003-04, but audited revenues will not be available until well into FY 2004-05.

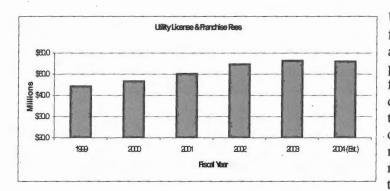
Business Licenses and Transient Lodging Taxes clearly exhibit the effects of the recession and September 11th.



Transient lodging tax revenues are cyclical, like business license revenues, and follow the business cycle. Transient lodging tax revenues peaked at \$11.15 million during FY 2000-01. In the aftermath of September 11th, revenues fell to \$10.4 million for FY 2001-02 with about \$10.7

million in revenues realized year-end FY 2002-03. Revenues of about \$11.1 million are expected at year-end FY 2003-04.

Utility and franchise fee revenues present a mixed picture over the past several years.



Utility license and franchise fee revenue growth presents a mixed picture over the past several years. Qwest franchise fee revenues have declined in each of the last three years after peaking during FY 2000-01 at \$6.1 million. FY2003-04 revenues are expected to total about \$5 million. This

is due in part to substitution of wireless telephony for older landline technology.

Electric energy related franchise fees continue to show good year-to-year growth through FY 2002-03. But, here too, the recession has taken a toll. PGE related franchise fees are expected to total about \$15.9 million for FY 2003-04 versus \$16.9 million last year. A good portion of the drop in revenues is probably due to the fact that large rate increases of previous years and the recession have combined to reduce electric energy usage. Natural gas related energy fees continue to grow, but more slowly in the recent past.

At the end of FY 2003-04, consistent with Council Policy and Council's previous five-year financial plans, the General Reserve Fund is expected to total about \$37 million and remains fully funded at the required 10% of revenues (net of borrowing proceeds). Thus, the General Fund goes into FY 2004-05 with the General Reserve Fund at or slightly above the required 10% level.

Forecast Assumptions

Economic Recovery

The onset of recession during the spring of 2001 followed by the shock 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 remained in recession well into the first quarter of FY 2003-04.

The regional economy is beginning to show signs of recovery from the recession.

Although monthly Bureau of Labor Statistics publications continue to spotlight the Portland-Vancouver metropolitan area as having one of the higher unemployment rates in the nation, more recent employment numbers are starting to show some year-over-year and month-over-month growth. The regional economy appears to be finally starting to recover from recession. In addition, the low interest rate environment created by the Federal Reserve has buttressed the real estate market and kept assessed values and property tax revenues growing, albeit more slowly. Both the fall and updated spring revenue forecasts assume that the regional and national economies grow modestly. Thus, cyclical revenues such as business license and transient lodging tax revenues are expected to grow modestly in the five-year revenue forecast that underpins Council's Adopted Budget.

Transient Lodging Taxes

The transient lodging revenue forecast calls for FY 2004-05 revenues of about \$10.8 million versus an expected FY 2003-04 year-end of about \$11.1 million. Revenues are forecast to grow about 3.2% per year, with most of this growth occurring in the out-years of the forecast.

A weak regional economy, the recent war, and an oversupply of hotel rooms depressed both occupancy and room rates during FY 2003-04. In addition, unlike previous years there have been no special events over the course of the year to help push up revenues. Thus, most of the revenue growth occurs in the out-years of the forecast as a result of higher business levels expected to eventually result from an expanded Convention Center and a strengthening regional economy.

Utility License and Franchise Fees

Utility license fees are forecast at \$58.2 million for FY 2004-05 versus an expected FY 2003-04 year-end of about \$56.2 million. This revenue category is composed of energy franchise and license fees, telecom and cable franchise and license fees, and license fees received from the City's water and sewer utilities. The specifics of these forecasts follow.

- NW Natural Gas franchise fees are forecast at \$7.4 million for FY 2003-04 versus a budget of \$7.5 million for FY 2003-04. Actual revenues for FY 2003-04 are close to budget due for the most part to a fairly cold winter. The Oregon Public Utility Commission (OPUC) scaled back NW Natural Gas requested rate increases, reducing revenues somewhat. Northwest Natural Gas is expected to marginally raise rates and revenues next fall so as to pass higher natural gas costs on to customers. Expected rate increases and normal winter heating conditions should combine to produce the FY 2004-05 budgeted revenue estimate of \$7.8 million.
- PGE franchise fees are currently forecast at \$15.9 million year-end for FY 2003-04 versus an FY 2003-04 budget of just over \$17 million. The FY 2004-05 forecast calls for revenues of about \$17 million and assumes an expected fall rate increase and normal winter weather conditions. At present this forecast looks too optimistic.
 - Franchise fees from PGE have faltered over the last 12 months due in part to responses by consumers to large rate increases that occurred three years ago. In addition, the recession has reduced industrial and commercial energy usage. The Office of Management and Finance will closely monitor PGE's first quarter franchise fee payment (due August 15th) for consistency with the current revenue forecast.
- Water and sewer franchise fees are forecast by Water and Bureau of Environmental Services (BES) staff. Revenues are forecast to continue recent rapid growth. These forecasts are incorporated into the Council's Adopted Budget and financial forecast as estimated by bureau staff. Estimated FY 2003-04 revenues are \$15.4 million. Budget to budget revenue growth is expected to be about 7% with the two bureaus forecasting revenue estimates totaling \$17.3 million for FY 2004-05.
- Telecom and cable franchise and license fees, including Qwest license fees, are
 expected to be flat to declining, reflecting the steep downturn in this sector from several
 high profile bankruptcies, as well as the continuing loss of Qwest landlines to wireless
 telephony.

Qwest franchise fees are currently forecast at \$4.8 million for FY 2004-05 with no out-year growth. Qwest withheld the first three FY 2001-02 franchise fee payments from Portland as well as all other Oregon cities, citing an obscure 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

(Oregon). Qwest has since paid back franchise fees with interest and resumed normal quarterly payments, but continues to pursue the case in the courts. Qwest franchise fee revenues continue to be at risk for this five-year forecast. A higher court decision is expected sometime in the coming six months.

Following court decisions, Qwest paid back franchise fees. 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 and utility license fee revenues are forecast to grow by about 3.5% annually over the life of the forecast.

Property Taxes

Property taxes are expected to grow by about 3.3% annually over the life of the forecast. This compares to an annual growth rate averaging between 3.5 and 4% in previous forecasts. Revenue growth is lower, in part, due to the expected effects of rising interest rates 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.

Shilo Inn decision continues to affect collection of property taxes.

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 Oregon Department of Revenue (DOR) undertook a rule making process that implemented a revised method for collecting urban renewal related property tax 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 2000-01, 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 4.1% compression loss during FY 2004-05. This 2.4 percentage point increase in compression reduced the property tax revenue forecast by \$3 to \$4 million per year and has helped to reduce annual revenue growth rate from about 4.7% to an expected 3.3%.

Financial Forecast Results

The regional economy has been slow to shake off the lingering effects of 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 1980's. This past February, the Portland area's unemployment rate of about 7.8% was one the highest in the nation. The national economy appears to be picking up steam and is starting to generate some job gains. More recent numbers for the local area showed some small employment gains, a decline in the number of people unemployed, and a declining unemployment rate.

December 2003 forecast of General Fund revenues down \$4.4 million since June 2003 forecast. This environment translated initially into December's FY 2004-05 resource forecast of about \$285.1 million versus the previous June's forecast for FY 2004-05 of \$289.4 million. In the December forecast, revenues were adjusted for business license refunds and were \$4.4 million lower than last June:

- Property taxes were \$3.4 million lower due to continued and weaker assessed value growth and the new Shilo Inn property tax collection method.
- Business license revenues were net about \$1 million higher, reflecting a change in revenue accounting that results in recognizing revenues on a net as opposed to gross basis.

- Utility franchise and license fee revenues were \$1 million lower in the December forecast compared to the previous June due in part to a lower Qwest forecast and a lowered PGE forecast.
- Interest income, transient lodging taxes, and miscellaneous revenues were all down marginally in the December forecast compared to the previous June forecast.

Current appropriation level costs were forecast slightly lower at \$287.4 million versus \$288.8 million last June.

Lower December forecast led to 1.1% cut in General Fund spending for FY 2004-05.

The December financial forecast showed that ongoing bureau program requirements needed to be scaled back by about \$2.3 million (about 1.1%) to balance the General Fund for FY 2004-05 as well as over the out-years of the forecast.

The December forecast was updated during March and April in advance of Council's budget deliberations. This forecast showed a small marginal increase in resources while estimated requirements were about \$2.1 million lower in the March forecast.

* The July 1 cost of living adjustment (COLA) came in at 2.0% as opposed to a fall forecast that used an estimate of 2.4%. In addition, medical care inflation in the local area came in at only 2.0%, well below a 5.7% forecast increase.

This updated financial forecast showed that the General Fund's financial condition had improved, due largely to a lower requirements estimate. This financial forecast showed that ongoing bureau and Council set-aside requirements needed to be scaled back by about \$1.2 million to balance the General Fund for FY 2004-05 and the four out-years of the forecast.

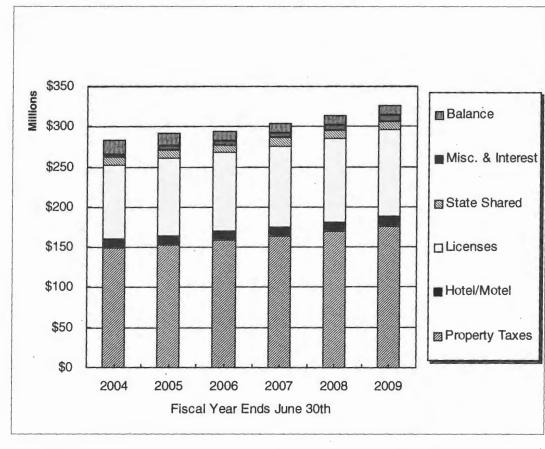


Figure 2: Forecast Discretionary Resources

The resource forecast that underpins Council's Adopted Budget is little changed compared to the Mayor's Proposed Budget and Council's Approved Budget. The forecast for Council's Adopted Budget increases resources to \$291.9 million. This represents an increase of just over \$4 million compared to the previous forecast.

Estimated FY 2004-05 beginning fund balance has been increased \$4.0 million. This represents a carryover of \$4.0 million required to pay out retroactive compensation increases to sworn police personnel. The pay increases are the result of resolution of the Portland Police Association's contract with the City through an interest arbitration. In addition to this increase, there are some small increases in transfers into the General Fund. Other than these two changes, the resource forecast is unchanged compared to last spring.

The figure above summarizes the current five-year revenue forecast. Average annual growth is projected at about 2.9%. Budget to budget revenue growth is about 3.0%. The crucial forecast assumption is a national economy that continues to recover from recession, with the reemergence of moderate local area economic growth during late FY 2003-04 or early FY 2004-05.

FIVE-YEAR GENERAL FUND FINANCIAL PLAN

The Council takes a five-year approach in developing its budgets so that the 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 creating the budget. General Fund financial forecast of December 2003 called for \$2.3 million in service level reductions. The December financial forecast indicated that Council was faced with a projected resource stream that could not fund General Fund current appropriation levels. The updated spring forecast confirmed this general finding but showed that the General Fund outlook had improved; the size of the gap between resources and requirements is smaller.

The December financial forecast showed that about \$2.3 million of ongoing current appropriation level reductions would be needed to balance the General Fund over the five-year forecast period. The revised forecast, done prior to Council budget deliberations, identified a smaller gap of about \$1.2 million. This smaller gap was due principally to lower estimated requirements and a marginally higher resources estimate.

Council's Adopted Budget and five-year financial plan set FY 2004-05 current service levels at an overall discretionary amount of \$291.9 million. This resource estimate results from a \$4.0 million increase in the beginning fund balance estimate and a \$50,000 increase in transfers into the General Fund. Between last December and Council's Adopted Budget, changes to both the resources and requirements sides occurred during the budget process.

On the resources side the following changes were made between last December's forecast and adoption of the FY 2004-05 budget:

- The business license revenue estimate was increased by over \$1.5 million. The Bureau of Licenses projects that about \$1.0 million of additional revenues can be collected during FY 2004-05 through accelerated collection of delinquent taxes. In addition, ongoing revenues are increased by about \$500,000. This additional revenue is expected to be the result of better enforcement aimed at finding businesses that operate in the city but do not have a license.
- Beginning fund balance is increased by \$756,101 to accommodate carryovers for planning (\$416,101) and economic development (\$340,000). These two items represent unspent FY 2003-04 budget and should be self-funding in the sense that the unspent funds will drop to balance and be available for reappropriation in FY 2004-05. In addition, beginning fund balance has been increased by \$4.0 million earmarked for funding retroactive Police compensation costs.
- Transfers into the General Fund increase by \$271,145 between forecasts.

On the requirements side the Council's Adopted Budget includes the following basic changes to current appropriation levels:

- Bureau ongoing current appropriation levels were reduced, net, by about \$1.4 million. The Police Bureau's CAL was increased net by about \$940,000. Fire and Parks CAL's were reduced by about \$1.3 million, the Office of Management and Finance's CAL was reduced by \$209,085, and the Office of Neighborhood Involvement's CAL was reduced by \$356,466.
- One-time budgets were increased to \$2.8 million, with \$1.0 million of this going to help Parks with acquisition of the Washington Monroe site.
- Council set-asides are up, net, by \$1.8 million, largely due to the creation of a \$2.4 million economic development fund.

Council's Adopted Budget also continues to retain an \$800,000 per year out-year commitment intended to help fund the expected revenue loss associated with an increase in the business license, owners' compensation deduction from a current level of \$55,000 to \$75,000. The full cost of the increase is currently estimated at about \$2.2 to \$2.3 million.

	General Fund Discretionary Resources and			ces and Require	ements
	Adopted	Oı	it-Years of Prop	osed Financial P	lan
ITEM	2005	2006	2007	2008	2009
Total Resources	\$291,874,703	\$294,414,800	\$303,400,422	\$313,358,019	\$323,446,070
Transfers from		5			·
General Reserve Fund	\$0	\$0	\$93,549	\$1,102,004	\$2,480,903
Requirements		n			
Bureaus & Programs	\$254,164,897	\$261,272,042	\$270,954,461	\$280,616,889	\$290,957,715
Capital Set-Aside	\$1,813,044	\$1,789,539	\$1,764,448	\$1,836,997	\$1,708,057
One-Time Projects	\$2,778,807	\$520,480	\$275,195	\$121,869	\$2
Pension Bonds	\$4,177,232	\$5,808,937	\$7,787,709	\$8,544,873	\$8,955,396
Council Set-Asides	\$28,940,723	\$25,023,802	\$22,712,159	\$23,339,395	\$24,305,804
Total Requirements	\$291,874,704	\$294,414,800	\$303,493,972	\$314,460,023	\$325,926,973
Difference	(\$0)	(\$0)	(\$0)	\$0	(\$0)
Reserve Fund as a					
Percent of Net Revenues	10.3%	11.6%	11.6%	11.2%	10.5%

In the Adopted Budget, Council made resource increases and current appropriation level reductions to balance the General Fund over the life of the five-year forecast. The financial plan calls for excess reserve draws totaling about \$3.7 million during the last three years of the forecast to backfill the Police schools grant (\$676,000 in FY 2004-05), staff a new fire station (FY 2006-07), and fund the continuing ramp-up of pension obligation bond debt service. The General Reserve Fund is forecast to remain at or slightly above the required 10% level during the five-year planning horizon.

Uncertainties

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

- The General Fund owes the Health Fund approximately \$3.0 million. In addition, an unfair labor practice against the City over a health benefits issue has the potential to cost the General Fund another \$2.0 million.
- The Shilo Inn effect on General Fund property tax revenues is still not precisely known. FY 2002-03 and FY 2003-04 represent only two years 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.
- * A national economic recovery from recession is well underway although job growth continues to be somewhat weak. Both the state and regional economies are only just now beginning to show some evidence of a nascent recovery. Unemployment rates have begun to decline, and some local area unemployment growth has occurred over the course of the last few months. This forecast is critically dependent on a local economy that continues to recover from recession.

Among financial uncertainties are new business license fee structure, Shilo Inn effect, regional and national economic recovery, and PERS legislation.

- Legislative changes to the Public Employees Retirement System (PERS) that were initiated by the last Oregon Legislature remain under legal challenge and this litigation is now at the Oregon Supreme Court. An adverse decision would substantially increase out-year General Fund employer pension costs and upset the five-year financial plan.
- Business license revenues are now being collected and "booked" net of refunds and after adjustment for the buildup of past credits. This revenue stream will tend to be more volatile. Forecasts will tend to be less accurate than in the recent past because there is little or no historical data available to generate forecasts on a net revenue concept.
- * A Texas investors group is proposing to buy PGE. The Oregon Public Utilities Commission (OPUC) must approve this sale. Approval may hinge on commitments to lower electric energy rates or not to raise rates from some prospective period of time going forward. The PGE energy related franchise fee revenue forecast could easily be materially impacted by OPUC rulings. For example, if OPUC were to require a 5% rate reduction, the General Fund ongoing revenues would be reduced by about \$800,000 annually.

Forecast Risk

The principal risk to Council's Adopted Budget and five-year financial plan is a slow regional economy and sub-par growth or outright continuance of recession-like conditions. Business license revenues have fallen approximately 16% from their peak so far in this recession. If recession conditions persist on into FY 2004-05, subsequent revenue forecasts will be lower, making it difficult for Council to fund even the reduced current service levels in the Adopted Budget.

In addition, the Oregon Legislature may have to grapple with another budget gap between statewide revenues and current service level costs during the upcoming biennium. The General Fund's state shared cigarette and liquor tax revenues, about \$9.8 million annually in this forecast, may be at risk. The Legislature already conditionally withheld year-end FY 2002-03 cigarette tax revenues from Oregon cities. Fortunately, in this case, a \$500,000 revenue loss to Portland's FY 2002-03 cigarette tax revenues did not occur.

Portland Police Association Contract Award

Settlement of contract arbitration with the Portland Police Association will require unforeseen adjustments to the budget. Just prior to Council's approval and adoption of the FY 2004-05 budget, an arbitrator awarded the Portland Police Association's "last best offer" for a new three-year contract for sworn police personnel for the period ending FY 2004-05. The contract as awarded includes three basic cost provisions not included in the City's last best offer and hence not included in the Adopted Budget and five-year financial plan.

The award includes a compensation increase of 1% in excess of consumer price index (CPI) growth in FY 2003-04 and FY 2004-05. Secondly, the award includes an on-call pay provision that awards an on-call pay premium to sworn personnel at one-sixth the hourly wage for each hour spent on-call. Third, the award creates a separate health benefits plan for sworn police personnel, which will be 95% City paid and 5% employee paid. Current best estimates of fiscal effects are:

- A one-time retroactive compensation payment of about \$621,500 for the 1% above CPI for FY 2003-04.
- Ongoing increased wage and salary costs, not in the present forecast and Adopted Budget, of about \$1.4 million starting with FY 2004-05.
- Additional health benefits costs estimated at \$1.2 million starting in FY 2004-05.
 Health benefits consultants put the escalation rate for this element of the award in excess of 10% annually.
- The annual cost of the on-call pay premium for 71 officers is estimated to cost \$482,500 in FY 2004-05.

The fiscal impact of the PPA award on the General Fund is estimated at \$3.72 million in FY 2004-05.

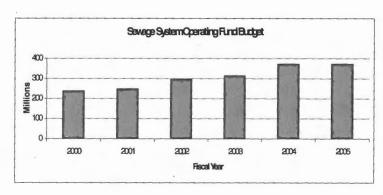
The additional ongoing and one-time costs that need to be incorporated into Council's Adopted Budget and the financial forecast are currently estimated at \$3.72 million (71 officers on-call). The arbitration award "unbalances" Council's Adopted Budget and five-year financial plan. Council will spend the first month of FY 2004-05 rebalancing the budget.

FINANCIAL OUTLOOK - OTHER FUNDS

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 2003. 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. Additional detail on these plans and those of other bureaus is in the Financial Plans section of Volume Two of this budget document. For each bureau or fund the chart shows total fund expenditures.

Bureau of Environmental Services



The BES five-year financial plan, submitted in December 2003, forecast an increase of 6.12% in the average single-family sewer-stormwater bill. Responding to direction from the Mayor, BES subsequently reduced operating costs and lowered the increase to 5.9%.

The FY 2004-05 budget results in an increase of 5.9% for the average single-family customer.

The BES budget contains operating program expenditures of approximately \$2.9 million, or 3.3%, higher than the FY 2003-04 Revised Budget. The increase is primarily because of an additional \$1.1 million for sanitary and stormwater services, an increase of \$290,000 to the Water Bureau to support work on the billing system, funding of \$225,000 to the Office of Sustainable Development for the Green Investment Fund, and \$950,000 to support the Portland Harbor Sediment program. These 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. The Endangered Species Act (ESA) program transferred to BES, adding \$700,000 of expenses funded by other City bureaus and the General Fund.

Personal Services expenditures in support of 487 FTE's increase about \$1.2 million, or 3.0%, due to cost of living adjustments and the addition of eight FTE's; these reflect the transfer of the ESA program. Without that transfer, BES has a net reduction of two FTE's, adding five technical positions, cutting five positions primarily in overhead and operating personnel, and transferring two positions to the Office of Management and Finance.

External Materials and Services declined by \$3.1 million, or 7.8%, reflecting a shift of expenditures from design of the West Side Combined Sewer Overflow (CSO)Tunnel and Pump Station to infrastructure construction activities. Operating External M&S remains relatively unchanged, decreasing less than 0.5%. Reductions within operating programs offset an increase of \$850,000 in materials and services for the Portland Harbor Sediment program.

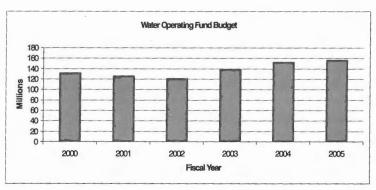
Internal Materials and Services increase by \$3.1 million, or 8.3%, over the revised budget. Over \$900,000 of the increase is due to the consolidation of the Utility Billing System Implementation project within the Office of Management and Finance. An additional increase of \$927,000 reflects fiber optic installation for capital improvement plan (CIP) projects and over \$1.1 million reflects increased services from the Office of Transportation's Bureau of Maintenance for maintenance of the drainage and sanitary systems.

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 7.2% in FY 2004-05. Modifications during the budget preparation process resulted in a budgeted average retail rate increase of 5.0%. Major reasons for the rate decrease include billing system position reductions, travel/training and professional services reductions, PERS savings, implementation of a labor turnover discount, inflation adjustments, and budget cuts recommended by the Mayor.

The average water bill for single family residential retail customers will increase 5.0%.

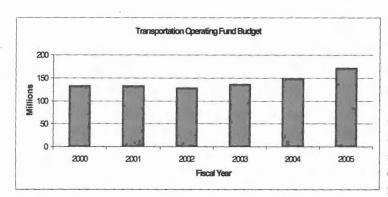


The operating budget of \$54.2 million is a decrease of \$1.1 million from the FY 2003-04 Revised Budget of \$55.3 million. Total positions have increased by 8 from 543 to 551.

The CIP budget of \$47.8 million reflects an increase of \$2.7 million from the FY 2003-04 Revised Budget.

The increase includes 12 new positions to support implementation of capital projects and five positions as part of the increased service level for the Apprentices Program. Major elements of the CIP include the Distribution System program (\$19.3 million), the Storage and Transmission program (\$11.3 million), and the Facilities and Equipment program (\$6.9 million).

Office of Transportation (PDOT)



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). In weathering significant financial challenges, the bureau responded with program

cuts and the search for additional revenues. PDOT was fortunate to have the Oregon Legislature enact the Oregon Transportation Investment Act III (OTIA III), which will provide for significant statewide investment as well as some funds for local governments.

New revenues aid Transportation as it continues to confront an increasing gap between revenues and costs to maintain service levels. These new revenues (about \$5 to \$6 million for Portland annually) primarily make up for deficits identified in the 2003-2008 Financial Plan and other lost revenues. Specifically, these are cuts in the General Fund transfer for street lighting and declining parking revenues (in both garage and on-street systems). The funds do allow for partial restoration of previous program cuts, but not for a full program restoration or new program creation or expansion. Without new revenues, the funding gap is projected to be \$1.2 million in FY 2005-06, growing to \$4.8 million in FY 2008-09.

The FY 2004-05 Adopted Budget for Transportation is \$154 million. This budget is 16.5% more than the FY 2003-04 Revised Budget, primarily from non-discretionary sources. The capital budget increased \$12.7 million, while the operating budget increased \$9.2 million. GTR increased \$7.2 million (12% in nominal dollars), while inflation drove up costs an average of 4.5%. The budget contains 765 FTE, 57 more than the current year's Revised Budget. The increase reflects the new policy of including limited term and permanent part-time positions in the FTE count.

Transportation continues to work to maintain the livability of our community, provide core maintenance requirements, and 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 Financial Policies section 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, 2004.

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. The City's outstanding GO debt includes:

- \$75.5 million in voter-approved general obligation bonds for park system improvements and for emergency facilities improvements.
- \$9.6 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:

- \$871.5 million in sewer system revenue bonds
- \$151.3 million in water revenue bonds
- \$5.8 million in golf revenue bonds
- \$11.6 million in arena gas tax revenue bonds
- \$7.6 million in gas tax revenue bonds
- \$25.9 million in hydropower revenue bonds
- \$7.0 million in parking revenue bonds
- \$273.9 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:

- \$96.2 million in limited tax revenue bonds for building improvements and equipment acquisition.
- \$16.4 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.
- \$23.7 million in limited tax improvement bonds.

- \$26.6 million in limited tax revenue bonds issued to fund the Portland Streetcar project. These bonds are expected to be repaid from parking revenues, but are additionally secured by the General Fund.
- \$131.2 million in limited tax revenue bonds for the Convention Center Expansion project (\$99.7 million), Civic Stadium (PGE Park) Improvement project (\$32.7 million), and Portland Center for Performing Arts improvements (\$1.9 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.
- \$20.9 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 (\$55.5 billion), or about \$1.7 billion. Certain self-supporting bonds are exempted from this limitation. Currently the City has \$75.5 million outstanding in general obligation debt that is subject to the debt limitation.

Figure 3: Debt Limitation Criteria

Criteria	Limit
2003-04 REAL MARKET VALUE	\$55,492,382,935
3% OF REAL MARKET VALUE	\$ 1,664,771,488
ITY OUTSTANDING DEBT SUBJECT TO LIMIT	\$ 75,460,000
PERCENT OF LIMITATION OUTSTANDING	4.53%
DEBT MARGIN	\$ 1,589,311,488

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

\$1,800 \$1,539 \$1,600 \$1363 \$1354 \$1,400 \$1,200 \$1,000 \$726 \$800 \$600 \$400 \$200 \$0 FY 1998 FY 1999 FY 2000 FY 2001 FY 2002 FY 2003 FY 2004

Figure 4: Gross Bonded Debt per Capita

In FY 1999-2000, the City issued Pension Obligation Bonds in excess of \$300 million to cover an unfunded liability. This was a less expensive alternative to paying into the PERS system at the rates calculated by PERS.

In FY 2003-04 the City issued a variety of refunding bonds to take advantage of the low interest rate environment and reduce the cost of the City's outstanding debt eligible to be refunded. The City issued general obligation refunding bonds to refund the outstanding balances of the General Obligation Parks Bonds, 1995 Series A & B, and General Obligation Water Refunding Bonds, Series 1993. The City also issued limited tax revenue refunding bonds to take out the Parks systemevelopment charge line of credit and to refund the outstanding bonds issued to fund City Hall and communications improvements. Finally, the City issued water revenue refunding bonds to refund the Water System Revenue Bonds, Series 1993 and 1995.

In addition to the refunding bonds, the City issued about \$14 million in general obligation bonds to fund the second phase of capital improvements associated with emergency facilities projects approved by voters in November of 1998. The City also issued \$61.9 million of water system revenue bonds to pay off the outstanding \$25 million line of credit and to finance capital needs of the Water Bureau.

In FY 2003-04 the City borrowed approximately \$8.5 million on various lines of credit to fund capital projects including the streetcar extension, technology improvements, and urban renewal.

Anticipated Debt Issuance in FY 2004-05

The City anticipates issuing the following debt obligations during FY 2004-05:

- \$175 million in sewer system revenue bonds to fund system improvements.
- \$38 million in Interstate Urban Renewal bonds to take out the interim financing of the Interstate MAX project.
- \$10 million in limited tax improvement bonds to finance assessments.

The City will likely incur additional indebtedness during FY 2004-05 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, and others.

Other Operating Funds: These funds support agencies such as Emergency Communications, Transportation, and the Bureau of Development Services (BDS). The Water and Sewage System (BES) 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 that can be used only for specific purposes. The money must be transferred to an operating fund 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 on 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 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 1948. Other City employees are covered by PERS.

Internal Service Funds: Internal service funds account for the sale of central services such as vehicle and printing services 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 2004-05 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 that 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 that 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. Formal comparisons between historical and actual expenditures and revenues 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 that are recorded when due
- Earned but unpaid vacations that are recorded as expenditures to the extent they are expected to be liquidated with expendable, available financial resources

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 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. These policies are included in the Financial Policies section of Volume Two of this document. 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 \$41 million for FY 2004-05, 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 an 18-month period in which to adjust to the fiscal effects of 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. Most 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 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 a mechanism for assessing owners of capital improvements. Property owners can request that the City finance these assessments and the City sells bonded debt to cover assessments costs. Property owners then make annual payments to the City to repay the bonds.

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 its first Comprehensive Plan for the City, including goals, policies, objectives, and a plan map, to guide future development and redevelopment of the city. The goals and policies of the Comprehensive Plan provide the context and guidance for future City programs, major capital projects, and other funding decisions. The Comprehensive Plan establishes policies for how and where development occurs in the city. It includes policies that address such issues as 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 Transportation

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 1998.

Light rail will be the focus of the region's future transportation system. In 2001, the Airport MAX rail service began running between downtown Portland and the Portland International Airport. Most recently, in May 2004, the north-south light rail line opened, extending from the Rose Quarter in inner Northeast Portland to the Expo Center, located in North Portland near the Columbia River. These and future projects show that light rail is 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.

Future light rail developments include the Portland Mall Revitalization project, intended to enliven SW 5th and 6th avenues and bring light rail to the heart of downtown Portland between Union Station and Portland State University. This new light rail extension will be tied into the larger I-205 light rail project, which will bring high-capacity transit service to Clackamas County, Milwaukie, and southeast Portland. Both projects are expected to be complete by 2009.

In July of 2001, the City began operation of a new streetcar system that runs north to south through the central city. The system's success is now coupled with development of the South Waterfront area as the streetcar is being extended to Gibbs Street within the new development. The extension is expected to open in March 2005.

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 Oregon part of the metropolitan region is made up of three 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 FY 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 that 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 intergovernmental agreement of regional water providers consortium that 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 2004-05 budget for the Bureau of Environmental Services reflects a number of policies, with many 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, NOAA-Fisheries (then called the National Marine Fisheries Service) issued final rules to list the Lower Columbia steelhead and chinook salmon as threatened species under the Endanger Species Act. To respond, the BES budget includes funding to develop and implement comprehensive watershed plans for the Willamette River watershed as well as the Fanno/Tryon Creek, Johnson Creek, and Columbia Slough sub-watersheds. The plans will provide background information and recommendations to improve watershed health that will support the City's fish recovery efforts.

Combined Sewer Overflow Program

CSO capital program continues with Westside Tunnel construction in FY 2004-05. 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 \$1.2 billion in current dollars.

Portland Harbor Sediments

The Environmental Protection Agency (EPA) 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 2004-05 budget supports the continuation of this franchise collection system as well as an extensive recycling and yard debris program.

Economic Development Strategy

In October of 2002, the Portland Development Commission 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.

Housing Policies

City Council's Adopted Comprehensive Plan includes a Housing Policy, known as Goal 4, which sets forth Portland's policies and objectives for housing supply, safety, and quality; housing opportunity; and housing affordability. The Council also adopted the Consolidated Plan 2000-05, as amended. The Consolidated Plan describes the city's housing needs, and contains certain principles and priorities to guide expenditure of federal housing and community development funds to address those needs.

City five-year goal to create 1,791 new affordable housing units

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

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

Budget Notes

PUBLIC SAFETY

Police

The Police Bureau will establish a labor-management committee, modeled on the labor-management committee in the Portland Fire Bureau.

Downtown Public Safety and Livability

The Police Bureau will work with the Homeless Services Agencies and Portland Business Alliance to recommend a pilot project that responds to recommendations of the City and County Plan to End Homelessness.

Portland Fire and Rescue

The Fire Bureau will develop costs for Station 6 lagoon alternatives and recommend a solution to Council including funding recommendations by August 2004.

Bureau of Emergency Communications (BOEC)

City Council is concerned about increases in call waiting time. BOEC will present its completed strategic plan to Council and other user jurisdictions by June 2004. Council will consider budget changes to reduce call waiting time. Changes could include adding nine trainee Emergency Communications Operators after the strategic plan is presented, if user jurisdictions are in agreement.

PUBLIC UTILITIES

Water

The effective average water rate increase adopted for FY 2004-05 of 5.0% will be reviewed by City Council pending further Council deliberation on the Open Reservoir capital project.

COMMUNITY DEVELOPMENT

Bureau of Development Services (BDS) BDS shall coordinate with OMF's Financial Planning Division to review the bureau's cost of service study, and its policy and practices on program reserves by September 2004, so that results can be used in the development of the FY 2005-06 budget.

Office of Neighborhood Involvement (ONI) ONI will develop a five-year financial plan and cost of service study for Neighborhood Inspections in FY 2004-05 and report the results to Council by September 2004. Additionally, ONI will provide quarterly reports to City Council on progress made against the financial plan, following its adoption by City Council.

Outreach to Diversify Neighborhood Involvement The Office of Neighborhood Involvement will develop and present a proposal for a pilot project to increase the involvement of under-represented community members in neighborhood associations. The ONI proposal will include a work scope with measurable deliverables, a budget that identifies matching resources including grants, and an evaluation plan.

Office of Sustainable Development (OSD)

OSD and Transportation are to work with the business districts that receive Public Trashcan Program services to find a more equitable method of funding the program than that currently used. Following those meetings, a report and proposal for a more equitable method of funding is to be brought to Council by December 1, 2004 for approval.

LEGISLATIVE, ADMINISTRATIVE, AND SUPPORT SERVICES

Bureau of Licenses

New license revenues collected through enhanced efforts by the bureau and the City Attorney's Office need to be programmed and tracked separately in the BLIS system. The bureau will submit a report on results of the enhanced collection efforts during the Winter 2005 budget monitoring process.

Office of the City Attorney

The City Attorney and OMF will evaluate the cost effectiveness of establishing a Special Litigation Unit as submitted by the City Attorney in the Requested Budget. The two offices will work together to determine an equitable funding methodology. A joint report will be presented to Council by August 2004.

Office of Management and Finance

Budget Amendment

The Council recognizes the financial impact of the recent decision of the arbiter in the Interest Arbitration between the City of Portland and the Portland Police Association. That decision will cost the City General Fund an additional \$6,970,000 over the current budgeted amount. Because of the timing of the award in relation to the City budget adoption process, the City Council will pursue the necessary budget adjustments to the FY 2004-05 Adopted Budget as soon as practical after the adoption of the FY 2004-05 Budget. The Financial Planning Division is instructed to immediately commence the preparation of the necessary information and schedule for the Council to amend the FY 2004-05 Budget.

Revenue Bureau

The Office of Management and Finance is directed to perform a detailed analysis and develop an implementation plan for the possible creation of a new Bureau of Revenue that would integrate most City billing and collection functions into one new bureau.

Enterprise Resource Planning System

The Office of Management and Finance is directed to begin the process of implementing a new Enterprise Resource Planning System. OMF is directed to develop a detailed implementation plan as well as a funding plan for purchase and implementation of the system to be submitted to City Council. All City bureaus are directed to cooperate with this effort.

Public Information and Outreach

The Office of Management and Finance will implement a pilot project with the Planning Bureau to develop and implement an annual work plan that coordinates priority public outreach and involvement projects for FY 2004-05. City bureaus are directed to participate in this project, establishing a list of priority projects and sharing resources to increase efficiency and effectiveness of major outreach efforts. Further, this pilot project will be integrated with citywide Managing for Results efforts and the Office of Management & Finance will report on cost savings, efficiencies, and methodologies implemented by December 1, 2004.

The Office of Neighborhood Involvement will migrate the City/County Information and Referral Database from FileMaker to Access to ensure compatibility with PortlandOnline. The Office of Neighborhood Involvement will make the database accessible for online use by City employees and ensure continuous information sharing with Multnomah County.

The Bureau of Technology Services, the Office of Neighborhood Involvement, and the Office of Management and Finance will work toward online integration of outreach contact lists. Scoping will include a determination of costs and savings, development of a system for tracking cost savings, and exploration of partnering with Metro through possible use of its established online database system.

Focused Review of the City's General Fund Overhead Model

The Office of Management and Finance is directed to perform a comprehensive review and assessment of the City's current General Fund overhead model. This review should include a review of best practices. The objectives of this effort are to achieve clarity, equity, and year to year stability in how the model works.

Complete Information Technology Staffing Consolidation

The Bureau of Technology Services, the Bureau of Environmental Services, and the Water Bureau are directed to develop a management agreement for the transfer of information technology staff to the Bureau of Technology Services in FY 2006. The TRACS support staff in the Bureau of Development Services will transfer to the Bureau of Technology Services effective July 1, 2005.

Billing System Staff Transfer

Effective July 1, 2004, the Customer Information System implementation staff will now report to the Chief Administrative Officer (who is the project manager for the system implementation) based on the recommendation of the Quality Assurance contractor, the management team and with the concurrence of the Environmental Services and Water Bureau directors.

Strategic Sourcing

The Office of Management and Finance is directed to bring to Council the results of Phase I of the strategic sourcing initiative, which is intended to identify ways that the City can more effectively procure goods and services and leverage the City's buying power.

FUNDING PRIORITIES

The potential savings from these efficiencies could be quite large and this does not include the possibility of additional future new revenues. It is my proposal that the Council go on record this year as having the following funding priorities in the out years as these savings and revenues materialize:

- · Public safety;
- Addressing the rising cost of City employees health insurance;
- Affordable housing;
- Economic development;
- Infrastructure; and
- Further increasing the owners' compensation deduction in our business license fee structure.



Financial Summaries

Guide to the Financial Summaries

Introduction

The Financial Summaries section of Volume One contains a variety of tables intended to help the reader view the FY 2004–05 Adopted Budget as a whole, consolidating the budget figures across all the City's funds and bureaus.

The Financial Summaries section of Volume Two 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 One 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 2003–04 with FY 2004–05. 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 expense classes: bureau expenses and fund expenses. 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 personal services, internal materials and services, external materials and services, capital outlay, and a less-often used category, equipment cash transfers. Fund expenses (fund requirements) 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 term "bureau requirements", the service part of the budget, is used in some of the financial summaries rather than total fund requirements.

Financial Summaries

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 2003–04 Revised Budget to the FY 2004–05 Adopted Budget.

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 2004–05 Adopted Budget is \$387.4 million. After subtracting the cost of those activities tied to non-discretionary funding sources, the flexible part of the General Fund is actually \$291.9 million. City Council can choose to dedicate discretionary resources to any service area, bureau, or program.

SUMMARY OF AUTHORIZED POSITIONS

Table 4 summarizes positions authorized by City Council.

Table 4 is summary of the positions authorized by Council through the budget process. For the first time, the figures for the new fiscal year (2004-05) include permanent part-time positions and limited-term positions, along with permanent full-time positions. Prior year figures for some bureaus include all three categories of positions, while others do not. While this change in methodology makes year-to-year comparisions somewhat difficult, the decision was made to include permanent full-time and part-time positions and limited-term positions to better reflect the true size and nature of the City's workforce.

CAPITAL BUDGET INFORMATION

Tables 5, 6, 7, and 8 provide summary information about the City's capital improvement plan (CIP) budgets. The tables present the CIP information by service area, by funding source, by geographic areas served, and by operating and maintenance costs supporting the capital improvements.

Volume Three of the City's Adopted Budget FY 2004-05 provides much greater detail about the City's capital budget.

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 2003–04	Adopted FY 2004–05
RESOURCES		
External Revenues		
Property Taxes	313,365,544	316,067,996
Other Taxes	13,119,604	13,064,628
Licenses and Permits	126,376,118	122,496,175
Service Charges	351,812,118	367,193,502
Intergovernmental	184,347,149	151,065,446
Miscellaneous	56,731,152	54,002,304
Debt Proceeds	283,418,245	300,455,256
Total External Revenues	1,329,169,930	1,324,345,307
Transfer from Other Funds		
Service Reimbursements	160,843,449	175,353,061
Cash Transfers	452,585,336	425,309,368
Total Transfers from Other Funds	613,428,785	600,662,429
Beginning Fund Balances	490,498,493	422,644,855
Total Budget	2,433,097,208	2,347,652,591
Less Interfund Transfers and Tax Anticipation Notes	(636,938,228)	(620,662,429)
OTAL NET BUDGET	\$ 1,796,158,980	\$ 1,726,990,162
REQUIREMENTS		
Bureau Expenses		
Personal Services	419,731,549	433,587,233
External Materials & Services	566,319,972	480,272,134
Internal Materials & Services	158,534,962	175,328,061
Capital Outlay	233,424,329	202,768,645
Equipment Cash Transfers	3,053,611	25,000
Total Bureau Expenses	1,381,064,423	1,291,981,073
Fund Level Expenses		
Debt Service	255,507,752	241,001,577
Fund Level Cash Transfers	450,349,655	425,309,368
Inventory Increases	140,000	140,000
Contingency	252,451,894	325,517,193
Total Fund Level Expenses	958,449,301	991,968,138
Total Appropriated Budget	2,339,513,724	2,283,949,211
Unappropriated Ending Balance	93,583,484	63,703,380
Total Budget	2,433,097,208	2,347,652,591
Less Interfund Transfers and Tax Anticipation Notes	(636,938,228)	(620,662,429)
TOTAL NET BUDGET	\$ 1,796,158,980	\$ 1,726,990,162

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 2003-04			Adopted FY 2004-05	
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Public Safety						
Police	129,451,859	0	129,451,859	131,666,966	0	131,666,966
Emergency Management	1,084,311	0	1,084,311	988,924	0	988,924
Fire	67,051,818	2,011,807	69,063,625	68,394,651	1,121,956	69,516,60
BFRES Facilities GO Bond Construction	0	14,520,168	14,520,168	0	8,875,235	8,875,23
Fire & Police Disability & Retirement	83,510,824	0	83,510,824	84,553,697	0	84,553,69
Emergency Communications	12,663,958	0	12,663,958	12,709,452	0	12,709,45
Public Safety Fund	890,407	0	890,407	728,528	0	728,52
Other Public Safety	13,602,455	0	13,602,455	8,420,887	3,928,222	12,349,10
Total Public Safety	308,255,632	16,531,975	324,787,607	307,463,105	13,925,413	321,388,51
Parks, Recreation and Culture				007,100,700		
Parks and Recreation	46,559,989	0	46,559,989	46,575,860	0	46,575,86
Parks Construction	Ö	19,999,237	19,999,237	0	9,183,745	9,183,74
Parks Local Option Levy	5,021,081	0	5,021,081	7,802,465	0	7,802,46
Golf	4,920,046	1,625,000	6,545,046	4,815,906	200,000	5,015,90
Portland International Raceway	1,119,499	0	1,119,499	1,227,667	0	1,227,66
Spectator Facilities	2,669,697	850,000	3,519,697	1,302,616	500,000	1,802,61
Other Parks, Recreation and Culture	8,960,865	0	8,960,865	8,163,179	0	8,163,17
Total Parks, Recreation and Culture	69,251,177	22,474,237	91,725,414	69,887,693	9,883,745	79,771,43
Public Utilities	00,201,177	22,474,207	01,720,414	03,067,000	0,000,10	
Environmental Services	86,742,714	145,378,011	232,120,725	94,456,356	140,372,937	234,829,29
Hydroelectric Power	769,267	0	769,267	544,822	0	544,82
Water	55,275,934	45,045,400	100,321,334	54,242,457	47,763,000	102,005,45
Sustainable Dev - Solid Waste Mgmt	3,006,157	0	3,006,157	2,703,810	0	2,703,81
Other Public Utilities	8,013,041	0	8,013,041	6,700,217	0	6,700,21
Total Public Utilities	153,807,1 3	190,423,411	344,230,524	158,647,662	188,135,937	346,783,59
Community Development	100,007,1	100,120,411	044,200,024	100,547,002	100,100,00	0.01.0010
Cable and Franchise Management	1,808,513	0	1,808,513	1,736,2276	0	1,736,27
Cable Fund	2,760,596	0	2,760,596	3,202,8321	0	3,202,82
Housing & Community Development	14,963,715	0	14,963,715	8,243,547	0	8,243,54
Children's Investment Fund	8,450,000	0	8,450,000	8,394,996	0	8,394,99
Housing & Community Dev Fund	25,802,500	0	25,802,500	16,159,971	0	16,159,97
LID Construction	5,444,390	3,793,443	9,238,333	17,166,:291	0	17,166,29
Neighborhood Involvement	7,416,930	0	7,416,930	7,051,356	0	7,051,35
Development Services	28,374,475	0	28,374,475	29,066,018	0	29,066,01
Planning	8,547,238	0	8,547,238	6,015,992	0	6,015,99
Sustainable Development	3,363,051	0	3,363,051	3,202,251	0	3,202,25
Special Finance & Resource	95,794,665	0	95,794,665	3,859,614	0	3,859,61
Other Community Development	50,976,047	0	50,976,047	38,518,364	171,400	38,689,76
Total Community Development	253,702,620	3,793,443	257,496,063	142,617,497	171,400	142,788,89
Transportation and Parking	200,702,020	0,700,140	207,400,000	142,0 17,407	17.1,100	,,,
Parking Facilities	4,025,547	2,150,721	6,176,268	4,08(),859	783,000	4,863,85
Private for Hire Transportation Safety	45,000	0	45,000	1 55,000	0	155,00
Transportation and Street Lighting	85,585,876	46,097,371	131,687,247	94,9 115,645	59,885,441	153,801,08
Other Transportation and Parking	5,318,434	0	5,318,434	4,52:2,685	0	4,522,68
		48,248,092	5,5.0,101	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	റെ ഒങ്ങ,441	163,342,63

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 2003-04			Adopted FY 2004-05	
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Legislative, Administrative & Support Services						
City Attorney	5,124,011	0	5,124,011	5,469,349	0	5,469,349
City Auditor	6,851,094	0	6,851,094	7,119,779	0	7,119,779
Business License Surcharge	304,594	0	304,594	8,703,070	0	8,703,070
OMF - Communications	11,795,077	3,045,779	14,840,856	11,646,065	20,585	11,666,650
OMF - Facilities Services	12,293,380	11,556,994	23,850,374	12,510,833	3,658,783	16,169,616
OMF - CityFleet	22,918,641	0	22,918,641	19,369,467	196,000	19,565,467
OMF - Printing and Dist.	6,326,295	0	6,326,295	6,049,730	0	6,049,730
Government Relations	725,568	- 0	725,568	765,078	0	765,078
Information Technology	20,674,618	0	20,674,618	17,883,259	0	17,883,259
Insurance and Claims	7,033,404	0	7,033,404	6,691,251	0	6,691,251
Licenses	8,668,627	0	8,668,627	7,801,875	0	7,801,875
Management and Finance	25,810,415	0	25,810,415	23,487,819	500,000	23,987,819
Mayor and Commissioners' Offices	3,998,253	0	3,998,253	4,355,198	0	4,355,198
PPA Health Insurance	0	0	0	6,999,243	. 0	6,999,243
Utility Billing System Implementation	0	0	0	4,653,415	0	4,653,415
Worker's Compensation	5,375,314	0	5,375,314	5,324,746	0	5,324,746
Other Leg, Admin & Support Services	8,216,440	. 0	8,216,440	15,383,232	0	15,383,232
Total Legislative, Administrative & Sup-	146,115,731	14,602,773	160,718,504	164,213,409	4,375,368	168,588,777
port Services	140,770,707	14,002,770	100,710,004	104,210,400	1,070,000	100,000,777
PDC Urban Renewal Debt						
Airport Way Debt Service	8,480,168	0	8,480,168	7,597,332	0	7,597,332
Central Eastside Industrial Dist Debt	4,310,182	0	4,310,182	4,172,791	0	4,172,791
Convention Center Area Debt Svc	6,481,814	0	6,481,814	6,592,920	0	6,592,920
Gateway Urban Debt Redemption	912,447	0	912,447	1,276,978	0	1,276,978
Interstate Corridor Debt Service	2,828,212	0	2,828,212	6,458,110	0	6,458,110
Lents Urban Renewal Debt Redemp	4,040,775	0	4,040,775	4,719,681	0	4,719,681
North Macadam Urban Debt Redemp	1,315,982	0	1,315,982	1,548,139	0	1,548,139
River Dist Urban Renewal Debt	8,256,086	0	8,256,086	14,789,111	0	14,789,111
South Park Renewal Debt Service	6,570,744	0	6,570,744	6,706,532	0	6,706,532
Waterfront Renewal Debt	15,682,952	0	15,682,952	15,455,620	0	15,455,620
Total PDC Urban Renewal debt	58,879,362	0	58,879,362	69,317,214	0	69,317,214
TOTAL EXPENDITURES			\$1,381,064,423			
FUND REQUIREMENTS						
Ending Fund Balance	ļ		85,284,399	ŀ		63,703,380
Contingency			260,750,979			325,517,193
GF Overhead Transfers			13,005,058			13,839,396
Grants Transfers	ł		32,522,357			16,676,896
Other Cash Transfers	ĺ		404,822,240			394,793,076
Inventory Increases			140,000			140,000
Debt Retirement			255,507,752			241,001,577
TOTAL CITY BUDGET	\$	\$	\$2,433,097,208	s	\$	\$2,347,652,591
TOTAL NET CITY BUDGET	\$	\$	\$1,796,158,980	\$	\$	\$1,726,990,162

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

	Discret	ionary Budget	Tota	il Budget
	Revised FY 2003-04	Adopted FY 2004–05	Revised FY 2003-04	Adopted FY 2004-05
RESOURCES				
Property Taxes	148,899,888	153,173,082	148,899,888	153,173,082
Lodging Taxes	10,978,701	10,811,022	10,978,701	10,811,022
Business Licenses	40,664,039	39,274,397	40,664,039	39,274,397
Utility License Fees	57,235,993	57,822,158	57,235,993	57,822,158
Service Charges and Other	1,100,674	2,805,533	22,019,173	22,273,188
Intergovernmental	11,783,024	12,149,066	41,780,535	33,887,082
Transfers from Other Funds/Agencies	1,194,569	874,151	48,610,817	50,650,125
Beginning Fund Balance	17,308,573	14,965,294	19,387,276	19,465,294
TOTAL GENERAL FUND RESOURCES	\$ 289,165,461	\$ 291,874,703	\$ 389,576,423	\$ 387,356,348
EXPENSES	-			
City Attorney	1,536,862	1,557,911	5,124,011	5,469,349
City Auditor	2,221,170		6,851,094	7,119,779
Cable & Franchise Management	1,492,397		1,808,513	1,736,276
Commissioner #1	266,630		647,253	635,562
Commissioner #2	265,884		613,984	633,649
Commissioner #3	268,910	273,608	751,952	1,069,873
Commissioner #4	264,734		610,030	629,420
Community Development	2,971,326	2,674,678	14,963,715	8,243,547
Sustainable Development	438,714		3,363,051	3,202,251
Management & Finance	3,874,543		25,810,415	23,987,819
Fire	64,819,617		69,063,625	69,516,607
Utility Billing System Implementation	0	0	0	4,653,415
Government Relations	297,114	303,264	725,568	765,078
Licenses	2,603,974	2,766,047	8,668,627	7,801,875
Mayor	547,791	552,158	1,375,034	1,386,694
Emergency Management	362,236	371,821	1,084,311	988,924
Neighborhood Involvement	4,514,868	4,353,315	7,416,930	7,051,356
Parks & Recreation	29,309,192	29,960,836	46,559,989	46,575,860
Planning	6,558,453		8,547,238	6,015,992
Police	112,885,662	117,655,566	129,451,859	131,666,986
Parks Stores	25,533	25,000	25,000	25,000
Special Appropriations	19,692,480	18,601,608	13,816,114	18,843,704
Total Bureau Expenses	255,218,090	260,193,515	347,278,313	348,019,016
Total Bureau Expenses	255,218,090	260,193,515	347,278,313	348,019,016
Transfers To Other Funds	33,547,371	28,207,289	29,033,312	31,363,433
TANS & Interest	0	0	0	0
Contingency - Operating & Unforeseen	400,000	3,473,899	4,250,739	3,473,899
Contingency - Encumbrance Carryover	0	0	4,500,000	4,500,000
Unappropriated Ending Balance	0	0	4,514,059	0
TOTAL GENERAL FUND EXPENSES	\$ 289,165,461	\$ 291,874,703	\$ 389,576,423	\$ 387,356,348

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 and limited-term full-time and part-time positions authorized in each bureau or fund, starting in FY 2004-05. Temporary part-time positions are not included. In previous years, only regular and limited-term full-time positions are shown.

	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Adopted FY 2004–05	Change
General Fund				· · · · · · · · · · · · · · · · · · ·	
City Attorney	40	38	37	45	8
City Auditor	66	65	64	65	1
Cable & Franchise Management	7	7	7	7	0
Commissioner of Public Affairs	7	7	8	11	3
Commissioner of Public Works	8	7	7	7	0
Commissioner of Public Utilities	7	7	7	7	0
Commissioner of Public Safety	6	4	7	7	0
Emergency Management	0	0	6	7	1
Sustainable Development	22	24	26	27	1
OMF - Business Operations	35	34	35	27	-8
OMF - Financial Services	58	58	58	58	0
OMF - Human Resources	55	54	55	54	-1
OMF - Utility Billing System	0	0	. 0	23	23
Bureau of Licenses	39	38	63	67	4
Bureau of Fire, Rescue and Emergency Services	721	710	702	700	-2
Government Relations	4	6	4	6	2
Community Development	21	26	23	26	3
Mayor	15	15	15	15	0
Neighborhood Involvement	45	. 47	61	57	-4
Parks	344	311	367	369	2
Planning	72	72	68	55	-13
Police	1,284	1,284	1,257	1,292	35
OMF - Purchases	29	27	30	30	0
Total General Fund	2,886	2,842	2,906	2,960	54
Other Funds					
Emergency Communications	133	133	137	127	-10
Environmental Services	456	456	474	487	13
OMF - Communications	38	42	42	42	0
OMF - Facilities	37	35	37	37	0
OMF - Health	6	6	6	6	0
OMF - Information Technology	130	130	137	142	5
OMF - Risk	19	18	17	23	6
OMF - CityFleet	83	83	83	82	-1
Development Services	297	286	270	280	10
Golf	38	39	34	34	0
Hydroelectric Power Division	3	3	3	3	0
Parks Construction	14	11	18	19	1
Portland International Raceway	6	6	6	5	-1
OMF - Printing & Distribution	29	27	26	26	0
Transportation	702	702	708	765	57
Water Division	532	540	557	565	8
Total Other Funds	2,524	2,516	2,555	2,644	89
AL CITY	5,409	5,358	5,461	5,604	143

This table summarizes project costs by bureau within each service area.

Service Area		Revised	Adopted		Capit	tal Plan		
Bureau	Prior Years	FY 2003-04	FY 200405	FY 2005–06	FY 2006–07	FY 2007–08	FY 2008-09	5-Year Total
Public Safety								,
Bureau of Fire, Rescue & Emergency	1,571,868	998,004	1,121,956	1,474,220	1,490,933	1,508,231	1,526,136	7,121,476
Office of Management & Finance	3,104,191	5,846,935	14,214,222	7,276,600	20,817,420	30,667,495	115,245,115	188,220,852
Total Public Safety	4,676,059	6,844,939	15,336,178	8,750,820	22,308,353	32,175,726	116,771,251	195,342,328
Parks, Recreation, and Culture								
Bureau of Parks and Recreation	5,510,289	13,520,278	9,383,745	18,402,503	16,964,475	10,553,225	6,708,225	62,012,173
Spectator Facilities	0	850,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Total Parks, Recreation and Culture	5,510,289	14,370,278	9,883,745	18,902,503	17,464,475	11,053,225	7,208,225	64,512,173
Public Utilities			-					
Bureau of Environmental Services	85,379,579	152,415,371	140,372,937	92,600,494	73,334,203	110,660,200	165,565,073	582,207,907
Bureau of Water Works	50,937,258	46,322,400	47,763,000	65,037,000	72,152,000	74,307,000	64,734,000	323,993,000
Total Public Utilities	136,316,837	198,737,771	188,135,937	157,637,494	145,486,203	184,967,200	230,299,073	906,200,907
Community Development								
Office of Management & Finance	0	118,340	171,400	1,076,450	675,000	0	139,000	2,061,850
Total Community Development	0	118,340	171,400	1,076,450	675,000	0	139,000	2,061,850
Transportation and Parking				,				
Office of Transportation	10,761,996	30,398,297	59,885,441	42,132,650	29,585,842	7,075,481	4,166,145	142,845,559
Office of Management & Finance	0	0	783,000	912,000	901,000	720,000	897,500	4,213,500
Total Transportation and Parking	10,761,996	30,398,297	60,668,441	43,044,650	30,486,842	7,795,481	5,063,645	147,059,059
Legislative, Administrative & Support Svcs	S							
Office of Management & Finance	0	385,333	2,466,250	3,982,000	1,271,667	3,044,501	3,877,750	14,642,168
Total Legislative, Admin. & Support Svcs	0	385,333	2,466,250	3,982,000	1,271,667	3,044,501	3,877,750	14,642,168
Total City Capital Plan	\$157,265,181	\$250,854,958	\$ 276,661,951	\$233,393,917	\$ 217,692,540	\$ 239,036,133	\$ 363,358,944	\$1,329,818,485

Service Area		Revised	Adopted		Capit	al Plan		
Fund Category	Prior Years	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007–08	FY 2008–09	5-Year Total
Public Safety								
Fund Balance (Internal)	869,274	0	0	0	0	. 0	0	- 0
General Fund	1,829,818	1,248,004	1,471,956	1,957,220	1,973,933	1,991,231	2,009,136	9,403,476
General Obligation Bonds	1,570,000	5,175,000	10,286,000	5,549,000	8,726,000	3,282,000	0	27,843,000
Land Sales	0	0	0	0	313,000	0	0	313,000
Local Cost Sharing	0	0	0	0	921,000	0	0	921,000
Rents	0	0	3,014,600	827,600	979,600	584,600	632,600	6,039,000
Service Reimbursements	406,967	421,935	563,622	417,000	417,000	417,000	417,000	2,231,622
Unfunded	0	0	0	. 0	8,977,820	25,900,895	113,712,515	148,591,230
Total Public Safety	4,676,059	6,844,939	15,336,178	8,750,820	22,308,353	32,175,726	116,771,251	195,342,328
Parks, Recreation, and Culture								
Bureau Revenues	554,820	1,400,000	200,000	450,000	250,000	1,250,000	900,000	3,050,000
Fund Balance (Internal)	946,504	75,670	752,073	0	0	0	0	752,073
Grants & Donations	1,744,820	1,516,878	565,699	6,210,250	1,336,250	20,000	295,000	8,427,199
General Fund	1,686,504	1,029,825	1,376,117	1,400,000	1,300,000	1,400,000	2,685,000	8,161,117
Intergovernmental	50,000	268,615	0	0	0	1,500,000	0	1,500,000
Other Financing	245,000	768,633	91,402	765,528	3,000,000	0	240,000	4,096,930
Parks Levy	0	422,500	2,838,127	5,152,500	4,465,000	1,045,000	0	13,500,627
Partnerships	25,000	50,000	0	0	2,800,000	2,000,000	0	4,800,000
Rents	664,917	850,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Service Reimbursements	756,640	518,000	939,566	1,169,000	400,000	500,000	0	3,008,566
System Development Charges	3,130,469	3,587,548	1,397,433	1,063,225	1,413,225	2,838,225	2,538,225	9,250,333
Tax Increment Financing	1,464,854	3,882,609	1,223,328	2,192,000	2,000,000	0	50,000	5,465,328
Total Parks, Recreation and Culture	11,269,528	14,370,278	9,883,745	18,902,503	17,464,475	11,053,225	7,208,225	64,512,173
Public Utilities								
Grants & Donations	2,795,200	0	1,693,464	996,200	32,000	0	0	2,721,664
Other Financing	13,767,703	3,367,827	3,073,356	7,036,660	6,612,803	2,633,975	4,041,882	23,398,676
Revenue Bonds	97,587,147	166,587,711	154,290,063	123,309,903	115,334,916	157,830,806	196,466,113	746,906,801
Service Charges & Fees	48,556,741	23,724,233	21,991,054	15,869,731	13,266,484	18,397,419	26,186,078	95,710,766
Service Reimbursements	25,000	5,058,000	7,088,000	10,425,000	10,240,000	6,105,000	3,605,000	37,463,000
Total Public Utilities	162,731,791	198,737,771	188,135,937	157,637,494	145,486,203	184,967,200	230,299,073	906,200,907
Community Development								
Grants & Donations	0	81,900	112,225	924,779	0	0	0	1,037,004
Intergovernmental	0	0 .,000	10,825	89,202	0	0	0	100,027
Rents	0	36,440	48,350	62,469	675,000	0	139,000	924,819
Total Community Development		118,340	171,400	1,076,450	675,000	0	139,000	2,061,850
Transportation and Parking		110,010	171,100	1,070,100	0,0,000		100,000	2,001,000
Bureau Revenues	851,098	1,187,742	1,057,269	1,351,104	1,398,104	1,447,304	1,485,504	6,739,285
Fund Balance (Internal)	1,356,714	752,500	1,337,321	21,000	41,500	9,000	25,000	1,433,821
General Fund	350,000	400,000	400,000	400,000	400,000	400,000	400,000	2,000,000
General Transportation Revenue	1,494,881	1,930,482	1,449,210	1,479,992	1,480,000	1,480,000	1,480,000	7,369,202
Grants & Donations	551,516		7,327,637	12,024,500	2,679,500	0	0	22,031,637
Intergovernmental	9,599,192		25,963,565	19,778,196	14,196,314	3,499,966	514,675	63,952,716
Other Financing	707,353	4,027,382	17,770,930	3,839,118	3,855,596	950,211	1,133,466	27,549,321
Service Reimbursements	280,752		557,593	21,000	41,500	9,000	25,000	654,093
System Development Charges	802,432		4,804,916	4,129,740	6,394,328	9,000	25,000	15,328,984
Total Transportation and Parking	15,993,938	30,398,297	60,668,441	43,044,650	30,486,842	7,795,481	5,063,645	147,059,059
Legislative, Administrative & Support Svc			,,	,,	,	.,,,	_,,-	,
Cash Transfers	0	0	445,000	301,250	255,250	815,584	486,584	2,303,668
Rents	0		1,521,250	828,750	743,417	2,030,917	3,138,166	8,262,500
Service Reimbursements	813,934		500,000	2,852,000	273,000	198,000	253,000	4,076,000
Total Legislative, Admin. & Support Svcs								
TOTAL LEGISLATIVE, Admin. & SUDDOOFT SVCS	813,934	385,333	2,466,250	3,982,000	1,271,667	3,044,501	3,877,750	14,642,168

This table summarizes project costs by geographic area within each service area.

Service Area		Revised	Adopted		Capit	al Plan		
Geographic Area	Prior Years	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	5-Year Total
Public Safety			· ·					
All Areas	3,551,059	4,477,939	4,060,578	2,374,220	2,390,933	2,408,231	2,426,136	13,660,098
Central City	0	0	2,641,600	517,600	494,600	494,600	24,043,490	28,191,890
East	0	0	0	0	0	0	48,000	48,000
North	0	321,000	805,000	0	0	0	0	805,000
Northeast	0	0	306,000	612,000	395,000	7,123,480	7,123,480	15,559,960
Northwest	0	633,000	2,301,000	0	0	0	14,246,960	16,547,960
Southeast	1,125,000	661,000	2,978,000	531,000	1,625,000	264,000	14,336,960	19,734,960
Southwest	0	752,000	2,244,000	4,716,000	8,448,000	3,108,000	14,246,960	32,762,960
Undefined	0	0	0	0	8,954,820	18,777,415	40,299,265	68,031,500
Total Public Safety	4,676,059	6,844,939	15,336,178	8,750,820	22,308,353	32,175,726	116,771,251	195,342,328
Parks, Recreation, and Culture	1,010,000		10,000,170	0,.00,020	==,000,000	02,0,,20	,	100,012,020
All Areas	3,280,469	4,305,218	2,594,893	1,840,725	2,003,225	3,233,225	3,198,225	12,870,293
Central City	0	3,520,000	399,592	2,100,000	7,900,000	4,950,000	0	15,349,592
East	300,000	616,361	411,010	1,375,000	4,275,000	0	0	6,061,010
North	1,250,000	1,141,578	753,773	3,792,000	50,000	1,050,000	1,150,000	6,795,773
Northeast	479,820	2,324,733	865,109	400,000	400,000	600,000	500,000	2,765,109
Northwest	0	465,000	330,397	600,000	450,000	300,000	200,000	1,880,397
Southeast	150,000	905,755	2,203,052	8,639,250	2,066,250	900,000	2,140,000	15,948,552
Southwest	50,000	1,091,633	2,325,919	155,528	320,000	20,000	20,000	2,841,447
Total Parks, Recreation and Culture	5,510,289	14,370,278	9,883,745	18,902,503	17,464,475	11,053,225	7,208,225	64,512,173
Public Utilities								
All Areas	66,295,734	131,939,793	125,647,998	87,519,722	54,243,365	38,644,000	34,309,000	340,364,085
Central City	1,784,412	570,000	750,000	1,250,000	1,400,000	5,000,000	6,000,000	14,400,000
East	27,203,867	25,509,917	23,864,736	39,490,914	61,426,000	121,775,000	146,949,000	393,505,650
North	800,000	21,161,227	9,624,442	5,250,500	1,700,000	2,500,000	6,610,000	25,684,942
Northeast	17,729,942	7,485,591	14,051,711	13,754,658	8,836,538	5,061,300	4,888,400	46,592,607
Northwest	8,886,230	3,180,610	7,157,700	4,835,000	1,800,000	600,000	13,000,000	27,067,700
Southeast	8,318,398	5,478,633	5,047,100	4,821,700	15,065,300	8,736,900	15,242,673	48,913,673
Southwest	2,390,279	2,392,000	1,392,250	65,000	565,000	2,500,000	3,150,000	7,672,250
Undefined	251,975	420,000	600,000	650,000	450,000	150,000	150,000	2,000,000
Total Public Utilities	136,316,837	198,737,771	188,135,937	157,637,494	145,486,203	184,967,200	230,299,073	906,200,907
Community Development			-					
Central City	0	118,340	171,400	1,076,450	675,000	0	139,000	2,061,850
Total Community Development	0	118,340	171,400	1,076,450	675,000	0	139,000	2,061,850
Transportation and Parking								
All Areas	1,335,941	2,842,961	2,129,899	2,609,402	2,409,649	2,398,191	2,468,391	12,015,532
Central City	350,000	400,000	2,503,982	1,561,210	2,373,376	1,120,000	1,297,500	8,856,068
East	0	212,731	391,847	154,552	0	0	0	546,399
West	687,785	413,230	960,177	1,767,663	0	0	0	2,727,840
North	3,226,100	3,735,864	1,849,437	1,099,729	1,417,087	0	0	4,366,253
Northeast	1,951,314	9,626,105	11,238,063	17,808,244	17,100,482	2,840,140	0	48,986,929
Northwest	946,075	1,966,454	8,017,242	301,550	0	0	0	8,318,792
Southeast	1,950,146	2,400,401	3,638,870	243,345	1,610,349	322,848	168,848	5,984,260
Southwest	314,635	4,679,082	28,080,819	16,281,995	4,346,811	361,978	370,827	49,442,430
Undefined	0	4,121,469	1,858,105	1,216,960	1,229,088	752,324	758,079	5,814,556
Total Transportation and Parking	10,761,996	30,398,297	60,668,441	43,044,650	30,486,842	7,795,481	5,063,645	147,059,059
Legislative, Administrative & Support Svc		_					<u></u>	
All Areas	0	0	500,000	143,000	273,000	198,000	253,000	1,367,000
Central City	0	385,333	1,770,250	3,651,000	771,667	2,779,501	3,624,750	12,597,168
Northeast	0	0	30,000	188,000	0	28,000	0	246,000
Southeast	0	0	166,000	0	227,000	39,000	0	432,000
Total Legislative, Admin. & Support Svcs	0	385,333	2,466,250	3,982,000	1,271,667	3,044,501	3,877,750	14,642,168
Total City Capital Plan	\$157,265,181	\$250,854,958	\$ 276,661,951	\$233,393,917	\$ 217,692,540	\$ 239,036,133	\$ 363,358,944	\$1,329,818,485

CAPITAL OPERATING & MAINTENANCE - TABLE 8

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

Service Area		Revised	Adopted		Capit	al Plan		
Bureau	Prior Years	FY 2003-04	FY 2004–05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	5-Year Total
Public Safety								
Bureau of Fire, Rescue & Emergency	0	0	. 0	0	0	0	0	0
Office of Management & Finance	0	0	0	0	541,000	880,000	2,000,000	3,421,000
Total Public Safety	0	0	0	0	541,000	880,000	2,000,000	3,421,000
Parks, Recreation, and Culture	1 117							
Bureau of Parks and Recreation	0	0	107,585	458,207	460,163	1,040,719	966,531	3,033,205
Spectator Facilities	0	0	0	0	0	0	0	0
Total Parks, Recreation and Culture	0	0	107,585	458,207	460,163	1,040,719	966,531	3,033,205
Public Utilities								
Bureau of Environmental Services	0	0	174,500	1,160,464	2,807,496	2,880,836	3,042,612	10,065,908
Bureau of Water Works	0	0		0	0	0	0	0
Total Public Utilities	0	0	174,500	1,160,464	2,807,496	2,880,836	3,042,612	10,065,908
Community Development								
Office of Management & Finance	0	0	0	0	0	0	0	0
Total Community Development	0	0	0	0	0	0	0	0
Transportation and Parking							·.	
Office of Transportation	0	0	0	0	0	0	0	0
Office of Management & Finance	0	0	0	0	0	0	0	0
Total Transportation and Parking	. 0	0	0	0	0	0	0	0
Legislative, Administrative & Support Svcs	S							
Office of Management & Finance	0	0	0	0	0	0	. 0	0
Total Legislative, Admin. & Support Svcs	0	0	0	0	0	0	0	0
City Capital Net O&M	\$ 0	\$ 0	\$ 282,085	\$ 1,618,671	\$ 3,808,659	\$ 4,801,555	\$ 6,009,143	\$ 16,520,113

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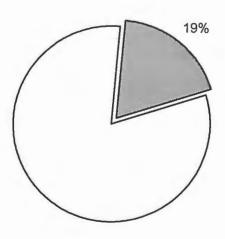


Public Safety

Bureau of Emergency Communications
Office of Emergency Management
Bureau of Fire, Rescue and Emergency Services

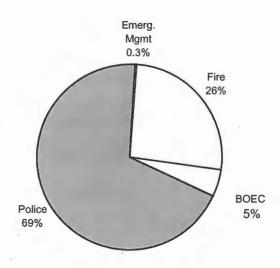
Fire & Police Disability & Retirement
Bureau of Police

Percent of City Budget Public Safety = \$325.8 Million



City Budget = \$1.73 Billion

Bureau Pie Chart



Service Area Overview

Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
293,762,770	298,278,690	4,515,920	1.5%
2,011,807	1,156,956	-854,851	-42.5%
5,789,557	5,741,131	-48,426	-0.8%
\$ 301,564,134	\$ 305,176,777	\$ 3,612,643	1.2%
2,102	2,126	24	1.1%
	293,762,770 2,011,807 5,789,557 \$ 301,564,134	FY 2003–04 FY 2004–05 293,762,770 298,278,690 2,011,807 1,156,956 5,789,557 5,741,131 \$ 301,564,134 \$ 305,176,777	FY 2003–04 FY 2004–05 Prior Year 293,762,770 298,278,690 4,515,920 2,011,807 1,156,956 -854,851 5,789,557 5,741,131 -48,426 \$ 301,564,134 \$ 305,176,777 \$ 3,612,643

Note: Authorized positions shown in FY 2004-05 include limited term and part-time positions, but prior year data do not for all bureaus.

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 Fund is also included in the Public Safety service area.

MAJOR THEMES

The City's Adopted Budget makes a priority of improving public safety by minimizing reductions in the bureaus of Police, Fire, and Emergency Communications.

Police Bureau

The Police Bureau's Adopted Budget for FY 2004-05 reflects an increase of 1.7% from the current appropriation level. Major highlights include:

- \$1 million for restoring up to 20 Police Officer positions that were "frozen" and unfunded in FY 2003-04.
- \$676,000 earmarked in the bureau's budget to fund up to an additional 10 police officers if it is determined that fiscal conditions would allow the expenditure.
- A set-aside of \$500,000 for police overtime is included in the City's General Fund contingency.
- Absorbing \$527,450 in personal services costs that will result with the ending of the COPS in Schools federal grant program.

Other significant budget adjustments include enhanced program revenue (\$150,000) to maintain the Photo Radar program and increased interagency funding from the Office of Transportation (\$374,000).

Fire Bureau

The Adopted Budget for Portland Fire & Rescue (PF&R) is approximately 1% less than its allocated current appropriation level in terms of ongoing funding. Significant reductions are:

- Reduction in premium pay budget of \$607,127. PF&R's active hiring and training
 provide an influx of new recruits to traveler positions. Filling firefighter vacancies from
 the traveler pool allows the bureau to reduce the number of call shifts, which account
 for most of the bureau's premium pay expense.
- Shifting the hydrant testing program to the Water Bureau saves PF&R \$52,038 at no loss of service.

In addition, the bureau is absorbing the \$60,000 Trauma Intervention program within its current appropriation level. This action preserves the nationally recognized program, which had been cut in FY 2003-04 and was then restored with one-time funding.

Bureau of Emergency Communications

BOEC's FY 2004-05 Adopted Budget includes two small reductions: \$54,524 in external materials and services and \$16,523 in interagency agreements. Information Technology costs increased significantly, however, and the bureau is absorbing these higher costs by reducing its Communications Services interagency agreement, transferring resources from the Public Safety Fund, and recognizing additional revenue from other user jurisdictions.

Office of Emergency Management

The City's new Office of Emergency Management is completing its first year. While the office has reorganized its budget for the FY 2004-05 Adopted Budget, it has no significant overall change from the current appropriation level.

Fire and Police Disability and Retirement Fund

The FY 2004-05 Adopted Budget supports all ongoing activities and services provided to members and the board of trustees. Additional funding was approved in the Adopted Budget for the following:

- \$67,318 Information Technology Project Manager
- \$100,000 Disability Savings Study



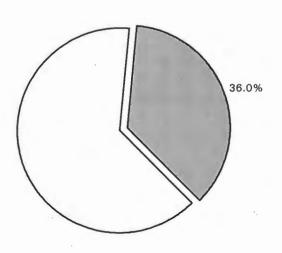
Bureau of Police

Public Safety Service Area

Mayor Vera Katz, Commissioner-in-Charge Derrick Foxworth, Chief of Police

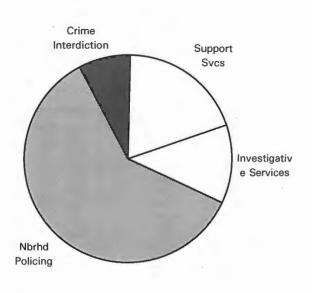
Percent of General Fund

Police = \$131.7 Million



General Fund = \$365.5 Million

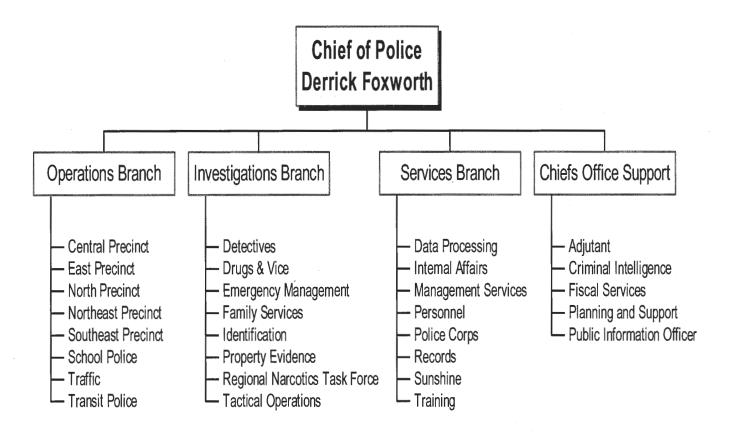
Bureau Programs



Bureau Overview

Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
129,451,859	131,666,966	2,215,107	1.7%
0	0	0	0.0%
4,038,642	4,046,213	7,571	0.2%
\$ 133,490,501	\$ 135,713,179	\$ 2,222,678	1.7%
1,257	1,292	35	2.8%
	FY 2003–04 129,451,859 0 4,038,642 \$ 133,490,501	FY 2003–04 FY 2004–05 129,451,859 131,666,966 0 0 4,038,642 4,046,213 \$ 133,490,501 \$ 135,713,179	FY 2003–04 FY 2004–05 Prior Year 129,451,859 131,666,966 2,215,107 0 0 0 4,038,642 4,046,213 7,571 \$ 133,490,501 \$ 135,713,179 \$ 2,222,678

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

Chief's Office

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

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

Operations Branch

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

Investigations Branch

The Investigations Branch includes the following divisions: Detectives, Drugs and Vice, Identification, Regional Narcotics Task Force, Family Services, Property Evidence, Tactical Operation and Emergency Management.

Services Branch

The Services Branch includes the following divisions: Training, Police Corps, Records, Internal Affairs, Data Processing, Personnel, Management Services and the Sunshine Division.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Overview

While property crimes have increased during the past 5 years, person violent crimes, which include murder, rape, robbery, and aggravated assaults, have decreased nearly 30% since 1999. Major crimes increased 6% from 2002 to 2003, paralleling a 5% increase in calls for services which includes 4% increase in self-initiated and 6% in dispatched calls, for this same time period.

The Police Bureau continues to hold 34 officer positions vacant and continues to see service reductions due to previous year cuts in non-sworn positions. For example, four out of five precincts are open only for weekday business hours and are closed on nights and weekends, which reduces opportunities for police-community contact.

SUMMARY OF BUDGET DECISIONS

Service Modifications

The FY 2004-05 Adopted Budget includes a \$2.22 million increase over the current appropriation level budget. The General Fund discretionary portion of the increase includes \$1 million of additional resources for hiring up to 20 officers to be assigned to the precincts for enhancing Community Policing Services. In addition, new program and interagency revenue is provided to enhance neighborhood livability as it relates to traffic safety. The bureau is using additional program revenue as well as reducing its materials and services appropriations in order to maintain 15 school police officers, due to the expiration of federal grant resources.

Budget Decisions

General Fund Contingency Reserves: \$500,000

The FY 2004-05 Adopted Budget includes a set aside of \$500,000 for Police overtime budgeted in the City's General Fund contingency.

Program Changes: \$2,131,585

The Adopted Budget includes increased funding for the following:

- General Fund resource to support the cost of up to 20 officer positions \$1,000,000
- The maintenance of effort continues for the 15 school police officers previously funded under grant resources. This is achieved by:
 - * A federal grant extension of \$244,550
 - Enhanced program revenue of \$386,100
 - Reduced interagency rates (\$123,118)
 - * Reduced External materials & services (\$18,232)
- Additional interagency revenue from the Office of Transportation's Traffic Safety Council - \$374,000
- Additional program revenue for the Photo Radar traffic program \$150,000
- ♦ \$676,000 is earmarked for up to 10 additional police officers (30 total) if fiscal conditions are favorable later in the fiscal year

FUNDING SOURCES

General Fund Allocation

The Adopted Budget for the Police Bureau totals \$131,666,966 of which \$117,655,566 is supported by General Fund discretionary resources.

Grant Funding

Resources available to the Police Bureau in FY 2004-05 include \$3,239,550 in grant funding. The major grant awards are the COPS MORE 98 (\$1,000,000), Bureau of Justice Assistance Block Grant 03 (\$500,000), COPS Homeland Security Overtime Program 03 (\$500,000) and COPS in Schools (\$344,550).

Bureau Revenue

Major revenue sources outside of grants are generated through bureau programs and contracts. Bureau program revenues include the areas of Asset Forfeiture, Alarm Administration, Photo Radar and Red Light Camera. Bureau contract revenues include contracts with TriMet and other law enforcement agencies who access the Portland Police data system. The bureau forecasts \$10,771,850 in all revenues excluding grants. This is a 5% increase from the FY 2003-04 Revised Budget.

BUDGET NOTES

The Police Bureau will establish a labor-management committee, modeled on the labor-management committee in the Portland Fire Bureau. General Fund Allocation

The Police Bureau will work with the Homeless Services Agencies and Portland Business Alliance to recommend a pilot project that responds to recommendations of the City and County Plan to End Homelessness.

Strategic Direction

SIGNIFICANT ISSUES

Significant Issues

The bureau continues to work diligently to create community partnerships and support all bureau members in their efforts to develop more partnerships with the community. The FY 2004-05 Adopted Budget provides funding for 20 sworn officer positions. These officer positions will be assigned to precinct operations to begin bridging the personnel shortage and creating more time for training and problem solving.

MANAGEMENT GOALS & OBJECTIVES

2004-06 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. Improve accountability.

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 activities to support Future Focus objectives. These include:

- Web-based crime analysis classes mapping, crime trends and identifying suspects at precinct
- Expansion of traffic safety
- Neighborhood response Team fully implemented problem solving teams at each precinct serve 95 neighborhood associations
- Neighborhood Livability Crime Enforcement reducing the number of livability crimes committed by repeat offenders
- eVolvement Project an interactive web site focused on community policing efforts to build community
- Operation Safe Summer providing youth safe recreation and education activities
- Saturation gang violence missions collaborative inter-agency enforcement to reduce gang related violence
- Inter-branch problem solving efforts focusing on reducing auto theft.

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

Neighborhood Policing Services encompasses those activities that are primarily dedicated to providing a uniformed police response to emergency and other urgent calls for police service, uniformed patrols in neighborhoods, tactical police operations to combat specialized crime problems, and assistance to citizens, neighborhood associations, and business and civic organizations. 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 Neighborhood Response Teams (NRT) at all five precincts, 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 illegal camping enforcement using ATV, pedestrian, and Police Bicycle unit enforcement. The precincts conduct information-sharing sessions through the formation of community groups such as precinct advisory committees, Cops Docs and DAs, 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 provide 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, collision 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 three 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 that 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 seat belt safety, handicapped parking, bicycle safety and rodeo, school bus violations, etc. The newest project of the Traffic Division is the Photo Red Light Camera program, which is similar to the Photo Radar program.

Tactical Operations Division

The Tactical Operations Division (TOD) includes the Special Emergency Reaction 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 mission of TOD is to support community safety through specialized tactical services, emergency preparedness, and directed enforcement and intervention. The Special Emergency Reaction Team (SERT) and EDU focus on the core mission of TOD. In addition, the Mounted Patrol Unit (MPU), the 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 more than 80 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 two-fold:

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

The Portland Public School District is divided into 10 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 10 school clusters has at least one school resource officer assigned to it. The busy school clusters have two school resource officers assigned. The Parkrose High School and David Douglas High School resource officers have merged into the School Police Division.

The School Police Division is made up of 18 school resource officers, two sergeants, one captain, and one police administrative support specialist. The 15 school resource officers in the Portland Public School District are partially funded (salary only) through a three-year federal grant, which 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.

The Police Cadet program is part of the School Police Division. The Police Cadet program allows young people with a desire to enter the law enforcement profession the opportunity to study police procedures and work with law enforcement officers.

INVESTIGATIVE SERVICES

Investigative Services covers activities that are primarily dedicated to providing follow-up investigation on serious crimes and complaints of improper conduct lodged against bureau employees. 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 WomenStrength 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 Sheriff's 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

Crime Interdiction Services program supports the ongoing activities of the Drug and Vice Division, Gang Enforcement Team (GET), YGAT, Youth Crime Prevention, Criminal Intelligence Unit, and the Regional Organized Crime Narcotics Task Force (ROCN).

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/GET, YGAT and Youth Crime Prevention

The 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.

The mission of the Youth Crime Prevention Team is to provide education and intervention strategies that support the community safety initiatives of Neighborhood Policing Services. This team is comprised of the Gang Resistance Education and Training (GREAT) program including regional and local training and youth crime prevention community partnerships.

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 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, Management Services, and Fiscal Services.

Chief's Office

The Chief's Office is responsible for the overall leadership, management, policy formulation, legal review, and internal control of the Police Bureau. Members of the Chief's Office also play a role in facilitating multi-cultural advisory committees/councils (African American, Arab/Muslim, Asian, Hispanic, 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 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. The program is designed to recruit new officers by providing participants with federal assistance for college.

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 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 develop new crime analysis software and other management information systems.

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, contract administration, and alarm administration.

The division monitors many programs including travel expenses, procurement cards, the Day Watch child care program, take-home vehicle administration, 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.

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

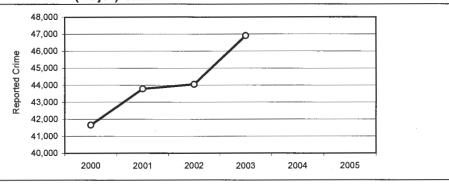
The Police Corps program has enabled the bureau to hire and train qualified college students to become police officers. In 1996, Oregon became one of the first six states to receive Police Corps funding to train college graduates for work as law enforcement officers. The Oregon Police Corps (OPC) is 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 80 OPC graduates.

Performance Measures

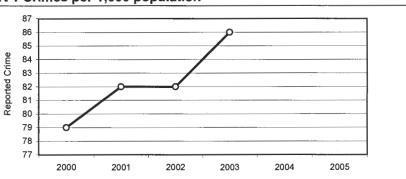
Part 1 (Major) Crimes

Overall reported crimes have increased since 2000; with increases in property crimes a major factor. Reductions have continued in reported aggravated assault.



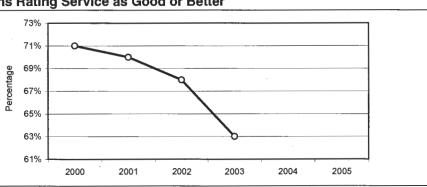
Part 1 Crimes per 1,000 population

Reported serious crimes per 1,000 citizens have remained below 1998 levels. Crimes against persons per 1,000 citizens remain the lowest since 1973.



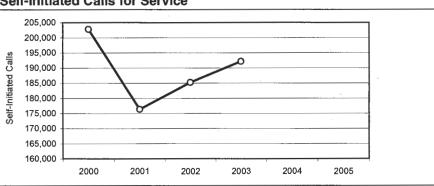
Citizens Rating Service as Good or Better

With the exception of 2003, the percentage of citizens rating police services good or better has stayed within four percentage points of 70% since 1993.



Self-Initiated Calls for Service

Self-Initiated calls have steadily increased from 1995 through 2003, with the exception of a decrease in 2001.



	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001-02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
Crime Interdiction Services						
Workload						
D.A.R.E. number of students	5,300	272	N/A	N/A		
G.R.E.A.T. number of students	3,178	1,801	N/A	992		
Support Services						
Workload						
Report - number of days for requests	10	13	12	15		
Report - number of days into PPDS	3	68	226	586		

General Fund Discretionary Positions

	Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES						
Operating Budget						
Personal Services	95,422,663	89,973,273	92,922,105	97,390,551		97,390,551
External Materials and Services	8,120,880	7,474,088	12,629,738	11,007,249		11,007,24
Internal Materials and Services	20,871,988	21,391,659	23,318,586	23,269,166		23,269,16
Minor Capital Outlay	113,884	144,430	299,561	0		(
Equipment Cash Transfers	488,355	712,998	281,869	0		
Total Operating Budget	125,017,770	 119.696.448	129,451,859	131,666,966		131,666,96
Capital Improvements	37,996	1,132	0	. 0		(
TOTAL BUREAU EXPENDITURES	\$ 125,055,766	\$ 119,697,580	\$ 129,451,859	\$ 131,666,966	\$	131,666,966
Allocated Overhead	6,463,106	3,351,157	 4,038,642	3,854,527		4,046,21
Total Cost with Allocated Overhead	131,518,872	123,048,737	133,490,501	135,521,493		135,713,17
RESOURCES						
General Fund Discretionary	112,131,743	105,966,978	113,281,752	117,655,566		117,655,56
Non-Discretionary Revenues						
Grants & Donations	5,657,151	4,271,849	6,004,231	3,239,550		3,239,55
Contract Revenues	3,854,231	4,530,482	4,930,797	5,117,222		5,117,22
Interagency Revenues	644,801	626,784	749,047	999,451		999,45
Program Revenue	2,767,840	4,301,487	4,486,032	4,655,177		4,655,17
Overhead Recovery	0	0	0	0		
Total Non-Discretionary Revenues	12,924,023	 13,730,602	16,170,107	14,011,400		14,011,40
TOTAL GENERAL FUND RESOURCES	125,055,766	\$ 119,697,580	\$ 129,451,859	\$ 131,666,966	\$	131,666,966
Note: Discretionary General Fund re Non-Discretionary revenues are res					ıe.	
PROGRAMS						
Neighborhood Policing Services	72,833,679	72,634,223	76,091,631	79,412,657		79,412,65
Positions	830	794	808	827		82
Investigative Services	15,964,420	14,744,218	15,656,240	16,205,292		16,205,29
Positions	168	183	166	167		16
Crima Interdiction Corrigos		9,798,092	10,019,385	10,653,458		10,653,45
Crime Interdiction Services	11,094,500			101		
Positions	99	94	97	101		
Positions Support Services	<i>99</i> 25,163,167	<i>94</i> 22,521,047	<i>97</i> 27,684,603	25,395,559		10 25,395,559 19
Positions	99	\$ 94	\$ 97	\$ 	\$	25,395,55

1,239

1,239

1,236

1,236

1,212

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personne	Services					
511000	Full-Time Employees	57,091,300	54,681,254	68,799,680	73,596,647	73,596,64
512000	Part-Time Employees	520,704	316,837	3,341,966	1,114,563	1,114,56
514000	Overtime	7,479,468	6,295,738	6,015,777	5,256,285	5,256,28
515000	Premium Pay	2,293,512	2,078,399	1,479,754	2,048,043	2,048,04
517000	Benefits	13,312,208	13,266,104	12,394,125	14,424,118	14,424,11
518000	Paid Absence	14,725,471	13,325,379	890,803	950,895	950,89
Total Pers	sonnel Services	95,422,663	89,963,711	92,922,105	97,390,551	97,390,55
Materials	and Services					*6
Externa	Materials and Services					
521000	Professional Services	548,756	461,855	966,253	753,664	753,66
522000	Utilities	8,644	16,610	13,715	1,498	1,498
523000	Equipment Rental	60,151	135,447	35,961	23,979	23,97
524000	Repair & Maintenance Services	149,624	125,682	311,947	322,947	322,94
525000	Non-Capital Improvement	0	0	0	0	
528000	Local Match Payments	0	0	0	0	(
529000	Miscellaneous Services	3,573,254	3,787,427	4,285,790	5,216,573	5,216,57
531000	Office Supplies	312,141	234,910	281,375	306,375	306,37
532000	Operating Supplies	548,441	575,143	725,908	472,092	472,09
533000	Repair & Maintenance Supplies	36,198	20,278	41,313	72,313	72,31
534000	Minor Equipment & Tools	472,512	466,229	4,115,087	1,960,252	1,960,25
535000	Clothing & Uniforms	565,348	545,302	454,343	516,788	516,78
539000	Other Commodities External	1,004,603	409,147	707,442	666,848	666,84
541000	Education	203,130	138,008	173,055	211,980	211,98
542000	Local Travel	2,905	2,013	12,704	12,775	12,77
543000	Out-of-Town Travel	286,509	237,197	129,052	101,307	101,30
544000	Space Rental	334,044	205,843	135,695	126,841	126,84
545000	Interest	0	0	0	0	
546000	Refunds	22	133	260	260	26
547000	Retirement System Payments	0	0	0	0	
548000	Operating Lease	. 0	0	0	0	
549000	Miscellaneous	14,598	112,681	239,838	240,757	240,75
Total Ex	ternal Materials and Services	8,120,880	7,473,905	12,629,738	11,007,249	11,007,24
Internal	Materials and Services					
551000	Vehicle Services	5,196,380	5,526,613	5,803,033	6,103,531	6,103,53
552000	Printing & Distribution	518,333	559,618	586,130	636,560	636,56
553000	Facilities Services	5,007,813	5,034,723	5,367,957	5,488,088	5,488,08
554000	Communications Services	2,994,992	3,143,198	3,530,535	3,363,793	3,363,79
555000	Information Technology	1,893,332	1,910,711	2,238,117	2,534,786	2,534,78
556000	Insurance	3,076,559	3,310,075	3,421,032	3,167,680	3,167,68
557000	Master Lease	0	0	0	0	(
558000	Same Fund Services	1,538,172	1,459,853	1,729,314	1,592,408	1,592,40
559000		480,763	446,868	407,268	382,320	382,32
Total Int	ernal Materials and Services	20,706,344	21,391,659	23,083,386	23,269,166	23,269,16
	erials and Services	28,827,224	28,865,564	35,713,124	34,276,415	34,276,415
Capital Ou			•		0	
561000		0	0	0	0	(
562000	3	0	0	0	0	(
563000	•	110.004	145 560	0	0	(
564000		113,884	145,562	299,561	0	
565000		0	0	0	0	(
566000		0	0	0	•	(
567000	Infrastructure	. 0	0	0	0	(
568000	Other Capital Expenditure	0	0	0	0	
569000 Total Capi	Depreciation tal Outlay	113,884	145,562	299,561	0	(
573000	Equipment Cash Transfers	526,351	709,423	281,869	0	
	Minor Equipment Transfers	165,644	3,575	235,200	0	
576000						

		Actual FY 2002	Actual FY 2003		evised 2003-04		posed 2004–05		lopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	6	5	6	254,475	5	211,999	5	211,999
515	Accountant II	1 1	2	1	48,108 36,366	2 1	64,688 36,958	2	64,688 36,958
510 819	Accounting Technician Administrative Assistant	2	2	l	30,300	Ó	30,930	0	0
7103	Administrative Assistant	0	0	Ĭ	47,852	1	52,680	1	52,680
7102	Administrative Specialist, Senio	0	0	2	79,976	2	80,739	2	80,739
920	Administrative Supervisor I	6	6	0	0	0	0	0	0
7106	Administrative Supervisor I	1	1 5	7 2	372,617	7 2	382,031	7 2	382,031 121,981
7107 7906	Administrative Supervisor II Alarm Program Coordinator	6 0	5 0	1	115,322 56,388	1	121,981 59,597	1	59,597
2532·	Applications Analyst II	Ĭ	1	Ö	0	Ö	0	Ö	0
2533	Applications Analyst III	2	1	1	67,575	1	68,654	1	68,654
2534	Applications Analyst IV	1 1	2	2	143,576	2	145,910	2	145,910
826	Assistant Financial Analyst	1	1 3	0	. 0	0	0	0	0
962 844	Assistant Program Specialist Assistant Risk Specialist	3 2	2	0	0	0	0	0	0
605	Audio Visual Specialist	1	1	ő	ő	Ö	ő	0	ő
1232	Auto Servicer	4	4	4	155,860	4	158,352	4	158,352
928	Bureau Administrative Manager	3	3	0	0	. 0	0	0	0
7112	Business Operations Manager	0	0	1	82,771	1	84,105	1	84,105
7110 7178	Business Operations Supervisor	0 0	0	1 2	68,476 108,047	1 2	72,433 113,862	1 2	72,433 113,862
7242	Claims Analyst Communications/Internet Mapping	0	0	0	0	1	15,639	1	15,639
7243	Communications/Internet Mapping	Ö	ő	Ĭ	65,643	1	67,651	1	67,651
7203	Community Outreach & Information	0	0	2	100,692	2	99,201	2	99,201
7204	Community Outreach and Informati	0	0	2	118,137	2	124,971	2	124,971
7490	Community Relations Assistant	3	3	0	0	0	. 0	0	0
7492 7919	Community Relations Specialist Crime Analyst	1 0	0	2	124,838	2	129,372	2	129,372
7920	Crime Analyst Supervisor	Ö	ő	1	49,906	1	61,325	1	61,325
7918	Crime Analyst, Assistant	0	0	2	94,166	2	99,598	2	99,598
5185	Crime Prevent Prog Administrator	0	3	1	43,398	1	31,684	1	31,684
5183	Crime Prevention Representative	3	0	0	0	0	0	0	0
5175 5142	Criminalist Deputy Police Chief	17	17	18 0	1,160,538 0	18 0	1,244,402	18	1,244,402
7105	Director's Executive Assistant	0	Ö	٥	0	1	55,285	1	55,285
400	Evidence Control Specialist	9	9	7	316,979	7	304,882	7	304,882
401	Evidence Control Specialist Lead	1	2	1	50,094	1	50,905	1	50,905
403	Evidence Control Supervisor	2	2	2	100,188	2	101,810	2	101,810
7127 827	Executive Assistant Financial Analyst	0 1	0 1	1 0	63,327 0	0	0	0	0
7377	Financial Analyst, Senior	Ö		0	0	1	60,335	ĭ	60,335
3271	Graphics Illustrator II	1	Ĭ	Ö	0	Ö	0	Ö	0
7902	Home Security Specialist	0	0	1	40,341	1	41,092	1	41,092
7903	Home Security Specialist, Senior	0	0	1	46,294	1	47,036	1	47,036
2544	Information Systems Analyst IV	1	1 1	1 0	58,793 0	1 0	62,139 0	1 0	62,139 0
2550 7509	Information Systems Manager Information Systems Manager	1 0	0	1	85,920	1	87,310	1	87,310
2523	Information Systems Tech II	1	1	Ò	0	Ö	0	Ö	0
7131	Management Analyst	0	0	2	107,525	3	129,286	3	129,286
7132	Management Analyst, Senior	0	0	1	69,413	1	71,138	1	71,138
153	Police Admin Support Spec Lead	2	3	0	418,152	0	0 449,986	0	0 449,986
152 151	Police Admin Support Spec Senior Police Admin Support Specialist	11 51	14 47	10 44	1,580,579	11 46	1,702,985	46	1,702,985
5138	Police Captain	11	8	8	698,304	8	735,477	8	735,477
7090	Police Chief	1	1	1	143,157	1	145,060	1	145,060
7941	Police Chief*, Assistant	3	3	3	309,180	3	343,887	3	343,887
5140	Police Commander	5	8	8	771,589	9	920,222	9	920,222
7922 149	Police Data Research Supervisor Police Desk Clerk	0 24	0 24	1 18	70,006 570,874	1 18	71,138 586,791	1 18	71,138 586,791
5150	Police Desk Clerk Police Detective	0	0	90	5,850,017	89	6,022,485	89	6,022,485
7908	Police ID Technology Coordinator	0	Ö	1	60,323	1	61,304	1	61,304
5172	Police Identification Technician	17	16	16	867,158	16	886,997	16	886,997
5173	Police Identification Technician	2	3	3	179,775	3	182,658	3.	182,658
1235	Police Impound Technician	1 4	1 4	1 2	41,564	1 5	42,240	1 5	42,240 151,682
155 5189	Police Info & Referral Specialst Police Investigative Accountant	1 1	1 1	3	119,856 70,551	1	151,682 71,681	1	151,682 71,681
5137	Police Lieutenant	34	33	32	2,403,131	33	2,662,330	33	2,662,330
5128	Police Officer	734	734	734	38,207,123	1	42,174,811	758	42,174,811

7925 Polici 146 Polici 7924 Polici 147 Polici 5134 Polici 2545 Prin. 7507 Prin. 966 Prog 7154 Prog 971 Prog 973 Prog 974 Prog 974 Prog 975 Prog 975 Prog 976 Prog 977 Prog 977 Prog 978 Prog 979	Title Ice Photo Reproduction Special Records Manager Ice Records Specialist Ice Records Supervisor Ice Records Training Coord Ice Sergeant Ice Support Services Manager Ice Support Services Manager Ice Info Systems Analyst Icipal Information Systems An Ice Gram Coordinator Ice Photo Reproduction Special Information Systems An Ice Photo Reproduction Special Information Systems An Ice Photo Reproduction Special Information Special Information Systems An Ice Photo Reproduction Special Information Information Information Special Information Inf	No. 2 0 60 0 9 215 0 1 0 2	No. 2 0 60 0 9 215 0 1 0 3	No. 2 1 56 4 9 126 1 0 1 0	Amount 119,850 77,615 1,997,199 237,582 381,534 8,343,360 82,771 0 80,193	No. 2 1 56 4 9 126 1 0 1	121,772 78,864 2,008,389 245,986 389,496 8,554,901 88,980 0 81,479	No. 2 1 56 4 9 126 1 0 1	Amount 121,772 78,864 2,008,389 245,986 389,496 8,554,901 88,980 0 0 0 0 11,470
7925 Polici 146 Polici 7924 Polici 147 Polici 5134 Polici 7930 Polici 2545 Prin. 7507 Prin. 966 Prog 7154 Prog 971 Prog 973 Prog 974 Prog 975 Prog 975 Prog 976 Prog 977 Prog 977 Prog 978 Prog 979 Prog	ce Records Manager ice Records Specialist ce Records Supervisor ce Records Training Coord ce Sergeant ce Support Services Manager icipal Info Systems Analyst icipal Information Systems An gram Coordinator	0 60 0 9 215 0 1 0	0 60 9 215 0 1 0 3	1 56 4 9	77,615 1,997,199 237,582 381,534 8,343,360 82,771	1 56 4 9 126 1	78,864 2,008,389 245,986 389,496 8,554,901 88,980	1 56 4 9	78,864 2,008,389 245,986 389,496 8,554,901 88,980 0
146 Polic 7924 Polic 147 Polic 5134 Polic 7930 Polic 2545 Prin 7507 Prin 966 Prog 970 Prog 971 Prog 973 Prog 974 Prog 975 Prog 975 Prog 976 Prog 977 Prog 977 Prog 978 Prog 979 Prog 979 Prog 979 Prog 979 Prog 971 Prog 971 Prog 971 Prog 972 Prog 973 Prog 974 Prog 975 Prin 975 Prin 975 Prog 976 Prog 977 Prog 977 Prog 977 Prog 978 Prog 979 Prog 979 Prog 979 Prog 979 Prog 979 Prog 979 Prog 971 Prog 971 Prog 972 Prog 973 Prog 974 Prog 975 Prog 975 Prog 975 Prog 976 Prog 977 Prog 977 Prog 978 Prog 979 Prog 979 Prog 979 Prog 979 Prog 971 Prog 971 Prog 972 Prog 973 Prog 974 Prog 975 Prog 975 Prog 975 Prog 976 Prog 977 Prog 978 Prog 978 Prog 979 Prog 97	ce Records Specialist ce Records Supervisor ce Records Training Coord ce Sergeant ce Support Services Manager ncipal Info Systems Analyst ncipal Information Systems An gram Coordinator	60 0 9 215 0 1	60 0 9 215 0 1 0	4 9	1,997,199 237,582 381,534 8,343,360 82,771	4 9 126 1	2,008,389 245,986 389,496 8,554,901 88,980	4 9	2,008,389 245,986 389,496 8,554,901 88,980 0
7924 Polici 147 Polici 5134 Polici 7930 Polici 2545 Prin 7507 Prin 966 Prog 7154 Prog 970 Prog 971 Prog 973 Prog 964 Prog 5120 Publ 7193 Safe	ce Records Supervisor ce Records Training Coord ce Sergeant ce Support Services Manager ncipal Info Systems Analyst ncipal Information Systems An gram Coordinator	0 9 215 0 1 0 2	0 9 215 0 1 0 3	4 9	237,582 381,534 8,343,360 82,771	4 9 126 1	245,986 389,496 8,554,901 88,980	4 9	245,986 389,496 8,554,901 88,980 0
147 Polic 5134 Polic 7930 Polic 2545 Prin 7507 Prin 966 Prog 7154 Prog 970 Prog 971 Prog 973 Prog 964 Prog 5120 Publ 7193 Safe	ce Records Training Coord ce Sergeant ce Support Services Manager ncipal Info Systems Analyst ncipal Information Systems An gram Coordinator	9 215 0 1 0 2	9 215 0 1 0 3	9	381,534 8,343,360 82,771 0	9 126 1	389,496 8,554,901 88,980 0	9	389,496 8,554,901 88,980 0
5134 Polic 7930 Polic 2545 Princ 7507 Princ 966 Prog 7154 Prog 970 Prog 971 Prog 973 Prog 964 Prog 7153 Prog 5120 Publ 7193 Safe	ce Sergeant ce Support Services Manager ncipal Info Systems Analyst ncipal Information Systems An gram Coordinator	215 0 1 0 2	215 0 1 0 3	-	8,343,360 82,771 0	126 1	8,554,901 88,980 0		8,554,901 88,980 0
7930 Police 2545 Print 7507 Print 966 Prog 7154 Prog 970 Prog 971 Prog 973 Prog 964 Prog 7153 Prog 5120 Publ 7193 Safe	ce Support Services Manager ncipal Info Systems Analyst ncipal Information Systems An gram Coordinator	0 1 0 2	0 1 0 3	126 1 0 1 0	82,771 0	1	88,980 0	126 1 0 1	88,980 0
2545 Print 7507 Print 966 Prog 7154 Prog 970 Prog 971 Prog 973 Prog 964 Prog 7153 Prog 5120 Publ 7193 Safe	ncipal Info Systems Analyst ncipal Information Systems An gram Coordinator	1 0 2	1 0 3	1 0 1 0	0	1 0 1	0	1 0 1	0
7507 Print 966 Prog 7154 Prog 970 Prog 971 Prog 973 Prog 964 Prog 7153 Prog 5120 Publ 7193 Safe	ncipal Information Systems An gram Coordinator	2	3	0 1 0	•	0 1	0 81 479	0 1	01.470
966 Prog 7154 Prog 970 Prog 971 Prog 973 Prog 964 Prog 7153 Prog 5120 Publ 7193 Safe	gram Coordinator	2	3	1 0	80,193	1	81 479	1	04 470
966 Prog 7154 Prog 970 Prog 971 Prog 973 Prog 964 Prog 7153 Prog 5120 Publ 7193 Safe	gram Coordinator	I	_	0					81,479
970 Prog 971 Prog 973 Prog 964 Prog 7153 Prog 5120 Publ 7193 Safe	gram Coordinator	۸ ا			U	0	0	0	0
971 Prog 973 Prog 964 Prog 7153 Prog 5120 Publ 7193 Safe		0	0	0	0	1	3,886	1	3,886
973 Prog 964 Prog 7153 Prog 5120 Publ 7193 Safe	gram Manager II	1	1	0	0	0	0	0	0
964 Prog 7153 Prog 5120 Publ 7193 Safe	gram Manager III	1	1	0	0	0	0	0	0
7153 Prog 5120 Publ 7193 Safe	gram Manager V	1	1	0	0	0	0	0	0
5120 Publ 7193 Safe	gram Specialist	4	3	0	0	0	0	0	0
7193 Safe	gram Specialist	0	0	1	58,821	1	61,086	1	61,086
	lic Safety Aide	1	0	0	0	0	0	0	0
	ety and Řísk Officer II	0	0	1	77,468	1	78,864	1	78,864
	ior Administrative Specialist	2	3	0	0	0	0	0	0
952 Seni	ior Management Analyst	1	1	0	0	0	0	0	0
	ble Attendant	1	1	1	34,800	2	73,974	2	73,974
7245 Vide	eo Production Assistant	0	0	1	45,602	1	58,186	1	58,186
TOTAL FULL	··········	1,284	1,284	1,257	68,231,735	1,292 \$	73,596,647	1,292 \$	73,596,647
TOTAL PAR	L-TIME POSITIONS								

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	129,518,416	16,965	129,535,381	1,292.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	S				
	(61,574)	0	(61,574)	0.0	Discretionary adj-OMF interagency changes
Mayor's Propose	d Budget Decisio	ns			1
	1,000,000	0	1,000,000	0.0	Additional Officers
	150,000	0	150,000	0.0	Enhanced Program Revenue (Photo Radar)
	386,100	0	386,100	0.0	Program Revenue for School Police Program
	0	244,550	244,550	0.0	COPS in Schools Grant Revenue
	374,000	0	374,000	0.0	PDOT Interagency (Traffic Safety Account)
	25,000	0	25,000	0.0	Reimbursement for Special Events
	13,509	0	13,509	0.0	Interagency adjustments
Approved Budge	t Additions and R	eductions			
	0	0	0	0.0	None
Adopted Budget	Additions and Re	ductions			
	0	0	0	0.0	None
	1,887,035	244,550	2,131,585	0.0	Total FY 2004-05 Decision Packages
	- · · · · · · · · · · · · · · · · · · ·		\$ 131,666,966	1,292.0	Total Adopted Budget
EV 2004 OF Danis	ion Backages No	t Assented	<u> </u>		
F 1 2004-05 Decis	ion Packages No 0	t Accepted 0	0	0.0	None
	U	U	\$ 0	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

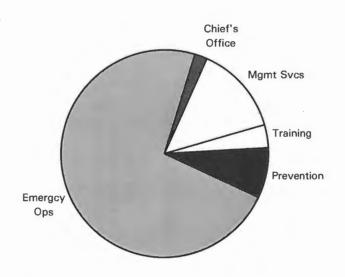
Percent of General Fund

Fire = \$69.5 Million

19.0%

General Fund = \$365.5 Million

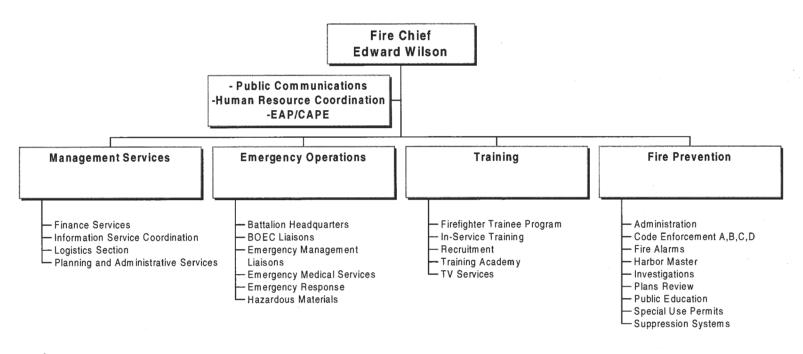
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	67,051,818	68,359,651	1,307,833	2.0%
Capital	2,011,807	1,156,956	-854,851	-42.5%
Allocated Overhead Costs	1,289,303	1,323,593	34,290	2.7%
Total Cost with Allocated Overhead	\$ 70,352,928	\$ 70,840,200	\$ 487,272	0.7%
Authorized Positions	702	700	-2	-0.3%

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 encourage community/Fire & Rescue partnerships to accomplish its mission.

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

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

To ensure preparedness and safety through training, disaster planning, and emergency management programs, by providing 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

Bureau Summary

Portland Fire & Rescue provides Portland citizens with a wide range of services including fire prevention; response to fire, medical, and other emergency incidents; and disaster management. With an budget of \$69.5 million and 700 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 Communications Office, part of the Office of the Fire Chief, 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 make Portland a safer place to live.

Management Services

The Management Services Division provides the support necessary to operate a 24-hour-aday, 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 the city. Specifically, PF&R's operating spending per capita has been cut by 14% while run volume has grown by 37% in the past 10 years. In light of these funding reductions, PF&R has made great strides in streamlining its operations and found ways to do more with less. In addition, the bureau actively seeks alternative funding sources and has been successful in the acquisition of numerous grants.

Grants

Saving Lives and Property through Federal Grants

PF&R received the USFA Fire Act grant for the second year in a row. The bureau will use the grant of \$208,000 to help save lives in Portland through a public information campaign, targeted at children 14 years and younger, and senior citizens. These groups represent Portland's most at-risk residents.

PF&R will partner with KGW-TV and Multnomah Cable Access to produce televised public safety messages for broadcast on TV and in classrooms. KGW-TV is donating production for the campaign, and providing a corporate sponsorship in the form of \$75,000.

Keeping Firefighters Fit Thanks to FEMA PF&R also received a \$260,610 federal grant to implement a firefighter wellness program. Firefighters suffer a significantly higher risk for heart related medical problems, cancer, and injury because of the dangerous nature of their jobs.

The program provided base-line physicals for all Portland firefighters, exercise equipment, and other elements to reduce injury and keep firefighters healthy.

The men and women of PF&R (and their families) will benefit from a health and wellness program by reduced firefighter death and injury. Citizens of Portland will benefit with improved firefighter performance and reduced medical payments, workers' compensation, settlements, and lost-time. 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%.

Homeland Security Funding for the City of Portland

Working with the Portland Office of Emergency Management (which until recently was housed under PF&R), PF&R has received approximately \$5 million in grants during the past 5 years, as follows:

- Emergency Management Planning Grant about \$50,000 per year
- Chemical Biological Defense Command \$22,000
- Metropolitan Medical Response System planning \$21,000
- MMRS Equipment Cache \$600,000
- EMT Training, APD2000 Training & Command and Control \$10,596
- Department of Justice FY2002 equipment grant \$107,500
- 2003 and 2003 Office of Domestic Preparedness grants \$1,180,141
- 2003 Urban Area Security Initiative \$3 million

Terrorism/Disaster Preparedness

PF&R is working with regional partners to address equipment and training, business recovery, building security, and communications. The bureau has accomplished the following goals:

- Provided radiation detectors for all fire and rescue apparatus
- Developed a Hazardous Materials Weapons of Mass Destruction (WMD) response plan
- Completed operational plans for deploying WMD decontamination vehicles and successfully deployed the equipment during the Women's World Cup Soccer tournament
- Developed Medical Care Points for patients, wrote an implementation plan and performed a fully functional drill to test the program
- Performed two Emergency Operations Center drills

Workforce Diversity/ Environment

PF&R continues to experience tremendous growth in diversity hiring, due in part to our Firefighter Trainee program. The bureau has increased the number of women and minorities in the organization by 331% since 1993.

PF&R is continuing its commitment to a work environment that is free of bias, prejudice, and harassment, where all individuals are treated with respect and dignity. To that end, about 30 PF&R employees attended two three-hour meetings and one all-day workshop in June 2003, to begin the process of designing cultural assessment training. Participants included sworn, non-sworn, management, and rank and file employees.

The result of these meetings was the development of 10 clearly consistent training themes. PF&R has established an action plan and selected a consulting firm to implement the training, which started in the Spring of 2004.

Seismic Strengthening of Portland Fire & Rescue Stations

PF&R is about half-way through its 10-year program to upgrade all stations to Oregon's seismic codes for essential structures, and improve response times to serve a growing population.

The following is an update:

- New Fire Station 16, 1715 SW Skyline Blvd., officially opened January 2, 2003.
- New Fire Station 9, 1706 SE 39th Ave., officially opened August 5, 2003.
- New Fire Station 28, 5640 NE Sandy Blvd., in progress and scheduled to open mid-2004
- New Fire Station 27, 3130 NW Skyline Blvd., currently in design with construction to start in spring 2005.
- Fire Stations 5, 13, and 42, renovated and returned to service in 2003.
- Fire Stations 8, 19, and 20 currently under construction, completion in summer 2004.
- Fire Stations 2,11, and EMS office, in permitting and bidding.
- Fire Station 23 and Logistics, in bidding, construction to start summer 2004.
- Fire Station 6, in design.
- Fire Station 1/ADM, currently in negotiations with PDC on funding/siting options.

SUMMARY OF BUDGET DECISIONS

The FY 2004-05 Adopted Budget for PF&R has a reduction of \$659,165 from the current appropriation level. It also includes funds for two PF&R capital improvement projects totalling \$135,000.

Budget Reductions

Hydrant Testing Program

Shifting the hydrant testing program to the Water Bureau - \$52,038. The hydrant testing program ensures effective operation of the City's 14,500 fire hydrants. PF&R uses summer interns from Portland Community College to perform fire hydrant testing. Defective hydrants are reported to the Water Bureau for repairs. Each year approximately 600 defective hydrants are found and repaired. The Water Bureau will take over the hydrant-testing program starting FY 2004-05.

Premium Pay Reduction

Reducing premium pay budget - \$607,127. Over the last several years, the number of call shifts has continued to decrease. This is because PF&R's active hiring and training mode has resulted in an influx of new recruits to fill the traveler positions. The traveler positions fill firefighter vacancies that occur daily, because of planned and/or unplanned leaves such as vacation, sick, funeral, or injury.

Savings in the premium pay budget accrue because these vacancies are filled with employees assigned to the traveler pool rather than by a call shift, which is paid at time and a quarter. Also, the traveler pool firefighters are at a lower rate of pay, and consequently, they fill the vacancies at a lower cost than if those spots were filled by call shift firefighters.

To absorb the cut, PF&R will continue to expedite new recruit hiring and closely manage its overall personal services budget. However, this premium pay reduction will limit PF&R's flexibility to absorb additional costs such as major fires and other unplanned events, and could reduce the unspent personal services balance at year end.

Budget Realignment

Realigning the current appropriation to fund the Trauma Intervention Program (TIP) - \$60,000. TIP is a nationally recognized and award winning citizen volunteer program. It provides 24-hour, 7-day-a-week support to secondary victims of traumatic events, such as the family members of someone killed in an automobile accident. The program was cut but then restored with one-time funds during the FY 2003-04 budget process. PF&R will absorb the cost of the program within its current appropriation level.

Capital Budget Additions

Apparatus Replacement

Providing supplemental funding for apparatus replacement - \$100,000. The Adopted Budget includes \$1,121,956 in PF&R's operating budget for apparatus replacement. \$100,000 of this comes from the General Fund Capital Set Aside to supplement apparatus replacement funding. The combined budget will be used to purchase a fire truck and a fire engine.

Linnton Training Site Cleaning Up Continuing Linnton site monitoring and testing - \$35,000. Linnton is an area in NW Portland where Portland firefighters conducted training for many years, using oil and debris for test burns. Consequently, the soils became badly contaminated after drilling/training stopped in the early 1990's. PF&R has spent over a million of dollars bringing soils to acceptable levels. However, ongoing soil sampling and testing are still required.

FUNDING SOURCES

Funding Sources

General Fund discretionary support accounts for 95.7% of the funding for Portland Fire & Rescue operations. For FY 2004-05, non-discretionary resources total \$2,912,701. 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 2004-05.

In addition, Portland Fire & 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.

BUDGET NOTES

The Fire Bureau will develop costs for Station 6 lagoon alternatives and recommend a solution to Council including funding recommendations by August 2004.

Strategic Direction

SIGNIFICANT ISSUES

Station 45 Staffing

Fire Station 45 is located on the edge of the city boundary with Gresham and serves the populations of both jurisdictions. In 1999, both cities entered into an intergovernmental agreement to provide joint staffing for the station. PF&R staffs Station 45 for seven months from June through December of each year, while Gresham Fire Department covers the other five months.

PF&R has identified the 12 positions at Station 45 to staff new Fire Station 27, which will become operational in FY 2005-06. Based on the current general obligation bond schedule, PF&R can continue to staff Station 45 with displaced companies into FY 2006-07. However, once the station renovations are complete, PF&R will not have resources to staff Station 45.

Station 6 Dredging

The lagoon by Station 6 on the Willamette River has experienced a build-up of sediment, preventing the fireboats from berthing at the pier. The pier is the access route for firefighters when using fireboats for emergency responses.

PF&R patrols and protects approximately 36 miles of waterway consisting of billions of dollars of property and commerce. The Station 6 fireboats are the City's first line of defense in the event of fire, advanced life support emergency medical response, oil spills, or other hazardous releases along the Willamette River. Loss of access to the fireboats would significantly impact water-based emergency response.

Initial sampling and testing indicate that soil contamination in the dredging area exceeds the open in-water disposal standard. The cost of dredging and environmental remedy could range from \$1.3 to 3 million. Additional sampling and testing are underway and will be completed by July 2004. PF&R will further evaluate various options and recommend the appropriate course of action.

Apparatus Replacement

PF&R was also forced to cut its apparatus replacement program. Including previous cuts, it has been impossible to catch up with PF&R's replacement plan, and the bureau is now nearly two years and \$2 million behind the schedule, which has added significant mileage and maintenance costs to already old apparatus.

By not replacing apparatus with miles reaching or exceeding 100,000, negative impacts include increased response times, more frequent breakdowns (even during emergency response), and increased repair and maintenance costs. This directly impacts PF&R's core service to the public.

Driver/Apparatus Training Position

For the FY 2003-04 budget, PF&R cut two firefighter/officer positions, and one administrative employee. As a result, the Driver/Apparatus Training position was eliminated. That program provided all new and existing employees with extensive training for the highly specialized vehicles such as fire engines and ladder trucks that all firefighters are required to drive and operate. Because of the size and complexity of the equipment, the training is critical for the safety of firefighters and the citizens we serve. Driving/apparatus operation training is also key to the success of the Fleet Liability Loss Reduction Plan, which provides tens of thousands of dollars in incentive funds per year.

In addition, PF&R's efforts to train new employees to the State of Oregon standards for emergency vehicle operation were severely curtailed. The same is true for ongoing training of all employees who need initial training for state certification, or training mandated by City Risk Management.

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: Implement 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 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: Implement Company Fire Inspection Program

PF&R will continue the implementation of the Company Fire Inspection program. Approximately 90% of companies have been trained. The remaining 10% will be trained in the first quarter of FY 2004-05.

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. FY 2004-05 will be the second year for this two-year initiative.

MANAGEMENT GOALS & OBJECTIVES

Portland Fire & Rescue follows a five-year strategic plan, which includes a business plan and numerous action items to keep our organization looking forward.

Strategic Directions

PF&R has five 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 our commitment to be responsive, respectful, and sensitive to community and workforce demographics and values.

PF&R Major Initiatives

To implement the goals of our strategic plan, we have developed the following initiatives, which we plan to implement immediately given adequate funding:

1. Adopt Urban Wildfire Hazard Zones in the City of Portland *Description:* We 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.

Lead Responsibility: Prevention

Participants: Emergency Operations

Completion Date: June 30, 2005

Strategic Directions: 1 and 2

2. Implement Cultural Assessment Study Recommendation *Description:* Portland Fire & Rescue 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.

Lead Responsibility: Chief's Office

Completion Date: Ongoing

Strategic Directions: 5

3. Expand leadership/ management development training Description: We will intensify training in management/leadership abilities to increase effectiveness at all levels of the organization. Subjects as diverse as developing a positive workplace environment to incident management of major catastrophic events and officer training will be included. More structured training in this area will cultivate future leaders and define the management/leadership development path.

Lead Responsibility: Training

Completion Date: Ongoing

Strategic Directions: 4 and 5

4. Implement Company Fire Inspection program

Description: Continue the implementation of the Company Fire Inspection program. 90% of companies have been trained, and the remaining 10% will be trained in the first quarter of FY 2004-05.

Lead Responsibility: Prevention

Completion Date: September 30, 2004

Strategic Direction: 1 and 3

5. Achieve certification from the Commission on Fire Accreditation International (CFAI) Description: 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. FY 2004-05 will be the second year of this two-year initiative.

Lead Responsibility: Management Services

Participants: CFAI Leadership Team Completion Date: June 30, 2005

6. Seismically upgrade fire facilities through General Obligation (GO) bond funding Description: PF&R is about half-way through a 10-year bond program to seismically retrofit existing stations and other facilities, relocate stations for response time improvements, and build new stations to address growth in the city. As part of this program, PF&R will retrofit or move its Administration Building.

Lead Responsibility: Logistics

Participants: Bureau of General Services Completion Date: September 30, 2008

7. Complete feasibility study on implementing Candidate Physical Ability Testing (CPAT) *Description:* To better assess a prospective employee's ability to complete the tasks of a firefighter, PF&R is currently researching the feasibility of implementing the CPAT program for entry-level firefighters.

Lead Responsibility: Emergency Operations/Emergency Medical Services

Participants: CPAT Committee Completion Date: August 31, 2004

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 address 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 the diversity of the sworn workforce 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 that 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 & Rescue. This includes maintenance and repair of the City's 29 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 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 firefighter 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 that cause or spread fires.

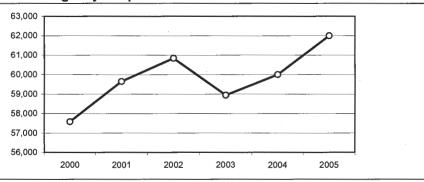
Code Enforcement seeks to identify and mitigate fire hazards in commercial establishments and multi-family dwellings of three or more units. The section's activities include regular inspections to ensure occupancies adhere to the safe practices outlined in the Uniform Fire Code. This program receives 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, which is regulated by the fire code.

Performance Measures

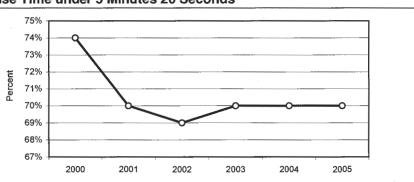
Number of Emergency Response Calls

The bureau has seen a constant increase in the number of emergency response calls in direct correlation to the rise in population.



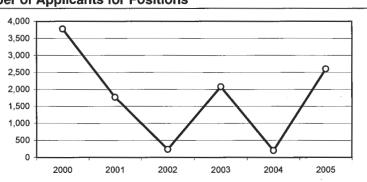
Response Time under 5 Minutes 20 Seconds

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.



Number of Applicants for Positions

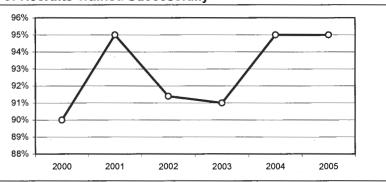
Depending on the fiscal year, various exams are given for uniform positions. The chart shows how the total number of applicants fluctuates, depending on the type and number of exams being given.



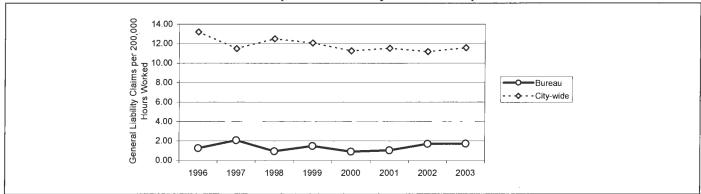
Percent of Recruits Trained Successfully

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.

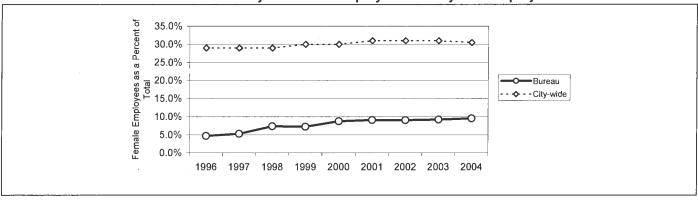
128



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



40,150

90%

50,400

95%

52,750

91%

56,000

95%

58,000

95%

54,000

91%

Number of hours of training provided via

Percent of recruits successfully trained in

comparison to the total # of recruits

group delivery at Training or in the field

Effectiveness

Bureau of Fire, Rescue and Emergency Services AU 124

PERFORMANCE MEASURES

	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002–03	Yr End Est. FY 2003-04	Adopted FY 2004–05
Efficiency						
Percent of firefighters completing in- service training based on annual requirements	100%	100%	100%	100%	100%	100%

	Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
EXPENDITURES					
Operating Budget					
Personal Services	53,864,344	55,227,207	57,558,042	59,193,837	59,193,837
External Materials and Services	4,247,912	4,622,626	4,972,048	4,787,613	4,787,613
Internal Materials and Services	3,874,744	4,413,414	4,331,728	4,328,201	4,328,201
Minor Capital Outlay	142,450	388,295	190,000	50,000	50,000
Equipment Cash Transfers	3,850	43,414	0	0	(
Total Operating Budget	62,133,300	64,694,956	67,051,818	68,359,651	68,359,651
Capital Improvements	1,102,955	666,860	2,011,807	1,156,956	1,156,956
OTAL BUREAU EXPENDITURES	\$ 63,236,255	\$ 65,361,816	\$ 69,063,625	\$ 69,516,607	\$ 69,516,607
Allocated Overhead	970,948	1,064,635	1,289,303	1,335,878	1,323,593
Total Cost with Allocated Overhead	64,207,203	66,426,451	70,352,928	70,852,485	 70,840,200
RESOURCES					
General Fund Discretionary	60,443,550	61,696,987	65,889,076	66,589,358	66,603,906
Non-Discretionary Revenues					
Grants & Donations	195,992	620,244	275,822	0 ·	(
Contract Revenues	327,523	326,959	310,000	338,000	338,000
Interagency Revenues	90,626	215,968	218,484	223,788	223,788
Program Revenue	2,178,564	2,221,099	2,239,804	2,235,060	2,235,060
Overhead Recovery	0	280,559	130,439	130,401	115,853
Total Non-Discretionary Revenues	2,792,705	3,664,829	3,174,549	2,927,249	2,912,701
TOTAL GENERAL FUND RESOURCES	63,236,255	\$ 65,361,816	\$ 69,063,625	\$ 69,516,607	\$ 69,516,607

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.

PROGRAMS						
Chief's Office		1,593,440	1,683,737	1,376,179	1,386,605	1,386,605
Positions		8	. 7	6	6	6
Emergency Management & Planning		487	30	0	0	0
Positions		0	0	0	0	0
Emergency Operations		45,675,369	46,989,397	49,420,559	50,607,773	50,607,773
Positions		591	<i>583</i>	581	581	581
Logistics		96,078	125,960	0	0	0
Positions		0	0	0	0	0
Management Services		8,402,730	8,998,234	10,534,677	9,586,356	9,586,356
Positions		37	35	35	35	35
Prevention		5,252,625	5,598,269	5,566,965	5,500,096	5,500,096
Positions		61	61	57	55	55
Revenues		4,045	5,628	0	0	0
Positions		0	0	0	0	0
Training		2,211,481	1,960,561	2,165,245	2,435,777	2,435,777
Positions		24	24	23	23	23
TOTAL PROGRAMS	\$	63,236,255	\$ 65,361,816	\$ 69,063,625	\$ 69,516,607	\$ 69,516,607
Positions		721	710	702	700	 700
General Fund Discretionary Positions	3	690	680	675	676	676

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003–04	Proposed FY 2004-05	Adopted FY 2004–05
Personne	el Services					
511000	Full-Time Employees	33,386,841	34,517,402	44,979,241	45,935,090	45,935,090
512000	Part-Time Employees	279,480	195,315	226,200	296,843	296,843
514000	Overtime	1,073,571	1,102,887	1,144,554	1,242,750	1,242,750
515000	Premium Pay	5,311,608	5,082,253	4,427,540	4,486,373	4,486,373
517000	Benefits	6,747,713	7,140,504	6,780,507	7,232,781	7,232,781
518000	Paid Absence	7,065,131	7,188,846	0	0	. 0
Total Pers	sonnel Services	53,864,344	55,227,207	57,558,042	59,193,837	59,193,837
Materials	and Services					
	I Materials and Services					
521000		240,795	459,977	682,628	502,392	502,392
522000		417,179	460,158	450,000	550,000	550,000
523000	Equipment Rental	2,570	1,542	34,988	30,270	30,270
524000		678,398	648,935	645,479	596,745	596,745
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	164,437	160,225	128,152	160,578	160,578
531000	Office Supplies	158,914	115,246	101,748	104,370	104,370
532000	Operating Supplies	769,273	548,994	807,548	844,340	844,340
533000	Repair & Maintenance Supplies	380,715	349,835	495,025	518,307	518,307
534000	Minor Equipment & Tools	431,468	1,046,143	684,664	544,600	544,600
535000	Clothing & Uniforms	531,086	509,181	441,299	452,895	452,895
539000	Other Commodities External	25,552	18,859	14,429	16,695	16,695
541000	Education	143,321	193,162	240,294	225,490	225,490
542000	Local Travel	12,398	11,293	17,905	18,130	18,130
543000	Out-of-Town Travel	66,507	75,071	94,557	98,695	98,695
544000	Space Rental	109,431	19,644	0	0	0
545000	Interest	0	0	0	0	0
546000	Refunds	0	0	0	0	0
547000	Retirement System Payments	92,902	103,217	103,216	115,000	115,000
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	49,484	27,730	30,116	19,106	19,106
	ternal Materials and Services	4,274,430	4,749,212	4,972,048	4,797,613	4,797,613
	Materials and Services Vehicle Services	549,190	563,412	650,925	640,285	640,285
552000	Printing & Distribution	132,364	137,076	153,274	144,785	144,785
553000	Facilities Services	45,241	52,738	5,012	5,310	5,310
554000	Communications Services	946,536	1,042,039	914,522	955,862	955,862
555000	Information Technology	750,676	1,185,820	1,090,200	1,033,148	1,033,148
556000	Insurance	737,497	634,689	679,070	676,669	676,669
	Master Lease	0	0	0,0,0,0	0,000	0,000
558000	Same Fund Services	668,923	644,082	699,527	722,101	722,101
	Other Fund Services	31,098	139,221	139,198	175,041	175,041
	ernal Materials and Services	3,861,525	4,399,077	4,331,728	4,353,201	4,353,201
	erials and Services	8,135,955	9,148,289	9,303,776	9,150,814	9,150,814
Capital Ou		2, 100,000	5, . 10,200	0,000,770	3,100,014	0,100,014
561000	_	0	0	0	0	0
562000	Buildings	10,706	0	0	0	0
563000	Improvements	0	7,965	0	0	0
564000	Capital Equipment	1,208,181	920,604	2,201,807	1,171,956	1,171,956
565000	Facilities Lease/Purchase	0	0	0	0	0
566000	Equipment Lease/Purchase	0	. 0	0	0	0
567000	Infrastructure	0	0	0	ő	0
568000	Other Capital Expenditure	0	0	0	0	0
569000	Depreciation	0	0	0	0	0
Total Capi		1,218,887	928,569	2,201,807	1,171,956	1,171,956
573000	Equipment Cash Transfers	3,850	43,414	0	0	0
	Minor Equipment Transfers	13,219	14,337	0	Ö	Ō
	EAU EXPENSES			\$ 69,063,625		

	au or r no, riesoue and En	Actual FY 2002	Actual FY 2003		vised 2003-04		posed 2004–05		lopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	. 1	1	43,932	1	44,641	1	44,641
516 510	Accountant III	1 3	1 3	1 3	55,334 109,098	1 3	51,765 110,874	1 3	51,765 110,874
819	Accounting Technician Administrative Assistant	3	3	0	0	0	0	0	0
7103	Administrative Assistant	0	0	6	304,675	6	313,814	6	313,814
7102	Administrative Specialist, Senio	0	0	1	47,202	1	49,931	1	49,931
922 7107	Administrative Supervisor II Administrative Supervisor II	1 0	1 0	0 1	0 63,341	0 1	0 64,352	1	0 64,352
2532	Applications Analyst II	1	Ö	Ö	0	Ö	0 1,002	Ö	0
2533	Applications Analyst III	2	0	0	0	0	0	0	0
2534	Applications Analyst IV	1 1	0	0 1	01 407	0 1	0	0	0
5347 928	Ass't Public Education Officer Bureau Administrative Manager	1	1 1	0	81,497	0	82,963 0	0	82,963 0
7112	Business Operations Manager	o o	Ö	1	82,771	1	84,105	1	84,105
7113	Business Operations Manager, Sen	0	0	1	99,429	1	104,484	1	104,484
7110	Business Operations Supervisor	0	0	1	72,144	1	74,897	1	74,897 93,960
1420 932	Carpenter Chief Bureau Administrative Mgr	2	2	2 0	92,476	2 0	93,960 0	2 0	93,960
7492	Community Relations Specialist	i	i	Ö	o i	Ö	ő	ő	Ö
5217	Deputy Fire Chief	7	7	0	0	0	0	0	0
7950	Deputy Fire Chief*	0	0	6	582,739	6	630,334	6	630,334
6042 337	Development Services Technician Distribution Technician	0	0 1	0	38,965	2 1	78,849 39,588	2	78,849 39,588
5218	Division Fire Chief	i		0	00,303	Ö	00,000	Ö	0
1453	Electrician	1	1	1	57,472	1	58,401	1	58,401
5349	Emerg Med Svcs Coordinator	1	1	1	83,935	1	90,028	1	90,028
5348 7197	Emerg Med Svcs Specialist EMS Program Manager	3 0	2 0	2 1	140,102 72,312	2 1	146,669 76,469	2	146,669 76,469
7651	Engineer, Supervising	0		1	82,771	1	84,105		84,105
7127	Executive Assistant	Ö	o l	1	58,709	1	61,304	1	61,304
7718	Facilities Maintenance Superviso	0	0	1	66,569	1	67,651	1	67,651
7717	Facilities Maintenance Superviso	0	0	1	51,329	1	54,297	1	54,297
1115 827	Facilities Maintenance Tech Financial Analyst	2	2	2 0	93,398	2 0	94,920 0	2 0	94,920 0
7377	Financial Analyst, Senior	Ö	0	1	61,036	1	64,561	1	64,561
5216	Fire Battalion Chief - Staff	11	11	11	1,029,896	11	1,046,539	11	1,046,539
5214	Fire Captain	31	31	31	2,536,526	31	2,565,363	31	2,565,363
7095 5219	Fire Chief Fire Chief	0	0	1 0	123,105	1 0	129,289	1 0	129,289 0
7955	Fire Division Chief*	0	Ö	2	208,364	2	219,804	2	219,804
5208	Fire Fighter	420	423	422	25,211,397	422	25,900,404	422	25,900,404
5209	Fire Fighter Specialist	10	10	10	641,830	9	600,995	9	600,995
5220 5221	Fire Inspector Fire Inspector, Senior	36 6	29 6	26 5	1,790,042 404,531	21 6	1,475,714 492,403	21 6	1,475,714 492,403
5222	Fire Inspector/Specialist	7	7	7	506,607	9	653,303	9	653,303
5225	Fire Investigator	7	7	7	505,804	7	526,858	7	526,858
5211	Fire Lieutenant	98	98	98	7,004,111	98	7,075,271	98	7,075,271
5328 7960	Fire Marshal Fire Marshall	1 0	1 0	0	0 105,534	0	0 112,836	0	0 112,836
5212	Fire Training Officer	4	4	4	270,293	4	281,092	4	281,092
5260	Harbor Pilot	7	7	7	481,756	7	492,758	7	492,758
5352	Hazardous Materials Coordinator	1	1 1	1	84,295	1	82,998	- 1	82,998
1520	Industrial Machinist	1 2	1 1	1 1	46,699	0	0 33,471	0	0 33,471
100 102	Office Support Specialist I Office Support Specialist II	5	5	5	32,949 179,437	5	180,005	5	180,005
104	Office Support Specialist III	1	1	1	42,905	1	43,597	1	43,597
1443	Painter	2	2	2	92,476	2	93,960	2	93,960
7133	Principal Management Analyst	0	0	1	67,766	1	71,941	1	71,941
966 970	Program Coordinator Program Manager II	3 2	3 2	0	0	0	0	0	0
7206	Public Information Officer	0	0	1	68,476	1.	71,138	1	71,138
816	Senior Administrative Specialist	5	4	0	0	. 0	0	0	0
3166	Senior Engineer	1 1	1	0	0	0	0	0	0
828 952	Senior Financial Analyst	1 1	1 1	0	0	0	0	0	0
952 1134	Senior Management Analyst Sr Facilities & Maint Supervisor	2	2	0	0	. 0	0	0	. 0
5230	Staff Fire Captain	5	5	5	408,567	5	421,838	5	421,838
5213	Staff Fire Lieutenant	5	3	2	138,675	3	217,509	3	217,509
3107	Technician I	1	2	2	89,331	0	0	1 0	0

Bureau of Fire, Rescue and Emergency Services AU 124

POSITIONS

Class Title		Actual FY 2002	Actual FY 2003	Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
1054	Trades Supervisor	0	1	0	0	0	0	0	0
1210	Utility Worker I	1	1	1	36,240	0	0	0	0
1211	Utility Worker II	0	0	0	0	1	39,588	1	39,588
1532	Vehicle & Equipment Mechanic	5	5	5	233,495	6	284,760	6	284,760
7708	Vehicle Maint Supervisor II	0	0	1	66,569	1	67,651	1	67,651
604	Video Production Assistant	1	1	0	0	0	0	0	0
606	Video Production Manager	1	1	0	0	0	0	0	0
7246	Video Production Specialist	0	0	1	60,323	1	61,304	1	61,304
7247	Video Production Supervisor	0	0	1	70,006	1	69,739	1	69,739
TOTAL	FULL-TIME POSITIONS	721	710	701 9	44,979,241	699	\$ 45,935,090	699 3	45,935,090
7172	EAP Specialist	1	1	1	0	1	27,718	1	27,718
TOTAL	PART-TIME POSITIONS	1	1	1 \$	0	1	\$ 27,718	1 9	27,718

Bureau of Fire, Rescue and Emergency Services AU 124

BUDGET DECISIONS

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

		AMOUNT					
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION		
FY 2004-05	70,039,529	8,507	70,048,036	699.5	FY 2004-05 Current Appropriation Level Estimate		
CAL Adjustmen	ts				v.		
•	(12,540)	0	(12,540)	0.0	Discretionary adj-OMF interagency changes		
) o	0) o	0.0	General Fund overhead adjustment		
Mayor's Propos	ed Budget Decision	ns					
, ,	(52,038)	0	(52,038)	0.0	Cut Hydrant Testing Program		
	(607,127)	0	(607,127)	0.0	Premium Pay Reduction		
) o	100,000	100,000	0.0	Apparatus Replacement (GF Capital Set-Aside)		
	0	35,000	35,000	0.0	Linnton Site Clean-up (GF Capital Set-Aside)		
	844	0	844	0.0	Interagency revenue adjustment		
	4,432	0	4,432	0.0	Program revenue adjustment		
Approved Budg	et Additions and Re	eductions					
	0	0	0	0.0	Overhead support adjustment		
Adopted Budge	t Additions and Re	ductions					
	0	0	0	0.0	None		
	(666,429)	135,000	(531,429)	0.0	Total FY 2004-05 Decision Packages		
			\$ 69,516,607	699.5	Total Adopted Budget		
			09,510,007	033.3			
FY 2004-05 Deci	ision Packages Not	•	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				
	(12,000)	0	(12,000)	0.0	Cut Sister City Bombero Program		
	(1,006,748)	0	(1,006,748)	(12.0)	Station Closure		
	. 0	1,130,000	1,130,000	0.0	Station 6 Lagoon Dredging		
	0	148,900	148,900	0.0	Floating Boathouse for Fireboat Campbell		
	0	159,400	159,400	0.0	Tie EMS & Training Buldings Together		
			\$ 419,552	(12.0)	Total Decision Packages Not Accepted		

Bureau of Emergency Communications

Public Safety Service Area

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

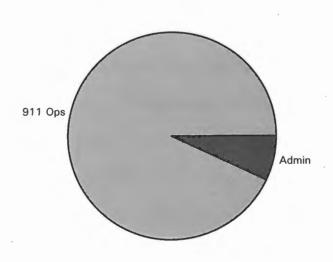
Percent of City Budget

Emerg Comm = \$12.7 Million

0.9%

City Budget = \$1.4 Billion

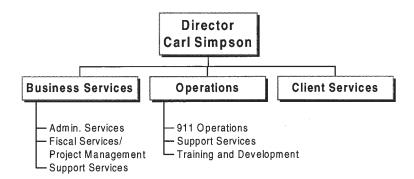
Bureau Programs



Bureau Overview

Expenditures		Revised FY 2003-04		Adopted FY 2004-05	Change from Prior Year	Percent Change	
Operating		12,663,958		12,709,452	45,494	0.4%	
Capital		0		0	0	0.0%	
Allocated Overhead Costs		359,399		291,632	-67,767	-18.9%	
Total Cost with Allocated Overhead	\$	13,023,357	\$	13,001,084	\$ -22,273	-0.2%	
Authorized Positions	137			127	-10	-7.3%	

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 to 942,833, an average increase of about 2.7% increase 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 2% per year. BOEC expects to receive approximately 970,000 calls, representing 620,000 emergency and 350,000 non-emergency calls in FY 2004-05.

Operating Budget

The FY 2004-05 Adopted Budget for BOEC is \$13.3 million, including \$0.6 million in fund-level requirements, and supports 127 full-time positions, of which 107 FTE are for certified Emergency Communications Operators (ECO) and trainees.

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 Public Safety Fund. In recent 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 1990's. 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. At the same, it was recognized that - as a limited funding source - it would eventually not be available to support BOEC's operations.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Established Goals

The FY 2004-05 Adopted Budget, prior to budget decision packages, continues the current number of budgeted Emergency Communications Operator (ECO) staff that perform call-taking and dispatch duties. This staffing level is sufficient to cover all dispatch operation and call-taking positions and provide a performance level of answering 80% of all 9-1-1 calls within 20 seconds. This is similar to the performance levels expected in FY 2003-04. For FY 2002-03, the goal was to answer 90% of calls within 20 seconds, which had been revised from the previous year's goal of 94.5% of calls.

A strategic review of the BOEC fire and EMS activities has recently been completed and shared with the City Council. BOEC and City management anticipate significant review and discussion of consultant proposals to improve efficiencies and services at BOEC with the consideration of budget and staffing adjustments in Fall 2005.

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 92 certified ECO staff will be available July 2005.

BOEC reduced its trainee turnover from 83% in 1999 to 17% in 2003 by improving and validating selection processes and by assigning accountability to the supervisory team.

Overtime

Overtime is used to manage peak hours and stay in compliance with the performance levels defined by the BOEC User Board. In prior 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 reduced approach to overtime continues in the FY 2004-05 budget.

SUMMARY OF BUDGET DECISIONS

The Adopted Budget reflects an increase of \$167,000 from the FY 2003-04 Adopted Budget and \$36,000 from the FY 2004-05 Current Appropriation Level. The budget reflects acceptance of two decision packages submitted in the bureau's Requested Budget.

The Adopted Budget incorporates the following decision packages:

Cuts to External Materials and Services

BOEC made \$54,524 in reductions in External Materials and Services in the supplies and miscellaneous accounts. This constrains funding for employee recognition, and unemployment compensation payments.

Lower interagency agreement expenses

After bureaus were assigned their target General Fund discretionary resources, and after the budget kickoff, internal service provider bureaus reduced their rates by roughly 2.5%. BOEC has interagency service agreements with Facilities Services, Printing and Distribution, Communication Services, Information Technology, Vehicle Services, and Risk Management. The revised interagency agreements with these service providers meant \$16,523 in lower interagency costs for BOEC.

Deferred Topics

Decisions on the request for addition of ECOT staff were deferred pending discussion of the strategic plan. Budget adjustments may be considered in Fall 2004.

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 level 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 most of the funding for BOEC, roughly 80%.

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

Research Services responds to requests for 9-1-1 call recordings by attorneys, media, and 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 for this service.

The Office of Management and Finance suggested BOEC's operating contingency should be 3-5% of operating expenditures. With fiscal year 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

City Council is concerned about increases in call waiting time. BOEC will present its completed strategic plan to Council and other user jurisdictions by June 2004. Council will consider budget changes to reduce call waiting time. Changes could include adding nine trainee Emergency Communications Operators after the strategic plan is presented, if user jurisdictions are in agreement.

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, job satisfaction, job knowledge, and job skills.
- Review and update the technological support systems that provide the underpinnings for BOEC's functions.
- Improve labor-management relations and cooperation to ensure resolution of identified issues. A few examples of this are 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 its user agencies and the citizens of Multnomah County.

Bureau Management Objectives for FY 2004-05

The bureau performs services for the user agencies within Multnomah County, 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 80% of all E-9-1-1 calls will be answered in less than 20 seconds.

Police Dispatch Objectives

Police Dispatch 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 for 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 for 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 2004-05

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:

- 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.

BOEC's Relationship to Priorities

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

BOEC's activities directly or indirectly impact most of Council's priorities. 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 Bureau Operations Manager has primary responsibility for providing 9-1-1 call-taking and police, fire, and emergency medical dispatch services. The FY 2004-05 Adopted Budget includes funding for the following positions:

- ◆ 104 certified Emergency Communication Operator positions, including trainee positions. These staff are responsible for handling incoming calls and dispatch activity.
- 6 full-time positions related to management, training, and customer services. This
 includes the Operations Manager, Assistant Operations Manager, Customer Services
 Manager, Quality Improvement Program Coordinator, Training Development Officer,
 and a Training Analyst.
- 7 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 Assistant Operations Manager; who reports to the Bureau Operations Manager and is responsible for the day-to-day operation of the center. The Quality Improvement Program Coordinator reports to the Bureau Operations Manager and is responsible for reviewing operations activity for compliance with bureau standard operating procedures.

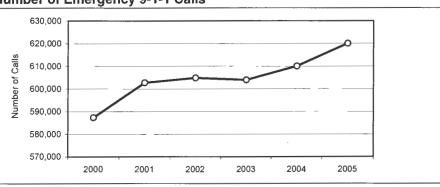
The Training Development Officer reports to the Bureau Operations Manager and is responsible for coordinating the operations staff new employee academies and certification training as well as ongoing operations certification training. The Training Analyst reports to the Training Development Officer.

The Customer Services Manager reports to the Director and is responsible for the overall management of the police dispatch services area and fire/emergency medical dispatch services.

Performance Measures

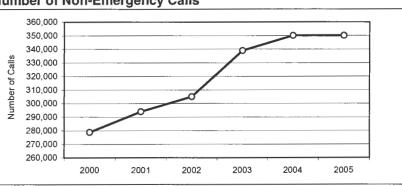
Number of Emergency 9-1-1 Calls

The implementation of the non-emergency number has reduced the growth of emergency calls since FY 2001.



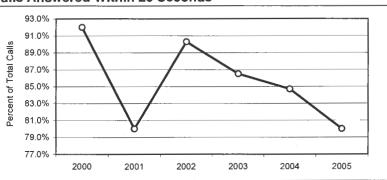
Number of Non-Emergency Calls

The volume of calls to the non-emergency number varies with the usage of the non-emergency phone number, and the overall call volume to the Bureau.



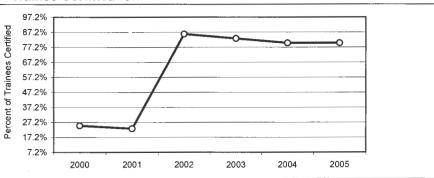
% Calls Answered Within 20 Seconds

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

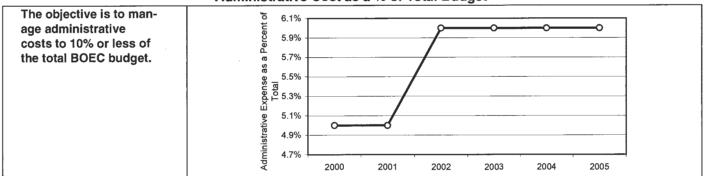


Trainee Certification Rate

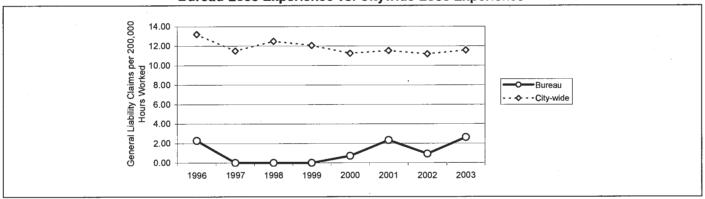
Trainee certification improved by validating selection processes and by assigning accountability to the supervisory team.



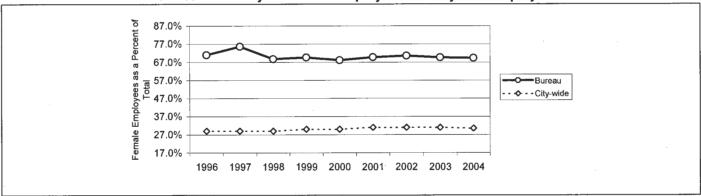
Administrative Cost as a % of Total Budget



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



bareaa er Emergene, eemme		7.0 0-0		_		
	Actual FY 199900	Actual FY 2000–01	Actual FY 2001-02	Actual FY 2002–03	Yr End Est. FY 2003-04	Adopted FY 2004–05
BUREAU OF EMERGENCY COMMUNICATION	NS					
Affirmative Action Measures						
Female Employees as a Percent of Total	68.1%	69.8%	70.5%	69.6%	69.3%	
Minority Employees as a Percent of Total	13.5%	9.2%	10.1%	9.6%	9.5%	
Bureau of Emergency Communications						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.72	2.33	0.92	2.62		
Workers Comp Claims per 200,000 Hours Worked	0.72	1.56	4.58	2.62		
General Liability Claims Cost per \$100 Payroll	\$0.71	\$0.08	\$0.12	\$0.01		
Workers Comp Claims Cost per \$100 Payroll	\$0.00	\$0.07	\$0.55	\$0.58		
Administration						
Workload						
Administrative cost as a % of total budget.	5.0%	5.0%	6.0%	6.0%	6.0%	6.0%
911 Operations						
Workload						
Emergency and Non-Emergency Calls	866,104	896,717	909,929	942,833	960,000	970,000
Number of Emergency 9-1-1 Calls	587,334	602,698	604,863	603,923	610,000	620,000
Number of Non-Emergency Calls	278,770	294,019	305,066	338,910	350,000	350,000
Trainee Certification Rate	25.0%	23.0%	86.0%	83.0%	80.0%	80.0%
Percentage of Emergency Communicat trainees certifying per year compared to	tions Operators tr o number hired pe	ainees that beco er year.	me fully certified	ECO staff. Data	presented as pe	ercentage of
% Calls Answered within 20 Seconds	92.0%	80.0%	90.3%	86.5%	84.7%	80.0%

bureau of Enlergency Comm	IUI	iications	A	J 020		30	ININIAR I OF	bun	LAU BUDGI
		Actual FY 2001–02		Actual FY 2002–03	Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES								-	
Operating Budget									
Personal Services		9,039,246		10,041,491	9,487,358		9,500,644		9,500,644
External Materials and Services		556,508		442,593	704,140		725,932		725,932
Internal Materials and Services		2,625,521		2,727,867	2,317,460		2,482,876		2,482,876
Minor Capital Outlay		37,960		0	155,000		0		0
Equipment Cash Transfers		500,000		0	0		0		0
Total Operating Budget		12,759,235		13,211,951	12,663,958		12,709,452		12,709,452
Capital Improvements		0		0	0		0		0
TOTAL BUREAU EXPENDITURES	\$	12,759,235	\$	13,211,951	\$ 12,663,958	\$	12,709,452	\$	12,709,452
Allocated Overhead		510,261		248,057	359,399		290,483		291,632
Total Cost with Allocated Overhead		13,269,496		13,460,008	 13,023,357		12,999,935		13,001,084
RESOURCES			-						
Emergency Communication Fund		12,759,235		13,211,951	12,663,958		12,709,452		12,709,452
Note: Discretionary General Fund re Non-Discretionary revenues are rest								ıe.	
PROGRAMS									
Administration		774,140		849,063	759,566		887,094		887,094
Positions		. 9		. 9	. 8		. 8		. 8
911 Operations		11,985,095		12,362,888	11,904,392		11,822,358		11,822,358
Positions		124		124	129		119		119
TOTAL PROGRAMS	\$	12,759,235	\$	13,211,951	\$ 12,663,958	\$	12,709,452	\$	12,709,452
Positions		133		133	137		127		127
General Fund Discretionary Positions		86		86	89		86		86

	or Emergency Commu		Actual Y 2001–02	Actual FY 2002–03	 Revised FY 2003-04		Proposed FY 2004–05	Adopted FY 2004–05
Personne	I Services				 	· .		
	Full-Time Employees		4,695,169	5,160,245	6,715,874		6,746,454	6,746,454
	Part-Time Employees		57,970	86,559	0,710,074		0,740,434	0,740,404
514000	Overtime		797,047	814,544	475,000		475,000	475,000
515000	Premium Pay		138,057	134,338	5,140		13,000	13,000
517000	Benefits		2,234,087	2,544,508	2,291,344		2,266,190	2,266,190
518000	Paid Absence		1,116,916	1,301,297	. 0		0	0
	sonnel Services		9,039,246	10,041,491	9,487,358		9,500,644	 9,500,644
	and Services			70,011,101			0,000,011	 0,000,011
Externa	I Materials and Services							
521000	Professional Services		82,871	8,127	50,000		50,000	50,000
522000	Utilities		0	0	0		0	0
523000	Equipment Rental		1,629	1,440	1,500		1,500	1,500
524000	Repair & Maintenance Services		130,241	163,056	161,850		208,023	208,023
525000	Non-Capital Improvement		0	0	0		0	0
528000	Local Match Payments		0	0	0		0	0
529000	Miscellaneous Services		151,901	105,292	147,500		130.712	130,712
531000	Office Supplies		27,836	49,564	47,213		73,000	73,000
532000	Operating Supplies		10,594	19,875	10,700		10,700	10,700
533000	Repair & Maintenance Supplies		0	0	0		0	0
534000	Minor Equipment & Tools		88,230	18,436	210,000		93,790	93,790
535000	Clothing & Uniforms		0	0	. 0		0	0
539000	Other Commodities External		0	0	0		0	0
541000	Education		12,614	22,063	35,145		30,650	30,650
542000	Local Travel		1,931	1,830	4,255		1,755	1,755
543000	Out-of-Town Travel		9,746	17,301	8,577		8,577	8,577
544000	Space Rental		0,740	0	0,577		0,577	0,577
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		38,915	35,609	27,400		117,225	117,225
	ternal Materials and Services		556,508	 442,593	 704,140		725,932	 725,932
Internal	Materials and Services		-,	, ,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		-,	,
	Vehicle Services		4,848	4,600	7,632		2,473	2,473
552000	Printing & Distribution		17,354	18,906	33,986		18,349	18,349
553000	Facilities Services		276,533	315,598	281,756		387,933	387,933
554000	Communications Services		389,471	443,750	408,264		365,830	365,830
555000	Information Technology		1,505,216	1,573,062	1,233,883		1,348,067	1,348,067
556000	Insurance		304,427	227,546	232,501		228,099	228,099
557000	Master Lease		0	0	0		0	0
558000	Same Fund Services		0	0	0		0	0
559000	Other Fund Services		127,672	122,966	119,438		132,125	132,125
Total Int	ernal Materials and Services		2,625,521	2,706,428	2,317,460		2,482,876	2,482,876
Total Mate	rials and Services	-	3,182,029	3,149,021	 3,021,600		3,208,808	3,208,808
Capital Ou	ıtlay							
561000	Land		0	0	0		0	. 0
562000	Buildings		0	0	0		0	0
563000	Improvements		0	0	0		0	0
564000	Capital Equipment		37,960	0	155,000		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	Other Capital Expenditure		0	0	0		0	0
569000	Depreciation		0	 0	 0		0	 0
Total Capi			37,960	0	155,000		0	0
573000	Equipment Cash Transfers		500,000	0	0		0	0
	Minor Equipment Transfers		0	 21,439	 0		0	 0
IOTAL BUR	EAU EXPENSES	\$	12,759,235	\$ 13,211,951	\$ 12,663,958	\$	12,709,452	\$ 12,709,452

		Actual FY 2002	Actual FY 2003		rised 103-04		oosed 104-05		pted 04–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7103	Administrative Assistant	2	1	1	52,600	1	56,945	1	56,945
7102	Administrative Specialist, Senio	1	1	1	40,817	1	44,518	1	44,518
7106	Administrative Supervisor I	0	1	1	41,433	1	56,923	1	56,923
7112	Business Operations Manager	1	1	1	87,065	1	85,625	1	85,625
7985	Emergency Com Pgm Coor	0	0	0	0	2	144,850	2	144,850
317	Emergency Comm Operator I	3	3	4	189,266	4	193,044	4	193,044
318	Emergency Comm Operator II	105	105	105	5,225,098	103	5,206,588	103	5,206,588
316	Emergency Comm Operator Trainee	0	0	9	97,148	0	0	0	0
7980	Emergency Communication Training	0	1	1	67,514	1	66,371	1	66,371
7085	Emergency Communications Directo	1	. 1	1	99,541	1	107,081	1.	107,081
7977	Emergency Communications Operati	1	1	1	75,598	1	83,259	1.	83,259
7975	Emergency Communications Supervi	10	11	8	512,560	9	589,010	9	589,010
7976	Emergency Communications Supervi	6	4	1	53,421	0	0	0	0
102	Office Support Specialist II	1	1 1	1	31,225	1	37,626	1	37,626
7133	Principal Management Analyst	1	1	1	71,588	1	74,614	1	74,614
970	Program Manager II	1	1	1	71,000	0	0	0	0
TOTAL	FULL-TIME POSITIONS	133	133	137 \$	6,715,874	127 \$	6,746,454	127 \$	6,746,454
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	0	0 \$	0

Bureau of Emergency Communications AU 620

BUDGET DECISIONS

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	12,858,065	2,269	12,860,334	127.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	ts				
	28,342	0	28,342	0.0	Discretionary adj-OMF interagency changes
Mayor's Propose	ed Budget Decision	ıs			
	(54,524)	0	(54,524)	0.0	Materials & Services Reduction
	(16,523)	0	(16,523)	0.0	Interagency Reductions
	0	54,980	54,980	0.0	Transfer from Public Safety Fund-BTS IA
	0	(155,000)	(155,000)	0.0	Moved to fund-level: contingency, not capital
	0	(28,585)	(28,585)	0.0	Moved to fund-level: BRASS cash transfer
	20,428	0	20,428	0.0	Other jurisdiction revenue for IA increases
Approved Budge	et Additions and Re	eductions			
	0	0	0	0.0	Overhead recovery change
Adopted Budget	Additions and Rec	luctions			
	0	0	0	0.0	None
	(22,277)	(128,605)	(150,882)	0.0	Total FY 2004-05 Decision Packages
			\$ 12,709,452	127.0	Total Adopted Budget
			\$ 12,709,432	127.0	Total Adopted Budget
FY 2004-05 Deci	sion Packages Not	Accepted			
	(188,575)	0	(188,575)	0.0	Eliminate Net 8 Police Service Desk
	278,717	0	278,717	9.0	Hire Additional ECO Trainees
	<u> </u>		\$ 90,142	9.0	Total Decision Packages Not Funded



Office of Emergency Management

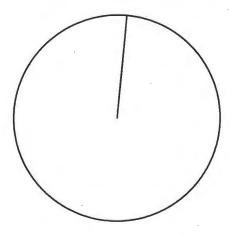
Public Safety Service Area

Mayor Vera Katz, Commissioner-in-Charge Miguel Ascarrunz, Director

Percent of City Budget

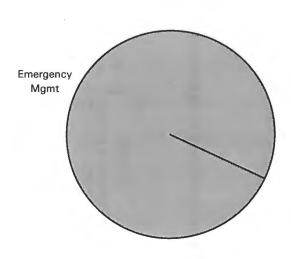
Emergency Management = \$988.9 Thousand

0.1%



City Budget = \$1.4 Billion

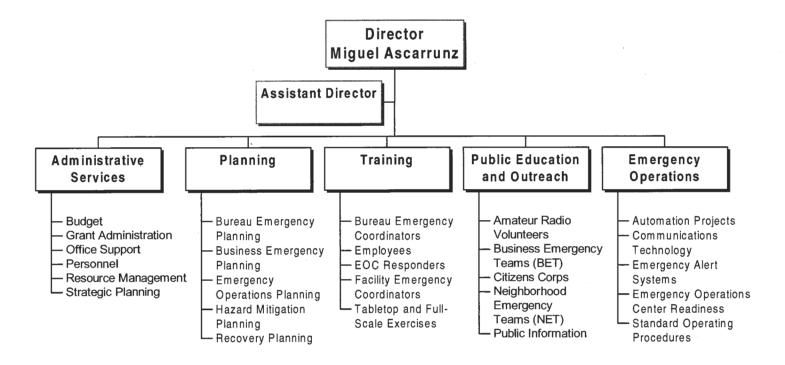
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04		Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	1,084,311		988,924	-95,387	-8.8%
Capital	0		0	0	0.0%
Allocated Overhead Costs	0	,	0	0	0.0%
Total Cost with Allocated Overhead	\$ 1,084,311	\$	988,924	\$ -95,387	-8.8%
Authorized Positions	6		7	1	16.7%

Office of Emergency Management



Bureau Summary

BUREAU MISSION

The mission of the Portland Office of Emergency Management (POEM) is to effectively coordinate emergency preparedness, mitigation, response, and recovery efforts for the City of Portland to protect lives and property in the event of a natural or man-made disaster.

BUREAU OVERVIEW

POEM provides planning, training, exercises, and educational outreach programs related to natural and man-made disasters to assist and prepare citizens, government agencies, and private/nonprofit organizations prior to, during, and after a local emergency or disaster. The office also manages the City's Emergency Operations Center (EOC) during any major emergency or disaster and activates emergency warning systems. POEM works as an interagency coordinator in partnership with local, state, federal, and private entities to provide comprehensive planning, response, mitigation, and recovery capabilities for all hazard potentials facing Portland.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Administrative Services

The Administrative Services section manages all bureau activities related to budget preparation, strategic planning, resource management, and grant administration, and also provides personnel, payroll, accounting, purchasing, and office support services.

During the first nine months of the new office, POEM applied for over \$20 million in Homeland Security funding. To date, \$14 million has been awarded to the City and other jurisdictions in the urban area. Some Homeland Security funding is for regional planning, but all funds are for equipment, training, and planning for chemical, biological, radiological, nuclear, and explosive (CBRNE) events. These grants are either competitive or distributed by formula and require no matching funds. The primary recipients of these funds are first responders: Portland Fire and Rescue and the Portland Police Bureau, but funding recipients include the Bureau of Emergency Communications, Parks and Recreation, Portland Office of Transportation, Water Bureau, and Information Technology.

Planning

The Planning section develops and maintains the City's Emergency Operations Plan (EOP) and helps with development of bureau specific emergency plans. Additionally, this section coordinates the development of the City's hazard mitigation and recovery plans.

Training

The Training section assists City bureaus by providing ongoing training programs and exercises to enhance preparedness, response, and recovery capabilities.

Emergency Operations

The Emergency Operations section organizes, equips, and maintains the City's Emergency Operations Center; maintains emergency resource lists and standard operating procedures; and oversees the testing, maintenance, and activation of emergency warning systems. This section also identifies and implements communications and information systems technology to enhance EOC response operations. The Fire and Police bureaus continue to be an integral part of the City's emergency management program. Two sworn Fire positions and two sworn Police positions and associated materials and services remain in the Fire and Police budgets and will continue to be dedicated to emergency management activities.

Public Education and Outreach

The Public Education and Outreach section manages community emergency volunteer programs including the Neighborhood Emergency Team (NET) and Business Emergency Team (BET) programs. This section also conducts emergency preparedness presentations for the Portland community, maintains an emergency management web site, and produces public service announcements in an effort to educate the public on emergency preparedness.

SUMMARY OF BUDGET DECISIONS

The Portland Office of Emergency Management was created in FY 2003-04 to centralize leadership and coordination responsibility for emergency management into a single organization under the direction of the Mayor. Funding for POEM is supported by a mixture of General Fund discretionary, overhead recovery, and grant revenues. The FY 2003-04 budget was a first attempt to develop the new office. Detailed knowledge of its functions and what constituted a realistic budget were not known when the office was created. In FY 2003-04, one administrative support position was reclassified to provide for an Assistant Bureau Director to help manage the office. Due to the extremely large amount of Homeland Security funds administered by POEM, this administrative support position is essential to meet Federal and State grant reporting and tracking requirements. An added position was approved during the course of the year, and the increased cost was offset through reductions in materials and services.

The FY 2004-05 Adopted Budget for POEM contains no significant changes from the office's current appropriation level.

Strategic Direction

SIGNIFICANT ISSUES

POEM's main objective is to strengthen the City's emergency preparedness through better communication, cooperation, and collaboration among City bureaus, local governments, businesses, and nonprofits. The office is currently developing a strategic plan that will identify specific goals and initiatives for working with other bureaus in the City that have emergency management functions and play a key role in the City's efforts. FY 2004-05 resources will not support all of POEM's FY 2004-05 implementation goals and initiatives, but the office will work diligently to position the City to more effectively prepare for, respond to, and recover from emergencies by meeting the needs of the City's diverse communities.

MANAGEMENT GOALS & OBJECTIVES

The mission of the Portland Office of Emergency Management (POEM) is to effectively coordinate emergency preparedness, mitigation, response and recovery efforts for the City of Portland in order to protect lives and property in the event of a natural or man-made disaster.

Strategic Result Goals

The Strategic Result Goals for POEM are categorized according to the Emergency Management Accreditation Program (EMAP) assessment standards as listed below. The EMAP standard is the set of criteria designed to evaluate an emergency management program's organization, resources, plans, and capabilities against current standards to increase its effectiveness in protecting its residents. The EMAP standard is built on the emergency management functions that form the structure of the National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Program.

Strategic Result Goal 1

Standard 3-9.3: Standard operating procedures shall be established and implemented for response to those credible hazards identified for the City of Portland.

Standard 3-4.1: The entity shall implement a strategy to eliminate hazards or mitigate the effects of hazards that cannot be eliminated.

Standard 3-6.1: A disaster/emergency management program shall include the development of emergency response and recovery plans.

Strategic Result Goal 2

Standard 3-9.1: The entity shall develop, coordinate, and implement operational procedures to support the program.

Strategic Result Goal 3

Standard 3-8.2: The entity shall develop and maintain a reliable capability to alert official and emergency response personnel.

Strategic Result Goal 4

Standard 3-11.2: The objective of the training shall be to create awareness and to enhance the skills required to develop, implement, maintain, and execute the program.

Standard 3-11.4: Personnel shall be trained in the entity's incident management system, including awareness of the operating systems of federal, state and local government, first responder and volunteer organizations.

Strategic Result Goal 5

Standard 3-14: The entity shall develop financial and administrative procedures to support the program before, during, and after an emergency or disaster.

COUNCIL PRIORITIES

POEM's mission of effectively coordinating emergency preparedness, mitigation, response and recovery efforts to protect lives and property in the event of disaster supports the Council's goal of ensuring a safe and peaceful community.

Overview of Programs

OFFICE OF EMERGENCY MANAGEMENT

POEM has two primary programs: emergency preparedness and planning, and emergency response and recovery.

Emergency Preparedness and Planning

POEM works in partnership with City bureaus and other agencies to plan and prepare for natural, technological, and human-caused disasters. At present, plans have been completed for six of the eight federally-identified types of disasters: earthquake, flood, winter storm, hazardous materials, terrorism, and wildland interface fire.

Residents are a critical key to community disaster preparedness. Through the Neighborhood Emergency Team (NET) program, POEM strives to bring emergency response capacity into every neighborhood. Working in collaboration with Portland Fire and Rescue, the NET program trains approximately 100 volunteers annually. Each NET is comprised of at least 20 citizens trained by PF&R and POEM to provide emergency assistance in their own neighborhood for 72 hours following a disaster such as a severe winter storm, flood, or major earthquake. POEM's goal is to train and help organize a team in each of Portland's 96 neighborhood areas. Since 1994, over 1,000 citizens have completed the basic training and nearly 75% of these remain active in the program. NET volunteers represent 86 out of 96 neighborhood areas citywide. Exit surveys collected after each series of classes indicate that all students experience an increase in their personal preparedness.

Business Emergency Team (BET) volunteers are also being trained in the Portland business community. In addition to direct training to employees, POEM 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 POEM to reach a greater number of businesses and also allows businesses to offer the basic training in a way that best meets the needs of their own employees and operations.

POEM has received grant funding to develop a Citizen Corps program for the City of Portland. The Citizen Corps mission is to tailor activities to the community and build on community strengths to develop and implement a local strategy of having every citizen participate through personal responsibility, training, and volunteer service. To accomplish this mission, POEM will create the first Portland Citizen Corps Council during the next fiscal year. The Citizen Corps Council initiative will provide local first responders an opportunity to work with volunteer organizations, local community leaders, and other local groups to get the community better prepared to handle any type of disaster or crisis situation.

During the next fiscal year, POEM will also initiate a training program for bureau emergency responders (e.g., floor monitors, bureau emergency coordinators) assigned to City of Portland facilities. This program will assist designated floor monitors and bureau emergency coordinators to develop facility emergency plans and conduct annual evacuation drills. Procedures for reporting facility damage assessment surveys during disasters will also be developed in collaboration with City bureaus.

POEM has also prioritized hazard mitigation initiatives for the next fiscal year. Hazard mitigation targets resources and prior mitigation activities to lessen the effects of disasters to citizens, communities, businesses, and industries. POEM will coordinate a Citywide hazard mitigation planning process to develop a Disaster Mitigation Act (DMA) 2000 compliant hazard mitigation plan for the City of Portland. The Portland Hazard Mitigation plan will be developed collaboratively with the community, governmental agencies, the private sector, and academic partners. Once the plan is finalized and shared with the community, POEM will monitor the implementation of recommended mitigation actions in the plan.

Emergency Response and Recovery

The Portland Office of Emergency Management partners with other City bureaus and government agencies to be ready to respond to a natural, technological, or human-caused disaster, and to assist the community with a rapid recovery. The basis for response and recovery in the state is the Oregon Emergency Response System (OERS) in the City's Emergency Operations Center (EOC). City employees who work in the EOC, or who support emergency response in the field, are required to have Incident Command System (ICS) training. To date, approximately 75% of City EOC responders have received ICS training; however, only 20% of the City's work force has received ICS basic training, including elected officials, senior and executive staff members, and field personnel. For FY 2004-05, 25% of City staff are targeted to receive ICS training. In the future, this will be a federal requirement according to the draft National Response Plan and National Incident Management System (NIMS).

In the event of an emergency, City bureaus need to have a developed plan to follow. At present, approximately 75% of City bureaus have a disaster response procedure that has been written or revised within the last three years. POEM staff will continue to work with other bureaus to develop plans and seek to increase the number of bureaus with current disaster response procedures to 85%. Customer satisfaction is a focus of staff's service delivery. To date, all of the bureaus that have received planning assistance have been very satisfied with the guidance and assistance provided.

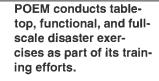
In order to test the reliability of bureau emergency plans, POEM conducts various types of disaster exercises including tabletop, functional, and full-scale exercises. During the past fiscal year, POEM coordinated four Mayors' table top exercises focused on the following scenarios: terrorism with a weapon of mass destruction, earthquake, flood, and power blackout. POEM also participates in additional community disaster exercises sponsored by other agencies. During the last fiscal year, POEM participated in a TriMet table top and full-scale exercise named Operation Night Rider and a Regional Water Providers' Consortium bio-terrorism tabletop exercise. In FY 2004-05, POEM will conduct additional tabletop exercises focused on emergency notification, wildland fire, winter storm, and airplane crash. At the Mayor's request, a full-scale earthquake exercise is also being planned for October 2004.

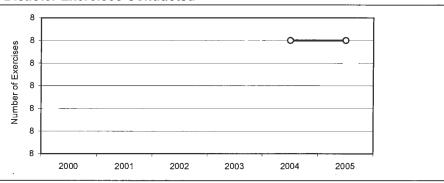
Should a disaster occur in Portland, it may be possible to obtain outside financial assistance from the state and the federal government. POEM is currently overseeing citywide disaster recovery efforts from the 2003/2004 Severe Winter Storm (FEMA-1510-DR). On February 19, 2004, President Bush declared a major disaster for the State of Oregon triggering release of federal funds to help communities recover from the severe winter storms that occurred December 26, 2003, through January 14, 2004.

When disasters occur, the emergency response organization functions from the City's Primary EOC. Through planning and staff training, it is possible to open the facility within 15 minutes, at any time of the day.

Performance Measures

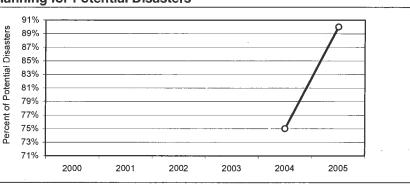
Disaster Exercises Conducted





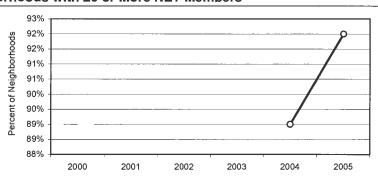
Planning for Potential Disasters

The City has planned and prepared for most of the federally-identified potential disasters.



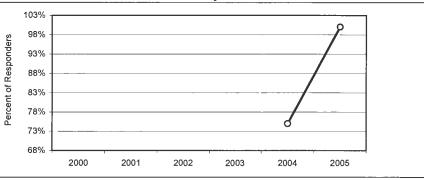
Neighborhoods with 20 or More NET Members

Almost all of Portland's 96 neighborhoods have Neighborhood Emergency Teams with 20 or more graduated and active members.



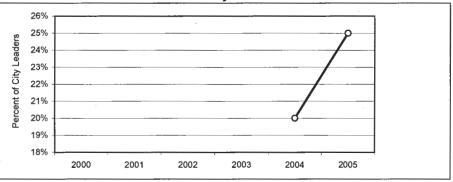
Responders Trained in Incident Command System

By the end of FY 2004-05, all of the City's Emergency Operations Center responders will be trained in the Incident Command System.



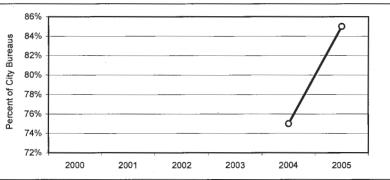


An increasing percent of City leaders and executive staff have also been trained in the Incident Command System.

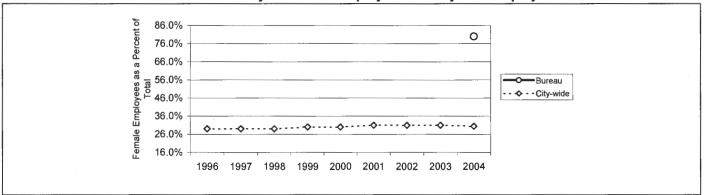


City Bureaus with Current Disaster Plans

POEM is working with City bureaus to ensure that all have disaster response plans and procedures no older than three years.



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1999–00	Actual FY 2000-01	Actual FY 200102	Actual FY 2002-03	Yr End Est. FY 2003–04	Adopted FY 2004–05
OFFICE OF EMERGENCY MANAGEMENT						
Affirmative Action Measures Female Employees as a Percent of Total Minority Employees as a Percent of Total					80.0% 40.0%	
Emergency Management Office of Emergency Management					40.076	
Workload Disaster Exercises Conducted					8	8
Effectiveness Planning for Potential Disasters Neighborhoods with 20 or More NET					75% 89%	90% 92%
Members Responders Trained in Incident Command System					75%	100%
City Leaders Trained in Incident Command System					20%	25%
City Bureaus with Current Disaster Plans					75%	85%

	Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05
EXPENDITURES									
Operating Budget									
Personal Services	0	,	0		504,476		580,059		580,059
External Materials and Services	0		0		288,039		135,729		135,729
Internal Materials and Services	0		0		282,596		273,136		273,136
Minor Capital Outlay	0		. 0		0 9,200		0		0
Equipment Cash Transfers	0								
Total Operating Budget	0		0		1,084,311		988,924		988,924
Capital Improvements	0		0		0		0		0
TOTAL BUREAU EXPENDITURES	\$ 0.	\$	0	\$	1,084,311	\$	988,924	\$	988,924
Allocated Overhead	0		0		0		0		0
Total Cost with Allocated Overhead	0		0		1,084,311		988,924		988,924
RESOURCES									
General Fund Discretionary	0		0		362,236		353,005		371,821
Non-Discretionary Revenues									
Grants & Donations	0		0		181,463		94,625		94,625
Contract Revenues	0		0		0		0		0
Interagency Revenues	0		0		0		. 0		0
Program Revenue	0		0		0		0		0
Overhead Recovery	0		0		540,612		541,294		522,478
Total Non-Discretionary Revenues	0		0		722,075		635,919		617,103
TOTAL GENERAL FUND RESOURCES	0	\$	0	\$	1,084,311	\$	988,924	\$	988,924
Note: Discretionary General Fund re Non-Discretionary revenues are rest	venues are those w	hich n	nay be used by tual agreemen	City t to th	Council for any ne bureaus that	publi gene	c purpose. rate the revenu	ıe.	
PROGRAMS									
Office of Emergency Management	0		0		1,084,311		988,924		988,924
Positions	0		0		6		7		7
TOTAL PROGRAMS	\$ 0	\$	0	\$	1,084,311	\$	988,924	\$	988,924
	. 0		0		6		7		7
Positions									

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004-05
Personnel	Services					
	Full-Time Employees	0	0	363,372	459,624	459,62
	Part-Time Employees	0	0	20,000	0	,.
517000	Benefits	0	0	121,104	120,435	120,43
•	onnel Services	0	0	504,476	580,059	580,05
	and Services					
External	Materials and Services					
	Professional Services	0	0	99,869	35,327	35,32
522000	Utilities	0	0	0	0	,
523000	Equipment Rental	0	0	760	781	78
524000	Repair & Maintenance Services	0	0	225	231	23
525000	Non-Capital Improvement	0	0	0	0	
528000	Local Match Payments	0	0	0	0	
529000	Miscellaneous Services	0	0	13,548	3,126	3,12
531000	Office Supplies	0	0	3,079	3,162	3,16
532000	Operating Supplies	0	0	57,473	13,315	13,31
533000	Repair & Maintenance Supplies	0	. 0	0	0	10,01
534000	Minor Equipment & Tools	0	0	50,639	23,756	23,75
535000	Clothing & Uniforms	0	0	0	23,730	20,70
539000	Other Commodities External	0	0	1,950	2,003	2,00
541000	Education	0	0	30,500	21,324	21,32
542000	Local Travel	0	0	2,001	2,056	2,05
	Out-of-Town Travel	0	0			11,60
		0	0	11,300	11,603 553	•
544000	Space Rental	0	0	538		55
545000	Interest	-	-	0	0	
546000	Refunds	0	0	0	0	
547000	Retirement System Payments	0	0	0	0	
548000 549000	Operating Lease Miscellaneous	0	0	0	0	10.40
	ernal Materials and Services	0	0	16,157 288,039	18,492 135,729	18,49 135,72
	Materials and Services	· ·	Ü	200,000	100,720	100,72
	Vehicle Services	. 0	0	3,226	3,101	3,10
552000	Printing & Distribution	0	0	32,610	3,982	3,98
553000	Facilities Services	0	0	86,313	145,645	145,64
554000	Communications Services	0	0	29,640	57,927	57,92
	Information Technology	0	0	100,000	17,465	17,46
556000	Insurance	0	0	0	13,900	13,90
557000	Master Lease	0	0	0	10,300	10,50
558000	Same Fund Services	0	0	30,807	31,116	31,11
	Other Fund Services	0	0	0	0	31,11
	ernal Materials and Services	0	0	282,596	273,136	273,13
otal Mate	rials and Services	0	0	570,635	408,865	408,86
apital Ou	tlay					
561000	Land	0	0	0	0	
562000	Buildings	0	0	0	0	
563000	Improvements	0	0	0	0	
	Capital Equipment	0	0	0	0	
565000	Facilities Lease/Purchase	0	0	0	0	
566000	Equipment Lease/Purchase	0	0	0	0	
	Infrastructure	0	0	0	0	
	Other Capital Expenditure	0	0	0	0	
	Depreciation	0	0	0	0	
otal Capit	al Outlay	0	0	0	0	
	Equipment Cash Transfers	0	0	9,200	0	
	Minor Equipment Transfers	0	0	0	0	
TAL BURE	EAU EXPENSES	\$ 0 \$	0	1,084,311	988,924	988,92

		Actual FY 2002	Actual FY 2003		vised 003-04		posed 2004–05		opted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7103	Administrative Assistant	0	0	1	47,370	1	48,128	1	48,128
7140	Bureau Director, Assistant to	0	0	-1	81,493	1	81,493	1	81,493
7087	Emergency Management Director	0	0	1	90,002	1	89,571	1	89,571
102	Office Support Specialist II	0	0	0	0	1	34,034	1 -	34,034
7154	Program Coordinator	0	0	2	132,819	2	135,260	2	135,260
7156	Program Manager	0	0	1	70,006	1	71, 1 38	1	71,138
TOTAL	FULL-TIME POSITIONS	0	0	6 \$	421,690	7 \$	459,624	7 \$	459,624
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	0	0 \$	0

Office of Emergency Management AU 110

BUDGET DECISIONS

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

Ongoing	One-Time	Total Package	FTE	DECISION
985,097	0	985,097	7.0	FY 2004-05 Current Appropriation Level Estimate
3,827	0	3,827	0.0	Discretionary adj-OMF interagency changes
0	0	0	0.0	General Fund overhead adjustment
Budget Decision	ns			
0	0	0	0.0	None
Additions and R	eductions			
0	0	0	0.0	Overhead support adjustment
Additions and Re	ductions			
0	0	0	0.0	None
3,827	0	3,827	0.0	Total FY 2004-05 Decision Packages
		\$ 988,924	7.0	Total Adopted Budget
on Backagos Not	Eundod			
_		(00.060)	0.0	2.5% cut - Materials & Services
(22,262)	0			Total Decision Packages Not Funded
	985,097 3,827 0 Budget Decision 0 Additions and R 0 Additions and Re 0 3,827	985,097 0 3,827 0 0 Budget Decisions 0 0 Additions and Reductions 0 0 Additions and Reductions 0 0 3,827 0 on Packages Not Funded	985,097 0 985,097 3,827 0 3,827 0 0 0 Budget Decisions 0 0 0 Additions and Reductions 0 0 0 0 Additions and Reductions 0 0 0 0 3,827 0 3,827 \$ 988,924	985,097 0 985,097 7.0 3,827 0 3,827 0.0 0 0 0 0.0 Budget Decisions 0 0 0 0 0.0 Additions and Reductions 0 0 0 0 0.0 Additions and Reductions 0 0 0 0.0 3,827 0 3,827 0.0 \$ 988,924 7.0 On Packages Not Funded (22,262) 0 (22,262) 0.0



Fire & Police Disability & Retirement

Public Safety Service Area

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

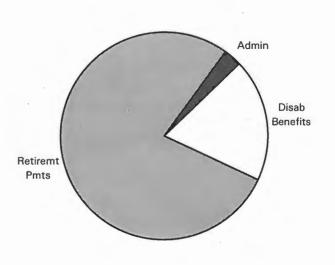
Percent of City Budget

FPD&R = \$84.6 Million

6.1%

City Budget = \$1.4 Billion

Bureau Programs



Bureau Overview

Expenditures	_	Revised 2003-04	Adopted FY 2004-05	•	Change from Prior Year	Percent Change
Operating	83	,510,824	84,553,697		1,042,873	1.2%
Capital		0	0		0	0.0%
Allocated Overhead Costs		102,213	79,693		-22,520	-22.0%
Total Cost with Allocated Overhead	\$ 83	,613,037	\$ 84,633,390	\$	1,020,353	1.2%
Authorized Positions		0	0		0	0.0%

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 to foster individual and organizational development.

BUREAU OVERVIEW

Programs

The bureau is divided into the following three 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.

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 who vote 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, 2003, there were 1,580 active, working sworn Fire and Police personnel participating in the Fire and Police Disability and Retirement Plan. There were 1,679 retirees, beneficiaries, and participants with long term disabilities currently receiving benefits and 32 terminated employees vested but not yet receiving benefits under the plan.

Budget Summary

The FY 2004-05 Adopted Budget supports all ongoing activities and services provided to members and the Board of Trustees. The budget also includes two decision packages. The first package totaling \$67,318 is to fund the annualized cost of an Information Technology (IT) Project Manager position. The IT Project Manager will oversee the ongoing Reengineering Project to improve the fund's computer system. The second package totaling \$100,000 is to fund a Disability Savings Study. The study will review the practices of the fund to determine areas of potential savings in the disability program.

Total fund requirements net of tax anticipation notes for FY 2004-05 are \$88,477,365. Total bureau expenditures are \$84,553,697 including \$66,107,836 for pension and termination benefits, \$16,266,979 for disability and death benefits, and \$2,178,882 for administrative expenses. The primary funding source for the FPD&R Fund is property tax revenues that total \$79,719,284 in FY 2004-05.

SUMMARY OF BUDGET DECISIONS

Retirement System Payments

Overall expenditures in retirement system payments total \$66,107,836, an increase of \$0.7 million or 1.0% over the FY 2003-04 Adopted Budget. The relatively small increase is due to the overestimated retirement rates in the FY 2003-04 budget. The current year retirement rates were based on the actuarial update in July 2002, which had been calculated using a four-year period of experience. The retirement rates based upon the full five-year actuarial experience study are used for the FY 2004-05 budget. The FY 2004-05 budget includes an estimated net increase of 42 pension recipients and increases in benefits for the annual cost of living adjustment (COLA). This adjustment is estimated at 3.4% for the Old Plan retirees and beneficiaries and 2.0% for the New Plan retirees and beneficiaries. Also included in the adjustment are the prior two years' COLA for Police retirees and beneficiaries. The Portland Police Association and the City of Portland have been in the arbitration process for the labor contract for the period from July 1, 2002 to June 30, 2005. The total number of pension recipients estimated by fiscal year ending 2005 is 1,632.

Disability and Death Benefits

Overall expenditures in disability payments total \$16,266,979, an increase of \$0.2 million or 1.3% over the FY 2003-04 Adopted Budget. The relatively small increase is due to the declining trends experienced in disability time loss benefits and medical costs compared with the trends utilized in developing the FY 2003-04 budget. The FY 2004-05 budget includes increases for COLA's, medical inflation, an estimated net increase of 22 New Plan members on long term disability benefits, an annual increase of 5% above inflation for short term disability benefits, an annual increase of 8% above inflation for medical benefits, an increased level of vocational rehabilitation services, and funeral benefits for seven New Plan and 34 Old Plan members.

Public Safety Service Area

Administration

Overall expenditures in the administrative program total \$2,178,882, an increase of \$188,278 or 9.5% over FY 2003-04 Adopted Budget. The increase is due to inflation and two add packages totaling \$167,318. The first package is to fund the annualized cost of an Information Technology Project Manager and the other is the funding for a Disability Savings Study. Overall, the budget for the Administration program represents 2.6% of the total operating budget.

FUNDING SOURCES

The primary funding source for the Fire and Police Disability and Retirement Fund is property tax revenues totaling \$79.7 million in FY 2004-05, a decrease of \$5.6 million or 7%. The decrease in property tax revenues is due to a relatively small increase in the operating budget and to a large ending balance expected for FY 2003-04 resulting from projected under-expenditures in pension and disability benefits costs.

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 2004-05, the rate is estimated to be approximately \$1.52 per \$1,000 of real market value. Other funding sources include interest income of \$0.5 million and interagency revenues of \$7,200.

Beginning fund balance is \$7.5 million, which is significantly higher than the beginning balance for FY 2003-04. Under-expenditures in pension and disability programs contribute to the high beginning balance for FY 2004-05.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

FPD&R's management objectives reflect both continuing objectives and areas of new development that 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 2004-05 Objectives:

- Hold a joint strategic planning session for the Board of Trustees and fund staff. The
 joint session will result in new management objectives for FY 2004-05 as well as FY
 2005-06.
- Implement the Disability Savings Study to determine areas of potential savings in the disability program. The areas to be explored and examined include, but are not limited to, the following:
 - Utilization of the Powers of the Board Charter language to reduce benefits.
 - Development of a long term limited duty return-to-work program.
 - * Increasing short term limited duty return-to-work program.
 - Creation of a recurrence prevention program.
 - Involvement of the fund in the Fire and Police bureaus' prevention activities.

COUNCIL 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 2004-05 is \$1.52 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 for 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 2004-05, there are projected to be 1,632 retired members and beneficiaries, an increase of 42 from the projected year end total for FY 2003-04.

FY 2004-05 Budget

The expenses for the program are based on projected 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 3.4% for FY 2004-05. An additional 2.2% COLA and a 3.0% COLA are assumed for Old Plan retirees and beneficiaries of the Police Bureau for FY 2002-03 and FY 2003-04. These COLA's have 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 2004-05.

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.

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 firefighter or police officer, as defined in the plan.

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 and funeral benefits are also included in this program.

FY 2004-05 Budget

The budget for the program is based on inflation factors, overall growth above inflation in long term and short term time loss benefits and medical benefits, funeral benefits for an estimated 41 deaths, and projected vocational rehabilitation costs. The inflation factor assumed for time-loss benefits and death benefits is 3.4% for FY 2004-05. In addition, time-loss benefits for Police members and death benefits for Police beneficiaries include a 2.2%

Public Safety Service Area

inflationary increase for FY 2002-03 and a 3.0% increase for FY 2003-04, as these increases have not been provided due to an unsettled contract. The inflation factor assumed for medical benefits is 5.7% for FY 2004-05. In addition, increases above inflation are assumed for time-loss benefits as well as medical benefits: a net increase of 22 New Plan members for long term time-loss benefits, an annual increase of 5% for short term time-loss benefits, and an annual increase of 8% for medical benefits.

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 2004-05, 79 members will receive long term disability benefits covered by the Old Plan. There are estimated to be 125 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, as well as the Fire and Police bureaus.

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.

FY 2004-05 Adopted Budget

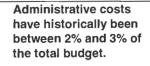
The FY 2004-05 program budget includes two add packages in addition to the current appropriation level (CAL) budget determined by the current year budget plus the appropriate inflation rates. The decision packages provide the funding for an annualized cost of IT Project Manager and the funding for a Disability Savings Study.

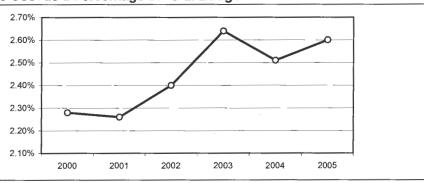
EMPLOYEE ASSISTANCE

The FPD&R Fund and the Police Bureau have reached a mutual agreement to terminate the fund's oversight of the Police Bureau's Employee Assistance Program (EAP) effective July 2004. Management oversight of the EAP has been provided by the FPD&R Fund since July 1, 1997.

Performance Measures

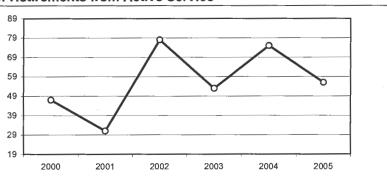






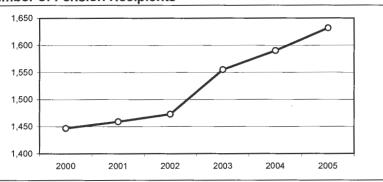
Number of Retirements from Active Service

The number of retirements is largely due to the demographics of the Fire and Police bureaus but are influenced by factors such as labor negotiations, the economy, and bureau administrative policies.



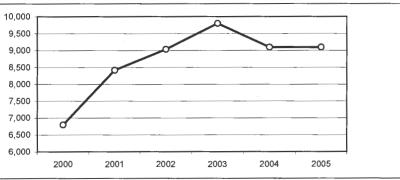
Number of Pension Recipients

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



Number of Medical Bills Processed

The number of medical bills processed has increased rapidly. This reflects the increase in the number of members receiving medical benefits and the frequency and/or length of medical treatment.



	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002–03	Yr End Est. FY 2003-04	Adopted FY 2004–05
FIRE & POLICE DISABILITY & RETIREMENT						
Fire & Police Disability & Retirement						
Administration						
Effectiveness						
Percentage of members reported "satisfied" with service via survey.	99%		99%			100%
Efficiency						
Administrative Cost as a Percentage of Total Budget	2.28%	2.26%	2.40%	2.64%	2.51%	2.60%
Retirement System Payments						
Workload						
Number of new plan retirees	47	31	78	53	75	56
Number of pension estimates	305	261	367	265	265	265
Number of Pension Recipients	1,447	1,459	1,473	1,555	1,590	1,632
Number of pre-retirement workshop participants	80	57	69	36	41	41
Effectiveness						
Percentage of workshop participants who rated workshop helpful	100%	100%	100%	100%	100%	100%
Efficiency						
Percentage of pension estimates processed within one week	90%	87%	93%	91%	92%	95%
Disability & Death Benefits						
Workload						
Number of new no-time-loss claims	143	176	162	170	170	170
Number of new time-loss claims	344	296	322	309	309	309
Number of members on short term disability	334	333	321	353	353	353
Number of medical bills	6,799	8,416	9,033	9,800	9,096	9,096
Number of New Plan members on long term disability						
Effectiveness						
Medical cost savings	\$288,291	\$435,926	\$619,348	\$719,477	\$886,299	\$1,047,496
Medical Cost Savings Realized Through	Negotiated Fee	Reductions				
Savings as a % of total medical costs Percentage of total costs saved	14.3%	20.5%	22.8%	26.1%	26.1%	26.1%

rife & Police Disability & ne	Tethenient AU 337						SOMMAN OF BONEAU BODG					
		Actual FY 2001–02		Actual FY 2002-03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05		
EXPENDITURES												
Operating Budget												
Personal Services		0		0		0		0		0		
External Materials and Services		64,816,222		71,393,764		82,294,496		83,300,527		83,300,527		
Internal Materials and Services		977,083		1,185,823		1,206,328		1,248,170		1,248,170		
Minor Capital Outlay		6,525		0		10,000		5,000		5,000		
Equipment Cash Transfers		0		0		0		0		C		
Total Operating Budget		65,799,830		72,579,587		83,510,824		84,553,697		84,553,697		
Capital Improvements		0		0		0		0		0		
TOTAL BUREAU EXPENDITURES	\$	65,799,830	\$	72,579,587	\$	83,510,824	\$	84,553,697	\$	84,553,697		
Allocated Overhead		69,974		75,856		102,213		80,187		79,693		
Total Cost with Allocated Overhead		65,869,804		72,655,443		83,613,037		84,633,884		84,633,390		
RESOURCES		-										
Fire & Police Disability & Retirement		65,799,830		72,579,587		83,510,824		84,553,697		84,553,697		
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 agreemer	City	Council for any he bureaus that	publ gene	lic purpose. erate the revenu	ie.			
PROGRAMS		· -										
Administration		1,555,800		1,816,509		1,956,356		2,178,882		2,178,882		
Positions		0		0		0		0				
Retirement System Payments		52,669,342		57,896,381		65,457,378		66,107,836		66,107,836		
Positions		0		0		0		0		C		
Disability & Death Benefits		11,552,226		12,845,731		16,062,842		16,266,979		16,266,979		
Positions		0		0		0		0		0		
Employee Assistance		22,462		20,966		34,248		0		C		
Positions		0.		0		0		0		0		
TOTAL PROGRAMS	\$	65,799,830	\$	72,579,587	\$	83,510,824	\$	84,553,697	\$	84,553,697		
Positions		0		0		0		0				
General Fund Discretionary Positions		0		0		0		0		(

			Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed Y 2004–05	Adopted FY 2004–05
Personnel	Services						
	onnel Services		0	0	0	 0	
	and Services					 	
	Materials and Services						
521000	Professional Services		340,377	279,216	411,989	583,345	583,345
522000	Utilities		0	0	0	0	· (
523000	Equipment Rental		0	0	0	0	(
524000	Repair & Maintenance Services		14,531	14,634	13,333	13,533	13,53
525000			0	0	0	. 0	
528000	Local Match Payments		0	0	0	0	
529000	Miscellaneous Services		48,964	50,291	51,676	48,545	48,54
531000	Office Supplies		14,373	18,486	25,608	12,232	12,23
532000	Operating Supplies		5,448	60	600	2,400	2,40
533000	Repair & Maintenance Supplies		0	0	0	0	•
534000	Minor Equipment & Tools		13,676	76,684	10,378	19,529	19,52
535000	Clothing & Uniforms		0	0	0	0	•
539000	Other Commodities External		0	0	0	0	
541000	Education		6,449	7,815	10,470	10,749	10,74
542000	Local Travel		304	89	614	631	63
543000	Out-of-Town Travel		27.344	13,570	33,699	30,168	30,16
544000	Space Rental		122,802	185,389	215,909	204,580	204,58
545000	Interest		0	0	0	0	,
546000	Refunds		20,497	17,696	57,948	59,918	59,91
547000	Retirement System Payments		64,201,457	70,724,416	81,462,272	82,314,897	82,314,89
548000	Operating Lease		0	0	0	0	02,011,00
549000	Miscellaneous		0	5,418	0	0	
	ternal Materials and Services		64,816,222	71,393,764	 82,294,496	 83,300,527	83,300,52
Internal	Materials and Services						
551000			0	0	0	0	
552000	Printing & Distribution		36,165	45,077	39,830	46,508	46,50
553000	Facilities Services		65	12	0	0	
554000	Communications Services		14,583	32,989	17,441	17,767	17,76
555000	Information Technology		13,524	11,132	12,422	11,683	11,68
556000	Insurance		0	0	0	0	, , , , ,
557000	Master Lease		0	0	0	0	
558000	Same Fund Services		0	. 0	0	0	
559000	Other Fund Services		912,746	1,096,613	1,136,635	1,172,212	1,172,21
	ernal Materials and Services	_	977,083	1,185,823	 1,206,328	 1,248,170	1,248,17
Total Mate	erials and Services		65,793,305	72,579,587	83,500,824	 84,548,697	 84,548,69
Capital Ou	ıtlay						 7.0
561000	Land		0	0	0	0	
562000	Buildings		0	0	0	0	
563000	Improvements		0	0	0	0	
	Capital Equipment		6,525	0	10,000	5,000	5,00
	Facilities Lease/Purchase		0	0	0	0	
566000	Equipment Lease/Purchase		0	0	0	0	
	Infrastructure		0	0	. 0	. 0	
568000			0	0	0	0	
569000			0	0	0	0	
	tal Outlay		6,525	0	10,000	 5,000	5,00
	Equipment Cash Transfers		0	0	0	0	
	Minor Equipment Transfers		0	0	0	0	
TAL BUD	EAU EXPENSES	\$	65,799,830	\$ 72,579,587	\$ 83,510,824	\$ 84,553,697	\$ 84,553,69

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

-		AMOUNT			
ACTION	ACTION Ongoing One-Tim		Total Package	FTE	DECISION
FY 2004-05	84,386,379	0	84,386,379	0.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	ts				
	0	0	0	0.0	None
Mayor's Propose	ed Budget Decisio	ns			•
	0	67,318	67,318	0.0	IT Project Manager - Limited Term
	0	100,000	100,000	0.0	Disability Savings Study.
Approved Budge	et Additions and R	eductions	}		
	0	0	0	0.0	None
Adopted Budget	Additions and Re	ductions			
	0	0	0	0.0	None
	0	167,318	167,318	0.0	Total FY 2004-05 Decision Packages
			\$ 84,553,697	0.0	Total Adopted Budget
FY 2004-05 Deci	sion Packages No	Accepted			
	0	. 0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Accepted



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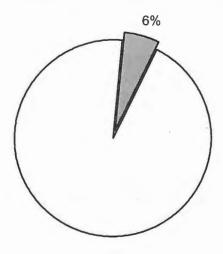


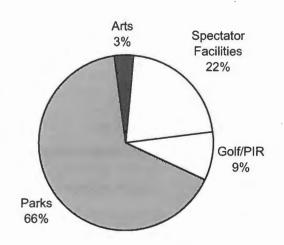
Parks, Recreation and Culture

Portland Parks and Recreation

Percent of City Budget
Parks, Recreation, & Culture = \$101.7 Million

Bureau Pie Chart





City Budget = \$1.73 Billion

Service Area Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	 53,152,274	52,981,433	-170,841	-0.3%
Capital	21,096,497	9,046,745	-12,049,752	-57.1%
Allocated Overhead Costs	1,991,936	1,898,710	-93,226	-4.7%
Total Cost with Allocated Overhead	\$ 76,240,707	\$ 63,926,888	\$ -12,313,819	-16.2%
Authorized Positions	 425	427	2	0.5%

Note: Authorized positions shown in FY 2004-05 include limited term and part-time positions, but prior year data do not for all bureaus.

Service Area Highlights

DESCRIPTION

The Parks, Recreation, and Culture service area includes services for Parks, Golf, Portland International Raceway, the Regional Arts and Culture Council, the Spectator Facilities Fund, and the Parks Construction Fund.

MAJOR THEMES

Parks and Recreation

General Fund Reductions

Portland Parks and Recreation (PP&R) made roughly \$625,000 in program and maintenance reductions. These reductions affect all areas of the parks system: recreation programs, horticulture and urban forestry, and operations and maintenance.

Reductions to meet current appropriation levels

Adjustments were made to current appropriation level base budget target figures. These include a reduction due to decreased PERS costs, increases for additional operations and maintenance costs, and a utilities adjustment.

Parks Local Option Levy

A five-year local option serial levy was approved by voters in the November 2002 election. The levy provides increased revenues of approximately \$9 million per year over the five years to Portland Parks and Recreation. Funds are 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 \$10.8 million. Of this amount, \$1,028,000 is supported by the City's General Fund with remaining funds coming from grants and various external and internal sources.

Significant projects supported by the General Fund include:

- Westmoreland Park renovation grant match \$200,000
- Springwater Three Bridges grant match, \$125,00
- University Park Community Center Phase II grant match \$250,000
- Parks Maintenance Facility replacement \$228,044
- Matt Dishman Community Center \$100,000

Projects funded by the levy include the following:

- Wilson Pool renovation \$2,579,000
- University Park Community Center renovation \$106,000
- East Portland Community Center Pool \$212,000

- Play structure renovations \$199,000
- Skateboard facilities \$199,000

Regional Arts and Culture Council

In FY 2004-05 the Regional Arts and Culture Council (RACC) reduced its budget 2.5% from its current appropriation level. This reduction is consistent with cuts taken by other General Fund bureaus.

One-time funding \$50,000 was approved to support the Murals program. The total RACC FY 2004-05 appropriation is approximately \$2 million.



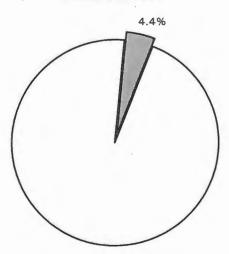
Portland Parks and Recreation

Parks, Recreation and Culture Service Area

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

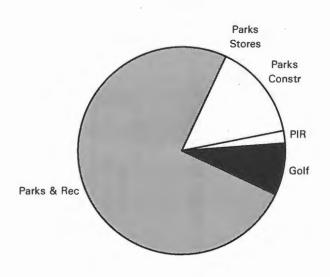
Percent of City Budget

Parks = \$62 Million



City Budget = \$1.4 Billion

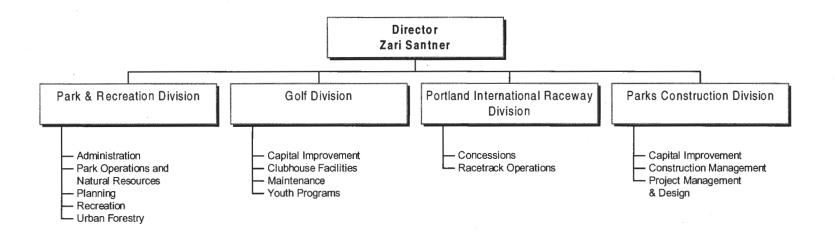
Bureau Divisions



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	53,152,274	52,981,433	-170,841	-0.3%
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Allocated Overhead Costs	1,991,936	1,898,710	-93,226	-4.7%
Total Cost with Allocated Overhead	\$ 76,240,707	\$ 63,926,888	\$ -12,313,819	-16.2%
Authorized Positions	425	427	2	0.5%

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.

Parks, Recreation and Culture Service Area

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, less than 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 in-kind donations or volunteer time.

For FY 2004-05, PP&R's Adopted Budget for all of its funds will total about \$65.5 million, including fund-level expenses. Of this, approximately \$30 million will come from the General Fund, about \$7.8 million from special levy dollars, and \$27.7 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

Park Operations and Natural Resources

Park Operations and Natural Resources is PP&R's largest program, with several subunits.

Districts

Routine park maintenance is divided into eight districts throughout the city. Park Districts employees are generalists who maintain the developed parks by 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 nonprofit 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.

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 Community Gardens and the greenhouse and nursery. The staff designs shrub and flower beds, carries out specialized planting projects across the park system, and oversees the Integrated Pest Management program. They also provide landscape maintenance service to other bureaus under interagency agreements.

Structures

The Structures unit includes carpenters, electricians, painters, swimming pool mechanics, a play equipment repair person, a plumber, and other workers. In addition to maintaining over 200 buildings, they are responsible for outdoor fixtures. They take care of everything in a park above the ground that does not grow, except for fences and pavement.

Equipment Services

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

Natural Resources

Natural Resources is responsible for the ecological health and human access to over 6,000 acres of natural areas, including Forest Park, Powell Butte, and the Oaks Bottom Wildlife Refuge. This includes protecting these important habitat areas 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 Hoyt Arboretum tree collection.

Parks, Recreation and Culture Service Area

Operations Support

Operations Support provides engineering, surveying, clerical, accounting, analytical, and management support to this program. It includes the Park Stores function, and this is where the energy utilities (natural gas and electricity) are budgeted.

Reservation Center

The Reservation Center supports both Operations and Recreation work units 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.

Recreation

The Recreation program organizes positive recreation opportunities that promote good health, lifetime learning, and bringing the community together.

Community Centers and Community Schools

The Community Centers and SUN/Community Schools programs are managed by recreation generalists who are responsible for drawing in participants by creating a wide variety of activities at the sites that they manage. For FY 2004-05, there are 11 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 Hillside, Sellwood, and Fulton Community Centers.

The SUN/Community Schools program 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 community schools and center staff also collaborate to provide summer playground programming at parks and school sites across the city.

Other Recreation Programs

Some specialist programs focus on particular types of recreation or market segments: Outdoor Recreation, Disabled Citizens Recreation, Senior Recreation Services, Aquatics, and the Sports Office (which oversees ballfield preparation and tennis as well as scheduling sports leagues). There are also specialty facilities: Pittock Mansion, Multnomah Art Center, Children's Museum 2nd Generation, Community Music Center, and Interstate Firehouse Cultural Center. Many of these programs recover most or all of their direct program costs through user fees.

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.

Planning and Development (CIP)

Planning and Development is responsible for planning support to the parks system, as well as overseeing the design and construction of capital improvements (CIP). It is funded by discretionary General Fund dollars, reimbursements from other City bureaus and PDC, systems development charges to property developers, and federal grants. This program also includes Property Management, which generates income from PP&R assets not currently needed for park purposes.

Parks, Recreation and Culture Service Area

Administration

The Administration program carries out typical administrative activities. In addition to the Director, this program includes support functions such as accounting and financial planning, volunteer coordination, communications services, and some clerical support. Administrative services provided by the City's central service bureaus are also charged to this program area.

SUMMARY OF BUDGET DECISIONS

Discretionary General Fund cuts

This budget includes \$625,653 in cuts, which represents 2.1% of the Parks discretionary General Fund budget. These packages include about \$199,000 of productivity improvements. About \$133,000 of the cuts are service reductions that are relatively minor in impact.

Some of the discretionary budget cuts take the form of revenue increases. The total amount of this group of cuts is about \$209,000. Of this total, about \$130,000 is needed to "true up" the budget revenues to recent actual experience, while about \$79,000 is the net reduction to the bureau's discretionary budget.

Finally, about \$215,000 consists of service reductions, ranging from reduced ballfield maintenance to planning cuts to reduced maintenance of park trees.

PP&R's one-time FY 2003-04 funding to continue operating Woodstock Community Center as a community center is also coming to an end. The current expectations are that the building will continue to be open to the public in FY 2004-05 with at least some of its recreational programming funded through a partnership with the Woodstock Neighborhood Association and the Office of Neighborhood Involvement.

The Parks General Fund budget does include funding to extend the one year pilot program to improve the management of dogs in parks. This program will be evaluated in the Fall of 2004 and a recommendation developed on a long term approach to this issue.

Levy

The Portland Parks Local Option levy will generate about \$637,000 less in FY 2004-05 than forecasted. The restoration of FY 2002-03 cuts and the capital projects will not be affected by this, but the service enhancements, including the pass-through grants to school districts for after-school activities, will be 25% less than was originally projected.

Golf

Golf rounds are still down, mainly due to a bad economy and too many competing courses. With the FY 2004-05 cuts, Golf will have cut 16% of its operating budget in a two-year period.

Capital

The General Fund capital budget is \$1,028,044 from the General Fund Capital Set-Aside.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Portland Parks & Recreation FY 2004-05 Strategic Initiatives Following are the bureau's 15 top priority strategic initiatives for FY 2004-05, some of which are being continued from previous years, grouped by the key result areas in the PP&R Strategic Plan. Some of them are long term efforts with long term effects; the goal for those is not necessarily completion but clear progress over the coming eighteen months.

A. Improving our Infrastructure and Environment

Maintenance Facilities: Find and fund a replacement for the Mt. Tabor Yard and the Urban Forestry maintenance facilities.

Land-banking: Continue to acquire and land-bank key sites for future parks and recreation purposes.

Parks SDC: Update the rates for the Parks Systems Development Charge.

Major Maintenance Reserve: Develop and begin funding a major maintenance reserve for the future replacement and renovation of existing assets.

B. Working Cooperatively

SUN/Community Schools: Continue implementing the SUN/Community School partnership at school sites, integrating recreation with other programs serving youth and families.

Regional Coordination: Actively support efforts to better coordinate regional parks and recreation offerings between Metro and local government agencies.

Partnership Agreements: Develop a more complete and coordinated set of agreements with "friends" groups and associations that help provide services to the community using parks and recreation facilities.

C. Delivering Services

Levy: Implement the programs and capital projects funded by the Parks Local Option Levy.

Dogs: Work to resolve the conflict regarding dogs in parks, providing education, enforcement, and positive alternatives for responsible dog owners.

Cost Recovery: Complete and begin implementing a cost recovery policy with direction from the City Council.

D. Reaching the Community

Recreation Marketing: Discontinue the citywide program guide and implement a revised recreation marketing strategy that relies more on targeted mailings and web-based registration.

New immigrants: Create stronger connections between our recreation programs and Portland's new immigrant populations.

E. Achieving Organizational Excellence

Management Information and Analysis: Strengthen data collection, reporting, and analysis - both financial and non-financial - to more effectively support management decision making.

Infrastructure and Service Planning: Complete a total asset management strategy, a parks and recreation system plan, and a service delivery strategy.

Organizational structure: Prepare an assessment of the bureau's current organizational structure and recommendations to achieve better internal communications and clearer accountability.

As managers, we aim to become more policy-driven and more datadriven. Focus more on the long term strategic view and avoid being consumed by short term "brushfires." Trust the talents of our employees more, and give them a safe and supportive working environment. Be more collaborative with other City bureaus, other local governments, and our private or nonprofit partners. Be more engaged in the work of earning the trust of citizens and customers.

COUNCIL PRIORITIES

Council Issues and Priorities

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

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

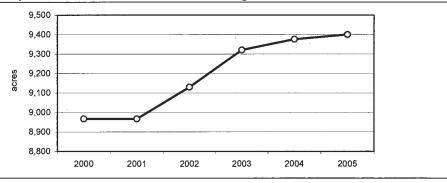
The park development and maintenance function within PP&R fits squarely within the first Council goal. The Recreation program has more of an emphasis on supporting quality education and promoting the inclusion of underrepresented neighborhoods and groups in participation in City activities and services. 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.

Parks, Recreation and Culture Service Area

Performance Measures

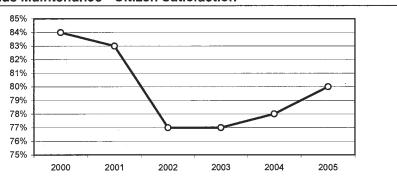
Total Developed Parks and Natural Areas Acreage

Total acreage maintained by PP&R continues to grow as parks are open and donated property is land banked.



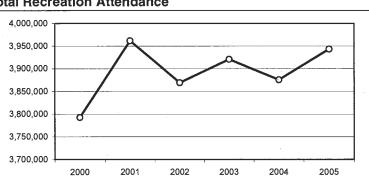
Parks Grounds Maintenance - Citizen Satisfaction

Citizen satisfaction with the quality of maintenance of parks grounds has declined by 5 percent over the past ten years.



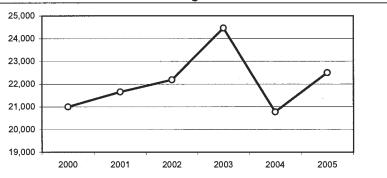
Total Recreation Attendance

Recreation programs continue as a major emphasis. Attendence continues to be strong. Wilson Pool will be closed for remodel in summer of 2004, affecting attendence by 45,000. It will reopen in 2005.



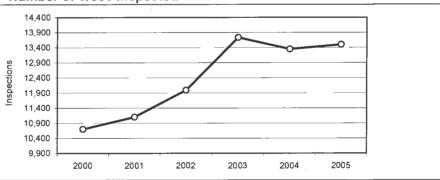
Number of Summer Swim Lessons Taught

Wilson Pool, the most heavily used outdoor pool, will be closed June 2004 for major renovation. This will affect the number of lessons taught.



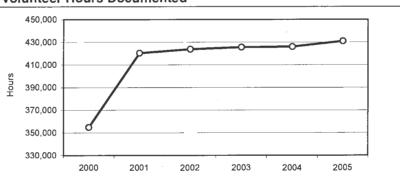
Number of Trees Inspected

The Friends of Trees are reducing their tree planting efforts next fiscal year, which will affect future inspections.

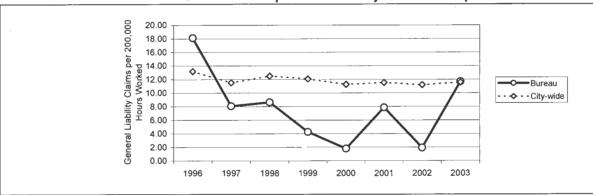


Volunteer Hours Documented

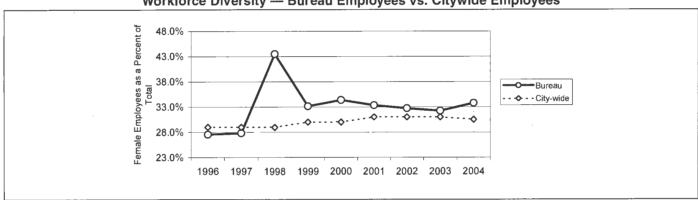
Over 10,500 people volunteered for 425,623 hours in FY 02-03. Valued at an entry level rate, this time would have cost \$3.7 millon. This is the equivalent of employing 205 full-time staff members.



Bureau Loss Experience vs. Citywide Loss Experience







•	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
PORTLAND PARKS AND RECREATION						
Affirmative Action Measures						
Female Employees as a Percent of Total	34.4%	33.3%	32.7%	32.2%	33.8%	
Minority Employees as a Percent of Total	14.1%	15.1%	14.7%	13.9%	14.1%	
Golf Fund						
Risk Data						
General Liability Claims per 200,000	1.80	7.86	1.91	11.68		
Hours Worked	1100	7.00	1101			
Workers Comp Claims per 200,000 Hours Worked	9.02	11.80	11.46	9.73		
Fleet Claims per 100,000 Miles Driven	6.14	4.18	0.00	0.00		
Fleet Claims Cost per 100,000 Miles Driven	\$16,673	\$23,356	\$0	\$0		
General Liability Claims Cost per \$100 Payroll	\$0.02	\$0.00	\$0.00	\$0.02		
Workers Comp Claims Cost per \$100 Payroll	\$0.18	\$0.47	\$0.55	\$0.17		
Golf Operations						
Workload						
Total Course Acres Maintained	680	680	680	680	680	680
The total acreage maintained by the Go	olf Division's mair					
Effectiveness	.,					
Net Operating Income	\$894,774	\$895,000	\$1,034,704	\$506,325	\$1,062,959	\$1,178,08
Total revenue less total operating exper			ψ1,001,101	4000,020	ψ1,00 <u>2,</u> 000	Ψ1,110,00
Total Golf Rounds Played	461,858	485,345	444,856	423,878	397,000	382,00
Total nine-hole equivelant rounds playe	•		,	,_,		,,,,,,
Parks and Recreation - General Fund	•					
Risk Data						
General Liability Claims per 200,000 Hours Worked	5.33	7.00	6.84	5.38		
Workers Comp Claims per 200,000 Hours Worked	10.67	11.02	9.65	8.91		
Fleet Claims per 100,000 Miles Driven	0.93	0.71	1.64	1.16		
Fleet Claims Cost per 100,000 Miles	\$1,035	\$2,510	\$4,459	\$1,654		
Driven	7.,	7 — 7	, ,	,		
General Liability Claims Cost per \$100 Payroll	\$0.10	\$0.08	\$0.30	\$0.35		
Workers Comp Claims Cost per \$100 Payroll	\$0.56	\$1.09	\$1.23	\$1.43		
Administration						
Workload						
Number of Full-time Positions	377	386	403	366	366	36
Total number of authorized full-time pos	sitions, including	Golf, PIR, and Pa	arks Construction	Fund.		
Number of Part-time FTE	275	295	298	285	290	29
Number of full-time equivalent positions						
Effectiveness	•					
Percent Employee Satisfaction	77%	75%	72%	71%	75%	75%
A survey is conducted periodically that						
Efficiency						
Volunteer Hours Documented	354,815	420,415	423,727	425,623	426,000	431,00
The total number of volunteer hours co		,	•		-	401,000

	Actual FY 1999–00	Actual FY 2000-01	Actual FY 200102	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004–05
CIP						
Workload						
Number of Developed Parks	160	163	170	168	169	17
Number of developed and semi-develope	ed parks in the	Portland Parks sy	/stem.			
Number of Active Projects	57	43	40	65	68	7:
Number of active projects being manage	d by the Desigr	n, Construction, a	and Capital Impro	vements staff.		
Forestry						
Workload						
Number of Inspections Performed	10,700	11,100	11,989	13,734	13,350	13,50
The total number of Urban Forestry inspe	ections perform	ed for residential	and commercial	customers during	g the fiscal year.	
Effectiveness						
Average Backlog of Permits	2.50	2.50	2.50	2.75	2.50	2.5
The average time in weeks that the Urba	n Forestry crew	s are backlogged	d for issuing Fore	stry permits.		
Parks/Natural Resources						
Workload						
Total number of acres maintained	8,967	8,967	9,130	9,321	9,376	9,40
Total number of acres, developed and na Recreation.	tural areas, but	excluding PIR ar	nd golf courses, v	vhich are mainta	ined by Portland	Parks and
Effectiveness						
Parks Grounds Maintenance - Citizen Satisfaction	84%	83%	77%	77%	78%	80%
Percentage of citizens rating parks maint	enance quality	as "good" or "ver	y good".			
Park Condition Rating	84%	83%	79%	83%	84%	85%
Percentage citizens rating the overall qua	lity of parks ne	ar their homes as	S Very Good or G	ood.		
Recreation						
Workload						
Number of Summer Swim Lessons Taught	21,000	21,655	22,187	24,465	20,771	22,50
Total Recreation Attendance	3,792,622	3,961,622	3,869,242	3,920,606	3,875,600	3,943,100
Effectiveness						
Percentage of Youth Participating	49%	53%	59%	59%	55%	55%
Percentage of youth population that partic						
Citizens' Rating of Recreation Programs	75%	74%	73%	75%	75%	75%
Percent of citizens rating the quality of re-	creation progra	ms either "good"	or "very good".			
ortland International Raceway Fund						
Risk Data						
General Liability Claims per 200,000	0.00	41.07	0.00	0.00		
Hours Worked	10.00	0.00	0.00	0.00		
Workers Comp Claims per 200,000 Hours Worked	12.88	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	\$0	\$0	\$0	\$0		
Driven	40	40	**	40		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.34	\$0.00	\$0.00		
Workers Comp Claims Cost per \$100 Payroll	\$1.21	\$0.00	\$0.00	\$0.00		
Portland International Raceway						
Workload						
P.I.R. Number of Use Days	511	524	520	577	550	570
Total Event times total day of each event						
P.I.R. Attendance (est.)	360,000	350,000	350,000	325,000	350,000	400,000
Total cumulative attendance at all PIR eve	ents					

	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
EXPENDITURES					
Operating Budget					
Personal Services	29,480,635	29,853,041	31,906,375	32,377,352	32,445,046
External Materials and Services	12,950,482	12,353,309	13,755,329	13,230,573	13,312,573
Internal Materials and Services	6,228,603	7,112,129	6,771,714	6,651,377	6,657,352
Minor Capital Outlay	2,658,909	2,864,809	597,311	264,356	566,462
Equipment Cash Transfers	357,312	142,109	121,545	0	
Total Operating Budget	51,675,941	52,325,397	53,152,274	52,523,658	52,981,433
Capital Improvements	7,945,698	3,896,183	21,096,497	9,293,745	9,046,745
TOTAL BUREAU EXPENDITURES	\$ 59,621,639	\$ 56,221,580	\$ 74,248,771	\$ 61,817,403	\$ 62,028,178
Allocated Overhead	3,426,630	1,414,783	1,991,936	1,897,644	1,898,710
Total Cost with Allocated Overhead	63,048,269	57,636,363	76,240,707	63,715,047	63,926,888
RESOURCES					
Discretionary Revenues			00.444.070	00.040.000	00 000 000
PP&R Operating Support	30,109,714	29,913,086	29,414,876	29,846,036	29,960,836
Parks Construction (Capital)	2,143,450	900,000	1,073,676	928,044	1,028,044
Parks Stores Revenue	0	2,525	25,000	25,000	25,000
Total Discretionary Revenues	32,253,164	30,815,611	30,513,552	30,799,080	31,013,880
Non-Discretionary Revenues PP&R Grants & Donations	337,188	290,796	306,641	9,800	9,800
PP&R Contract Revenues	354,177	163.393	35,414	34,300	34,300
PP&R Interagency Revenues	3,531,040	3,324,502	7,701,941	7,004,750	7,004,750
PP&R Fees & Permits	8,314,862	8,743,837	9,101,117	9,566,174	9,566,174
Parks Bond Construction Fund	0,314,602	0,743,837	9,101,117	9,500,174	3,500,17
Parks Construction Fund	7,327,247	5,376,736	18,925,561	8,165,701	8,155,701
Golf Fund Revenues	6,121,570	6,279,339	6,545,046	5,015,906	5,015,906
PIR Fund Revenues	1,382,391	1,227,366	1,119,499	1,221,692	1,227,667
Total Non-Discretionary Revenues	27,368,475	25,405,969	43,735,219	31,018,323	31,014,298
TOTAL RESOURCES	59,621,639	\$ 56,221,580	\$ 74,248,771	\$ 61,817,403	\$ 62,028,178
Note: Discretionary General Fund re	venues are those w	hich may be used b	by City Council for ar	ny public purpose.	
Non-Discretionary revenues are rest	ricted by policy or c	ontractual agreeme	nt to the bureaus tha	at generate the reven	ue.
DIVISIONS					_
Parks Bond Construction Fund	0	0	0	0	C
Positions	0	6 070 041	0 545 046	0	E 01E 006
Golf Fund	6,121,570	6,279,341	6,545,046	5,015,906 <i>34</i>	5,015,906 32
Positions Parks and Recreation - General Fund	<i>38</i> 42,646,981	<i>39</i> 42,435,614	<i>34</i> 46,559,989	46,461,060	46,575,860
Positions	344	311	367	368	369
Portland International Raceway Fund	1,382,391	1,227,366	1,119,499	1,221,692	1,227,667
Positions	6	6	6	5	5
De de Constantin E	8,995,400	5,556,370	19,651,843	9,093,745	8,846,745
Parks Construction Fund	14	11	18	19	15
Parks Construction Fund Positions	17			25,000	25,000
Positions Parks Stores	0	2,525	25,000		
Positions Parks Stores Positions	0	0	0	0	
Positions Parks Stores	0	0	0	0	

		Actual FY 2001–02	Actual FY 2002-03		Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
PROGRAMS			 	_			
PARKS BOND CONSTRUCTION FUND							
Construc, Design & Capital Imp		0	0		0	0	0
Positions		0	0		0	0	C
TOTAL PROGRAMS	\$	0	\$ 0	\$	0	\$ 0	\$ 0
Positions		0			0		 0
GOLF FUND							
Golf Operations		6,121,570	6,279,341		6,545,046	5,015,906	5,015,906
Positions		38	39		34	34	34
TOTAL PROGRAMS	\$	6,121,570	\$ 6,279,341	\$	6,545,046	\$ 5,015,906	\$ 5,015,906
Positions		38	39		34	34	 34
PARKS AND RECREATION - GENERAL							
Administration		3,834,991	3,841,212		3,573,531	4,111,383	4,111,383
Positions		17	16		19	20	20
CIP		1,681,468	1,461,716		1,724,104	1,349,255	1,349,255
Positions		15	13		16	13	13
Forestry		2,108,005	2,053,599		2,378,180	2,442,307	2,442,307
Positions		24	21		26	26	26
Parks/Natural Resources		18,181,658	17,829,291		20,363,980	20,230,034	20,282,034
Positions		174	157		183	187	187
Recreation		16,840,859	17,249,796		18,520,194	18,328,081	18,390,881
Positions		115	104		124	 123	 123
TOTAL PROGRAMS	\$	42,646,981	\$ 42,435,614	\$	46,559,989	\$ 46,461,060	\$ 46,575,860
Positions		344	 311		367	 368	369
PORTLAND INTERNATIONAL RACE-							
Portland International Raceway		1,382,391	1,227,366		1,119,499	1,221,692	1,227,667
Positions		6	6		6	5	 5
TOTAL PROGRAMS	\$	1,382,391	\$ 1,227,366	\$	1,119,499	\$ 1,221,692	\$ 1,227,667
Positions		6	6		6	 5	 5
PARKS CONSTRUCTION FUND							
CIP		8,995,400	5,556,370		19,651,843	9,093,745	8,846,745
Positions		14	11		18	 19	19
TOTAL PROGRAMS	\$	8,995,400	\$ 5,556,370	\$	19,651,843	\$ 9,093,745	\$ 8,846,745
Positions	_	14	 11		18	 19	19
PARKS STORES		_			0= 005	07.005	
Stock Account		0	2,525		25,000	25,000	25,000
Positions		0	 0		0	0	0
TOTAL PROGRAMS	\$	0	\$ 2,525	\$	25,000	\$ 25,000	\$ 25,000
Positions		0	0		0	0	0

Parks and Recreation - General Fund

OVERVIEW

Organizational Description

The Parks and Recreation Division is the largest part of the bureau, and is accounted for in the General Fund. It consists of five programs: Park Operations and Natural Resources, Recreation, Forestry, CIP, and Administration. Each program is discussed at greater length in the Overview of Programs section.

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. Park Districts employees are generalists who maintain the developed parks, picking up litter, cleaning rest rooms, 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 over 200 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 the ecological health and human access to 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 rest rooms. 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 creating a wide variety of activities at the sites that they manage. For FY 2004-05, there are 11 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 Hillside or Sellwood. 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, Disabled Citizens Recreation, Senior Recreation Services, Aquatics, the Sports Office (which oversees Ballfield 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.

CIP

The Capital Improvement Program (CIP), located in the Planning and Development, 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, and some clerical support. Administrative services provided by the City's central service bureaus are also charged to this program area.

Forestry Positions

Positions

Positions

TOTAL PROGRAMS

Positions

Recreation

Parks/Natural Resources

Parks and Recreation - Gen	eral Fund	AU	130			SU	MMARY OF I	DIVIS	IVISION BUDG		
	Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05		
EXPENDITURES	···········										
Operating Budget											
Personal Services	26,307,410		26,574,007		28,868,944		29,352,871		29,385,671		
External Materials and Services	10,804,364		10,176,850		11,810,478		11,279,677		11,361,677		
Internal Materials and Services	5,193,981		5,599,490		5,639,414		5,772,666		5,772,666		
Minor Capital Outlay	92,774		41,341		115,608		55,846		55,846		
Equipment Cash Transfers	248,452		43,926		121,545		0				
Total Operating Budget	42,646,981		42,435,614		46,555,989		46,461,060		46,575,860		
Capital Improvements	0		0		4,000		0		C		
OTAL BUREAU EXPENDITURES	\$ 42,646,981	\$	42,435,614	\$	46,559,989	\$	46,461,060	\$	46,575,860		
Allocated Overhead	2,714,812		1,317,308		1,709,351		1,635,922		1,639,872		
Total Cost with Allocated Overhead	45,361,793		43,752,922		48,269,340		48,096,982		48,215,732		
RESOURCES											
General Fund Discretionary	30,109,700		29,913,070		29,414,876		29,846,036		29,960,836		
Non-Discretionary Revenues											
Grants & Donations	337,189		290,797		306,641		9,800		9,800		
Contract Revenues	354,177		163,393		35,414		34,300		34,300		
Interagency Revenues	3,531,043		3,324,499		7,701,941		7,004,750		7,004,750		
Program Revenue	8,314,872		8,743,855		9,101,117		9,566,174		9,566,174		
Total Non-Discretionary Revenues	12,537,281		12,522,544		17,145,113		16,615,024		16,615,024		
OTAL GENERAL FUND RESOURCES	42,646,981	\$	42,435,614	\$	46,559,989	\$	46,461,060	\$	46,575,860		
Note: Discretionary General Fund r Non-Discretionary revenues are res	evenues are those stricted by policy or	which r	nay be used by stual agreemen	City	Council for any ne bureaus that	publ gene	ic purpose. rate the revenu	ie.			
PROGRAMS											
Administration	3,834,991		3,841,212		3,573,531		4,111,383		4,111,383		
Positions	17		16		19		20		20		
CIP	1.681.468		1,461,716		1,724,104		1,349,255		1,349,255		
Positions	15		13		16		13		13		
Forestry	2 109 005		2 053 500		2 378 180		2 442 307		2 442 307		

2,053,599

17,829,291

17,249,796

42,435,614

21

157

104

311

2,108,005

18,181,658

16,840,859

42,646,981

24

174

115

344

2,378,180

20,363,980

18,520,194

46,559,989

26

183

124

2,442,307

20,230,034

18,328,081

46,461,060

26

187

123

2,442,307

20,282,034

18,390,881

46,575,860 369

26

187

123

209

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	12,112,150	11,966,263	15,940,462	16,547,420	16,575,24
512000	Part-Time Employees	5,415,987	5,442,592	6,239,504	5,946,379	5,947,88
514000	Overtime	87,121	104,446	93,525	86,571	84,04
515000	Premium Pay	269,328	267,897	189,222	250,411	250,41
516000	Leave Accrual	0	0	500	0	
517000	Benefits	6,044,747	6,340,587	6,405,731	6,522,090	6,528,09
518000	Paid Absence	2,378,077	2,452,222	0	0	,,-
Total Perso	onnel Services	26,307,410	26,574,007	28,868,944	29,352,871	29,385,67
Materials a	and Services					
	Materials and Services				011 010	044.04
521000	Professional Services	483,679	149,111	340,036	211,019	211,01
522000	Utilities	2,496,019	2,378,838	2,296,150	2,420,974	2,420,97
523000	Equipment Rental	14,275	2,332	47,262	45,422	45,42
524000	Repair & Maintenance Services	1,460,570	1,114,448	1,632,886	1,665,637	1,665,63
525000	Non-Capital Improvement	0	0	0	0	
528000	Local Match Payments	2,041,400	1,789,676	2,220,985	2,202,455	2,232,45
529000	Miscellaneous Services	1,856,083	2,285,845	1,863,608	1,920,502	1,920,50
531000	Office Supplies	128,160	145,004	129,258	134,664	134,66
532000	Operating Supplies	1,011,231	1,058,848	1,462,358	1,073,391	1,125,39
533000	Repair & Maintenance Supplies	592,052	577,709	798,327	766,615	766,61
534000	Minor Equipment & Tools	276,971	254,025	443,127	350,569	350,56
535000	Clothing & Uniforms	88,406	76,104	95,366	105,131	105,13
539000	Other Commodities External	74,926	56,886	197,445	42,740	42,74
541000	Education	29,325	74,800	35,420	41,713	41,71
			47,497	44,143	48,721	48,72
542000	Local Travel	50,030				
543000	Out-of-Town Travel	20,194	42,105	44,174	28,339	28,33
544000	Space Rental	70,181	60,136	102,479	69,750	69,75
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	110,862	63,486	61,454	152,035	152,03
Total Ex	ternal Materials and Services	10,804,364	10,176,850	11,814,478	11,279,677	11,361,67
	Materials and Services	1,342,815	1 202 701	1 410 200	1 200 061	1,399,06
	Vehicle Services	, , ,	1,303,791	1,418,380	1,399,061	
552000	Printing & Distribution	590,759	583,073	753,894	668,054	668,0
553000	Facilities Services	400,623	396,937	402,082	400,385	400,38
554000	Communications Services	513,157	492,304	509,873	490,490	490,49
555000	Information Technology	801,099	830,286	663,086	687,866	687,86
556000	Insurance	707,907	803,412	827,414	938,456	938,4
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	665,228	679,971	788,756	837,231	837,23
559000	Other Fund Services	171,893	502,619	275,929	351,123	351,12
Total Int	ernal Materials and Services	5,193,481	5,592,393	5,639,414	5,772,666	5,772,66
	rials and Services	15,997,845	15,769,243	17,453,892	17,052,343	17,134,34
Capital Ou	-					
561000		0	0	0	0	
562000	Buildings	0	0	19,045	. 0	
563000	Improvements	0	0	0	0	
564000	Capital Equipment	92,774	41,341	96,563	55,846	55,84
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		0	0	0	0	
	tal Outlay	92,774	41,341	115,608	55,846	55,84
573000	Equipment Cash Transfers	248,452	43,926	121,545	0	,-
		500	7,097	0	0	
576000	Minor Equipment Transfers	500	7,097	•	0	

Parks	s and Recreation - Genera	Actual FY 2002	Actual FY 2003		evised 2003-04		pposed 2004–05		dopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	1	1	43,932	1	44,641	1	44,641
515	Accountant II	2	2	2	100,566	2	102,186	2	102,186
510	Accounting Technician	1	1	1	36,366	1	36,958	2	64,782
7103	Administrative Assistant	0	2	2	99,665	2	95,142	2 0	95,142 0
819	Administrative Assistant	2 2	0	0	. 0	0	0	0	0
815 7106	Administrative Specialist Administrative Supervisor I	0	1	1	54,475	1	57,629	1	57,629
7100	Administrative Supervisor II	Ö	l i	l i	63,341	1	64,352	1	64,352
922	Administrative Supervisor II	1	0	0	0	0	0	0	0
7818	Aquatic Program Supervisor	0	1	1	51,960	1	54,977	1	54,977
3140	Architectural Manager	1	0	0	0	0	0	0	0
7810	Arts Programs Supervisor	0	1 0	1 0	57,430 0	1 0	60,761 0	1	60,761 0
962	Assistant Program Specialist	2 0	1	1	40,935	0	0	0	0
1311 4127	Automotive Equipment Operator I Botanic Manager	1	اٰ	ó	0	ő	ő	Ö	0
4120	Botanic Specialist I	3	Ö	Ŏ	ō	0	0	0	0
6011	Botanic Specialist I	0	2	2	98,260	3	131,075	3	131,075
6012	Botanic Specialist II	0	5	5	257,017	6	329,184	6	329,184
4124	Botanic Specialist II	4	0	0	0	0	0 1	0	0
4125	Botanic Supervisor	3	0	0	0	0	0 40,125	0	0 40,125
6001	Building/Landscape Designer I	0	0	¦	64,750	1	69.482	1	69,482
7140 6032	Bureau Director, Assistant to CAD Technician II	0	1	;	44,533	1	49,908	i	49,908
6033	CAD Technician III	0	Ö	i	65,060	0	19,832	0	19,832
1420	Carpenter	5	4	6	275,569	6	281,880	6	281,880
3236	Chief Planner	1	0	0	0	0	0	0	. 0
4131	City Forester	1	0	0	0	0	0	0	77.600
7842	City Forester	0	1	1	73,877	1	77,680 56,449	1	77,680 56,449
7202	Community Outreach & Information	0	0	0	0 0	0	56,449	0	00,449
7203 7204	Community Outreach & Information Community Outreach and Informati	0	2	3	176,898	3	160,505	3	160,505
7490	Community Pelations Assistant	2	0	0	0	0	0	0	0
7492	Community Relations Specialist	1	0	0	0	0	0	0	0
1315	Construction Equipment Operator	1	1	2	91,762	2	93,250	2	93,250
1110	Custodian	1	1	1	32,132	1	32,656	1	32,656
975	Deputy Director	0	0	0	0	0	0	0	0
7808 817	Deputy Director ñ Parks & Recrea Director's Administrative Assist	1	0	0	0	0	0	0	0
7105	Director's Executive Assistant	Ö	0	Ĭ	19,472	1	55,468	Ĭ	55,468
1453	Electrician	2	2	2	114,944	2	116,802	2	116,802
1457	Electrician, Supervising	1	1	1	63,362	1	64,373	1	64,373
7127	Executive Assistant	0	1	0	0	0	0	0	0
1114	Fac Maintenance Tech Apprentice	0	0	0	0	0	29,660	0	29,660 0
1132	Facilities & Maint Supervisor Facilities Construction Project	10	0	0	17,881	0	18,378	0	18,378
7725 7728	Facilities Construction Project	0	0	Ö	0	Ő	7,114	ő	7,114
1115	Facilities Maintenance Tech	5	6	5	233,495	5	237,300	5	237,300
7376	Financial Analyst	0	1	1	59,603	1	63,059	1	63,059
827	Financial Analyst	. 1	0	0	0	0	0	0	0
7377	Financial Analyst, Senior	0	1	1 0	70,006	1 0	71,138 0	0	71,138
4129 1524	Forestry Program Supervisor General Mechanic	1 2	0 2	2	0 87,781	2	89,397	2	89,397
6061	GIS Technician I	0	0	0	07,701	0	0	0	0
4110	High Climber	8	8	8	369,904	8	375,182	8	375,182
7864	Horticultural Services Superviso	0	1	1	66,448	1	70,281	1	70,281
4114	Horticulturist	27	24	27	1,171,305	28	1,199,576	28	1,199,576
4113	Horticulturist, Apprentice	0	0	1	36,240	0	0	0	0
6003	Landscape Architect	0	0 1	0	0 37,938	0	3,137 20,060	0	3,137 20,060
7790	Landscape Architect, Supervising	0 12	10	1 10	424,311	11	477,510	11	477,510
1240 1200	Maintenance Mechanic Maintenance Worker	6	0	0	724,011	1 1	23,594	1	23,594
7132	Management Analyst, Senior	0	1	1	63,781	i i	70,066	1	70,066
7130	Management Assistant	0	1	0	0	0	0	0	0
7862	Natural Areas Horticulture Super	0	2	2	130,997	2	135,173	2	135,173
7866	Natural Areas Program Manager	0	1	1	73,367	1	74,897	1	74,897
100	Office Support Specialist I	1 5	1 8	3 8	105,020	4 6	119,811 201,807	4 6	119,811 201,807
102 104	Office Support Specialist II Office Support Specialist III	5 0	0	1 1	269,439 38,148	1	40,556	1	40,556
104	Office Support Specialist III	2	1	l i	42,905		43,597	i	43,597
		_							

		Actual FY 2002	Actual FY 2003		vised 003-04		posed 004–05		opted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7814	Outdoor Recreation & Env Educ Pr	0	1	1	53,916	1	57,674	1	57,674
1443	Painter	3 0	2	.3 1	138,714	3	140,940	3 1	140,940
7825 1215	Park Ranger Supervisor Park Technician	30	1 29	31	44,896 1,237,602	1 31	47,502 1,258,424	31	47,502 1,258,424
4337	Parks & Recreation Director	1	0	0	0	0	1,250,424	0	1,230,424
7080	Parks & Recreation Director	0	1	1	110,540	1	118,990	1	118,990
7807	Parks and Recreation Division Ma	0	4	4	349,522	4	359,750	4	359,750
7831	Parks Fac Maint Supervisor	0	0	2	125,146	2	128,704	2	128,704
7832	Parks Irrigation Maintenance Sup	0	1	1	55,544	1	58,760	1	58,760
7833	Parks Maintenance Superintendent	0 0	4	4	279,991	4	292,974	4 9	292,974
7830 7788	Parks Maintenance Supervisor Parks Planner, Supervising	0	9	8 1	445,227 76,504	9 1	501,937 72,857	1	501,937 72,857
7826	Parks Security Manager	0	i 1	1	67,708	i	70,961	i	70,961
7816	Pittock Mansion Supervisor	l ő	i	1	64,186	1	67,136	1	67,136
7133	Principal Management Analyst	0	1	1	70,137	1	74,199	1	74,199
966	Program Coordinator	1	0	0	0	0	0	0	0
7154	Program Coordinator	0	1	1	55,188	1	58,379	1	58,379
7156	Program Manager	0	1 1	0	0	0	6,307	0	6,307
968	Program Manager I	4	0 0	0 0	0	0	0	0 0	0
970 964	Program Manager II Program Specialist	1 2		0	0	0	0	0	0
7153	Program Specialist	0	1 1	1	60,323	1	61,304	- 1	61,304
7152	Program Specialist, Assistant	ŏ	l öl	i	39,677	2	66,661	2	66,661
960	Program Technician	1 1	o l	0	0	0	0	0	0
7678	Property Acquisition & Services	0	1	1	70,006	1	63,475	1	63,475
7208	Public Information Manager	0	1	1	54,108	1	76,296	1	76,296
4335	Recreation & Operations Manager	2	0	0	0	0	0	0	0
4325	Recreation Coordinator I	50	45	53	2,091,354	53	2,178,189	53	2,178,189
4326 4322	Recreation Coordinator II	10 20	9	13	547,655	13	577,648	13 15	577,648
7805	Recreation Leader - Fulltime Recreation Manager	0	12	14 3	432,992 223,265	15 3	478,446 218,301	3	478,446 218,301
7820	Recreation Program Supervisor, S	0	1	1	51,960	1	54,977	1	54,977
4332	Recreation Supervisor	17	Ö	0	0 1,000	o O	0 1,077	0	0
7802	Recreation Supervisor I	0	10	12	639,190	10	558,306	10	558,306
7803	Recreation Supervisor II*	0	4	3	177,888	3	186,438	3	186,438
7860	Rose Garden Horticulture Supervi	0	1	1	47,537	0	0	0	. 0
7192	Safety & Risk Officer I	0	1	1	69,353	1	71,138	1	71,138
816	Senior Administrative Specialist	1 1	0 0	0	0	0 0	0	0 0	0
930 6134	Senior Bureau Administrative Mgr Senior City Planner		5	4	256,109	5	297.477	5	297,477
6111	Senior Engineering Associate	0	1	1	58,050	1	65,069	1	65,069
828	Senior Financial Analyst	1	. o	0	00,000	0	00,000	0	00,000
3231	Senior Planner	6	0	0	o l	0	0	0	0
4333	Senior Recreation Supervisor	2	0	0	0	0	0	0	0
848	Senior Risk Specialist	1	0	0	0	. 0	0	0	0
1134	Sr Facilities & Maint Supervisor	5	0	0	0	0 .	0	. 0	0
406	Storekeeper/Acquisition Spec II	2	2	2	87,278	2	86,427	2	86,427
3123 3108	Surveyor II Technician II	1 1	1 0	1	52,777 0	1	53,620	- 1 0	53,620 0
1054	Trades Supervisor	2	0	0	ő	0	0	0	0
4112	Tree Inspector	7	7	7	355,061	7	360,724	7	360,724
1214	Turf Maintenance Technician	20	18	19	679,864	19	690,744	19	690,744
7840	Urban Forestry Supervisor	0	1	1	65,905	1	67,650	1	67,650
1210	Utility Worker I	4	3	10	355,110	9	331,488	9	331,488
1211	Utility Worker II	27	22	25	967,844	27	1,067,953	27	1,067,953
7212	Volunteer Program Coordinator	0	1	2	111,222	2	106,007	2	106,007
1510	Welder	1	1	1	46,238	1	46,980	1	46,980
TOTAL	FULL-TIME POSITIONS	344	311	351 \$		355 \$	16,547,420	356 \$	16,575,244
515	Accountant II	0	0	1	25,142	1	25,547	1	25,547
510	Accounting Technician	0	0	. 1	27,274	1	27,824	0	0
6011	Botanic Specialist II	0 0	0 0	1 1	48,732	0 1	46 177	0 1	0 46 177
6012 7202	Botanic Specialist II Community Outreach & Information	0	0	2	45,305 80,767	1	46,177 48,922	1	46,177 48,922
1110	Custodian	0	0	1	19,132	1	19,519	1	19,519
4114	Horticulturist	ő	ŏ	i	26,335	i	26,670	i	26,670
		0	0	1	28,610	0	0	0	0
100 102	Office Support Specialist I Office Support Specialist II	0		i	20,010	1	49,826	1	49,826

Parks and Recreation - General Fund AU 130

POSITIONS

		Actual FY 2002		Revised FY 2003–04			posed 004–05	Adopted FY 2004–05	
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7156	Program Manager	0	0	1	30,379	0	0	0	0
7152	Program Specialist, Assistant	0	0	1	45,787	1	48,633	1	48,633
4325	Recreation Coordinator I	0	0	1	57,475	1	46,022	1	46,022
4322	Recreation Leader - Fulltime	0	0	5	138,472	6	175,908	6	175,908
TOTAL	PART-TIME POSITIONS	0	0	16 \$	616,058	14 \$	515,048	13 \$	487,224

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

Appropriation	Level (CAL).				
		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	46,587,029	0	46,587,029	351.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	ts				
	(19,247)	0	(19,247)	0.0	OMF PERS Reduction
	0	9,251	9,251	0.0	HIPAA Offset
	0	73,000	73,000	0.0	Children's Museum
Mayor's Propose	ed Budget Decision	ns			
	(150,729)	0	(150,729)	0.0	Productivity Improvements
	(132,742)	0	(132,742)	0.0	Minor Service Reductions
	(48,650)	0	(48,650)	0.0	Expenditure Offset for Revenue Increases
	(154,532)	0	(154,532)	0.0	Major Service Reductions
	(100,000)	0	(100,000)	0.0	Alternative \$100,000 Reductions
	(17,000)	0	(17,000)	0.0	Reduce Park Districts R&M budget
	(22,000)	0	(22,000)	0.0	Reduce care of shrub beds
	0	137,656	137,656	0.0	Dog off leash O&M education
	(25,000)	0	(25,000)	0.0	Transfer to AU 325 Parks Stores
	238,769	0	238,769	0.0	IA Service Revenues
	53,976	0	53,976	0.0	Increase in service charges and fees
	31,279	0	31,279	0.0	Increase in miscellaneous revenue
Approved Budge	et Additions and Re	eductions			
	0	52,000	52,000	1.0	Enforcement for Dogs in Parks
	0	32,800	32,800	0.0	MLC Pool
	0	30,000	30,000	0.0	Linnton Community Center
Adopted Budge	t Additions and Red	ductions			
	0	0	0	0.0	None
	(345,876)	334,707	(11,169)	5.0	Total FY 2004-05 Decision Packages
			\$ 46,575,860	356.0	Total Adopted Budget
EV 2004 0E E	lata a Basila a sa Si s	Formula d	1		1
FY 2004-05 Deci	ision Packages Not		(7.407)	0.0	IT Doduction
	(7,487)	0	(7,487)	0.0	IT Reduction
	(30,000)	0	(30,000)	0.0	SUN Schools
			\$ (37,487)	1.0	Total Decision Packages Not Funded

Golf Fund

OVERVIEW

Mission

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

The mission of the Golf program is to provide 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 still struggle to maintain revenues in the face of a national recession and a local over supply of competing golf courses. The number of nine-hole rounds played on the City's golf courses has dropped by 15% over the past six years.

- FY 1997-98: 524,157 rounds
- FY 1998-99: 493,568 rounds
- FY 1999-00: 461,858 rounds
- FY 2000-01: 486,447 rounds
- FY 2001-02: 446,640 rounds
- FY 2002-03: 423,878 rounds

The FY 2004-05 Adopted Budget assumes 382,000 rounds of play, based on the projected level for FY 2003-04 rounds at midyear.

CHANGES FROM PRIOR YEAR

Given the economic environment, the Golf program has been forced to focus on its basic business - taking care of golf courses - and to reduce or postpone other program goals. Some of the actions taken include:

- Delay in construction of the Heron Lakes Clubhouse. It is now beyond the horizon of the five-year Golf Fund forecast.
- The amount of debt sold for capital improvements last year was reduced to \$6.55 million, on contrast to the \$8.15 million originally planned. This reduced the annual debt service for the next 10 years from \$1,112,000 to \$800,000 per year.
- The rates between the different courses were uncoupled prices at Rose City may differ from prices at Eastmoreland or the Heron Lakes Greenback courses. "Shoulder season" rates were introduced at some of the courses for the late Spring and early Fall. With the need for more revenue, it is important to raise prices only for those courses, seasons, and days of the week where there is excess demand.

- Five 9-month limited-term Greenskeeper positions one for each 18-hole course were cut and replaced with ten seasonal maintenance workers. These maintenance workers work five months at a time, receive lower compensation, and are less likely to return year after year. The effect is to increase the seasonality of the workforce, increase the hiring and training demands on the supervisors, and save \$135,000 per year.
- ◆ The Eagle program, a two-year internship program for disadvantaged high school youth who are interested in working at golf courses, is being phased down from 28 to 14 students at a time seven juniors and seven seniors which reduces the cost from \$160,000 per year to \$80,000 per year. In addition, half of the remaining cost of the Eagle program has been shifted to the Youth Trust Fund, which is funded by a surcharge on golf rounds.

Further changes are necessary in the FY 2004-05 Golf budget. After adjusting for inflation, these additional cuts mean that Golf will have had to reduce its operating budget by 16% over a two-year period.

Here are the FY 2004-05 changes:

- Reductions to interagency services that have provided specialized care for trees, flower beds, and occasional heavy equipment support on the courses. More of this work will have to be absorbed by the golf course maintenance crews. (\$81,000)
- Less frequent inspections and other routine maintenance activities at clubhouse buildings. Some of this work will have to be done by the clubhouse concessionaires, some by the golf course maintenance personnel, and some won't get done. (\$30,000)
- ◆ Eliminate the centralized reservation service within the Parks Reservation Center. Now the concessionaires will have to do all the scheduling. (\$54,000)
- Reduced administrative costs (\$24,000)
- Lengthen the expected life of mowers and other equipment, thus reducing replacement charges. (\$55,000, for 2004-05 only)
- Reduce Golf funding for a Mechanic position by providing its services to (and being reimbursed by) PIR, where there is both a vacancy and a need. Heron Lakes, which has been served by two Mechanics, will now have one. This change is possible because over the past few years, the Golf program has invested in new mowers and other heavy equipment, using a common supplier in order to simplify the equipment maintenance demands and reduce the inventory of parts. (\$67,000)
- Selected greens fee increases, at courses and time periods when there is more demand than available tee times. (\$112,000)
- Increase the "trail fee" charged to those who use golf carts. The trail fee has been \$2.00 per nine-hold round for the past ten years. It will increase to \$3.00 per round for carts rented from our concessionaires and \$5.00 per round for those who bring their own carts. (\$50,000)
- Noll back the surcharge that funds the Youth Trust Fund to its original level--from \$.69 to \$.50 per nine-hold round. This change will shift about \$71,000 of revenue from the Youth Trust Fund to the Golf Fund. Because of this rollback and the declining number of rounds played, the Youth Trust Fund revenues will go from \$278,341 budgeted in FY 2003-04 to \$178,108 in FY 2004-05. Following this reduction, the Youth Trust Fund will continue funding the Eagle program, its transportation program for low-income youth, and two of the Recreation staff people who serve at-risk youth. But we will have to discontinue the Youth Trust Fund grants to both internal PP&R programs and external providers, grants that have been used to offer a broader array of recreation activities oriented to at-risk youth.

Golf Capital

Because of the difficult financial condition of the Golf Fund, the 2004-05 Golf CIP is focused on completing two projects that have already been initiated.

- One is the replacement of the irrigation system at Rose City Golf Course, including a
 new irrigation reservoir which doubles as a water feature for the course. The old
 irrigation system has been failing repeatedly over the past several years.
- The other is the widening of the tunnel under Bybee Boulevard at Eastmoreland Golf Course. This project takes advantage of the reconstruction of the Bybee Bridge to gain economies in widening the tunnel between the front nine and back nine. The new tunnel will accommodate any of the large mowers, or two golf carts passing each other. This will make the course safer, particularly for the employees who now must cross over Bybee each day in order to mow the back nine.

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 onsite 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 concessionaires. These contracts are administered by the Director of Golf and include the 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 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 by the Evans Scholarship Foundation.

don rund Ao o i i							
	Actual FY 2001-02	Actual FY 2002-03	Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 200405
EXPENDITURES							
Operating Budget							
Personal Services	2,631,103	2,686,919	2,459,754		2,484,809		2,484,809
External Materials and Services	1,519,679	1,604,913	1,510,587		1,487,096		1,487,096
Internal Materials and Services	713,508	966,344	869,705		635,491		635,491
Minor Capital Outlay	(3,526)	0	80,000		208,510		208,510
Equipment Cash Transfers	108,860	98,183	0		0		0
Total Operating Budget	4,969,624	5,356,359	4,920,046	-	4,815,906		4,815,906
Capital Improvements	1,151,946	922,982	1,625,000		200,000		200,000
TOTAL BUREAU EXPENDITURES	\$ 6,121,570	\$ 6,279,341	\$ 6,545,046	\$	5,015,906	\$_	5,015,906
Allocated Overhead	188,883	0	131,604		132,107		130,523
Total Cost with Allocated Overhead	6,310,453	6,279,341	 6,676,650		5,148,013		5,146,429
RESOURCES							<u> </u>
Golf Fund	6,121,570	6,279,341	6,545,046		5,015,906		5,015,906
Note: Discretionary General Fund re Non-Discretionary revenues are res						ie.	
PROGRAMS							
Golf Operations	6,121,570	6,279,341	6,545,046		5,015,906		5,015,906
Positions	38	39	34		34		34
TOTAL PROGRAMS	\$ 6,121,570	\$ 6,279,341	\$ 6,545,046	\$	5,015,906	\$	5,015,906
Positions	38	39	34		34		34

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	1,322,901	1,326,095	1,438,319	1,538,257	1,538,25
512000	Part-Time Employees	349,002	353,899	374,120	310,300	310,30
514000	Overtime	19,135	17,670	19,094	15,000	15,00
515000	Premium Pay	29,595	34,576	27,990	31,000	31,00
517000	Benefits	658,032	682,914	600,231	590,252	590,25
518000	Paid Absence	252,812	274,148	000,201	0	330,23
	onnel Services		2,689,302	2,459,754	2,484,809	
	and Services	2,631,477	2,009,302	2,459,754	2,464,609	2,484,80
	Materials and Services					
521000	Professional Services	294,405	31,955	2,000	1,500	1,50
522000	Utilities	154,676	179,222	151,900	173,400	173,40
523000	Equipment Rental	29,482	25,643	6,000	2,000	2,00
524000	Repair & Maintenance Services	34,673	48,936	29,000	34,500	34,50
525000	Non-Capital Improvement	0	0	0	0	01,00
528000	Local Match Payments	0	0	0	. 0	
529000	Miscellaneous Services	717,380	707,277	748,726	718,738	718,73
531000	Office Supplies	11,951	2,667	1,804	2,500	2,50
532000	Operating Supplies	306,827	330,968	293,228	248,300	248,30
		,	,			,
533000	Repair & Maintenance Supplies	183,027	201,716	163,535	181,830	181,83
534000	Minor Equipment & Tools	29,779	17,801	32,724	16,000	16,00
535000	Clothing & Uniforms	7,235	5,855	7,395	5,978	5,97
539000	Other Commodities External	4,564	10,010	3,000	3,050	3,05
541000	Education	5,167	2,578	6,500	3,000	3,00
542000	Local Travel	686	653	775	350	35
543000	Out-of-Town Travel	2,779	1,472	6,000	2,500	2,50
544000	Space Rental	0	6,678	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	75,638	94,456	58,000	93,450	93,45
Total Ex	ternal Materials and Services	1,858,269	1,667,887	1,510,587	1,487,096	1,487,09
	Materials and Services					
551000	Vehicle Services	105,822	262,128	279,009	204,358	204,35
552000	Printing & Distribution	482	959	909	912	91
553000	Facilities Services	0	0	0	0	
554000	Communications Services	15,891	15,983	14,684	14,847	14,84
555000	Information Technology	15,039	14,617	7,960	9,743	9,74
556000	Insurance	71,792	77,870	79,565	77,275	77,27
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	0	0	0	0	
559000	Other Fund Services	539,768	758,442	590,914	328,356	328,35
Total Int	ernal Materials and Services	748,794	1,129,999	973,041	635,491	635,49
Total Mate	rials and Services	2,607,063	2,797,886	2,483,628	2,122,587	2,122,58
Capital Ou						
561000		0	0	0	0	
562000	Buildings	0	159,055	0	0	
563000	Improvements	774,170	534,915	1,521,664	200,000	200,00
564000	Capital Equipment	0	0	80,000	80,000	80,00
565000	Facilities Lease/Purchase	0	0	0	0	
566000	Equipment Lease/Purchase	0	0	0	128,510	128,51
567000	Infrastructure	0	0	0	0	
568000	Other Capital Expenditure	0	0	. 0	0	
569000	Depreciation	0	0	0	0	
	tal Outlay	774,170	693,970	1,601,664	408,510	408,51
573000	Equipment Cash Transfers	108,860	98,183	0	0	
576000	Minor Equipment Transfers	0	0	0	0	
		\$ 6,121,570	\$ 6,279,341			

		Actual FY 2002	Actual FY 2003		vised 003-04		posed 2004-05		opted 004-05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7103	Administrative Assistant	0	1	0	0	0	0	0	0
7852	Director of Golf	0	1	1	71,669	1	75,794	1	75,794
1132	Facilities & Maint Supervisor	4	0	0	0	0	0	0	0
7850	Golf Course Superintendent	0	4	4	205,793	4	259,253	4	259,253
4175	Golf Courses Manager	1	0	0	0	0	0	0	0
1220	Greenskeeper I	23	23	18	699,860	19	761,850	19	761,850
1221	Greenskeeper II	5	5	5	210,335	4	170,964	4	170,964
1222	Greenskeeper III	5	5	5	231,190	5	234,900	5	234,900
102	Office Support Specialist II	0	0	1	19,472	1	35,496	1	35,496
TOTAL	FULL-TIME POSITIONS	38	39	34 \$	1,438,319	34 \$	1,538,257	34 \$	1,538,257
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	0	0 \$	0

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	4,817,317	. 0	4,817,317	34.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	ts				
	0	0	0	0.0	None
Mayor's Propose	ed Budget Decisio	ns			
	0	200,000	200,000	0.0	CIP's
	(168)	0	(168)	0.0	IA with Vehicle Services
	(988)	0	(988)	0.0	IA with P&D
	(126)	0	(126)	0.0	IA with Telecommunications
	92	0	92	0.0	IA with IT
	(541)	0	(541)	0.0	IA with Risk
	309	0	309	0.0	IA with OMF-BHR
	11	0	11	0.0	IA with OMF-Debt Management
Approved Budge	et Additions and R	eductions			
	0	0	0	0.0	None
Adopted Budget	t Additions and Re	ductions			
,	0	0	0	0.0	None
	(1,411)	200,000	198,589	0.0	Total FY 2004-05 Decision Packages
			\$ 5,015,906	34.0	Total Adopted Budget
EV 2004-05 Deci	sion Packages No	Funded	1		
1 1 2004-03 Deci	0	0	.0	0.0	None
	0		\$ 0	0.0	Total Decision Packages Not Funded

Portland International Raceway Fund

OVERVIEW

PIR attracts over 500,000 spectators each year to events held there.

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.

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.

Revenues to maintain 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. Except for the evening dragstrip races, PIR does not directly promote the events held at the track. Instead, it rents the track to private promoters or clubs who in turn organize the events.

In September 2003, PIR completed a ten-year master plan that will guide future capital improvements to the track. The primary constraint on capital improvements now is the availability of capital funding.

Open-wheeled racing using "Indy-style" cars has been the most high-profile type of racing at PIR--for the past 20 years, the race track has been known for hosting the G.I. Joe's Portland 200 race. The status of the nationally recognized, professional races at PIR is uncertain right now. CART (Championship Auto Racing Teams), the national sanctioning body for the G.I. Joe's Portland 200, has suffered declining attendance and financial performance over the past several years, leading to bankruptcy and new ownership this year. For that reason, there had been uncertainty whether the CART race would be held in Portland in the summer of 2004 and whether there might be a race in 2005 involving either CART or the Indy Racing League, which is a competing open-wheel racing circuit. The race will, however, be held in 2004 after the change of ownership was completed. The most financially successful professional racing circuit now is NASCAR, which races stock cars. However, NASCAR prefers oval race tracks to road courses like PIR, where the cars have to negotiate turns in either direction, so it is unlikely that NASCAR would bring a major event to PIR.

While the high-profile professional motorsports scene is very much up in the air, PIR's bread-and-butter business from local club events, drag races, driver training, and other track rentals has been relatively healthy. That type of business doesn't bring in enough revenue to sustain a major capital improvement program, but it has been adequate to maintain the track at the level needed for those activities.

Portland International Racev	vay Fund	AU 608			SUN	MARY OF L	IVIS	ION BUDGE
	Actual FY 2001–02	Actual FY 2002–03		Revised 7 2003-04		Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES								-
Operating Budget								
Personal Services	475,821	507,276	6	544, 1 67		539,672		539,672
External Materials and Services	548,899	453,400)	337,737		438,800		438,800
Internal Materials and Services	245,800	266,690)	237,595		243,220		249,195
Minor Capital Outlay	111,871	()	0		0		0
Equipment Cash Transfers	0	()	0		0		0
Total Operating Budget	1,382,391	1,227,366	3	1,119,499		1,221,692		1,227,667
Capital Improvements	0	()	0		0		0
TOTAL BUREAU EXPENDITURES	\$ 1,382,391	\$ 1,227,366	\$	1,119,499	\$	1,221,692	\$	1,227,667
Allocated Overhead	181,319	23,989)	28,430		32,098		31,568
Total Cost with Allocated Overhead	1,563,710	1,251,355	5	1,147,929		1,253,790		1,259,235
RESOURCES								
Portland International Raceway Fund	1,382,391	1,227,366	6	1,119,499		1,221,692		1,227,667
Note: Discretionary General Fund re	venues are those v	vhich may be used	by City C	ouncil for any	public	c purpose.	_	
Non-Discretionary revenues are res	ricted by policy or c	contractual agreem	ent to the	bureaus that	gener	ate the revenu	e.	70.5
PROGRAMS								
Portland International Raceway	1,382,391	1,227,366	6	1,119,499		1,221,692		1,227,667
Positions	6	6	3	6		5		5
TOTAL PROGRAMS	\$ 1,382,391	\$ 1,227,366	\$	1,119,499	\$	1,221,692	\$	1,227,667
Positions	6		3	6		5		5

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personne	el Services			-		
	Full-Time Employees	249,394	207,915	302,820	269,285	269,285
512000		62,050	113,447	100,000	131,000	131,000
514000		12,728	10,973	12,000	12,000	12,000
515000		3,892	18,671	7,000	20,000	20,000
517000		111,595	112,205	122,347	107,387	107,387
518000		36,162	44,065	0	0	0
	sonnel Services	475,821	507,276	544,167	539,672	539,672
	and Services				000,0.2	000,012
Externa	al Materials and Services					
521000	Professional Services	103,687	33,818	61,237	50,000	50,000
522000	Utilities	57,868	63,110	72,000	72,000	72,000
523000	Equipment Rental	11,838	12,402	15,000	15,000	15,000
524000		130,138	128,610	66,000	103,600	103,600
525000	•	0	0	0	0	. 0
528000		0	0	0	0	0
529000	-	84,633	24,989	10,000	30,000	30,000
531000		2,758	2,131	3,000	3,000	3,000
532000		33,001	34,110	20,000	25,000	25,000
533000	. 5	77,799	85,878	35,000	70,000	70,000
534000		1,985	13,244	10,000	10,000	10,000
535000		1,513	513	2,000	3,000	3,000
539000	0	256	738	0	1,000	1,000
541000		45	0	1,000	1,000	1,000
542000		778	383	500	500	500
543000		1,371	269	2,000	3,000	3,000
544000		0	11,258	0	11,000	11,000
545000	•	0	0	0	0	0
546000		0	0	0	0	0
547000		0	0	0	0	0
548000		0	0	0	0	0
549000	-	41,229	41,947	40,000	40,700	40,700
	eternal Materials and Services	548,899	453,400	337,737	438,800	438,800
	Materials and Services		,		100,	,
551000		5,035	5,509	5,758	6,467	6,467
552000	Printing & Distribution	347	823	692	900	900
553000	Facilities Services	0	0	0	0	0
554000	Communications Services	11,241	8,253	15,905	12,668	12,668
555000	Information Technology	2,315	2,251	5,730	5,307	5,307
556000	Insurance	25,506	35,396	36,134	29,427	29,427
	Master Lease	0	0	0	0	0
558000	Same Fund Services	0	0	0	0	0
559000	Other Fund Services	201,356	214,458	173,376	188,451	194,426
	ternal Materials and Services	245,800	266,690	237,595	243,220	249,195
	erials and Services	794,699	720,090	575,332	682,020	687,995
Capital Ou				0.0,002	302,020	007,000
561000		0	0	0	0	0
562000		0	0	0	0	0
563000	Improvements	86,100	0	0	. 0	0
564000	•	25,771	0	0	0	0
565000		23,771	0	0	0	0
566000		. 0	0	0	0	0
567000	• •	0	0	0	0	0
		0	0	0	0	0
		_	0	0	0	0
568000	·	Λ				U
568000 569000	Depreciation	111 871				
568000 569000 Total Capi	Depreciation ital Outlay	111,871	0	0	0	0
568000 569000	Depreciation ital Outlay Equipment Cash Transfers					

		Actual FY 2002	Actual FY 2003		vised 003–04		oposed 2004–05		lopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
1132	Facilities & Maint Supervisor	1	0	0	0	0	0	0	0
1240	Maintenance Mechanic	1	1	1	42,716	0	0	0	0
7130	Management Assistant	0	1	1	47,831	1	50,592	1	50,592
4352	Racetrack Manager	1	0 [0	0	0	0	0	0
7855	Raceway Maintenance Supervisor	0	1	1	63,547	1	66,750	1	66,750
7857	Raceway Manager	0	1	1	69,769	1	73,790	1	73,790
816	Senior Administrative Specialist	1	0	0	0	0	0	0	0
1214	Turf Maintenance Technician	1	1 1	1	39,992	1	40,632	1	40,632
1211	Utility Worker II	1	1	1	38,965	1	37,521	1	37,521
TOTAL	FULL-TIME POSITIONS	6	6	6 \$	302,820	5	\$ 269,285	5 5	269,285
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0	\$ 0	0 \$	6 0

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	1,213,478	0	1,213,478	5.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	ts				
	0	0	0	0.0	None
Mayor's Propose	ed Budget Decision	าร			
,	(4)	0	(4	0.0	IA with Vehicle Services
	618	0	618		IA with Telecommunications
	50	0	50	0.0	IA with IT
	(186)	0	(186	0.0	IA with Risk
	7,736	0	7,736	0.0	IA with OMF-BHR
Approved Budge	et Additions and R	eductions			
	0	0	0	0.0	None
Adopted Budget	t Additions and Re	ductions			
	0	5,975	5,975	0.0	IA with BES
	8,214	5,975	14,189	0.0	Total FY 2004-05 Decision Packages
			\$ 1,227,667	5.0	Total Adopted Budget
FY 2004-05 Deci	sion Packages Not	Funded			
	0	0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded

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 19.3 full-time positions are accounted for in this fund. These positions acquire park land, using system development charges (SDC), and manage the General Fund capital projects.

Projects

The Parks Construction Fund is receiving \$1,028,044 from the General Fund for six capital projects.

For FY 2004-05, the capital activity includes park land acquisition and improvements funded by the Parks SDC, levy revenue, and General Fund resources. The fund is receiving \$1,028,044 from the General Fund Capital Set-Aside for the following projects:

- \$200,000 for Westmoreland Park Crystal Springs Grant Match.
- \$125,000 for the fourth of four payments on the Killingsworth Land Acquisition.
- \$125,000 for Springwater Trail Three Bridges Grant Match.
- \$250,000 for University Park Community Center Phase II Grant Match.
- \$228,044 for the Parks Maintenance Facility Replacement.
- \$100,000 for the Dishman Community Center Foundation.

A number of other projects from non-General Fund sources are also included, such as:

- \$341,114 for the River District North Plaza and Neighborhood Park.
- \$208,041 for the Columbia South Shore Trails.
- \$209,593 for the Gateway District Park.
- \$150,000 for Raymond Park.
- \$1,000,000 for the Reservoir Study.
- \$212,000 for the East Portland Community Center Indoor Pool.
- \$2,579,000 for the Wilson Pool Upgrade.
- \$159,716 for Playstructures.
- \$199,000 for Skateboard Parks Development.
- \$222,353 for Kelly Point Park Canoe Launch

Also included is \$2,801,680 for anticipated acquisitions funded from the Parks SDC funds.

raiks Constituction i und	AC	, , 00			30	WINIAN O	DIVI.	SION DODGE
		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05
EXPENDITURES								
Operating Budget								
Personal Services		66,301	84,839	33,510		0		34,894
External Materials and Services		77,540	115,621	71,527		0		0
Internal Materials and Services		75,314	279,605	25,000		0		0
Minor Capital Outlay		2,457,790	2,823,468	401,703		0		302,106
Equipment Cash Transfers		0	0	0		0		0
Total Operating Budget		2,676,945	 3,303,533	531,740		0		337,000
Capital Improvements		6,793,752	2,973,201	19,467,497		9,093,745		8,846,745
TOTAL BUREAU EXPENDITURES	\$	9,470,697	\$ 6,276,734	\$ 19,999,237	\$	9,093,745	\$	9,183,745
Allocated Overhead		245,922	73,486	122,551		97,517		96,747
Total Cost with Allocated Overhead		9,716,619	6,350,220	 20,121,788		9,191,262		9,280,492
RESOURCES								
Parks Construction Fund		9,470,697	6,276,734	19,999,237		9,093,745		9,183,745
Note: Discretionary General Fund Non-Discretionary revenues are re							ie.	
PROGRAMS								
CIP		8,995,400	5,556,370	19,651,843		9,093,745		8,846,745
Positions		14	11	18		19		19
TOTAL PROGRAMS	\$	8,995,400	\$ 5,556,370	\$ 19,651,843	\$	9,093,745	\$	8,846,745
Positions		14	11	18		19		19

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
	Full-Time Employees	645,788	677,912	965,182	1,130,707	1,130,707
512000	Part-Time Employees	14,015	13,568	55,900	7,863	7,863
514000	Overtime	2	763	0	0	(
515000	Premium Pay	0	88	0	0	(
517000	Benefits	249,631	281,718	326,057	341,425	341,425
518000	Paid Absence	107,002	106,143	0	0	(
	onnel Services	1,016,438	1,080,192	1,347,139	1,479,995	1,479,995
	and Services	1,010,400	1,000,102	1,047,100	1,110,000	1,110,000
	Materials and Services					
521000		544,869	540,801	1,082,880	87,391	87,39
522000	Utilities	0	0	0	0	
523000	Equipment Rental	0	0	0	0	(
524000	Repair & Maintenance Services	20,537	34,170	0	0	(
525000	Non-Capital Improvement	0	0	0	0	(
528000	Local Match Payments	30.758	0	220,152	350,000	350,000
529000	Miscellaneous Services	14,495	59,563	39,117	0	(
531000	Office Supplies	3,766	1,861	2,700	4,739	4,73
532000	Operating Supplies	7,102	5,896	14,939	2,750	2,75
533000	Repair & Maintenance Supplies	5,697	3,738	1,700	2,750	2,70
534000	Minor Equipment & Tools	47,088	4,381	500	0	
535000		47,000	4,361	0	0	
539000	Clothing & Uniforms Other Commodities External	1,275		-	0	
		,	3,815	54,440	•	
541000	Education	3,455	1,666	4,584	3,873	3,87
542000	Local Travel	89	902	600	1,000	1,00
543000	Out-of-Town Travel	116	247	3,132	2,500	2,50
544000	Space Rental	0	725	. 0	0	
545000	Interest	17,538	6,930	0	4,743	4,74
546000	Refunds	0	0	0	0	
547000	Retirement System Payments	0	0	0	0	
548000	Operating Lease	0	0	0	0	(
549000	Miscellaneous	(2,220,099)	69,456	1,000	1,000	1,00
Total Ex	ternal Materials and Services	(1,523,314)	734,151	1,425,744	457,996	457,99
	Materials and Services					
551000	Vehicle Services	6,553	5,878	8,031	6,482	6,48
552000	Printing & Distribution	10,986	23,685	15,834	26,122	26,12
553000	Facilities Services	29	1,255	0	0	(
554000	Communications Services	12,286	29,737	13,009	27,509	27,50
555000	Information Technology	11,539	11,215	972	42	4
556000	Insurance	0	0	0	0	
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	0	0	0	0	
559000	Other Fund Services	506,180	914,664	605,451	167,652	167,65
Total Int	ernal Materials and Services	547,573	986,434	643,297	227,807	227,80
Total Mate	rials and Services	(975,741)	1,720,585	2,069,041	685,803	685,80
Capital Ou	itlay					
561000		3,174,890	1,567,812	4,127,637	1,620,203	1,620,20
562000	Buildings	1,955,204	2,342,081	1,177,234	465,251	555,25
563000	Improvements	4,299,906	(433,936)	11,243,186	4,492,493	4,492,49
564000	Capital Equipment	0	0	35,000	350,000	350,00
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	·	9,430,000	3,475,957	16,583,057	6,927,947	7,017,94
573000	Equipment Cash Transfers	0	0	0	0	.,,.
576000	Minor Equipment Transfers	0	0	0	0	
STAL DIVI	SION EXPENSES	\$ 9,470,697	\$ 6,276,734	\$ 19,999,237	\$ 9,093,745	\$ 9,183,74

		Actual FY 2002	Actual FY 2003		evised 2003–04		posed 2004–05		opted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7103	Administrative Assistant	0	0	0	0	0	10,281	0	10,281
815	Administrative Specialist	1	0	0	0	0	0	0	0
3134	Architect	4	0	0	0	0	0	0	0
6004	Architect	0	1	. 1	68,309	1	66,106	1	66,106
3133	Building/Landscape Designer	3	0	0	0	0	0	0	0
6001	Building/Landscape Designer I	0	1	4	128,989	3	130,451	3	130,451
6002	Building/Landscape Designer II	0	1	1	50,912	1	51,741	1	51,741
6033	CAD Technician III	0	0	0	0	1	46,274	1	46,274
7202	Community Outreach & Information	0	0	1	26,480	1	39,314	1	39,314
7204	Community Outreach and Informati	0	0	0	13,690	1	33,825	1	33,825
1132	Facilities & Maint Supervisor	2	0	0	0	0	0	0	0
7725	Facilities Construction Project	0	2	2	102,045	2	104,185	2	104,185
7728	Facilities Construction Project	0	1	1	70,006	1	64,025	1	64,025
6003	Landscape Architect	0	2	2	123,807	2	125,708	2	125,708
7790	Landscape Architect, Supervising	0	0	1	37,938	1	60,182	1,	60,182
7132	Management Analyst, Senior	0	0	1	67,081	1	64,338	1	64,338
102	Office Support Specialist II	0	1	0	0	1	18,479	1	18,479
104	Office Support Specialist III	0	0	1	42,947	1	40,065	1	40,065
7807	Parks and Recreation Division Ma	0	0	0	0	0	8,887	0	8,887
7788	Parks Planner, Supervising	0	0	0	0	0	8,095	0	8,095
7156	Program Manager	0	0	3	164,614	3	197,708	3	197,708
968	Program Manager I	1	0	0	0	0	0	0	0
970	Program Manager II	1	2	0	0	0	0	0	0
7152	Program Specialist, Assistant	0	0	0	13,226	1	27,990	1	27,990
6134	Senior City Planner	0	0	1	55,138	1	33,053	1	33,053
3231	Senior Planner	1	0	0	0	0	0	0	0
1134	Sr Facilities & Maint Supervisor	1 1	0	0	0	0	0	0	0
3109	Technician III	1	1	0	0	0	0	0	0
TOTAL	FULL-TIME POSITIONS	14	11	18 \$	965,182	19 \$	1,130,707	19 \$	1,130,707
7202	Community Outreach & Information	0	0	0	0	0	7,863	0	7,863
TOTAL	PART-TIME POSITIONS	0	0	0 \$	3 0	0 \$	7,863	0 \$	7,863

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

AMOUNT		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	0	0	0	0.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	ts				
	0	947,346	947,346	0.0	Beginning Fund Balance
Mayor's Propose	ed Budget Decisio	ns			
.,	0	228,044	228,044	0.0	Maintenance Facility Replace - LOL
	0	125,000	125,000	0.0	Killingsworth Land Acquisition
	0	250,000	250,000	0.0	University Park C.C. Phase II Grant Match
	0	125,000	125,000	0.0	3 Bridges Grant Match
	0	200,000	200,000	0.0	Westmoreland Crystal Springs Restoration
	0	0	0	0.0	Other Resources
	0	25,000	25,000	0.0	Interest Income
	. 0	300,000	300,000	0.0	Collection of Assessments
	0	1,320,181	1,320,181	0.0	Contract Revenue
	0	175,000	175,000	0.0	Private grants/donations
	0	1,994,680	1,994,680	0.0	Public Works/Utility Charges
	0	3,295,000	3,295,000	0.0	Transfer from Local Option Levy
	0	77,890	77,890	0.0	Transfer from Park Bureau
	0	47,554	47,554	0.0	Transfer from Environmental Services
	0	1,000,000	1,000,000	0.0	Transfer from Water Bureau
	0	276,148	276,148	0.0	Transfer from Portland Parks Trust
	0	361,608	361,608	0.0	Transfer from Federal Grants Fund
	0	0	0	19.0	Positions supported by capital funding
	. 0	0	0	0.0	0
Approved Budge	et Additions and F	reductions			
•	0	100,000	100,000	0.0	Matt Dishman Community Center
	0	(1,664,706)	(1,664,706)	0.0	Fund Level Expenditures
Adopted Budget	Additions and Re	. , , ,			
. 5	0	0	0	0.0	\$0
	0	9,183,745	9,183,745	19.0	Total FY 2004-05 Decision Packages
			\$ 9,183,745	19.0	Total Adopted Budget
EV 2004-05 Doo!	sion Packages No	t Funded			
1 1 2004-05 Deci	on Packages No	t runded 0	0	0.0	None
		0	\$ 0	0.0	Total Decision Packages Not Funded

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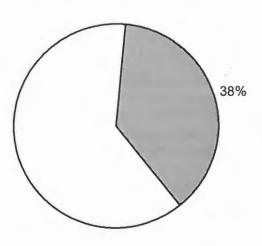


Public Utilities

Bureau of Environmental Services

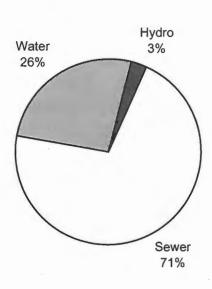
Bureau of Water Works

Percent of City Budget Public Utilities = \$651.7 Million



City Budget = \$1.73 Billion

Bureau Pie Chart



Service Area Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change	
Operating	142,560,448	144,185,745	1,625,297	1.1%	
Capital	190,098,411	192,629,894	2,531,483	1.3%	
Allocated Overhead Costs	4,276,711	4,836,211	559,500	13.1%	
Total Cost with Allocated Overhead	\$ 336,935,570	\$ 341,651,850	\$ 4,716,280	1.4%	
Authorized Positions	1,034	1,055	21	2.0%	

Note: Authorized positions shown in FY 2004-05 include limited term and part-time positions, but prior year data do not for all bureaus.

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.

MAJOR THEMES

Utility Rate Increases

The Adopted Budget for FY 2004-05 includes an average effective retail rate increase for water service of 5.0 percent. The average single family sewer bill increase is 5.9 percent. The rate increases for water and sewer service are less than planned because of budget reductions. For a typical single-family household with weekly solid waste and recycling service, solid waste collection and recycling rates are 1.1% lower than the rates for FY 2003-04.

Bureau of Water Works

Adopted Budget

The FY 2004-05 Adopted Budget for the Bureau of Water Works (the Water Bureau) is \$102.0 million, excluding the Hydroelectric Division. This budget consists of an operating budget of \$54.2 million and a capital budget of \$47.8 million. The operating budget decreased about \$1.1 million from the FY 2003-04 Revised Budget and the capital budget increased approximately \$2.7 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 installation 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 2004-05 Adopted Budget for the Bureau of Environmental Services (BES) is \$234.3 million. The total consists of an operating budget of \$89.4 million and a capital budget of \$144.9 million. The operating budget increased about \$2.9 million compared to the FY 2003-04 Revised Budget, and the capital budget decreased approximately \$186,000.

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 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 \$4.3 million in FY 2004-05, an increase of more than \$1.0 million over the FY 2003-04 Revised Budget.

Endangered Species Act Program

For the FY 2004-05 Adopted Budget, the staff and responsibilities of the Endangered Species Act program have been transferred from the Bureau of Planning to the Bureau of Environmental Services.

Office of Sustainable Development

Adopted Budget

The Solid Waste and Recycling program's FY 2004-05 Adopted Budget is \$2.7 million compared to the FY 2003-04 Revised Budget of \$3.0 million. Funding primarily supports the residential and commercial solid waste and recycling programs. Of the total, \$150,000 is budgeted toward implementation of a commercial food waste recycling program.



Bureau of Environmental Services

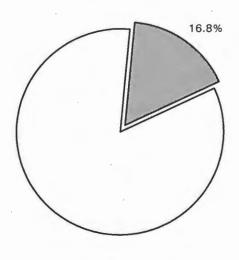
Public Utilities Service Area

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

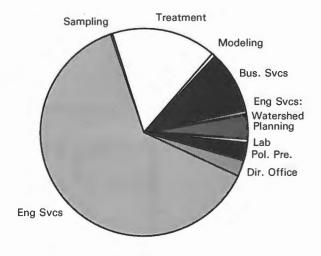
Percent of City Budget

BES = \$234.3 Million

Bureau Programs



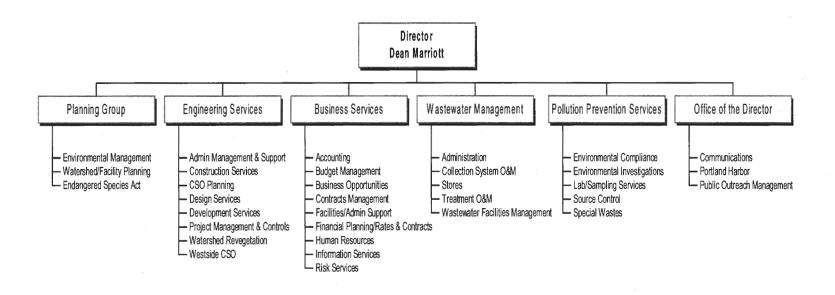




Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	86,515,247	89,398,466	2,883,219	3.3%
Capital	145,053,011	144,866,894	-186,117	-0.1%
Allocated Overhead Costs	2,488,812	2,722,075	233,263	9.4%
Total Cost with Allocated Overhead	\$ 234,057,070	\$ 236,987,435	\$ 2,930,365	1.3%
Authorized Positions	474	487	13	2.7%

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 organized into six primary program areas: Engineering Services, Planning, Pollution Prevention Services, Wastewater Treatment, Business Services and the Office of the Director.

The FY 2004-05 Adopted Budget reflects ongoing efforts to provide cost effective and efficient sanitary sewer and stormwater services, to meet state and federal regulatory requirements, and to promote healthy ecosystems in Portland's watersheds.

Total operating and capital program budgets increase 1.01%.

The bureau has maintained its commitment to restrain the growth of - and in some cases to reduce - operating and capital costs, while still meeting all service standards and regulatory mandates. The total Environmental Services budget, both operating and Capital Improvement Program (CIP) for sanitary and stormwater services, is \$234.3 million, 1.2% higher than the Revised Budget for FY 2003-04. The Adopted Budget supports 487 FTEs, an increase of eight FTEs reflecting the transfer of the Endangered Species Act (ESA) program from the Bureau of Planning.

The bureau's operating budget reflects increased support for the CIP.

The Adopted Budget reflects a shift of staff expenditures from CIP planning and design work to construction. It also includes increased costs for Portland Harbor Superfund remediation efforts, for reimbursable expenses for environmental site assessments and geotechnical services for the CIP program, Combined Sewer Overflow facility planning efforts, and increased sanitary and stormwater maintenance activities provided by the Bureau of Maintenance.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Sewer Funding

The FY 2004-05 Adopted Budget maintains funding support to meet regulatory requirements and to operate and maintain a sanitary sewer and stormwater infrastructure.

Major Events

There are six ongoing events that impact the bureau's priorities and programs.

- BES continues to address the functionality and performance of the present Water Bureau billing system. The Adopted Budget includes an additional \$290,000 commitment to the Water Bureau to support ongoing operations of the billing system. In addition, BES budgeted capital expenditures of \$2.3 million to the Office of Management and Finance for BES' share of the replacement customer information/ billing system.
- 2. A significant programmatic shift over the FY 2003-04 Revised Budget is the increased funding of \$950,000 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, and one additional FTE for program technical support. More importantly, the Environmental Remediation Fund will contribute \$900,000 in a resumption of the partial funding of the Portland Harbor Sediment program, thus reducing pressure on rates.
- 3. The Adopted Budget continues to fund increased support for the sanitary and stormwater maintenance activities provided by the Bureau of Maintenance. One additional sewer crew is added for \$400,000 to reduce the two to three year backlog of repairs, and a third investigative team (at a cost of \$236,000) will provide more timely information needed by the repair crews.
- 4. The Adopted Budget adds funding of \$225,000 for the Green Investment Fund within the Office of Sustainable Development. This increase will not impact rates as it is funded by reductions and savings in other areas of the operating budget, notably reductions of \$50,000 in training and travel, \$88,000 in PERS savings within interagency agreements, and \$87,000 in cuts from the Sustainable Stormwater Management program.

- 5. The City's Endangered Species Act program, costing \$1.2 million, was transferred to the Bureau of Environmental Services from the Bureau of Planning as an efficiency enhancement to BES' watershed programs and ESA program goals.
- 6. The bureau's five-year CIP requirements are comparable to those of the previous year. The CIP program significantly impacts the bureau's priorities and operating programs because of the West Side CSO Tunnel project, and planning and design of the East Side Tunnel project.

All of the above puts pressure on the remaining operating programs to maintain services, to find new funding for new initiatives, and to manage programs to the extent possible within current year funding levels.

Average Rate Increase

Average residential sewer bills will increase 5.9%

The Adopted Budget for FY 2004-05 requires an increase in the average single family residential sanitary sewer and stormwater bill of 5.9%. This is lower than the 6.12% increase that was forecast in the bureau's five-year financial plan prepared in December 2003.

SUMMARY OF BUDGET DECISIONS

Budget Changes

The Adopted Budget FY 2004-05 reflects continuing efforts within the bureau to constrain growth in costs while supporting a high level of capital expenditures.

Personal Services

Transfer of the ESA Program to BES is the only increase in positions.

Personal Services costs have increased by 3.0%, due to personnel step increases and the addition of eight FTEs from the transfer of the ESA program into the bureau. Without ESA, BES has a net reduction of two FTEs compared to the FY 2003-04 Revised Budget: five technical positions were added, five positions were cut (primarily in overhead and operating personnel), and two FTEs were transferred to the Office of Management and Finance.

The transfers reflect the central consolidation of the Customer Information System billing implementation project. The new positions include technical staff to administer industrial and storm water permits, a position to provide architectural and project management duties in connection with design and development of sustainable stormwater facilities and activities, and technical staff to respond to the Safe Drinking Water Act requirements implemented in late 2001. Additionally, a position is created for technical and program coordination with Portland Harbor Superfund partners, and capital projects fund another position for environmental site assessments and engineering support work.

External Materials and Services

Operating expenses for External Materials & Services are decreased. Funding of the bureau's total External Materials and Services (M&S) budget has decreased by 7.8%. The External M&S budget within the capital program has decreased 18.4% (about \$3 million), reflecting a shift of expenditures from design of the West Side Tunnel and Pump Station to infrastructure construction activities. Within operating programs, the External M&S budget remains relatively unchanged, decreasing less than.5%. Changes are driven by reductions of \$365,000 at the Columbia Boulevard Wastewater Treatment Plant for miscellaneous services, professional services reductions of \$250,000 related to watershed planning, increases of \$850,000 for Portland Harbor, and the transfer of the Endangered Species Act program from the Bureau of Planning.

All bureau programs were given the challenge to offset any cost increases with cost reductions.

Internal Materials and Services

Internal Materials and Services increase 8.3% in the Adopted Budget Internal Materials and Services, or services from other City bureaus, reflect an 8.3% increase from the Revised Budget for:

- Additional sanitary and stormwater services, \$1.1 million, from the Bureau of Maintenance (BOM)
- Additional costs of \$290,000 to the Water Bureau to support operations of the OpenVision customer information system
- A new \$2.3 million interagency with the Office of Management and Finance to reflect the consolidation of the Utility Billing System implementation project
- Increase to ComNet (Communications) of \$927,500 for fiber optic installation for CIP projects
- Interagency agreement for \$220,000 with Parks for pump station improvements
- A new interagency of \$225,000 to the Office of Sustainable Development for the Green Investment Fund

The above increases are offset by an elimination of a \$591,000 inter-bureau services agreement between BES and the Bureau of Planning representing Endangered Species Act program services to BES.

Capital Outlay

Required funding for capital equipment of \$2.1 million within the operating programs has been reduced 32.6% from the Revised Budget due to changes in the bureau's equipment needs. One-time purchases of equipment budgeted in the Revised Budget, for building roof repair at the Water Pollution Control Laboratory, \$361,000, and for the Materials Test Laboratory building for \$55,000, have been eliminated.

CIP infrastructure funding has increased 3.5%, or \$3.7 million, reflecting spending shifts from design phases to construction when compared to the Revised Budget.

Strategic Direction

RECENT TRENDS

Recent Trends

There are several programs and requirements that significantly affect the bureau's operations and expenses. 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 \$1.2 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) 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, e.g., s 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 Pressure to Conserve

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.

Adopted Budget transfers the ESA program from Planning to BES.

The FY 2004-05 Adopted Budget reflects the transfer of the City's Endangered Species Act program from the Bureau of Planning. This shift of environmental planning resources will enhance operational efficiencies and increase coordination between the ESA program and BES' existing watershed programs.

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.

Total costs of cleanup are not known at this time.

Because the total costs associated with the clean up 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 underway. The City is preparing to assess potential restoration activities with the Natural Resource Trustees, and is working with the U.S. Army Corps of Engineers to obtain substantial funding for natural resources restoration on the lower Willamette River under the Water Resources Development Act.

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. Specific implementation requirements of the TMDLs for the Columbia Slough are being negotiated between DEQ and the City as part of a watershed approach that also includes the sediment program. Implementation of stormwater-related components of the TMDL will be included in the City's renewed National Pollutant Discharge Elimination System (NPDES) stormwater permit. Early estimates on the cost of implementation range from \$2.5 to \$10 million over a five-year period.

New water quality standards issued for the Tualatin River

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 Fall 2004. 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, which poses 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. To accommodate required CSO program expenditures within the five-year planning interval, however, this project has been deferred beyond year five of this plan. The bureau does not believe that the lining project will be required before then. If it is, approximately \$12.5 million in additional costs must be included in the CIP, requiring either added borrowing or offsetting reductions or deferrals of other projects.

Columbia Slough Sediments

BES works with the State DEQ to identify contaminants in the Columbia Slough.

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.

Of the 17 areas identified as potentially high risk by the City, so far 10 have been characterized. Only one of these sites, located in the Marx-Whitaker Slough between NE 122nd Avenue and NE 128th Avenue, is currently known to require any in-stream work. Costs for this work, projected to occur in FY 2006-07, range from \$375,000 to \$2 million. Implementation of this in-stream work depends on the time line required by DEQ, which will be negotiated in FY 2004-05. The remaining work, particularly in the Lower Slough, is focused on further characterization of seven of the high-risk sites.

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.
- 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 the City Auditor's 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:

- Renegotiate 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 and 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 bureaus of Planning and 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 integral 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 basis. 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).

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

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

Ensure decent, affordable housing.

The bureau's efforts to expand sanitary sewer services within unsewered areas help maintain 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.

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 five-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. Since then, the bureau has increased such cost recovery to 60%.

The bureau 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 be implemented as soon as possible after the new billing system is fully operational.

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.

Overview of Programs

ENGINEERING SERVICES

The Engineering Services group is responsible for developing the bureau's capital improvement plan, 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.

Engineering Divisions and Programs

Program Management & Controls

Program Management & Controls develops the bureau's annual capital budget and five-year capital improvement plan. 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 provide 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 City and bureau missions 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. The Downspout Disconnection program is also managed within this division.

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.

West Side 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 2004-05 budget covers the fourth full year under the integrated watershed planning of the Clean River Plan (CRP). The CRP provides coordination of, and consistent direction to, the goals and priorities of all bureau activities in conjunction with the bureau's Strategic Plan and River Renaissance objectives.

Planning manages watershed plans and policies.

The Planning group is responsible for developing watershed management plans, policies, programs, and facility planning needed to implement the Clean River Plan and meet federal and state regulations. Planning conducts watershed assessments, monitors and evaluates the effectiveness of stormwater management practices, promotes sustainable site development, develops new policies, and interprets state and federal surface and groundwater related policies and regulations.

Planning Group Responsibilities and Programs

Watershed Management Plans

The Planning group develops watershed management plans, within the context of the Clean River Plan, 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

Planning provides direct services, including GIS applications and 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 assure comprehensive analysis and accurate representation of BES systems, are critical to planning, design, construction, operation, and maintenance of the bureau's facilities.

Coordination and Policy Development

Planning works with other City and non-City agencies to develop environmental policy and plans. The Planning group is responsible for developing environmental policies and coordinating with other bureaus, interest groups, and federal, state, and local agencies involved in environmental planning that may affect the City. The group helps shape environmental policy and regulations.

The Group also prepares BES's responses to federal and state regulations and facilitates BES's participation in development of policies made elsewhere in the City. Through partnerships and collaboration, the Planning group works to not only comply with regulations, but also influence environmental legislation and codes to meet the bureau's mission and goals.

Stormwater Management

The Planning group is responsible for program development and coordination of activities related to the City's NPDES Municipal Stormwater Permit and its state water pollution control facility (WPCF) permit for the City's stormwater sumps. The group coordinates permit implementation actions with other bureaus, as well as with stormwater NPDES permit co-permittees the Port of Portland and Multnomah County.

Sumps are now regulated by the Safe Drinking Water Act.

Subsurface stormwater infiltration facilities were classified in late 2001 as Class V Underground Injection Control (UIC) wells by the Environmental Protection Agency. As a result of this classification, the City's stormwater sumps fall under Safe Drinking Water Act regulations. The Planning group is developing a UIC and groundwater protection program in coordination with other bureaus and jurisdictions.

This group also provides policy and technical assistance, education, and outreach to demonstrate and incent projects related to sustainable stormwater practices. These efforts assist the City in meeting resource protection and environmental compliance goals by integrating sustainable stormwater management practices into the urban environment.

Planning integrates and promotes sustainable stormwater practices.

More sustainable practices reduce the volume of stormwater entering the combined system, mitigate impacts to sensitive habitats, and reduce stormwater pollutants. Projects that accomplish these goals include eco-roofs, green streets and parking lots, and downspout disconnections. The EPA Innovative Wet Weather Grant is another example of this kind of work.

Endangered Species Act

In FY 2004-05, the ESA program is transferred from the Bureau of Planning to BES.

The ESA program is new to the bureau for FY 2004-05, transferring from the Bureau of Planning. The ESA program has had a number of successes over the past several years, including the recent release of the comprehensive Framework for Integrated Management of River and Watershed Health. The program is now poised to make a transition from planning activities to integration of ESA work into the bureau's overall watershed programs.

Engineering Planning and Design

The Systems Analysis (SA) section of the Planning group provides high quality analytical tools, and the engineering expertise and experience needed to accurately apply those tools. Several principal categories of analysis used include hydraulic and hydrologic modeling, geographical information system (GIS) mapping and data presentation, and collection of detailed digital data using remote sensing technologies (from airplanes or satellites).

Systems Analysis uses GIS and other professional techniques to provide models for major sewer and watershed projects.

The SA section is heavily involved in producing models of the combined sewer system in support of both CSO basin and tunnel design and construction projects. As watershed management plans are developed, modeling provides key analytical tools for the understanding of watershed processes and associated challenges. GIS functions within the SA team are integral to the modeling work and provide the foundation for representation of area characteristics, both through graphical representation and via dataset manipulation.

Remote Sensing Program

An emerging program, the Remote Sensing program is now three years old. The bureau's leadership team has strongly endorsed the use of this technology, both to aid watershed planning and to support the CSO program. This mapping data is fundamental to keeping CSO models current.

Systems Analysis staff has already proven remote sensing technology to be a cost-effective way to supplement, and in some cases replace, portions of dated photogrammetric data technologies.

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.

Approximately one-third of the 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 Office of Transportation's Bureau of Maintenance provides maintenance services for the sewage and stormwater collection, conveyance, and treatment systems.

Collection

Collection System division maintains over 2,300 miles of sewer pipe.

The Wastewater Collection System division maintains and operates the sewage and stormwater collection and conveyance system. This system includes 92 active pump stations, 2,330 miles of pipeline, 8,410 stormwater sumps and 6,440 sedimentation manholes, 130 miles of ditches, 60 miles of culverts, 160 pollution reduction facilities, 120 detention facilities, and other sewer, drainage, and water quality facilities. The division's services also include inspection, GIS/mapping, stormwater sediment management, contract management, Engineering capital repair, and responses to customer inquiries.

Treatment

Two plants have the capacity to treat 315 million gallons of sewage per day.

The Wastewater Treatment division operates and maintains two wastewater treatment plants with a total capacity of about 315 million gallons per day (MGD). The Columbia Boulevard Wastewater Treatment Plant has an average dry weather flow (ADWF) design treatment capacity of 120 million gallons of sewage per day and 300 MGD wet weather flow capacity. The Tryon Creek Wastewater Treatment Plant, located in Lake Oswego, has an ADWF design capacity of 8.3 million gallons per day.

Support

The Wastewater Support Services division provides administrative and management services that support the core activities of wastewater and stormwater collection and treatment operations. Key support service activities include administrative services, computerized maintenance management, facilities services, and materials inventory management and acquisition.

POLLUTION PREVENTION SERVICES

The Pollution Prevention Services group includes four functional divisions: Source Control, Environmental Investigations, Environmental Compliance and Enforcement, and Special Waste.

Pollution Prevention Divisions and Programs

Source Control

The Source Control division provides environmental oversight and technical services to industrial and commercial customers to control or eliminate pollutants in wastewater or stormwater discharges. The services include permitting and enforcement, industrial and commercial development plan review, development of best management plans, alternative discharge control strategies, and education. The division also develops 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, consultation and report development, and preparation 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, flow monitoring, and laboratory analysis; and 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. This division 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 provides this service to a number of City bureaus, as well as for designated Brownfields properties.

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

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 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 (OMF).

Business Services Divisions and Programs

Accounting Services

The 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's Bureau of 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 provide information technology in support of bureau program objectives, including management of an interagency agreement with OMF's Bureau of Technology Services (BTS) for a variety of services.

The Information Services division provides bureau-wide planning of information requirements and solutions including application development and implementation, and with BTS manages 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/ESB's) 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, vehicle services, 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.

Director's Office Programs

Communications Division

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.

Portland Harbor Superfund Program

The program manager for the Portland Harbor Superfund clean-up activity reports to the bureau director. The existence of the bureau's Superfund program is recognition by Council that a strong City presence in the Superfund cleanup is critical.

The City is a partner in the consortium of private and public entities working to clean up the harbor.

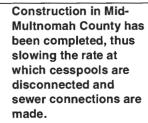
The City is a member of the Lower Willamette Group, a group of private and public entities who have signed an agreement with the Environmental Protection Agency to fund a contaminated sediment investigation. Program staff work with natural trustee agencies on restoration efforts, and are developing long term working relationships with several tribal governments involved in the project. The City also has a role as a party potentially responsible for cleaning up contaminated sediments.

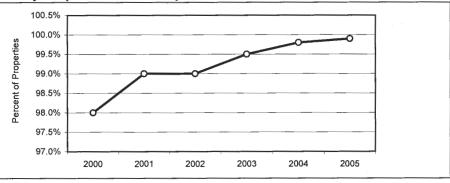
The City's involvement includes assessing the potential of the City's stormwater conveyance system to carry contamination from upland sources to the river sediments. Program staff, working with other City staff, are spearheading a Lower Willamette Ecosystem Restoration project with the Corps of Engineers under the authority of the Water Resources Development Act (WRDA).



Performance Measures

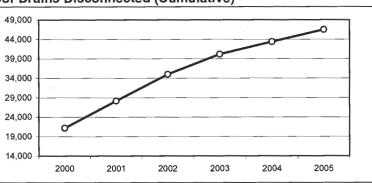
Percent of Mid-County Properties with Cesspools Disconnected





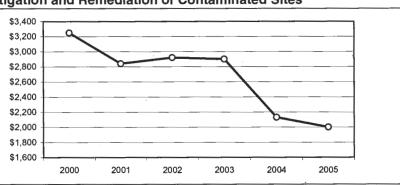
Number of Roof Drains Disconnected (Cumulative)

Roof drain disconnections will proceed in accordance with CSO program schedules.



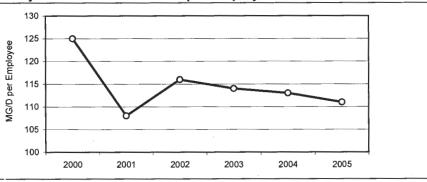
Average Cost for Investigation and Remediation of Contaminated Sites

Using outside consultants, bureau spending on site investigations averaged \$6,183 per site. By performing the same activities with staff, the cost has fallen to \$2,130 per site.

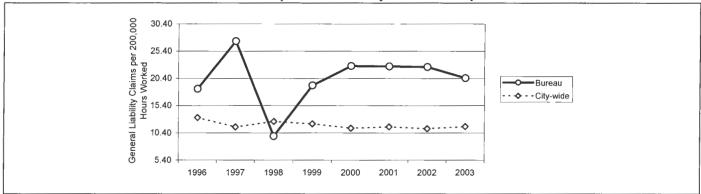


Million Gallons/Day Wastewater Processed per Employee

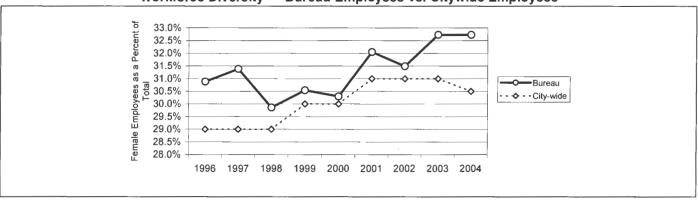
As millions of gallons per day of wastewater processed increases, the employees find operating and maintenance efficiencies to process flows.







Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001-02	Actual FY 2002–03	Yr End Est. FY 2003–04	Adopted FY 2004-05
BUREAU OF ENVIRONMENTAL SERVICES			·			
Affirmative Action Measures						
Female Employees as a Percent of Total	30.3%	32.1%	31.5%	32.7%	32.7%	•
Minority Employees as a Percent of Total	14.1%	14.1%	13.8%	13.2%	12.6%	
Sanitary Sewer and Stormwater Division						
Risk Data General Liability Claims per 200,000 Hours Worked	22.69	22.62	22.51	20.47		
Workers Comp Claims per 200,000 Hours Worked	6.08	5.59	5.08	2.17		
Fleet Claims per 100,000 Miles Driven	0.25	0.00	0.89	0.29		
Fleet Claims Cost per 100,000 Miles Driven	\$117	\$0	\$1,312	\$533		
General Liability Claims Cost per \$100 Payroll	\$0.51	\$0.55	\$0.67	\$0.91		
Workers Comp Claims Cost per \$100 Payroll	\$0.35	\$0.58	\$0.19	\$0.11		
Business Services						
Effectiveness						
Maintain the bureau's debt service coverage ratio at 1.5 or greater	1.45	1.45	1.45	1.55	1.84	1.50
Efficiency Time loss hours (due to injuries) Calculation based upon N/EH/200K, wh	5.40 nere N = number	3.60 of time loss days	3.60 s, EH = total emp	2.20 lovee hours work	4.30 ted during a cale	4.30 ndar vear, and
200K = base for 100 full-time equivalent	t workers.	,	,		3	,
Engineering Services						
Workload						
Number of roof drains disconnected (cumulative)	21,186	28,144	35,000	40,171	43,380	46,500
Effectiveness Mid-County properties with cesspools disconnected since 7/1/87	98.0%	99.0%	99.0%	99.5%	99.8%	99.9%
Percent of original number of properties	with cesspools					
Efficiency Construction management costs as a percentage of total construction costs	11%	13%	11%	10%	12%	12%
Office of the Director						
Workload Number of students provided with bureau education programs	30,000	26,391	25,701	25,222	22,208	13,000
Planning						
Workload						
Feet of streambank restored (cumulative)	138,100	177,494	219,034	269,643	310,894	339,454
Number of individual participants in projects catalyzed or hosted by the Stewardship Program	3,400	9,465	8,252	11,299	11,000	12,000
Efficiency						
Percentage of planning level cost estimates that meet the targeted range of actual program cost	80%	70%	58%	42%	100%	100%
Targeted range: -30% to +50%.						
Pollution Prevention Services						
Workload Number of lab analyses performed each year	55,440	51,662	53,923	55,000	45,000	50,000

	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004–05
Effectiveness	-					
Percent of industrial enforcement tests in full compliance	98.6%	98.8%	99.0%	99.0%	99.0%	99.0%
Efficiency						
Average resources spent in site investigations and cleanup, per site investigated or remediated	\$3,250	\$2,842	\$2,921	\$2,900	\$2,130	\$2,000
The bureau identifies contaminated site investigations identify and manage con					y to a minimum.	Site
Vastewater Treatment						
Workload						
Wastewater processed in million gallons per day	28,785	25,395	27,898	27,575	28,100	28,100
Effectiveness						
Percent of Biochemical Oxygen Demand (BOD) removed	94.4%	95.1%	95.0%	96.0%	96.0%	95.0%
Total Biochemical Oxygen Demand (BC	DD) load/0.17 lb. (sewage population	on equivalent)			
Efficiency						
Millions of gallons per day wastewater processed per operating and maintenance employees, including Bureau of Maintenance staff.	125	108	116	114	113	111

	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
EXPENDITURES					
Operating Budget					
Personal Services	25,771,768	27,947,279	29,197,071	30,783,724	30,721,172
External Materials and Services	19,680,219	16,457,811	23,061,535	23,177,612	22,955,844
Internal Materials and Services	26,179,758	30,961,416	31,080,415	33,560,761	33,571,890
Minor Capital Outlay	1,210,143	1,456,647	3,151,226	2,124,560	2,124,560
Equipment Cash Transfers	16,953	27,000	25,000	25,000	25,000
Total Operating Budget	72,858,841	76,850,153	86,515,247	89,671,657	89,398,466
Capital Improvements	75,997,874	110,539,526	145,053,011	144,866,894	144,866,894
OTAL BUREAU EXPENDITURES	\$ 148,856,715	\$ 187,389,679	\$ 231,568,258	\$ 234,538,551	\$ 234,265,360
Allocated Overhead	3,836,804	2,130,952	2,488,812	2,722,483	2,722,07
Total Cost with Allocated Overhead	152,693,519	189,520,631	234,057,070	237,261,034	236,987,43
RESOURCES					
Sewage System Operating Fund	148,856,715	187,389,679	231,568,258	234,538,551	234,265,360
OTAL RESOURCES	148,856,715	\$ 187,389,679	\$ 231,568,258	\$ 234,538,551	\$ 234,265,360

Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.

15,169,744	17,532,251	24,886,798	22,765,940	22,830,897
35	34	41	40	38
83,412,895	115,240,391	143,436,449	147,069,857	146,995,091
151	147	142	143	143
2,442,752	2,681,394	4,759,046	5,878,095	5,882,839
10	14	15	16	16
6,158,578	7,425,209	9,205,052	9,352,777	9,145,168
40	40	48	50	50
4,724,454	5,152,784	6,628,613	6,340,226	6,336,275
42	43	47	49	49
32,410,240	35,174,968	38,242,353	38,222,594	38,160,053
149	146	150	149	149
0	0	0	853,426	853,426
0	0	0	9	9
0	0	0	1,609,831	1,609,831
0	0	0	15	15
0	0	0	1,210,855	1,210,855
0	0	0	11	11
2,224,348	1,751,151	1,780,627	1,234,950	1,240,925
9	9	8	7	7
2,313,704	2,431,531	2,629,320	0	0
20	23	23	0	0
\$ 148,856,715	\$ 187,389,679	\$ 231,568,258	\$ 234,538,551	\$ 234,265,360
456	456	474	489	487
0	0	0	0	0
	35 83,412,895 151 2,442,752 10 6,158,578 40 4,724,454 42 32,410,240 149 0 0 0 0 0 0 2,224,348 9 2,313,704 20 \$\$148,856,715 456	35 34 83,412,895 115,240,391 151 147 2,442,752 2,681,394 10 14 6,158,578 7,425,209 40 40 4,724,454 5,152,784 42 43 32,410,240 35,174,968 149 146 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2,224,348 1,751,151 9 2,313,704 2,313,704 2,431,531 20 23 \$ 148,856,715 \$ 187,389,679 456 456	35 34 41 83,412,895 115,240,391 143,436,449 151 147 142 2,442,752 2,681,394 4,759,046 10 14 15 6,158,578 7,425,209 9,205,052 40 40 48 4,724,454 5,152,784 6,628,613 42 43 47 32,410,240 35,174,968 38,242,353 149 146 150 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2,224,348 1,751,151 1,780,627 9 9 8 2,313,704	35 34 41 40 83,412,895 115,240,391 143,436,449 147,069,857 151 147 142 143 2,442,752 2,681,394 4,759,046 5,878,095 10 14 15 16 6,158,578 7,425,209 9,205,052 9,352,777 40 40 48 50 4,724,454 5,152,784 6,628,613 6,340,226 42 43 47 49 32,410,240 35,174,968 38,242,353 38,222,594 149 146 150 149 0 0 0 853,426 0 0 0 853,426 0 0 0 1,609,831 0 0 0 1,210,855 0 0 0 1,210,855 0 0 0 1,210,855 0 0 0 1,234,950 9 9 8 7 2,313,704 2,431,531 2,629,320 0

512000 Part 514000 Over 515000 Pren 517000 Bene 518000 Paid Total Personnel Materials and S External Mate 521000 Profe 522000 Utiliti 523000 Equi 524000 Repa 525000 Non- 528000 Loca 529000 Misc 531000 Offic 532000 Oper 533000 Repa 534000 Mino 535000 Cloth 539000 Othe 541000 Educ 542000 Loca 544000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Inter 546000 Refu 547000 Refu 547000 Refu 548000 Oper	It-Time Employees Iterials and Services Iteria	20,324,649 521,468 822,822 221,361 8,443,056 3,922,163 34,255,519 23,540,983 3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0 396,785	20,824,840 603,153 847,216 202,732 9,175,944 4,062,678 35,716,563 13,186,282 4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	27,128,348 878,491 1,079,383 232,736 9,554,514 0 38,873,472 15,652,651 4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	28,911,329 721,359 1,140,781 244,897 9,178,374 0 40,196,740 13,445,288 4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	28,806,86 721,353 1,140,78 244,893 9,143,503 40,057,403 13,255,544 4,333,894 50,644 1,766,203 1,044,430 (7,907,860 149,402 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
511000 Full- 512000 Part- 514000 Over 515000 Prender 517000 Bender 518000 Paid Total Personnel Materials and S External Materials 521000 Profe 522000 Utiliti 523000 Equi 524000 Repaid 525000 Non- 528000 Loca 529000 Misc 531000 Oper 533000 Repaid 534000 Minor 535000 Cloth 539000 Other 54000 Loca 54000 Loca 54000 Cloth 542000 Loca 543000 Out- 544000 Space 545000 Interes 546000 Refu 547000 Refu 548000 Oper	It-Time Employees Iterials and Services Iteria	521,468 822,822 221,361 8,443,056 3,922,163 34,255,519 23,540,983 3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	603,153 847,216 202,732 9,175,944 4,062,678 35,716,563 13,186,282 4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	878,491 1,079,383 232,736 9,554,514 0 38,873,472 15,652,651 4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	721,359 1,140,781 244,897 9,178,374 0 40,196,740 13,445,288 4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	721,355 1,140,78 244,89 9,143,50 (40,057,40 13,255,54 4,333,89 50,64 1,766,20 1,044,43 (7,907,86 1,308,25 934,325 42,90 25,74 266,85 8,25 128,70 1,312,408
512000 Part 514000 Over 515000 Pren 517000 Bene 518000 Paid Total Personnel External Mate 521000 Profe 522000 Utiliti 523000 Equi 524000 Repa 525000 Misc 531000 Offic 532000 Oper 533000 Repa 534000 Misc 531000 Othe 535000 Othe 534000 Deca 534000 Out- 534000 Spac 544000 Spac 544000 Refu 544000 Oper 544000 Oper 544000 Refu 544000 Oper 544000 Oper 544000 Oper 544000 Oper 544000 Oper	rt-Time Employees ertime mium Pay nefits d Absence el Services Services Services serials and Services fessional Services ities uipment Rental pair & Maintenance Services n-Capital Improvement all Match Payments cellaneous Services ce Supplies erating Supplies pair & Maintenance Supplies or Equipment & Tools thing & Uniforms er Commodities External ication al Travel -of-Town Travel ice Rental irest unds	521,468 822,822 221,361 8,443,056 3,922,163 34,255,519 23,540,983 3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	603,153 847,216 202,732 9,175,944 4,062,678 35,716,563 13,186,282 4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	1,079,383 232,736 9,554,514 0 38,873,472 15,652,651 4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	1,140,781 244,897 9,178,374 0 40,196,740 13,445,288 4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	1,140,78 244,89 9,143,50 (40,057,40 13,255,54 4,333,89 50,64 1,766,20 1,044,430 (7,907,860 149,40 1,579,636 1,308,25 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
514000 Over 515000 Prem 517000 Bene 518000 Paid Total Personnel Materials and Section	ertime mium Pay nefits d Absence el Services Services serials and Services fessional Services fities uipment Rental pair & Maintenance Services n-Capital Improvement hal Match Payments cellaneous Services ce Supplies pair & Maintenance Supplies pair & Maintenance Supplies pair & Maintenance Supplies pair & Maintenance Supplies for Equipment & Tools thing & Uniforms for Commodities External fication for Travel for Fental for Rental for Rental for Struck for Services for Supplies for Equipment & Tools f	822,822 221,361 8,443,056 3,922,163 34,255,519 23,540,983 3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	847,216 202,732 9,175,944 4,062,678 35,716,563 13,186,282 4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	1,079,383 232,736 9,554,514 0 38,873,472 15,652,651 4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	1,140,781 244,897 9,178,374 0 40,196,740 13,445,288 4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	1,140,78 244,89 9,143,50 (40,057,40 13,255,54 4,333,89 50,64 1,766,20 1,044,430 (7,907,860 149,40 1,579,636 1,308,25 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
515000 Prend 517000 Bend 518000 Paid Total Personnel Materials and S External Materials 521000 Profe 522000 Utilitit 523000 Equi 524000 Repair 525000 Monday 528000 Loca 531000 Office 532000 Open 534000 Mino 535000 Cloth 539000 Othe 541000 Educ 544000 Space 545000 Interd 546000 Refu 547000 Refu 548000 Open 548000 Open 549000 Misc	mium Pay nefits d Absence el Services Services serials and Services fessional Services fities uipment Rental pair & Maintenance Services n-Capital Improvement al Match Payments cellaneous Services ce Supplies pair & Maintenance Supplies pair & Maintenanc	221,361 8,443,056 3,922,163 34,255,519 23,540,983 3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	9,175,944 4,062,678 35,716,563 13,186,282 4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	232,736 9,554,514 0 38,873,472 15,652,651 4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	9,178,374 0 40,196,740 13,445,288 4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	9,143,500 40,057,400 13,255,540 4,333,890 50,640 1,766,200 1,044,430 (7,907,860 149,402 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,700 1,312,408
517000 Bend 518000 Paid Total Personnel Materials and S External Materials 521000 Profession Sequing 524000 Personel S32000 Office 532000 Office 542000 O	nefits d Absence el Services Services Services fessional Services fities uipment Rental pair & Maintenance Services n-Capital Improvement al Match Payments cellaneous Services ce Supplies pair & Maintenance Supplies thing & Uniforms er Commodities External fication al Travel for-Town Travel fice Rental firest funds	8,443,056 3,922,163 34,255,519 23,540,983 3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	9,175,944 4,062,678 35,716,563 13,186,282 4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	9,554,514 0 38,873,472 15,652,651 4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	9,178,374 0 40,196,740 13,445,288 4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	9,143,500 40,057,400 13,255,540 4,333,890 50,640 1,766,200 1,044,430 (7,907,860 149,402 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,700 1,312,408
518000 Paid Total Personnel Materials and S External Mate 521000 Profe 522000 Utiliti 522000 Utiliti 523000 Equi 524000 Repa 525000 Non- 528000 Loca 529000 Misc 531000 Offic 532000 Oper 533000 Repa 534000 Mino 535000 Cloth 549000 Cloth 542000 Loca 544000 Space 544000 Space 545000 Interest 546000 Refu 547000 Refu 548000 Oper 548000 Oper 548000 Misc	d Absence el Services Services serials and Services fessional Services fities uipment Rental pair & Maintenance Services n-Capital Improvement al Match Payments cellaneous Services ce Supplies pair & Maintenance Supplies pair & Maintenance Supplies pair & Maintenance Supplies or Equipment & Tools thing & Uniforms er Commodities External fication al Travel for-Town Travel fore Rental frest unds	3,922,163 34,255,519 23,540,983 3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	4,062,678 35,716,563 13,186,282 4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	0 38,873,472 15,652,651 4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	0 40,196,740 13,445,288 4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	13,255,544 4,333,895 50,640 1,766,203 1,044,430 (7,907,860 149,402 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
Total Personne Materials and S External Mate 521000 Profe 522000 Utiliti 523000 Equi 524000 Repa 525000 Non- 528000 Loca 531000 Offic 532000 Oper 534000 Mino 535000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Space 545000 Inter 546000 Refu 547000 Refu 548000 Oper 548000 Oper 549000 Misc	el Services Services serials and Services fessional Services fities uipment Rental pair & Maintenance Services n-Capital Improvement al Match Payments cellaneous Services ce Supplies pair & Maintenance Supplies pair & Maintenance Supplies pair & Maintenance Supplies or Equipment & Tools thing & Uniforms er Commodities External fication al Travel for-Town Travel fice Rental firest unds	34,255,519 23,540,983 3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	35,716,563 13,186,282 4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	38,873,472 15,652,651 4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	13,445,288 4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	13,255,541 4,333,891 50,640 1,766,203 1,044,430 (7,907,860 149,404 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
Materials and S External Materials Materials Materials External Materials Externa	Services rerials and Services resisted and Services refessional Services rities	23,540,983 3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	13,186,282 4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	15,652,651 4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	13,445,288 4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	13,255,54! 4,333,89! 50,644 1,766,203 1,044,433 (7,907,860 149,402 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
External Mate 521000 Profes 522000 Utiliti 523000 Equi 524000 Repai 525000 Misc 532000 Open 533000 Repai 534000 Mino 535000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out-6544000 Spac 545000 Interes 545000 Refu 548000 Open 549000 Misc 54900	rerials and Services residessional Services refessional Services refessional Services refessional Services refessional Services refessional Services recapital Improvement real Match Payments recallaneous Services resulting Supplies reating Supplies reating Supplies reating Supplies reating Supplies reating & Uniforms refer Commodities External recation real Travel referental rest rest rest	3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	4,333,898 50,640 1,766,203 1,044,430 (7,907,860 149,404 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
521000 Profe 522000 Utiliti 523000 Equi 524000 Repa 525000 Non- 528000 Loca 529000 Misc 531000 Offic 532000 Oper 533000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Inter 546000 Refu 547000 Retir 548000 Oper 548000 Misc	fessional Services ities uipment Rental pair & Maintenance Services n-Capital Improvement ral Match Payments cellaneous Services re Supplies pair & Maintenance Supplies pair & Maintenance Supplies or Equipment & Tools thing & Uniforms re Commodities External recation al Travel ref-Town Travel rest unds	3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	4,333,898 50,640 1,766,203 1,044,430 (7,907,860 149,404 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
522000 Utiliti 523000 Equi 524000 Repa 525000 Non- 528000 Loca 529000 Misc 531000 Offic 532000 Oper 533000 Repa 534000 Mino 535000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Inter 546000 Refu 547000 Retir 548000 Oper 548000 Oper 548000 Oper 549000 Misc	ities uipment Rental pair & Maintenance Services n-Capital Improvement al Match Payments cellaneous Services ce Supplies pair & Maintenance Supplies our & Maintenance Supplies or Equipment & Tools thing & Uniforms er Commodities External acation al Travel -of-Town Travel ace Rental arest unds	3,972,870 36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	4,089,847 37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	4,189,670 61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	4,333,895 50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	4,333,898 50,640 1,766,203 1,044,430 (7,907,860 149,404 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
523000 Equi 524000 Repa 525000 Non- 528000 Loca 529000 Misc 531000 Offic 532000 Oper 533000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Inter 546000 Refu 547000 Refu 548000 Oper 548000 Oper 548000 Oper 548000 Oper 548000 Oper 548000 Oper 548000 Misc	aipment Rental pair & Maintenance Services n-Capital Improvement al Match Payments cellaneous Services ce Supplies pair & Maintenance Supplies or Equipment & Tools thing & Uniforms er Commodities External acation al Travel -of-Town Travel ace Rental arest unds	36,169 812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	37,557 1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	61,900 2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	50,640 1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	50,640 1,766,203 1,044,430 (7,907,860 149,404 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
524000 Repairs 525000 Non-528000 Loca 529000 Misc 531000 Oper 533000 Repairs 534000 Othe 535000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out-6544000 Spac 545000 Interes 546000 Refu 547000 Refu 548000 Oper 549000 Misc 545000 Misc 54500 Misc 54500 Misc 54500 Misc 545000 Misc 54500 Misc 54500 Misc 54	pair & Maintenance Services n-Capital Improvement al Match Payments cellaneous Services ce Supplies cerating Supplies our & Maintenance Supplies or Equipment & Tools thing & Uniforms er Commodities External acation al Travel -of-Town Travel ace Rental arest unds	812,011 3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	1,120,286 444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	2,451,350 1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	1,766,203 1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	1,766,203 1,044,430 7,907,860 149,404 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
525000 Non- 528000 Loca 529000 Misc 531000 Offic 532000 Oper 533000 Repa 534000 Mino 535000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Inter 546000 Refu 547000 Retir 548000 Oper 548000 Oper 548000 Misc	n-Capital Improvement cal Match Payments cellaneous Services ce Supplies cerating Supplies cair & Maintenance Supplies or Equipment & Tools thing & Uniforms cer Commodities External cation al Travel -of-Town Travel ace Rental crest unds	3,642,963 0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	444,940 0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	1,264,667 0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	1,044,430 0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	1,044,43(7,907,86(149,40 ² 1,579,636 1,308,25 ² 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
528000 Loca 529000 Misc 531000 Offic 532000 Oper 533000 Repa 534000 Othe 535000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Inter 546000 Refu 547000 Retir 548000 Oper 549000 Misc	al Match Payments cellaneous Services ce Supplies crating Supplies cair & Maintenance Supplies or Equipment & Tools thing & Uniforms cer Commodities External cation al Travel -of-Town Travel ace Rental crest unds	0 5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078 0	0 4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	0 7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	0 7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	7,907,860 149,404 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703
529000 Misc 531000 Offic 532000 Oper 533000 Repa 534000 Mino 535000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Inter 546000 Refu 547000 Retir 548000 Oper 549000 Misc	cellaneous Services ce Supplies erating Supplies pair & Maintenance Supplies or Equipment & Tools thing & Uniforms er Commodities External acation al Travel -of-Town Travel ace Rental arest unds	5,496,387 128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078	4,853,982 118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	7,452,011 149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	7,942,275 149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	7,907,860 149,404 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703
531000 Offic 532000 Oper 533000 Repairs 534000 Mino 535000 Othe 539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Interes 546000 Refu 547000 Retir 548000 Oper 549000 Misc	ce Supplies erating Supplies pair & Maintenance Supplies or Equipment & Tools thing & Uniforms er Commodities External acation al Travel -of-Town Travel ace Rental arest unds	128,802 2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078	118,969 1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	149,204 1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	149,404 1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	149,404 1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
532000 Open 533000 Repa 534000 Mino 535000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Interes 546000 Refu 547000 Retir 548000 Open 549000 Misc	erating Supplies pair & Maintenance Supplies or Equipment & Tools thing & Uniforms er Commodities External acation al Travel -of-Town Travel ace Rental arest unds	2,005,201 1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078	1,324,698 1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	1,772,720 1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	1,577,246 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	1,579,636 1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408
533000 Repairs 534000 Mino 535000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out-6544000 Space 545000 Interestation 548000 Open 549000 Misco	pair & Maintenance Supplies or Equipment & Tools thing & Uniforms er Commodities External acation al Travel -of-Town Travel ace Rental arest unds	1,210,353 676,577 37,058 102,833 213,501 4,532 89,922 232,078	1,040,554 718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	1,082,184 981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	1,308,254 934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	1,308,254 934,325 42,900 25,740 266,85 8,250 128,703 1,312,408
534000 Mino 535000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Interes 546000 Refu 547000 Retir 548000 Oper 549000 Misc	or Equipment & Tools thing & Uniforms er Commodities External acation al Travel -of-Town Travel ace Rental arest unds	676,577 37,058 102,833 213,501 4,532 89,922 232,078	718,706 37,413 74,857 245,430 2,361 78,802 1,429,588	981,003 38,320 38,640 287,501 8,875 134,206 1,239,237	934,325 42,900 25,740 266,851 8,250 128,703 1,312,408	934,329 42,900 25,740 266,85 8,250 128,700 1,312,400
535000 Cloth 539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Interes 546000 Refu 547000 Retir 548000 Oper 549000 Misc	thing & Uniforms er Commodities External acation al Travel -of-Town Travel ace Rental arest unds	37,058 102,833 213,501 4,532 89,922 232,078	37,413 74,857 245,430 2,361 78,802 1,429,588	38,320 38,640 287,501 8,875 134,206 1,239,237	42,900 25,740 266,851 8,250 128,703 1,312,408	42,900 25,740 266,85 8,250 128,700 1,312,408
539000 Othe 541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Interestable 547000 Refur 548000 Open 549000 Misc	er Commodities External acation al Travel -of-Town Travel ace Rental arest unds	102,833 213,501 4,532 89,922 232,078 0	74,857 245,430 2,361 78,802 1,429,588	38,640 287,501 8,875 134,206 1,239,237	25,740 266,851 8,250 128,703 1,312,408	25,74(266,85 8,250 128,703 1,312,408
541000 Educ 542000 Loca 543000 Out- 544000 Spac 545000 Inter- 546000 Refu 547000 Retir 548000 Oper 549000 Misc	ication al Travel -of-Town Travel ice Rental irest unds	213,501 4,532 89,922 232,078 0	245,430 2,361 78,802 1,429,588	287,501 8,875 134,206 1,239,237	266,851 8,250 128,703 1,312,408	266,85 8,250 128,703 1,312,400
542000 Loca 543000 Out- 544000 Spac 545000 Inter- 546000 Refu 547000 Retir 548000 Oper 549000 Misc	al Travel -of-Town Travel ice Rental irest unds	4,532 89,922 232,078 0	2,361 78,802 1,429,588	8,875 134,206 1,239,237	8,250 128,703 1,312,408	8,25 128,70 1,312,40
543000 Out- 544000 Spac 545000 Interes 546000 Refu 547000 Retir 548000 Oper 549000 Misc	-of-Town Travel ace Rental rest unds	89,922 232,078 0	78,802 1,429,588	134,206 1,239,237	128,703 1,312,408	128,703 1,312,408
544000 Spac 545000 Inter- 546000 Refu 547000 Retir 548000 Oper 549000 Misc	ice Rental irest unds	232,078 0	1,429,588	1,239,237	1,312,408	1,312,40
545000 Inter 546000 Refu 547000 Retir 548000 Open 549000 Misc	rest unds	232,078 0				
545000 Inter 546000 Refu 547000 Retir 548000 Open 549000 Misc	rest unds	0				
546000 Refu 547000 Retir 548000 Oper 549000 Misc	unds			0	0	
547000 Retir 548000 Oper 549000 Misc			22,707	0	0	
548000 Oper 549000 Misc	irement System Payments	0	0	0	0	
549000 Misc	erating Lease	0	. 0	0	0	
-,	cellaneous	697,108	1,222,663	2,331,414	1,953,565	1,953,56
	al Materials and Services	43,296,133	30,049,642	39,135,553	36,290,377	36,068,609
Internal Mater	erials and Services	10,200,100	00,010,01	30,100,000	00,000,000	,,
	icle Services	421,755	389,262	403,129	400,578	400,578
	ating & Distribution	504,354	493,549	581,490	547,741	547,74
	ilities Services	1,327,896	1,397,626	1,431,974	1,504,380	1,504,380
	nmunications Services	1,658,358	753,439	1,403,834	1,678,110	1,678,110
				1,680,362		1,554,669
	rmation Technology	1,226,307	1,557,254	, ,	1,554,669	
	ırance	727,489	751,365	862,312	961,467	978,672
	ster Lease	0	0	0	. 0	4.050.046
	ne Fund Services	2,934,913	2,873,870	3,171,457	4,256,043	4,256,043
	er Fund Services I Materials and Services	23,889,799 32,690,871	26,912,470 35,128,835	27,403,666 36,938,224	28,337,934 39,240,922	29,065,999 39,986,192
Total Materials	-	75,987,004	65,178,477	76,073,777	75,531,299	76,054,80
Capital Outlay		70,007,004	00,170,477	7 3,07 3,777	, 5,551,255	70,004,00
561000 Land		4,567,322	3,786,525	910,000	2,451,700	2,451,700
		4,567,522	23,840	910,000	2,451,700	2,451,700
	dings	118,500	465,818	393,800	11,000	11,000
	rovements	,		,		,
	bital Equipment	1,234,953	1,554,702	7,813,071	5,576,011	4,930,806
	ilities Lease/Purchase	0	0	0	0	(
	ipment Lease/Purchase	0	0	0	0	110 704 04
	astructure	32,676,464	80,615,156	107,006,638	110,746,801	110,734,648
	er Capital Expenditure	0	0	0	0	(
	preciation	0	0 440 041	0	0	110 100 15
Total Capital Ou		38,597,239	86,446,041	116,123,509 497,500	118,785,512 25,000	118,128,15 ² 25,000
	ipment Cash Transfers	16,953 0	41,000 7,598	497,500	25,000	25,000
OTAL BUREAU	or Equipment Transfers				\$ 234,538,551	\$ 234,265,360

		Actual FY 2002	Actual FY 2003		vised 2003–04		pposed 2004–05	1	dopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	4	3	3	131,796	3	133,923	3	133,923
515 532	Accountant II Accounting Supervisor III	3	3	2 0	100,566	2 0	102,186 0	2 0	102,186 0
7103	Administrative Assistant	0	Ö	4	214,830	4	215,722	4	215,722
819	Administrative Assistant	4	5	0	0	0	0	0	0
926	Administrative Services Manager	1	1	0	0	0	0	0	0
815 7102	Administrative Specialist Administrative Specialist, Senio	0	1 0	0 4	0 171,890	0 4	0 176,177	0 4	0 176,177
7102	Administrative Specialist, Serilo Administrative Supervisor I		0	2	118,291	3	176,177	3	176,177
920	Administrative Supervisor I	1	1	0	0	0	0	0	0
922	Administrative Supervisor II	1	1	0	0	0	0	0	0
2534	Applications Analyst IV	1	1	. 1	64,620	1	72,955	1	72,955
962 1314	Assistant Program Specialist Automotive Equipment Operator II	4	4	1	44,624 43,178	0	43,869	0	43,869
7628	Biosolids/Reuse Program Manager	0	6		77,615	1	78,864	1	78,864
4127	Botanic Manager	1	Ĭ	0	0	0	0	0	0
6012	Botanic Specialist II	0	0	6	226,611	5	268,818	5	268,818
4124	Botanic Specialist II	3	3	0	0	0	0	0	0
4125	Botanic Supervisor	1	1	0	0	0	0	0	0
928 7140	Bureau Administrative Manager Bureau Director, Assistant to	3 0	3	0 2	164,431	0 1	0 84,105	0	84.105
7112	Business Operations Manager	ő	ő	1	82,771	i	84,105	1	84,105
7113	Business Operations Manager, Sen	0	0	1	102,830	1	104,484	i i	104,484
7110	Business Operations Supervisor	0	0	3	219,472	3	224,294	3	224,294
7121	Business Systems Analyst	0	0	1	47,370	1	56,334	0	0
7120 6034	Business Systems Analyst, Assist CAD Analyst	0	0	1	40,243 65,060	1	48,129 66,106	0	0 66,106
6032	CAD Analyst CAD Technician II	0	0	14	704,676	16	839,183	16	839,183
6033	CAD Technician III	ŏ	ő	5	287,215	5	308,272	5	308,272
3132	CADD Manager	. 1	1	0	0	0	0	0	0
7660	Capital Program Mgmt & Controls	0	0	-1	94,315	1	95,836	1	95,836
6141 7656	Capital Project Manager I Capital Project Manager II	0	0	2	102,012 197,726	2 1	126,032 72,391	2 1	126,032 72,391
7165	CDD Program Coordinator	0	0	1	70,006	1	72,391		72,391
3285	Chemist	5	5	5	267,450	5	265,762	5	265,762
932	Chief Bureau Administrative Mgr	1	1	0	0	0	0	0	0
3171	Chief Engineer	1	1	0	0	0	0	0	0
7685 7203	Communications Engineer Community Outreach & Information	0	0	1	60,323 51,960	1	61,304 52,806	1	61,304 52,806
7205	Community Outreach & Information Community Outreach & Involvement	0	0	1	64,389	1	65,854	-	65.854
7204	Community Outreach and Informati	ő	Ö	2	124,879	2	124,361	2	124,361
7492	Community Relations Specialist	1	0	0	0	0	0	0	0
7135	Contracts Devel & Review Admin	0	0	0	0	1	74,897	1	74,897
7116	Customer Service Supervisor	0	0	0	0	1	57,754	1	57,754
7630 7768	Data Acquistion and Management S Development Services Manager	0	0	1	71,149 88,975	1	75,262 90,410	1 1	75,262 90,410
6041	Development Services Technician	Ö	Ö	1	47,501	Ö	0	Ö	0
7767	Development Supervisor	0	0	1	55,348	1	58,541	1	58,541
7105	Director's Executive Assistant	0	O.	0	0	1.	49,002	1	49,002
942	Economist I	1 0	1 0	0 1	0	0	67.017	0	0
7386 7564	Economist, Senior Electrical/Instrumentation Super	0	0	1	63,656 77,615	1	67,317 78,864	1	67,317 78,864
1453	Electrician	9	9	11	632,192	10	584,010	10	584,010
3190	Electronic Systems Specialist	2	3	0	0	0	0	0	0
6160	Electronic Systems Technician	0	0	3	153,197	3	152,847	3	152,847
6112	Engineer	0	0	34	2,360,705	32	2,324,569	32	2,324,569
3164 7653	Engineer Engineer, Chief	26 0	25 0	0	101,831	0	0 100,579	0	100,579
7650	Engineer, Chief Engineer, Senior	0	0	8	623,002	9	681,489	9	681,489
7651	Engineer, Supervising	ő	ŏ	9	731,647	10	831,100	10	831,100
6110	Engineering Associate	0	0	2	107,503	2	114,059	2	114,059
3153	Engineering Associate	5	5	0	0	0	0	0	0
6022	Engineering Technician II	0	0	27	1,254,668	27	1,365,968	27	1,365,968
6023 7622	Engineering Technician III Environmental Monitoring Svcs Gr	0	0	6	363,845 101,593	6 1	387,345 104,484	6	387,345 104,484
7608	Environmental Program Coordinato	0	0	3	183,931	3	192,478	3	192,478
7609	Environmental Program Manager	Ö	ŏ	0	0	7	493,396	7	493,396
7610	Environmental Program Manager, S	0	0	1	82,771	2	168,210	2	168,210
7607	Environmental Program Specialist	1 0	0	2	115,385	2	119,559	2	119,559

		Actual FY 2002	Actual FY 2003		evised 2003–04		pposed 2004–05		lopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
2032	Environmental Resources Manager	2	2	0	0	0	0	0	0
2018	Environmental Services Director Environmental Services Director	1 0	1 0	0	0 116,590	0	0 123,317	0 1	123,317
7040 2010	Environmental Services Director Environmental Services Manager	. 2	2	0	0 1	0	120,517	Ó	0
7604	Environmental Services Manager	0	0	1	88,252	1	85,190	1	85,190
7605	Environmental Services Planning	0	0	1	101,902	1	104,484	1	104,484
6053	Environmental Specialist	0	0	16	918,411	20	1,247,752	20	1,247,752
3194	Environmental Specialist	13	14	0	0	0	0	0	0
3195	Environmental Svcs Supervisor	6	6	0	0	0	0	0	0
6051	Environmental Technician I	0	0	5	207,159	9	329,549	9	329,549
6052	Environmental Technician II	0	0	28	1,347,355	34	1,688,029	34	1,688,029
7614	ESA Program Coordinator	0	0	0	0	2 0	142,000	2 0	142,000 0
7127	Executive Assistant	0	0	1 2	46,185 139,834	2	142,276	2	142,276
7377	Financial Analyst, Senior	0	0	2	94,421	1	42,426	1	42,426
6061 6062	GIS Technician I GIS Technician II	0		4	187,320	3	128,151	3	128,151
6063	GIS Technician III	0	0	2	112,772	3	182,377	3	182,377
6123	Graphics Designer III	0	l ő i	1	0	1	53,726	1	53,726
1800	Indust Maint Millwright Apprent	. 0	Ö	0	o	2	89,168	2	89,168
1803	Indust Maintenance Millwright	28	28	28	1,307,572	26	1,233,960	26	1,233,960
1520	Industrial Machinist	1	1	1	46,699	1 -	47,460	1	47,460
1445	Industrial Painter	1	1	1	46,238	1	46,980	1	46,980
2542	Information Systems Analyst II	1	1	1	61,161	1	62,139	1	62,139
2544	Information Systems Analyst IV	1	1	1	71,788	0	0	0	0
2546	Information Systems Supervisor	1	1	0	0	0	0	0	0
7508	Information Systems Supervisor	0	0	1	82,771	1	84,105	1	84,105
3260	Instrument Technician	7	7	8	459,776	10	584,010	10	584,010
3261	Instrument Technician, Lead	0	0	1	57,472	0	0	0	0
7176	Insurance Specialist	0	0	1	59,086	1 0	61,304	1 0	61,304 0
812	Intergovernmental Program Coord	1 6	1 8	0 8	0 351,289	7	312,156	7	312,156
3280	Laboratory Analyst	1	1	0	01,209	0	0	ó	012,100
2034 7624	Laboratory Manager Laboratory Manager		6	1	80,600	1	84,105	1	84,105
7623	Laboratory Production Supervisor	0	ا ة ا	0	00,000	1	57,065	1	57,065
7580	Maintenance Planner/Scheduler	l ő	Ö	4	237,671	4	230,373	4	230,373
7131	Management Analyst	0	0	1	54,559	0	0	0	0
7132	Management Analyst, Senior	0	0	1	70,006	0	0	0	0
7130	Management Assistant	0	0	2	92,036	3	137,230	3	137,230
7666	Mapping & GIS Supervisor	0	0	1	75,625	1	78,716	1	78,716
6071	Materials Testing Technician I	0	0	1	48,487	1	39,909	1	39,909
6072	Materials Testing Technician II	0	0	3	160,470	3	163,053	3	163,053
6073	Materials Testing Technician III	0	0	1	65,060	1	66,106	1	66,106
3284	Microbiologist	1 1	1 1	1	53,490	1	54,351 33,471	1	54,351 33,471
100	Office Support Specialist I	9	9	11	32,949	11	401,755	11	401,755
102 104	Office Support Specialist II Office Support Specialist III	2	2	3	390,521 123,933	3	127,914	3	127,914
7641	Portland Harbor Superfund Admini	0	0	1	83,840	1	94,649	1	94,649
7640	Portland Harbor Superfund Techni	0	0	1	80,836	1	82,135	1	82,135
7652	Principal Engineer	Ŏ	0	5	467,448	5	481,736	5	481,736
3169	Principal Engineer	9	7	0	0	0	0	0	0
7378	Principal Financial Analyst	0	0	3	238,553	3	252,315	3	252,315
832	Principal Financial Analyst	1	1	0	0	0	0	0	0
2545	Principal Info Systems Analyst	3	3	3	225,097	4	308,030	4	308,030
7507	Principal Information Systems An	0	0	1	94,027	1	84,105	1	84,105
7133	Principal Management Analyst) 0	0	1	72,721	2	149,287	2	149,287
953	Principal Management Analyst	1	2	0	0	0	0	0	0
966	Program Coordinator	7	7	0	0	0	0	0	0
7156	Program Manager	0	0	5	352,991	4	283,569	4	283,569
968	Program Manager I	6	5	0	0	0	0	0	0
970	Program Manager II	7	7 2	0	0	0	0	0	0
971	Program Manager IV	2	2	0	0	0	0	0	0
972	Program Manager IV Program Manager, Senior	0	0	0	0	2	169,797	2	169,797
7158 7153	Program Manager, Senior Program Specialist	0	0	1	54,559	0	0	0	005,757
964	Program Specialist	4	4	Ó	0-,000	ő	ŏ	ő	Ö
7152	Program Specialist, Assistant	0	0	0	ő	2	96,956	2	96,956
960	Program Technician	1	1	Ö	o	ō	0	0	0
7678	Property Acquisition & Services	o	0	1	70,006	1	71,138	1	71,138

	Actual FY 2002 FY 2003				rised 103-04		oosed 004–05	Adopted FY 2004-05	
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7206	Public Information Officer	0	0	1	63,697	1	67,818	1	67,818
3152	Public Works Const/Inspect Supvr	5	5	0	0	0	0	0	0
7662	Public Works Inspection Supervis	0	0	1	70,006	1	71,138	1	71,138
3150			16	16	860,068	16	872,889	16	872,889
3151	151 Public Works Inspector, Senior		11	10	601,340	10	610,555	10	610,555
1952	Public Works Manager	9	7	0	0	0	. 0	0	0
3359	Public Works Project Manager	8	6	0	0	0	0	0	0
1954	Public Works Superintendent	1	1	0	0	0	0	0	0
7185	Risk Specialist	0	0	1	53,263	1	56,338	1	56,338
846	Risk Specialist	1	1	0	0	0	0	0	0
7186	Risk Specialist, Senior	0	0	2	128,757	2	133,560	2	133,560
7193	Safety and Risk Officer II	l о	0	1	75,875	1	78,864	1	78,864
816	Senior Administrative Specialist	3	3	0	0	0	0	0	0
3166	Senior Engineer	6	8	0	0	0	0	0	0
3163	Senior Engineering Associate	21	21	0	ol	0	0	0	0
6111	Senior Engineering Associate	0	0	17	1,072,019	16	1,054,073	16	1,054,073
2012	Senior Environmental Svcs Mgr	3	3	0	0	0	0	0	0
828	Senior Financial Analyst	3	2	0	ō	0	ol	0	0
848	Senior Risk Specialist	2	2	Ö	0	0	o	0	0
414	Senior Stores System Manager	1	1	0	ől	0	o l	0	0
7619	Source Control Supervisor	Ö	0	6	408,018	Ō	ol	0	0
7620	Source Reduction and Control Man	ا ٥	0	1	88,472	1	90.410	1	90,410
406	Storekeeper/Acquisition Spec II	4	3	3	130,917	3 '	133,047	3	133,047
408	Storekeeper/Acquisition Spec III	1	1 1	1	50,094	1	50,905	1	50,905
7161	Stores System Supervisor II	0	0	i	66,569	1	66,315	1	66,315
3167	Supervising Engineer	9	10	Ö	0	0	0 0	0	0
3107	Technician I	27	26	Ö	ő	Ō	0	0	0
3108	Technician II	59	63	Ö	ŏ	Ö	ŏl	Ö	Ö
3109	Technician III	9	9	Ö	ől	Ö	o l	Ö	0
7635	Wastewater Collections System Ma	0	0	1	94,797	1	97,176	1	97,176
7637	Wastewater Operations Group Mana	Ö	ő	i	100,356	i	104,484	i	104,484
1815	Wastewater Operations Specialist	5	5	5	250,726	5	254,945	5	254,945
1810	Wastewater Operator I	1 1	0	0	200,720	1	41,029	ĭ	41,029
1811	Wastewater Operator II	40	40	39	1,783,114	38	1,789,445	38	1,789,445
1808	Wastewater Operator, Trainee	2	2	2	69.378	2	70.490	2	70,490
7633	Wastewater Treatment Manager	0	0	1	92,535	1	96,754	1	96,754
7632	Wastewater Treatment O&M Supervi	0	0	5	364,042	4	297,990	4	297.990
7238	Waster Conservation Program Manag	0	0	1	73,716	1	74,897	1	74,897
7236 7615	Watershed and Regulatory Program	0		3	221,469	2	151,067	2	151,067
7617	Watershed Revegetation Program M	0	0	1	64,389	.0	131,007	0	131,007
7617	Watershed Revegetation Program S	0	0	i	57,530	2	117,417	2	117,417
	FULL-TIME POSITIONS	456	456	474 \$	27,128,348	489 \$	28,911,329	487 \$	28,806,866
6012	Botanic Specialist II	l 0	l 0	0	ol	0	91,893	0	91,893
6021	Engineering Technician I	0	0	0	o l	0	91,095	0	38.548
2523	Information Systems Tech II	0	0	0	ől	0	0	0	36,450
7154	Program Coordinator	0		0	0	0	33,826	0	33,826
	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	125,719	0 \$	200,717

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	234,122,391	0	234,122,391	481.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustments					
					AU 145 Operating Budget
	15,462	0	15,462	0.0	Portland Harbor adjustment for addition of intern
	119,176	0	119,176	0.0	Adjustment to IA with Water Bureau from Bus.
	(201,878)	0	(201,878)	0.0	Adjustments to other Business Srvcs. IAs
	(203,622)	0	(203,622)	0.0	Moved appropr. for BRASS to cash transfer
	45,154	0	45,154	0.0	Added contracts costs to Business Services
	(400,000)	0	(400,000)	0.0	Correction for Prof. Srvcs. in Pollution Prevention
	899	0	899	0.0	Adjusted Pollution Prev. IA with Parks
	(11,328)	0	(11,328)	0.0	Position savings in Engineering program
	(72,000)	0	(72,000)	0.0	Move Engineering T-1 line costs to CIP
	1,352	0	1,352	0.0	Final adjustment for Engineering IA with PDOT
	(2,291)	0	(2,291)	0.0	Cut Engineering IA to ONI for Downspount Disc.
	(34,180)	0	(34, 180)	0.0	Cut Engineering IA to Planning for ESA work
	(107,320)	0	(107,320)	0.0	Moved benefits within Modeling prog. of Planning
	(150,000)	0	(150,000)	0.0	Planning funding for culvert work with PDOT
	(13,000)	0	(13,000)	0.0	Reduce Planning Prof. Srvcs. for Johnson Creek
	(501,208)	0	(501,208)	0.0	Watewater reductions for BOM equipment
	399,000	0	399,000	0.0	Wastewater funding for vehicle replacements
	(53,000)	0	(53,000)	0.0	Watewater reductions to BOM IA for inflation
	88,000	0	88,000	0.0	Adjustment for PERS reductions already in IA cuts
	(1)	0	(1)	0.0	Net grant adjusments
					AU 146- 246 Operating Budget
	(10 500)	0	(18,500)	0.0	Minor Eqpmt. Adjustment in AU 148
	(18,500)	0		0.0	Balancing IAs in AU 148
	(305)		(305) 2,196	0.0	Balancing revenues in AU 246
	2,196	0	· · · · · · · · · · · · · · · · · · ·		Staff transfer; reclass Botanic Spec. II in AU 246
	(112,258) (34)	0	(112,258) (34)	(1.0) 0.0	Balancing IAs in AU 246
	(0.)		(0.)		
					AU 145 CIP Budget
	82,668	0	82,668	1.0	Admin Sup. I to Eastside Tunnel office
	739,500	0	739,500	0.0	Add to IA with ComNet for fiber optic work
	(21,681)	0	(21,681)	0.0	Other IA adjustments
	(800,487)	0	(800,487)	0.0	Other Capital Outlay balancing adjustments
Mayor's Proposed E	Budget Decision	ns			AU 145 Operating Budget
	1,331,666	0	1,331,666	8.0	Add ESA program from Bur. of Planning
	(405,820)		(405,820)	0.0	Reduce ESA IA to Bur. of Planning
	, , ,	0 0	700,000	0.0	Additional payment to LWG for Portland Harbor
	700,000 225,000	0	225,000	0.0	Green Investment Fund (GIF) IA to OSD
	•		(50,000)	0.0	Travel/education reductions to fund GIF
	(50,000) (88,000)	0	(88,000)	0.0	PERS savings within interagencies to fund GIF
	(87,000)	0	(87,000)	0.0	Sust. Stormwater Mgmt. Prog. cuts to fund GIF
Approved Budget A	,		(67,000)	0.0	Sust. Stormwater Wight. 1 rog. cuts to fund an
Approved Budget A	0	0	0	0.0	None
Adopted Budget Ad	Iditions and Re	ductions			
	(400.740)	_	(400.740)	0.0	AU 145 Operating Budget Reduce professional srvcs. to balance ESA prog.
	(189,743)	0	(189,743)	0.0	
	17,205	0	17,205	0.0	Increase GF support to ESA program for Risk
	56,000	0	56,000	0.0	Balance ONI I/A between operating and CIP
	(38,000)	0	(38,000)	0.0	Balance ONI I/A between operating and CIP
	(5,601)	0	(5,601)	0.0	Balance Veh. Srvcs. between operating and CIP
	(62,552)	0	(62,552)	(1.0)	Move position from operating to CIP (Eastside
	(54,218) (2,257)	0	(54,218) (2,257)	0.0 0.0	Reduce I/A to Water for billing system support Reduce I/A to BHR due to CIS consolidation
	, <u></u> ,,		(_, /		
	E 07E		E 07E	0.0	AU 146-246 Operating Budget Add I/A with PIR for dirt removal
	5,975	0	5,975	0.0	And I'M WILL FIR TOT GITT TELLOVAL

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

		AMOUNT				
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION	
					AU 145 CIP Budget	
	(56,000)	0	(56,000)	0.0	Balance ONI I/A between operating and CIP	
	5,601	0	5,601	0.0	Balance Veh. Srvcs. I/A between operating and CI	
	62,552	0	62,552	1.0	Move position from operating to CIP (Eastside	
	2,326,707	0	2,326,707	0.0	Increase I/A to new OMF AU re CIS consolidation	
	(139,335)	0	(139,335)	(2.0)	Move 2 staff to to new OMF AU re CIS	
	(489,314)	0	(489,314)	0.0	Reduce I/A to OMF Fiscal re CIS consolidation	
	(1,052,853)	0	(1,052,853)	0.0	Reduce I/A to Water re CIS consolidation	
	(657,358)	0	(657,358)	0.0	Reduce capital outlay to re CIS consolidation	
	142,969	0	142,969	6.0	Total FY 2004-05 Decision Packages	
			\$ 234,265,360	487.0	Total Adopted Budget	
			\$ 234,265,360	407.0	Total Adopted Budget	
FY 2004-05 Dec	ision Packages No	Accepted	1			
	0	0	0	0.0	None	
			\$ 0	0.0	Total Decision Packages Not Accepted	

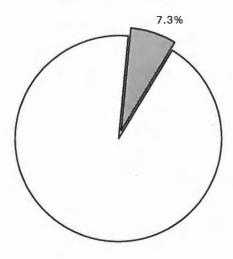
Bureau of Water Works

Public Utilities Service Area

Dan Saltzman, Commissioner-in-Charge Mort Anoushiravani, Administrator

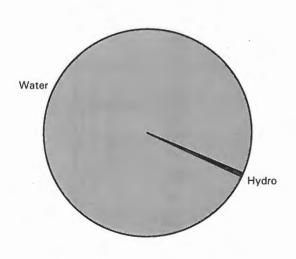
Percent of City Budget

Water = \$102.6 Million



City Budget = \$1.4 Billion

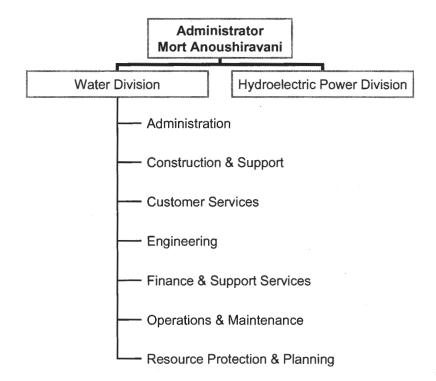
Bureau Divisions



Bureau Overview

Expenditures	Revised FY 2003-04	45,201 54,787,279 -1,257,922 45,400 47,763,000 2,717,600 87,899 2,114,136 326,237	Percent Change	
Operating	56,045,201	54,787,279	-1,257,922	-2.2%
Capital	45,045,400	47,763,000	2,717,600	6.0%
Allocated Overhead Costs	1,787,899	2,114,136	326,237	18.2%
Total Cost with Allocated Overhead	\$ 102,878,500	\$ 104,664,415	\$ 1,785,915	1.7%
Authorized Positions	560	568	8	1.4%

Bureau of Water Works



Bureau Summary

BUREAU MISSION

The Water Bureau's mission is to act as stewards of our resource, our water system, and our personnel in a manner consistent with the values of the community.

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 that 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 900,000 people.

Approximately 900,000 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 (163,900 accounts) consume about 60% of the water produced. The other 40% is provided on a wholesale contract basis to 19 water purveyors, which includes cities, water districts, private water companies, and a people's utility district. Water sales revenue is composed of about 80% from retail customers and 20% from wholesale contracts.

FY 2004-05 Adopted Budget

The Water Division's FY 2004-05 Adopted Budget of \$102,005,457 is composed of the operating budget of \$54,242,457 and the Capital Improvement Plan (CIP) budget of \$47,763,000. The budget includes four increased service level decision packages: CIP Support - \$1,285,000, Apprentices Program - \$676,000, Groundwater Operation - \$480,000, and Geographic Information System (GIS) Support - \$57,000.

The budget includes 551 full-time positions and 14 part-time positions for a total of 565 positions, which is an increase of 8 positions from the FY 2003-04 Revised Budget.

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, this division also provides regulatory support for the Water Bureau's two other small hydroelectric power projects.

FY 2004-05 Adopted Budget

The Hydroelectric Power Division's FY 2004-05 Adopted Budget is \$544,822. This budget supports the current service level with a staff of three full-time positions. In FY 2004-05, this division will increase its transfer of cash from the Hydropower Operating Fund to the General Fund by \$100,000. That would make \$300,000 available in FY 2004-05 from Hydropower to be used for other City needs.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Water Division

Major Events

A new billing system

The City has contracted with Cayenta Canada, Inc. to replace the current water and sewer billing system. The Cayenta Project Team staff is being transferred to the Office of Management and Finance. The bureau will continue to work with the Office of Management and Finance on the implementation of the new system's basic functionality. The new billing system is scheduled to be implemented by December 2005. The bureau will continue to support and maintain the current billing system until implementation of the new system is complete and stable.

Aal bond rating

In April 2004, Moody's Investors Service assigned an Aa1 rating with a "stable outlook" to the Water System Revenue and Refunding Bonds and affirmed the Aa1 rating on the system's outstanding parity bonds. The high rating is based on the system's generally strong service area, an ample supply of high quality water that covers existing and projected demand, sound financial management, and moderate debt levels.

Three bond issues sold.

The bureau sold three bond issues, two revenue bond issues and one general obligation (GO) bond issue. The bureau sold the revenue bonds in April 2004. A new money sale of \$65 million included \$49 million for water system capital improvements (excluding Mt. Tabor and any other permanent open reservoir covers) and paying off the \$25 million line of credit. A separate sale of \$32 million refinanced the outstanding Series 1993 and Series 1995 revenue bonds. The GO bond sale was used to refinance the outstanding Series 1993 GO debt of \$8.0 million in May 2004.

The bureau may require a separate bond sale in FY 2004-05 to begin financing the Mt. Tabor Open Reservoir Project. The specifics of this project will be determined once City Council direction is received in the summer of 2004.

An Independent Review Panel reviewed options for meeting the security and regulatory needs of Mt. Tabor reservoirs.

In May 2002, the City approved installation of buried water storage to replace the Mt. Tabor open drinking water reservoirs and construction of park improvements. On January 14, 2004, City Council created and authorized an Independent Review Panel to examine options for meeting the security and regulatory needs of the Mt. Tabor open drinking water reservoirs. The Independent Review Panel completed its review and evaluated the technical merits, cost benefits and community impacts of the options. The panel presented their recommendations to City Council in June. The majority of the panel recommended a risk mitigation strategy including but not limited to security, monitoring, animal control, and fencing. A minority of the panel recommended burying the reservoirs.

Three initiative petitions filed.

Three initiative petitions have been filed. The first initiative would set up a "public water board" to set water rates. The second initiative would require the City to refer water revenue bonds to voters if debt service results in more than a 3% water rate increase, unless the capital construction is required by a catastrophic event. The third initiative would require voter approval to assign, sell, contract, or demolish any major water supply system component associated with delivery or storage of water from Bull Run. Each of these three initiatives will require petitioners to gather 26,000 signatures by July 2004 to be placed on the November 2004 ballot.

Water demand continues to fall.

Total water demand for the Portland system has fallen over the last three years, primarily due to wholesale reductions, and is projected to continue to decline further as a result of the weak economy and wholesale customers turning to alternative sources of supply. As a result, water rates have increased 9.7% related to lost demand over the last three years.

Division Web Site

Additional information and updates on current issues can be found at the Water Bureau's web site: www.portlandonline.com/water/.

SUMMARY OF BUDGET DECISIONS

Water Division

The Water Division's budget of \$102,005,457 is comprised of the operating budget of \$54,242,457 and the Capital Improvement Plan budget of \$47,763,000.

Water Operating Budget

The budget of \$54,242,457 is a decrease of about \$1.03 million from the FY 2003-04 Revised Budget of \$55,275,934. Major changes in the operating budget include:

- Decreases in professional services and travel;
- Transfer of the New Customer Billing System Project Team to Office of Management and Finance:
- Increases in service levels including the Apprentices Program, Groundwater Operation, and GIS Support.

Water CIP Budget

The budget of \$47,763,000 reflects an increase of about \$2.7 million from the FY 2003-04 Revised Budget of \$45,045,400. This increase in the capital budget is driven by:

- Aging infrastructure
- Water quality regulations
- Vulnerability and security

- Endangered Species Act
- Bull Run management

Staffing

The budget includes funding for 551 full-time positions, which is an increase of 8 positions from the FY 2003-04 Revised Budget. The budget also includes 14 part-time positions.

The FY 2003-04 Revised Budget includes 543 full-time positions. This includes one full-time limited-term position. Effective July 1, 2004, the bureau will transfer 20 full-time positions that are working on the new billing system to the Office of Management and Finance. FY 2004-05 increased service level programs added 28 full-time positions.

Rate Increase

The FY 2004-05 average effective in-city retail water rate increase is 5.0%.

Hydroelectric Power Division

In recent years, the Hydroelectric Power Division has asked for budget adjustment packages to authorize specific repairs and replacements of equipment at the Portland Hydroelectric Project. The FY 2004-05 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 \$72.4 million. Of this, \$55.6 million is from inside city commodity and basic charges, \$16.2 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 (\$7.7 million); new service installations, system development charges, customer requested new main connections, miscellaneous chargeable work, and damage collections (\$3.4 million); and other miscellaneous revenues (\$2.0 million).

Water Rates

Overall average effective retail rate increase is 5.0%.

The FY 2004-05 overall average effective rate increase for inside-city retail customers is 5.0%, which includes the new billing system and other new and increased service level requests. The typical residential customer water bill is estimated at \$16.71 per month (for 800 cubic feet), an increase of \$0.80 per month. This increase includes \$0.25 for increased service level requirements.

A fixed low-income discount program is available to qualified single family residential customers. This amount has been increased from 35 to 40% of a typical low income bill, or \$55.20 per year in FY 2004-05. There is also an increase in the maximum one-time annual crisis voucher from \$75 to \$150.

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.

BUDGET NOTES

The effective average water rate increase adopted for FY 2004-05 of 5.0% will be reviewed by City Council pending further Council deliberation on the Open Reservoir capital project.

Strategic Direction

SIGNIFICANT ISSUES

Water Division

The Water Division will address the following major issues during FY 2004-05:

Billing System

Assist the Office of Management and Finance with the implementation of the new billing system.

Operations and Maintenance Cost Reduction

Continue to improve on the 25% savings in inflation-adjusted operation and maintenance budget already achieved since FY 1999-00. The five-year operating budget savings target was 15% - 30% by FY 2004-05.

Apprentice Programs

Expand the Utility Worker Apprentice Program and reinstate the Water Operations Mechanic Apprentice Program.

Wholesale Contracts

Continue to negotiate new long term wholesale contracts with regional partners.

Bull Run Treatment

Continue to evaluate alternative technologies to provide water treatment in the Bull Run to comply with the proposed Long Term 2 Enhanced Surface Water Treatment Rule.

Low-Income Program

Implement the increased low-income discount from 35% to 40% of a typical (500 cubic feet) qualifying participant's monthly bill and increase the maximum one-time annual crisis voucher from \$75 to \$150.

Capital Improvement Plan

Implement the Capital Improvement Plan.

Aging Infrastructure

Begin to address the needs of the aging infrastructure through the Capital Improvement Plan by performing rehabilitation and replacement of components of the distribution system including meters, valves, regulators, and fountains.

Open Reservoirs

Implement City Council direction to address the security and regulatory issues of the open drinking water reservoirs.

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 2004-05:

- The bureau will assist the Office of Management and Finance with the implementation of basic functionality for the new billing system. 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 a 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 the National Environmental Policy Act.
- The bureau will implement the increased service level of the Groundwater Operation program in FY 2004-05 to augment water supply to meet fish flow demand, enhance groundwater system reliability, and reduce deferred maintenance of groundwater facilities.
- The bureau will expand on the Utility Worker Apprentice Program and resurrect the Water Operations Mechanic Apprentice Program.

MANAGEMENT GOALS & OBJECTIVES

Water Division Goal

The Water Division's operating goal is to provide the highest quality water, customer service, and stewardship of our critical infrastructure, fiscal, and natural resources.

Water Division Objectives for FY 2004-05

The Water Division will pursue the following objectives:

- To provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards.
- To provide the highest value to customers through excellent business, management, and operational practices and appropriate application of innovation and technology.
- To be responsible stewards of the public's water infrastructure, fiscal, and natural resources.
- To provide the citizens and the City Council with a water system that supports their community objectives and overall vision for the City of Portland.

Hydroelectric Power Division Objectives for FY 2004-05

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

The Water Division's budget addresses the following Council goals and strategic issues:

Council Goals

- Maintain a financial stable City
- Building a livable city through good planning and well-managed growth
- Ensure a safe and peaceful community
- Maintain and improve our parks, green spaces, and 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 underrepresented neighborhoods and groups in participation in City activities and services
- Keep the central city vital
- Become a more effective partner in the region
- 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

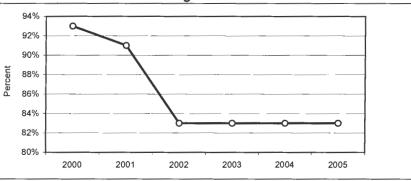
Strategic Issues

Public Utilities Service Area

Performance Measures

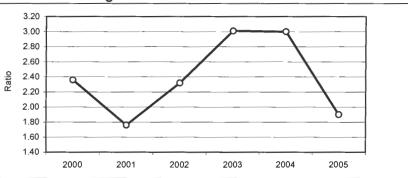
Customer Water Service Rating

The percentage of satisfactory or better remained at about 83% in 2003.



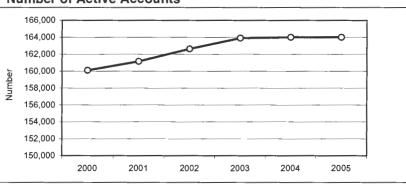
Debt Coverage Ratio

Historical debt coverage performance has been better than the plan of 1.9 except for FY 2000-01. Temporary revenue shortfall related to the new billing system reduced debt coverage in FY 2000-01.



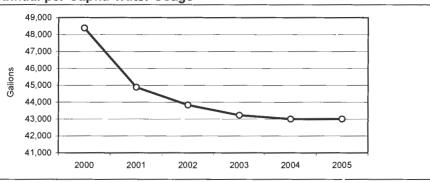
Number of Active Accounts

The number of accounts has increased from 160,100 in 2000 to 163,900 in 2003. This represents an increase of 2.4% over the four-year period.

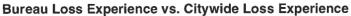


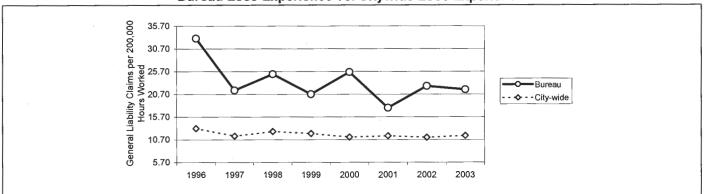
Annual per Capita Water Usage

Per capita water consumption went down from 48,386 gallons in 2000 to 43,228 gallons in 2003 - a reduction of 11% over the four-year period.

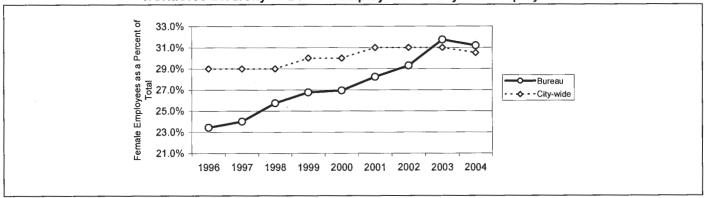


Public Utilities Service Area









	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001-02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004–05
BUREAU OF WATER WORKS						
Affirmative Action Measures						
Female Employees as a Percent of Total	27.0%	28.2%	29.3%	31.7%	31.2%	
Minority Employees as a Percent of Total	14.4%	14.3%	14.5%	13.7%	13.1%	
Hydroelectric Power Division						
Hydroelectric Power Administration						
Workload						
Hydropower Project Monitoring Reports	2	2	2	2	2	2
Annual project monitoring reports are p	repared to recap	the project's ann	ual operations d	ata for reporting	to the federal reg	julators.
Effectiveness						
Power Sold to PGE (mwh)	88,211	59,118	97,814	72,510	82,000	85,000
The amount of power that is sold to PG availability of the generation equipment		the amount of w	ater that is availa	ble for power ge	neration and the	operational
Efficiency						
Transfer of Hydropower Profits to General Fund	\$250,000	\$200,000	\$150,000	\$200,000	\$200,000	\$300,000
The transfer of Hydropower Project pro Project and the City's net expenses for	fits to General Fu operating the Pro	nd is a function o ject.	of the amount of	power generated	at the Portland I	Hydroelectric
Water Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	25.56	17.70	22.47	21.71		
Workers Comp Claims per 200,000 Hours Worked	9.95	10.17	10.80	9.85		
Fleet Claims per 100,000 Miles Driven	1.78	1.40	1.64	1.15		
Fleet Claims Cost per 100,000 Miles Driven	\$3,873	\$2,182	\$5,221	\$1,676		
General Liability Claims Cost per \$100 Payroll	\$0.83	\$2.47	\$0.69	\$0.30		
Workers Comp Claims Cost per \$100 Payroll	\$0.80	\$0.64	\$0.73	\$1.36		
Administration Program						
Workload						
Annual and Statistical Reports	1	2	1	0	1	0
Effectiveness						
Customers rating water service as	93%	91%	83%	83%	83%	83%
satisfactory or better						
Per Auditor's S.E.A. Report						
Efficiency						
Operating cost per capita	\$67	\$62	\$66	\$62	\$62	\$62
Per Auditor's S. E. A. Report using con-	stant FY 2002-03	dollars.				
Customer Services Program						
Workload						
Active Accounts	160,100	161,154	162,631	163,896	164,000	164,000
At fiscal year end						
Effectiveness						
Participants in the low income bill discount program.	4,618	5,210	5,600	6,200	6,300	6,500
Efficiency						
Change in average monthly residential water bill	3.7%	-13.0%	5.0%	7.8%	6.8%	5.0%
Per Auditor's S.E.A. Report using const	ant FY 2002-03 c	dollars.				

	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001-02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
Water Distribution Program						
Workload Capital Improvement Plan implemented	99%	90%	56%	54%	75%	90%
Effectiveness						
Out-of-service fire hydrants returned to service within five working days	90%	90%	76%	94%	94%	94%
Finance Program						
Workload						
Debt Coverage Ratio	2.36	1.76	2.32	3.01	3.00	1.90
Effectiveness Variance of Water Fund ending balance with Financial Plan estimate	5%	5%	46%	5%	35%	5%
Water Quality Program						
Workload						
Number of city maintained backflow devices tested	n/a	n/a	601	573	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 (in minutes)	82	110	126	131	125	120
Water Supply Program						
Workload						
Population served with water Retail and wholesale customers	773,171	789,000	830,834	786,682	790,000	790,000
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 Auditor's S. E. A. Report	48,386	44,881	43,835	43,228	43,000	43,000

Bureau Or Water Works A	0 1	00, 037					3	DIVINANT OF	DUI	TEAU BUDG
		Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES										
Operating Budget										
Personal Services		27,400,561		27,905,396		31,024,059		31,549,560		30,202,676
External Materials and Services		16,044,594		5,276,300		13,412,543		14,258,565		12,961,855
Internal Materials and Services		9,553,050		10,150,049		10,216,099		9,920,800		11,622,748
Minor Capital Outlay		0		54,602		0		0		. 0
Equipment Cash Transfers		3,000		11,700		1,392,500		0		0
Total Operating Budget		53,001,205		43,398,047		56,045,201		55,728,925		54,787,279
Capital Improvements		18,141,230		22,358,343		45,045,400		47,763,000		47,763,000
TOTAL BUREAU EXPENDITURES	\$	71,142,435	\$	65,756,390	\$	101,090,601	\$	103,491,925	\$	102,550,279
Allocated Overhead		2,697,568		1,768,236		1,787,899		2,106,860		2,114,136
Total Cost with Allocated Overhead		73,840,003		67,524,626		102,878,500		105,598,785		104,664,415
RESOURCES										
Discretionary Revenues										
Water Operating Fund		63,117,487		56,337,721		89,423,849		90,884,531		91,049,956
Hydroelectric Power Fund		0		0		0		0		0
Total Discretionary Revenues		63,117,487		56,337,721		89,423,849		90,884,531		91,049,956
Non-Discretionary Revenues										
Grants & Donations - Water		-147,398		774,966		1,062,294		2,423,468		2,423,468
Contract Revenues - Water		318,404		317,378		295,000		302,670		302,670
Contract Revenues - Hydro		365,038		568,056		738,267		504,322		504,322
Interagency Revenues - Water		7,458,910		7,728,592		9,540,191		9,336,434		8,229,363
Interagency Revenues - Hydro		29,994		29,677		31,000		40,500		40,500
Total Non-Discretionary Revenues		8,024,948		9,418,669		11,666,752		12,607,394		11,500,323
OTAL RESOURCES		71,142,435	\$	65,756,390	\$	101,090,601	\$	103,491,925	\$	102,550,279
Note: Discretionary General Fund r Non-Discretionary revenues are res									е	**
DIVISIONS										
Hydroelectric Power Division		395,031		597,733		769,267		544,822		544,822
Positions		3		3		3		3		3
Water Division		70,747,404		65,158,657		100,321,334		102,947,103		102,005,457
Positions OTAL DIVISIONS	•	532 71 140 425	\$	540	\$	557	\$	584	\$	565
	\$	71,142,435	Þ	65,756,390	Þ	101,090,601	Ф	103,491,925	Ф	102,550,279
Positions		535		543		560		587		568

0

0

0

0

General Fund Discretionary Positions

0

Barcad of Mater Merite A	 30, 001	 	-				
	Actual FY 2001–02	Actual FY 2002-03		Revised FY 2003-04	Proposed FY 2004-05		Adopted FY 2004-05
PROGRAMS	 			,			-
HYDROELECTRIC POWER DIVISION							
Hydroelectric Power Administration	395,031	597,733		769,267	544,822		544,822
Positions	3	3		3	3		3
TOTAL PROGRAMS	\$ 395,031	\$ 597,733	\$	769,267	\$ 544,822	\$	544,822
Positions	 3	 3		3	3		3
WATER DIVISION							
Administration Program	13,544,989	1,234,266		5,482,198	5,428,198		5,544,708
Positions	11	14		15	15		15
Customer Services Program	9,346,569	10,838,445		15,544,222	14,850,688		13,937,473
Positions	273	149		162	161		141
Water Distribution Program	23,892,582	25,133,111		33,870,160	39,421,271		39,410,978
Positions	116	253		<i>255</i>	283		283
Finance Program	4,320,121	4,610,901		5,001,686	5,098,215		5,059,213
Positions	30	33		34	34		34
Water Quality Program	7,790,002	9,527,029		9,158,291	8,760,785		8,665,139
Positions	51	40		39	38		39
Water Supply Program	11,853,141	13,814,905		31,264,777	29,387,946		29,387,946
Positions	51	51		52	53		53
TOTAL PROGRAMS	\$ 70,747,404	\$ 65,158,657	\$	100,321,334	\$ 102,947,103	\$	102,005,457
Positions	532	540		<i>557</i>	584		565

Water Division

OVERVIEW

FY 2004-05 Adopted Budget

The Water Division's FY 2004-05 Adopted Budget is \$102,005,457, comprised of the operating budget of \$54,242,457 and the Capital Improvement Plan budget of \$47,763,000.

Operating Budget

The operating budget of \$54,242,457 is a decrease of about \$1.03 million from the FY 2003-04 Revised Budget of \$55,275,934. Major elements of the change are:

- Decrease in PERS for FY 2004-05 has been offset by an increase in other personal services requirements such as part-time, cost of living adjustment, and health benefits.
- A net decrease of about \$200,000 in materials and services. The decreases include professional services and travel.
- A net decrease of about \$176,000 in interagency services. The Lead Hazard Reduction program was transitioned back to the bureau from the Bureau of Housing & Development. Increases include fleet services and postage and mail processing.
- ◆ Decrease of about \$980,000 in the transfer of the New Billing System Project Team to the Office of Management and Finance.
- Increase of about \$450,000 for the Apprentices Program. This increased service level includes 14 full-time positions of which nine are funded in the operating budget and five are in the capital budget. The Apprentice Programs will create a pool to address upcoming retirements, develop in-house skill and the capacity to do both base and CIP work, and build on the bureau's goal to diversity its workforce.
- Increase of about \$455,000 for Groundwater Operation. This increased service level includes one full-time position and provides funding to operate the wellfield for 60 days instead of the current 30 days. This increase is necessary to augment water supply to meet fish flow demand, enhance groundwater system reliability, and reduce deferred maintenance of groundwater facilities.
- Increase of about \$57,000 for GIS Support. This increased service level includes one full-time position to convert the bureau's 641 quarter section infrastructure maps to electronic "smart" maps. This is the third position requested in the FY 2003-04 budget; the bureau was directed by the Mayor to phase in the request for the new positions.

CIP Budget

The Capital Improvement Plan budget of \$47,763,000 reflects an increase of about \$2.7 million from the FY 2003-04 Revised Budget of \$45,045,400. The increase includes:

- Twelve positions to support the implementation of the CIP, and
- Five positions as part of the increased service level Apprentices Program package.

Major elements in FY 2004-05 CIP include:

- \$19.3 million for the Distribution System program, including \$6.4 million for distribution and transmission mains, \$6.0 million for water pipe adjustment projects,
 \$2.0 million for new services, \$1.8 million for meter replacements, and \$1.7 million for pump stations and tanks.
- \$11.3 million for the Storage and Transmission program, including \$5.6 million for Open Reservoir Project and \$5.0 million related to conduit improvement, vulnerability reduction, and repair and rehabilitation.

- \$6.9 million for Facilities and Equipment program, including \$3.6 million for facility security, maintenance, and improvements and \$3.3 million of equipment.
- \$3.8 million for the Groundwater Supply program, including Groundwater System Upgrade at \$3.1 million.
- \$2.7 million for the Water Quality & Treatment program, including \$2.0 million for Bull Run Treatment.
- \$2.5 million for the Bull Run Supply program.
- \$1.2 million for the Planning & Management program.

Staffing

A total of 551 full-time positions are in the FY 2004-05 Adopted Budget, with one being a full-time limited-term position. This is a net increase of eight positions from the current fiscal year. There are 20 positions on the new billing system project team that were transferred to the Office of Management and Finance. The FY 2004-05 increased service level programs added 28 full-time positions. A total of 14 permanent part-time positions are included.

Five full-time positions will be eliminated by the end of the fiscal year due to work process efficiencies in Customer Services.

RECENT TRENDS

Demographics

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

The increase in the number of accounts is offset by an expected decrease in the consumption per account. Water use per account within the service area is planned to decrease as a result of continuing water conservation efforts. The conservation demand reductions of 0.7% for retail customers and 0.4% for wholesale customers are assumed to continue throughout the five-year forecast period.

Finance

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

The division's most recent revenue bonds (April 2004) were assigned a Aa1 rating from Moody's Investors Service. This is one of the highest bond ratings attainable for a standalone 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 as the highest rated water system in the Pacific Northwest.

CHANGES FROM PRIOR YEAR

The Water Division has the following changes in the FY 2004-05 budget:

- Expanding the Utility Worker Apprentice Program and resurrecting the Water Operations Mechanic Apprentice Program.
- Funding to operate the wellfield for 60 days, an increase of 30 days.
- Adding 28 positions, 27 positions in the Water Distribution Program and one position in Water Supply Program.
- Removing 20 positions from the transfer of the new billing system project team to Office of Management and Finance in the Customer Services Program.

Overview of Programs

ADMINISTRATION PROGRAM

The Administration program includes work functions of the Administration group and a portion of the Resource Protection and Planning 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 for direction and operation of the bureau.

Resource Protection and **Planning 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 and Maintenance Group

The meter shop is the 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

The Construction and Support group is responsible for installation and repair of water mains, services, meters, hydrants, and fountains. This group also participates in construction of some capital improvement projects as required by the Engineering group. This work includes direct services and related support for control valves, carpentry, purchasing and stores operation, and loss control programs. 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 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 turn-ons.

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 Planning 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 wellfield 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 Planning Group

This group is responsible for watershed and groundwater resource management and coordination with federal and state agencies.

Water Division AO 100			 	 	SUMMANT OF DIVISION BODG				
	F	Actual Y 2001–02	Actual FY 2002-03	 Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05	
EXPENDITURES									
Operating Budget									
Personal Services		27,201,620	27,701,529	30,767,101		31,296,429		29,949,545	
External Materials and Services		15,990,772	5,033,636	13,086,417		14,139,365		12,842,655	
Internal Materials and Services		9,410,782	9,998,847	10,029,916		9,748,309		11,450,257	
Minor Capital Outlay		0	54,602	0		.0		0	
Equipment Cash Transfers		3,000	11,700	1,392,500		0		0	
Total Operating Budget	_	52,606,174	42,800,314	55,275,934		55,184,103		54,242,457	
Capital Improvements		18,141,230	22,358,343	45,045,400		47,763,000		47,763,000	
TOTAL BUREAU EXPENDITURES	\$	70,747,404	\$ 65,158,657	\$ 100,321,334	\$	102,947,103	\$	102,005,457	
Allocated Overhead		2,597,572	1,718,412	1,730,499		2,052,927		2,060,780	
Total Cost with Allocated Overhead		73,344,976	 66,877,069	102,051,833		105,000,030		104,066,237	
RESOURCES									
Water Fund		70,747,404	65,158,657	100,321,334		102,947,103		102,005,457	
Note: Discretionary General Fund I Non-Discretionary revenues are re-							ie.		
PROGRAMS									
Administration Program		13,544,989	1,234,266	F 400 100		E 400 400			
Positions		11	1,234,200	5,482,198		5,428,198		5,544,708	
Oustance Comitees December		11	1,234,200	5,482,198 15		5,428,198 <i>15</i>			
Customer Services Program		9,346,569	, ,			- ,			
Positions			14	15		15		15	
•		9,346,569	<i>14</i> 10,838,445	<i>15</i> 15,544,222		<i>15</i> 14,850,688		<i>15</i> 13,937,473	
Positions		9,346,569 <i>273</i>	14 10,838,445 149	<i>15</i> 15,544,222 <i>162</i>		15 14,850,688 <i>161</i>		15 13,937,473 141 39,410,978	
Positions Water Distribution Program		9,346,569 <i>273</i> 23,892,582	14 10,838,445 149 25,133,111	15 15,544,222 162 33,870,160		15 14,850,688 161 39,421,271		15 13,937,473 141 39,410,978	
Positions Water Distribution Program Positions		9,346,569 <i>273</i> 23,892,582 <i>116</i>	14 10,838,445 149 25,133,111 253	15 15,544,222 162 33,870,160 255		15 14,850,688 161 39,421,271 283		15 13,937,473 141 39,410,978 283 5,059,213	
Positions Water Distribution Program Positions Finance Program		9,346,569 273 23,892,582 116 4,320,121	14 10,838,445 149 25,133,111 253 4,610,901	15 15,544,222 162 33,870,160 255 5,001,686		15 14,850,688 161 39,421,271 283 5,098,215 34 8,760,785		15 13,937,473 141 39,410,978 283 5,059,213 34 8,665,139	
Positions Water Distribution Program Positions Finance Program Positions		9,346,569 273 23,892,582 116 4,320,121 30 7,790,002 51	14 10,838,445 149 25,133,111 253 4,610,901 33 9,527,029 40	15 15,544,222 162 33,870,160 255 5,001,686 34 9,158,291 39		15 14,850,688 161 39,421,271 283 5,098,215 34 8,760,785 38		15 13,937,473 141 39,410,978 283 5,059,213 34 8,665,139	
Positions Water Distribution Program Positions Finance Program Positions Water Quality Program		9,346,569 273 23,892,582 116 4,320,121 30 7,790,002	14 10,838,445 149 25,133,111 253 4,610,901 33 9,527,029	15 15,544,222 162 33,870,160 255 5,001,686 34 9,158,291		15 14,850,688 161 39,421,271 283 5,098,215 34 8,760,785		15 13,937,473 141 39,410,978 283 5,059,213 34 8,665,139	
Positions Water Distribution Program Positions Finance Program Positions Water Quality Program Positions		9,346,569 273 23,892,582 116 4,320,121 30 7,790,002 51	14 10,838,445 149 25,133,111 253 4,610,901 33 9,527,029 40	15 15,544,222 162 33,870,160 255 5,001,686 34 9,158,291 39		15 14,850,688 161 39,421,271 283 5,098,215 34 8,760,785 38		15 13,937,473 141 39,410,978 283 5,059,213 34 8,665,139 29,387,946	
Positions Water Distribution Program Positions Finance Program Positions Water Quality Program Positions Water Supply Program		9,346,569 273 23,892,582 116 4,320,121 30 7,790,002 51 11,853,141	\$ 14 10,838,445 149 25,133,111 253 4,610,901 33 9,527,029 40 13,814,905	\$ 15 15,544,222 162 33,870,160 255 5,001,686 34 9,158,291 39 31,264,777	\$	15 14,850,688 161 39,421,271 283 5,098,215 34 8,760,785 38 29,387,946	\$	15 13,937,473 141 39,410,978 283 5,059,213	

Water Division AU 180 LINE ITEM DETAIL

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personne	Services					
511000	Full-Time Employees	20,565,952	19,577,408	27,498,009	29,264,445	28,263,10
512000	Part-Time Employees	649,172	1,352,142	603,230	1,048,130	1,048,13
514000	Overtime	601,249	636,321	744,699	748,350	743,35
515000	Premium Pay	169,920	145,350	217,300	218,150	217,15
517000	Benefits	8,937,481	9,326,676	10,269,750	10,248,854	9,909,31
518000	Paid Absence	4,228,988	4,237,031	0	0	0,000,01
	sonnel Services	35,152,762	35,274,928	39,332,988	41,527,929	40,181,04
	and Services	33,132,732	00,274,020	00,002,000	41,027,020	40,101,04
	I Materials and Services					
521000	Professional Services	3,651,670	5,449,664	11,108,074	13,771,410	13,241,41
522000	Utilities	1,845,156	2,246,744	2,675,600	3,186,100	3,186,10
523000	Equipment Rental	67,411	34,710	48,300	54,350	54,35
524000	Repair & Maintenance Services	416,032	691,312	1,931,800	2,453,725	2,453,72
525000	Non-Capital Improvement	410,032	091,312	0	2,400,720	2,400,72
528000	Local Match Payments	0	0	0	0	
529000	,	1,482,526	1,430,801	1,199,014	1,685,910	1,683,41
531000	Miscellaneous Services Office Supplies	1,462,526	1,430,601	0	1,005,910	1,000,41
532000	Operating Supplies	4,394,463	5,116,721	5,802,151	5,982,450	5,972,45
533000	Repair & Maintenance Supplies	4,334,403	0,110,721	0,002,131	0,302,430	0,072,40
	•	0	0	0	0	
534000	Minor Equipment & Tools	-	72,122	80,400	77,750	77,75
535000	Clothing & Uniforms	56,399	,	20,500	,	,
539000	Other Commodities External	13,686	19,024	•	30,450	25,45
541000	Education	201,237	188,826	319,583	365,025	332,27
542000	Local Travel	6,682	7,705	7,100	8,360	8,36
543000	Out-of-Town Travel	36,800	47,099	116,790	92,195	75,89
544000	Space Rental	5,938	12,379	12,600	33,100	13,10
545000	Interest	0	0	0	0	38,00
546000	Refunds	0	0	0	0	
547000	Retirement System Payments	0	0	0	0	
548000	Operating Lease	0	0	0	0	
549000	Miscellaneous	9,000,372	(2,992,039)	455,109	1,240,740	522,58
Total Ex	ternal Materials and Services	21,178,372	12,325,068	23,777,021	28,981,565	27,684,85
	Materials and Services			4 757 004	1.054.500	4.05.4.50
551000	Vehicle Services	1,569,972	1,635,705	1,757,861	1,954,563	1,954,56
552000	Printing & Distribution	715,485	815,023	841,441	954,507	951,20
553000	Facilities Services	1,624,902	1,769,866	1,640,891	1,548,836	1,490,45
554000	Communications Services	1,206,214	1,287,793	1,437,863	1,337,775	1,323,50
555000	Information Technology	1,540,893	1,679,319	1,832,812	1,892,786	1,855,85
556000	Insurance	907,007	1,130,158	1,131,804	1,122,223	1,122,22
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	0	0	0	0	
559000	Other Fund Services	3,495,304	3,870,372	3,642,824	4,233,140	6,047,96
Total Int	ternal Materials and Services	11,059,777	12,188,236	12,285,496	13,043,830	14,745,77
Total Mate	erials and Services	32,238,149	24,513,304	36,062,517	42,025,395	42,430,63
Capital Ou	utlay					
561000		451,189	480	30,000	359,500	359,50
562000		0	0	0	400,000	400,00
563000	Improvements	1,997,951	0	0	0	
564000		693,047	437,901	2,138,400	3,349,000	3,349,00
565000		0	0	0	0	
566000	Equipment Lease/Purchase	0	0	0	0	
567000	Infrastructure	210,806	4,885,406	21,357,329	15,285,279	15,285,27
568000		0	0	0	0	
569000	Depreciation	0	0	0	0	
Total Capi	ital Outlay	3,352,993	5,323,787	23,525,729	19,393,779	19,393,77
573000		3,000	11,700	1,392,500	0	
576000	Minor Equipment Transfers	500	34,938	7,600	0	
	SION EXPENSES	\$ 70,747,404	\$ 65,158,657	\$ 100,321,334	\$ 102,947,103	\$ 102,005,45

		Actual FY 2002	Actual FY 2003		evised 2003–04	i	posed 2004–05		dopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	3	3	122,238	2	84,932	3	121,890
516	Accountant III	1	1	2	110,668	2	112,460	2	112,460
7352	Accountant, Systems	0	0	. 0	70.740	1	56,334	1	56,334
7362 531	Accounting Supervisor I, Senior Accounting Supervisor II	0 4	0 4	1 0	73,716 0	1	73,435	1 0	73,435
532	Accounting Supervisor III	1	1	0	0	0	0	Ö	0
510	Accounting Technician	l i	l i	ő	ő	1	36,958	Ö	ő
7103	Administrative Assistant	Ö	0	7	346,170	5	250,970	7	355,224
819	Administrative Assistant	2	3	0	0	0	0	0	0
926	Administrative Services Manager	1	1	. 0	0	0	0	0	0
815	Administrative Specialist	0	1	0		0	0	0	0
7102	Administrative Specialist, Senio	0	0	1 3	40,600 171,149	2 3	87,738 165,955	0	0 165,955
7106 920	Administrative Supervisor I Administrative Supervisor I	4	3	0	171,1491	0	165,955	0	165,955
2532	Applications Analyst II	3	4	4	230,702	4	248,556	4	248,556
2533	Applications Analyst III	4	6	9	569,598	8	535,570	5	343,265
2534	Applications Analyst IV	0	1	1	71,788	1	72,955	1	72,955
826	Assistant Financial Analyst	1	1	0	0	0	0	0	0
1311	Automotive Equipment Operator I	13	13	11	450,285	11	457,523	11	457,523
1314	Automotive Equipment Operator II	2	2	1	43,178	1	43,869	1	43,869
7140 7112	Bureau Director, Assistant to	0	0	0	84,092	1 1	68,800 ¹ 84,105	1	68,800 84,105
7112	Business Operations Manager Business Operations Manager, Sen	ő	0		93,251	1	98,651		98,651
7110	Business Operations Supervisor	ő	١ ٥	i	72,14 4	1	73,289	1	73,289
7121	Business Systems Analyst	Ŏ	1	1	55,439	1	56,334	Ö	0
7120	Business Systems Analyst, Assist	. 0	3	6	295,914	. 12	569,793	2	100,224
7122	Business Systems Analyst, Senior	0	0	1	64,054	1	67,776	1	67,776
6034	CAD Analyst	0	0	0	0	1	57,107	1	57,107
6031	CAD Technician I	0	0	1	47,303	1	42,595	1	42,595
6032	CADD Manager	0	0	4 0	191,690	3 0	155,092 0	3	155,092
3132 7656	CADD Manager Capital Project Manager II		0	1	70,530	0	0	0	0
1420	Carpenter	6	4	3	138,714	3	140,940	3	140,940
3285	Chemist	1	1	1	53,490	0	0	Ō	0
3171	Chief Engineer	2	2	0	0	0	0	0	0
7203	Community Outreach & Information	0	0	0	0	2	101,028	2	101,028
7204	Community Outreach and Informati	0	0	1	65,039	1	67,651	1	67,651
1410	Concrete Finisher	2 15	2 15	2 13	92,476	2 13	93,960 606,125	2 13	93,960 606,125
1315 131	Construction Equipment Operator Customer Accounts Specialist I	30	46	71	596,453 2,633,550	70	2,700,640	62	2,393,243
132	Customer Accounts Specialist II	30	4	11	468,806	11	476,854	12	510,930
7116	Customer Service Supervisor	0	Ö	4	261,710	4	266,471	4	266,471
6043	Development Services Technician	0	0	1	58,981	1	66,106	1	66,106
7105	Director's Executive Assistant	0	0	0	0	1	61,304	0	0
943	Economist II	1	2	0	0	0	0	0	0
7562	Electrical Supervisor	0	0	0	0	1	59,195	1	59,195
1455 7564	Electrical Supervisor Electrical/Instrumentation Super	1 0	1 0	0 1	0 67,701	0	0	0	0
1453	Electrician	4	5	5	287,360	5	294,929	5	294,929
1454	Electrician, Lead	o	Ö	ő	0	0	0	ŏ	0
7195	Emergency Management Program Man	O	0	1	69,802	1	67,359	1	67,359
6112	Engineer	0	0	6	416,727	7	509,803	7	509,803
3164	Engineer	4	4	0	0	0	0	0	0
7653	Engineer, Chief	0	0	- 2	202,180	1	104,859	1	104,859
7655	Engineer, Chief - Water Bureau	0	. 0	0	0	1	105,051	1	105,051
7650 7651	Engineer, Senior Engineer, Supervising	0	0	8 4	591,545 317,845	12 4	895,023 336,420	12 i 4	895,023 336,420
3153	Engineering Associate	4	5	0	317,645	0	030,420	0	0
6110	Engineering Associate	Ö	Ö	4	222,678	5	265,405	4	218,825
7673	Engineering Survey Manager	0	0	1	77,615	1	78,864	1	78,864
3165	Engineering Surveying Manager	1	1	0	0	0	0	0	0
6021	Engineering Technician I	0	0	0	0	4	180,528	4	180,528
6022	Engineering Technician II	0	0	6	310,884	11	548,275	11	548,275
6023	Engineering Technician III	0	0	2	117,962	2	132,212	2	132,212
2010	Environmental Services Manager	1 6	1 6	0	0	0	0	0	0
3194 6053	Environmental Specialist Environmental Specialist	0	0	3	195,180	3	198,318	3	198,318
7127	Executive Assistant	0	0	1	58,709	0	0	0	190,310
1115	Facilities Maintenance Tech	1	0	Ö	00,700	1	ő	Ö	. 0
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		Actual FY 2002	Actual FY 2003		evised 2003-04		posed 2004–05		dopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
827	Financial Analyst	3	1	0	0	0	0	0	0
7375	Financial Analyst, Assistant	0	0	2	95,201	2	89,816	2	89,816
7377	Financial Analyst, Senior	0	0	2	140,526	2	142,774	2	142,774 94,920
1524	General Mechanic	2 0	0	2 5	93,398 203,022	2	94,920 208,738	- 6	208,738
6061 6062	GIS Technician I GIS Technician II	0	0	2	99,707	2	106,962	2	106,962
6063	GIS Technician III	Ö	Ö	2	106,980	2	117,033	2	117,033
7590	Ground Water Program Manager	0	0	1	70,006	1	74,061	1	74,061
4114	Horticulturist	1	1	1	43,911	2	89,242	2	89,242
1445	Industrial Painter	5	5	3	138,714	3	140,940	3	140,940
1446	Industrial Painter, Lead	1	1	1	48,564 44,288	1	49,339 56,292	1 1	49,339 56,292
2541	Information Systems Analyst I	0	0	0	44,266	0	0	Ó	00,202
2542 2543	Information Systems Analyst II Information Systems Analyst III		4	4	250,301	4	274,612	4	274,612
2543	Information Systems Analyst IV	1	3	1	66,484	1	72,955	1	72,955
7506	Information Systems Analyst IV	0	0	1	73,716	1	74,897	1	74,897
7509	Information Systems Manager	0	0	1	87,325	1	90,410	1	90,410
2550	Information Systems Manager	1	1	0	0	0	0	0	0
2546	Information Systems Supervisor	3	2	0	0	0	04 105	0	0
7508	Information Systems Supervisor	0	0	1	82,177	1 0	84,105 0	1 0	84,105 0
2523	Information Systems Tech II	1 1	1 1	0	0	0	0	0	0
2138	Inspection Supervisor I Instrument Technician	3	4	5	287,360	6	350,406	6	350,406
3260 7560	Instrumentation Supervisor	0	ا م	1	63,341	1	64,352	1	64,352
3280	Laboratory Analyst	4	4	4	178,076	4 .	180,904	4	180,904
3287	Laboratory Analyst, Senior	0	0	0	0	1	50,491	1	50,491
2034	Laboratory Manager	1	1	0	0	0	0	0	0
7624	Laboratory Manager	0	0	1	82,771	1	84,105	1	84,105
7132	Management Analyst, Senior	0	0	1	69,629 77,804	1 1	71,138 78,864	1	71,138 78,864
7666	Mapping & GIS Supervisor	0	0	ļ.,	55,823	1	48,128	1	48,128
7665 7596	Maps & Records Supervisor Mechanical Systems SupervisorñWa	0	0		73,671	i i	68,800	1	68,800
3284	Microbiologist	1	Ö	0	0	Ö	0	0	0
100	Office Support Specialist I	3	5	2	65,898	2	66,942	5	180,570
102	Office Support Specialist II	11	8	7	252,408	7	252,931	. 7	252,931
104	Office Support Specialist III	3	3	4	162,056	5	207,717	5	207,717
106	Office Support Specialist, Lead	1	0	0	0	0	0 46,061	0	0 46,061
1768	Operating Engineer I	0 4	0 4	3	151,353	3	153,780	3	153,780
1770 1771	Operating Engineer II Operating Engineer III	13	13	13	688,558	13	702,972	13	702,972
1215	Park Technician	2	2	3	119,976	2	81,118	2	81,118
7387	Principal Economist	0	0	1	74,219	1	78,509	1	78,509
7652	Principal Engineer	0	0	6	542,494	6	566,375	6	566,375
3169	Principal Engineer	5	5	0	0	0	0	0 4	0 313,959
7378	Principal Financial Analyst	0	0	4	304,892	4 0	313,959 0	0	313,959
832	Principal Financial Analyst	2	2	0	77,804	1	79,052	1 1	79,052
2545 7133	Principal Info Systems Analyst Principal Management Analyst	0	0	Ö	0	i	73,623	i i	73,623
7154	Program Coordinator	Ö	1	2	119,025	1	67,651	1	67,651
966	Program Coordinator	1	1	0	0	0	0	0	0
7156	Program Manager	0	0	1	70,006	1	71,121	1	71,121
968	Program Manager I	2	3	0	0	0	0	0	0
970	Program Manager II	5	6	0	0	0	0	0	0
972	Program Manager IV	2 0	2 0	0 4	272,353	3	229,367	2	150,712
7158 7153	Program Manager, Senior Program Specialist	0	0	1	25,000	ő	0	0	0
964	Program Specialist	6	5	Ö	0	ő	0	0	0
7152	Program Specialist, Assistant	0	0	6	284,220	0	0	0	0
7208	Public Information Manager	0	0	1	73,128	0	0	0	0
7662	Public Works Inspection Supervis	0	0	0	0	1	62,202	1	62,202
3150	Public Works Inspector	3	4	5	268,915	3	163,929	3	163,929
3151	Public Works Inspector, Senior	2	2	3	175,728 0	3 0	176,833 0	3	176,833 0
3149	Public Works Inspector, Trainee	0 7	6	0	0	0	0	0	0
1952 1950	Public Works Manager Public Works Supervisor	14	9	0	0	ő	0	ő	Ö
7552	Public Works Supervisor I	0	0	ő	Ö	2	109,752	2	109,752
7553	Public Works Supervisor II	Ö	0	9	568,248	9	552,836	9	552,836
7584	Regional Water Providers Consort	0	0	1	58,049	1 1	61,403	1	61,403

		Actual FY 2002	Actual FY 2003		evised 200304		pposed 2004–05	Adopted FY 2004–05		
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount	
7125	Remittance Technician	0	0	2	94,571	0	0	0	0	
6180	Remittance Technician	0	0	0	0	2 0	96,089	2	96,089 0	
3217 7185	Right-of-Way Agent Risk Specialist	1 0	0	0	0	1	53,641	1	53,641	
7192	Safety & Risk Officer I	0	0	1	68,613	1	69,734	i i	69,734	
7582	Security Supervisor	ŏ	Ö	i	49,486	1	51,657	1	51,657	
816	Senior Administrative Specialist	6	6	0	0	0	0	0	0	
6134	Senior City Planner	0	0	1	58,107	1	59,268	. 1	59,268	
3166	Senior Engineer	8	9	0	0	0	0	0	0	
3163	Senior Engineering Associate	17	18	0	0	0	0	0	0	
6111	Senior Engineering Associate	0 4	0 3	18 0	1,140,139 0	17 0	1,089,044	17 0	1,089,044	
2012 828	Senior Environmental Svcs Mgr Senior Financial Analyst	2	2	0	ő	0	0	0	0	
952	Senior Management Analyst	1	1	0	0	- 0	0	0	0	
537	Senior Management Auditor	i	l il	Ő	ő	ő	Ö	Ö	0	
3231	Senior Planner	1	1	0	0	0	0	0	0	
414	Senior Stores System Manager	1	1	0	0	0	0	0	0	
1212	Senior Water Utility Worker	0	0	1	40,935	1	41,593	1	41,593	
1213	Senior Water Utility Worker	1	1	0	0	0	0	0	0	
310	Service Dispatcher	2	2	2	78,348	2	79,594	2	79,594	
406	Storekeeper/Acquisition Spec II	3	2 1	2 1	87,278 50,094	2 1	88,698 50,905	2	88,698 50,905	
408 7161	Storekeeper/Acquisition Spec III Stores System Supervisor II			- 1	63,341	i	64,352	1	64,352	
3167	Supervising Engineer	4	4	0	03,341	0	04,002	Ö	04,002	
3121	Surveying Aide II	1	1 1	0	ő	Ö	Ö	ő	0	
3124	Surveying Supervisor	i i	1 1	Ō	ől	Õ	Ö	0	0	
7671	Surveying Supervisor/Water Right	0	0	1	73,716	1	74,897	1	74,897	
3122	Surveyor I	. 2	2	2	98,596	2	100,182	2	100,182	
3123	Surveyor II	2	2	2	105,554	2	106,766	2	106,766	
3107	Technician I	2	3	. 0	0	0	0	0	0	
3108	Technician II	16	16	0	0	0	0	0	0	
3109 1054	Technician III	4 4	4 3	0	0	0 0	0	0	0	
650	Trades Supervisor Training & Development Analyst	1 7	1	0	ől	0	0	ő	0	
7271	Training and Development Officer	Ö	Ö	1	61,224	2	103,951	2	103,951	
1210	Utility Worker I	18	13	6	217,440	6	220,992	6	220,992	
1211	Utility Worker II	61	63	42	1,631,343	40	1,583,520	40	1,583,520	
1209	Utility Worker II, Apprentice	8	6	10	389,566	23	682,895	23	682,895	
1532	Vehicle & Equipment Mechanic	1	1	0	0	0	0	0	0	
1744	Water Bureau Director	1	1 1	0	0	0	0	0	000.717	
7236 7238	Water Conservation Program Coord Water Conservation Program Manag	0	0	0	254,397 0	4 0	266,616 0	4	238,717 74,479	
7598	Water Group Manager	0	0	3	290,406	3	304,506	3	304,506	
7595	Water Maintenance Supervisor, Se	Ö	0 0	3	211,382	5	360,376	5	360,376	
1700	Water Meter Reader I	13	13	12	442,932	13	489,588	13	489,588	
1701	Water Meter Reader II	1	1	2	83,504	2	84,386	2	84,386	
1718	Water Meter Technician I	3	3	2	84,762	3	129,165	3	129,165	
1719	Water Meter Technician II	4	4	4	194,256	5	246,695	5	246,695	
1730	Water Operations Mechanic	17	16	15	693,570	11	516,780	11	516,780	
1731	Water Operations Mechanic, Lead	33	29	24 0	1,165,536	20 1	986,780 81,542	20	986,780 81,542	
7597 1725	Water Ops & Support Manager Water Ops Mechanic Apprentice	7	6	0	0	2	84,564	2	84,564	
7594	Water Quality Inspection Supervi	Ó	0	1	70,006	0	04,004	0	0-,50-	
1713	Water Quality Inspector II	5	5	5	264,830	5	269,145	5	269,145	
1714	Water Quality Inspector III	1	1 1	1	55,607	1	56,501	1	56,501	
7586	Water Resources & Urban Affairs	0	0	1	70,006	1	71,138	1	71,138	
7588	Water Resources Planning Manager	0	0	1	95,640	1	97,176	1	97,176	
7600	Water Resources Program Manager	0	0	3	211,464	3	221,433	3	221,433	
1709	Water Security Specialist	0	0	10	389,650	10	386,865	10	386,865	
1705	Water Service Inspector	9	9	8	332,350	7	296,996	7	296,996	
1706	Water Service Inspector II	0	0 0	0	55,439	1	45,832 58,073	1	45,832 58,073	
7592 1752	Water Treatment Operator II	0 9	9	9	476,694	1 9	491,769	9	491,769	
7060	Water Treatment Operator II Water Utility Director	0	0	1	112,183	1	118,668	1	118,668	
1761	Watershed Pipeline Specialist	0	0	ò	0	i	41,593	1	41,593	
1760	Watershed Specialist	7	6	5	194,825	4	158,353	4	158,353	
1762	Watershed Specialist, Senior	1	1	1	43,178	1	41,593	1	41,593	
1510	Welder	2	0	0	0	0	0	0	0	

		Actual FY 2002	Actual FY 2003		evised 2003–04		posed 2004-05		opted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
TOTAL	FULL-TIME POSITIONS	528	535	543 \$	27,498,009	571 \$	29,264,445	551 \$	28,263,101
515	Accountant II	1 1	1	1	43,856	1	45,172	1	45,172
510	Accounting Technician	1	1	1	17,941	1	18,479	1	18,479
2532	Applications Analyst II	0	0	1	30,164	1	31,069	1	31,069
131	Customer Accounts Specialist I	0	0	2	51,196	2	52,732	2	52,732
6112	Engineer	0	0	1	35,354	1	36,415	1	36,415
6021	Engineering Technician I	0	0	1	19,794	0	0	1	19,794
7607	Environmental Program Specialist	1	1	1	45,534	1	46,900	1	46,900
100	Office Support Specialist I	0	1	1	14,279	1	14,707	1	14,707
102	Office Support Specialist II	0	0]	3	50,124	3	51,008	3	51,008
7152	Program Specialist, Assistant	1	1	2	58,473	2	60,227	2	60,227
TOTAL	PART-TIME POSITIONS	4	5	14 \$	366,715	13 \$	356,709	14 \$	376,503

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BUDGET DECISIONS

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	100,610,103	0	100,610,103	557.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	its				
-	57,324	0	57,324	1.0	GIS Support Add Package
	53,825	0	53,825	0.0	Hydrant Testing
	75,000	0	75,000	0.0	Green Incentive Fund
Mayor's Propos	ed Budget Decisio	ns	Ì		
	1,284,165	0	1,284,165	12.0	CIP Support Add Package
	676,162	0	676,162	14.0	Apprentices Program Add Package
	479,946	0	479,946	1.0	Groundwater Operation Add Package
	(62,400)	0	(62,400)	0.0	Decrease Prof Svcs
	(41,300)	0	(41,300)	0.0	Decrease Misc Svcs
	(122,486)	0	(122,486)	0.0	I/A Reductions (PERS & COLA)
	(63,236)	0	(63,236)	0.0	I/A Service Level Reductions
Approved Budg	et Additions and R	eductions			
	0	0	0	0.0	None
Adopted Budge	t Additions and Re	ductions			
	38,000	0	38,000	0.0	Interest Earned on Washco Fund
	(979,646)	0	(979,646)	(20.0)	Transfer Cayenta Project to OMF
	1,395,354	0	1,395,354	8.0	Total Decision Packages
-			\$ 102,005,457	565.0	Total Adopted Budget
FY 2004-05 Dec	ision Packages No	t Funded			
	0	0	0	0.0	None
	-	,	\$ 0	0.0	Total Decision Packages Not Funded

Hydroelectric Power Division

OVERVIEW

Organizational Description

Generated power is sold to PGE under a long term power sales contract. The Hydroelectric Power Division manages the ongoing operation of the City's Portland Hydroelectric Project (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 2004-05 Budget

The FY 2004-05 Adopted Budget for the Hydroelectric Power Division is \$544,822. 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

In FY 2003-04 Hydropower had three budget adjustments approved for a total increase of \$222,000. Those adjustments authorized the funding for specific repairs and replacements of equipment at the Portland Hydroelectric Project. The FY 2004-05 budget does not identify any other major repair projects that would require additional funding authorization at this time.

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 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.

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	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04		Proposed FY 2004–05		Adopted FY 2004-05
EXPENDITURES							
Operating Budget							
Personal Services	198,941	203,867	256,958		253,131		253,131
External Materials and Services	53,822	242,664	326,126		119,200		119,200
Internal Materials and Services	142,268	151,202	186,183		172,491		172,491
Minor Capital Outlay	0	0	0		0		0
Equipment Cash Transfers	0	0	0		0		0
Total Operating Budget	395,031	597,733	769,267		544,822		544,822
Capital Improvements	0	0	0		0		0
TOTAL BUREAU EXPENDITURES	\$ 395,031	\$ 597,733	\$ 769,267	\$	544,822	\$	544,822
Allocated Overhead	99,996	49,824	57,400		53,933		53,356
Total Cost with Allocated Overhead	495,027	 647,557	826,667		598,755		598,178
RESOURCES							
Hydropower Operating Fund	395,031	597,733	769,267		544,822		544,822
Note: Discretionary General Fund rev Non-Discretionary revenues are restr						ıe.	
PROGRAMS							
Hydroelectric Power Administration	395,031	597,733	769,267		544,822		544,822
Positions	3	3	3		3		3
TOTAL PROGRAMS	\$ 395,031	\$ 597,733	\$ 769,267	\$	544,822	\$	544,822
Positions	3	3	3		3		3

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	132,099	131,960	190,925	194,018	194,018
517000	Benefits	48,485	50,017	66,033	59,113	59,113
	Paid Absence	18,357	21,890	0	0	. (
Total Perso	onnel Services	198,941	203,867	256,958	253,131	253,131
	and Services	100,011		200,000		
521000	Materials and Services Professional Services	17,383	17,375	35,000	50,000	50,000
522000	Utilities	0	0	00,000	0	30,000
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	2,000	2,000
528000	Local Match Payments	. 0	0	0	0	. (
529000	Miscellaneous Services	323	63	3,000	2,000	2,000
531000	Office Supplies	96	37	2,000	2,000	2,000
532000	Operating Supplies	482	58	2,000	2,000	2,000
533000	Repair & Maintenance Supplies	0	0	2,000	0	2,000
534000	Minor Equipment & Tools	. 0	0	3,000	3,000	3,000
535000	Clothing & Uniforms	0	0	0,000	0,000	0,000
539000	Other Commodities External	0	0	0	0	. (
541000	Education	1,300	12	1,200	1,200	1,200
542000	Local Travel	0	0	0	0	1,200
543000	Out-of-Town Travel	892	0	1,600	2,000	2.000
544000	Space Rental	0	0	0	2,000	2,000
545000	Interest	0	0	0	0	(
	Refunds	0	0	0	0	,
546000		0	0	0	0	,
547000	Retirement System Payments	0	0	0	0	(
548000	Operating Lease Miscellaneous	•	-	•	•	55,000
549000	ternal Materials and Services	33,346 53,822	225,119	276,326 326,126	55,000 119,200	119,200
		53,622	242,004	320,120	119,200	119,200
	Materials and Services	0.044	0.057	4.005	0.404	0.40
	Vehicle Services	3,211	3,057	4,085	3,101	3,101
552000	Printing & Distribution	2,233	2,729	3,421	2,865	2,865
553000	Facilities Services	0	0	0	0	5 10
554000	Communications Services	5,737	5,704	6,263	5,461	5,46
555000	Information Technology	2,772	2,695	2,520	2,696	2,696
556000	Insurance	32,373	60,429	61,672	57,061	57,061
557000	Master Lease	0	0	0	0	(
558000	Same Fund Services	0	0	0	0	(
559000	Other Fund Services	95,942	76,588	108,222	101,307	101,307
Total Int	ernal Materials and Services	142,268	151,202	186,183	172,491	172,491
Total Mate	erials and Services	196,090	393,866	512,309	291,691	291,691
Capital Ou	ıtlay					
561000	Land	0	0	0	0	(
562000	Buildings	0	0	0	0	(
563000	Improvements	0	0	0	0	(
564000	Capital Equipment	0	0	0	0	(
	Facilities Lease/Purchase	0	0	0	0	(
566000		0	0	0	0	
567000	• •	0	0	0	0	
	Other Capital Expenditure	0	0	0	0	
569000		0	0	0	0	
Total Capi	•	0	0	0	0	
	Equipment Cash Transfers		0	0	0	
	Minor Equipment Transfers	0	0	0	0	
	SION EXPENSES	\$ 395,031	\$ 597,733	\$ 769,267	\$ 544,822	\$ 544,822

	: Title	Actual FY 2002	Actual FY 2003 No.	Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05	
Class		No.		No.	Amount	No.	Amount	No.	Amount
2534	Applications Analyst IV	1	1	1	71,788	1	72,955	1	72,955
7651	Engineer, Supervising	0	0	1	82,771	0	0	0	0
7601	Hydro Power Project Manager	0	0	0	0	1	84,105	1	84,105
102	Office Support Specialist II	1	1	1	36,366	1	36,958	1	36,958
3167	Supervising Engineer	1	1	0	0	0	0	0	0
TOTAL	FULL-TIME POSITIONS	3	3	3	\$ 190,925	3	\$ 194,018	3 \$	194,018
TOTAL	PART-TIME POSITIONS	0	0	0	\$ 0	0	\$ 0	0 \$	3 0

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

		AMOUNT					
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION		
FY 2004-05	544,949	0	544,949	3.0	FY 2004-05 Current Appropriation Level Estimate		
CAL Adjustment	ts						
,	0	. 0	0	0.0	None		
Mayor's Propose	ed Budget Decision	ns			·		
	(127)	. 0	(127)	0.0	Net Interagency Adjustments		
Approved Budge	et Additions and R	eductions					
	0	0	0	0.0	None		
Adopted Budge	t Additions and Re	ductions					
	0	0	0	0.0	None		
	(127)	0	(127)	0.0	Total Decision Packages		
			\$ 544,822	3.0	Total Adopted Budget		
EV 2004 05 Dooi	sion Bookages Not	Eundod	l	1	1		
F 1 2004-05 Deci	sion Packages Not	runaea 0	0	0.0	None		
			\$ 0	0.0	Total Decision Packages Not Funded		

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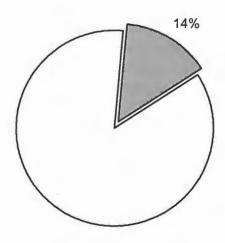


Community Development

Bureau of Housing and Community Development
Bureau of Development Services
Cable Communications and Franchise Management

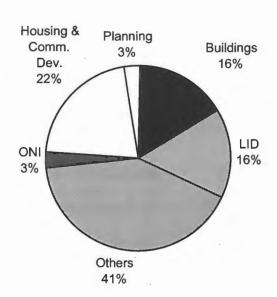
Office of Sustainable Development
Office of Neighborhood Involvement
Bureau of Planning

Percent of City Budget Community Development = \$248.4 Million



City Budget = \$1.73 Billion

Bureau Pie Chart



Service Area Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	67,480,079	58,019,250	-9,460,829	-14.0%
Capital	0	0.	0	0.0%
Allocated Overhead Costs	2,615,963	2,548,437	-67,526	-2.6%
Total Cost with Allocated Overhead	\$ 70,096,042	\$ 60,567,687	\$ -9,528,355	-13.6%
Authorized Positions	455	452	-3	-0.7%

Note: Authorized positions shown in FY 2004-05 include limited term and part-time positions, but prior year data do not for all bureaus.

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

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 include the Community Development Block Grant, HOME, Housing for People with AIDS (HOPWA), and the Emergency Shelter grant.

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). An ongoing amount of \$492,716 is budgeted in FY 2004-05; these funds will be used to support homeless programs. HIF's FY 2004-05 Adopted Budget also includes \$800,000 in one-time funds for a new low-income housing initiative, and the first of two \$500,000 one-time installments for the Transitions to Housing program.

Bureau of Development Services

The budget for the Bureau of Development Services in FY 2004-05 is \$29,066,018. This represents a 2.4% increase over the FY 2003-04 Revised Budget.

The budget includes a reduction package of 2.5% or \$29,850 in the General Fund transfer for the Land Use Services program. The package reduces the Land Use Services appropriation for printing/distribution and overtime. No programmatic impact is projected.

The budget also includes an additional four positions. These positions are created in response to projected increases in the workload.

Cable Communications and Franchise Management

The Office of Cable Communications and Franchise Management administers utility and telecommunications franchises, protects the public's interest in cable communications, and regulates private use of the public right-of-way. The Adopted Budget reduces the bureau's General Fund discretionary by 1.8% or \$25,543. The bureau's Utility Franchises program was held harmless to prevent any loss of General Fund revenues.

In FY 2004-05, the bureau will oversee the audit of two major utilities and will continue its aggressive compliance program. The compliance program performs lower-level audits or financial reviews, and a variety of other compliance activities. The program has identified over \$4 million in outstanding franchise fees that it is pursuing through compliance and litigation.

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 2004-05 Adopted Budget funds the newly reorganized programs of Technical and Financial Services; Solid Waste and Recycling; Policy, Research, and Evaluation; and Training, Outreach, and Education.

Funding is relatively steady, mostly coming from residential and commercial solid waste fees, grants, and charges to other bureaus. General Fund discretionary support, about \$392,000, represents less than 7% of the total Adopted Budget of \$5.9 million. More than \$2.2 million of the budget is from grants, contracts, and agreements as OSD continues to leverage City funding with non-City sources.

In FY 2004-05, OSD will seek to enhance two of Portland's nationally recognized programs: recycling and green building. To reach a City goal to recycle 60% of waste, OSD will implement a planned food waste-recycling program and will continue efforts to increase recycling of construction and demolition materials.

The Adopted Budget will also significantly increase funding for the bureau's Green Investment Fund by allocating \$350,000 on an ongoing basis. The fund provides grants and financial incentives to residents and businesses that utilize green building techniques in new construction and renovation projects. Funding will come from the bureaus of Environmental Services and Water, contributing \$225,000 and \$75,000 respectively. Remaining funds will come from OSD's Solid Waste and Recycling division.

Office of Neighborhood Involvement

The Office of Neighborhood Involvement is completing its first year managing the Neighborhood Inspections and Noise Control programs. The most significant change for the FY 2004-05 Adopted Budget is a reduction in General Fund support for Neighborhood Inspections of \$356,698; more General Fund support than was necessary was transferred to ONI at the time it received the program. Program revenue and remaining General Fund support are sufficient for the program's operation in FY 2004-05, and ONI will complete a five-year financial forecast to ensure Neighborhood Inspections has adequate resources in future years.

For FY 2004-05, ONI is realigning its programs slightly. Programmatic impacts include the elimination of two vacant positions related to the Downspout Disconnection program, which is nearing completion, and the change of the Disability Project Coordinator position from full-time to half-time in conjunction with the end of Multnomah County's funding for half of the position.

Bureau of Planning

The Bureau of Planning helps set goals and creates 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 the city's heritage and environment.

The Adopted Budget continues existing programs and functions, realigns expenditures to cover three positions, includes two one-time add packages to fund five existing positions, and transfers the ESA program to the Bureau of Environmental Services. The transfer will produce \$200,000 of ongoing General Fund savings. The bureau also cut one vacant position and reduced Materials and Services to meet the 2.5% reduction target.



Bureau of Development Services

Community Development Service Area

Randy Leonard, Commissioner-in-Charge Ray Kerridge, Director

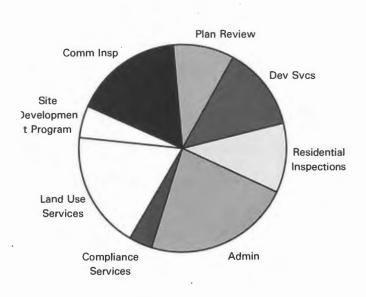
Percent of City Budget

BDS = \$29.1 Million

2.1%

City Budget = \$1.4 Billion

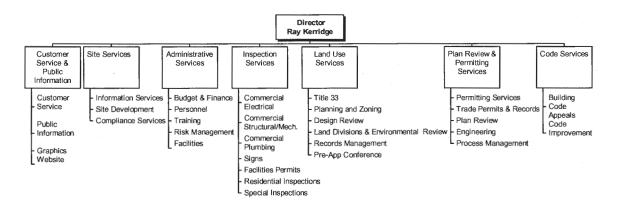
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	,	Change from Prior Year	Percent Change
Operating	28,374,475	29,066,018		691,543	2.4%
Capital	0	0		0	0.0%
Allocated Overhead Costs	920,424	1,063,872		143,448	15.6%
Total Cost with Allocated Overhead	\$ 29,294,899	\$ 30,129,890	\$	834,991	2.9%
Authorized Positions	270	280		10	3.7%

Bureau of Development Services



Bureau Summary

BUREAU MISSION

The Bureau of Development Services' Labor Management Committee has revised and formally adopted the bureau's mission and values statement, as follows:

The Bureau of Development Services promotes safety, livability, and economic vitality through efficient and collaborative application of building and development codes.

VISION AND VALUES

To meet the needs of the community, the bureau pursues the following goals:

- Collaborative workplace that promotes mutual respect through trust, fairness, and open communication
- Continual professional growth of the workforce and organization through education, technology, and diversity
- Cooperative and responsive internal and external customer service
- Efficient processing of all bureau functions
- Compliance with applicable codes and regulations
- Protection of life, property, and natural resources
- Promotion of community vitality

Our values include:

- Dedication to public service
- Pride in our work
- Care for the long-term viability of our community
- Recognition of worth, quality, and importance of each employee and member of the community
- Support of continual learning, education, and innovation

BUREAU OVERVIEW

General Description

The Bureau of Development Services (BDS) 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.

To be the best development services agency in the country, the Bureau of Development Services has embarked on an exciting era of change and bold new initiatives. An updated mission statement, an ongoing cultural change process focused on collaboration and problem solving with customers, and a myriad of non-traditional programs and pilot projects targeted at specific customer needs all testify to BDS' commitment to continued excellence.

Community Development Service Area

Customer Service Approach

In FY 2003-04, the bureau focused efforts on improving its customer service. BDS' business is providing service to all of 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 place else to receive these services, it is essential that the bureau provides outstanding customer service. Central to this approach is treating customers with respect, dignity and understanding. The goal is to have BDS staff help solve customers' particular project-related problems in constructive and creative ways, help customers understand what the rules and regulations are and how they apply to their project/proposal, and work with customers 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

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 State's local option program. State statutes govern the codes for building, mechanical, plumbing, electrical, 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.

City enforces a variety of State and local statutes.

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).

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 Services Division is responsible for implementing the City's land use policies, plans and codes through the review of proposed development.

The Site Services 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

BDS has the traditional "building department" functions of inspections, permit issuance, and review of architectural and engineering plans. These programs are funded solely through permit fees and charges. State statutes regulate these programs and, in most circumstances, prohibit revenue from these programs being used for other local programs. Fees support the site development, code compliance, and environmental soils programs. Land Use Services is also housed in BDS; land use review fees and General Fund support this program. Building permit fees finance some land use review functions in the Development Services Center.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Major Initiatives

As reflected in the bureau's organizational development plan goals, the bureau needs to be able to tailor programs to meet changing customer needs. The bureau is continually reviewing its customers' needs to ensure that they are being met. The bureau plays a key role in the City's development review process and, as such, has the responsibility for focusing on service and system improvements. Under development is a series of fast track programs for experienced customers along with the maintenance of conventional programs for one-time applicants. The bureau is actively partnering with other bureaus and other agencies, such as the Portland Development Commission, to ensure quality service.

Customer Service Improvements

In FY 2002-03, BDS began a major initiative to shift the paradigm of both BDS staff and the staff of the interagency partners who participate in development review 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 has completed its major customer service training program. All BDS staff and interagency partners have been trained in customer service techniques including communication styles, collaborative problem solving, and understanding customers' real-world constraints and frustrations. Supervisors and managers received additional training in supporting line staff in customer service.

Further customer service improvement efforts include continued training updates, measurement of customer satisfaction, and ongoing communications with customers to determine their service needs.

The initial effects of this effort can be seen in a comparison of selected results from customer satisfaction surveys taken for the bureau in 2002 and 2003 by the Gilmore Research Group. In years 2002 and 2003, the percentage of bureau customers who were satisfied with the staff's knowledge were 82.1% and 89.2%, respectively. Also, in years 2002 and 2003, the percentage of bureau customers who were satisfied with staff's helpfulness in solving problems were 77.1% and 86.0%, respectively. Lastly, the percentage of bureau customers who were satisfied with staff's fairness were 81.0% and 87.6%, respectively. The survey shows noteworthy improvement is BDS's customer service.

Community Development Service Area

BDS focuses on customer service

During FY 2003-04, BDS began the process of transforming itself from an agency focused primarily on code regulations, into an agency focused on working with customers to achieve development goals, within the guidelines of applicable codes. First, the bureau provided extensive customer service training for all BDS and inter-bureau partner staff, with additional training for managers and supervisors in facilitating organizational change. The trainings were based on input gleaned from bureau customers regarding their needs and their experiences with BDS. From these trainings and work with consultants, the bureau developed customer service goals and guidelines for all staff, and regular refresher trainings have been planned.

Program Innovations

The bureau is now moving forward to implement programs to address specific customer needs. New initiatives focus on streamlining permit review processes, giving better and more timely information to customers, improving coordination between divisions and bureaus involved in development review, and providing flexible inspection services. The bureau will continue to survey customers regularly regarding their development needs, and is committed to tailoring programs and services to meet those needs within the parameters of applicable codes.

Field Issuance Remodel

The Field Issuance Remodel program (FIR) focuses on residential remodels and additions. The goal of the program is to issue permits in the field, saving significant time and money for contractors. Registered contractors who participate in the program have direct access to a field inspector who handles all of their remodeling projects. Staff members have the authority and technology to perform plan reviews and issue permits in the field. Contractors enrolled in this program no longer need to bring their projects to the Development Services Center for plan submittal.

Internet Permitting

In FY 1999-00, BDS implemented the TRACS computer program to record and track development services provided by City Bureaus. With a major version upgrade accomplished in FY 2002-03, BDS will be making further improvements to data available on the Internet. The bureau will add an internal billing system for the Facilities Permit Program and field test a number of new enhancements, including mobile computing for inspectors doing plan review and inspection in the field. Also, the bureau will begin offering customers the option of purchasing simple trade permits (electrical, mechanical, plumbing) over the Internet, saving customers time and money. This service will include the ability to use credit cards to purchase permits over the internet.

Labor Management Committee

The bureau's Labor Management Committee was created in 2003 to facilitate a partnership between labor and BDS management. Their first task was to write the bureau's mission, values and goals. They will develop bureau-wide performance measures and an informal process for dealing with grievances. In FY 2004-05, they will address issues of interest to both labor and management with an eye to continuing the cooperative and supportive relationship that they have begun in order to facilitate joint problem-solving.

Major Projects Group

BDS has implemented the second phase of the Major Projects Group (MPG) program. MPG is an inter-bureau program tailored to speed up City review and approval processes for large construction projects. The MPG process utilizes inter-bureau 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 design elements as they are being prepared by the designers and making the certificate of occupancy the City's primary approval document, rather than building permits.

Several buildings being constructed in the South Waterfront Project are in this program. Through MPG, the bureau will be able conduct plan review and inspection processes to meet the customer's timelines in the South Waterfront project.

New Single-Family Residence Fast Track

The New Single-Family Residence (NSFR) Fast Track program assures frequent applicants approval of their plan within 10 days. The program was created for highly experienced builders who submit all but the most complex plans. To be approved for the program, Fast Track applicants must demonstrate their ability to understand and implement building codes and other City requirements with limited guidance from review staff. Documents submitted must also be complete and of acceptable quality.

To participate in the program, approved applicants submit plans with the standard plan payment fee. Applications that are incomplete or of insufficient quality that cannot be reviewed quickly are re-routed through the traditional process.

The City uses a review team that includes a structural reviewer, planning and zoning reviewer, site reviewer/inspector, and other development bureau staff. The builder is responsible for making sure that all applicable codes and regulations are met in the field regardless of what the plans show.

Residential Certificate of Occupancy

Modeled after the existing Commercial Certificate of Occupancy, the Residential Certificate of Occupancy program will ensure that all City requirements for construction and related environmental safeguards have been met prior to certificate issuance. It will also give some flexibility to builders to meet environmental requirements when seasonal conditions prevent immediate compliance. Compliance with State building codes, land use conditions, trees and landscaping, erosion control requirements and stormwater treatment and disposal will be met prior to the issuance of the final certificate of occupancy, thereby assuring buyers that all City regulations have been met.

Small Business Focus

In support of the City's Small Business Advisory Council's objectives to integrate City services to support small businesses and economic growth, BDS is taking steps to provide services tailored to small business needs:

- Conducting research and analysis to identify the bureau's small business customers, and developing an action plan for addressing their needs;
- Designating a process manager for selected permits that support the expansion or creation of small businesses;
- Participating in City and community meetings affecting small businesses;
- Providing information and outreach to small businesses and business organizations regarding bureau services, and keeping bureau staff apprised of small business customers' changing needs.

Launching the Small Business Permit and Inspection pilot program connects small business owners with an inter-bureau team of City plans examiners. The team helps take the mystery out of developing or expanding local businesses, identifies potential problems within development plans, and guides business owners and their design staff through the City's development processes. The program includes participants from the Portland Development Commission, the banking and real estate industries, and the Portland Business Alliance.

Tree and Landscaping Certification Program

The responsibility for field enforcement of code related to the Endangered Species Act has grown tremendously in the past few years. Primary areas include environmental zone regulations affecting development, erosion control measures required on all construction in the City, stormwater treatment and disposal, and tree and landscaping requirements.

The Tree and Landscaping Certification program is designed to gain better compliance with various tree and landscaping requirements. Using this program, a developer can "self-certify" landscaping installations for sites involving five or fewer trees, or 5,000 or less square feet of landscaped area. The landscape designer or installer is able to certify that landscaping conforms to approved plans rather than wait for the bureau's approval and inspection process. If the area involves more than five trees or more than 5,000 square feet of landscaped area, a registered landscape architect or registered landscape contractor must certify the landscaping requirements. A companion program will help to consolidate related codes for easier understanding on the part of customers and clearer code administration.

Land Use Services (LUS) Program Initiatives

Concept to Construction Program

The bureau is beginning a new way to review land use applications. Currently, customers may see a variety of different land use planners as they proceed through each step of the land use review process. Under this new program, customers keep the same planner from the pre-application appointment through permit issuance. As a result, the customer can have predictability and continuity through the land use review phase of the application review.

Special Project Groups

LUS is currently forming special project groups to work toward improvement in customer service, overall efficiency, and the professional development and morale of staff. Groups include: Big Picture (division structure and work flow issues), Brochures and Web Site, Public Training (training in land use regulations for customers), Public Relations, and Technology.

Each of these groups are assembled for one year and will be making regular progress reports back to the division manager and supervisors.

Cross-Training Programs

LUS is implementing cross-training programs for staff, both within the division and externally with the Bureau of Planning (BOP). The internal cross-training seeks to broaden code knowledge amongst staff who typically specialize in discrete areas of Title 33; the training with BOP seeks to increase communication and understanding between those who write code and those who enforce it.

Regulatory Improvement Workplan

The City's Regulatory Improvement work plan 2003-2004 adopted by Council (Resolution #36162) in August of 2003, assigned the Bureau of Development Services the ongoing responsibility for coordinating the implementation of the process improvement portion of the work plan. In addition, the work plan directed that BDS, in coordination with the Bureau of Planning, continue to conduct public outreach for development of subsequent work plans that also address code improvements.

In FY 2003-04, the bureau revised its mission statement and goals with the intent to clarify and focus them on regulatory, process, and service improvement. In the coming fiscal year, the bureau will review and expand performance measures to tie directly to the goals.

The bureau currently is working on the following initiatives under the work plan:

- Implementing a Code Maintenance package with over 90 items
- Developing a consolidated Tree and Landscape Code (proposed for Council Adoption Fall, 2004)
- Holding a design competition to create a catalogue of house designs for narrow lots
- Producing Building Code Guides to eliminate the need for appeals for commonly approved alternative building methods
- Developing a process, for Council adoption, that resolves development review delays that involves a panel of directors from the development review bureaus
- Developing and implementing a multi-track program for the application and issuance of 1 & 2 family residential permits
- Creating a Small Business liaison in the Process Management Group
- Creating Field Issuance Remodel, a fast track permit issuance and inspection program for qualified remodeling contractors
- Expanding the Facilities Permit Program to accommodate building owners who have been on the program waiting list

Previously implemented regulatory improvements include:

- Implemented a Money Back Guarantee program for some BDS permits
- Published the Small Business Development Guide
- Developed a method to apply for building code appeals on-line

- Completed an overhaul of Chapter 3.30 of City Code that addresses a restructuring of the enforcement and compliance process, and rulemaking for construction practices
- Revised interagency agreements with other development bureaus
- Created a web site for the Regulatory Improvement program
- Participated in the Strategic Development Opportunities Team
- Received and applied training in process mapping by Boeing Corporation
- Provided web access to citizens on permit status information
- Expanded partnerships with professional associations to provide ongoing training for development professionals
- Increased the number of customer groups surveyed to identify customer service satisfaction, track improvement, and identify continuing concerns

SUMMARY OF BUDGET DECISIONS

The bureau's focus on enhanced customer service and designing flexible programs tailored to customers' needs has led to several budget decisions for FY 2004-05.

Code Resource Development

One of the functions of this division is to support development review customers by developing and maintaining Code Guides (approved alternative methods of construction), Program Guides (how to administer construction-related regulations), and Administrative Rules (development regulations imposed by the City). Current staffing levels do not allow for this work to be done consistently, and a backlog of work items requested by customers exists. In addition, the adoption of the new State Structures Code in FY 2004-05 will have an impact on local implementation efforts that will require new code guides to be developed. The bureau will add a Senior Plans Examiner to do this work and provide more timely, consistent service to customers.

Landscape Plan Review

The last several years have seen an ever-increasing volume and complexity of Federal, State and City regulations related to issues such as erosion control, stormwater runoff, landscaping, and water quality. Plan review and inspection of complex landscaping installations has been problematic for the bureau, due to a lack of appropriately certified staff. In light of this, the bureau will add a Landscape Plan Reviewer/Inspector to perform this work. In addition, this position will be the lead for enforcement of the Trees and Landscaping Certification program and will administer the tree/landscape portion of the new Residential Certificate of Occupancy program.

Coordination of Code Application

Currently, instances of non-compliance with codes administered by the bureau are handled by any of several sections, depending on the nature of the issue. In order to be more effective and efficient in resolving non-compliance issues, the bureau is giving the Site Services Division responsibility for coordinating and tracking the bureau's activity in this area. One new position will be added to accomplish this task. They will also provide staff support to an intra-bureau group focused on the timely resolution of non-compliance issues that involve multiple sections or bureaus.

Staff Reduction

The current workload of the Commercial Plumbing section does not warrant the current level of staffing, and a vacant position is therefore being eliminated. Since the position is vacant, no staff will be cut or laid off.

Land Use Services (LUS) and Environmental Soils Both the Land Use Services and the Environmental Soils programs have been under-funded for several years, and have drained their program reserves. LUS has begun several pilot projects and studies aimed at streamlining processes and increasing efficiencies. In FY 2004-05, some selected LUS fees will be increased above CPI.

Revenues cover only half of the costs of the Environmental Soils program. BDS is currently investigating ways to decrease program costs. However, only one FTE is assigned to this program. Since this program is delegated to BDS from Multnomah County, BDS will bring a proposal to Multnomah County to increase the fees two-fold.

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 for 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.

BUDGET NOTES

BDS shall coordinate with Financial Planning Division to review the bureau's cost of service study, and its policy and practices on program reserves by September 2004, so that the results can be used in the development of the FY 2005-06 budget.

Strategic Direction

SIGNIFICANT ISSUES

The bureau's mission requires being responsive to both the development community and to neighborhoods and citizens. Industry is under many constraints in terms of funding and timelines, therefore, the bureau needs to have development review systems that ensure that industry needs are met. At the same time, neighborhood organizations and citizens have concerns about the quality of development and want access to information, so the bureau also needs to satisfy their concerns.

Other significant issues facing the bureau include:

- Underfunding of some critical programs including Land Use Services, Environmental Soils, and others
- Need to solidify a customer service culture within the bureau
- Need to create a diverse but targeted mix of niche programs to meet changing customer needs
- Increasing volume and complexity of Federal, State and City regulations, such as Federal ESA and Clean Water mandates, State adoption of new model construction codes, City regulations for On-site Stormwater Facilities, and the Regulatory Improvement Workplan
- Need to catch up with private industry in the acquisition and use of technology, for example, the use of internet for accepting permit applications and the ability to carry out plan review on-line
- Ability to attract and retain experienced and qualified staff, to be flexible in promotions
 and assignment of work, and to provide capable leadership at all levels of the bureau

BDS Strategic Plan

To respond to these and other issues, the bureau has created the following strategic plan. The purpose of the plan is two-fold: first, to introduce a culture within the bureau that values and delivers high-quality customer service, and second, to facilitate the bureau's development in order to successfully meet the regulatory and technical challenges of the future.

Commissioner's Challenge

This plan was created in response to Commissioner Leonard's challenge to the bureau to become the best development review bureau possible.

Goals (Operating Principles):

The following four operating principles are a combination of the bureau's overarching objectives.

- Getting customers to success
- 2. Getting buildings occupied as quickly as possible
- 3. Promoting code compliance.
- 4. Recognizing the quality, worth, and importance of each employee and member of the community.

Strategies To Reach These Goals:

Scope and Range of BDS programs: The future efficiency and effectiveness of any bureau program, fast track or otherwise, will require upgraded information technology and support. There is a need to move towards Internet permitting and plan review. Consequently, in FY 2004-05, BDS will commence development and implementation of an on-line program for the issuance of minor permits, as well as on-line receipt of simple plans over the Internet.

Cultural Change: BDS customers have made it known that they want the bureau to interact with them differently in the future. The service they would like BDS to provide in the future is that of project facilitators and problem-solvers in addition to the bureau's traditional regulator role.

In order to achieve this change, in FY 2003-04, BDS implemented a number of customer service based changes including the creation of a Customer Service Section as well as ongoing customer service training. The purpose of the training is to help introduce a customer service culture in the bureau and to provide staff with the tools to help get customers to success. Involving staff in the development of special projects, programs, and other in-house efforts is helping staff to adapt to the facilitator/problem-solver role.

The effort in FY 2004-05 will be aimed at consolidating the cultural changes that has begun by continuing the customer service training and working with the bureau's recently created Labor/Management Committee on customer service issues.

Providing Effective Leadership: To be successful and to reinforce the message of improved customer service, the bureau needs to provide leadership at all levels in the organization. In FY 2003-04, there were approximately 16 personnel changes in leadership positions in BDS, and more are expected in FY 2004-05.

Every change has been aimed at strengthening the organizational structure by moving staff towards their strengths and by creating ladders of opportunity for future bureau leaders to climb.

Appropriate Organizational Structure and Performance Measures. In order to support the implementation and maintain the changes, BDS needs to implement a flexible organizational structure capable of supporting the fast track matrix programs as well as the enhanced traditional programs. In conjunction with the implementation of an appropriate organization, appropriate quantitative and qualitative performance measures are required to measure the degree of success.

In FY 2003-04, the bureau's labor-management committee started work on the development of appropriate quantitative and qualitative performance measures. It is expected that these measures will be in operation at the start of FY 2004-05.

Adequate Staffing: BDS needs to maintain an adequate level of staffing in order to carry out the bureau's mission and goals, be responsive to customer needs, and to meet the workload and the demands of the work.

The focus in FY 2003-04 has been to bring the number of technical staff positions up to the level dictated by the workload. Many of these positions were added to specifically support the new Major Projects Group (MPG) program for the South Waterfront project. These positions are being supported entirely from the permit fees for this project.

In addition, the focus in FY 2003-04 is to ensure that BDS has sufficient support staff onboard to handle the increased workload from South Waterfront and the other customer service program initiatives.

Adequate Funding: Revenue from bureau's fees need to be maintained at adequate levels to support the timely delivery of services for each function, along with adequate reserves as determined by City Council.

BDS did not seek fee increases in FY 2003-04. In the Land Use Services Division, this decision, in conjunction with ongoing under-funding, has created a serious financial problem for this section in FY 2004-05. Funding in LUS is the most pressing issue faced by BDS in the FY 2004-05 budget process. In order to resolve this problem, a number of internal efficiencies is being investigated. Finally, some selected LUS fees will be increased above CIP where cost recovery of the fee is particularly low.

Promote Reasonable and Appropriate Codes: BDS is required to enforce many regulations upon which the bureau has little input. This disconnect has created enforcement problems for staff at times and impacts the bureau's ability to do the best job. The increasing volume of regulations has also impacted workload, particularly work associated with the new environmental rules. Many of these regulations have strong support from neighborhood and constituent groups who have high expectations for their implementation.

BDS has committed to becoming more active in the State and City's code development process. In FY 2003-04, a new Code Services Division was created to carry out our role in the City's Regulatory Improvement work plan, Code Maintenance Project, and to monitor and participate in code development at the State level.

In FY 2004-05, the State of Oregon will be adopting new construction codes. It is anticipated that the Code Services Division will represent the City as these codes are amended. This group will also continue to have prime responsibility for the Regulatory Improvement work plan and the Code Maintenance project.

The responsibilities of division staff will also be expanded to work with all customer and industry stakeholders to determine any further needed program changes at BDS.

Further integrate the City's development review process: BDS is central to the City's development review process and believes that there are additional benefits to be obtained by further integrating the process under one agency.

The use of BDS process managers has proven to be very effective in working with, and to the extent possible under current operating procedures, coordinating the City's interbureau partners. In FY 2004-05 BDS intends to expand the role and scope of process management as much as possible, along with the role of process managers.

MAJOR INITIATIVES

The City's Regulatory Improvement work plan 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 work plan. 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 work plan. Each annual regulatory improvement work plan will include a regulatory code improvement list and a regulatory process and service improvement plan. The work plan 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' customer service improvements complement the goals in the Regulatory Improvement work plan and many of the tasks in the work plan 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 and 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:

- Fully transform the bureau into a dynamic, customer-service oriented, flexible organization able to quickly and effectively respond to customers' changing needs and the City Council's priorities.
- Enhance the financial stability of the bureau by restoring reserve funds to Councildirected levels

- Test and implement new ways of using technology to improve business processes and customer service.
- Improve customer satisfaction through continued staff training and customer education
- Continue to improve business processes throughout BDS consistent with the goals of the Regulatory Improvement Workplan

Management Objectives

The bureau has the following objectives for FY 2004-05:

- Continue to create and expand innovative programs that respond to customer needs.
- Identify and develop efficiencies, cost savings and funding sources for Land Use Services and the Environmental Soils program.
- Pilot test technology for field inspectors to improve efficiency and customer access to data.
- Make additional refinements to City Code Title 33 and Title 32 under Code Maintenance 2004.
- 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.
- Continue work on Regulatory Improvement
- Implement internet permitting for simple trade permits.
- Conduct training for staff in emergency response and damage assessment

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: The bureau works to ensure decent and affordable housing by streamlining and improving the development process. The bureau accomplishes this goal through innovative programs such as New Single Family Residence, Fast Track, Field Issuance Remodel, and Concept-to-Construction.

The bureau's Residential Inspections program also contributes to decent and affordable housing through the use of inspectors with multiple certifications. This approach saves contractors time and money in scheduling inspections, and allows the bureau to perform more inspections with fewer staff.

- Build a livable city through good planning and well-managed growth: BDS' Land Use Services program contributes toward a livable city through implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. 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.
- Promote economic vitality and access to quality jobs for all: Through the City's Regulatory Improvement work plan, the bureau encourages thoughtful, responsible, sustainable development by streamlining and improving the development process. Facilitating such development helps create quality jobs in the development industry, and promotes the economic vitality of the City as a whole.

The bureau also maintains close working relationships with development industry groups, meeting regularly to discuss topics ranging from code language changes to inspection procedures. These meetings foster better communication and understanding between the bureau and industry, leading to efficiencies and other improvements in the development process.

- Ensure a safe and peaceful community: Promoting public safety is an essential part of BDS' mission statement. The bureau ensures a safe, healthy built environment through the provision of plan review, land use review, inspection, and other code-related services by highly-trained professional staff.
- Keep the central city vital: BDS promotes the vitality of the central city through initiatives such as the Facilities Permit program and the Major Projects Group. Staff in these programs works pro-actively and creatively with architects, developers, and contractors to facilitate and expedite tenant improvements in existing structures, as well as major developments such as South Waterfront and the Brewery Blocks.

Overview of Programs

ADMINISTRATION PROGRAM

The Administration program provides overall direction to the bureau so all program objectives are met. Included within this program's budget are the Office of the Director, budget, emergency management, finance, personnel, training, code development, communications, customer service, information technology, loss control /risk management, general reception, and office management.

Administration is responsible for most central bureau functions

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.

The Customer Service program is charged with managing and directing customer service solutions that will improve internal bureau processes and customer satisfaction. Establishing a strong public outreach program, the program was created in FY 2003-04 as an integral part of the bureau's renewed emphasis on providing effective customer service. The Customer Service program seeks to achieve and maintain a high level of responsiveness to customers' needs by responding in a timely manner to customer inquiries and issues, identifying and resolving conflicting processes or regulations, and identifying recurring issues that interfere with providing good customer service.

The Code Services program has primary responsibility for City Building Code changes/ amendments (Titles 24, 25, 26, 27, 28 and 32), the development of Code Guides and Program Guides, and the monitoring of State and National Building Code changes/ development. The division administers the building/mechanical/plumbing code appeals process and staffs the City's Building Code Board of Appeals.

Code Services also responds to the City's Regulatory Improvement work plan (RIW) 2003-2004, adopted by City Council (Resolution #36162) in August of 2003. Finally, Code Services staff serves as the bureau's liaison with other City agencies that propose new code or implementation tools; this staff coordinates BDS feedback as to the ease of implementation and enforcement of the proposed regulations.

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, Signs, Plumbing, Special Inspections, and the Facility Permit program. Phase one of the Major Projects Group 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 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 sixth year of operation, is a full-service program offering streamlined plan review, process management, permit and inspection services. The program uses a team approach to review construction of interior tenant-improvement projects, primarily within institutional, industrial and office buildings where on-going improvements are frequent. FPP is designed to streamline the permit process by serving customers who perform frequent or ongoing interior improvements, upgrades and renovations. The program is designed to provide inspection and plan review services as efficiently and effectively as possible.

Major Projects Group

The Major Projects Group (MPG) is an interbureau program tailored to speed up City review and approval processes for large construction projects. Several buildings being constructed in the South Waterfront project are in this program. MPG uses a project team approach in which city reviewers and inspectors work with the design team from the schematic phase of building design to final occupancy. The MPG process utilizes inter- and

intrabureau 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. Through MPG, the bureau will be able conduct the plan review and inspection process to meet the customer's timelines in the South Waterfront project.

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.

COMPLIANCE SERVICES PROGRAM

The Compliance Services 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 the home occupation permit issuance as well. Compliance services enforces structural, mechanical, plumbing, and electrical code violation cases including preparation and presentation of cases to the City Code Hearings Office as necessary. Compliance Services works with property owners to gain compliance at the lowest level of enforcement possible. When necessary, the section reviews and approves the assessment of code enforcement fees on violation cases. Of the approximately 1,500 annual zoning cases, roughly 300 properties are assessed enforcement fees.

In FY 2003-04, Compliance Services expanded to include two programs formerly with Neighborhood Inspections. The Dangerous Building program ensures the safety of the general public by requiring those structures considered to be dangerous buildings to be repaired or demolished by the property owners. They work closely with the Fire Bureau to inspect fire-damaged buildings as well as those in a dilapidated condition. Inspectors work with property owners to come into compliance to ensure public safety.

The Multi-Family Inspections program in Compliance Services works to ensure that multifamily housing in Portland remains safe and meets minimum standards for fire protection exiting and other critical life safety issues.

RESIDENTIAL INSPECTIONS PROGRAM

Portland is one of the first major cities to develop a comprehensive combination inspection program The Residential Inspection 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 22 of 26 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. However, studies indicate that cost savings have been realized, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model.

LAND USE SERVICES PROGRAM

The Land Use Services 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 Services program is divided into three areas: planning and zoning, case review, and records management.

Planning and Zoning

The planning and zoning group reviews building permits to ensure conformance with Title 33 and provides information to the public. Planning and Zoning staff partner with the Development Services Center to provide assistance and are an integral part of reviewing building permits 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. 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 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.

NEIGHBORHOOD INSPECTIONS PROGRAM

Effective July 1, 2003, the Neighborhood Inspections program and staff were moved from the Bureau of Development Services to the Office of Neighborhood Involvement.

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 three work areas: Resource Records and Trade Permits, Permitting Services, and Process Management.

Resource Records and Trade Permits

Resource Records and Trade Permit staff reviews and issues over 33,000 plumbing, electrical, mechanical and sign permits each year. They 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.

Permitting Services

Permitting Services staff perform intake and initial checks for completeness of building permit applications, assign projects to technical reviewers, track the reviews, and issue 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 program and the Residential Fast Track 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 customers 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 PROGRAM

The Site Development program work includes plan review for geotechnical, flood plain, grading, private street and site preparation issues, as well as on-site 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, Trees and Landscaping 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. Staff in this section are assigned to work on the NSFR fast track program as well as the MPG program to assure accurate and timely review for permit issuance in these important programs.

A multi-disciplinary team, including civil engineers, geotechnical engineers, inspectors, sanitarians, 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 the development community and property owners about best management practices that meet City standards.

The Environmental Soils program works with property owners who have subsurface sanitary systems in need of repair, replacement or disposal as the City provides public sanitary systems for their use. The City Sanitarian is located in this program.

PLAN REVIEW PROGRAM

Plan Review Section

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.

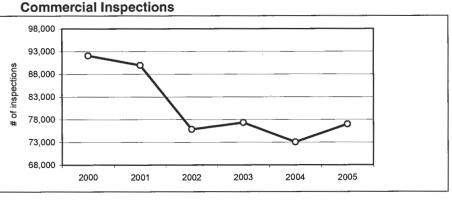
Engineering Section

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. Engineering staff also attend preliminary meetings.

Performance Measures

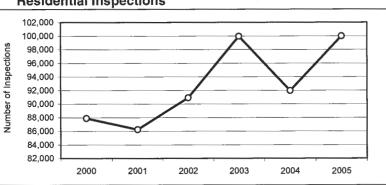


Inspections have decreased since 2000/2001 due to the economic slowdown.



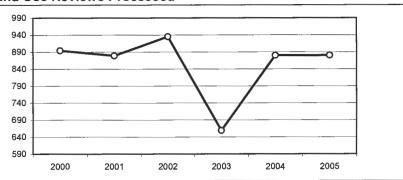
Residential Inspections

Residential inspections peaked in 2003 due to increased number of residential permits prompted by lower interest rates.



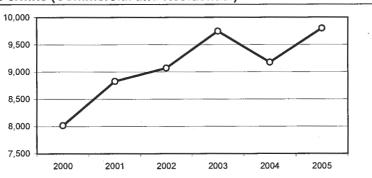
Land Use Reviews Processed

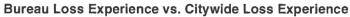
The number of cases processed dropped in 2003 due to the econimic slowdown but is projected to stabilize.

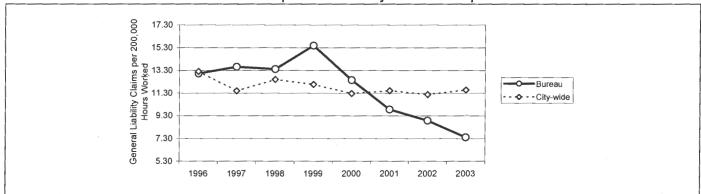


Total Building Permits (Commercial and Residential)

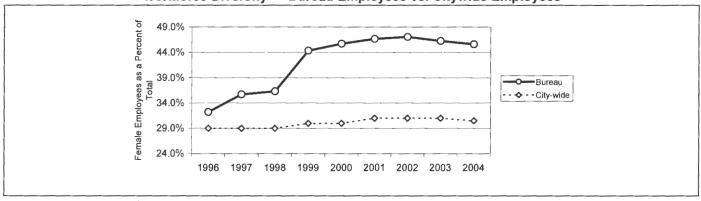
Number of building permits increased in 2003 mostly due to an increase in the number of residential permits and is projected to stabilize.







Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001-02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004–05
BUREAU OF DEVELOPMENT SERVICES						
Affirmative Action Measures						
Female Employees as a Percent of Total	45.7%	46.7%	47.1%	46.3%	45.6%	
Minority Employees as a Percent of Total	12.9%	13.6%	13.2%	13.1%	11.9%	
Bureau of Development Services						
Risk Data						
General Liability Claims per 200,000 Hours Worked	12.45	9.86	8.88	7.41		
Workers Comp Claims per 200,000 Hours Worked	5.66	5.52	4.04	6.17		
Fleet Claims per 100,000 Miles Driven	0.40	0.98	0.60	0.76		
Fleet Claims Cost per 100,000 Miles Driven	\$799	\$1,775	\$1,502	\$2,116		
General Liability Claims Cost per \$100 Payroll	\$0.15	\$0.25	\$0.39	\$0.25		
Workers Comp Claims Cost per \$100 Payroll	\$0.85	\$0.69	\$0.31	\$1.17		
Commercial Inspections Program						
Workload						
Commercial Inspections	92,076	89,959	75,858	77,328	73,045	77,000
Effectiveness						
Number of inspections per day, per inspector	15.61	14.04	13.65	13.84	14.00	14.00
Percent of inspections made within 24 hours of request	98%	93%	95%	99%	97%	97%
Compliance Services Program						
Workload						
Enforcement cases prepared and presented to Code Hearings Officer	55	28	38	13	40	50
Planning & zoning violation cases	4,662	5,499	5,339	5,423	5,000	5,000
Home occupation permits	135	135	135	142	140	140
Number of properties assessed code enforcement fees	256	350	334	130	130	130
Residential Inspections Program						
Workload						
Residential Inspections	87,894	86,255	90,917	99,948	91,957	100,000
Effectiveness						
Number of inspections per day, per inspector	15.64	14.76	18.68	21.50	18.00	21.00
Percent of inspections made within 24 hours of request	98%	97%	99%	99%	98%	98%
Efficiency Number of inspection trips reduced due to "multi-hatted" inspectors	34,100	35,610	17,515	19,745	17,000	19,000
Land Use Services Program						
Workload						
Land Use Reviews Processed	894	879	935	659	880	880
Zoning Plan Checks Processed	5,161	5,041	4,996	5,058	4,770	5,000
Development Services Program	,,	3,2	-,2	3,223	.,	-,
Workload						
Building Permits - Commercial	3,628	3,524	3,394	3,738	3,327	3,800
Building Permits - Residential	4,390	5,304	5,676	6,008	5,849	6,000
Total Building Permits (Commercial and Residential)	8,018	8,828	9,070	9,746	9,176	9,800

	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
Electrical Permits	19,219	14,622	14,533	15,457	14,284	15,500
Mechanical Permits	8,880	8,598	9,008	9,965	9,771	9,900
Plumbing Permits	10,895	9,280	9,707	10,671	10,214	10,500
Sign Permits	979	1,006	968	836	830	840
Efficiency						
Percentage of building permits issued over the counter the same day as intake	N/A	66%	62%	66%	66%	65%
Pre-issuance checks completed within 2 working days of last review approval	n/a	n/a	n/a	97%	97%	97%
Percent of permits eligible for Money Back Guarantee program issued within guidelines	n/a	n/a	n/a	99%	100%	100%
Site Development Program						
Workload						
Site Development Inspections	n/a	3,009	6,966	7,993	8,700	8,700
Site Development Plan Reviews	n/a	5,481	5,824	5,728	5,800	5,800
Effectiveness			•			
Average time to first checksheet	n/a	14.50	15.60	18.80	15.50	15.50
Percent of inspections made within 24 hours of request	n/a	96%	97%	99%	99%	99%
Plan Review Program						
Effectiveness						
Percent of residential plans reviewed within scheduled end dates (new measure)	n/a	n/a	n/a	90%	90%	90%
Percentage of commercial plans reviewed within scheduled end dates (new measure)	n/a	n/a	n/a	90%	90%	90%

	Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES									
Operating Budget									
Personal Services	20,038,051		20,906,303		21,165,375		21,543,780		22,062,765
External Materials and Services	1,525,630		1,568,026		1,832,507		1,510,409		1,510,409
Internal Materials and Services	5,790,646		5,434,129		5,362,530		5,844,902		5,480,455
Minor Capital Outlay	0		14,348		12,063 ⁻		12,389		12,389
Equipment Cash Transfers	0		7,426		2,000		0		
Total Operating Budget	27,354,327		27,930,232		28,374,475		28,911,480		29,066,018
Capital Improvements	0		0		0		0		(
TOTAL BUREAU EXPENDITURES	\$ 27,354,327	\$	27,930,232	\$	28,374,475	\$	28,911,480	\$	29,066,018
Allocated Overhead	1,566,286		964,061		920,424		1,075,351		1,063,872
Total Cost with Allocated Overhead	28,920,613		28,894,293		29,294,899		29,986,831		30,129,890
RESOURCES									
Discretionary Revenues									4.450.00
General Fund	3,329,443		2,129,886		1,143,072		1,153,361		1,153,36
Total Discretionary Revenues	3,329,443		2,129,886		1,143,072		1,153,361		1,153,36
Non-Discretionary Revenues	0		0		0		0		(
Grants & Donations	0		454,000		0		0		
General Reserve Fund	-		,		-		_		208,70
Interagency Agreements	397,255		305,709 225.762		268,518 0		208,701 0		200,70
Cash Transfers	133,785		,		•		-		
Bureau Program Revenue	23,440,383		24,780,391		26,962,885		27,549,418		27,703,95
Overhead Revenue	53,461		34,484		0		0		
Total Non-Discretionary Poyonuse	04 004 004				27 221 402		27 750 110		27,912,65
Total Non-Discretionary Revenues	24,024,884		25,800,346		27,231,403		27,758,119		
TOTAL RESOURCES	27,354,327	\$	25,800,346	\$	28,374,475	\$	28,911,480	\$	29,066,018
<u> </u>	27,354,327 evenues are those v	which r	27,930,232 may be used by	/ City	28,374,475 Council for any	pub/	28,911,480 lic purpose.	·	
Note: Discretionary General Fund r Non-Discretionary revenues are res	27,354,327 evenues are those v	which r	27,930,232 may be used by	/ City	28,374,475 Council for any	pub/	28,911,480 lic purpose.	·	
Note: Discretionary General Fund r Non-Discretionary revenues are res	27,354,327 evenues are those verticated by policy or of	which r	27,930,232 may be used by ctual agreemen	/ City	28,374,475 Council for any he bureaus that	pub/	28,911,480 lic purpose. erate the revenu	·	29,066,01
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Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Administration Program Positions	27,354,327 evenues are those verticated by policy or of	which r	27,930,232 may be used by ctual agreemer 5,161,957	/ City	28,374,475 Council for any he bureaus that 5,827,227	pub/	28,911,480 lic purpose. erate the revenu	·	29,066,010 6,597,799
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Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Administration Program Positions Commercial Inspections Program	27,354,327 evenues are those verticated by policy or control of the stricted by polic	which r	27,930,232 may be used by ctual agreemer 5,161,957 25 4,219,746	/ City	28,374,475 Council for any he bureaus that 5,827,227 29 4,898,846	pub/	28,911,480 lic purpose. erate the revenue 6,538,289 29 4,983,586	·	
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Note: Discretionary General Fund r Non-Discretionary revenues are reserved. PROGRAMS Administration Program Positions Commercial Inspections Program Positions Compliance Services Program Positions Residential Inspections Program Positions Land Use Services Program Positions	27,354,327 evenues are those verticated by policy or of the stricted by po	which r	27,930,232 may be used by ctual agreemer 5,161,957 25 4,219,746 47 672,181 9 3,186,385 38 5,152,304 60	/ City	28,374,475 Council for any he bureaus that 5,827,227 29 4,898,846 56 766,904 13 3,625,919 36 5,371,317 59	pub/	28,911,480 lic purpose. erate the revenue 6,538,289 29 4,983,586 56 1,103,745 14 3,136,194 36 5,229,217 59	·	29,066,018 6,597,799 3,4,983,586 5,5 1,103,744 1,3,136,194 3,136,194 3,5,324,248
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Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Administration Program Positions Commercial Inspections Program Positions Compliance Services Program Positions Residential Inspections Program Positions Land Use Services Program Positions Neighborhood Inspections Program Positions Neighborhood Inspections Program Positions Development Services Program	27,354,327 evenues are those verticated by policy or of stricted by pol	which r	27,930,232 may be used by ctual agreemer 5,161,957 25 4,219,746 47 672,181 9 3,186,385 38 5,152,304 60 2,389,635 31 3,455,388	/ City	28,374,475 Council for any he bureaus that 5,827,227 29 4,898,846 56 766,904 13 3,625,919 36 5,371,317 59 0 0 3,595,556	pub/	28,911,480 lic purpose. erate the revenue 6,538,289 29 4,983,586 56 1,103,745 14 3,136,194 36 5,229,217 59 0 0 3,787,598	·	29,066,010 6,597,799 3 4,983,586 5 1,103,744 1 3,136,199 3 5,324,246 6
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Administration Program Positions Commercial Inspections Program Positions Compliance Services Program Positions Residential Inspections Program Positions Land Use Services Program Positions Neighborhood Inspections Program Positions Development Services Program Positions	27,354,327 evenues are those verticated by policy or of the stricted by po	which r	27,930,232 may be used by ctual agreemer 5,161,957 25 4,219,746 47 672,181 9 3,186,385 38 5,152,304 60 2,389,635 31 3,455,388 33	/ City	28,374,475 Council for any he bureaus that 5,827,227 29 4,898,846 56 766,904 13 3,625,919 36 5,371,317 59 0 0 3,595,556 33	pub/	28,911,480 lic purpose. erate the revenue 6,538,289 29 4,983,586 56 1,103,745 14 3,136,194 36 5,229,217 59 0 0 3,787,598 35	·	29,066,010 6,597,790 3,4,983,586 5,1,103,744 1,103,744 1,103,744 3,136,190 3,136,190 6,597,790 3,136,190 3,787,590 3,787,590 3,787,590 3,787,590
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Administration Program Positions Commercial Inspections Program Positions Compliance Services Program Positions Residential Inspections Program Positions Land Use Services Program Positions Neighborhood Inspections Program Positions Development Services Program Positions Development Program Positions Site Development Program	27,354,327 evenues are those verticated by policy or of the stricted by po	which r	27,930,232 may be used by ctual agreemer 5,161,957 25 4,219,746 47 672,181 9 3,186,385 38 5,152,304 60 2,389,635 31 3,455,388 33 1,162,433	/ City	28,374,475 Council for any he bureaus that 5,827,227 29 4,898,846 56 766,904 13 3,625,919 36 5,371,317 59 0 0 3,595,556 33 1,248,964	pub/	28,911,480 lic purpose. erate the revenue 6,538,289 29 4,983,586 56 1,103,745 14 3,136,194 36 5,229,217 59 0 0 3,787,598 35 1,390,610	·	29,066,010 6,597,799 3 4,983,586 5 1,103,744 3,136,199 3 5,324,244 6 3,787,599 3 1,390,61
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Administration Program Positions Commercial Inspections Program Positions Compliance Services Program Positions Residential Inspections Program Positions Land Use Services Program Positions Neighborhood Inspections Program Positions Development Services Program Positions Site Development Program Positions	27,354,327 evenues are those verticated by policy or of the stricted by po	which r	27,930,232 may be used by ctual agreemer 5,161,957 25 4,219,746 47 672,181 9 3,186,385 38 5,152,304 60 2,389,635 31 3,455,388 33 1,162,433 14	/ City	28,374,475 Council for any he bureaus that 5,827,227 29 4,898,846 56 766,904 13 3,625,919 36 5,371,317 59 0 0 3,595,556 33 1,248,964 15	pub/	28,911,480 lic purpose. erate the revenue 6,538,289 29 4,983,586 56 1,103,745 14 3,136,194 36 5,229,217 59 0 0 3,787,598 35 1,390,610 16	·	29,066,010 6,597,799 3 4,983,580 5 1,103,740 1 3,136,190 3 5,324,240 6 3,787,590 3 1,390,610
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Administration Program Positions Commercial Inspections Program Positions Compliance Services Program Positions Residential Inspections Program Positions Land Use Services Program Positions Neighborhood Inspections Program Positions Development Services Program Positions Development Program Positions Site Development Program	27,354,327 evenues are those verticated by policy or of the stricted by po	which r	27,930,232 may be used by ctual agreemer 5,161,957 25 4,219,746 47 672,181 9 3,186,385 38 5,152,304 60 2,389,635 31 3,455,388 33 1,162,433	/ City	28,374,475 Council for any he bureaus that 5,827,227 29 4,898,846 56 766,904 13 3,625,919 36 5,371,317 59 0 0 3,595,556 33 1,248,964	pub/	28,911,480 lic purpose. erate the revenue 6,538,289 29 4,983,586 56 1,103,745 14 3,136,194 36 5,229,217 59 0 0 3,787,598 35 1,390,610	·	29,066,018 6,597,799 3,4,983,586 5,5 1,103,744 1,3,136,194 3,136,194 3,5,324,248
Note: Discretionary General Fund r Non-Discretionary revenues are res PROGRAMS Administration Program Positions Commercial Inspections Program Positions Compliance Services Program Positions Residential Inspections Program Positions Land Use Services Program Positions Neighborhood Inspections Program Positions Development Services Program Positions Site Development Program Positions Plan Review Program	27,354,327 evenues are those verticated by policy or of the stricted by po	which r	27,930,232 may be used by ctual agreemer 5,161,957 25 4,219,746 47 672,181 9 3,186,385 38 5,152,304 60 2,389,635 31 3,455,388 33 1,162,433 14 2,530,203	/ City	28,374,475 Council for any he bureaus that 5,827,227 29 4,898,846 766,904 13 3,625,919 36 5,371,317 59 0 0 3,595,556 33 1,248,964 15 3,039,742	pub/	28,911,480 lic purpose. erate the revenue 6,538,289 29 4,983,586 56 1,103,745 14 3,136,194 36 5,229,217 59 0 3,787,598 35 1,390,610 16 2,742,241	·	29,066,01 6,597,79 3 4,983,58 5 1,103,74 1 3,136,19 3 5,324,24 6 3,787,59 3 1,390,61 1 2,742,24

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General Fund Discretionary Positions

Jui Cau	or peaciopinem octatoe	0 70 020				
		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
Personnel	Services					
511000	Full-Time Employees	11,917,435	12,105,061	15,032,879	15,580,567	15,982,550
512000	Part-Time Employees	409,661	483,781	349,956	399,582	399,582
514000	Overtime	310,278	329,601	370,312	382,832	382,832
515000	Premium Pay	38,708	20,043	28,135	28,771	28,771
517000	Benefits	5,076,058	5,518,053	5,384,093	5,152,028	5,269,030
518000	Paid Absence	2,285,911	2,449,764	0	0	0
Total Pers	onnel Services	20,038,051	20,906,303	21,165,375	21,543,780	22,062,765
Materials	and Services					
External	Materials and Services					
521000	Professional Services	125,854	180,360	466,581	389,787	389,787
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	0	0	0	0	0
524000	Repair & Maintenance Services	123,854	136,796	186,066	141,975	141,975
525000	Non-Capital Improvement	0	0	0	0	. 0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	503,431	323,590	92,488	192,753	192,753
531000	Office Supplies	31,899	41,349	59,684	53,949	53,949
532000	Operating Supplies	117,957	51,274	146,111	133,750	133,750
533000	Repair & Maintenance Supplies	0	0	0	0	0
534000	Minor Equipment & Tools	229,432	329,830	433,332	210,424	210,424
535000	Clothing & Uniforms	7,706	8,126	9,593	9,852	9,852
539000	Other Commodities External	4,732	7,956	6,888	4,258	4,258
541000	Education	67,467	53,280	85,034	86,787	86,787
542000	Local Travel	175,943	152,462	161,766	164,988	164,988
543000	Out-of-Town Travel	19,726	18,071	41,430	42,065	42,065
544000	Space Rental	0	0	0	0	0
545000	Interest	0	0	0	0	0
546000	Refunds	14,801	95,385	549	10,000	10,000
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease	. 0	0	0	0	0
549000	Miscellaneous	102,828	169,547	142,985	69,821	69,821
Total Ex	ternal Materials and Services	1,525,630	1,568,026	1,832,507	1,510,409	1,510,409
Internal 551000	Materials and Services Vehicle Services	303,516	280,619	286,975	306,778	306,778
552000	Printing & Distribution	494,139	487,250	522,480	495,418	495,418
553000	Facilities Services	2,251,630	2,223,988	2,121,066	2,138,992	2,138,992
554000	Communications Services	409,830	392,409	392,882	380,621	382,934
555000	Information Technology	688,349	597,925	831,442	1,250,967	884,207
556000	Insurance	668,418	524,200	490,308	597,541	597,541
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	0	0	0	0	0
	Other Fund Services	974,764	927,738	717,377	674,585	674,585
Total Inte	ernal Materials and Services	5,790,646	5,434,129	5,362,530	5,844,902	5,480,455
Total Mate	rials and Services	7,316,276	7,002,155	7,195,037	7,355,311	6,990,864
Capital Ou	tlay					
561000	Land	0	0	0	0	0
562000	Buildings	0	0	0	0	0
563000	Improvements	0	0	0	0	0
564000	Capital Equipment	0	14,348	12,063	12,389	12,389
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 Capit	tal Outlay	0	14,348	12,063	12,389	12,389
573000	Equipment Cash Transfers	0	7,426	2,000	0	0
	Minor Equipment Transfers	0	0	0	0	0
TAL BUR	EAU EXPENSES	\$ 27,354,327	\$ 27,930,232	\$ 28,374,475	\$ 28,911,480	\$ 29,066,018

		Actual FY 2002	Actual FY 2003	Revised FY 2003-04			posed 1004–05		lopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7103	Administrative Assistant	0	0	2	86,176	2	88,594	2	88,594
819	Administrative Assistant	3	3	0	0	0	0	0	0
926	Administrative Services Manager	1	1	0	0	0	0	0	0
7102 920	Administrative Specialist, Senio	0 4	0 4	3	122,114	5 0	224,185	5 0	224,185
920 7107	Administrative Supervisor I Administrative Supervisor II	0	0	2	125,192	2	128,704	2	128,704
922	Administrative Supervisor II	1 1	1	0	123,132	0	0	0	120,704
2531	Applications Analyst I	l i	l i	ő	ő	Ö	ő	0	ő
2532	Applications Analyst II	2	2	3	181,329	Ö	Ö	3	186,417
2534	Applications Analyst IV	1	1	1	70,964	0	0	1	72,955
826	Assistant Financial Analyst	1	1	0	0	0	0	0	0
962	Assistant Program Specialist	1	1	0	0	0	0	0	0
3228	Associate Planner	6	6	0	0	0	0	0	0
2143	Building Inspection Manager	2	2	0	0	0	0'	0	0
2140	Building Inspector II	12	11	10	574,910	10	591,200	10	591,200
2141 928	Building Inspector, Senior Bureau Administrative Manager	7	7	9	561,531	9	577,287 0	9	577,287
7113	Business Operations Manager, Sen			1	93,102	1	95,714	1	95,714
7110	Business Operations Supervisor	ŏ	ŏ	i	72,650	1	74,688	i	74,688
7121	Business Systems Analyst	Ĭŏ	ŏ	i i	61,093	1	62,807	1	62,807
7120	Business Systems Analyst, Assist	Ö	0	3	123,215	3	126,672	3	126,672
3236	Chief Planner	1	1	0	0	0	0	0	0
6132	City Planner I	0	0	10	494,414	10	508,286	10	508,286
6133	City Planner II	0	0	21	1,146,163	21	1,178,321	21	1,178,321
2202	Code Specialist II	6	6	5	222,496	5	228,740	5	228,740
2204	Code Specialist III	1 1	1	0	0	0	0	0	0
2127	Combination Inspector	22	21	20	1,197,478	20	1,224,820	20	1,224,820
2128	Combination Inspector, Senior	4	4	4	249,570	4	256,572	4	256,572
7492 131	Community Relations Specialist	1 2	1 2	0 2	75,919	0	78,049	0 2	78,049
7074	Customer Accounts Specialist I Development Services Director	0	0	1	114,306	2 1	117,513	1	76,049 117,513
6044	Development Services Project Coo	0	0	5	317,028	6	384,770	6	384,770
6041	Development Services Technician	ŏ	ŏ	15	590,612	15	607,184	15	607,184
6042	Development Services Technician	Ŏ	Ö	10	522,709	11	566,439	11	566,439
6043	Development Services Technician	0	0	1	45,677	1	54,351	1	54,351
7767	Development Supervisor	0	0	2	132,787	2	136,513	2	136,513
2122	Electrical Inspector	7	6	9	494,190	9	513,835	9	513,835
2124	Electrical Inspector, Senior	4	4	6	380,163	6	384,858	6	384,858
3164	Engineer	8	8	0	0	0	0	0	0
6112	Engineer Capier	0	0	11	767,716	11	790,847	11	790,847
7650 7651	Engineer, Senior Engineer, Supervising	0	0	1 1	76,711 76,770	1 1	78,864 78,924	1	78,864 78,924
6110	Engineering Associate	0	0		58,290	1	59,926	1	59,926
3153	Engineering Associate	2	2	Ö	0	Ö	0	Ó	0
2105	Environmental Soils Inspector	1	1	Ĭ	55,833	l ĭ	57,399	1	57,399
2106	Environmental Soils Inspector Sr	1	1	1	62,392	1	64,143	1	64,143
7775	Facilities Program Supervisor	0	0	1	69,136	1	71,076	1	71,076
7376	Financial Analyst	0	0	0	0	1	56,334	1	56,334
827	Financial Analyst	1	1	0	0	0	0	0	0
7375	Financial Analyst, Assistant	0	0	2	110,101	2	113,190	2	113,190
6121	Graphics Designer I	0	0	1	41,432	1	42,595	1	42,595
3270 2135	Graphics Illustrator I	1 10	1 8	0	0	0	0	0 0	0
2135	Housing Inspector Housing Inspector, Senior	3	3	0	0	0	0	0	0
2542	Information Systems Analyst II	1	0	0	0	0	0	0	0
7771	Inspection Manager	Ö	ŏ	3	275,142	3	282,864	3	282,864
7770	Inspection Supervisor	ŏ	Ö	8	590,114	8	606,866	8	606,866
2138	Inspection Supervisor I	3	3	0	0	0	0	0	0
2139	Inspection Supervisor II	6	6	0	0	0	0	0	0
3226	Land Use Review Supervisor	3	3	0	0	0	0	0	0
6003	Landscape Architect	0	0	0	0	1	57,107	1	57,107
7131	Management Analyst	0	0	3	180,503	3	185,567	3	185,567
2150	Noise Control Officer	1	1	0	0	0	0	0	0
100	Office Support Specialist I	6	6	5	153,778	6	189,056	6	189,056
102	Office Support Specialist II	20	19	12	430,917	12	443,008	12	443,008
104	Office Support Specialist III	8	8	8 2	335,184	8	344,590	8	344,590
106 7760	Office Support Specialist, Lead Plan Review Code Specialist	1 0	1 0	1	82,174 71,431	2 1	84,480 73,435	2 1	84,480 73,435
3224	Plan Review Manager	2	1	0	71,431		73,435	0	73,435
J	torion managor				0 1		01	•	9

		Actual FY 2002	Actual FY 2003	Revised FY 2003-04			posed 004-05		opted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
3223	Plan Review Supervisor	2	2	0	0	0	0	0	0
7761	Plan Review Supervisor	0	0	1	68,380	1	70,299	1	70,299
3229	Planner	27	26	0	0	0	0	0	0
7752	Planner, Supervising	0	0	4	302,866	4	311,363	5	384,986
2145	Planning & Devel Review Director	1	1	0	0	0	0	0	0
3221	Plans Examiner, Commercial	16	15	15	875,246	15	901,395	15	901,395
3225	Plans Examiner, Senior	2	2	2	126,491	3	195,060	3	195,060
2110	Plumbing Inspector	9	9	8	451,453	7	409,477	7	409,477
2111	Plumbing Inspector, Senior	3	3	4	249,570	4	256,572	4	256,572
7753	Principal Planner	0	0	2	171,439	2	176,249	2	176,249
966	Program Coordinator	2	2	0	0	0	0	0	0
968	Program Manager I	2	2	0	0	0	0	0	0
972	Program Manager IV	2	2	0	0	0	0	0	0
7153	Program Specialist	0	0	1	61,169	1	54,208	1	54,208
964	Program Specialist	1	1	0	0	0	0	0	0
7152	Program Specialist, Assistant	0	0	0	0	1	48,128	1 1	48,128
7208	Public Information Manager	0	0	1	69,903	1	71,864	1	71,864
816	Senior Administrative Specialist	7	7	0	0	0	0	0	0
6134	Senior City Planner	0	0	13	827,122	13	850,329	13	850,329
3166	Senior Engineer	2	2	0	0	0	0	0	0
6111	Senior Engineering Associate	0	0	1	61,276	1	62,995	1	62,995
3163	Senior Engineering Associate	1	1	0	0	0	0	0	0
828	Senior Financial Analyst	1	1	0	0	0	0	0	0
952	Senior Management Analyst	1	1	0	0 (0	0)	1	68,988
3231	Senior Planner	12	12	0	0	0	0	0	0
2120	Sign Inspector	2	2	0	0	0	0	0	0
2158	Site Development Inspector I	1	1	2	93,690	2	96,319	2	96,319
2160	Site Development Inspector II	2	2	2	111,665	2	114,798	2	114,798
900	Staff Assistant	1 1	1.	0	0	0	0	0	0
3107	Technician I	16	15	0	0	0	0	0	0
3108	Technician II	10	10	0	0	0	0	0	0
3109	Technician III	5	5	0	0	0	0	0	0
7271	Training and Development Officer	0	0	1	69,197	1	71,138	1	71,138
TOTAL	FULL-TIME POSITIONS	297	286	266 \$	15,032,879	270 \$	15,580,567	276 \$	15,982,550
6132	City Planner I	0	0	1	24,203	1	24,900	1	24,900
6133	City Planner II	0	0	2	80,659	2	82,982	2	82,982
2202	Code Specialist II	0	0	1	22,234	1	22,874	1	22,874
100	Office Support Specialist I	0	0	1	16,266	1	16,735	1	16,735
102	Office Support Specialist II	0	0	1	25,146	1	25,870	1	25,870
3220	Plans Examiner, Residential	0	0	1	23,898	1	24,586	1	24,586
TOTAL	PART-TIME POSITIONS	0	0	4 \$	192,406	4 \$	197,947	4 \$	197,947

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

		AMOUNT					
ACTION	Ongoing	Ongoing One-Time		FTE	DECISION		
FY 2004-05	28,941,330	0	28,941,330	274.0	FY 2004-05 Current Appropriation Level Estimate		
CAL Adjustment	ts						
	0	0	0	0.0	None		
Mayor's Propose	ed Budget Decisio	ns					
	(29,850)	0	(29,850)	0.0	2.5% General Fund Cut		
	0	0	0	0.0	0		
Approved Budge	et Additions and R	eductions					
	0	0	0	0.0	None		
Adopted Budge	t Additions and Re	ductions					
	(30,030)	0	(30,030)	4.0	Return staff from BTS		
	89,536	0	89,536	1.0	New position - Sr Management Analyst		
	95,032	0	95,032	1.0	New position - Supervising Planner		
	124,688	0	124,688	6.0	Total FY 2004-05 Decision Packages		
			\$ 29,066,018	280.0	Total Adopted Budget		
FY 2004-05 Red	uction Packages N	ot Accepted					
	0	0	0	0.0	None		
			\$ 0	0.0	Total Reduction Packages Not Accepted		

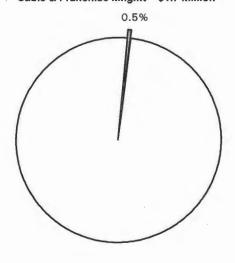
Cable Communications and Franchise Management

Community Development Service Area

Randy Leonard, Commissioner-in-Charge David Olson, Director

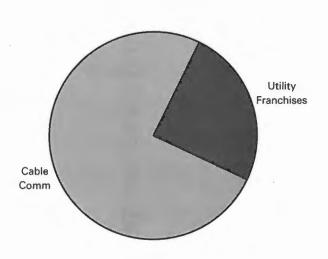
Percent of General Fund

Cable & Franchise Mngmt = \$1.7 Million



General Fund = \$365.5 Million

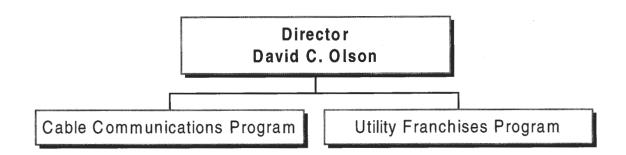
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04	å	Adopted FY 2004-05	(Change from Prior Year	Percent Change
Operating	1,808,513		1,736,276		-72,237	-4.0%
Capital	0		0		0	0.0%
Allocated Overhead Costs	309,877		264,251		-45,626	-14.7%
Total Cost with Allocated Overhead	\$ 2,118,390	\$	2,000,527	\$	-117,863	-5.6%
Authorized Positions	. 7		7		0	0.0%

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. Revenues have grown from \$39 million in FY 1996-97 to a projected \$57 million in FY 2003-04. FY 2004-05 revenues are estimated at \$58 million. Franchise administration has also grown during this time period. In FY 1996-97 there were 25 companies under franchise, and presently the bureau administers approximately 55 franchises.

Audit and Compliance Program

Additional General Fund revenues are generated from audits.

The bureau will audit two major utilities in FY 2004-05. During an audit of Portland General Electric in FY 2001-02, the City collected \$840,000 in additional one-time revenue, and receives about \$150,000 per year in on-going revenue from audit adjustments. The bureau anticipates similar results with the next two audits. In addition, the bureau will continue its aggressive compliance program. This program generated about \$3 million over the previous three years and identified over \$4 million in outstanding franchise fees that it is pursuing through compliance and litigation.

Contract compliance

The bureau is tracking all non-monetary aspects of contracts and franchises, including insurance, bonds, acceptances, maps, deeds, system acquisitions or sales, etc. Non-monetary issues are prioritized and pursued based on risk to the City. Substantial gains were made this year, with almost all companies having current bonds and insurance.

Integrated Regional Network Enterprise (IRNE) IRNE is a telecommunications network plan that will carry all voice, video and data communications for the City of Portland and its partners. The bureau works closely with the Communications and Networking Division (ComNet) of the City's Bureau of Technology Services to identify and pursue communications assets for IRNE. These assets come as part of franchise compensation, franchise termination, asset abandonment, open market transactions, bankruptcy auctions or other means. This aspect of the program has identified over \$3.5 million worth of telecommunications assets for the City.

Consumer Protection

Comcast privacy policy

The Mount Hood Cable Regulatory Commission (MHCRC) strenuously objected to Comcast's privacy policy sent to local cable subscribers in April 2003. Based largely on the MHCRC's objections and its efforts to protect subscribers' personal information, Comcast revised its policy to narrow its scope and provide clear information for people to opt out of certain company activities. The MHCRC participated in a national committee to advocate changes to Comcast's policy.

Complaint resolution and franchise oversight

In 2003, the MHCRC assisted in the resolution of about 57 complaints per month. The Commission also oversaw enforcement of consumer protection and customer service requirements, including telephone responsiveness, outage credits, billing, insurance and bonding issues, technical standards, emergency alert system operations, and universal service issues.

Community Programs

Education and Community-Based Technology

Community Access Capital grant program

The MHCRC launched Phase II of its special I-Net connectivity initiative that funded unbudgeted capital expenses for 59 local government and school sites to transition to ComNet services using the IRNE/I-Net network infrastructure. A total of 123 sites have been able to access lower cost services through this special grant initiative. The Community Access capital grant program also granted nearly \$400,000 in FY 2002-03 for four projects that assist public and non-profit organizations throughout Multnomah County in their use of technology advances to meet critical community needs. The grant funds leveraged over \$1.1 million in matching resources for these community-based projects. The budget for Capital Grants in FY 2004-05 is \$850,000.

SUMMARY OF BUDGET DECISIONS

General Fund appropriation reductions total \$25,543.

The Adopted Budget represents a 1.8% or \$25,543 reduction in General Fund support from the current appropriation level. The reductions will affect overall effectiveness of the Cable program, especially auditing the cable franchise fees. The Portland Community Media (PCM), formerly Portland Cable Access, may have to reduce playback of programming on four channels and reduce media education instructions.

The staff size is 6.7 FTE. The Cable Office operating budget totals \$1,736,276. Of this amount, the Utility Franchise Management and Cable Communication programs total \$994,448, and funding to Portland Community Media equals \$741,828.

FUNDING SOURCES

City Funds

General Fund

The General Fund is the primary funding source for the Cable Office. For the FY 2004-05 Adopted Budget, the General Fund appropriation is \$1,408,893. 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. Major revenue sources are public utility license fees for East County cities and Multnomah County (\$973,510), and Comcast PEG fees for cable access and community programs (\$1,965,070).

Franchise Revenues

Public, Educational, and Government (PEG) Grants

Comcast pays 3% of its gross revenues to support capital projects that enhance the ability of local educational, governmental, and nonprofit 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 PCM, and 1% funds the MHCRC grant program.

Public Access Funding

Community Access Organizations

PCM 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 2004-05.

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

Issues affecting	
General Fund	
revenues	

The bureau continues to focus on issues that have a direct impact on General Fund revenues. Presently, the bureau is working on the following issues:

Qwest lawsuit

The City, along with eight intervening cities, won the lawsuit against Qwest for failure to pay franchise fees. Qwest is now appealing the suit, but has agreed to pay the City pending the outcome of its appeal.

Electric Lightwave, Inc. lawsuit

The City brought suit in federal district court against ELI in April 2003 for failure to pay franchise fees. ELI has withheld approximately two-thirds of the payments due to the City since 2001, which is estimated to be over \$2 million. A trial date has not been set.

Competitive local exchange carrier dispute

Some CLECs are not paying or withholding revenues from their franchise fee base claiming they are not subject to the franchise fee. The City disagrees. Preliminary estimates are that these excluded revenues may total approximately \$1.6 million.

Federal Communications Commission (FCC)

The bureau is participating, through NATOA, in the FCC VOIP Notice of Proposed Rulemaking. Issues include compensation (both for use of the right of way and taxing authority), public safety (911 and E-911), consumer protection and customer service, universal service and number portability. Significant current and future revenue is at stake depending on how VOIP is classified.

Legal challenge on cable modem franchise fee revenues

The bureau has joined a legal challenge to an FCC ruling that cost the MHCRC jurisdictions over \$1 million in franchise fee revenues in FY 2003-04. The impact over the next five years could be a loss of \$7.5 million. The 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 to make a profit on the service.

MAJOR INITIATIVES

Right-of-Way Compensation

Staff will defend City franchise and utility revenues (more than \$58 million in General Fund revenue) and advocate for local government's authority both for compensation for private use of the public right of way and taxation.

Wireless Policy

Staff will secure ROW agreements with wireless carriers. Access to the ROW 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 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 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

The bureau supports key City goals.

Maintain a financially stable city.

The bureau 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 bureau also continues to negotiate, manage, and ensure compliance with franchisees.

During FY 2004-05, the bureau will pursue legal and regulatory actions to oppose the FCC's Cable Modem Ruling and will pursue audits of Qwest, Verizon, PP&L and NWNG.

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

The bureau provides oversight to Portland Community Media (PCM), which serves as a catalyst in promoting citizen involvement. Through government and education programs broadcasted on public access cable TV channels, under represented neighborhoods and groups are able to participate in and be aware of City activities and services. PCM also provides important outreach and awareness of City programs and policies by carrying live, gavel-to-gavel coverage of City Council meetings on the citywide Government Access Channel (30).

Become a more effective partner in the region.

The bureau has engaged a broad range of public partners in the development of Comcast's I-Net and the interconnect to Integrated Regional Network Enterprise (IRNE). This will provide high bandwidth, fiber-based infrastructure throughout Multnomah County at relatively low cost. 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. Additionally, staff is very active in the League of Oregon Cities on telecommunication, cable and utility matters.

Overview of Programs

CABLE COMMUNICATIONS

The Cable Communications program provides staff support to the Mount 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 3.25 full-time staff positions and related materials and services.

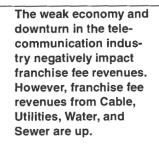
The MHCRC advocates for and protects the public interest in the regulation and development of cable communications systems, resolves cable subscribers' concerns, and facilitates the planning and implementation of community uses of cable communications technologies which make use of the public right-of-way. The Commission also provides cable consumer protection and oversight of, and funding for, Portland Community Media and Multnomah Community Television.

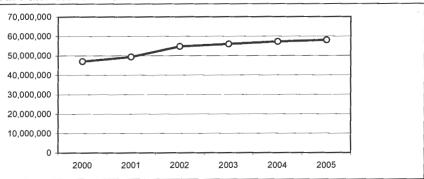
UTILITY FRANCHISES

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 2004-05, the bureau will administer approximately 55 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 telecommunications industry.

Performance Measures

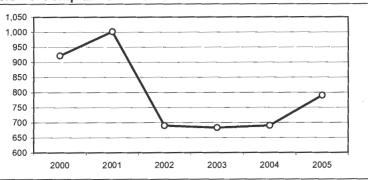
General Fund Revenues Generated





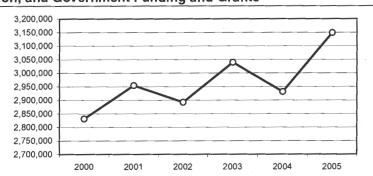
Cable TV Complaints Handled

Most complaints are resolved within two days.



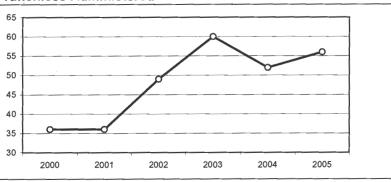
Public, Education, and Government Funding and Grants

The PEG grants provide capital funding to non-profit, educational, community, and local government organizations.



Franchises Administered

Frequent changes continue to challenge the telecommunication franchise administration. The bureau is administering several bankruptcies and two lawsuits.



	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004–05
CABLE COMMUNICATIONS AND FRANC Office of Cable Communications Cable Communications	CHISE MANAGEMEN	IT				
Workload Cable TV Complaints Handled	922	1,002	690	683	690	790
Effectiveness PEG Funding and Grants Utility Franchises	2,831,072	2,954,161	2,892,174	3,039,156	2,930,832	3,148,263
Workload Franchises Administered	36	36	49	60	52	56
Effectiveness General Fund Revenues	47,063,642	49,428,775	54,768,754	55,989,107	57,235,993	58,020,943

Cable Communications and	ILIC	andinse iv	lalle	agement	AC	300	30	INIMIANT OF	BUNEAU BUDGET	
		Actual FY 2001–02		Actual FY 2002-03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES										
Operating Budget										
Personal Services		591,685		583,674		607,998		630,933		630,933
External Materials and Services		985,647		851,335		910,504		812,041		813,185
Internal Materials and Services		296,158		265,342		290,011		293,302		292,158
Minor Capital Outlay		0		0		0		0		0
Equipment Cash Transfers		0		0		0		0		0
Total Operating Budget		1,873,490		1,700,351		1,808,513		1,736,276		1,736,276
Capital Improvements		0		0		0		0		0
TOTAL BUREAU EXPENDITURES	\$	1,873,490	\$	1,700,351	\$	1,808,513	\$	1,736,276	\$	1,736,276
Allocated Overhead		296,124		248,264		309,877		265,884		264,251
Total Cost with Allocated Overhead		2,169,614		1,948,615		2,118,390		2,002,160		2,000,527
RESOURCES							-			
General Fund Discretionary		1,503,644		1,236,043		1,492,397		1,408,893		1,408,893
Non-Discretionary Revenues Grants & Donations		0		0		0		0		. 0
Interagency Revenue		363,346		464,308		316,116		327,383		327,383
Contract Revenue		6,500		0		0		0		0
Program Revenue		0		0		0		0		0
Total Non-Discretionary Revenues		369,846		464,308		316,116		327,383		327,383
TOTAL GENERAL FUND RESOURCES		1,873,490	\$	1,700,351	\$	1,808,513	\$	1,736,276	\$	1,736,276
Note: Discretionary General Fund re Non-Discretionary revenues are res									e	-
PROGRAMS										
Cable Communications		1,529,377		1,287,812		1,296,638		1,307,492		1,307,492
Positions		3		3		3		3		3
Utility Franchises		344,113		412,539		511,875		428,784		428,784
Positions		4		3		3		3		3
TOTAL PROGRAMS	\$	1,873,490	\$	1,700,351	\$	1,808,513	\$	1,736,276	\$	1,736,276
Positions		7		7		7		7		7

General Fund Discretionary Positions

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
Personnel	Services					
511000	Full-Time Employees	357,316	310,196	409,922	427,201	427,201
512000	Part-Time Employees	0	35,092	56,270	58,940	58,940
517000	Benefits	147,060	153,525	141,806	144,792	144,792
518000	Paid Absence	87,309	84,861	0	0	0
Total Pers	onnel Services	591,685	583,674	607,998	630,933	630,933
Materials a	and Services					
External	Materials and Services					
521000	Professional Services	971,684	836,269	898,033	797,730	798,874
522000	Utilities	0	0	0	0	C
523000	Equipment Rental	0	0	0	0	(
524000	Repair & Maintenance Services	76	241	500	600	600
525000	Non-Capital Improvement	0	0	0	0	C
528000	Local Match Payments	0	0	0	0	(
529000	Miscellaneous Services	1,008	3,784	1,400	1,500	1,500
531000	Office Supplies	678	1,022	1,000	1,200	1,200
532000	Operating Supplies	4,633	2,611	2,350	3,000	3,000
533000	Repair & Maintenance Supplies	0	0	0	0	(
534000	Minor Equipment & Tools	713	0	0	0	(
535000	Clothing & Uniforms	0	0	0	0	(
539000	Other Commodities External	0	0	0	0	(
541000	Education	3,734	1,744	2,870	2,500	2,500
542000	Local Travel	376	296	501	387	387
543000	Out-of-Town Travel	1,620	2,948	2,000	2,500	2,500
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	1,125	2,420	1,850 910,504	2,624 812,041	2,62 ⁴ 813,185
	ternal Materials and Services	985,647	851,335	910,304	012,041	010,100
Internal 551000	Materials and Services Vehicle Services	31	91	428	208	208
552000	Printing & Distribution	1,723	2,525	2,780	4,629	4,629
553000	Facilities Services	19,150	14,856	14,726	14,529	14,529
554000	Communications Services	4,459	4,153	4,095	4,447	4,447
555000	Information Technology	8,742	9,755	7,424	6,262	6,262
556000	Insurance	7,271	9,547	9,750	6,093	6,093
557000	Master Lease	0	0,547	0	0,000	0,000
558000	Same Fund Services	11,680	5,410	6,070	8,842	7,698
	Other Fund Services	243,102	219,005	244,738	248,292	248,292
	ternal Materials and Services	296,158	265,342	290,011	293,302	292,158
	erials and Services	1,281,805	1,116,677	1,200,515	1,105,343	1,105,343
Capital Ou		1,201,000	1,110,011	1,200,010	.,,	.,,
561000	-	0	0	0	0	(
562000	Buildings	0	0	0	. 0	(
563000	Improvements	0	0	0	0	(
564000	•	0	0	0	0	(
565000	Facilities Lease/Purchase	0	Ò	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	
	ital Outlay	0	0	0	0	
573000		0	0	0	0	
	Minor Equipment Transfers	0	0	0	0	
	REAU EXPENSES		\$ 1,700,351	\$ 1,808,513	\$ 1,736,276	\$ 1,736,270

		Actual FY 2002	Actual FY 2003	_	Revised 2003-04		Proposed Y 2004–05	1	Adopted Y 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
926	Administrative Services Manager	1	0	. 0	0	0	0	0	0
7070	Cable/Franchise Director	1	1	1	94,372	1	99,980	1	99,980
7696	Cable/Franchise Prog Mgr, Senior	0	1	1	74,496	1	75,694	1	75,694
7695	Cable/Franchise Program Manager	0	1	1	61,683	1	65,549	1	65,549
827	Financial Analyst	1	0	0	0	0	0	0	0
7377	Financial Analyst, Senior	0	1	1	68,476	1	71,138	1	71,138
966	Program Coordinator	1	0	0	0	0	0	0	0
968	Program Manager I	1	0	0	0	0	0	0	0
7153	Program Specialist	1	2	2	110,895	2	114,840	2	114,840
TOTAL	FULL-TIME POSITIONS	6	6	6	\$ 409,922	6	\$ 427,201	6	\$ 427,201
7695	Cable/Franchise Program Manager	0	1	1	56,270	1	58,940	1	58,940
968	Program Manager I	1	0	0	0	0	0	0	0
TOTAL	PART-TIME POSITIONS	1	1	1	\$ 56,270	1	\$ 58,940	1	\$ 58,940

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

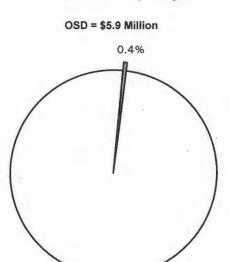
		AMOUNT				
ACTION	Ongoing	One-Time	Total	Package	FTE	DECISION
FY 2004-05	1,761,745	74	1	,761,819	6.8	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	s					
	(156)	0		(156)	0.0	Discretionary Adj- OMF Interagency Changes
Mayor's Propose	ed Budget Decision	าร				
	(19,021)	0		(19,021)	0.0	Portland Community Media 2.5% Reduction
	(6,366)	0	1	(6,366)	0.0	Cable Regulatory Commission 2.5% Reduction
Approved Budge	et Additions and Re	eductions				
	0	0		0	0.0	None
Adopted Budget	Additions and Re	ductions				
	0	0		0	0.0	None
	(25,543)	0		(25,543)	0.0	Total FY 2004-05 Decision Packages
			\$ 1	,736,276	6.8	Total Adopted Budget
FY 2004-05 Decis	sion Packages Not	Accepted				1
	(10,471)	0		(10,471)	0.0	Franchise Management 2.5% Reduction
			\$	(10,471)	0.0	Total Decision Packages Not Accepted

Office of Sustainable Development

Community Development Service Area

Dan Saltzman, Commissioner-in-Charge

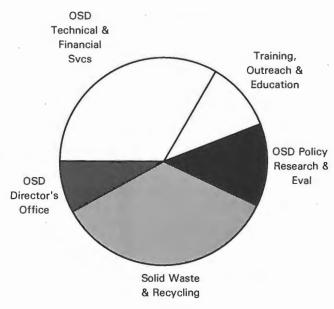




Percent of City Budget

City Budget = \$1.4 Billion

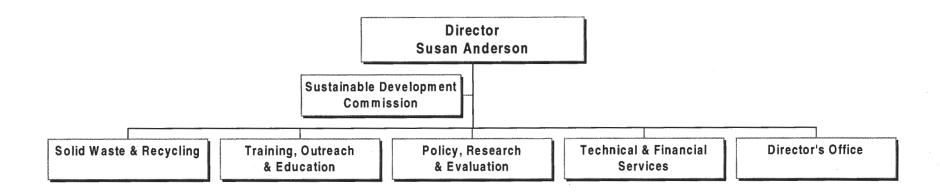
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	(Change from Prior Year	Percent Change
Operating	6,369,208	5,906,061		-463,147	-7.3%
Capital	0	0		0	0.0%
Allocated Overhead Costs	355,052	310,833		-44,219	-12.5%
Total Cost with Allocated Overhead	\$ 6,724,260	\$ 6,216,894	\$	-507,366	-7.5%
Authorized Positions	 26	27		1	3.8%

Office of Sustainable Development



Bureau Summary

BUREAU MISSION

The mission of the Office of Sustainable Development is to provide leadership and contribute practical solutions to ensure a prosperous community where people and nature thrive, now and in the future.

Through outreach, technical assistance, policy and research, the bureau promotes informed choices to increase the use of renewable energy and resources, reduce solid waste and conserve energy and natural resources, and prevent pollution and improve personal and community health.

BUREAU OVERVIEW

The Office of Sustainable Development (OSD) was established in 2000 to bring together innovative partnerships, services and new technologies to promote a healthy environment and efficient, vibrant community. OSD provides technical and financial services to businesses, residents, and public and private-sector organizations and serves as a meeting ground for community efforts to advance sustainability.

Efforts are client-oriented and focus on the needs of homeowners, renters, low-income families, government, small business, and specific business sectors. OSD integrates technical and financial services around energy efficiency, waste reduction, and resource conservation and also regulates garbage and recycling collection. In addition, OSD provides staff support to the Portland/Multnomah Sustainable Development Commission.

Revenues

The Office of Sustainable Development is funded by the General Fund, Solid Waste Management Fund, interagency agreements, federal and state grants, and contracts with local utilities and nonprofit 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 \$392,348.

General Fund dollars leverage \$400,000 in grants and contracts. The office continues to leverage General Fund support to obtain grants, performance contracts, and state and local intergovernmental agreements. In FY 2004-05, the bureau expects to receive at least \$400,000 in additional unbudgeted grants and contracts.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Accomplishments

Portland's 55% recycling continues to lead the nation

OSD is working aggressively to achieve Council's recycling goal of 60% in 2005. Areas of focus include diverting food waste from the landfill, working with neighborhoods that have low curbside recycling participation, and continuing to improve recycling programs and outreach aimed at businesses, 180 of which received technical assistance on waste prevention and recycling in 2003.

Portland named national Green Power Partner of the Year

The U.S. Environmental Protection Agency named the City of Portland as the national Green Power Partner of the Year for its leadership in developing and purchasing renewable energy resources. The City now generates or buys 10% of its electricity from renewable sources, including wind power and a fuel cell and microturbines powered by waste sewage gas.

Progress in implementing the City's Local Action Plan on Global Warming: per capita CO2 emissions are down 9% since 1990

Local emissions of carbon dioxide, the heat-trapping gas primarily responsible for global warming, have dropped 9% per capita since 1990, sharply countering the national trend. Strong energy efficiency programs, highly successful waste reduction and recycling efforts and a comprehensive public transportation system all contribute to Portland's climate-protection progress.

Facilitated the weatherization of 2,800 apartment units in partnership with the Energy Trust of Oregon

Through the Multifamily Assistance Program, OSD reaches nearly 10,000 metro area residents each year, reducing household heating bills by \$150 to \$200 per year. Over the 45-year life of the energy improvements, customers will save \$20 million.

Connected 1,500 Portland residents with resource-conservation assistance at three Fix-It Fairs

Annual Fix-It Fairs offer money saving solutions to Portland residents while emphasizing healthy, environmentally friendly homes and yards.

Food Policy Council supports nutritious, accessible, regionally produced food

The OSD-staffed Food Policy Council delivered a preliminary report and recommendations to City Council in 2003 that identified six strategies to achieve a community where all citizens have access to nutritious, fresh food; where agriculture is a thriving part of the local economy; and where food production and distribution contribute to a healthy environment.

Provided technical green building assistance to 300 local construction projects

In 2003 OSD provided in-depth technical assistance to more than 300 green building projects, from major new commercial office buildings to home kitchen remodels. OSD's green building program, G/Rated, provides assistance to 200 people each day on questions ranging from energy efficiency and water conservation to recycled materials and onsite stormwater management.

First local version of national green building standard

Portland continues to be a national leader in the green building movement, with 37 LEED-registered buildings and more green construction projects per capita than any other city in the country. In 2003 OSD developed a local version of the U.S. Green Building Council's national LEED standard. Portland LEED was designed to meet and exceed local environmental and regulatory objectives while increasing market penetration of high performance, healthy commercial and mixed-use buildings throughout Portland.

Building capacity for green building

OSD's G/Rated program continues to build local capacity for green building products, services, and training with sold-out attendance at the City's signature green building events.

- Build it Green! Home Tour A residential tour of 20 green homes throughout the Portland metro area. Nearly 1000 participants walked through attractive, functional green homes and businesses and talked with owners about their experiences with the green building process.
- ReThink G/Rated's flagship green building training program provides 16 weeks of indepth instruction in everything from passive solar design to stormwater management. The popular series recruits dozens of internationally recognized experts to provide lectures, workshops, tours, and demonstrations of new technologies, codes, and practices. ReThink responds to a growing demand for fundamental training on new green building techniques, helping to grow Portland's environmental construction industry sector.

SUMMARY OF BUDGET DECISIONS

The Adopted Budget includes a grant funded full-time position for the Multifamily Assistance program. The Adopted Budget also includes an additional \$350,000 of ongoing funding for the Green Investment Fund. The Bureaus of Environmental Services and Water will contribute \$225,000 and \$75,000 respectively toward that funding. The remaining \$50,000 will come from the Solid Waste Management Fund, where OSD will reduce printing, mailing, and postage costs by that amount.

FUNDING SOURCES

OSD is organized into five programs funded from a variety of sources.

The Solid Waste and Recycling and Training, Outreach, and Education programs are funded through residential franchise fees, commercial tonnage and permit fees, and government grants and contracts.

The OSD Director's Office is backed by the General Fund, supporting 0.85 FTE, interagency agreements with other bureaus, grants, and contracts.

The OSD Technical and Financial Services program receives funding for about 1.25 FTE and some operating expenses from the General Fund. Residential franchise and commercial tonnage fees are the primary sources of funding for G/Rated, the City's green building program. All other funding comes from federal and state grants and contracts with nonprofit agencies.

The OSD Policy, Research, and Evaluation program 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 the General Fund, interagency agreements, grants, and contracts. The General Fund supports 1.3 FTE, including staffing of the Sustainable Development Commission.

BUDGET NOTES

OSD and Transportation are to work with the business districts that receive Public Trashcan program services to find a more equitable method of funding the program than that currently used. Following those meetings, a report and proposal for a more equitable method of funding is to be brought to Council by December 1, 2004 for approval.

Strategic Direction

RECENT TRENDS

Green Economy

Portland has a well deserved reputation for successfully balancing community development, growth management, and environmental stewardship. Combined with a wealth of local expertise and innovative technologies and practices for improving environmental quality, this national and international reputation positions Portland to capitalize on an emerging "green economy" that provides clean, efficient, cost-effective approaches to urban development.

Examples of the opportunities that arise from this arena include two major "green economy" events that will be held in Portland in 2004: the International Green Roof Conference in June and the U.S. Green Building Council's Green Build event in November. Together, these events will give 7,000 professionals a first-hand look at the accomplishments of Portland's green economy. By continuing to foster local sustainable businesses and emphasizing Portland's green successes, the City can strengthen its position as a cornerstone of the emerging international green economy.

Green Building and Infrastructure

With Portland poised to continue to grow and redevelop its built environment, the City needs to strengthen its efforts to improve the quality, cost-effectiveness, and performance of its buildings and infrastructure while simultaneously reducing stress on the environment.

Green technologies are gaining currency in the design and construction industries with increasing use of innovative approaches to building, site design, and infrastructure. OSD provides the City with an integrated effort to promote resource-efficient construction practices and partners with other bureaus to advance sustainable infrastructure.

Sustainable City Government

Portland has a history of environmental leadership, both in its own operations and in community-wide efforts. Despite these accomplishments, substantial opportunities to improve efficiencies and reduce environmental impact remain.

In partnership with other bureaus, OSD is committed to reducing City costs while improving environmental quality. Efforts focusing on energy efficiency, waste reduction, water conservation, and procurement practices offer significant promise, and the City's work can serve as an example locally and nationally while improving the City's bottom line.

Utility Issues

The future of Portland General Electric remains of critical importance to the economic and environmental health of the region. With the proposed sale of PGE to Texas Pacific Group, the City will need to ensure that any transfer of ownership benefits Portland residents and businesses and helps to meet City goals related to economic development, community health, and global warming.

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 25% of all solid waste taken to the landfill. Improving access to healthy, affordable, regionally produced food is a key issue for the region, as is reducing food waste that is landfilled.

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 (EPA) 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 55% 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

OSD's efforts are designed to move Portland toward four ambitious goals:

- Recover or reuse all solid waste;
- Meet all energy needs through renewable resources and energy efficiency;
- Release zero net greenhouse gas emissions; and
- Make healthy, regionally produced food available to all residents.

In support of these ambitions, the office works to accomplish the following specific 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 2004-05

The primary objectives in FY 2004-05 include:

- Establish a Sustainable Government Efficiency Initiative to reduce the environmental impact of City operations and save the City \$500,000 annually within three years.
- Complete energy-efficiency projects on City-owned facilities to result in \$2.25 million in annual energy savings.
- Improve energy efficiency in at least 3,000 multifamily living units.
- Provide technical assistance to at least 200 businesses on energy efficiency, waste reduction, stormwater management, water conservation, and transportation efficiency.
- Participate in regulatory proceedings involving Portland General Electric, PacifiCorp, and NW Natural to ensure that major utility decisions benefit Portland residents and businesses and help to meet City goals related to economic development, community health, and global warming.
- Provide technical assistance on green building practices to commercial, residential, government, institutional, and affordable housing projects throughout Portland using targeted outreach and technical and financial assistance.
- Produce the Build It Green! Tour of Homes, a tour of residential green building projects for 1,000 Portland residents, home builders and construction industry professionals.
- Produce ReThink, a four-month green building design and construction workshop certificate program for 500 industry professionals.
- Provide research, policy development, and technical assistance for wider application of emerging green technologies.
- Establish fair rates with residential garbage haulers, and increase recycling levels in areas that have relatively low participation rates.
- Establish a commercial food waste collection program for major sources of food waste.
- 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.

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

OSD TECHNICAL & FINANCIAL SERVICES

OSD completed an extensive strategic and business planning exercise in 2003 that resulted in a reorganization of OSD work groups. The changes are expected to improve communication and integration of services and provide a more client-oriented interface with the community and other City agencies. Significant changes include assembling a team of employees who will coordinate all training and outreach activities, a second group that will centralize and streamline OSD's communications with residents and businesses, and a third work group that will provide an integrated package of energy and green building services.

With these changes, OSD is organized into five work groups: OSD Technical & Financial Services; OSD Director's Office; Solid Waste & Recycling; OSD Policy, Research, & Evaluation; and Training, Outreach, & Education.

OSD Technical & Financial Services provides integrated services on resource conservation related to the design, construction, and operations of buildings.

- The Technical Services group promotes the benefits of sustainable, high-performance building practices in development projects throughout Portland. Technical services include project-by-project technical assistance, training, outreach, and resource development.
- The Financial Services group promotes and markets the financial benefits of energy efficiency and sustainable building practices through incentives, grants, loans, and other financial tools. Staff currently run the Multifamily Assistance Program, which improves access to financial incentives and helps property owners understand the benefits of energy-efficiency investments.
- The Sustainable City Government program implements a Citywide, bureau-by-bureau sustainable business plan that systematically addresses resource use, toxics reduction, green procurement, renewable energy production and purchasing, and related issues through innovative policies, programs, and implementation strategies.

OSD DIRECTOR'S OFFICE

The Director's Office ensures efficient and responsible office management that is consistent with City policies and OSD values. The team leads financial planning and management, coordinates OSD human resources, manages the office, provides administrative tools and services to other OSD teams, and coordinates development of funding proposals. Director's Office staff also increase OSD's visibility and credibility and develop a strong public identity through presenting a consistent, constructive face to clients, stakeholders, and the community.

SOLID WASTE & RECYCLING

The Solid Waste & Recycling program is responsible for policy development and regulation of the City's solid waste program. This program regulates private haulers that provide solid waste, recycling, and yard debris collection services for all Portland residents and businesses. Policy is developed to maintain high customer satisfaction and meet City Council's recycling goal of 60% by 2005. Related activities include establishing rates for collection services to residential customers, answering customer questions and resolving complaints, evaluating program performance, and developing new recycling and waste-reduction programs.

OSD POLICY, RESEARCH & EVALUATION

The Policy, Research, & Evaluation program provides research and policy development in collaboration with and on behalf of other OSD teams, City agencies, and community partners. Efforts focus on projects that demonstrate or evaluate innovative practices and appropriate technologies. The team staffs the Sustainable Development Commission, monitors legislative issues related to sustainable development, and coordinates broad sustainability initiatives such as the City's Local Action Plan on Global Warming.

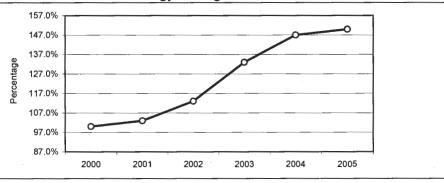
TRAINING, OUTREACH & EDUCATION

Training, Outreach, & Education helps the public make informed decisions about resource conservation and pollution prevention through education, events, material distribution, point-of-purchase contact, and partnership development.

Performance Measures

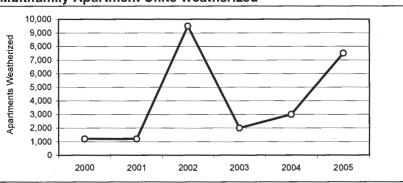
Percent Achieved of Year 2001 Energy Savings Goal





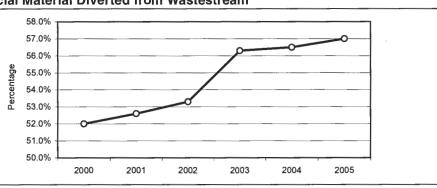
Number of Multifamily Apartment Units Weatherized

The Multifamily Assistance Program has weatherized over 19,000 apartment units since 1998.



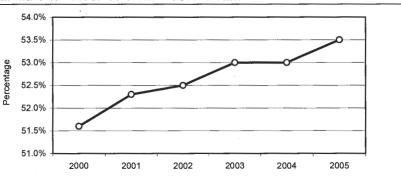
Commercial Material Diverted from Wastestream

Portland businesses have almost attained the City Council's 60% recycling goal. This high level of recycling makes Portland a national leader in recycling.



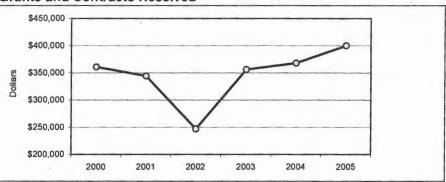
Residential Material Diverted from Wastestream

City Council has adopted a 60% recycling goal for the City of Portland, and residents are recycling at very high levels compared to other large U.S. cities.

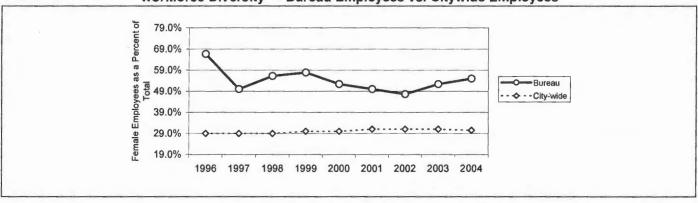


Grants and Contracts Received

Acquire at least \$400,000 in grants and contracts to implement the City's Local Action Plan on Global Warming and Sustainable City Principles.



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001-02	Actual FY 2002–03	Yr End Est. FY 2003-04	Adopted FY 2004-05
OFFICE OF SUSTAINABLE DEVELOPMENT						
Affirmative Action Measures						
Female Employees as a Percent of Total	52.4%	50.0%	47.6%	52.4%	55.0%	
Minority Employees as a Percent of Total	14.3%	15.0%	14.3%	14.3%	10.0%	
Sustainable Development Division						
Risk Data						
Workers Comp Claims per 200,000 Hours Worked	0.00	0.00	7.70	0.00		
Workers Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.12	\$0.00		
Solid Waste & Recycling						
Workload Tons of recycling collected by permitted commercial haulers	145,000	129,400	166,800	188,900	189,600	190,500
Effectiveness						
Pounds per household disposed	1,447	1,471	1,445	1,435	1,435	1,440
Pounds per household recycled	672	731	703	709	709	715
Efficiency						
Percent of residential material diverted from wastestream	51.6%	52.3%	52.5%	53.0%	53.0%	53.5%
Percent of commercial material diverted from wastestream	52.0%	52.6%	53.3%	56.3%	56.5%	57.0%
Training, Outreach & Education						
Workload Residents reached by sustainable training and outreach					4,000	5,000
Community organizations reached by sustainability outreach programs	5	20	55	40	40	50
OSD Director's Office						
Workload						
Grants and contracts awarded	\$360,902	\$344,201	\$247,000	\$356,200	\$368,000	\$400,000
Efficiency						
Percent reduction in local per capita CO2 emissions from 1990 levels			3%	9%	12%	14%
OSD Technical & Financial Services						
Workload						
Apartment units weatherized	1,200	1,200	9,500	2,000	3,000	7,500
Tons of CO2 emissions avoided through community-wide energy-efficiency projects				38,000	75,000	80,000
Employees reached by sustainability training and outreach program	65	100	135	150	300	300
City bureaus assisted with sustainability projects and plans	. 2	6	8	8	10	10
Projects receiving technical assistance		40	80	600	600	750
Technical resources developed			5	10	10	12
Efficiency						
Percent of energy savings completed toward yr 2001 goal	100.0%	103.0%	113.0%	133.0%	147.0%	150.0%

Office of Odotalilable Bevel	Opiniont AO 100, 002									
		Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES										
Operating Budget										
Personal Services		1,659,269		1,805,390		1,941,381		2,022,451		2,022,451
External Materials and Services		1,811,857		1,612,446		3,861,870		3,211,342		3,211,342
Internal Materials and Services		842,310		618,147		565,957		672,268		672,268
Minor Capital Outlay		0		0		0		0		0
Equipment Cash Transfers		6,500		0		0		0		0
Total Operating Budget		4,319,936		4,035,983		6,369,208		5,906,061		5,906,061
Capital Improvements		0		0		0		0		0
TOTAL BUREAU EXPENDITURES	\$	4,319,936	\$	4,035,983	\$	6,369,208	\$	5,906,061	\$	5,906,061
Allocated Overhead		486,521		280,768		355,052		313,212		310,833
Total Cost with Allocated Overhead		4,806,457		4,316,751		6,724,260		6,219,273		6,216,894
RESOURCES						· · · · · · · · · · · · · · · · · · ·				
Discretionary Revenues										
General Fund		367,782		285,774		438,714		392,348		392,348
Total Discretionary Revenues		367,782		285,774		438,714		392,348		392,348
Non-Discretionary Revenues										
Cash Transfers		665,215		565,741		883,606		619,269		619,269
Grants & Donations		257,011		218,887		1,747,355		1,539,490		1,539,490
Interagency Revenues		320,759		430,077		293,376		611,144		611,144
Program Revenue		491		. 0		0		40,000		40,000
Solid Waste Management Fund		2,708,678		2,535,504		3,006,157		2,703,810		2,703,810
Total Non-Discretionary Revenues		3,952,154		3,750,209		5,930,494		5,513,713		5,513,713
OTAL RESOURCES		4,319,936	\$	4,035,983	\$	6,369,208	\$	5,906,061	\$	5,906,061
Note: Discretionary General Fund r Non-Discretionary revenues are res	evenu	ues are those w d by policy or c	hich i	may be used by ctual agreemer	City	Council for any ne bureaus that	publi gene	c purpose. rate the revenu	ie.	
PROGRAMS										
Solid Waste & Recycling		2,708,670		2,535,504		3,006,157		2,072,330		2,072,330
Positions		11		11		12		9		9
Training, Outreach & Education		0		0		0		631,480		631,480
Positions		0		0		0		3		3
OSD Director's Office		665,216		511,886		912,424		465,862		465,862
Positions		4		140.046		4		750.007		750.007
OSD Policy, Research & Evaluation		113,962		140,346		209,862		759,967		759,967
Positions OSD Technical & Financial Services		832,088		848,247		<i>2</i> 2,240,765		<i>3</i> 1,976,422		3 1,976,422
Docitions		002,000		040,247		2,240,700		1,370,422		1,370,422

4,035,983

3

4,319,936

2

\$

26

5,906,061

27

6,369,208

City of Portland, Oregon - FY 2004-05 Adopted Budget

Positions TOTAL PROGRAMS

Positions

General Fund Discretionary Positions

27

3

5,906,061

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004-05
Personnel	Services					
511000	Full-Time Employees	881,776	1,011,417	1,372,239	1,454,743	1,454,743
512000	Part-Time Employees	177,433	155,797	58,083	57,391	57,391
514000	Overtime	1,082	208	0	0	0
515000	Premium Pay	8,843	4,824	0	0 ·	0
517000	Benefits	421,058	471,266	511,059	510,317	510,317
518000	Paid Absence	169,077	161,878	0	0	0
Total Perso	onnel Services	1,659,269	1,805,390	1,941,381	2,022,451	2,022,451
Materials a	and Services					
External	Materials and Services					
521000	Professional Services	89,290	281,681	772,750	554,008	554,008
522000	Utilities	0	0	. 0	0	0
523000	Equipment Rental	0	0	0	0	0
524000	Repair & Maintenance Services	0	0	0	0	0
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	1,026,138	858,980	896,376	622,700	622,700
531000	Office Supplies	6,698	9,257	10,300	7,546	7,546
532000	Operating Supplies	175,258	154,789	14,500	13,850	13,850
533000	Repair & Maintenance Supplies	0	42	1,392	1,992	1,992
534000	Minor Equipment & Tools	72,635	7,248	320,000	354,000	354,000
535000	Clothing & Uniforms	0	0	0	0	0
539000	Other Commodities External	2,968	6,920	. 0	0	0
541000	Education	27,736	23,213	21,536	25,162	25,162
542000	Local Travel	8,149	10,300	11,750	10,200	10,200
	Out-of-Town Travel	14,325	16,729	16,489	17,450	17,450
543000			,	151,725	1,000	1,000
544000	Space Rental	78,029	138,290	•	,	
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	130,222	130,222
549000	Miscellaneous	310,631	104,997	1,645,052	1,473,212	1,473,212
	ternal Materials and Services	1,811,857	1,612,446	3,861,870	3,211,342	3,211,342
	Materials and Services	4.040	5.400	F 000	0.045	0.045
551000		4,343	5,139	5,399	2,245	2,245
552000	Printing & Distribution	107,100	146,899	141,735	172,335	172,335
553000	Facilities Services	14,247	1,733	4,128	3,727	3,727
554000	Communications Services	47,664	31,200	29,006	30,772	30,772
555000	Information Technology	55,288	49,666	49,080	51,546	51,546
556000	Insurance	31,672	35,769	36,537	26,733	26,733
557000		0	0	0	0	0
558000	Same Fund Services	12,085	12,620	16,187	19,893	19,893
559000	Other Fund Services	569,911	335,121	283,885	365,017	365,017
Total Int	ernal Materials and Services	842,310	618,147	565,957	672,268	672,268
Total Mate	rials and Services	2,654,167	2,230,593	4,427,827	3,883,610	3,883,610
Capital Ou	ıtlay					
561000	Land	0	0	0	0	0
562000	Buildings	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		0	0	0	0	0
567000		0	0	0	0	0
568000	Other Capital Expenditure	0	0	0	0	0
569000		0	0	0	0	0
Total Capi	•	0	0	0	0	0
		6,500	0	0	0	0
573000	Equipment Cash Hanslers					
	Minor Equipment Transfers	0	0	0	0	0

		Actual FY 2002	Actual FY 2003		Revised ' 2003–04	1	roposed / 2004–05		Adopted Y 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7102	Administrative Specialist, Senio	2	1	2	88,157	2	84,460	2	84,46
2202	Code Specialist II	2	2	1	40,520	1	41,016	1	41,01
7203	Community Outreach & Information	0	1	1	54,291	1	54,962	1	54,96
7205	Community Outreach & Involvement	0	0	0	0	1	53,939	1	53,93
7492	Community Relations Specialist	1	0	0	0	0	0	0	
7226	Conservation Program Coordinator	2	2	2	113,549		120,854	2	120,85
7227	Conservation Program Coordinator	3	3	3	210,018		197,746	3	197,74
7225	Conservation Program Specialist	1	3	4	166,588		150,278	3	150,27
7232	Energy Conservation Program Mana	1 1	2	2	139,576	2	144,853	2	144,85
7376	Financial Analyst	1 1	1	1	52,372	1	55,598	1	55,59
7131	Management Analyst	0	1	1	50,332	1	53,422	1	53,42
102	Office Support Specialist II	4	4	4	145,463	5	179,402	5	179,40
970	Program Manager II	2	0	0	0	0	0	0	
7152	Program Specialist, Assistant	1	1	2	87,530	2	83,651	2	83,65
7230	Solid Waste & Recycling Program	0	1	1	75,516	1	79,888	1	79,88
7024	Sustainable Development Director	1	1	1	94,837	1	100,322	1	100,32
3108	Technician II	1	1	1	53,490] 1	54,352	1	54,35
TOTAL	FULL-TIME POSITIONS	22	24	26	\$ 1,372,239	27	\$ 1,454,743	27	\$ 1,454,74
7226	Conservation Program Coordinator	1	1	1	33,284	1	40,591	1	40,59
TOTAL	PART-TIME POSITIONS	1	1	1	\$ 33,284	1	\$ 40,591	1	\$ 40,59

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	5,605,385	0	5,605,385	26.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	ts				
	(0.07)	•	(0.07)		AU 302 - OSD Budget
	(227)	0	(227)	0.0	GF disc. reduction for OMF PERS/COLA savings
	3,510	0	3,510	0.0	Increase to IA with OMF-Printing & Distribution
	(250)	0	(250)	0.0	Decrease to IA with OMF-Facilities Services
	(45)	0	(45)	0.0	Decrease to IA with OMF-ComNet
	627	0	627	0.0	GF disc. add for OMF-BTS add packages
	3,563	0	3,563	0.0	Increase to IA with OMF-BTS
	(66)	0	(66)	0.0	Decrease to IA with OMF-Risk Management
	0	198	198	0.0	GF discretionary add for OMF-BHR HIPAA
	(94)	0	(94)	0.0	Other reductions to IA with OMF
	(6,618)	0	(6,618)	0.0	Reduction in Misc. account to fund IA changes
,					AU 155 - Solid Waste Division Budget
•	(163)	0	(163)	0.0	Reductions for OMF PERS/COLA savings
	(3)	0	(3)	0.0	Decrease to IA with OMF-Vehicle Services
	(56)	0	(56)	0.0	Decrease to IA with OMF-ComNet
	442	0	442	0.0	Increase for OMF-BTS add packages
	(32)	0	(32)	0.0	Decrease to IA with OMF-BTS
	(67)	0	(67)	0.0	Decrease to IA with OMF-Risk Management
	(43)	0	(43)	0.0	Other reductions to IA with OMF
Mayor's Propose	ed Budget Decisio	ns			
					AU 302 - OSD Budget
	0	61,124	61,124	1.0	New staffing for Multifamily Asst. Prog. (MAP)
	0	(61,124)	(61,124)	0.0	Reallocate grant funding to fund MAP package
	350,000	0	350,000	0.0	New funding for Green Investment Fund (GIF)
					AU 155 - Solid Waste Division Budget
	(50,000)	0	(50,000)	0.0	Postage and mailing reductions to fund GIF
Approved Budg	et Additions and R	eductions			
	0	0	0	0.0	None
Adopted Budge	t Additions and Re	ductions			
	0	0	0	0.0	None
	300,478	198	300,676	1.0	Total FY 2004-05 Decision Packages
			0 5 000 001	07.0	Total Adapted Dudget
			\$ 5,906,061	27.0	Total Adopted Budget
FY 2004-05 Deci	ision Packages No	t Accepted	1		
•	(9,794)	0	(9,794)	0.0	2.5% reduction to GF discretionary
	9,794	0	9,794	0.0	Backfill GF reduction with grant funds
			\$ 0	0.0	Total Decision Packages Not Accepted

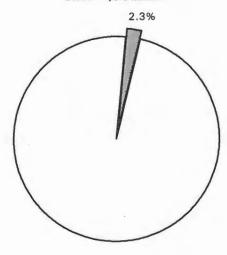
Bureau of Housing and Community Development

Community Development Service Area

Erik Sten, Commissioner-in-Charge William White, Director

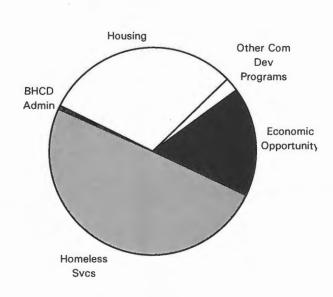
Percent of General Fund

BHCD = \$8.2 Million



General Fund = \$365.5 Million

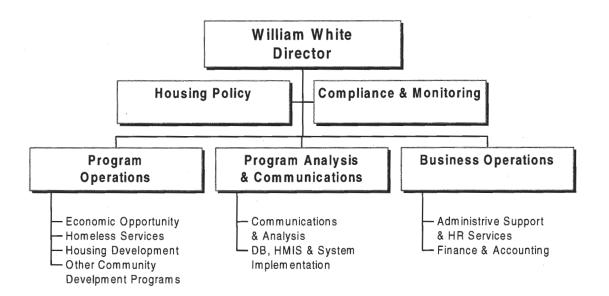
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	14,963,715	8,243,547	-6,720,168	-44.9%
Capital	0	0	0	0.0%
Allocated Overhead Costs	. 0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 14,963,715	\$ 8,243,547	\$ -6,720,168	-44.9%
Authorized Positions	23	26	3	13.0%

Bureau of Housing and 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 granted 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), the Emergency Shelter Grant (ESG), and a number of other categorical grants for homeless services and other community development programs. The total award for these four entitlement grants in FY 2004-05 is \$18,984,986. The bureau provides centralized support for the planning, tracking, reporting, and evaluation of these federal grant funds. The bureau also manages City General Fund resources appropriated to support other community development program areas.

BHCD reached out to community groups to formulate new strategic plan.

With direction from the City Council in FY 2002-03, the bureau undertook a strategic planning process to examine how to focus its programs toward more specific, measurable outcomes. The strategic planning process involved extensive outreach efforts and discussions with existing community contractors, other community organizations, and representatives of specific communities of color. BHCD staff worked with these groups and individuals to identify needs and ideas for addressing those needs. Outreach efforts included community focus groups, discussions with many community organizations and boards, and workshops where community representatives put forth new ideas and concepts.

Community outreach supports three campaigns.

The result of this outreach is a consensus that the bureau should realign its program areas into three primary campaigns:

- 1) Campaign I: to end the institution of homelessness in 10 years;
- 2) Campaign II: to expand opportunities for low-income residents to improve their economic condition; and,
- 3) Campaign III: to increase the range of housing opportunities for very low-income people by utilizing new approaches to economic opportunity.

In addition to the campaign focus, input from community groups also strongly supported a call for new approaches to the problems of homelessness, housing cost, and unemployment/underemployment. The bureau has begun to invite new ideas by issuing a "Request for Concepts" from community organizations for new concepts in the Economic Opportunity campaign.

A new look at smaller, local rehab efforts

The Housing Campaign will look for new ideas in the area of community rehabilitation by funding existing programs for the first six months of FY 2004-05 while an intensive community discussion about implementation takes place. Based on the outcomes of that process, a "Request for Proposals" will be issued fall 2004, with an allocation of funds for community rehab programs in January 2005.

Under the sponsorship of Mayor Katz and Commissioner Sten, the bureau is participating in the efforts of the Blue Ribbon Panel for Resource Development. This group is working to identify new resources for affordable housing.

The Plan to End the Institution of Homelessness The Campaign to End Homelessness is undertaking a community planning process with the Citizens' Commission to End Homelessness. A group of representatives from agencies serving the homeless is working alongside the Citizens' Commission to identify changes needed to realign existing services away from temporary shelter and toward permanent housing. This will need to be done in concert with agencies that provide corollary services needed by the homeless to break the chronic condition.

Operations

BHCD is the lead agency for the HOME and HOPWA grant consortiums. BHCD contracts with numerous public and private nonprofit organizations to provide services to lower income residents and neighborhoods. BHCD provides direct services in its Lead Hazard Abatement, Brownfields Showcase, and Housing Connections programs. BHCD has Citywide policy planning responsibilities for affordable housing and community services issues, and is the designated lead agency to staff the Housing and Community Development Commission.

BHCD acts as the lead agency for two regional 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 \$30 million, including the budgets in the HOME and CDBG (Housing and Community Development) grant funds, with 25 full-time employees.

During FY 2003-04 the Commissioner-in-Charge and the BHCD Director reviewed the organizational structure of BHCD and evaluated how it needs to be configured to address the new strategic plan campaigns. What was a very flat organization with little structural coordination of programs and administrative operations has been changed to align staff into program and business operations teams.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Programs and Accomplishments

BHCD supports an array of services and programs that address the three strategic campaigns and additional general community development efforts. Within these four broad program areas, there are subprograms that further define service areas. Highlights of this past year include:

- Housing Connections, a web-based housing locator service, completed two years of operation. Landlord listings doubled from 416 to 996. Agencies registered as users increased from 112 to 155. Units listed on the site increased from 28,000 to 46,623. Since its 2002 launch, over 249,000 searches have been performed on Housing Connections.
- BHCD and CGIS staff have been working on a business partnership arrangement with an Internet company to offer Housing Connections on a national basis.
- Through the leadership of and coordination by BHCD staff, BHCD and area agencies were successful in securing additional funding for supportive housing for the homeless. BHCD was awarded \$625,000 by the Corporation for Supportive Housing (CSH) and about \$400,000 by HUD for a homeless management information system. The CSH funding will support the creation of 400 new units of permanent supportive housing for people who have been homeless for the longest periods of time.
- Area agencies were granted \$9.2 million in a combination of funds to assist homeless persons. In fall 2003 the Citizens' Commission to End Homelessness was appointed and began work on the 10 Year Plan to End Homelessness.
- The Transitions to Housing program funded nine organizations to provide flexible short-term financial assistance to help homeless persons and very low income households get into stable permanent housing. As of November 2003 the agencies had assisted 771 households. Of these, 74% remained in permanent housing after six months, and 66% remained in permanent housing after one year. Average monthly household income for the households in Transitions to Housing increased from \$330 to \$626. Average assistance per household was \$1,285.
- The Taft Hotel, with 80 units of residential care housing, was preserved through a transfer of the property from Cascadia Behavioral Healthcare to Concepts for Community Living. The transfer was made possible through financial assistance from BHCD that was facilitated by a fund transfer approved by the City Council.

- BHCD, the Portland Development Commission, and the Housing Authority of Portland collaborated on a joint request for proposal to develop housing for persons with disabilities and low income families. Awards were made to five projects that will produce 163 units of housing.
- BHCD's Economic Opportunity and Finance staff assisted the Children's Initiative by entering into an interagency agreement to assist with program development, processing of subgrant payments, and accounting.
- 195 homes were tested for lead hazards, protecting households with 221 children.

SUMMARY OF BUDGET DECISIONS

The Adopted Budget continues to respond to decreasing and limited resources, the bureau's new strategic direction, assumption of new projects and grants, and changing needs in programs and grant regulations. In preparing the budget BHCD analyzed each program in light of the new strategic campaigns and the need to make the most effective use of declining resources. There are no across-the-board reductions.

General Fund Reductions

The General Fund reduction required from the Bureau of Housing and Community Development of just under \$67,000 will be accomplished by not funding two programs and reducing resources to the larger homeless providers, as follows:

- Eliminating City funding to the Outer Southeast (Marshall) Caring Community in the amount of \$27,871,
- Eliminating City funding to the Catholic Charities Asian Outreach program in the amount of \$24,697, and
- Reducing funding to Transition Projects Inc. (TPI) in the amount of \$15,990. Tthis
 amount is actually made up to TPI through increased funding from the Emergency
 Services grant.

Program Changes

The following are the major highlights of program changes in this budget.

BHCD has accepted new challenges and responsibilities.

- With the new strategic plan, housing priorities will focus on the lowest-income residents: those whose income is between 0 and 50% of Median Family Income (MFI). In FY 2004-05 BHCD will again work with the Housing Authority (HAP) and the Portland Development Commission (PDC) to offer a consolidated pool of funds for housing. \$2,256,830 for housing construction and \$400,000 for housing related street improvements will be pooled with funds from HAP and PDC for rental housing development.
- \$570,823 is budgeted for the new American Dream Down Payment Initiative funded by HUD. The program guidelines will be developed after federal rules are issued by HUD.
- As part of implementing the new strategic plan, \$1,082,629 in CDBG funding has been set aside to refocus rehabilitation efforts for homeowners.
- While a number of financial restructures and rehabilitation of properties previously subsidized by the City have been undertaken in the last several years, it is expected that this tide is ebbing. One large rehabilitation/reconstruction project for Clara Vista, a housing project in northeast Portland, will be implemented over several years.
- In the Economic Opportunity program \$991,592 has been set aside for a new RFP for community economic development projects. The structure for this RFP was the focus of many community workshops in fall 2003 and winter 2004 to address the new Campaign II to improve the income or assets of low-income Portland residents.

- BHCD has budgeted \$1 million to meet its second installment of funding for the New Columbia/HOPE VI project of the Housing Authority of Portland. The reservation of CDBG funds (eventually totalling \$5 million) is for a portion of the infrastructure costs of the redevelopment of Columbia Villa by HAP. This brings the CDBG reservation over two years to a total of \$2.59 million.
- Overall funding for Housing Connections is down as the web site is now in its second year of operation. Emphasis in FY 2004-05 will be put on completing negotiations with a private business partner to offer the program nationally. It is hoped that this will result in income to further the local Housing Connections operation.
- New funds from HUD are budgeted to begin implementation of the federally mandated Homeless Management Information System (HMIS).
- During FY 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. The FY 2004-05 Adopted Budget includes partial funding for this program because of limitations on the public service cap for CDBG funds.
- As target areas graduate, reductions are budgeted in the Target Area Designation program and the programs and projects that support the target areas. These funds are being dedicated to assisting in the Economic Opportunity RFP.
- The FY 2004-05 Adopted Budget includes no funding for the Brownfields Showcase Program. The program will be transferred to the Bureau of Environmental Services in the fall of 2004.

Changes in BHCD Program Support

The Adopted Budget includes changes in the BHCD operating budget to complete the reorganization of staff to support the new strategic plan and its three primary campaigns.

Reconfiguration of staff to reflect strategic plan

- This budget provides for the organization of staff into two primary teams: Program Management and Business Services. The staffing plan provides for a small increase in full-time staff and the reduction of some existing staff to part-time status. The increases include three positions that were approved in FY 2003-04 Fall budget monitoring process and through ordinances as new grants and revenue contracts were approved.
- The Program Operations section will have three teams managing the three campaigns from the strategic plan: homelessness, housing, and economic opportunity.

Appointment of Compliance Officer

- The budget also shows an existing staff position that is now designated as the Bureau Compliance Officer. The Compliance Officer will focus on upgrading bureau systems and procedures to ensure that all federal program compliance requirements are met. The Compliance Officer will also assist in monitoring program requirements and training staff and contract agency personnel in federal regulatory requirements.
- ◆ The combination of finance and administrative staffing into the Business Operations team will provide for better coordination between budgeting and personnel systems.

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 2004-05 are \$2,674,678.

Grants

Entitlement Grants

The bureau administers four entitlement grants received by the City from the U.S. 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 \$35,000 less than the FY 2003-04 budget due to reduced estimated loan repayments, float loan interest, and lien repayments.

CDBG carryover to FY 2004-05 is \$2,220,000, an increase of \$170,000 in obligated carryover for specific projects.

Categorical and Private 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
- Homeless Information Management System
- Lead Based Paint Hazard Control
- Technologies Opportunity Program
- Economic Development Initiative
- Corporation for Supportive Housing

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 the 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

For FY 2003-04 the bureau identified a number of issues it faced in administering the housing and community development agenda in the city. These issues included entitlement funding from HUD (Community Development Block Grant and HOME grant) remaining relatively flat, changes in Portland's neighborhoods, continued reduction in base resources, the continuing high unemployment rate, and the restrictions on how federal funds can be used. These concerns and Council direction to better focus its programs led the bureau to undertake a community strategic planning process.

Bureau staff made extensive efforts to reach out to community members and seek input on the bureau mission, its program strategies, and its operations. The bureau held focus group meetings, met with local community organizations, and held community workshops. Strong support was heard for focusing the bureau's efforts and for trying new approaches.

BHCD's base resources - CDBG and General Fund - continue to decline while other resources have also declined or remained flat. While the CDBG entitlement amount increased for FY 2003-04, the increase was 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

Demographic changes and continuing rise in housing costs impact the future direction of the bureau.

The strong housing market in the Portland area and neighborhood redevelopment efforts have served to increase property values in many of Portland's inner city neighborhoods at a faster rate than in the region generally. This rise in values puts more pressure on low-income 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 to suburbs to find more affordable housing. East Portland neighborhoods continue to have significant infrastructure development needs. These two conditions continue to affect all bureau programs.

Target Area Designation Program - Community Partnership Initiatives Program

During FY 2003-04 BHCD began to phase out the Target Area Designation program as existing target areas completed their work. In its place, a new model of community-directed economic opportunity is being developed. The new Economic Opportunity RFP for community based initiatives is based on best practices in the field.

The Community Initiatives program will continue and will focus its efforts on low- to moderate-income populations, regardless of where they live geographically. It will identify populations and/or areas underserved by community resources and facilitate the community's efforts to identify and address community development concerns and issues.

Housing

The housing focus continues to be on production and 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. Over the past several years the bureau has worked with PDC and the Housing Authority in both preserving existing housing and constructing new units. Preservation involves three related strategies:

- Preservation through sound property and asset management of the properties the City has made investments in during 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.

The cooperative efforts of BHCD, PDC, and the Housing Authority have been seen in the consolidated funding RFP's that the agencies have offered over the past two years. This effort will continue, and with the Campaign to End Homelessness, there will be a stronger emphasis on "supported housing" - housing linked with social services to insure that individuals and families are able to stay in permanent housing.

Connecting People to Stable Housing

The Housing Connections program, the web-based housing information system developed by BHCD in partnership with BTS/CGIS, has created a single system to link people to the thousands of diverse, affordable units available.

Other efforts by the bureau and its community partners have been to 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.

With these successes and the sponsorship of Mayor Katz and Commissioner Sten, the bureau has undertaken the mandate to develop a plan to end homelessness in 10 years. A Citizens' Commission to End Homelessness has been appointed and has begun the work to develop this plan. The intent is to shift the focus away from temporary relief to making systemic changes.

The Campaign to End Homelessness has three primary strategies:

- End chronic homelessness by increasing the supply of permanent, affordable, supportive housing;
- Relieve situational homelessness by increasing the supply of permanent, affordable housing and rapidly re-housing those who become homeless;
- Preventing homelessness by providing flexible assistance to deter evictions and respond to other housing crises.

The Changing Economy

Oregon's High Unemployment Rate

Oregon continues to have a higher rate of unemployment than the nation as a whole. In December 2003 Oregon's unemployment rate was still at 7.2%, while the national rate had fallen to 5.6%. 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

Increased Enforcement of Federal Regulations

Addressing lead-based paint hazards increases program costs.

In September 2001, the City of Portland began complying with new federal regulations that address lead-based paint in affordable rental units assisted with federal funding. These regulations require that all work funded with federal resources be conducted in a lead-safe manner. In many cases, lead-based hazards must be completely addressed before a unit can be occupied.

These regulations affect many of the programs administered by the bureau including first time homebuyer, owner-occupied and multi-family rehabilitation, accessibility improvements for disabled and elderly households, and rental assistance programs. 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 state and county budget 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

Strategic Direction

During FY 2002-03 and FY 2003-04 the bureau undertook an extensive planning process with a goal of creating a three-five year strategic plan. The strategic planning process involved a wide variety of outreach methods to engage the community in the process. Community organizations, leaders in the communities of color, and immigrant communities participated in this discussion. Meetings were held with community agencies. Focus groups were organized among with representatives of similar service delivery agencies. And community forums were held to get input on new strategies for economic opportunity programs.

The community input strongly supported doing more to focus the bureau's efforts rather than continuing to try to engage in a wide variety of community development activities. Community representatives felt that efforts on "too many programs" were diluting the efforts. And strong support was given to looking at successful efforts elsewhere and testing those strategies here in Portland. Based on the community input, the bureau developed three strategic areas of concern:

- 1. Ending the institution of homelessness,
- 2. Expanding economic opportunities for low-income persons, and
- 3. Increasing the range of housing opportunities for very low-income persons.

Bureau staff evaluated existing programs against these three objectives. Many of the programs currently funded through BHCD do relate to these objectives; others can be aligned more closely through some more focusing of the program activities. A small number of existing programs do not relate to any of the three objectives. Changes to accomplish the objectives of the new strategic plan will be phased in over two fiscal years.

The specific activities designed to implement the new strategic plan are outlined in the following section.

MANAGEMENT GOALS & OBJECTIVES

The BHCD strategic plan recognizes the changing needs of low-income persons in our community.

The Three Campaigns

The BHCD strategic plan is organized around three campaigns, each with a set of strategies.

- Campaign I: End the Institution of Homeless in 10 Years
 - End chronic homelessness by increasing the supply of permanent affordable supportive housing. Leverage the City's housing development pipeline with services provided by mainstream systems of care such as health and mental health care providers. Use a Housing First approach focused on the hardest to house (i.e., get them in housing first, then address other needs).
 - Relieve situational homelessness by increasing the supply of permanent affordable housing for very low-income persons and those who are financially at risk to become homeless, linked to housing services. Rapidly re-house and stabilize those who become homeless. Increase earning power through education, training, and jobs.
 - Prevent homelessness by providing flexible assistance to deter evictions, and respond to other housing crises. Do comprehensive discharge planning from treatment facilities, jails, hospitals, and other institutions. Employ economic opportunity strategies.
- Campaign II: Expand Opportunities for Low-Income Residents to Improve their Economic Condition
 - Workforce Development: Short-term intensive training/placement/retention of low income residents in career track jobs.
 - Income/Asset Improvements such as Individual Development Accounts (IDA's), Cooperative Ownership Initiatives, Resident Ownership Mechanisms (ROM's), and Property-Based Equity Development.
 - Entrepreneurship through such approaches as Microenterprise Loan and Technical Assistance Programs, CD Venture Capital and Equity Infusion Models, and Sectoral Initiatives.
 - Development of policies, resources, and alliances to ensure local economic programs benefit residents at 0-50% MFI.
- Campaign III: Increase the Range of Housing Opportunities for Low-Income People
 - Rental Housing: 1) Produce more 0-30% MFI units for households with special needs and/or defined as "hard to house"; 2) Produce more family-sized units (FSUs) with three or more bedrooms; 3) Stabilize the existing subsidized portfolios, including expiring federally subsidized properties; and 4) Support a community based infrastructure to own and manage affordable rental housing, emphasizing asset management capacities and organizing asset and property management systems across the broader portfolio.
 - * Homeownership: 1) Continue current methods and explore new methods aimed to close the minority homeownership gap; 2) Assist in stabilizing existing homeowners.

Housing Services: 1) Streamline access to information about housing opportunities, rental assistance, and service linkages; 2) Target funding to services that have a proven ability to promote housing stability, particularly for households at 0-30% MFI; and 3) Support services that affirmatively further fair housing and reduce disparities in access to housing opportunities.

Management Objectives

The bureau will be working toward the following administrative and management objectives during FY 2004-05.

- 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. Develop an internal administrative cost allocation plan with
 guidance from HUD and OMF.
- Test and implement a new program database that will provide better tracking and contract management. Improve the bureau's data systems to track outcomes and evaluate existing programs.
- Fully implement the new Compliance program under the appointed bureau Compliance Officer. Develop new tracking methods within the new database and train staff and contractors in new compliance methods.
- Work to transfer ongoing marketing responsibility for the Housing Connections web site to a private business partner, through an arrangement that will provide some additional resources to the bureau.
- Complete the archiving program started in FY 2003-04 with the help of the City Archivist and staff.
- Implement the Homeless Management Information System.
- Update the Citizen Participation Plan and begin the development of the next Five-Year Consolidated Plan required by HUD.
- 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 Youth Employment program, part of the Economic Opportunity Campaign, 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 that 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.

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 vision of the Housing program is that in five years the city's stock of affordable housing will increase at the 0-50% income range with an emphasis on larger family units, and the portfolio of subsidized affordable rental housing will be financially stable. Access to all affordable housing units will be streamlined, and the minority homeownership gap will be reduced.

The measures of success will be the number of housing units programmed at 0-30% of Median Family Income, the number of new housing units built with three or more bedrooms, the percent of existing housing units stabilized, and an increased participation rate in homebuyer programs by minority residents.

Programs focusing on the stock of affordable housing include capital funding for rental housing development (new construction, rehabilitation and/or preservation), homeowner repair, financial assistance for homebuyers, and 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 consolidated funding RFP of BHCD, PDC, and HAP will be continued. Housing funds available from the CDBG and HOME grants will be supplemented with some funds for street improvements associated with the housing.
- BHCD will be looking at more effective home rehab approaches. Existing Homeowner Rehab programs are funded for six months. The remaining funds are pooled for a new RFP. The RFP will be released with a new description of services following an intensive evaluation and planning effort in spring 2004.
- Efforts are underway to negotiate a business relationship with a private Internet service provider to market Housing Connections on a national basis.
- The second-year funding (\$1,000,000) of the five-year commitment to HOPE VI is included in the budget.
- \$570,823 is budgeted for the new American Dream Down Payment Initiative funded by HUD. Program guidelines will be developed with PDC after HUD releases the federal regulations for the program.

ECONOMIC OPPORTUNITY

Description

The vision for BHCD's Economic Opportunity program is a sustainable increase in people's income and assets. In five years the goal is to have direct experience with a portfolio of strategies that have demonstrated success in increasing the income and assets of youth and adults at 0-50% of Median Family Income.

To measure success BHCD will look at changes in income and wealth as well as job placement rates and job retention. Because no two people take the same route to income or asset creation, BHCD anticipates funding a wide array of projects and various populations. Successful projects will often build on the skills/assets of specific low-income population groups. Mentoring and community building will often be components of successful projects. Quality outside evaluation will be a component of each project from the outset. Initiatives in the economic marketplace are inherently risky and must be flexible.

Changes to Services and Activities

Community Economic Opportunity

The changes to the Economic Opportunity program based on the new Strategic Plan include the following:

- PDC economic development programs that have supported revitalization activities in the past will not be funded in FY 2004-05, though the business loan program may respond to the RFP with a proposal that focuses on benefiting low-income residents.
- Existing microenterprise programs will all have to apply for funding through the RFP. Programs that are not able to modify their programs to predominantly assist low-income residents will receive reduced funding in FY 2004-05 and a further reduction in FY 2005-06; they may ultimately be zeroed out unless the program has value in addressing a City goal.
- Workforce programs are being encouraged to tailor programs toward the goals of increased incomes, so a portion of past workforce funding will be distributed by the RFP process. Still, there will probably be some portion of past funding that continues for operating support.
- Youth programs in future years will be encouraged to tailor their programs as well, but that will not begin until FY 2005-06.

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 intensive planning effort being taken on by BHCD and the Citizens' Commission to End Homelessness began in fall 2003 and will continue into the early part of FY 2004-05. The bureau anticipates that the Plan to End Homelessness in 10 Years will result in significant program changes. However, these changes would not be fully implemented until the FY 2005-06 budget year.

There is no intention of cutting any homeless program. There is, however, a direct motivation to ensure that existing programs are all working to end people's homelessness. We hope to modify the existing system of homeless service to adults to better address the vast need, while also being realistic about keeping safety net options available for people who experience homelessness.

In all programs, internally and externally, we will ensure streamlined bureaucracy that gets the most money to the people who need the assistance.

In general this initiative will:

- Create a shift toward rental assistance and housing services and away from shelters and facilities (gradual).
- Create a shift in affordable housing development toward supportive housing at 0-30% MFI.
- ◆ Lead BHCD to seek ongoing and expanded General Fund and other support for Transitions to Housing.

Changes to Services and Activities

The changes reflected in this budget are related to grant awards received in FY 2003-04 and service direction undertaken as a result of those grants and some demonstration programs, such as Transitions to Housing. There are some slight increases in service based on additional funds received from HUD and new funds received from the Corporation for Supportive Housing. There is also one critical shortcoming due to the limitations on using CDBG funds for public services.

- ♦ A one-time allocation of CDBG carryover funds was granted in FY 2003-04 to continue the expanded outreach services provided by JOIN for homeless campers. At this time there is only \$15,000 available within the public services cap for this JOIN program.
- Funds received from HUD will fund the implementation of the Homeless Management Information System.

OTHER COMMUNITY DEVELOPMENT PROGRAMS

Description

The Other Community Development Services program supports low- to moderate-income communities and neighborhood residents through programs that do not fit within the other three programs (housing, homeless services, and economic opportunity). The major initiative in this program area is the Community Initiatives program, which is continued at the same level as previous years.

Changes to Services and Activities

Target Area Designation Service Area

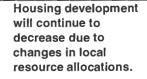
The Target Area program has been discontinued with the exception of several existing areas that are completing their final year of work. The Latino Network and east Portland TA are funded at a total of \$102,000 to complete their work in FY 2004-05. The Targeted Housing Code Enforcement and the Targeted Nuisance Abatement activities are discontinued after several years of being phased down.

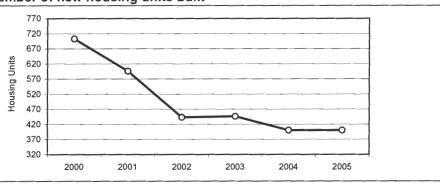
Other Services and Initiatives

The Community Initiatives program is continued unchanged. Funds for FY 2004-05 are allocated within the bureau's two caps: \$20,000 in planning/administration and \$180,000 in public services, allowing significant latitude for projects being proposed by community groups. The CHIERS program, which had been included in public safety in the past, is continued within the Homeless Services and Facilities program since it is a treatment service for homeless persons. The Youth Employment programs, which were identified separately, are now included within the Economic Opportunity program.

Performance Measures

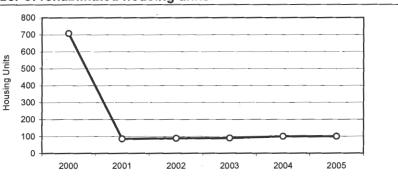






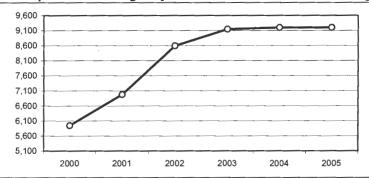
Number of rehabilitated housing units

Workload target is dropping significantly due to impact of lead paint regulations.

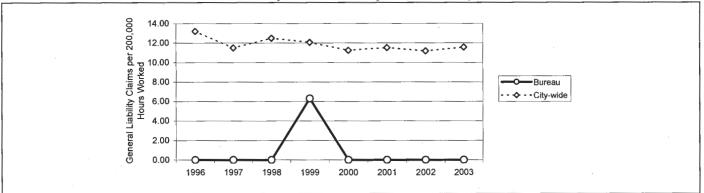


Number of unduplicated single adults provided emergency shelter and transitional housing

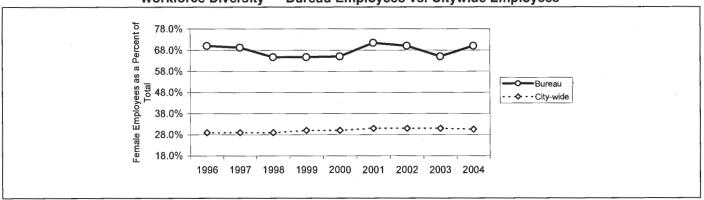
Unduplicated count is unavailable prior to the 1999 implementation of a sophisticated information collection system for homeless single adults.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



aread or frodoing and comm	Actual	Actual	Actual	Actual	Yr End Est.	Adopted	
	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004–05	
UREAU OF HOUSING AND COMMUNITY D	EVELOPMENT						
Affirmative Action Measures							
Female Employees as a Percent of Total	65.0%	71.4%	70.0%	65.0%	70.0%		
Minority Employees as a Percent of Total	30.0%	33.3%	30.0%	40.0%	35.0%		
Bureau of Housing and Community Develo	pment						
Risk Data							
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00	0.00			
Workers Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00	0.00			
Workers Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00	\$0.00			
Housing Programs							
Workload							
New housing built	703	596	443	446	400	400	
Housing units rehabilitated	708	86	89	90	100	100	
Effectiveness							
City residents rating housing affordability "Good or Very Good"	45%	44%	44%	44%	45%	45%	
Efficiency							
Average BHCD funds invested per unit on new housing	\$17,775	\$24,664	\$35,528	\$31,185	\$32,000	\$32,000	
Average amount of outside capital leveraged per unit of new housing			\$127,944	\$92,032	\$127,000	\$127,000	
Average BHCD funds invested per unit on rehab housing.	\$14,421	\$14,320	\$14,170	\$11,251	\$11,500	\$11,500	
Economic Opportunity							
Workload							
Individuals participating in Economic Opportunity programs					400	650	
Adults receiving workforce development services				2,194	2,200	2,200	
Youth placed in subsidized or unsubsidized summer or year round employment.	2,018	1,117	1,142	1,271	1,100	1,100	
Effectiveness Economic Opportunity program participants demonstrating increased income.					350	500	
Percentage of adults placed in job after receiving intensive workforce services				73%	74%	74%	
Number of youth entering employment or continuing education	1,018	549	634	609	600	600	
Efficiency							
Cost per youth placed in employment or continuing education	\$1,547	\$2,691	\$26,810	\$1,222	\$1,500	\$1,500	
Homeless Facilities & Services							
Workload							
Number of unduplicated single adults provided emergency shelter and transitional housing	5,944	6,977	8,592	9,146	9,200	9,200	
Effectiveness Homeless or at risk individuals placed in	1,302	1,900	1,871	1,889	1,900	1,900	

	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 200203	Yr End Est. FY 2003-04	Adopted FY 2004-05
Efficiency						
Adults in permanent housing after six months.	500	973	1,183	1,435	1,400	1,400
Adults in permanent housing after 12 months.				1,190	1,200	1,200
Other Community Development Programs						
Workload						
Number of Community Initiative Projects started	24	19	22	21	15	15
Effectiveness						
Community Initiative projects successfully completed	89%	87%	85%	80%	100%	100%
Efficiency						
Percent of resources leveraged by Community Initiative projects	200%	198%	190%	189%	189%	189%

Bureau of Housing and Cor	nmunity Development AU 540						SUMMARY OF BUREAU BUDGE			
	Actual FY 2001–02	F	Actual Y 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004~05	
EXPENDITURES										
Operating Budget										
Personal Services	1,575,007		1,885,402		2,064,729		2,044,836		2,044,836	
External Materials and Services	6,406,114		6,692,707		12,597,969		5,913,322		5,955,324	
Internal Materials and Services	309,226		263,664		301,017		243,387		243,387	
Minor Capital Outlay	0		0		0		0		0	
Equipment Cash Transfers	0		0		0		0		0	
Total Operating Budget	8,290,347		8,841,773		14,963,715		8,201,545		8,243,547	
Capital Improvements	0		0		0		0		0	
TOTAL BUREAU EXPENDITURES	\$ 8,290,347	\$	8,841,773	\$	14,963,715	\$	8,201,545	\$	8,243,547	
Allocated Overhead	0		0		0		0		0	
Total Cost with Allocated Overhead	8,290,347		8,841,773		14,963,715		8,201,545		8,243,547	
RESOURCES										
General Fund Discretionary	2,523,724		3,034,120		3,205,804		2,674,678		2,674,678	
Non-Discretionary Revenues										
Grants & Donations	2,943,085		3,162,989		8,819,992		3,072,745		3,114,747	
Contract Revenues	406,795		417,889		437,000		394,820		394,820	
Interagency Revenues	2,363,774		2,224,141		2,475,439		2,059,302		2,059,302	
Program Revenue	52,969		2,634		25,480		0		0	
Total Non-Discretionary Revenues	5,766,623		5,807,653		11,757,911		5,526,867		5,568,869	
TOTAL GENERAL FUND RESOURCES	8,290,347	\$	8,841,773	\$	14,963,715	\$	8,201,545	\$	8,243,547	
Note: Discretionary General Fund r Non-Discretionary revenues are res	evenues are those w stricted by policy or c	vhich ma	y be used by al agreemen	City	Council for any	publi gene	ic purpose.	ie.		
PROGRAMS										
DLICD Administration	1 500 071		1 CCO OE7		116 000		40.000		40.000	

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407,561	430,461	395,371	0	
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1,446,526	1,306,606	1,421,226	0	
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1,500,971	1,668,057	116,000	40,000	40,000
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Personnel Services			Actual FY 2001-02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
S11000 Full-Time Employees	Personnel	Services					
S12000 Part-Time Employees 120,295 193,948 165,555 221,076 221,076 151000 Devotrime 56 66 6 0 0 0 0 0 0 0			923.337	1,017,276	1,371,221	1,350,729	1,350,729
51400							
Total Personnol Services	514000			•		,	,
Materials and Services 1,575,007 1,885,402 2,044,729 2,044,836 2,044,838 Materials and Services External Materials and Services S21000 Professional Services 3,835 17,126 382,220 12,275 12,275 2,2000 10 10 0 0 0 0 0 0	517000	Benefits	390,890	472,323	527,953	473,031	473,031
Materials and Services 1,575,007 1,885,402 2,044,729 2,044,836 2,044,838 Materials and Services External Materials and Services S21000 Professional Services 3,835 17,126 382,220 12,275 12,275 2,2000 10 10 0 0 0 0 0 0	518000	Paid Absence	140,429	201,759	0	0	,
External Materials and Services 3,855 17,126 382,220 12,275 12,275 32200 Utilities 0	Total Pers	onnel Services		1,885,402	2,064,729	2,044,836	2,044,836
S2000 Professional Services 3,855 17,126 382,220 12,275 12,275 522000 Utilities 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Materials	and Services					
S22000 Utilities	External	Materials and Services					
S23000 Equipment Rental 0	521000	Professional Services	3,835	17,126	382,220	12,275	12,275
S24000 Repair & Maintenance Services 1,829 1400 900 900 900 900 525000 100	522000	Utilities	0	0	0	0	0
525000 Non-Capital Improvement 0	523000	Equipment Rental	0	0	0	. 0	0
S28000 Local Match Payments 0 0 0 0 0 529000 Miscellaneous Services 6,186,214 6,384,432 11,817,380 5,713,912 5,755,914 531000 Office Supplies 7,026 12,769 15,614 9,437 9,437 532000 Operating Supplies 0 70 1,960 1,510 1,510 533000 Fepalra Maintenance Supplies 0 0 0 0 0 0 534000 Minor Equipment & Tools 14,501 16,661 71,953 3,500 3,500 539000 Other Commodities External 22,823 8,151 35,948 5,430 5,430 541000 Education 9,418 21,175 12,856 11,007 11,007 542000 Local Travel 8,231 10,391 9,528 7,752 7,752 543000 Oltre-Form Travel 8,5154 95,301 103,460 101,429 101,429 544000 Space Rental 85,154 95,301 103,460 101,429 101,429 545000 Interest 0 <td< td=""><td>524000</td><td>Repair & Maintenance Services</td><td>1,829</td><td>(140)</td><td>900</td><td>900</td><td>900</td></td<>	524000	Repair & Maintenance Services	1,829	(140)	900	900	900
Separation Services 6,186,214 6,384,432 11,817,360 5,713,912 5,755,914 531000 Office Supplies 7,026 12,769 15,614 9,437 93,475 532000 Operating Supplies 0 0 70 0 0 0 0 0 0 0 0 0 0 0 0 0 0	525000	Non-Capital Improvement	0	0	0	0	0
531000 Office Supplies 7,026 12,769 15,614 9,437 9,437 532000 Operating Supplies 0 70 1,960 1,510 1,510 533000 Repair & Maintenance Supplies 0 0 0 0 0 534000 Minor Equipment & Tools 14,501 16,661 71,953 3,500 3,500 539000 Oltothing & Uniforms 0 0 0 0 0 539000 Oltothing & Uniforms 22,823 8,151 35,948 5,430 5,430 541000 Education 9,418 21,175 12,856 11,007 11,005 542000 Local Travel 8,231 10,391 9,528 7,752 7,752 543000 Out-of-Town Travel 85,154 95,301 103,460 101,429 101,429 544000 Refunds 0 0 0 0 0 0 544000 Refunds 5,948 11,065 12,686	528000	Local Match Payments	0	0	0	0	0
532000 Operating Supplies 0 70 1,960 1,510 0	529000	Miscellaneous Services	6,186,214	6,384,432	11,817,360	5,713,912	5,755,914
532000 Operating Supplies 0 70 1,960 1,510 0	531000	Office Supplies	7,026	12,769	15,614	9,437	9,437
534000 Minor Equipment & Tools 14,501 16,661 71,953 3,500 3,000 539000 Other Commodities External 22,823 8,151 35,948 5,430 5,430 541000 Education 9,418 21,175 12,856 11,007 11,007 542000 Local Travel 8,231 10,991 9,528 7,752 7,752 543000 Out-of-Town Travel 7,685 15,706 15,155 10,018 10,182 544000 Space Reintal 85,154 95,301 103,460 101,429 101,429 545000 Interest 0 0 0 0 0 0 546000 Refunds 0 0 0 0 0 0 549000 Wiscellaneous 59,398 111,065 126,685 36,152 36,152 Total External Materials and Services 6,406,114 6,692,707 12,597,969 5,913,322 5,955,324 Internal Materials and Services 2,584 1,258 5,866 2,600 2,600 552000 Printing & Distribution	532000	Operating Supplies	0	70	1,960		1,510
555000 Clothing & Uniforms 0 0 0 0 0 0 539000 Other Commodities External 22,823 8,151 35,948 5,430 5,430 541000 Education 9,418 21,175 12,856 11,007 11,007 542000 Local Travel 8,231 10,991 9,528 7,752 7,752 543000 Out-of-Town Travel 7,685 15,706 15,155 10,018 10,018 544000 Space Rental 85,154 95,301 103,460 101,429 101,429 545000 Interest 0 0 0 0 0 0 547000 Retirement System Payments 0 0 0 0 0 548000 Operating Lease 0 0 0 0 0 549000 Miscellaneous 59,398 111,065 126,685 36,152 36,152 Total External Materials and Services 2,584 1,259 5,965 5,913,322 5,5324 Internal Materials and Services 2,584 1,258 5,	533000	Repair & Maintenance Supplies	0	0	0	0	0
555000 Clothing & Uniforms 0 0 0 0 0 0 539000 Other Commodities External 22,823 8,151 35,948 5,430 5,430 541000 Education 9,418 21,175 12,856 11,007 11,007 542000 Local Travel 8,231 10,991 9,528 7,752 7,752 543000 Out-of-Town Travel 7,685 15,706 15,155 10,018 10,018 544000 Space Rental 85,154 95,301 103,460 101,429 101,429 545000 Interest 0 0 0 0 0 0 547000 Retirement System Payments 0 0 0 0 0 548000 Operating Lease 0 0 0 0 0 549000 Miscellaneous 59,398 111,065 126,685 36,152 36,152 Total External Materials and Services 2,584 1,259 5,965 5,913,322 5,5324 Internal Materials and Services 2,584 1,258 5,	534000		14,501	16,661	71,953	3,500	3,500
593000 Other Commodities External 22,823 by 11,175 11,155 11,007 by 11,007 11,007 by 11,007 541000 Education 9,418 by 21,175 12,856 by 11,007 11,007 by 11,007 10,018 10,018 10,018 10,018 10,018 10,018 10,018 10,018 10,018 10,018 10,018 10,018 10,018 10,1429 10,1429 10,1429 10,1429 10,1429 10,1429 10,1429 10,1429 10,1429 10,1429 10,1429 10,1018 10,1429 10,1429 10,1018 10,1018 10,1429 10,10,108 10,1029 10,1018 10,1029 10,1019 10,1029 10,1029 10,1029 10,1029 10,1029 10,1029 10,1029 10,1029 10,1029 10,1029 10,1029 10,1029 <td< td=""><td>535000</td><td></td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></td<>	535000		0	0	0	0	0
542000 Local Travel 8,231 10,391 9,528 7,752 7,752 543000 Out-of-Town Travel 7,685 15,706 15,155 10,018 10,018 544000 Space Rental 85,154 95,301 103,460 101,429 101,429 545000 Interest 0 0 0 0 0 0 546000 Refurds 0 0 0 0 0 0 548000 Refurnds 0 0 0 0 0 0 549000 Miscellaneous 59,398 111,065 126,685 36,152 36,152 549000 Whice Services 2,584 1,258 5,886 2,600 2,600 52000 Printing & Distribution 27,377 38,632 45,485 43,204 43,204 553000 Pacililles Services 1,909 1,587 2,183 2,205 2,205 554000 Communications Services 18,664 20,393	539000	-	22,823	8,151	35,948	5,430	5,430
542000 Local Travel 8,231 10,391 9,528 7,752 7,752 543000 Out-of-Town Travel 7,685 15,706 15,155 10,018 10,018 544000 Space Rental 85,154 95,301 103,460 101,429 101,429 545000 Interest 0 0 0 0 0 0 546000 Refurds 0 0 0 0 0 0 549000 Refurnds Lystern Payments 0 0 4,330 0 0 0 0 549000 Miscellaneous 59,398 111,065 126,685 36,152 36,152 36,152 36,152 36,152 36,152 36,152 36,152 36,152 36,552 36,152 36,552 36,152 36,552 36,152 36,552 36,152 36,552 36,552 36,552 36,552 36,552 36,552 36,552 36,552 36,552 36,552 36,552 36,552 36,552 36	541000	Education	9,418	21,175	12,856	11,007	11,007
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553000 Facilities Services 1,909 1,587 2,183 2,205 2,205 554000 Communications Services 18,664 20,393 24,593 22,933 22,933 555000 Information Technology 48,971 48,988 162,243 98,169 98,169 556000 Insurance 27,829 33,597 34,322 45,541 45,541 557000 Master Lease 0 0 0 0 0 0 558000 Same Fund Services 20,716 21,635 26,305 28,735 28,735 559000 Other Fund Services 161,176 97,574 0 0 0 559000 Other Fund Services 6,715,340 6,956,371 12,898,986 6,156,709 6,198,711 Total Internal Materials and Services 6,715,340 6,956,371 12,898,986 6,156,709 6,198,711 Total Internal Materials and Services 0 0 0 0 0 0 Total In	552000	Printing & Distribution	27,377	38,632	45,485	43,204	43,204
554000 Communications Services 18,664 20,393 24,593 22,933 22,933 555000 Information Technology 48,971 48,988 162,243 98,169 98,169 556000 Insurance 27,829 33,597 34,322 45,541 45,541 557000 Master Lease 0 0 0 0 0 0 558000 Same Fund Services 20,716 21,635 26,305 28,735 28,735 559000 Other Fund Services 161,176 97,574 0 0 0 Total Materials and Services 6,715,340 6,956,371 12,898,986 6,156,709 6,198,711 Capital Ladi 0 0 0 0 0 0 563000 Improvements 0 0 0 0 0 0 564000 Capital Equipment 0 0 0 0 0 0 566000 Facilities Lease/Purchase 0	553000		,		·	,	,
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Total Materials and Services 6,715,340 6,956,371 12,898,986 6,156,709 6,198,711 Capital Outlay 561000 Land 0 0 0 0 0 562000 Buildings 0 0 0 0 0 0 0 563000 Improvements 0 0 0 0 0 0 0 0 0 564000 Capital Equipment 0 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>							
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			0	0	0	0	0
TOTAL BUREAU EXPENSES \$ 8,290,347 \$ 8,841,773 \$ 14,963,715 \$ 8,201,545 \$ 8,243,547							
	TOTAL BUR	EAU EXPENSES	\$ 8,290,347	\$ 8,841,773	\$ 14,963,715	8,201,545	\$ 8,243,547

		Actual FY 2002	Actual FY 2003		vised 003-04		posed 00405		opted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	0	1	1	39,856	0	0	0	0
515	Accountant II	1	0	0	0	0	0	0	0
7102	Administrative Specialist, Senio	0	0	0	0	2	95,724	2	95,724
7107	Administrative Supervisor II	1	1	1	59,299	1	62,456	. 1	62,456
7112	Business Operations Manager	0	0	0	0	1	73,685	1	73,685
7110	Business Operations Supervisor	0	1	1	61,224	0	0	0	0
7202	Community Outreach & Information	0	4	4	161,458	1	45,540	1	45,540
7376	Financial Ánalyst	0	1	1	61,518	1	62,733	1	62,733
7375	Financial Analyst, Assistant	1	1	1	56,811	1	43,843	1	43,843
7222	Housing Program Manager, Senior	0	1	0	0	1	68,466	1	68,466
7026	Housing/Community Development Di	1	1	1	83,630	1	97,691	1	97,691
7131	Management Analyst	0	1	1	55,538	1	58,760	1	58,760
100	Office Support Specialist I	1 1	1	1	32,949	1	33,471	1	33,471
104	Office Support Specialist III	0	1	1	33,255	0	0	0	0
7154	Program Coordinator	1	4	4	242,498	4	237,298	4	237,298
7156	Program Manager	0	5	. 4	259,830	5	337,447	5	337,447
968	Program Manager I	4	0	0	0	0	0	0	0
970	Program Manager II	1	0	0	0	0	0	0	0
971	Program Manager III	1	0	0	ol	0	0	0	0
7153	Program Specialist	6	2	1	42,369	0	0	0	0
7152	Program Specialist, Assistant	3	1	1	46,381	3	133,614	3	133,614
TOTAL	FULL-TIME POSITIONS	21	26	23 \$	1,236,616	23 \$	1,350,728	23 \$	1,350,728
7133	Principal Management Analyst	0	0	0	0	1	62,132	1	62,132
7154	Program Coordinator	Ö	0	0	0	1	40,167	1	40,167
7156	Program Manager	0	0	0	0	1	35,204	1	35,204
7153	Program Specialist	0	0	0	0	1	83,574	1	83,574
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	3 \$	221,077	3 \$	221,077

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

AMOUNT					
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	8,269,204	322	8,269,526	26.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	ts				
	577	0	577	0.0	Discretionary adj OMF interagency changes
Mayor's Propose	ed Budget Decision	าร			
	(27,871)	. 0	(27,871)	0.0	Eliminate SE Caring Community Support funding
	(24,697)	0	(24,697)	0.0	Eliminate Cath. Charities SE Asian Outreach
	(15,990)	0	(15,990)	0.0	Reduce TPI / Glisan contract - use ESG funds
Approved Budge	et Additions and R	eductions			
	. 0	0	0	0.0	None
Adopted Budge	t Additions and Re	ductions	1		
	0	42,002	42,002	0.0	Pathways Grant adjustment
	(67,981)	42,002	(25,979)	0.0	Total FY 2004-05 Decision Packages
			\$ 8,243,547	26.0	Total Adopted Budget
FY 2004-05 Deci	sion Packages Not	Accepted			
	0	0_	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded

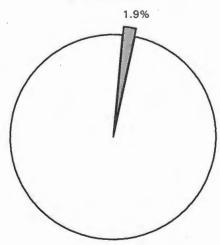
Office of Neighborhood Involvement

Community Development Service Area

Randy Leonard, Commissioner-in-Charge Jimmy Brown, Director

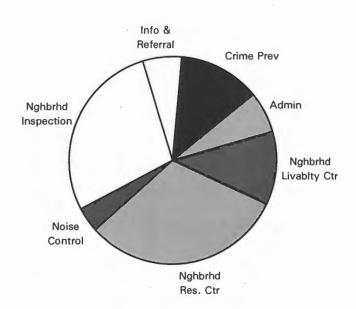
Percent of General Fund

ONI = \$7.1 Million



General Fund = \$365.5 Million

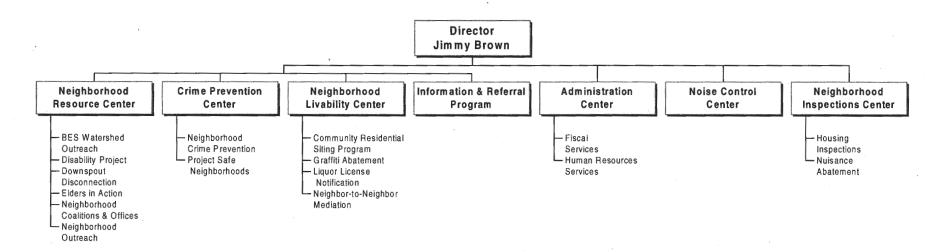
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	(Change from Prior Year	Percent Change
Operating	7,416,930	7,051,356		-365,574	-4.9%
Capital	0	0		0	0.0%
Allocated Overhead Costs	258,419	173,676		-84,743	-32.8%
Total Cost with Allocated Overhead	\$ 7,675,349	\$ 7,225,032	\$	-450,317	-5.9%
Authorized Positions	61	57		-4	-6.6%

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 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 community participation, and through its programs, the bureau helps Portland residents to be heard in City Hall.

The bureau is organized into seven distinct program areas, as follows:

- Neighborhood Resource Center
- Crime Prevention
- Neighborhood Livability Center
- Information and Referral
- Neighborhood Inspections
- Noise Control
- Bureau Administration

HIGHLIGHTS OF PROGRAMS AND SERVICES

Since 1974, ONI has worked to support, improve, and increase community-wide dialogues 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.

No General Fund Service Cuts ONI's FY 2004-05 Adopted Budget maintains all services, programs, and positions backed by General Fund resources, and the majority of those backed by non-General Fund resources.

Neighborhood Service Center

During FY 2003-04, ONI began the Neighborhood Service Center pilot project in North Portland, and this project will continue in the new fiscal year. While this pilot project represents no material increase in expense, ONI intends that through these efforts the City of Portland will make its services better available to the residents of Portland. In FY 2004-05, ONI will station two staff in the service center, and will work with other City bureaus to make other City livability services and staff available in the service center as well.

Time, Place, and Manner Ordinance

On February 18, 2004, City Council passed the Time, Place, and Manner ordinance, enabling ONI's crime prevention staff to regulate the operating hours of problem liquor establishments. This regulatory ability will improve the livability of neighborhoods that suffer from such chronically-problematic outlets.

Program Realignment

ONI is redefining the budget programs through which its services are provided. These changes will be transparent to citizens accessing ONI's services, but they are driven by the bureau's commitment to better represent these services from a budgetary perspective.

MHRC and Citizen Participation become Neighborhood Resource Center

The Metropolitan Human Rights Center, whose funding has been reduced by both the City and Multnomah County over the past three budget cycles, is being merged with the Citizen Participation program to form an entirely new program -- the Neighborhood Resource Center (NRC). While NRC will retain some human rights-related information and referral and ADA (Americans with Disabilities Act) functions, it will mainly focus on providing support and technical assistance to Portland's neighborhood system.

Neighborhood Livability Center

Additionally, several existing ONI services have been grouped together as the Neighborhood Livability Center (NLC). This new program is being created to group services together that use similar approaches in addressing neighborhood livability issues. The NLC is made up of the following service areas:

- Community Residential Siting
- Neighbor-to-Neighbor Mediation
- Liquor License Notification
- Graffiti Abatement

The Graffiti Abatement and Liquor License Notification programs were previously included in the Crime Prevention Center, and the Community Residential Siting and Neighbor-to-Neighbor Mediation were included under Neighborhood Mediation. This change reflects a greater emphasis on providing direct neighborhood services through increased coordination and resource sharing, thereby increasing efficiency of service delivery.

The common elements of the services provided by these programs are that they:

- 1. Directly impact neighborhood livability;
- 2. Use similar tools to solve problems ranging from conflict-resolution to regulatory enforcement;
- 3. Are primarily delivered in response to individual neighbor or business concerns;
- 4. Use a case management system in which specific property addresses are used to track services provided;
- 5. Make use of intake, case development, and administrative tracking process.

Bureau Administration

Lastly, the bureau has chosen to create a bureau administration program to better represent the funding and staffing levels within each of ONI's programs. Historically, the bureau had budgeted administration costs within the Citizen Participation program.

SUMMARY OF BUDGET DECISIONS

The FY 2004-05 Adopted Budget represents a continuation of all ONI General Fund programs.

General Fund Backing of Neighborhood Inspections and Noise Control ONI's General Fund appropriation was reduced by \$356,698 (7.4% lower than current appropriation level). Specifically, the General Fund discretionary resources backing Neighborhood Inspections are reduced by \$394,016, while the General Fund support for Noise Control is increased by \$37,318. This overall reduction in General Fund resources will be offset by the Neighborhood Inspections Code Enforcement program revenues.

Multnomah County Cuts Disability Project Funding Multnomah County has withdrawn financial backing for the Disability Project Coordinator position, which had been previously funded jointly by the City and County. The City will maintain the position, but only as a half-time position.

Downspout
Disconnection
Personnel Reduction

For the past several years, ONI has managed and coordinated neighborhood canvassing operations for the Bureau of Environmental Services (BES) Downspout Disconnection program. This program is nearing completion, and so BES' need for these services is diminishing. While the interagency agreement will continue, there is no longer a need for two full-time canvass leaders; consequently, ONI is eliminating these two vacant positions.

FUNDING SOURCES

The majority of ONI's core programs are supported by General Fund discretionary resources of approximately \$4.48 million. ONI also receives funding from other City bureaus and from outside sources. These include the following:

- ♦ \$388,878 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.
- ◆ \$25,984 from the Bureau of Housing and Community Development for the Community Residential Siting program and the North Portland Latino Network project.
- \$114,992 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.
- \$245,328 from Multnomah County for the Disability Project Coordinator, the Community Residential Siting program, and the Information and Referral Center.
- \$20,000 from the Office of Transportation for the Nuisance Abatement program.
- \$55,000 in revenue generated by Noise Control's processing of noise variances.
- \$1,635,000 in code enforcement revenue generated by the Neighborhood Inspections program.

BUDGET NOTES

Financial Plan for Neighborhood Inspections ONI will develop a five-year financial plan and cost of service study for Neighborhood Inspections in FY 2004-05 and report the results to Council by September 2004. Additionally, ONI will provide quarterly reports to City Council on progress made against the financial plan, following its adoption by City Council.

Outreach to Diversify Neighborhood Involvement The Office of Neighborhood Involvement will develop and present a proposal for a pilot project to increase the involvement of under-represented community members in neighborhood associations. The ONI proposal will include a work scope with measurable deliverables, a budget that identifies matching resources including grants, and an evaluation plan.

Strategic Direction

SIGNIFICANT ISSUES

Funding for Neighborhood Inspections The bureau has begun to reshape Neighborhood Inspections code enforcement policies. This approach focuses more on resolving housing and property maintenance issues and less on generating revenue. In FY 2004-05, ONI will implement a number of new enforcement programs and policies in line with this general philosophy shift, along with a new set of program performance measures focused entirely upon the resolution of housing and property maintenance cases.

In response to the significant fiscal impact of policy and management changes in the Neighborhood Inspections program, ONI will complete a comprehensive five-year financial forecast in early FY 2004-05. This tool will help the bureau to project the future of Title 29 code enforcement revenues, thereby assisting the Commissioner-in-Charge and the City Council in program-related policy development.

In FY 2004-05, in addition to the proposed reduction in General Fund backing, interagency funding for Neighborhood Inspections from the Bureau of Housing and Community Development and the Office of Sustainable Development is reduced by \$156,000. ONI will absorb this reduction within current appropriation level without making personnel reductions in the program. Instead, through internal IT capacity development, the bureau is cutting its materials and services budget associated with program database development. This cut meets \$137,000 of the funding gap. The remaining savings are achieved through bureau-level reductions in interagency expenditures in Printing and Distribution, Risk Management, and Code Hearings.

MANAGEMENT GOALS & OBJECTIVES

Major Bureau Objectives for FY 2004-05 For FY 2004-05, the bureau has the following general objectives:

- Support the work of the neighborhood associations and coalitions.
- Continue to integrate the Neighborhood Inspections and Noise Control programs into ONI's overall service delivery model.
- Continue to make neighborhood livability services more easily accessible to Portland residents through the Neighborhood Service Center pilot project.
- Increase access and involvement of under-represented neighbors in Portland's neighborhood system.
- Implement an effort to develop Citywide public involvement standards.
- Continue to 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

The following are specific objectives each program area intends to accomplish during FY 2004-05. Many of these are currently under way, with significant progress having been made.

Neighborhood Resource Center

The Neighborhood Resource Center will enhance the quality of Portland's neighborhoods by:

- Providing technical assistance to coalition/neighborhood offices, neighborhood associations and individual neighbors.
- Continuing to provide public information and opportunities for public involvement associated with the West Side Big Pipe project.
- Monitoring contracts with coalitions, organizing the neighborhood summit and expanding "how to" resources on ONI web.
- Assisting neighborhood associations in efforts to develop leadership and build diverse membership.
- Providing technical assistance to City bureaus and the public on issues that affect persons with disabilities and laws that protect persons with disabilities.
- Increasing public stewardship for the livability of their neighborhoods through Downspout Disconnection partnership with BES.
- Increasing public participation in civic issues.

Information and Referral Center

The Information and Referral (I&R) Center will enhance the quality of Portland's neighborhoods by providing easier access to City, County and other local services. The program does so by performing its functions mindful that employees are ambassadors for local government and by seeking to provide service in an accurate, friendly, and timely manner. I&R views its role not solely as an information resource, but also as a problem-solving service. Program staff promptly identify caller issues and either resolve them or triage them accordingly.

In addition, the I&R Center will:

- Maintain high quality customer service.
- Expand the availability of information and referral services to the community while streamlining service delivery to efficiently administer the program.
- Partner with Multnomah County on all service-delivery aspects.
- Meet or exceed the performance benchmarks in the City/County intergovernmental agreement.

Neighborhood Inspections

Neighborhood Inspections will enhance the quality and livability of Portland's neighborhoods by:

- Developing a housing case management policy that seeks to increase compliance with the city's property maintenance code through a more flexible and proactive enforcement program.
- Creating an expanded, consistent, and simplified code enforcement fee waiver policy.
- Developing a housing case policy for reviewing older, open housing cases for the purpose of resolving these cases in a fair and responsible manner.
- Developing communication tools between ONI and BDS to ensure timely and effective processing of open housing cases.

- Establishing the legal and organizational protocols required to transition Neighborhood Inspections functions from BDS to ONI.
- Developing and instituting a citation program as a new enforcement tool to target chronic offenders.
- Investigating the possibility of a City-sponsored exterior home repair program.

Neighborhood Livability Center

The Neighborhood Livability Center will enhance the quality of Portland's neighborhoods by coordinating the delivery of services and programs that provide a range of problem solving tools and resources to address and provide relief of neighborhood livability and nuisance issues. In addition, these Neighborhood Livability Programs will:

- Provide professional and confidential neighbor-to-neighbor mediation services to resolve conflicts within neighborhoods.
- 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. The Community Residential Siting program (CRSP) will improve understanding between groups in conflict.
- Decrease 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.

Noise Control

The Noise Control Program will enhance the quality of Portland's neighborhoods by:

- Improving the interaction and level of involvement of the Portland Police Bureau in solving community noise issues. This concern was the primary goal of the City Council approved recommendations from the Noise Control Task Force (2001).
- Kicking off the first comprehensive City level environmental enforcement effort through the municipal noise citation program currently in the final stages of development.
- Developing partnerships with other inspection staff throughout the City to more
 effectively document noise violations and move forward with enforcement of ongoing
 community noise disturbances.
- Exploring a partnership with ONI crime prevention staff to offer the public better coverage on investigations related to problem liquor establishments.
- Continuing to offer staff support to the innovative public involvement system found in the City's Noise Review Board (NRB). The NRB is a national model for directly involving the community in decisions that directly impact neighborhood livability in Portland.
- Lobbying the multitude of entities involved in urban planning for the City of Portland to include the growing issue of urban noise pollution in their long range plans and to include environmental scientists and engineers in their decision making process.

Crime Prevention

The Crime Prevention Center will enhance the quality of Portland's neighborhoods by:

- Providing neighborhood-based crime prevention services, including Neighborhood Watch, Community Foot Patrol, and neighborhood problem solving in each of the seven neighborhood offices.
- Promoting community involvement through National Night Out, and through training on public safety topics.
- Increasing community awareness of issues such as livability, crime, and domestic and workplace violence by providing training and technical assistance to business and community groups.
- Notifying neighbors to ensure community safety by reporting to neighborhood associations crime issues such as sex offenders, robberies, and other public safety concerns.

Administration

Bureau Administration will enhance the quality of Portland's neighborhoods by supporting ONI staff and services with policy, fiscal, and human resource support that is both high quality and cost effective.

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 involved in and 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 and Neighborhood Livability Center address livability issues that impact community safety, graffiti, and liquor licenses.
- ONI's neighbor-to-neighbor mediation services act 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.
- 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.

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 connects citizens with numerous education resources provided by the City and the County.

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
- 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.
- The Neighborhood Crime Prevention program works with communities in the central city to improve public safety.

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.

Council Priority: Ensure decent, affordable housing.

- The Neighborhood Inspections program works to maintain the quality of Portland's housing stock through problem-solving approaches and enforcement of minimum housing standards under Title 29.
- 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 addresses 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.

Overview of Programs

CITIZEN PARTICIPATION

The services formerly provided by the Citizen Participation program are now provided under the Neighborhood Resource Center.

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 Crime Prevention will continue to provide current service levels, through the following efforts:

- Providing neighborhood-based crime prevention services, including Neighborhood Watch, Community Foot Patrol, and neighborhood problem solving in each of the seven neighborhood offices.
- Promoting community involvement through National Night Out, and training on public safety topics.
- Increasing community awareness of issues like livability crime and domestic and workplace violence by providing training and technical assistance to business and community groups.
- Notifying 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 Project Safe Neighborhoods with the US Attorney, Multnomah County District Attorney, Sheriff, Parole and Probation, Portland Police Bureau, and community organizations. Other collaborative programs include Gang Outreach, the Drug and Vice Division, Senior Neighborhood Officers, and grassroots organizations.

NEIGHBORHOOD MEDIATION CENTER

The services formerly provided by the Neighborhood Mediation Center are now provided under the Neighborhood Livability Center.

METROPOLITAN HUMAN RIGHTS CENTER

The services formerly provided by the Metropolitan Human Rights Center are now provided under the Neighborhood Resource Center.

INFORMATION & REFERRAL

The City of Portland - Multnomah County Information and Referral program is a central source for basic information and referral to City and county programs. The program also provides information and referral services to the State Circuit Court and other government and nonprofit 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. The program's cost is shared equally by Multnomah County and the City of Portland.

14,000 calls per month

In FY 2003-04, I&R call volume maintained a steady 14,000 calls per month. The program continues to expand its database to incorporate valuable information regarding public services provided throughout the region. Of the 6.0 FTE in I&R, 1.0 FTE is a management position and 5.0 FTE are call center staff. The program manager, however, devotes 50% of his workload to phone duties, and therefore, the program more accurately provides 5.50 FTE of direct service to the citizens of Portland and Multnomah County. Current staffing levels are projected to be maintained in FY 2004-05.

ADMINISTRATION

ONI's FY 2004-05 Adopted Budget includes 4 FTE dedicated to general bureau administration. In particular, these staff are charged with sound and responsive management of the bureau's fiscal, personnel, and policy issues.

ONI strives to maintain a cost-effective administration, and a low administrative staff to program staff ratio. The FY 2004-05 Adopted Budget reflects a ratio of 4 FTE administrative to 53 FTE program staff.

NEIGHBORHOOD INSPECTIONS

The mission of the Neighborhood Inspections program is to protect the health, safety, and welfare of Portland citizens, prevent deterioration of existing housing and contribute to neighborhood livability by requiring minimum standards for residential structures and maintenance of outdoor areas and adjacent rights of way.

Program Transfer to ONI

Beginning in FY 2003-04, the Housing and Nuisance divisions of the Bureau of Development Services' Neighborhood Inspections program were 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, remained with BDS.

Program staff works regularly with neighborhood & community 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, crime prevention staff, social service agencies (Aging and Disability Services, Gatekeepers), neighborhood groups (Hope and Hard Work, Lents/Brentwood-Darlington Weed and Seed), and nonprofit housing organizations (Portland Housing Center, the Community Alliance of Tenants). Additionally, an inspector will be stationed part-time in the North Portland Neighborhood Service Center.

Neighborhood Inspections Center Service Areas

Basic Housing Code Enforcement

Ensuring safe housing for all of Portland's citizens is the core objective of this service area. This is accomplished via enforcement of the Housing Maintenance Requirements of the Property Maintenance Code, which establishes minimum standards for residential structures regarding basic equipment, facilities, sanitation, fire safety, and maintenance. This program is primarily complaint based.

Nuisances, Illegal Dumps, Disabled Vehicles, and Sewer Breaks

The property nuisances section of the Property Maintenance Code addresses basic neighborhood livability issues such as trash and debris, unsecured structures, rats, emergency access routes around structures; overgrown lawn areas, garbage, storage of non-trash items, obstructions to sidewalks, streets, and other rights of way; thickets that conceal hazards, visibly disabled vehicles, illegal dumping failure of on-site storm and sewage disposal systems, holes, and potential child traps. This program is also primarily complaint based.

Neighborhood Service Center

ONI will continue the Neighborhood Service Center pilot project in North Portland in FY 2004-05. This project aims to make neighborhood livability services - both ONI's and other bureaus' - more accessible to residents by situating these services throughout Portland. ONI will house one Neighborhood Inspections and one Neighborhood Crime Prevention staff person at the service center. The bureau is currently working with other bureaus to station other City service staff in this office.

Noise Control

The Noise Control Center budget for FY 2004-05 funds three full-time employees and a part-time seasonal employee. Although it is a small program in the City, the staff has a full workload as urban noise pollution has become one of the fastest growing livability concerns in our community.

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, consults with City bureaus with technical noise issues, and works collaboratively with many local and state agencies including all of our City bureaus, DEQ, ODOT, and the Port of Portland. Under the current staffing levels, the Noise Control Officer covers all after-hours investigations for the entire City, while maintaining regular daytime office hours.

Our one Office Support Specialist focuses on the clerical support needs of the program including generating all warning letters, violation letters, Hearing Office filings, helping staff the Noise Review Board, covering incoming daytime calls, interacting with the public on noise variance requests, opening new complaint files, and researching property records.

Our primary field inspector focuses on inspections ranging from complaints related to construction noise and loud bars, to excessively-loud mechanical equipment.

Noise Control also hires a seasonal staff person to assist with the increased workload the program sees between spring and fall. This position assists in covering heightened inspection workload, program support tasks, and special projects.

The following are some of the program highlights:

- With a goal of helping neighbors to amiably resolve their concerns, staff works to find creative solutions to community noise problems without solely relying on enforcement.
- Noise variance fees provide approximately 17% of the backing resources to fund this
 program; the remainder of the program's funding is General Fund.
- The City of Portland's Noise Control Program continues to be a national model for community participation through the Noise Review Board, the first and still one of the only citizen boards of its type in the nation.
- Primary focal points of the program in FY 2004-05 include:
 - bringing a new bureau level noise citation program online and
 - working to improve the involvement of the Portland Police Bureau in our investigation processes to meet City Council goals from the Noise Control Task Force of 2001.

NEIGHBORHOOD RESOURCE CENTER

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 Neighborhood Resource Center (NRC) enhances 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, NRC 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, the Disability Project, and Elders in Action also operate out of this center.

Neighborhood Outreach and 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 \$1.25 million in General Fund support, ONI facilitates, monitors, and evaluates the 30-year-old 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. Currently, 2.20 FTE work to monitor the contracts for the neighborhood program, revise, and 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 nonprofit law, ONI Guidelines, and monitoring the ONI contracts.
- Enhance civic education by organizing and facilitating 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.
- Create community-building partnerships.
- Widen the neighborhood network to include Portland residents who historically have not participated in large numbers.
- Provide information and technical assistance to other City bureaus' outreach and involvement efforts.

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 FY2004-05, 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.

The Disability Project

The Disability Project promotes accessibility, provides information and referral 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.

Elders in Action

Elders in Action is a private, nonprofit 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 provides a total of \$156,501 in funding for Elders in Action, split between personnel costs for the nonprofit organization director and a materials and services contract. Elders in Action's main goals in FY 2004-05 will be to:

- Recruit, train, and support 60 volunteer Ombudsmen to serve 1,000 individuals through one-on-one assistance and 5,000 through education outreach; and
- Recruit, train, and support 45 volunteers to serve on the Commission and represent seniors' interest to City and county officials on programs and policies in 110 personal meetings, 450 letters, and 750 phone calls and e-mails.

NEIGHBORHOOD LIVABILITY CENTER

Several existing ONI programs were grouped to better reflect similar approaches to addressing neighborhood livability issues. These programs include the Community Residential Siting Program, Graffiti Abatement, Liquor License Notification, and Neighbor-to-Neighbor Mediation. These programs provide a range of problem solving tools and resources to address and provide relief to neighborhood livability and nuisance issues.

The common elements to the services provided by these programs is that they:

- 1. Directly impact neighborhood livability;
- 2. Use similar tools to problem solve, ranging from conflict resolution to regulatory enforcement:
- 3. Address issues that are primarily referred or initiated by individual neighbors or businesses;
- 4. Have a case management component where
- 5. A specific property address is used to track the services being provided and
- 6. There is an intake, case development, and administrative tracking process.

Graffiti Abatement

The ONI Graffiti Abatement Program focuses on enforcement of City Code, and eradication of graffiti throughout the city. The Graffiti Abatement Coordinator, in partnership with a contractor, manages the delivery of program services designed to:

- Promote private citizens' reports of graffiti to the Portland Police Bureau via the Graffiti Hotline and PortlandOnline;
- Disseminate information via graffiti removal permission forms to business and property owners;
- Promote community education on best practices of graffiti removal; and,
- Partner with district attorneys and police on the arrest and prosecution of graffiti vandals (taggers).

The Graffiti Abatement Coordinator manages the contract, 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. The Graffiti Abatement Program Coordinator has also maintained a network of agency partnerships through the monthly Graffiti Task Force meetings for more than 10 years.

Liquor License Notification

The ONI Liquor License Notification Program (LLNP),

- Coordinates with the Portland Police Bureau's Drug and Vice Division, Noise Control, the Bureau of Licenses, ONI Crime Prevention, Senior Neighborhood Officers, and Oregon Liquor Control Commission (OLCC) to process liquor license applications for recommendation to OLCC of premises located within the City of Portland.
- Notifies affected community members/residents and businesses of pending liquor license applications.
- Collects the responses of the community to license application notices, and forwards them to the Portland Police Bureau and OLCC for consideration during this recommendation process.
- Assists, when appropriate, in problem resolution between neighbors and applicants, to include resource and referral, meeting facilitation, and assisting in the good neighbor agreement process.
- Provides public education regarding the application process and preparation for testimony at OLCC hearings.

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 (RNW) for mediation services in the city of Portland. Moving to a nonprofit operated program saves the City approximately \$100,000 per year without compromising quality or quantity of program services. In FY 2003-04, ONI will realize its first full year of savings from contracting this program.

Neighborhood mediation services include:

- Neighborhood (noise, pets, property maintenance, nuisances, boundary disputes);
- Interpersonal (harassment, threats, minor assaults);
- Landlord-Tenant (repairs, damages, public safety, eviction);
- Organizational (consultation and facilitation for problem-solving within neighborhood groups, churches, schools, and other public/private agencies).

Additionally, RNW offers an annual mediation-training program encouraging community members to participate in resolving conflicts in Portland. The training is provided at no cost for those 25 selected volunteers in exchange for a 3-hour/week annual commitment to RNW.

Community Residential Siting Program

CRSP provides neighbors, service providers, and developers with a range of tools and 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:

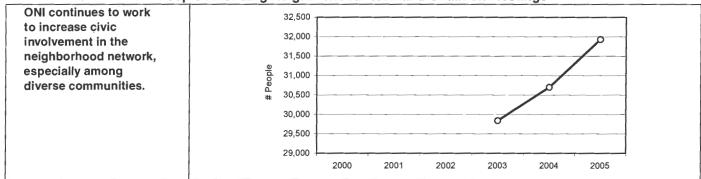
- Provides a centralized, coordinated source of information and referral before, during, and after the siting of a community residential facility, to eliminate confusion and potential conflict;
- Builds relationships among all siting stakeholders through a balanced and representative advisory committee to help guide the content of information and resources;
- Develops legal and ethical guidelines, protocols, and best practices to address community 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.

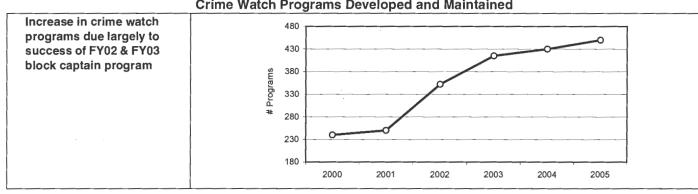
CRSP is jointly-funded by Multnomah County, the Bureau of Housing and Community Development, and the City of Portland.

Performance Measures

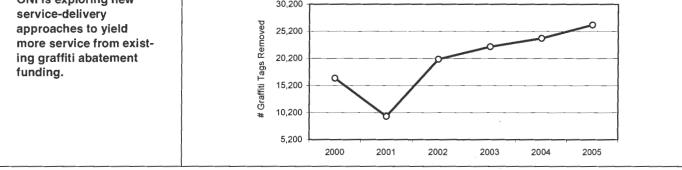
People Attending Neighborhood Assn and Coalition Meetings

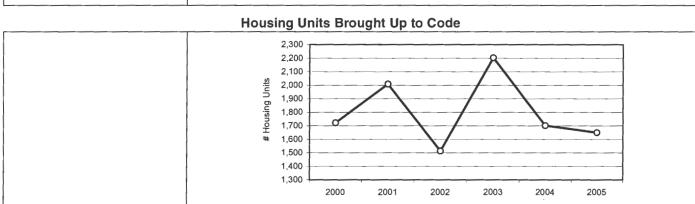


Crime Watch Programs Developed and Maintained

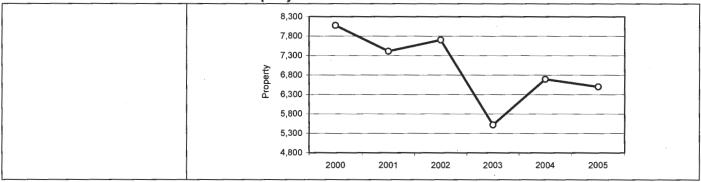






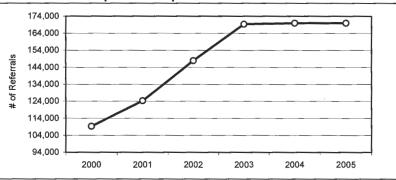




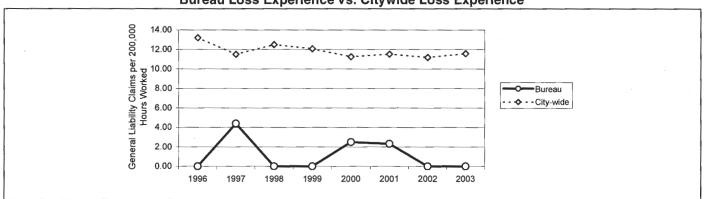


I&R Calls and Email Inquiries Responded to

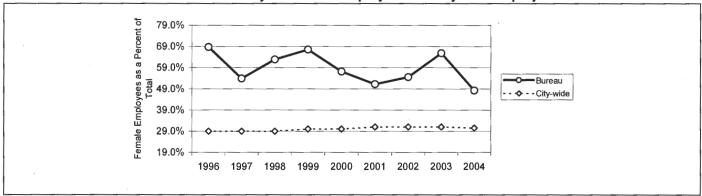
The upward trend is due to increased focus on internal service marketing and the expansion of program philosophy of what inquiries staff will address.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001-02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
OFFICE OF NEIGHBORHOOD INVOLVEMENT						
Affirmative Action Measures						
Female Employees as a Percent of Total	57.1%	51.2%	54.5%	65.8%	48.2%	
Minority Employees as a Percent of Total	25.6%	27.9%	22.7%	22.0%	26.8%	
Office of Neighborhood Involvement						
Risk Data						
General Liability Claims per 200,000 Hours Worked	2.49	2.32	0.00	0.00		
Workers Comp Claims per 200,000 Hours Worked	7.46	6.96	4.67	12.29		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00	\$0.00		
Workers Comp Claims Cost per \$100 Payroll	\$0.30	\$0.66	\$0.18	\$1.25		
Crime Prevention						
Workload Number of Crime Watch Programs	240	250	352	415	430	450
Developed and Maintained						
Effectiveness Number of Crime Prevention and Community Policing Projects	430	440	440	430	450	470
Information & Referral						
Workload						
Number of Calls and E-mail Inquiries Received	111,550	124,510	163,451	173,270	175,000	175,000
Effectiveness Number of Calls and Email Inquiries Responded To	109,319	124,306	147,890	169,369	170,000	170,000
Administration						
Efficiency						
Administration Budget as Percent of Total Bureau Budget						6.5%
Ratio of Program Staff to Administration Staff						13 : 1
Neighborhood Inspections						
Workload						
Nuisance Inspections	13,270	18,103	17,463	11,711	13,446	13,500
Nuisance Intakes				5,588	5,298	5,500
Number of Housing/Derelict Buildings Inspections	4,276	5,877	4,974	8,114	8,396	8,250
Effectiveness						
Number of Properties Cleaned Up	8,075	7,413	7,702	5,517	6,694	6,500
Number of Housing Units Brought Up to Code as Result of Neighborhood Inspections Division Efforts	1,722	2,008	1,513	2,203	1,702	1,650
Neighborhood Resource Center						
Workload						
Number of Neighborhood Associations Receiving Nonprofit Management Technical Support						30
Disability/Accessibility Information & Referral					2,400	1,200

	Actual FY 1999–00	Actual FY 2000-01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
Effectiveness						
Number of People Attending Neighborhood Association and Coalition Meetings				29,839	30,700	31,930
Number of Neighbors Attending Annual Neighborhood Summit	128	160	300	N/A	320	200
Number of Neighborhood Associations Developing/Implementing Plans for Outreach Among Diverse Communities						30
Neighborhood Livability Center						
Workload						
Mediation Cases Provided Intake Services	702	699	595	480	400	450
# Liquor License Applications Processed			66	348	397	453
Number of Graffiti Tags Removed	16,543	9,506	20,051	22,359	23,921	26,389
Number of Residential Siting Cases Needing Conflict Resolution	2	36	30	29	32	32
Effectiveness						
Number of Mediation Cases Successfully Resolved	359	352	375	289	130	145
# of Responses to Liquor License Notices	. 0	48	192	178	349	436
# of Volunteers Involved in Graffiti Cleanup	310	246	324	312	300	300

Office of Neighborhood Invo					
	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004-05
EXPENDITURES					
Operating Budget					
Personal Services	2,980,306	2,926,867	4,098,765	3,954,381	3,954,381
External Materials and Services	1,757,802	1,750,191	2,401,440	2,376,562	2,428,652
Internal Materials and Services	427,728	407,972	916,725	771,413	668,323
Minor Capital Outlay	0	0	0	0	(
Equipment Cash Transfers	0	2,761	0	0	
Total Operating Budget	5,165,836	5,087,791	7,416,930	7,102,356	7,051,356
Capital Improvements	0	0	0	0	(
TOTAL BUREAU EXPENDITURES	\$ 5,165,836	\$ 5,087,791	\$ 7,416,930	\$ 7,102,356	\$ 7,051,356
Allocated Overhead	445,070	146,074	258,419	176,391	173,676
Total Cost with Allocated Overhead	5,610,906	5,233,865	7,675,349	7,278,747	7,225,032
RESOURCES					
General Fund Discretionary	3,675,439	3,716,168	4,514,868	4,335,706	4,353,31
Non-Discretionary Revenues					
Grants & Donations	91,201	135,968	128,409	0	(
Contract Revenues	280,176	338,678	283,413	245,328	245,328
Interagency Revenues	925,108	744,728	937,748	682,554	631,554
Program Revenue	32,378	18,526	1,406,598	1,690,000	1,690,000
Overhead Recovery	161,534	133,723	145,894	148,768	131,159
Total Non-Discretionary Revenues	1,490,397	1,371,623	2,902,062	2,766,650	2,698,041
OTAL GENERAL FUND RESOURCES	5,165,836	\$ 5,087,791	\$ 7,416,930	\$ 7,102,356	\$ 7,051,356
Note: Discretionary General Fund re Non-Discretionary revenues are res					ıe
PROGRAMS					
Citizen Participation	2 692 387	2 635 027	2 465 020	0	

General Fund Discretionary Position	ıs	32	30	33	30	30
Positions		45	 47	 61	 57	 57
OTAL PROGRAMS	\$	5,165,836	\$ 5,087,791	\$ 7,416,930	\$ 7,102,356	\$ 7,051,356
Positions		0	0	 0	 3	
Neighborhood Livability Center		0	0	0	798,024	798,02
Positions		0	0	0	12	1.
Neighborhood Resource Center		. 0	0	0	2,260,196	2,209,19
Positions		0	0	3	3	
Noise Control		0	0	291,626	286,084	286,08
Positions		0	0	20	18	1
Neighborhood Inspections		Ö	ő	2,222,389	1,975,291	1,975,29
Positions		0	0	0	4	,_
Administration		0	0	0	463,240	463,24
Positions		6	6	6	6	7.0,.0
Information & Referral		356,687	391,112	410,150	419,195	419,19
Positions		500,400	310,703	200,104	0	
Positions Metropolitan Human Rights Center		389,438	310,795	230,164	0	
Neighborhood Mediation Center		491,558	412,585	357,470	0	
Positions		13	14	13	11	7
Crime Prevention		1,235,766	1,337,372	1,440,102	900,326	900,32
Positions		15	19	16	0	
Citizen Participation		2,692,387	2,635,927	2,465,029	0	
ROGRAMS						

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	1,712,763	1,601,808	2,849,997	2,782,470	2,782,470
512000	Part-Time Employees	176,725	269,140	202,596	231,329	231,329
514000	Overtime	11,658	1,605	13,501	13,260	13,356
515000	Premium Pay	1,814	323	9,567	9,854	9,758
517000	Benefits	756,093	756,703	1,023,104	917,468	917,468
518000	Paid Absence	321,253	297,288	0	0	0
Total Pers	onnel Services	2,980,306	2,926,867	4,098,765	3,954,381	3,954,381
Materials	and Services					
	Materials and Services					
521000	Professional Services	148,640	26,162	12,079	24,082	24,082
522000	Utilities	2,168	5,619	0	6,000	6,000
523000	Equipment Rental	4,934	7,785	175	4,675	4,675
524000	Repair & Maintenance Services	30	995	4,985	13,386	13,386
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	. 0	0
529000	Miscellaneous Services	1,432,059	1,545,255	1,996,429	1,943,493	1,892,493
531000	Office Supplies	14,250	9,661	17,648	21,654	21,654
532000	Operating Supplies	13,385	12,611	38,170	40,982	40,982
533000	Repair & Maintenance Supplies	85	1,394	1,158	1,158	1,158
534000	Minor Equipment & Tools	15,741	24,062	32,260	39,607	39,607
535000	Clothing & Uniforms	0	0	1,245	1,388	1,388
539000	Other Commodities External	16,856	15,670	15,424	24,811	24,811
541000	Education	4,813	3,363	10,285	12,085	12,085
542000	Local Travel	15,527	12,967	37,309	38,568	38,568
543000	Out-of-Town Travel	718	805	5,778	8,254	8,254
544000	Space Rental	16,961	13,809	2,404	16,097	119,187
545000	Interest	0	0	0	0	0
546000	Refunds	0	0	9,942	50,945	50,945
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	71,635	70,033	216,149	129,377	129,377
Total Ex	ternal Materials and Services	1,757,802	1,750,191	2,401,440	2,376,562	2,428,652
	Materials and Services			40 -04	45.005	
551000	Vehicle Services	2,880	3,694	46,794	45,335	45,335
552000	Printing & Distribution	73,646	60,735	98,362	80,374	80,374
553000	Facilities Services	112,159	107,063	218,765	242,239	139,149
554000	Communications Services	70,505	65,073	92,093	90,196	90,196
555000	Information Technology	73,630	66,989	76,202	117,976	117,976
556000	Insurance	52,381	59,228	105,560	70,881	70,881
	Master Lease	0	0	0	. 0	0
	Same Fund Services	42,527	45,190	127,949	110,251	110,251
	Other Fund Services ernal Materials and Services	0	0	151,000	14,161	14,161
		427,728	407,972	916,725	771,413	668,323
Capital Ou	rials and Services	2,185,530	2,158,163	3,318,165	3,147,975	3,096,975
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
	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	•	0	0	0	0	0
	Equipment Cash Transfers	0	2,761	0	0	0
	Minor Equipment Transfers	0	0	0	0	0
	EAU EXPENSES		\$ 5,087,791		\$ 7,102,356	\$ 7,051,356
		,,	,,,	,,	,.02,000	,501,050

		Actual FY 2002	Actual FY 2003		vised 003-04		posed 004-05	1	opted 004-05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7102	Administrative Specialist, Senio	0	0	1	37,777	1	44,080	1	44,080
7106	Administrative Supervisor I	0	0	1	42,000	1	51,993	1	51,993
7107	Administrative Supervisor II	0	0	2	114,334	. 2	118,224	2	118,224
7140	Bureau Director, Assistant to	0	0	1	56,487	1	84,096	1	84,096
7110	Business Operations Supervisor] 0	0	1	54,601	1	74,892	1	74,892
2202	Code Specialist II) 0	0	1	45,022	1	45,576	1	45,576
2204	Code Specialist III	0	0	1	45,927	1	46,486	1	46,486
7202	Community Outreach & Information	0	0	1	53,561	1	37,123	1	37,123
7204	Community Outreach and Informati	0	0	1	56,782	1	63,824	1	63,824
7490	Community Relations Assistant	9	9	0	0	0	0	0	0
7492	Community Relations Specialist	5	5	0	0	0	0	0	0
5185	Crime Prevent Prog Administrator	0	0	10	432,905	10	468,163	10	468,163
5183	Crime Prevention Representative	10	10	0	. 0	0	0	0	0
7220	Disability Program Specialist	0	0	1	63,173	0	0	0	0
7375	Financial Analyst, Assistant	0	0	1	38,465	1	49,936	1	49,936
2135	Housing Inspector	0	0	7	329,238	7	334,980	7	334,980
2136	Housing Inspector, Senior	0	0	2	112,974	2	103,320	2	103,320
7771	Inspection Manager	0	0	1	55,037	0	0	. 0	0
7770	Inspection Supervisor	0	0	1	70,927	1	65,208	1	65,208
7022	Neighborhood Involvement and Pro	0	0	1	94,739	1	104,484	1	104,484
7218	Neighborhood Office Supervisor	0	0	2	125,152	2	128,304	2	128,304
7214	Neighborhood Programs Coordinato	0	o l	1	52,399	1	55,428	1	55,428
7773	Noise Control Officer	0	0	1	65,039	1	67,644	1	67,644
100	Office Support Specialist I	0	0	1	32,949	1	33,468	1	33,468
102	Office Support Specialist II	8	7	9	313,644	9	314,788	9	314,788
966	Program Coordinator	2	2	0	0	0	0	0	0
7154	Program Coordinator	0	Ō	2	118,906	2	128,734	2	128,734
7156	Program Manager	0	1 /	3	182,352	3	204,750	3	204,750
972	Program Manager IV	1	i 1	Ö	0	Ö	0	0	0
964	Program Specialist	1 1	i [0	o l	Ö	ől	Ō	0
7153	Program Specialist	Ö	o l	3	166,845	ž	105,426	ž	105,426
7152	Program Specialist, Assistant	ő	ő	1	50,012	1	51,543	1	51,543
816	Senior Administrative Specialist	2	2	ó	0 0	Ö	01,040	Ó	0 0
7494	Sr Community Relation Specialist	3	3	0	ő	0	ől	ő	0
900	Staff Assistant	3	5	2	38,750	ő	ő	Ö	0
TOTAL	FULL-TIME POSITIONS	44	46	59 \$	2,849,997	54 \$	2,782,470	54 \$	2,782,470
7492	Community Relations Specialist	1	1	0	0	0	0	0	0
7220	Disability Program Specialist	0	0	0	0	1	30,928	1	30,928
7218	Neighborhood Office Supervisor	0	0	1	50,000	1	54,120	1	54,120
102	Office Support Specialist II	ō	1	1	44,391	1	47,782	1	47,782
TOTAL	PART-TIME POSITIONS	1	2	2 \$	94,391	3 \$	132,830	3 \$	132,830

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Packa	ge FTE	DECISION
FY 2004-05	7,177,379	557	7,177,9	36 59.3	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	ts		1		
·	232	0	2	32 0.0	Discretionary adj-OMF interagency changes
	0	0		0.0	General Fund overhead adjustment
Mayor's Propos	ed Budget Decisio	ns			
	(82,440)	0	(82,4	40) (2.0)	Downspout Disconnect Reduction
	0	0	` `	0.0	General Fund transfer-Neighborhood Inspections
	(44,000)	0	(44,0	00) (0.5)	Disability Position to Halftime
	51,000	0	51,0	0.0	Interagency adjustment with BHCD
	(372)	0	(3	72) 0.0	Interagency adjustment with OSD
Approved Budg	et Additions and R	eductions		1	
	(51,000)	0	(51,0	0.0	Interagency adjustment with BHCD
	0	0		0.0	Overhead support adjustment
Adopted Budge	t Additions and Re	ductions		1	
	0	0		0.0	Interagency adjustment with Facilities
	(126,580)	0	(126,5	80) (2.5)	Total FY 2004-05 Decision Packages
			\$ 7,051,3	56 56.8	Total Adopted Budget
FY 2004-05 Red	uction Packages N	ot Accepted			
	19,766	0	19,7	66 0.0	Coalition Contract CPI
			\$ 19,7	66 0.0	Total Decision Packages Not Accepted

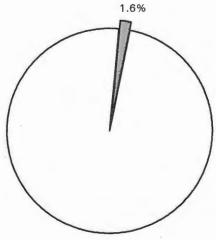
Bureau of Planning

Community Development Service Area

Mayor Vera Katz, Commissioner-in-Charge Gil Kelley, Director

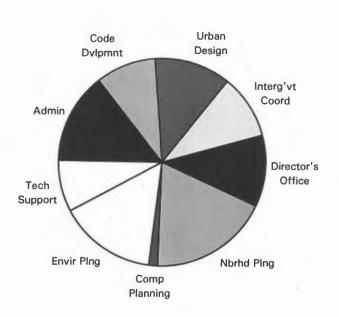
Percent of General Fund

Planning = \$6 Million



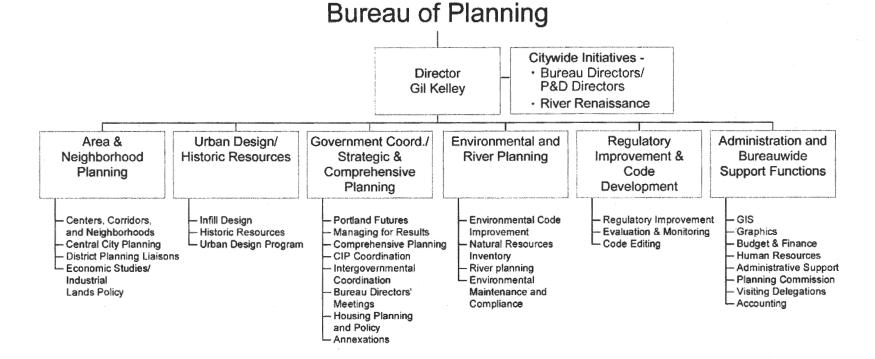
General Fund = \$365.5 Million

Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	8,547,238	6,015,992	-2,531,246	-29.6%
Capital	0	0	0	0.0%
Allocated Overhead Costs	772,191	735,805	-36,386	-4.7%
Total Cost with Allocated Overhead	\$ 9,319,429	\$ 6,751,797	\$ -2,567,632	-27.6%
Authorized Positions	68	55	-13	-19.1%



Bureau Summary

BUREAU MISSION

The Bureau of Planning assists the people of Portland in achieving a quality urban environment through comprehensive planning that 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, businesses, City bureaus and agencies, the Planning Commission, 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 of 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 current expenditures, interagency and intergovernmental agreements, and 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.

The bureau has managed the large inter-bureau River Renaissance effort, and the Planning Director convenes both the Bureau Directors and a smaller group of Planning and Development Directors on a monthly basis to advance inter-bureau initiatives, programs, and projects. The bureau has enhanced the Urban Design function, and now has a Chief Urban Designer. The Comprehensive and Strategic Planning section works with the Office of Management and Finance (OMF), the Bureau Directors, and City Council on implementing the Auditor's Managing for Results recommendations and advancing the City's Strategic Issues Agenda. 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, as well as advancing several packages of improvements to the Zoning Code.

These efforts will be furthered by the FY 2004-05 Adopted Budget, which provides for the continuation of ongoing bureau activities and functions, including one-time add packages to continue providing District Planning Liaisons to work closely with the community in geographic districts throughout the city to develop neighborhood specific and citywide strategies to address planning and development issues and support community aspirations, and to continue regulatory improvement efforts. In addition, the bureau is reassigning a Senior Planner, with an economic specialty, from Environmental Planning to Area and Neighborhood Planning to enhance and broaden the bureau's economic expertise for all bureau projects. The bureau will also absorb most of the costs associated with the Housing Policy position traditionally funded through an interagency with the Bureau of Housing and Community Development (BHCD).

In addition to core ongoing functions, the 2004-05 budget for the bureau reflects a coordinated set of projects and programs that support four broad-based long range planning initiatives:

- Portland Futures A community dialogue about what Portland should be in 30 years;
- River Renaissance Reengaging and revitalizing the economic, recreational, urban, and environmental health of our rivers and streams;
- Centers & Neighborhoods: Urban Livability and Vitality Combining growth management strategies with neighborhood livability and cultural and urban vitality for a healthy and engaging community;
- Next Economy/Global City Making the transition to a more sustainable and innovation based economy while maintaining Portland's industrial base.

These projects and programs are accomplished through the coordinated efforts of 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

Portland Futures

The Bureau of Planning completed Portland Present in November 2003. The document provides a survey of conditions, trends, and issues facing the City of Portland as it enters the 21st century. It is a resource document intended to record Portland's current conditions as well as provide context for a community dialogue about the future direction of the City.

The Council adopted a resolution in July 2003 establishing a new process to integrate strategic planning, budgeting, and performance measurement. The Auditor's Office, OMF, and Planning have jointly staffed this work effort, which included a Council session in early December where the Auditor's Service Efforts and Accomplishments report and the Portland Present report were summarized for the Council and Bureau Directors.

In 2004, the bureau established a Planning and Development Directors group. Working with OMF, the Planning Director leads bureau directors from OMF, Bureau of Environmental Services (BES), Development Services (BDS), Fire, Parks, Portland Development Commission (PDC), Office of Transportation (PDOT), Planning, and Water in resolving planning and development related issues that cross bureau lines. The group has met monthly and has dealt with issues of strategic planning, large infrastructure projects, and annexation/ urban service agreements in Pleasant Valley.

River Renaissance

A series of five public River Renaissance workshops were held in the spring of 2003, involving approximately 200 participants, including the general public, high school students, and business and industrial stakeholders. Workshops were designed to inform the development of the River Renaissance Plan by exploring and testing possible approaches to achieve the River Renaissance Vision.

The Framework for Integrated Management of Watershed Health was reviewed by the Independent Science Team (IST) earlier this year. The document provides the scientific and methodological foundation for a variety of City efforts related to achieving and maintaining healthy watersheds.

Progress on Healthy Portland Streams, the City's effort to update and improve Environmental Zoning, has included four elements: completion of a study by Reed College on the effect of environmental zoning and amenities on residential property values; development of concepts for improvements to the existing environmental zoning code; an update to a computer model for the natural resources inventory, which will incorporate new data from stream verifications and more detailed aerial photos; and discussions with community leaders about how to develop a constructive and effective public involvement process.

Because of the Mayor's Portland River Trust, the City of Portland became the first non-federal entity in the history of the Endangered Species Act (ESA) to successfully create a streamlined approach for ensuring that City and private projects within Portland protect federally protected fish and wildlife. The agreement created a multi-agency task force to speed review of, and permits for, projects that have the potential to affect listed species.

Centers and Neighborhoods: Urban Livability and Vitality

The Northwest District Plan was adopted by City Council in the fall of 2003. This 20-year policy and implementation plan guides future growth and development in this diverse and complex inner city neighborhood. Key elements include a vision and urban design concept, Comprehensive Plan and Zoning map amendments, policies, objectives and implementation strategies, and Zoning Code amendments to the Northwest, Guild's Lake Industrial Sanctuary, and Central City plan districts.

The St. Johns/Lombard Plan was completed in 2004. The Planning Commission and Design Commission held public hearings in fall 2003 and forwarded their recommendations to the City Council, which adopted the Plan with minor amendments on May 26, 2004. The St. Johns/Lombard Plan sets the framework for creating a more complete and vibrant St. Johns town center and North Lombard main street area over the next 20 years. The plan focuses on land use and transportation issues, and was initiated in the fall of 2001 as a cooperative effort supported by the community and the City of Portland.

The Midtown Blocks Historic Assessment report is nearing completion by the Bureau of Planning and the Portland Development Commission. The historic assessment will be used along with an urban design framework analysis, a development potential and feasibility study, and a parks analysis to prepare the City's development strategy for the Midtown Blocks.

On two separate occasions, the Bureau of Planning brought together designers representing OHSU, the Aerial Tram, South Waterfront development projects, and the Willamette River Greenway. In each instance, the design charrette was structured to resolve conflicts and remove ambiguities between parallel but often uncoordinated design efforts.

The Bureau of Planning has been providing key urban design thinking and planning insights on adapting Portland's Transit Mall to accommodate light rail. To maximize this opportunity to enhance the downtown's primary transit spine, the bureau has proposed an exciting vision of how change can become the basis for renewed civic quality, vitality, and pride.

Next Economy/Global City

The Bureau of Planning in partnership with the Portland Development Commission completed the Citywide Industrial Land Inventory, a site-by-site description of Portland's industrial land supply, covering about 16,000 acres. The most recent information available was assembled from a variety of sources on industry mix (e.g., industry type, number of employees), land supply characteristics (e.g., site size, vacancy), site advantages (e.g., distance from freeway ramp, rail access), and site constraints (e.g., floodplain, site contamination).

Metro's 2,000-acre addition of industrial land to the urban growth boundary in December 2002 was contingent upon designation and additional protection of "regionally significant industrial areas" (RSIA's) already within the boundary. The Bureau of Planning has been an active participant in regional discussions to map and develop code requirements for RSIA's. Planning staff, in collaboration with City and industry representatives, prepared a classification matrix of Portland's industrial land into proposed RSIA's, other industrial areas, and mixed employment areas, based on location advantages, infrastructure, industry mix, facility types, and other factors.

The Bureau of Planning, in collaboration with PDC, initiated the Central Eastside Industrial Zoning Study to investigate whether industrial sanctuary zoning regulations were constraining certain employment-dense and office-like industrial businesses in the Central Eastside (CES). The initial project report found that, overall, existing zoning was not a major obstacle to the targeted industry sectors. However, the report did identify several zoning barriers that may potentially discourage some target firms that might otherwise locate in the CES. The second phase of the study, to commence in early 2004, will constitute a legislative planning process to amend the Central City Plan District (CCPD) regulations to address these issues and allow greater flexibility for certain kinds of office-like uses, while preserving the overall industrial and employment orientation of the Central Eastside.

Regulatory Improvements

In 2004, the City made substantial progress on the Regulatory Improvement Work Plan (RIW); a program to improve and streamline development regulations and processes. On the regulatory side, the City adopted 14 improvements to the Zoning Code. Seven additional improvements were considered by Council in January. Improvements have included:

- Reducing regulatory burdens on businesses by raising the threshold for required upgrades to nonconforming development and by streamlining the process to review changes to some nonconforming uses;
- Decreasing costs of development by reducing the size of trees for required plantings;
- Allowing more flexibility and better design of houses by eliminating roof eaves from the calculation of building coverage;
- Promoting better designed infill development by clarifying rules for building homes on small lots.

The Johnson Creek Floodplain Zoning Code Maintenance project amended the Zoning Code to allow the City now, and in the future, to use the most current Federal Emergency Management Agency (FEMA) floodplain boundaries when applying the floodplain regulations of the Johnson Creek Basin Plan District. These changes streamline the application of the code, allowing for the most accurate and up to date information to be used.

City Council approved the Planning Bureau's recommendation for the creation of an expedited review process for uncontested annexations and service extensions on September 17, 2003. This process shortens the timeline for these uncontested minor boundary change cases, which are usually initiated by property owners, and eliminates the need for a City Council hearing.

SUMMARY OF BUDGET DECISIONS

Changes from Prior Year

The 2004-05 Adopted Budget for the Bureau of Planning is based on continuation of existing programs and functions with some limited realignment of existing staff, two one-time add packages to fund existing staff and functions, and the reassignment of the ESA program staff and functions to the Bureau of Environmental Services.

The Adopted Budget includes the following set of decision packages.

- The Adopted Budget reassigns ESA program staff and functions to the Bureau of Environmental Services. A portion of the General Fund Set-Aside is converted to ongoing General Fund support for the Bureau of Planning's Environmental Planning section, continuing the historic support this program has received through the ESA pass-through. The remainder of the General Fund Set-Aside (less \$200,000 of savings freed up for other City priorities) and the ESA interagency revenues are reallocated to BES. The integration of ESA staff and functions into BES is a result of discussions between the Planning Director and BES Director about the consolidation of natural resources and environmental planning functions. The directors agreed that scientific and technical functions should be in BES and the broader policy issues be housed in Planning. The bureau will be relying on staff in the Bureau of Environmental Services to provide needed scientific and technical analysis, research, and evaluation to support the bureau's environmental planning program.
- ◆ The Adopted Budget includes a 2.5% reduction package that eliminated one City Planner II position within the Environmental Planning program and reduced External Materials and Services throughout the bureau.
- Realignment of expenditures to reassign a Senior Planner, with an economic specialty, from the Environmental Planning Division to the Area and Neighborhood Planning Division of the bureau, reflecting the broad range of planning issues that need economic analysis and expertise.
- Realignment of expenditures to cover two of the five Area and Neighborhood Planners covered by one-time funding in FY 2003-04 (realignment of \$144,656). The bureau requested this realignment from External Materials and Services to Personal Services in order to reduce the additional ongoing funding needed to cover existing programs and staff. This realignment of funds within the bureau considerably limits the bureau's flexibility, particularly in professional services (covering facilitation, economic and market analysis, scientific research, technical writing, outreach, and design assistance).

- Realignment of expenditures to cover the existing Housing Policy position within the Intergovernmental Coordination section of the bureau. The Bureau of Housing and Community Development has traditionally funded this function in the Bureau of Planning through an interagency agreement that was significantly reduced for FY 2004-05 based on a change in BHCD's strategic direction. The bureau has been in discussions with PDC about funding a portion of this position in FY 2004-05. The bureau requested a realignment from External Materials and Services to Personal Services to cover this position with the expectation that intergovernmental agreement funding from PDC will restore a portion of the realigned funds, thereby decreasing the significant impact of this realignment on the bureau's operations.
- Two one-time add packages to fund existing functions and existing staff. The first package covers the remainder of the existing District Liaison and Central City Planning programs (three staff at \$258,207). The second one-time package covers two Regulatory Improvement staff at a cost of \$157,894.

FUNDING SOURCES

One-time Appropriations

Currently the Bureau of Planning has two ongoing projects that are funded with one-time General Fund dollars. This involves two employees in the Regulatory Improvement project and three Senior Planners in the Area and Neighborhood District Liaison program.

Strategic Direction

SIGNIFICANT ISSUES

As in past years, the major issue for the Bureau of Planning remains the ongoing reliance on one-time funding to cover ongoing bureau programs and existing staff positions. This creates ongoing uncertainty for the bureau and its staff about which programs and positions will continue from year to year.

In FY 2003-04, the Bureau of Planning received \$673,000 in one-time General Fund allocations to fund District Liaisons, Central City Planning, and Regulatory Improvement. At the time, it was acknowledged that these functions were ongoing in nature; however, as in past years, due to a lack of ongoing resources, they were funded with one-time add packages.

The bureau's Adopted Budget reduced a portion of the "ongoing gap" by realigning expenditures to cover two of these positions. The budget includes one-time add packages totaling \$416,101 to cover the remaining five positions in the Area and Neighborhood Planning section and for the Regulatory Improvement Work Plan.

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, as Chair of the Planning and Development Directors group, and through leading and coleading inter-bureau coordination efforts, such as River Renaissance and Managing for Results. 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 bureau's FY 2004-05 budget, the River Renaissance management function remains in the Director's Office to 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.

INTERGOVERNMENTAL COORDINATION

Intergovernmental Coordination

The bureau's Intergovernmental Coordination program includes three programmatic areas, including 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 Adopted Budget provides for a realignment of bureau priorities to fund the personal services costs of the Housing Planning and Policy program, funded in past years through an interagency agreement with the Bureau of Housing and Community Development. This program 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 review of major planning initiatives and administration of the housing property tax abatement program. The position will also maintain and update the housing information gathered during the recent housing program audit, as requested by the City Auditor.

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. In November 2003, the Planning Commission held a hearing on the Comprehensive Plan's effectiveness. Based on this hearing and additional analysis, staff is currently drafting a work plan for updating the 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 the 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 effort is working to develop the City's Public Facilities Plan and review the City's annual Capital Improvement Plan (CIP) 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 implementing the Auditor's Managing for Results recommendations and advancing the City's Strategic Issues Agenda, and coordinates the Bureau Directors and Planning and Development Directors monthly meetings and the Bureau Directors/City Council quarterly work sessions.

AREA AND NEIGHBORHOOD PLANNING

The Area and Neighborhood Planning Division includes several program areas.

District Planning Liaisons

District Planning Liaisons are at the heart of the bureau's new approach to Area and Neighborhood Planning. Under the program, the city is divided into six districts and a planner is assigned to each. The planner will become the on-the-ground expert in the planning and development issues facing the district. They also provide district neighborhoods and businesses with a clear point of contact with the City on planning functions. The District Planning Liaison program and the bureau's Centers and Corridors program are completely integrated. The five FTE within the District Liaison program and the staff within the Centers and Corridors program work together to advance both programs. The program also works extensively with the bureau's Urban Design program.

Central City Planning

The Central City is one of the districts covered by the District Liaison program and will have a number of staff partially or fully assigned to projects within it. Through this program, and in collaboration with PDC, PDOT, and others, the bureau will continue to provide planning services essential to maintaining the Portland Central City as the economic and cultural center of the region. The Central City liaisons will provide ongoing planning, coordination, design, and implementation to promote and support Central City development and 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. In FY 2004-05, specific projects will include the following: Central City Assessment, Central Eastside Zoning Project, Downtown Waterfront DOS Implementation, North of Lovejoy Zoning Study, and the University District Study.

Centers, Corridors, and Neighborhood Planning The Area and Neighborhood Planning program will continue to provide planning services for areas outside of the Central City through the program's Centers, Corridors, and Neighborhood Planning projects, working in an integrated fashion with the District Liaison program. In the last few years, these projects focused on preparing plans for specific town centers and corridors to help shape the future of these places in a way that meets neighborhood objectives and implements the Metro 2040 recommendations for growth through development of "Centers," "Main Streets," and "Corridors" in Portland. In FY 2004-05, this program will feature the following specific projects: Citywide Main Streets, Division TGM, Eastside Initiatives, and Interstate Avenue Station Area Zoning.

Industrial Lands and Economic Studies The bureau will expand its economic development planning activities into a new program of industrial land and economic studies. The first year of this expanded program will feature several joint projects with PDC including development of a portfolio of industrial development opportunity sites as well as analysis of infrastructure improvement needs and funding options to support the sites. The bureau will lead the City's effort to design a response to Title 4 Regionally Significant Industrial Areas policy as well as participate in the regional study of employment-zoned lands (GMELS study). Building on the bureau's previous work with the Port, it hopes to undertake a study focusing on the freight distribution and logistics sector and the infrastructure needs of that industry. The bureau also may undertake research into other target market sectors such as bioscience and sustainable technologies. Finally, the bureau will continue its work on integrating natural resource enhancement and economic development goals in the harbor as part of River Renaissance.

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 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. The upcoming year 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.
- Provide 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 are focused on improving regulations to ensure desired outcomes with an emphasis on removing outmoded, contradictory, and overly complex regulations. The Regulatory Improvement function provides coordination and oversight for the five areas of the City's Regulatory Improvement Work Plan for which Planning has the lead responsibility. The five areas are: 1) Regulatory Rethink, 2) Major Policy Initiatives, 3) Minor Policy Changes, 4) Code Maintenance, and 5) Post-Adoption Monitoring and Evaluation.

As the Planning Bureau moves toward 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 several major projects: environmental code improvements, natural resources inventory update, the River Renaissance Plan, general environmental planning work, Portland Plant List update, 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.

This work is coordinated and integrated with other elements of the City's River Renaissance Clean and Healthy River program.

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 manage the bureau's Geographic Information Systems (GIS) and work 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 land use review case history data; and maintaining and updating the official zoning map.

ADMINISTRATION

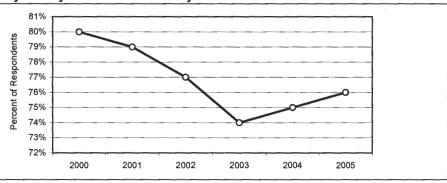
The Administration Division of the Bureau of Planning provides key support to all the bureau's programs as well as to individual staff. Areas of support include the following:

- 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 interagency agreements.
- 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

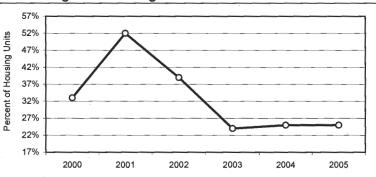
Livability of City Rated Good or Very Good

Survey respondents continue to be satisfied with the ultimate outcome of planning efforts - livable communities.



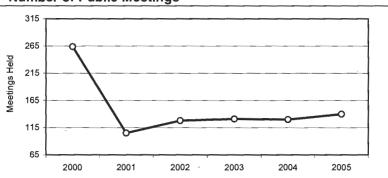
Share of Region's Housing Units

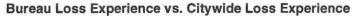
In the past five years, over 25% of the houses built inside the UGB have been with the city. The goal is 20% of the region's growth.

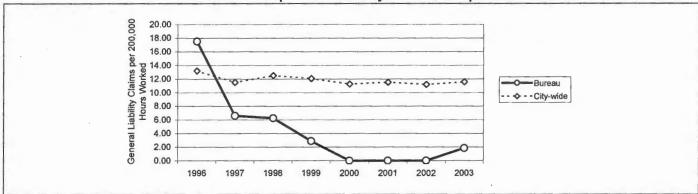


Number of Public Meetings

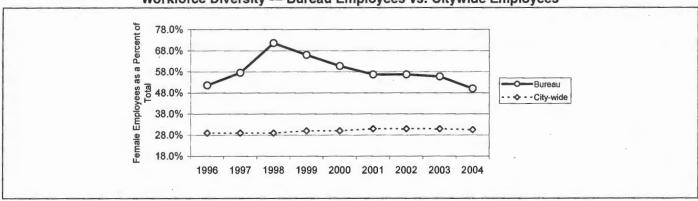
In the past several years, the Bureau of Planning has consistently had over 100 public meetings per year.







Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001-02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004–05
BUREAU OF PLANNING						
Affirmative Action Measures						
Female Employees as a Percent of Total	60.7%	56.7%	56.7%	55.7%	50.0%	
Minority Employees as a Percent of Total	7.1%	5.0%	5.0%	4.9%	5.4%	
Bureau of Planning						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00	1.84		
Workers Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00	0.00		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00	\$0.14		
Workers Comp Claims Cost per \$100 Payroll	\$0.00	\$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%	100%
Infill development	100%	100%	100%	100%	100%	100%
Completed neighborhood and area plan	ns will accomoda	te/further infill de	velopment in app	propriate places,	such as mixed u	sed areas
Legislative timeframes met	100%	100%	100%	100%	100%	100%
All legislative projects will meet timefrar	mes and notices	required by law.				
Number of Public Meetings	264	105	128	131	130	140
Number of public meetings held for Bur	eau of Planning p	projects and prog	jrams.			
Effectiveness						
Citywide Livability Rating	80%	79%	77%	74%	75%	76%
from auditor's SEA citizen's survey of I	ivability					
Intergovernmental Coordination						
Effectiveness						
New housing units built annually based on residential building permits	33%	52%	39%	24%	25%	25%

Percent of units from within the UGB which are within the city limits

	Actual FY 2001–0	2	Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004–05		Adopted FY 2004–05
EXPENDITURES									
Operating Budget									
Personal Services	4,408,88	30	4,967,483		5,272,039		4,461,663		4,461,663
External Materials and Services	967,5	50	1,003,901		1,834,307		509,719		509,71
Internal Materials and Services	1,807,70)2	1,634,977		1,440,892		1,061,815		1,044,61
Minor Capital Outlay		0	0		0		0		
Equipment Cash Transfers		0	0		0		0		
Total Operating Budget	7,184,13	32	7,606,361		8,547,238		6,033,197		6,015,99
Capital Improvements	364,50	00	132,631		0		0		
OTAL BUREAU EXPENDITURES	\$ 7,548,63	32	\$ 7,738,992	\$	8,547,238	\$	6,033,197	\$	6,015,99
Allocated Overhead	1,495,08	36	696,008		772,191		760,464		735,80
Total Cost with Allocated Overhead	9,043,7		8,435,000		9,319,429		6,793,661		6,751,79
ESOURCES									
General Fund Discretionary	5,554,54	12	5,506,722		6,552,597		5,855,185		5,837,97
Non-Discretionary Revenues	, ,		, ,		, ,				, ,
Grants & Donations	10,49) 5	56,279		76,721		0		
Contract Revenues	911,11	14	522,841		566,500		0		
Interagency Revenues	980,93		1,271,882		1,127,912		47,895		47,89
Program Revenue	22,97	71	163,915		0		0		•
Overhead Recovery	68,57		217,353		223,508		130,117		130,12
Total Non-Discretionary Revenues	1,994,09		2,232,270		1,994,641		178,012		178,02
OTAL GENERAL FUND RESOURCES	7,548,63	32	\$ 7,738,992	\$	8,547,238	\$	6,033,197	\$	6,015,99
Note: Discretionary General Fund r Non-Discretionary revenues are re-	evenues are thos stricted by policy	e which	ch may be used b tractual agreemer	y City	Council for any ne bureaus that	publi gene	ic purpose. rate the revenu	e.	
ROGRAMS									
Administration	17		0		0		0		
Positions		0					0		
		•	0		0				
Current Planning	23,35	54	1,566		0		0		
Positions	23,38	54 0	1,566 <i>0</i>		0		0		
Positions Albina Community Plan	23,3	0 0 0	1,566 <i>0</i> 0		0 0 0		0		
Positions Albina Community Plan Positions		0 0 0 0	1,566 <i>0</i> 0 0		0 0 0		0 0 0		
Positions Albina Community Plan Positions Director's Office	23,3£ 205,12	0 0 0 0 25	1,566 0 0 0 482,890		0 0 0 0 0 862,295		0 0 0 664,824		664,82
Positions Albina Community Plan Positions Director's Office Positions	205,12	54 0 0 0 0 25 3	1,566 0 0 0 0 482,890 4		0 0 0 0 862,295		0 0 0 0 664,824 5		664,82
Positions Albina Community Plan Positions Director's Office Positions Administration		54 0 0 0 0 25 3	1,566 0 0 0 482,890 4 827,519		0 0 0 0 862,295 6 906,848		0 0 0 664,824 5 847,858		664,82 847,85
Positions Albina Community Plan Positions Director's Office Positions Administration Positions	205,12 934,66	54 0 0 0 0 25 3 67 8	1,566 0 0 0 482,890 4 827,519 8		0 0 0 0 862,295 6 906,848		0 0 0 664,824 5 847,858 8		664,82 847,85
Positions Albina Community Plan Positions Director's Office Positions Administration Positions Planning Tech Support	205,12	54 0 0 0 25 3 37 8	1,566 0 0 0 482,890 4 827,519 8 294,885		0 0 0 0 862,295 6 906,848 7 466,055		0 0 0 664,824 5 847,858 8 499,243		664,82 847,85 499,24
Positions Albina Community Plan Positions Director's Office Positions Administration Positions Planning Tech Support Positions	205,12 934,66	54 0 0 0 0 25 3 37 8 8 8 6	1,566 0 0 0 482,890 4 827,519 8		0 0 0 0 862,295 6 906,848		0 0 0 664,824 5 847,858 8		664,82 847,85 499,24
Positions Albina Community Plan Positions Director's Office Positions Administration Positions Planning Tech Support	205,12 934,66 341,28	54 0 0 0 0 25 3 37 8 8 8 6	1,566 0 0 0 482,890 4 827,519 8 294,885 5		0 0 0 0 862,295 6 906,848 7 466,055		0 0 0 664,824 5 847,858 8 499,243		664,82 847,85 499,24 710,61
Positions Albina Community Plan Positions Director's Office Positions Administration Positions Planning Tech Support Positions Urban Design/Historic Preservation	205,12 934,66 341,28	54 0 0 0 0 25 3 37 8 8 8 8 7 8 8 8 7 8 8 8 6 7 6 7 8 8 8 6 6 7 8 8 8 8 8 8 8 8 8 8 8 8 8	1,566 0 0 0 482,890 4 827,519 8 294,885 5 386,215		0 0 0 0 862,295 6 906,848 7 466,055		0 0 0 664,824 5 847,858 8 499,243		664,82- 847,856 499,243 710,612
Positions Albina Community Plan Positions Director's Office Positions Administration Positions Planning Tech Support Positions Urban Design/Historic Preservation Positions	205,12 934,66 341,28 252,33 1,240,96	54 0 0 0 0 25 3 37 8 8 8 8 7 8 8 8 7 8 8 8 6 7 6 7 8 8 8 6 6 7 8 8 8 8 8 8 8 8 8 8 8 8 8	1,566 0 0 0 482,890 4 827,519 8 294,885 5 386,215		0 0 0 0 862,295 6 906,848 7 466,055 5 752,622		0 0 0 664,824 5 847,858 8 499,243 5 710,612		664,82 847,85 499,24 710,612
Positions Albina Community Plan Positions Director's Office Positions Administration Positions Planning Tech Support Positions Urban Design/Historic Preservation Positions Area and Neighborhood Planning	205,12 934,66 341,28 252,33 1,240,96	54 0 0 0 0 25 3 37 8 85 6 87 6 88 6 88 6 88	1,566 0 0 0 482,890 4 827,519 8 294,885 5 386,215 7 1,255,021		0 0 0 0 862,295 6 906,848 7 466,055 5 752,622 7 1,281,589		0 0 0 664,824 5 847,858 8 499,243 5 710,612 7 1,120,564		664,82 847,85 499,24 710,61 1,120,56

Positions City Wide Special Projects 49,101 0 0 0 0 0 Positions 0 0 0 0 Urban Renewal Plans 926,493 469,468 0 0 0 **Positions** 0 0 0 0 6,033,197 6,015,992 **TOTAL PROGRAMS** 7,548,632 7,738,992 8,547,238 68 55 55 Positions 72 72 34 31 50 General Fund Discretionary Positions 50

739,169

2,759,037

120,000

20

575,405

2,852,045

108,271

609,974

922,723

89,322

632,303

2,490,449

109,601

19

Intergovernmental Coordination

Environmental Planning

Comprehensive Planning

Positions

Positions

609,974

905,518

89,322

-		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
Personnel	Services					
511000	Full-Time Employees	2,818,192	2,981,826	3,853,701	3,278,253	3,278,253
512000	Part-Time Employees	162,833	159,338	157,560	155,316	155,316
514000	Overtime	57,663	12,450	0	0	0
515000	Premium Pay	9,366	3,339	0	0	0
517000	Benefits	1,143,210	1,322,452	1,260,778	1 <u>,</u> 028,094	1,028,094
518000	Paid Absence	489,904	558,737	0	0	0
	onnel Services	4,681,168	5,038,142	5,272,039	4,461,663	4,461,663
	and Services					
	Materials and Services	040 470	000 440	4 400 500	000.000	000 000
521000	Professional Services	842,173	826,419	1,426,598	308,000	308,000
522000	Utilities	0	. 0	. 0	0	0
523000 524000	Equipment Rental Repair & Maintenance Services	25,017	24,176	27,000	11,550	11,550
	•	25,017	24,176	27,000	11,550	11,550
525000 528000	Non-Capital Improvement Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	1,434	1,940	45,118	6,105	6,105
531000	Office Supplies	11,776	21,410	32,461	25,612	25,612
532000	Operating Supplies	7,057	9,533	39,100	22,500	22,500
533000	Repair & Maintenance Supplies	7,037	0	0	0	0
534000	Minor Equipment & Tools	28,085	9,069	72,000	38,500	38,500
535000	Clothing & Uniforms	0	0,000	0	0	0
539000	Other Commodities External	11,329	9,112	15,000	4,800	4,800
541000	Education	27,652	20,620	35,506	28,000	28,000
542000	Local Travel	2,362	1,728	1,000	3,000	3,000
543000	Out-of-Town Travel	15,297	32,849	20,000	20,007	20,007
544000	Space Rental	40	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	28,576	47,401	120,524	41,645	41,645
Total Ex	ternal Materials and Services	1,000,798	1,004,257	1,834,307	509,719	509,719
Internal	Materials and Services					
551000	Vehicle Services	9,309	7,784	9,854	8,070	8,070
552000	Printing & Distribution	171,321	107,599	140,434	102,433	102,433
553000	Facilities Services	552,494	549,531	543,680	548,241	548,241
554000	Communications Services	62,592	61,321	71,571	51,643	51,643
555000	Information Technology	227,428	222,066	145,074	133,127	133,127
556000	Insurance	156,440	268,149	273,711	124,190	106,985
557000	Master Lease	0	0	0	0	0
558000		579,786	242,187	226,743	94,111	94,111
	Other Fund Services	107,296	237,956	29,825	0	0
	ernal Materials and Services	1,866,666	1,696,593	1,440,892	1,061,815	1,044,610
	erials and Services	2,867,464	2,700,850	3,275,199	1,571,534	1,554,329
Capital Ou 561000	_	0	0	0	0	0
562000	Buildings	0	0	0	0	0
563000	•	0	0	0	0	0
564000	•	0	0	0	0	0
565000		0	0	0	. 0	0
566000		0	0	0	0	0
567000	• •	0	0	0	0	0
568000	Other Capital Expenditure	0	Ö	0	0	0
569000		0	0	0	0	0
Total Capi	1	0	0	0	0	0
573000		0	0	0	0	0
576000		0	00	0	0	0
TOTAL BUR	EAU EXPENSES	\$ 7,548,632	\$ 7,738,992	\$ 8,547,238	\$ 6,033,197	\$ 6,015,992

		Actual FY 2002	Actual FY 2003		vised 003-04		oosed 004–05		opted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
515	Accountant II	1	0	0	0	0	0	0	0
510	Accounting Technician	1	1	0	0	0	0	0	0
7102	Administrative Specialist, Senio	0	0] 1	45,887	0	0	0	0
7107	Administrative Supervisor II	1	1	1	58,321	1	59,992	1	59,992
3228	Associate Planner	10	0	0	0	0	0	0	0
6131	Associate Planner	0	2	2	86,957	2	95,088	2	95,088
7110	Business Operations Supervisor	0	1	1	71,062	1	75,283	1	75,283
3236	Chief Planner	3	3	0	107.000	0	150.050	0	150.050
6132	City Planner I	0	9	3	127,902	3	156,852	3 10	156,852 563,923
6133	City Planner II	0	9	13	702,556	10	563,923 69,740	1 1	69,740
7204 7795	Community Outreach and Informati Environmental Planner, Supervisi	1 0	1 1	1	70,006 72,692	1 1	76,224	1	76,224
7795 7608	Environmental Pranner, Supervisi Environmental Program Coordinato	0	0	2	133,120	0	0	Ó	70,224
2010	Environmental Services Manager	1	1	0	0	0	0	0	0
6053	Environmental Specialist	0	Ö	2	127,676	o o	o l	ő	0
3194	Environmental Specialist	2	2	0	0	Ö	0	ŏ	ő
6051	Environmental Technician I	هٔ ا	ō	1 1	37,142	ő	0	ŏ	Ö
6062	GIS Technician II	Ö	Ö	ĺį	41,920	Ĭ	49,298	1	49,298
6122	Graphics Designer II	Ö	1	1 1	45,777	i	50,430	1 1	50,430
6123	Graphics Designer III	ĺ	1	1	50,912	1	59,926	1	59,926
3270	Graphics Illustrator I	1	Ó	Ö	0	Ó	0	o	0
3271	Graphics Illustrator II	1	0	0	0	0	0	0	0
245	Hearings Clerk	1	0	0	0	0	0	0	0
2542	Information Systems Analyst II	2	1	1	56,062	1	62,139	1	62,139
2544	Information Systems Analyst IV	1	0	0	0	0	0	0	0
7508	Information Systems Supervisor	0	0	1	80,102	1	83,597	1	83,597
7130	Management Assistant	0	2	2	84,775	1	50,393	1	50,393
7666	Mapping & GIS Supervisor	0	1	0	0	0	0	0	0
100	Office Support Specialist I	0	1	2	69,478	2	65,573	2	65,573
102	Office Support Specialist II	3	3	2	72,732	2	67,631	2	67,631
104	Office Support Specialist III	2	2	1	42,905	1	43,597	1	43,597
3229	Planner	13	0	0	0	0	0	0	0
7752	Planner, Supervising	0	0	2	148,800	2	160,533	2	160,533
3238	Planning Director	1	0	0	0	0	0	0	0
7076	Planning Director	0	1	1	131,105	1 1	125,520	1	125,520
7754	Planning Director, Assistant to	0	2	1	72,626	1	76,048	1	76,048
7753	Principal Planner	0	3	4	381,140	4	388,704	4	388,704
970	Program Manager II	1	0	0	0	0	0	0	0
971	Program Manager III	3	3	0	0	0	0	0	0
972	Program Manager IV	4	1	0	0	0	- 1	0	•
7158	Program Manager, Senior	0	1 10	3 12	255,649 699,178	1 11	84,105 723,149	11	84,105 723,149
6134 828	Senior City Planner Senior Financial Analyst	1	0	0	099,170	0	723,149	0	723,149
3231	Senior Planner	10	1	0	ő	0	ŏ	0	0
7494	Sr Community Relation Specialist	1 1	0	0	ő	0	0	0	0
900	Staff Assistant	1	0	0	ŏ	Ő	ŏ	0	ő
3107	Technician I	2	1	ŏ	ő	ő	ő	ő	Ö
3108	Technician II	0	1	ő	o l	ő	ő	0	Ö
3109	Technician III	1	0	Ö	0	Ö	ō	Ö	0
7756	Urban Design Program Manager	ó	0	1	87,219	1	90,508	1	90,508
TOTAL	FULL-TIME POSITIONS	68	67	64 \$	3,853,701	51 \$	3,278,253	51 \$	3,278,253
6133	City Planner II	0	5	4	157,560	4	155,316	4	155,316
3229	Planner	4	0	0	0	0	0	0	0
TOTAL	PART-TIME POSITIONS	4	5	4 \$	157,560	4 \$	155,316	4 \$	155,316

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

	AMOUNT						
ACTION	Ongoing	One-Time	Total Package		FTE	DECISION	
FY 2004-05	7,036,107	75,805	7,111,9	12	56.0	FY 2004-05 Current Appropriation Level Estimate	
CAL Adjustmen	ts		ļ	- 1			
•	(928)	0	(92	28)	0.0	Discretionary Adj- OMF Interagency Changes	
) O	0	`	o l	0.0	General Fund Overhead Adjustment	
Mavor's Propos	ed Budget Decision	ns					
	(130,075)	0	(130,0	75)	(1.0)	2.5% Reduction. Cut CPII position and M&S	
	(23,357)	0	(23,3	57)	0.0	2.5% reduction of professional services in ESA	
	0	258,207	258,20	07	3.0	3 Sen Planners to function as District Liaisons	
	0	157,894	157,89	94	2.0	1 Sen Planner and 1 CPII for Code Development	
	0	0		0	2.0	Realign exp to cover one CPI and one CPII positi	
	0	8,395	8,39	95	1.0	Realign and IA with BHCD to cover Housing	
	(200,000)	0	(200,00	00)	0.0	Efficiency savings from transfer of ESA prog to BE	
	(1,073,851)	(75,000)	(1,148,8	51)	(8.0)	Transfer remaining ESA program to BES	
Approved Budg	et Additions and R	eductions		ĺ			
	0	0		0	0.0	General Fund Overhead Adjustment	
Adopted Budge	t Additions and Re	ductions					
	(17,205)	0	(17,20	05)	0.0	OMF Risk Mgmt IA changes for ESA program	
	(1,445,416)	349,496	(1,095,9	20)	(1.0)	Total FY 2004-05 Decision Packages	
			\$ 6,015,9	92	55.0	Total Adopted Budget	
							
FY 2004-05 Dec	ision Packages No	•	(0.0)				
	(3,258)	0	(3,2		0.0	2.5% reduction in Comp Planning for Overhead	
			\$ (3,2	58)	0.0	Total Decision Packages Not Funded	

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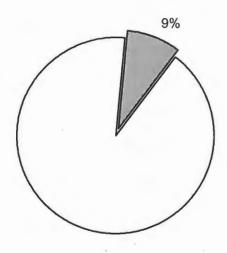
Transportation and Parking

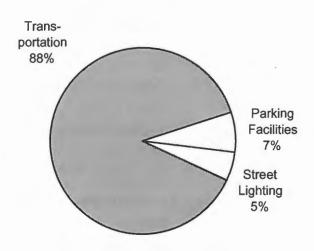
Office of Transportation

Percent of City Budget

Transportation and Parking = \$154.2 Million

Bureau Pie Chart





City Budget = \$1.73 Billion

Service Area Overview

Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change							
85,589,876	95,061,732	9,471,856	11.1%							
46,097,371	58,739,354	12,641,983	27.4%							
2,690,003	2,737,230	47,227	1.8%							
\$ 134,377,250	\$ 156,538,316	\$ 22,161,066	16.5%							
708	765	57	8.1%							
	85,589,876 46,097,371 2,690,003 \$ 134,377,250	FY 2003–04 FY 2004–05 85,589,876 95,061,732 46,097,371 58,739,354 2,690,003 2,737,230 \$ 134,377,250 \$ 156,538,316	FY 2003–04 FY 2004–05 Prior Year 85,589,876 95,061,732 9,471,856 46,097,371 58,739,354 12,641,983 2,690,003 2,737,230 47,227 \$ 134,377,250 \$ 156,538,316 \$ 22,161,066							

Note: Authorized positions shown in FY 2004-05 include limited term and part-time positions, but prior year data do not for all bureaus.

Service Area Highlights

DESCRIPTION

Transportation

The Transportation and Parking service area includes those funds and bureaus that plan, build, manage, maintain, and facilitate an effective and safe transportation system and provide access and mobility throughout the city.

The service area includes the Office of Transportation and its related funds: Transportation Operating Fund, Transportation Reserve Fund, and Gas Tax Bond Redemption Fund.

The Office of Transportation includes the bureaus of Maintenance, Transportation Systems Management, Transportation Engineering and Development, and the Office of the Director.

Street Lighting

Portland's Office of Transportation provides street lighting to all improved public streets according to City standards. Through a contract, Portland General Electric provides electricity for the street lights and maintenance for 81% of the City-owned street lights. Transportation staff maintain about 16% of the system. The rest of the system is maintained by Oregon Department of Transportation.

Parking

This service area also includes the Parking Facilities Fund, managed by the Bureau of General Services, and the Parking Facilities Debt Redemption Fund, also managed by the Bureau of General Services with oversight from Debt Management.

The Parking Facilities Fund accounts for the operation and maintenance of six City-owned parking garages in downtown Portland, comprising the Smart Park system. The six garages are the Third & Alder garage (Morrison Park East), the Tenth & Yamhill garage (Morrison Park West), the Fourth & Yamhill garage, the Naito & Davis (Old Town) garage, the O'Bryant Square garage, and the First & Jefferson garage.

The Parking Facilities Debt Redemption Fund serves to achieve a proper matching of revenues with debt service expenditures of the Parking System Revenue Refunding Bonds, 2001 Series A, and the Limited Tax Revenue Bonds (Central City Streetcar Project) 1999 Series A. In August of 2001, proceeds of the Parking System Revenue Refunding Bonds, 2001 Series A, refunded the 1977 Morrison Park East and West Bonds as well as the 1992 Old Town Bonds.

MAJOR THEMES

Portland Office of Transportation

Partially Restore Services

For FY 2004-05, Portland's Office of Transportation will receive \$5,700,000 in new State revenues. The new revenues will be used to back fill the shortfall and approximately \$1,900,000 will be used to partially restore essential services such as paving, traffic signal maintenance and street area landscaping. According to Transportation's five-year financial forecast, a funding gap will re-emerge in FY 2006-07 and continue through FY 2008-09.

General Fund Support

In FY 2004-05, the General Fund transfer to the Office of Transportation will be reduced by 2.5% (\$127,994) in accordance with the Mayor's budget direction.

New Level of General Fund Support

The Adopted Budget for FY 2004-05 includes \$5.1 million in General Fund support as follows:

- \$4.7 million ongoing support for street light operations and maintenance.
- \$400,000 for street light capital improvements.



Office of Transportation

Transportation and Parking Service Area

Jim Francesconi, Commissioner-in-Charge Brant Williams, Director

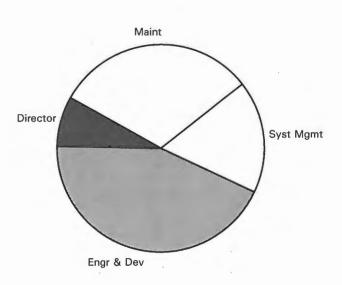
Percent of City Budget

Transp = \$153.8 Million

11.0%

City Budget = \$1.4 Billion

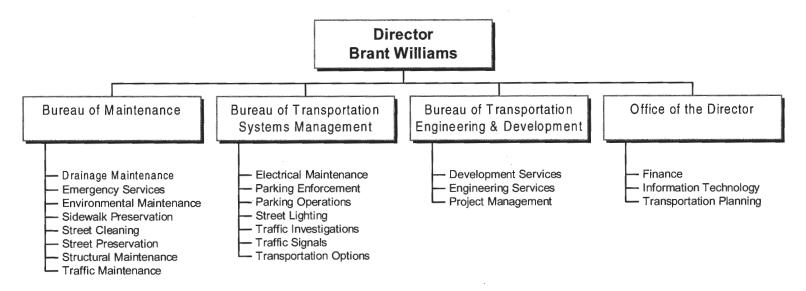
Bureau Divisions



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	85,589,876	95,061,732	9,471,856	11.1%
Capital	46,097,371	58,739,354	12,641,983	27.4%
Allocated Overhead Costs	2,690,003	2,737,230	47,227	1.8%
Total Cost with Allocated Overhead	\$ 134,377,250	\$ 156,538,316	\$ 22,161,066	16.5%
Authorized Positions	708	765	57	8.1%

Portland Office of Transportation



Bureau Summary

BUREAU MISSION

The Portland Office of Transportation is the steward of the City's transportation system, and a community partner in shaping a livable city. We plan, build, manage, maintain, and advocate for an effective and safe transportation system that provides access and mobility.

VISION AND VALUES

Vision for the Future

The vision statement for Portland's transportation system looks beyond current roadblocks and maps a long term destination for the community:

Portland will have a sustainable transportation system that balances social, economic, and environmental values. Our system will provide safe access and mobility for residents, workers, and visitors, and will provide for the efficient movement of goods. Individuals will have a broad range of safe and convenient transportation options by which to frequently walk, bicycle, carpool, or ride public transit. Streets are a resource that will also serve other public uses and gatherings. This transportation system will provide for a vibrant Central City, thriving commercial and industrial districts, and safe and diverse neighborhoods where Portland residents will want to live and work. The system will be maintained and preserved to support these uses, and to protect the investment made by Portland citizens in the city's transportation infrastructure.

This community vision will be achieved with a solid commitment by citizens, businesses and elected officials, and strong leadership and dedicated staff within the Portland Office of Transportation (PDOT). It is essential that PDOT commit to a high set of ideals and standards from which to operate, as described in the following vision for the organization;

PDOT will be one of the world's best-run transportation agencies. Our stewardship of the transportation system will include life cycle management and the use of the best technologies and practices. We will cultivate teamwork and effective communication, inside and outside of our organization. Our employee training and development programs will be consistently applied to ensure a highly trained workforce that represents the diversity of our community. A strong public confidence in our management and performance will support entrepreneurial efforts, and result in sustainable funding for the transportation system.

Vision Goals

Vision goals:

- Public investment is preserved at a sustainable level.
- Use of current transportation system is optimized.
- Community goals are realized through system improvements.

Values

As a framework for decision making on behalf of the public, employees, and partners, we value:

- Excellent public service.
- A safe, reliable, and well-maintained transportation system.
- Transportation choices for everyone via a transportation system that supports a healthy economy, and a livable community.
- Design, construction, and maintenance practices that protect the environment and result in a sustainable infrastructure.
- Community involvement.
- The management of the publicly owned right-of-way to achieve a quality community, and good urban design that balances and links land use and transportation.
- A safe and supportive work environment for all employees that encourages innovation, flexibility, professional growth, teamwork, respect, reasonable risk-taking, and a "cando" attitude.
- A diverse and inclusive workforce.
- Stewardship of the financial, physical, and human resources that we manage on behalf of the public.
- A collaborative approach that fosters communication, partnerships, and teamwork, both inside and outside our organization.

BUREAU OVERVIEW

Portland Office of Transportation

The Portland Office of Transportation is organized into four bureaus. The functions and services performed by each bureau are described below.

Bureau of Maintenance

The Bureau of Maintenance (BOM) is charged with the responsibility of preserving the public investment of over \$5.8 billion in transportation facilities and \$1.5 billion in sewer and stormwater infrastructure by inspecting, cleaning, maintaining, and repairing all transportation and sewer-related infrastructure within the city of Portland. The infrastructure consists of the street system, the sewer and stormwater collection system, traffic signals, traffic control devices, bridges, sidewalks, curbs, intersections, sidewalk corners, retaining walls, guardrails, stairways, and parking meters. In addition, the bureau performs around-the-clock response to emergencies such as storms, floods, and other incidents that inhibit safe transportation. The bureau is currently organized into the following programs:

- Street Preservation Program
- Traffic Maintenance Program
- Street Cleaning Program
- Sidewalk Preservation and Safety Program
- Structural Maintenance Program
- Emergency Services Program
- Environmental Maintenance
- Stormwater Maintenance Program
- Field Support Program

Bureau of Transportation Systems Management

The Bureau of Transportation Systems Management (BTSM) manages and operates the transportation, traffic signal, parking, and street lighting systems of the City of Portland. Responsibilities include maintaining and improving safety for the traveling public, reducing the number of traffic accidents, optimizing the efficiency of the transportation system and facilitating alternatives to single occupancy vehicle travel, protecting the livability of the city's residential areas while accommodating economic development, managing and maintaining street lights, and maintaining and improving on-street paid parking to facilitate economic growth. The bureau is currently organized into the following programs:

- Electrical Maintenance Program
- Parking Enforcement Program
- Parking Operations Program
- Street Lighting Program
- Traffic Operations Program
- Traffic Signals Program
- ◆ Transportation Options Program

Bureau of Transportation Engineering and Development

The Bureau of Transportation Engineering and Development (BTED) is the capital investment and development service arm of the Portland Office of Transportation. Responsibilities include developing and managing a variety of transportation capital projects that are multi-modal and responsive to the requirements of land use and urban design objectives in the community. Capital projects are organized in seven categories: Centers and Main Streets, Freight and Industrial Area Streets, Local Development, Neighborhood Livability, Preservation and Rehabilitation, Safety and Congestion Management, and Special Projects.

The bureau facilitates public and private development of job opportunities, which leads to jobs creation, housing construction, and enhanced neighborhood livability through oversight of private development activities. The bureau provides survey, design, inspection, and construction management and technical support for capital improvement projects. The bureau also ensures the safety and serviceability of the City's bridges. The bureau is currently organized into the following programs:

- Project Management Program
- Engineering Services Program
- Development Services Program

Office of Transportation Director

The Office of the Director (OTD) provides overall administrative, financial, and planning guidance and support for the Portland Office of Transportation. Responsibilities include development and implementation of transportation policies, participation in local and regional planning for transportation projects, and advocacy for City of Portland interests. The bureau is currently organized into the following programs:

- Transportation Planning Program
- Information Management Program
- Finance Program
- Operations Support Program

The Transportation Planning division is responsible for the implementation and update of the Transportation Systems Plan, coordinates the City's participation in the Regional Transportation System Plan, provides transportation studies and plans for development areas, and supports the City's goals for housing and employment growth in specific districts of the city.

The Information Management division is responsible for the development and operations of data resources including the Infrastructure Management System, Geographic Information System, technology management, and data management.

The Finance division provides financial services including financial planning and revenue forecasting, budget development and coordination, grant and cost accounting, and processing accounts payable and receivable.

Reorganization of Support Services

Beginning with the FY 2003-04 Adopted Budget, support services were reorganized in the Field Support and Operations Support Programs. Most costs in these programs were previously budgeted in the BOM, BTSM, BTED, and OTD Management and Support programs.

Change to Position Count

Beginning with the FY 2004-05 Adopted Budget, the position count includes full-time, limited term, and permanent part-time positions. In prior years the position count excluded limited term and permanent part-time positions.

SUMMARY OF BUDGET DECISIONS

Decision Packages

The FY 2004-05 Adopted Budget includes the following decision packages:

- Partially Restore Street Preservation \$1,200,000
- Partially Restore Street Area Landscaping \$300,000
- Partially Restore Traffic Signals \$400,000
- Streetcar Operating Add One Position \$51,216
- Street Lighting (General Fund Capital Set-Aside) \$400,000
- Increase Sewer Repair Interagency \$636,000
- Business Energy Tax Credit (BETC) One-time \$175,000
- Business Energy Tax Credit (BETC) Ongoing \$250,000
- Community and School Traffic Safety Partnership (CSTSP) One-time \$850,000
- Community and School Traffic Safety Partnership (CSTSP) Ongoing \$2,500,000
- Cut Streetlighting Operations 2.5% (\$127,994)

Strategic Direction

RECENT TRENDS

Relatively flat discretionary revenues combined with inflationary growth of costs has forced Transportation to reduce or eliminate many services over the past several years as tabulated below. Without significant new revenues in the future, further service cut-backs will be needed beginning in FY 2006-07.

Budget Impacts Over the Past Five Years

Programs eliminated:

- Road Reconstruction
- Local Street Slurry Seal Program (restored in FY 04-05)
- School Safety Capital Programs
- Bike and Pedestrian Capital Programs
- Traffic Calming
- Local Street Improvement (LID) Assistance
- Street Landscape Maintenance (partially restored in FY 04-05)
- Street Furniture Maintenance
- New Street Lights
- Graffiti Removal
- Street Light Pole Painting

Programs reduced:

- Street Preservation
- Traffic Investigations
- Transportation Options
- Signal Operations (partially restored in FY 04-05)
- Transportation Planning
- Americans with Disabilities (ADA) Ramps
- Curb Replacement
- Administration
- Transportation Reserves

SIGNIFICANT ISSUES

Transportation Funding and Service Levels

The FY 2004-05 Adopted Budget provides PDOT with the resources to perform essential transportation services for the City of Portland. These include a variety of safety, operational, and maintenance services as well as capital projects that address important transportation needs found in our neighborhoods and business districts throughout the city.

Following several years of revenue shortfalls, PDOT, as part of its FY 2002-03 budget, made significant cuts in important program and administrative areas.

At the time these cuts were made, they were intended to provide for a long term sustainable level of service. Since then, however, a number of changes have occurred affecting PDOT's financial condition. Several existing revenue sources have declined for a variety of reasons, most notably the weak economy. PDOT is able to provide a balanced budget with no service reductions, thanks to the Oregon Transportation Investment Act (OTIA) III financing package passed by the Oregon State Legislature. OTIA III provides for significant statewide investment in bridges and highway projects. More importantly, it provides for new ongoing maintenance and preservation funds for local governments.

PDOT expects to receive approximately \$5 to \$6 million annually in transportation revenue from this investment act. This will provide much welcomed relief for an organization that has been stretched for years due to no increases in the gas tax. Unfortunately, these new revenues will mostly go toward making up for deficits already identified in the 2005-09 Financial Forecast. The remaining OTIA III revenues are only sufficient enough to restore a portion of the cuts taken two years ago. PDOT has allocated these new revenues to programs that will slow the deterioration rate of our most critical infrastructure, specifically pavement preservation and traffic signal operations and maintenance.

Even with these new OTIA III funds, there continues to be a need for a locally controlled, sustainable revenue source for transportation. Infrastructure maintenance costs continue to increase due to age, complexity, and growth of our assets. Furthermore, new commitments increase PDOT's funding requirements. Fulfilling the City's commitment to rebuild the crumbling Transit Mall will require new funding sources, as yet unidentified. PDOT also has been designated as either the lead or a key participant in planning and implementing a number of economic redevelopment efforts such as the Downtown Portland Retail Strategy, the Portland Freight Master Plan, the I-5 Trade and Transportation Study, and the Portland Development Commission Economic Development Strategy. This comes at a time when discretionary general transportation revenues for planning and capital improvements have been substantially cut.

In the meantime, PDOT is doing its best to address these problems in the short term through innovative measures to generate new revenues that preserve and augment existing PDOT programs.

MANAGEMENT GOALS & OBJECTIVES

Strategic Plan 2005-09

This Strategic Plan lays out five specific Strategies for Action that the organization must focus on to meet these challenges. The Strategies will provide the basis for decision making and resource allocation over the next three to five years.

"Five 4 Five"

The five Strategies for Action are centered around business and stewardship practices that will best position the organization to efficiently deliver the services and build the public trust and support necessary to achieving our vision. In summary, these strategies include:

- Design, construction, and maintenance practices that will eliminate the growth of maintenance backlog and slow the rate of asset growth and complexity.
- Communication and outreach to the community, to spotlight the untenable revenue framework that currently positions the City, and all of Oregon, at the bottom of transportation funding in the West.
- Leadership and partnership in the development of funding alternatives and solutions.
- Emphasis on economic health and neighborhood livability and safety as focal points for transportation projects, as revenues allow.

 Internal communication and teamwork to unify and coordinate PDOT's strength and capabilities as an organization.

Within PDOT, the collective efforts of every individual are needed. The success of this plan depends on PDOT being a strong and inclusive workplace that provides opportunities for all employees to develop professionally and participate fully.

Strategic Objective

Successful implementation of this plan will result in the following outcome: a transportation system that plays a critical role in the livability and economy of the region, and is supported by:

- Citizens and decision makers who understand and value the links between transportation and the livability and economic vitality of the community;
- A funding framework that preserves the public's investment in transportation infrastructure;
- A vibrant transportation organization, whose service standards are aligned with the values of the community.

Strategies for Action

The following approaches provide a path toward delivering on PDOT's mission and achieving its goals and objective.

Build and operate the transportation system to last.

1. Build and operate the transportation system to last.

- Budget the resources necessary to slow the rate of growth of system maintenance backlog.
- Design and adopt practical life-cycle costing methods. In order to be "practical," methods will have to support PDOT's long term zero-growth goal for maintenance backlog without unduly inhibiting PDOT's entrepreneurial agility.
- Adopt capital project development strategies that enhance and optimize long term maintenance capacity. This pertains not only to PDOT funded projects but also to those projects that are either privately funded or paid for by partnering agencies.
- Develop a greater understanding within the organization of the long term implications for increasing the inventory of transportation assets. Consider this when making decisions that involve building or installing new assets.

Jurisdictions throughout the country are struggling to match their capital investment strategy with a long term inventory maintenance model. This issue is growing in importance as general revenue sources available to cities are increasingly constrained. PDOT has an opportunity to extend its reputation and talent for innovation beyond the arena of capital projects, and create practical solutions to the long term stewardship of those projects. In implementing this strategy, PDOT will be challenged to define expectations and processes for life-cycle management, as it will be important to avoid pitfalls such as overly bureaucratic or "sharp-pencil" approaches that adversely affect responsiveness and entrepreneurialism.

Establish sustainable funding for a sustainable infrastructure.

- 2. Establish sustainable funding for a sustainable infrastructure.
- Maximize existing revenues under PDOT's control, where feasible and acceptable, to partners and communities of interest.
- Assist regional partners, local legislators, and the business community in developing new regional or statewide funding that supports local transportation needs.

 Work with partners, stakeholders and elected officials to evaluate and develop new local revenue options such as a street fee or a street light levy, to support responsible maintenance of transportation infrastructure.

PDOT's financial forecast is balanced for the next two years, thanks to a state-financing package (OTIA III) that has compensated for some of PDOT's deficits and revenue shortfalls. However the primary source of PDOT's discretionary operating revenue, the gas tax-based State Highway Trust Fund, is not indexed to inflation and has not been increased since 1993. The result will be a \$20 million loss of general transportation revenue purchasing power over the next five years. Meanwhile infrastructure maintenance costs are increasing due to the age, complexity, and growth of assets in the City's transportation system, and PDOT has been tapped to fulfill City commitments to rebuild deteriorating infrastructure such as the Transit Mall and to take the lead in a number of economic development efforts. Clearly, a "train wreck" is approaching.

Deliver projects for people, jobs, and neighborhoods. 3. Deliver projects for people, jobs, and neighborhoods.

Economic Health:

- Continue to identify new-revenue opportunities to deliver high-value, high-impact transportation projects and programs, such as the Portland Streetcar and Light Rail Systems and parking management strategies that uniquely position PDOT as a leader in promoting economic success in the Central City.
- Continue to identify new-revenue opportunities to revitalize and enhance public streetscapes in Town Centers and along Main Streets to support and strengthen neighborhood and community businesses.
- Emphasize and heighten awareness of importance of the efficient movement of freight and goods in the Portland region.
- Deliver transportation projects that ensure freight mobility and provide access to sites that create new jobs.

Economic health is critical to Portland's celebrated vibrancy and livability. Transportation plays an essential and obvious role in economy-critical factors such as freight mobility, industrial access, and parking management. More subtle, but equally important, is the stimulus to job creation and retail activity that occurs when transportation improvements revitalize local streets and town centers, so that they are good places to work, shop, and do business.

Portland's overall status as a "Great Place" is one of its most precious economic development and livability assets. Limited resources will shape PDOT's participation in such projects. Our response must be organization wide, tied to asset management planning, and built on the strengths of our strong neighborhood and business associations and our local traffic safety community. However, PDOT will continue to take advantage of opportunities to develop the vital transportation infrastructure and viable transportation choices that are central to this definition of "Great Place."

Neighborhood Livability and Safety:

- Partner with neighborhood associations and other agencies and organizations to collaboratively address neighborhood safety and livability problems.
- Work cooperatively with schools, Police, and neighborhoods to improve walking and biking routes to schools, senior centers, and other high-use facilities.
- Identify opportunities to secure new funds to address much-needed neighborhood livability and safety improvements.

- Seek out opportunities to further the organization's goals of providing equitable transportation alternatives, reducing the community's reliance on the use of automobiles.
- Ensure success of PDOT's efforts to mainstream pedestrian and bicycle services including continual updates of Pedestrian and Bicycle Master Plans.

Portland residents have consistently identified concerns with traffic safety as one of the most serious threats to neighborhood livability. More Portlanders are killed and injured by traffic-related causes than by violent crime. In addition, 57% of Portland residents limit walking, biking, or taking transit due to concerns with safety.

Tell the transportation story.

- 4. Tell the transportation story.
- Develop a comprehensive communications program. Retain a Communications
 Director who will direct and manage public communications, community relations, and
 other advocacy efforts. The Communications Director will be a member of the PDOT
 Directors Team and will be provided adequate resources to plan and implement a
 comprehensive communications plan for PDOT.
- Solicit the help of transportation stakeholders and advocates to most effectively position PDOT to accomplish its strategic objectives.
- Highlight and enhance PDOT's neighborhood service profile by identifying and improving low-cost, high-impact customer services and response times.
- Establish benchmarks with other cities, so that transportation innovations and efficiencies can be discussed, demonstrated, and evaluated in quantifiable and compelling ways.

The crisis facing the transportation system in Portland, and in communities throughout Oregon, is clearly laid out in internal financial documents. However the public, local civic leaders and elected officials may not be fully aware of the implications that eroding infrastructure and loss of capacity to conduct transportation programs and capital improvements will have on the economy and livability of the region and the state. Communities of interest, most notably business leaders in Portland, have recently become concerned enough to begin examining transportation financing issues and seeking solutions. Advocacy for the transportation system is core to PDOT's mission. The time is right for PDOT and its partners to communicate with local and state decision makers about "what's at stake" with regard to transportation system funding, and to engage a broad coalition of stakeholders in addressing the problem.

Pull together as one organization.

- 5. Pull together as one organization.
- Establish a plan to address issues of inclusion and internal communications, and implement the recommendations for improvements in areas that surfaced in PDOT's 2003 Inclusivity Study.
- Eliminate internal conflicts that prevent PDOT from thinking and acting as a unified organization. Leverage opportunities, such as concurrent project design/maintenance planning, to enhance dialog, collaboration, and teamwork among staff at the Downtown and North Portland facilities.
- Create opportunities for employees to become full partners in PDOT's success, through ongoing information and education about PDOT business realities and strategies, and dialogue about ways to improve PDOT's work processes and workplace.

PDOT has an obligation and an opportunity to provide an equitable, progressive and challenging work environment for its work force. PDOT conducted a study in 2003 to point the way toward workplace improvement and development. The study affirmed that employees view PDOT as a good place to work, but see the need for improvement, growth, and change. Building better communication, inclusion, and teamwork into the organization will enable PDOT to be an even better place to work, and will provide even higher value to the citizens it serves.

Measures of Success

PDOT's goals and strategies for action are interdependent - in other words, no single strategy will result in the achievement of any of the following goals. These goals, when achieved, will be the result of an integrated approach - all of PDOT's parts working together to advance all of the strategies.

- New funding initiative adopted by Year Three of this plan.
- Growth of maintenance backlog eliminated by Year Five of this plan.
- Partner evaluation of PDOT's role in regional transportation framework improved, as measured against initial information surfaced in 2003 Environmental Scan.
- Individual citizen satisfaction improved, as measured by factors in the Auditor's Service Efforts and Accomplishments report.
- Experience and improved safety, and public perception of safety as measured by the Auditor's Service Efforts and Accomplishments report, and the factors identified in the 2003 Traffic Safety Study.
- Transportation-related economic development indicators improved (specific indicators to be developed).
- Employee evaluation improved, as measured by factors in the PDOT Inclusivity Report.

COUNCIL PRIORITIES

Council Goals and Strategic Issues

The Office of Transportation continues to work toward the City's policy goals and to address Council strategic issues. The Office of Transportation most significantly impacts the following goals and issues:

Council Goals

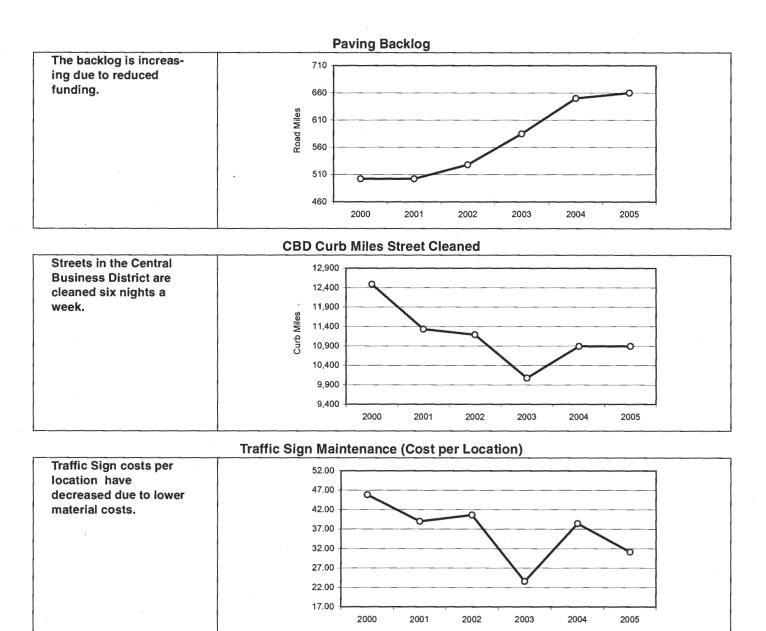
- Maintain a financially stable City
- Build a livable city through good planning and well-managed growth
- Ensure a safe and peaceful community
- Build a multi-modal transportation system
- Maintain and improve our parks, green spaces, water and air sheds
- Ensure decent and affordable housing
- Promote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

Council Strategic Issues

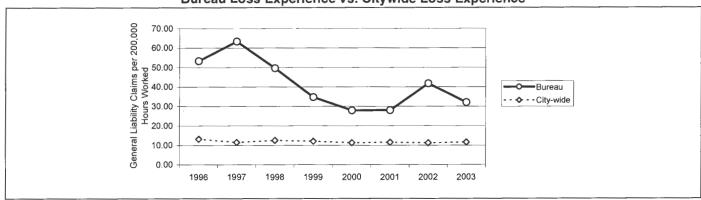
- Deteriorating physical infrastructure
- Lack of local authority to address local issues with local funding

- Public safety and security
- Environmental mandates and River Renaissance
- Portland government structure and intergovernmental roles and responsibilities
- Long term planning and development
- Impact of demographic changes

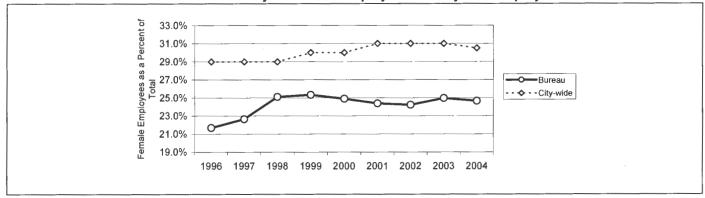
Performance Measures



Bureau Loss Experience vs. Citywide Loss Experience







	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
OFFICE OF TRANSPORTATION	<u> </u>					
Affirmative Action Measures						
Female Employees as a Percent of Total	24.9%	24.4%	24.2%	25.0%	24.7%	
Minority Employees as a Percent of Total	17.7%	17.8%	17.9%	17.4%	17.1%	
Bureau of Maintenance						
Risk Data						
General Liability Claims per 200,000 Hours Worked	27.86	27.98	41.72	32.03		
Workers Comp Claims per 200,000 Hours Worked	18.58	21.41	25.41	17.13		
Fleet Claims per 100,000 Miles Driven	1.20	1.99	1.65	1.75		
Fleet Claims Cost per 100,000 Miles Driven	\$1,011	\$3,982	\$2,013	\$3,255		
General Liability Claims Cost per \$100 Payroll	\$0.17	\$0.84	\$0.36	\$0.54		
Workers Comp Claims Cost per \$100 Payroll	\$1.83	\$1.97	\$1.86	\$1.66		
Street Preservation						
Workload						
Paving Backlog (Road Miles) The paving backlog represents the num	502 ber of miles of st	502 treets that need r	528 maintenance wor	585 k but have not be	650 en treated due t	660 o insufficient
funds. Traffic Maintenance						
Efficiency Traffic Signs Maintained (Cost per Location)	45.83	39.00	40.63	23.56	38.42	31.11
Traffic Sign costs have decreased due t Street Cleaning	o lower material	costs.				
Workload						
Central Business District Sweeping (Curb Miles)	12,487	11,331	11,189	10,074	10,892	10,892
The City provides street cleaning on city	y streets.					
Bureau of Transportation Systems Manager	ment					
Risk Data						
General Liability Claims per 200,000 Hours Worked	11.50	11.58	6.18	17.31		
Workers Comp Claims per 200,000 Hours Worked	13.15	15.80	14.68	10.72		
Fleet Claims per 100,000 Miles Driven	0.57	0.34	1.70	1.07		
Fleet Claims Cost per 100,000 Miles Driven	\$438	\$508	\$7,448	\$2,970		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$1.55	\$0.86	\$0.60		
Workers Comp Claims Cost per \$100 Payroll	\$0.39	\$2.37	\$1.00	\$1.80		
Office of Transportation Director						
Risk Data						
General Liability Claims per 200,000 Hours Worked	3.88	4.02	1.53	0.00		
Workers Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00	0.00		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.66	\$0.00	\$0.00		
Workers Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00	\$0.00		

	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
Bureau of Transportation Engineering & De	evelopment					
Risk Data						
General Liability Claims per 200,000 Hours Worked	10.33	4.17	3.24	4.93		
Workers Comp Claims per 200,000 Hours Worked	5.56	1.67	2.43	4.93		
Fleet Claims per 100,000 Miles Driven	1.80	0.44	2.40	2.67		
Fleet Claims Cost per 100,000 Miles Driven	\$3,067	\$133	\$4,387	\$7,106		
General Liability Claims Cost per \$100 Payroll	\$0.01	\$0.00	\$0.01	\$1.15		
Workers Comp Claims Cost per \$100 Payroll	\$0.16	\$0.02	\$0.28	\$1.00		

	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004-05
EXPENDITURES					
Operating Budget					
Personal Services	43,963,790	45,117,493	45,848,496	47,708,430	47,506,694
External Materials and Services	20,344,713	18,218,288	22,087,332	28,586,652	28,788,388
Internal Materials and Services	15,626,216	15,607,533	16,035,863	17,064,790	17,064,790
Minor Capital Outlay	602,515	1,394,423	1,203,161	1,701,860	1,701,860
Equipment Cash Transfers	262,997	385,308	415,024	0	0
Total Operating Budget	80,800,231	80,723,045	85,589,876	95,061,732	95,061,732
Capital Improvements	28,667,965	33,547,489	46,097,371	58,739,354	58,739,354
TOTAL BUREAU EXPENDITURES	\$ 109,468,196	\$ 114,270,534	\$ 131,687,247	\$ 153,801,086	\$ 153,801,086
Allocated Overhead	4,393,562	2,390,820	2,690,003	2,758,652	2,737,230
Total Cost with Allocated Overhead	113,861,758	116,661,354	134,377,250	156,559,738	156,538,316
RESOURCES					
Discretionary Revenues					
General Transportation Revenues	50,439,594	51,459,664	57,896,223	65,143,862	65,143,862
General Fund	6,526,974	6,480,151	4,654,217	7,891,039	7,891,039
Total Discretionary Revenues	56,966,568	57,939,815	62,550,440	73,034,901	73,034,901
Non-Discretionary Revenues					
Grants & Donations	4,854,183	5,577,456	13,640,434	4,484,853	4,484,853
Contract Revenues	16,325,873	21,597,221	23,978,359	29,256,359	29,256,359
Interagency Revenues	18,305,855	18,425,752	20,809,360	33,751,368	33,751,368
Bureau Program Revenues	13,015,717	10,730,290	10,708,654	13,273,605	13,273,605
Total Non-Discretionary Revenues	52,501,628	56,330,719	69,136,807	80,766,185	80,766,185
TOTAL RESOURCES	109,468,196	\$ 114,270,534	\$ 131,687,247	\$ 153,801,086	\$ 153,801,086
Note: Discretionary General Fund re Non-Discretionary revenues are rest	venues are those w tricted by policy or c	hich may be used to ontractual agreeme	by City Council for an	ny public purpose. at generate the revenue	9.
DIVISIONS					
Bureau of Maintenance	41,342,702	43,637,826	47,013,265	48,275,491	48,275,491
Positions	405	402	403	422	422
Bureau of Transportation Systems	22,914,773	23,057,121	24,789,850	26,778,062	26,778,062
Positions	132	133	134	153	152
Office of Transportation Director	11,835,264	10,974,988	11,186,290	12,154,663	13,154,663
Positions	45	47	49	51	49
Bureau of Transportation Engineering &	33,375,457	36,600,599	48,697,842	66,592,870	66,592,870
Positions	120	120	122	142	142
TOTAL DIVISIONS	\$ 109,468,196	\$ 114,270,534	\$ 131,687,247	\$ 153,801,086	\$ 153,801,086
Positions	702	702	708	768	765

		Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004–05		Adopted FY 2004-05
PROGRAMS										
BUREAU OF MAINTENANCE										
Street Preservation		11,414,373		11,072,575		13,258,110		13,805,771		13,805,771
Positions		94		87		88		86		86
Traffic Maintenance		3,969,254		4,107,017		4,710,833		4,599,820		4,599,820
Positions		43		43		41		43		43
Street Cleaning		5,827,696		6,290,655		6,165,593		6,351,261		6,351,261
Positions Sidewalk Preservation & Safety		<i>51</i> 2,485,472		<i>51</i> 2,717,756		<i>48</i> 2,652,507		<i>48</i> 2,839,381		<i>48</i> 2,839,381
Positions		2,465,472		2,717,736		2,652,507		2,639,361		2,039,301
Structural Maintenance		2,107,952		2,251,486		2,330,909		2,396,367		2,396,367
Positions		29		27		27		27		27
Emergency Services		605,408		430,469		358,283		295,170		295,170
Positions		2		1		2		0		C
Environmental Maintenance		6,832,774		8,262,252		7,480,776		7,982,413		7,982,413
Positions		83		87		86		89		89
Stormwater Maintenance		3,744,293		2,847,595		3,580,246		4,108,307		4,108,307
Positions		30		36		39		40		40
Field Support		3,755,958		4,652,853		5,820,321		5,230,973		5,230,973
Positions		50		42		44		59		59
TOTAL PROGRAMS	\$	41,342,702	\$	43,637,826	\$	47,013,265	\$	48,275,491	\$	48,275,491
Positions		405		402		403		422		422
BUREAU OF TRANSPORTATION SYS-										
Parking Enforcement		3,010,129		3,296,657		3,803,567		3,653,942		3,653,942
Positions		54		53		54		57		57
Electrical Maintenance		4,371,431		2,936,466		3,321,193		3,471,008		3,471,008
Positions		26		26		25		25		26
BTSM Management and Support		0		0		0		0		. 0
Positions		8		8		8		8		8
Traffic Operations		1,759,966		1,652,449		1,960,214		5,272,478		5,272,478
Positions		22		15		1 400 500		16		16
Transportation Options		1,418,446		1,622,293		1,480,509		2,206,541		2,206,541
Positions Traffic Signals		<i>6</i> 9,765,042		<i>6</i> 3,657,621		<i>6</i> 3,117,542		<i>13</i> 2,35 4 ,902		1 <i>3</i> 2,354,902
Positions		16		14		15		16		2,004,002
Street Lighting		33,166		4,051,831		5,344,851		5,367,031		5,367,031
Positions		0		2		2		2		2
Parking Operations		1,519,375		4,829,051		5,050,618		3,713,079		3,713,079
Positions		0		9		9		16		14
OTAL PROGRAMS	\$	22,914,773	\$	23,057,121	\$	24,789,850	\$	26,778,062	\$	26,778,062
Positions	*	132	*	133	•	134	•	153	•	152
SELOT OF TRANSPORTATION DIDEO	-			<u> </u>		-				
FFICE OF TRANSPORTATION DIREC-		1 600 610		1 000 500		1 400 561		1,517,861		1,517,861
Transportation Planning Positions		1,688,610 <i>17</i>		1,990,598		1,489,561 <i>15</i>		1,517,661		1,517,001
Office of the Director		0		15 0		0		0		0
Positions		0		0		0		o		. 0
Information Technology		4,895,328		4,492,010		4,700,361		4,772,247		4,772,247
Positions		12		13		14		14		12
Finance		1,840,321		1,594,887		1,529,630		1,551,635		1,551,635
Positions		13		17		18		19		19
Operations Support		5,804,002		5,548,168		5,148,104		6,039,622		6,039,622
Positions		3		2		2		2		2
OTAL PROGRAMS	\$	11,835,264	\$	10,974,988	\$	11,186,290	\$	12,154,663	\$	12,154,663
Positions		45		47		49		51		49
FUSITIONS										
BUREAU OF TRANSPORTATION ENGI-		13,229,263		19,453,580		33,941,376		51,840,168		51,840,168
		13,229,263 <i>19</i>		19,453,580 <i>21</i>		33,941,376 <i>21</i>		51,840,168 <i>26</i>		51,840,168 <i>26</i>
UREAU OF TRANSPORTATION ENGI- Project Management										
Project Management Positions Development Services Positions		19 3,857,400 40		3,365,214 40		21		26		26
Project Management Positions Development Services		<i>19</i> 3,857,400		<i>21</i> 3,365,214		21 4,222,997		<i>26</i> 4,476,447		<i>26</i> 4,476,447
BUREAU OF TRANSPORTATION ENGI- Project Management Positions Development Services Positions		19 3,857,400 40		3,365,214 40		21 4,222,997 42		26 4,476,447 49		26 4,476,447 <i>49</i>

Office of Transportation AU 159

BUREAU PROGRAMS BY DIVISION

	 Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
PROGRAMS					
Positions	58	57	57	63	63
TOTAL PROGRAMS	\$ 33,375,457	\$ 36,600,599	\$ 48,697,842	\$ 66,592,870	\$ 66,592,870
Positions	 120	120	122	142	 142

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	147,048,447	0	147,048,447	762.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	s				
	(149,480)	0	(149,480)	0.0	Discretionary adj. OMF interagency changes
	149,480	0	149,480	0.0	PDOT Realignment to M&S
	(728)	0	(728)	0.0	Technical adjustment to balance to City Economis
	168,224	0	168,224	0.0	BTS Interagency Increase
	(49,079)	0	(49,079)	0.0	Other interagency adjustments
Mayor's Propose	d Budget Decision	าร			·
	1,200,000	0	1,200,000	0.0	Partially restore street preservation
	300,000	0	300,000	0.0	Partially restore street area landscaping
	400,000	0	400,000	0.0	Partially restore traffic signal maintenance
	51,216	0	51,216	1.0	Streetcar extension
	0	400,000	400,000	0.0	Streetlight CIP
	(127,994)	0	(127,994)	0.0	Streetlight 2.5% GF Cut
	636,000	0	636,000	5.0	Sewer repair - Add
	0	175,000	175,000	0.0	Business Energy Tax Credit - one time
	250,000	0	250,000	0.0	Business Energy Tax Credit - ongoing
	0	850,000	850,000	0.0	Community School Traffic Safety - one time
	2,500,000	0	2,500,000	0.0	Community School Traffic Safety - ongoing
Approved Budge	t Additions and R	eductions			
Approvou Buago	0	0	0	0.0	None
Adopted Budget	Additions and Re			0.0	
	(29,400)	0	(29,400)	(2.0)	Technical adjustment to correct 2 Perm PT JCN
	29,400	0	29,400	0.0	Technical adjustment to offset position change
	57,065	0	57,065	1.0	Technical adjustment to reduce Temp PT and add
	(57,065)	0	(57,065)	0.0	Technical adjustment to offset position change
	(34,626)	0	(34,626)	(1.0)	Technical adjustment to reclassify 1 FT from JCN
	34,626	0	34,626	1.0	Technical adjustment to reclassify 1 FT to JCN
	(55,908)	0	(55,908)	(1.0)	Technical adjustment to change 1 LT JCN 6141 to
	55,908	0	55,908	1.0	Technical adjustment to offset LT to FT change
	(70,563)	0	(70,563)	(1.0)	Technical adjustment to change 1 LT JCN 7656 to
	70,563	0	70,563	1.0	Technical adjustment to offset LT to FT change
	(126,216)	0	(126,216)	(2.0)	Technical adjustment to offset 2 LT JCN 6111 to F
	126,216	0	126,216	2.0	Technical adjustment to offset LT to FT change (D
	(60,996)	. 0	(60,996)	(1.0)	Technical adjustment to change 1 LT JCN 7662 to
	60,996	0	60,996	1.0	Technical adjustment to offset LT to FT change (D
	(68,653)	0	(68,653)	(1.0)	Technical adjustment to transfer 1 FT JCN 2533 t
	68,653	0	68,653	0.0	Technical adjustment to offset position transfer
	(84,105)	0	(84,105)	(1.0)	Technical adjustment to transfer 1 FT JCN 7508 t
	84,105	0	84,105	0.0	Technical adjustment to offset position transfer
	5,327,639	1,425,000	6,752,639	3.0	Total FY 2004-05 Decision Packages
			¢ 152 001 006	765.0	Total Adopted Budget
			\$ 153,801,086	765.0	Total Adopted Budget
FY 2004-05 Decis	ion Packages Not	-			
	2,554,250	0	2,554,250	0.0	New parking revenues for preservation program.
			\$ 2,554,250	0.0	Total Decision Packages Not Accepted



Bureau of Maintenance

OVERVIEW

Organizational Description

The Bureau of Maintenance is charged with the responsibility of preserving the public investment of over \$5.9 billion in transportation facilities and \$1.5 billion in sewer and stormwater infrastructure by inspecting, cleaning, maintaining, and repairing all transportation and sewer related infrastructure within the City of Portland. The infrastructure consists of the street system, the sewer and stormwater collection system, traffic signals, traffic control devices, bridges, sidewalks, curbs, intersections, sidewalk corners, retaining walls, guardrails, stairways, and parking meters. In addition, the bureau performs around-the-clock response to emergencies such as storms, floods, and other incidents that inhibit safe transportation.

The bureau is currently organized into nine programs:

- Street Preservation
- Traffic Maintenance
- Street Cleaning
- Sidewalk Preservation and Safety
- Structural Maintenance
- Emergency Services
- Environmental Maintenance
- Stormwater Maintenance
- Field Support

CHANGES FROM PRIOR YEAR

Change to Position Count

Beginning with FY 2004-05 Adopted Budget, the position count includes full-time, limited term, and permanent part-time positions. In prior years the position count excluded limited term and permanent part-time positions.

FY 2004-05 Decisions

FY 2004-05 Adopted Budget includes funding for the following activities:

- Partially Restore Street Preservation \$1,200,000
- Partially Restore Street Area Landscaping \$300,000
- ◆ Increase Sewer Repair Interagency \$636,000

Overview of Programs

STREET PRESERVATION

The Street Preservation program maintains local and arterial streets. Pavement maintenance includes patching, repair, and paving services. The Pavement Management System (PMS) identifies and prioritizes street maintenance projects based on visual inspection and structural testing. PMS helps identify the most cost-effective maintenance technique for each street based on its pavement condition. These techniques range from sealing cracks and patching holes to base repair and asphalt overlay. The Street Preservation program also investigates pavement problems and prepares and administers contracts for paving services.

TRAFFIC MAINTENANCE

The Traffic Maintenance program maintains pavement markings, painted lines, and legends on the street surface at intersections, crosswalks, and other locations. It also maintains traffic control signs, parking control signs, and street name signs, as well as parking meters and paystations.

The Pavement Marking program designs, lays out, applies, repairs, and maintains pavement markings using various materials on the pavement surface to denote lane lines, edge lines, bike lanes, center lines, and word/symbol messages. The Sign Maintenance program inspects, repairs, and maintains existing traffic regulatory, warning, parking, street name and informational sign inventories. The Meter Maintenance program provides installation, field repair, shop repair, testing, and reconditioning for parking meters and paystations.

STREET CLEANING

The Street Cleaning program provides regularly scheduled mechanical cleaning of residential and arterial streets and the Central Business District. This program also regularly cleans pedestrian ways and subways, stairways, bicycle lanes, and trash receptacles.

This program provides District Leaf Removal, Leaf Disposal Depots, NW and NE Clean Sweeps, and cleanup after the Rose Festival parades. This program also provides Street Area Landscaping services throughout the city.

SIDEWALK PRESERVATION & SAFETY

The Sidewalk Preservation and Safety program oversees the maintenance of sidewalks, curbs, and corners. The City Charter assigns responsibility for the maintenance of sidewalks to the owner of the abutting property. Transportation inspects the sidewalks, notifies the property owner of needed repairs, and assists property owners with the repair process. This program also upgrades existing corners to meet ADA requirements. In addition, this program also maintains the street brick and granite on the South Bus Mall and along the MAX light rail route in the Central Business District (CBD).

The Corners and Curb Repair program protects the public's investment in the transportation system and facilitates drainage control and street preservation. The ADA Ramps program replaces old and hazardous corners and installs new corners to meet ADA requirements. The Posting/Inspection program identifies pedestrian hazards and assists property owners with the repair process. The Sidewalk Repair program removes posted hazards by repairing whole squares of sidewalk. This includes repair by contractors on behalf of the City. The Mall Sidewalk Maintenance program maintains street brick and granite on the South Bus Mall and along the MAX light rail route in the CBD.

STRUCTURAL MAINTENANCE

The Structural Maintenance program maintains vehicle and pedestrian structures in the City's right-of-way system. These structures include major and minor bridges, stairways, retaining walls, the Willamette River harborwall, guardrails, tunnels, and fencing. The maintenance controls the deterioration of these structures to ensure public safety and keep them in working condition.

Bridge and Structural maintenance includes the restoration, cleaning, and maintenance of bridges and bridge parts to ensure public safety, minimize damage, extend service life, and restore structural integrity.

Stairway maintenance involves installing, repairing, or replacing damaged or deteriorated stairways and components to protect structural integrity.

Guardrail maintenance involves repairing damaged or deteriorated guardrails and components. New guardrails are installed in this activity, as directed by the Bureau of Traffic Management, to assure roadway safety.

Fence maintenance involves repairing or replacing deteriorated or damaged wood, chain link, or ornamental iron fences to provide security and pedestrian safety and to restore fences to serviceable condition.

EMERGENCY SERVICES

The Emergency Services program provides around the clock response to emergencies that threaten public safety or inhibit safe transportation. These include snow/ice events, windstorms, floods, mud slides, and other weather conditions; hazardous materials incidents; cleanup following certain police or fire actions; and other incidents.

During emergency operations, the Bureau of Maintenance is reorganized, and all personnel are available to make up the emergency crews.

ENVIRONMENTAL MAINTENANCE

The Environmental Maintenance program inspects and cleans the sewer system. This program investigates customer problems and repairs and reconstructs damaged, broken, or deteriorated sewers. This program was established in cooperation with the Bureau of Environmental Services, which funds the program through an interagency agreement.

The Sewer Repair program ensures the continued integrity of the sewer collection system of the City repair, while meeting or exceeding established standards at the optimum cost.

The Sewer Cleaning program collects infrastructure data, investigates system problems, and cleans the collection system within programs that drive the comprehensive maintenance of the City's investment in sewer facilities.

STORMWATER MAINTENANCE

The Stormwater Maintenance program maintains the surface stormwater conveyance systems within the City of Portland. A comprehensive stormwater conveyance system has been developed to comply with the regulations and guidelines set forth by a variety of federal, state, and local agencies. The Clean Water Act of 1972 established the City's responsibility for the quality of the outflow from the City's sewer and drainage systems. This program works in conjunction with the Bureau of Environmental Services, which partially funds this program through an interagency agreement.

FIELD SUPPORT

The Field Support program provides specialized direct support services to other Maintenance programs to maximize the efficiency and effectiveness of field operations. These services include equipment management, materials handling, communication and radio dispatch, recycling program, public information services, facilities maintenance, training, loss control, and program management.

Beginning with FY 2003-04 Adopted Budget, the Field Support program was newly defined by collecting existing support costs from many BOM programs and consolidating them into a single program. Some costs previously budgeted in the BOM Management and Support program are now budgeted in the Operations Support program.

	Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES									
Operating Budget									
Personal Services	24,107,841		25,291,826		26,975,311		27,109,362		27,109,362
External Materials and Services	7,796,434		6,792,842		10,483,156		11,788,848		11,788,848
Internal Materials and Services	8,194,474		8,339,549		7,991,709		8,459,791		8,459,791
Minor Capital Outlay	39,200		1,175,515		393,000		188,000		188,000
Equipment Cash Transfers	0		343,518		391,871		0		0
Total Operating Budget	40,137,949		41,943,250		46,235,047		47,546,001		47,546,001
Capital Improvements	1,204,753		1,694,576		778,218		729,490		729,490
TOTAL BUREAU EXPENDITURES	\$ 41,342,702	\$	43,637,826	\$	47,013,265	\$	48,275,491	\$	48,275,491
Allocated Overhead	0		0		0		0		0
Total Cost with Allocated Overhead	41,342,702		43,637,826		47,013,265		48,275,491		48,275,491
RESOURCES									
Transportation Operating Fund	41,342,702		43,637,826		47,013,265		48,275,491		48,275,491
Note: Discretionary General Fund r Non-Discretionary revenues are res	evenues are those stricted by policy or	which contra	may be used by actual agreemen	y City	Council for any ne bureaus that	publ gene	ic purpose. rate the revenu	ie.	
PROGRAMS									
Street Preservation	11,414,373		11,072,5 7 5		13,258,110		13,805,771		13,805,771
Positions	94		87		88		86		86
Traffic Maintenance	3,969,254		4,107,017		4,710,833		4,599,820		4,599,820
Positions	43		43		41		43		43
Street Cleaning	5,827,696		6,290,655		6,165,593		6,351,261		6,351,261
Positions	51		51		48		48		48
Sidewalk Preservation & Safety	2,485,472		2,717,756		2,652,507		2,839,381		2,839,381
Positions Structural Maintenance	<i>23</i> 2,107,952		28		<i>28</i> 2,330,909		<i>30</i> 2,396,367		<i>30</i> 2,396,367
Structural Maintenance Positions	2,107,952 29		2,251,486 <i>27</i>		2,330,909 <i>27</i>		2,396,367		2,396,367
Emergency Services	605,408		430,469		358,283		295,170		295,170
Positions	2003,400		400,409		2		0		0
Environmental Maintenance	6,832,774		8,262,252		7.480.776		7.982.413		7,982,413
Positions	83		87		86		89		89
Stormwater Maintenance	3,744,293		2,847,595		3,580,246		4,108,307		4,108,307
Positions	30		36		39		40		40
Field Support	4,355,480		5,658,021		6,476,008		5,897,001		5,897,001
Positions	50		42		44		59		59
TOTAL PROGRAMS	\$ 41,342,702	\$	43,637,826	\$	47,013,265	\$	48,275,491	\$	48,275,491
Positions	405		402		403		422		422

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	13,975,644	13,977,893	17,863,482	18,391,209	18,391,209
512000	Part-Time Employees	462,416	669,677	474,109	382,178	382,178
514000	Overtime	1,250,890	1,152,757	721,019	807,621	807,621
515000	Premium Pay	428,331	357,631	618,483	565,852	565,852
517000	Benefits	7,050,667	7,391,035	7,298,218	6,962,502	6,962,502
518000	Paid Absence	3,438,272	3,712,045	0	0	0,002,002
519000	Payroll Internal Allocation	(2,250,442)	(1,927,421)	0	0	Č
	onnel Services	24,355,778	25,333,617	26,975,311	27,109,362	27,109,362
Materials	and Services					
	Materials and Services	100 505	040 407	040.000	40.000	10.000
521000	Professional Services	109,535	348,427	918,800	49,800	49,800
522000	Utilities	552,586	832,256	570,600	716,400	716,400
523000	Equipment Rental	7,940	2,114	0	0	(
524000	Repair & Maintenance Services	1,475,800	640,462	1,443,443	1,695,400	1,695,400
525000	Non-Capital Improvement	0	0	0	0	(
528000	Local Match Payments	0	0	0	0	(
529000	Miscellaneous Services	131,887	153,295	125,000	0	(
531000	Office Supplies	42,469	30,254	47,220	48,070	48,070
532000	Operating Supplies	1,397,074	1,437,387	1,623,756	1,575,893	1,575,893
533000	Repair & Maintenance Supplies	4,646,402	4,182,411	5,852,954	7,762,250	7,612,250
534000	Minor Equipment & Tools	397,374	594,594	408,119	356,675	356,67
535000	Clothing & Uniforms	161,976	161,340	141,800	140,950	140,950
539000	Other Commodities External	(550,750)	(355,281)	(221,745)	(150,000)	(
541000	Education	74,848	44,269	103,827	75,400	75,40
542000	Local Travel	6,635	2,252	39,600	39,500	39,500
543000	Out-of-Town Travel	19,453	10,168	18,000	18,000	18,000
544000	Space Rental	152,858	178,367	22,641	190,000	190,000
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	167,359	0	i d
549000	Miscellaneous	55,075	138,497	0	0	Č
	ternal Materials and Services	8,681,162	8,400,812	11,261,374	12,518,338	12,518,33
Internal	Materials and Services				, ,	
551000	Vehicle Services	5,737,385	5,859,296	6,047,564	6,246,581	6,246,58
552000	Printing & Distribution	63,251	67,183	79,000	72,370	72,370
553000	Facilities Services	169,990	385,221	190,971	348,390	348,390
554000	Communications Services	418,870	490,690	499,021	504,663	504,663
555000	Information Technology	0	0	0	0	304,000
556000	Insurance	1,223,193	1,073,285	958,163	1,030,477	1,030,47
557000	Master Lease	1,223,133	1,073,203	930,103	1,030,477	1,030,47
558000	Same Fund Services	0	0	0	0	
559000	Other Fund Services	639,053	444,775	216,990	257,310	257,310
Total Int	ernal Materials and Services	8,251,742	8,320,450	7,991,709	8,459,791	8,459,79
Total Mate	erials and Services	16,932,904	16,721,262	19,253,083	20,978,129	20,978,129
Capital Ou	ıtlay					
561000	•	0	0	0	0	(
562000	Buildings	0	0	0	0	(
563000	Improvements	0	1,159,415	125,000	0	. (
564000	Capital Equipment	39,200	47,087	268,000	188,000	188,000
565000	Facilities Lease/Purchase	0	0	200,000	.00,000	100,00
566000	Equipment Lease/Purchase	0	0	. 0	0	
00000	Infrastructure	0	0	0	0	
567000	Other Capital Expenditure	0	0	0	_	
567000	Coner Capilal Expendition	-	0	0	. 0	
568000		n		1.1	U	
568000 569000	Depreciation	39 200				
568000 569000 Total Capi	Depreciation tal Outlay	39,200	1,206,502	393,000	188,000	188,00
568000 569000	Depreciation					

	au of Mannenance Ao 100	Actual FY 2002	Actual FY 2003		vised 2003–04		pposed 2004–05		lopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	2	0	0	0	0	0	0	0
515	Accountant II	2	0	0	0	0	0	0	0
530	Accounting Supervisor I	1 4	0 4	0	0	0	0	0	0
819 7103	Administrative Assistant Administrative Assistant	0	0	1	46,657	3	132,736	3	132,736
926	Administrative Assistant Administrative Services Manager	1	1	0	0	0	0	0	0
815	Administrative Specialist	1	0	0	0	0	0	0	0
922	Administrative Supervisor II	1	1	0	0	0	0	0	0
7107	Administrative Supervisor II	0	0	1 11	62,104 428,615	1 11	50,088 428,280	1 11	50,088 428,280
1225 1311	Asphalt Raker Automotive Equipment Operator	11 54	11 55	54	2,210,490	57	2,321,672	57	2,321,672
1312	Automotive Equipment Operator II	7	8	7	302,246	8	345,798	8	345,798
1313	Automotive Equipment Operator II	15	15	15	647,670	15	654,708	15	654,708
1314	Automotive Equipment Operator II	0	0	1	43,178	1	42,426	1 1	42,426 83,784
7112	Business Operations Manager	0 0	0	1 1	81,786 65,060	1	83,784 65,856	1	65,856
6033 1420	CAD Technician III Carpenter	7	6	7	323,659	7	323,880	7	323,880
1419	Carpenter, Apprentice	1	1	1	46,237	1	44,472	1	44,472
1410	Concrete Finisher	10	12	12	554,844	12	561,600	12	561,600
1315	Construction Equipment Operator	17	17	18	825,858	19	852,420	19	852,420
7650	Engineer, Senior	0	0	1	76,294	1	78,564 83,784	1 1	78,564 83,784
7651	Engineer, Supervising	0 0	0	1 5	82,131 210,488	9	324,968	9	324,968
6021 6022	Engineering Technician I Engineering Technician II	0	0	1	53,490	2	108,288	2	108,288
7607	Environmental Program Specialist	ő	ő	1	56,647	1	56,868	1	56,868
1230	Environmental Systems Crew Leade	8	10	10	474,950	10	473,016	10	473,016
1229	Environmental Systems Maint Tech	8	7	7	317,499	9	408,420	9	408,420 0
827	Financial Analyst	1 3	0 3	0	0 138,916	0 3	140,904	3	140,904
1524 812	General Mechanic Intergovernmental Program Coord	1	1	0	136,916	0	0	0	0
7056	Maintenance Director	Ö	Ö	1	108,720	1	105,648	1	105,648
1960	Maintenance Director	1	1	0	0	0	0	0	0
7132	Management Analyst, Senior	0	0	1	43,892	0	0	0	0
102	Office Support Specialist II	4	3 2	3 2	92,812 85,810	3 2	99,993 77,184	3 2	99,993 77,184
104 1443	Office Support Specialist III Painter	2	1	1	46,237	1	46,800	1	46,800
1250	Parking Meter Technician	6	6	6	263,472	6	264,477	6	264,477
1251	Parking Meter Technician, Lead	1	1	1	46,112	1	42,972	1	42,972
3169	Principal Engineer	1	1	0	0	0	70.000	0	72.606
7652	Principal Engineer	0	0 2	1 0	93,062	1 0	72,696 0	1 0	72,696 0
966 968	Program Coordinator Program Manager I	2	1	0	0	0	ő	0	Ö
7153	Program Specialist	Ö	Ö	1	63,173	2	122,039	2	122,039
964	Program Specialist	1	0	0	0	0	0	0	0
7555	Public Works Division Manager	0	0	4	345,276	4	343,344	4	343,344
3150	Public Works Inspector	1	1	1 0	53,783	1 0	54,432 0	1 0	54,432 0
1952 1950	Public Works Manager Public Works Supervisor	20	4 21	0	0	0	ő	0	0
7553	Public Works Supervisor II	0	0	24	1,468,466	26	1,552,620	26	1,552,620
7554	Public Works Supervisor, Senior	0	0	6	425,729	6	434,316	6	434,316
7185	Risk Specialist	0	0	1	58,363	1	59,448	1	59,448
7193	Safety and Risk Officer II	0	0	1 0	71,788 0	1 0	73,008	1 0	73,008 0
816 3166	Senior Administrative Specialist Senior Engineer	1 2	1 2	0	0	0	ő	0	0
6111	Senior Engineering Associate	0	0	1	65,060	ı ĭ	65,856	1	65,856
3163	Senior Engineering Associate	1	1	0	0	0	0	0	0
1956	Senior Public Works Manager	4	4	0	0	0	0	0	0
414	Senior Stores System Manager	1	1	0	117.505	0	0 110,954	0 3	0 110,954
310	Service Dispatcher	3	3	1	117,525 42,905	1	43,428	1	43,428
311 2250	Service Dispatcher, Lead Sidewalk Inspector	4	4	4	189,980	4	192,288	4	192,288
1224	Sign Maker	1	1	1	46,237	1	46,800	1	46,800
406	Storekeeper/Acquisition Spec II	5	4	4	174,556	4	176,736	4	176,736
408	Storekeeper/Acquisition Spec III	2	2	2	100,188	2	101,424	2 6	101,424
1226	Street Maintenance Crew Leader	8 3	8 5	8 0	378,756 0	6 0	273,024	0	273,024 0
3107 3108	Technician I Technician II	1	1	0	0	0	0	0	ő
3109	Technician III	i	i	ő	0	0	0	0	0
1227	Traffic Crew Leader	9	9	8	366,216	8	363,312	8	363,312

		Actual FY 2002	Actual FY 2003		evised 2003-04		oposed 2004–05		opted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
1210 1211 1510	Utility Worker I Utility Worker II Welder	27 129 2	25 131 2	25 131 2	908,725 5,065,346 92,474	22 133 2	804,360 5,187,918 93,600	22 133 2	804,360 5,187,918 93,600
TOTAL	FULL-TIME POSITIONS	405	402	403	\$ 17,863,482	416	\$ 18,391,209	416 \$	18,391,209
7132 7133 310 2250	Management Analyst, Senior Principal Management Analyst Service Dispatcher Sidewalk Inspector	0 0 0	0 0 0 0	0 0 0 0	0 0 0	1 1 3 1	42,428 45,480 78,763 24,036	1 1 3 1	42,428 45,480 78,763 24,036
TOTAL	PART-TIME POSITIONS	0	0	0	\$ 0	6	\$ 190,707	6 \$	190,707

Bureau of Transportation Systems Management

OVERVIEW

Organizational Description

The Bureau of Transportation Systems Management is the City agency responsible for operating and managing the City's transportation, traffic signal, parking, and street lighting systems. This bureau is charged with the responsibility for maintaining and improving the safety of these systems, reducing the number of traffic accidents, optimizing the efficiency of the transportation system and facilitating alternatives to single occupancy vehicle travel, protecting the livability of the city's residential areas while accommodating economic development, and maintaining and improving on-street paid parking to facilitate economic growth. It also provides a source of discretionary revenue for the Office of Transportation.

BTSM is currently organized into seven programs: Electrical Maintenance, Parking Enforcement, Parking Operations, Street Lighting, Traffic Operations, Traffic Signals, and Transportation Options.

CHANGES FROM PRIOR YEAR

Change to Position Count

Beginning with FY 2004-05 Adopted Budget, the position count includes full-time, limited term, and permanent part-time positions. In prior years the position count excluded limited term and permanent part-time positions.

FY 2004-05 Decisions

FY 2004-05 Adopted Budget includes the following decisions:

- Partially Restore Traffic Signals \$400,000
- Street Lighting (General Fund Capital Set-Aside) \$400,000
- Business Energy Tax Credit (BETC) One-time \$175,000
- Business Energy Tax Credit (BETC) On-going \$250,000
- Community Traffic Safety Partnership (CSTSP) One-Time \$850,000
- Community Traffic Safety Partnership (CSTSP) Ongoing \$2,500,000
- Cut Street Lighting Operations 2.5% (\$127,994)

Overview of Programs

ELECTRICAL MAINTENANCE

The Electrical Maintenance program maintains the City's traffic signals and streetlights. Field maintenance activities include inspection and periodic maintenance, responding to street light outage calls and traffic signal trouble calls, and upgrading traffic signals in response to safety and congestion concern.

PARKING ENFORCEMENT

The Parking Enforcement program enforces parking rules and regulations to maintain safe and continuous traffic flow, support retail and commercial businesses, and help ensure neighborhood livability. This program issues citations for parking violations; enforces neighborhood parking; clears obstructions from intersections, crosswalks, and sidewalks; and removes dangerous or abandoned vehicles from the right-of-way.

Parking enforcement deputies operate on foot, on bicycles, in parking scooters, and in automobiles, serving downtown, the Lloyd District, the area parking permit neighborhoods and all areas of the city. They annually respond to approximately 11,000 calls from citizens requesting enforcement. Parking Enforcement annually issues approximately 320,000 parking citations. This program is currently implementing new electronic hand-held citation writing equipment to further improve service efficiency.

Abandoned auto inspectors annually respond to approximately 31,000 reports from citizens regarding vehicles they believe are abandoned. Of these reports, approximately 5,000 vehicles are towed after a 72-hour warning period.

PARKING OPERATIONS

The Parking Operations program manages the on-street parking system, including central paystations (SmartMeters), short and long term meters, truck loading and other parking zones, and parking signs and control systems. This program also manages special parking permit areas.

The Parking Control program coordinates the location of meters, paystations, parking zones, parking signs and other parking control devices throughout the city to promote safe and efficient parking. The Parking Permits program coordinates the use of special parking permits for commercial, government, and nonprofit users, and the development and operations of area parking permit programs design to support residents and businesses and meet transportation policy objectives.

STREET LIGHTING

The Street Lighting program manages the City's street lighting system. This program promotes pedestrian, bicyclist, and motorist safety and mobility through the efficient operation of street lights. This program responds to citizen requests for new lights in unlit or underlit areas, reviews and approves the installation of street lights in response to development and redevelopment, reviews utility and maintenance costs, and maintains existing street lights.

TRAFFIC OPERATIONS

The Traffic Operations program manages the City's response to traffic safety, speeding, and excessive traffic volume issues. This program is the primary intake point for public traffic concerns. This program collects and analyzes traffic data, monitors traffic safety and capacity improvements, and provides traffic control via signs and pavement marking systems. This program also is responsible for traffic control, traffic safety, special events/ runs, and traffic calming/speed bumps.

TRAFFIC SIGNALS

The Traffic Signals program promotes pedestrian, bicyclist, and motorist safety and mobility through the efficient operation, monitoring, and improvements to the traffic signal system. It provides for monitoring, reviewing, and ordering of modifications to each system; participating in regional traffic control efforts directing drivers to alternate routes to alleviate congestion and improve traffic safety; and monitoring external power and maintenance costs and utility rate developments. The program also includes the planning, design, and construction review and monitoring of capital improvements.

TRANSPORTATION OPTIONS

The Transportation Options program works to create a balanced transportation system by developing and encouraging alternatives to single-occupancy vehicles. Programs and activities are designed to remove barriers and provide incentives for people to choose to walk, bike, carpool, travel by transit, and encourage smart use of the car with an ultimate goal of reducing vehicle miles traveled by 10% per capita by 2020. Outreach and educational efforts are designed to educate the public regarding the benefits of these modal choices including but not limited to safety, health, air quality, and sustainability.

The Education and Outreach program includes children's pedestrian and bicycle safety courses, a Portland State University class, summer bicycling and walking programs, and numerous outreach activities that reach approximately 10,000 people each year.

The Most Valued Commuter program activities are designed to remove barriers and provide incentives to specific audiences and includes trip reduction programs (TRIP), bike and walk bucks, and carsharing.

The Transportation Demand Management (TDM) program includes Carpool Match NW, Neighborhood Traffic Safety Projects, Fareless Square Extension, Transportation Management Associations, TDM Pilot Projects, Bike Projects, and Elderly and Disabled Access Improvements.

BTSM MANAGEMENT AND SUPPORT

Beginning with FY 2003-04 Adopted Budget, BTSM Management and Support services are budgeted in the Operations Support program.

	Actual FY 2001–02	2	Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004–05		Adopted FY 2004-05
EXPENDITURES									
Operating Budget									
Personal Services	9,268,66	65	9,075,523		9,334,899		10,396,525		10,396,525
External Materials and Services	7,631,08	36	7,461,834		7,430,115		11,753,499		11,756,573
Internal Materials and Services	1,415,08	32	1,317,583		1,441,896		1,756,885		1,753,811
Minor Capital Outlay	143,74	14	212,510		683,074		0		0
Equipment Cash Transfers	241,32	29	41,790		23,153		0		0
Total Operating Budget	18,699,90)6	18,109,240		18,913,137		23,906,909	-	23,906,909
Capital Improvements	4,214,86	67	4,947,881		5,876,713		2,871,153		2,871,153
TOTAL BUREAU EXPENDITURES	\$ 22,914,77	73 \$	23,057,121	\$	24,789,850	\$	26,778,062	\$	26,778,062
Allocated Overhead		0	0		0		0		0
Total Cost with Allocated Overhead	22,914,77	73	23,057,121		24,789,850		26,778,062		26,778,062
RESOURCES									
Transportation Operating Fund	22,914,77	73	23,057,121		24,789,850		26,778,062		26,778,062
Note: Discretionary General Fund r Non-Discretionary revenues are res	stricted by policy	or contr	ractual agreemer	it to t	he bureaus that	gene	rate the revenu	ie.	
Parking Enforcement	3,010,12	20	3,296,657		3,803,567		3,653,942		3,653,942
Positions	, ,	54	53		5,000,007		57		57
Electrical Maintenance	4,371,43		2,936,466		3,321,193		3,471,008		3,471,008
Positions	, ,	26	26		25		25		26
BTSM Management and Support	1,037,2		1,010,753		711,356		739,081		739,081
Positions	.,00.,2	8	8		8		8		8
Traffic Operations	1,759,96	66	1,652,449		1,960,214		5,272,478		5,272,478
Positions		22	15		15		16		16
Transportation Options	1,418,4	16	1,622,293		1,480,509		2,206,541		2,206,541
Positions		6	6		6		13		13
		10	3,657,621		3,117,542		2,354,902		2,354,902
Traffic Signals	9,765,04	+_	3,037,021						
Traffic Signals Positions		16	14		15		16		
Traffic Signals Positions Street Lighting		16	<i>14</i> 4,051,831		<i>15</i> 5,344,851		5,367,031		
Traffic Signals Positions Street Lighting Positions	33,10	16 66 0	14 4,051,831 <i>2</i>		<i>15</i> 5,344,851 <i>2</i>		5,367,031 <i>2</i>		5,367,031 2
Traffic Signals Positions Street Lighting Positions Parking Operations		16 66 0 75	14 4,051,831 2 4,829,051		15 5,344,851 2 5,050,618		5,367,031 <i>2</i> 3,713,079		5,367,031 2 3,713,079
Traffic Signals Positions Street Lighting Positions	33,10	16 66 0	14 4,051,831 <i>2</i>		<i>15</i> 5,344,851 <i>2</i>		5,367,031 <i>2</i>		5,367,031 2 3,713,079
Traffic Signals Positions Street Lighting Positions Parking Operations	33,10	16 66 0 75	14 4,051,831 2 4,829,051 9	\$	15 5,344,851 2 5,050,618	\$	5,367,031 <i>2</i> 3,713,079	\$	5,367,031 2 3,713,079 14 26,778,062

	,	Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personne	I Services					
511000	Full-Time Employees	4,491,407	4,405,391	6,893,102	7,470,484	7,527,549
512000	Part-Time Employees	192,017	302,317	576,168	894,580	837,515
514000	Overtime	89,208	32,710	169,045	230,731	230,731
515000	Premium Pay	13,783	17,306	61,635	59,123	59,123
517000	Benefits	1,891,070	1,994,918	2,564,610	2,649,445	2,649,445
518000	Paid Absence	888,915	939,371	0	0	0
519000	Payroll Internal Allocation	2,250,441	1,928,573	0	0	0
	sonnel Services	9,816,841	9,620,586	10,264,560	11,304,363	11,304,363
Materials	and Services					<u> </u>
Externa	I Materials and Services					
521000		1,024,880	885,140	369,030	725,569	725,569
522000	Utilities	4,783,204	5,068,328	4,958,025	4,945,708	4,945,708
523000	Equipment Rental	0	486,212	8,230	363,304	363,304
524000	Repair & Maintenance Services	165,380	101,720	114,609	172,716	172,716
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	27,799	138,737	60,420	60,420
529000	Miscellaneous Services	637,963	583,134	1,190,548	1,449,619	1,449,619
531000	Office Supplies	18,337	24,771	54,524	75,861	78,935
532000	Operating Supplies	984,291	442,624	566,785	3,013,973	3,013,973
533000	Repair & Maintenance Supplies	1,387,123	255,654	436,988	855,928	885,928
534000	Minor Equipment & Tools	119,674	137,548	202,433	87,557	87,557
535000	Clothing & Uniforms	*	19,633	36,250	35,950	35,950
	•	18,445	,			·
539000	Other Commodities External	8,209	9,925	0	30,000	0
541000	Education	35,196	18,886	50,150	54,250	54,250
542000	Local Travel	2,260	1,784	2,125	1,550	1,550
543000	Out-of-Town Travel	14,858	17,079	27,681	23,755	23,755
544000	Space Rental	260	50	0	0	0
545000	Interest	0	0	0	0	0
546000	Refunds	8,119	9,583	13,000	13,000	13,000
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	34,667	87,750	97,555	72,829	72,829
Total Ex	ternal Materials and Services	9,242,866	8,177,620	8,266,670	11,981,989	11,985,063
internal	Materials and Services					
551000	Vehicle Services	735,460	647,123	821,172	868,998	865,924
552000	Printing & Distribution	90,216	86,856	20,000	25,122	25,122
553000	Facilities Services	19,037	48,269	0	0	0
554000	Communications Services	114,405	103,015	0	0	0
555000	Information Technology	0	0	27,000	30,000	30,000
	Insurance	216,069	191,745	52,694	57,207	57,207
557000		0	0	0	0	0
558000	Same Fund Services	0	0	0	0	0
559000	Other Fund Services	451,511	411,724	521,030	797,500	797,500
Total Int	ernal Materials and Services	1,626,698	1,488,732	1,441,896	1,778,827	1,775,753
Total Mate	rials and Services	10,869,564	9,666,352	9,708,566	13,760,816	13,760,816
Capital Ou	ıtlay				· · · · · · · · · · · · · · · · · · ·	
561000	Land	0	0	0	0	0
562000	Buildings	0	0	0	0	0
563000	Improvements	1,487,926	82,364	48,039	0	0
564000	•	499,113	212,510	3,608,500	1,220,000	1,220,000
565000		0	0	0	0	0
566000	Equipment Lease/Purchase	0	0	355,074	0	0
567000	Infrastructure	0	3,423,053	781,958	492,883	492,883
568000	Other Capital Expenditure	0	0,423,033	761,936	492,003	492,003
		0	0	_	. 0	0
569000	Depreciation			4 702 571		1 710 000
Total Capit	Equipment Cash Transfers	1,987,039 241,329	3,717,927 41,790	4,793,571 23,153	1,712,883	1,712,883
576000	Minor Equipment Transfers	241,329	10,466	23,133	0	0
	SION EXPENSES		\$ 23,057,121	\$ 24,789,850	\$ 26,778,062	\$ 26,778,062

B19			Actual FY 2002	Actual FY 2003		vised 003-04		osed 04–05		pted 004–05
1311 Automotive Equipment 0	Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
1311 Automotive Equipment Operator 3 3 3 3 122,805 3 124,308 3 127,805 2 108,702 2						- 1		- 1		0
6932 CAD Technician II			1		I					91,848
City Traffic Engineer			1	,						124,308 108,702
2020 Code Spec II Parking Enforcement			1	_						95,352
2204 Code Specialist II			41	41	42					1,674,302
7886					1					139,536
2003 Community Outreach & Information 0					1					48,636
Table Tabl										78,064 45,804
1455 Electrical Supervisor			-							58,800
Test			1		I					0
Section Communication 0 0 0 0 0 1 55,379 1	7562		0	0	1	66,569	1	61,092	1	61,092
September Sept					I	982,768				989,217
Engineer						- 1				55,379
1616			1							170,753 363,591
Segment Segm				I I						0
Engineering Associate				,	_	- 1		- 1		0
6022 Engineering Technician II			0		3	172,804		160,185		160,185
Engineering Technician III										162,348
Section Comment Comm			_	_						270,231
2525										131,962
2205 Junior Field Fepresentative			-		-	- 1		, ,		45,442
2118 Lighting and Signal Inspector 2			1			- 1		- 1		0
102						126,264		128,286		128,286
7579			7	4	6	206,056	5	173,070		173,070
Total Parking Control Supervisor 0			1		1			,		166,108
Total Parking Enforcement Supervisor 0			-	_		- 1				29,400
Total Parking Operations Manager 0				,	ì					63,048 119,988
1888 Principal Engineer			_		ı					0
7652 Principal Engineer 0 0 1 93,062 1 97,176 1 7154 Program Coordinator 0 0 3 177,291 3 189,648 3 966 Program Manager 0			1					- 1		Ö
Program Manager 0		Principal Engineer	0	0	1	93,062	· 1		1	97,176
7156			-	1	ı					189,648
970 Program Manager				1	I	- 1		- 1		0
Program Manager III			-		_	- 1				53,280 0
972 Program Manager IV 2 2 0 0 0 0 964 Program Specialist 5 2 0 0 0 0 0 7152 Program Specialist, Assistant 0 0 3 161,390 3 133,656 3 3359 Public Works Project Manager 2 2 0 0 0 0 0 1950 Public Works Supervisor 1 1 0			1	I .	_	- 1		- 1		. 0
964 Program Specialist 5 2 0 0 0 0 0 0 0 7152 Program Specialist Assistant 0 0 0 3 161,390 3 133,656 3 3 3359 Public Works Project Manager 2 2 2 0 0 0 0 0 0 0 0 0 0 1950 Public Works Supervisor 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0			1			- 1		- 1		Ö
3359 Public Works Project Manager 2 2 0 0 0 0 0 0 0 0	964	Program Specialist	5		0	0	0	0	0	0
1950 Public Works Supervisor 1			-		ı					133,656
6134 Senior City Planner 0 0 0 1 65,060 1 65,856 1 3256 Senior Communications Engineer 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0						- 1	_	- 1	_	0
3256 Senior Communications Engineer 1			1	1	I .	- 1				0 65,856
6111 Senior Engineering Associate 0 0 3 193,649 4 263,924 4 3163 Senior Engineering Associate 7 8 1 71,684 0 0 0 3231 Senior Planner 2 1 0 0 0 0 0 6170 Signals and Street Lighting Tech 0 0 1 65,060 1 66,106 1 7690 Street Lights/Signals Manager 0 0 1 79,334 1 84,105 1 3122 Surveyor I 0 2 0 0 0 0 0 6092 TDM Specialist II 0 0 3 195,180 7 422,856 7 3107 Technician II 4 4 4 0 0 0 0 3108 Technician III 6 5 0 0 0 0 0 3109 Technician III 5			1							05,656
3163 Senior Engineering Associate 7			1		1	٠,		1		263,924
6170 Signals and Street Lighting Tech 0 0 1 65,060 1 66,106 1 7690 Street Lights/Signals Manager 0 0 1 79,334 1 84,105 1 3122 Surveyor I 0 2 0 0 0 0 0 6092 TDM Specialist II 0 0 3 195,180 7 422,856 7 3107 Technician I 4 4 4 0 0 0 0 0 3108 Technician II 5 5 0 <td></td> <td>Senior Engineering Associate</td> <td>7</td> <td>8</td> <td>1</td> <td></td> <td>0</td> <td>_</td> <td>0</td> <td>0</td>		Senior Engineering Associate	7	8	1		0	_	0	0
7690 Street Lights/Signals Manager 0 0 1 79,334 1 84,105 1 3122 Surveyor I 0 2 0 0 0 0 0 6092 TDM Specialist II 0 0 3 195,180 7 422,856 7 3107 Technician I 4 4 0 0 0 0 0 3108 Technician III 6 5 0 0 0 0 0 0 3109 Technician IIII 5 5 0						٠,		- 1	_	0
3122 Surveyor 0 2 0 0 0 0 0 0			1	I .	ı					66,106
6092 TDM Špecialist II 0 0 3 195,180 7 422,856 7 3107 Technician I 4 4 4 0 0 0 0 0 3108 Technician II 6 5 0			1	,						84,105
3107 Technician			1			٠,		1		0 422,856
3108 Technician II			_							422,000
7680 Traffic Investigations Manager 0 0 1 72,983 1 75,528 1 912 Traffic Management Director 1 1 0 0 0 0 0 7568 Traffic Signal Maintenance Super 0 0 1 63,257 1 64,104 1 7578 Transportation Division Manager 0 0 2 185,538 3 279,878 3 7054 Transportation System Management 0 0 1 97,718 1 97,116 1 1211 Utility Worker II 2 2 2 77,930 2 78,864 2 TOTAL FULL-TIME POSITIONS 132 133 134 6,893,102 146 7,470,484 147 7 2203 Code Spec II Parking Enforcement 0 0 0 0 2 73,222 2 7569 Parking Collection Technician 0 0 0 0 2 29,400			1		i e	- 1		- 1	_	Ö
912 Traffic Management Director 1 1 0 0 0 0 0 7568 Traffic Signal Maintenance Super 0 0 1 63,257 1 64,104 1 7578 Transportation Division Manager 0 0 2 185,538 3 279,878 3 7054 Transportation System Management 0 0 1 97,718 1 97,116 1 1211 Utility Worker II 2 2 2 77,930 2 78,864 2 TOTAL FULL-TIME POSITIONS 132 133 134 6,893,102 146 7,470,484 147 7 2203 Code Spec II Parking Enforcement 0 0 0 0 2 73,222 2 7569 Parking Collection Technician 0 0 0 0 2 29,400 0	3109	Technician III	5	5	0	٠,	0		0	0
7568 Traffic Signal Maintenance Super 0 0 1 63,257 1 64,104 1 7578 Transportation Division Manager 0 0 2 185,538 3 279,878 3 7054 Transportation System Management 0 0 1 97,718 1 97,116 1 1211 Utility Worker II 2 2 2 77,930 2 78,864 2 TOTAL FULL-TIME POSITIONS 132 133 134 6,893,102 146 7,470,484 147 7 2203 Code Spec II Parking Enforcement 0 0 0 0 2 73,222 2 7569 Parking Collection Technician 0 0 0 0 2 29,400 0			1							75,528
7578 Transportation Division Manager 0 0 2 185,538 3 279,878 3 7054 Transportation System Management 0 0 1 97,718 1 97,116 1 1211 Utility Worker II 2 2 2 77,930 2 78,864 2 TOTAL FULL-TIME POSITIONS 132 133 134 6,893,102 146 7,470,484 147 7 2203 Code Spec II Parking Enforcement 0 0 0 0 2 73,222 2 7569 Parking Collection Technician 0 0 0 0 2 29,400 0			I		1	٠,		- 1		0
7054 Transportation System Management 1211 0 0 1 97,718 1 97,116 1 1211 Utility Worker II 2 2 2 77,930 2 78,864 2 TOTAL FULL-TIME POSITIONS 132 133 134 6,893,102 146 7,470,484 147 7 2203 Code Spec II Parking Enforcement 7569 0 0 0 0 2 73,222 2 7569 Parking Collection Technician 0 0 0 0 2 29,400 0			-							64,104
1211 Utility Worker II 2 2 2 2 77,930 2 78,864 2 TOTAL FULL-TIME POSITIONS 132 133 134 6,893,102 146 7,470,484 147 7 2203 Code Spec II Parking Enforcement 7569 0 0 0 0 2 73,222 2 7569 Parking Collection Technician 0 0 0 0 2 29,400 0			1	1						279,878 97,116
TOTAL FULL-TIME POSITIONS 132 133 134 6,893,102 146 7,470,484 147 7 2203 Code Spec II Parking Enforcement 7569 0 0 0 0 2 73,222 2 7569 Parking Collection Technician 0 0 0 0 2 29,400 0				[78,864
7569 Parking Collection Technician 0 0 0 0 2 29,400 0				133						7,527,549
7569 Parking Collection Technician 0 0 0 0 2 29,400 0	2203	Code Spec II Parking Enforcement	0	0	0	0	2	73 222	2	73,222
					1					0
6092 TDM Specialist II 0 0 0 0 3 90,612 3			1	1	1					90,612

Bureau of Transportation Systems Management AU 159

POSITIONS

		Actual FY 2002	Actual FY 2003		rised)03–04		posed 004–05	l	opted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
TOTAL PART-T	IME POSITIONS	0	0	0 \$	0	7 \$	193,234	5 \$	163,834



Bureau of Transportation Engineering & Development

OVERVIEW

Organizational Description

The Bureau of Transportation Engineering and Development is the capital investment and development service arm of the Portland Office of Transportation. The bureau's work is distributed among three programs: Project Management, Engineering Services, and Development Services.

CHANGES FROM PRIOR YEAR

Change to Position Count

Beginning with FY 2004-05 Adopted Budget, the position count includes full-time, limited term, and permanent part-time positions. In prior years the position count excluded limited term and permanent part-time positions.

Additional Funding

FY 2004-05 Adopted Budget includes funding for the following activity in the Bureau of Transportation Engineering and Development:

Streetcar Operating - Add One Position \$51,216

Overview of Programs

PROJECT MANAGEMENT

The Project Management program develops and manages a variety of multi-modal transportation projects. The program is also responsive to the requirements of land use and urban design objectives in the community. Project managers have the overall responsibility to guide a project through design and construction while managing scope, cost, and customer expectations. The projects are organized around the following key project types:

Town Centers and Main Streets

Project managers develop and construct projects in the high-priority areas of the Region 2040 Growth Concept. These areas require the highest level of urban design and integration with adjacent development.

Freight

This program supports freight operation in and around the city of Portland. This program also focuses on maintaining Portland's livability and safety by helping minimize truck impact in neighborhood, and it also provides for industrial and commercial access projects as well as those that maximize regional economic growth and freight mobility along regional traffic ways.

Local Street Development

This program includes projects that improve the local street network through permits for privately constructed streets, publicly contracted improvements, and projects using LID financing. This program responds to new development and redevelopment throughout the city by providing multi-modal access improvements to individual properties, subdivisions, and sub-areas.

Neighborhood Livability

This program includes projects that enhance neighborhood livability. These projects would provide safer local, collector, and minor transit streets that improve accessibility to neighborhood destinations such as schools, parks, transit stops, and local commercial areas. This program also promotes walking and bicycling as alternatives to the automobile for local destinations.

Preservation & Rehabilitation

This program provides for maintenance and rehabilitation of existing transportation assets.

Special Projects

This program provides for large-scale projects and system improvements to projects that benefit a specific geographical area or transportation objective, or have regional transportation significant. Examples include Streetcar and Parking Paystations.

ENGINEERING SERVICES

The Engineering Services program provides survey, design, inspection, and construction management and technical support for a variety of PDOT's capital improvement projects. The program also ensures safety and serviceability of the city's bridges. This program is composed of five sections: Survey, Bridges and Structures, Construction Inspection, Civil Design, and Traffic Design.

DEVELOPMENT SERVICES

The Development Services program facilitates public and private development of job opportunities, which leads to jobs creation, housing construction, and enhanced neighborhood livability through oversight of private development activities. These outcomes in turn affect the transportation system, expansion and management of the pedestrian system, and regulation of private use of the street right-of-way. This program consists of four sections: Street Systems Management, Development Review, Right-of-Way Acquisition, and Permit Engineering.

BTE&D MANAGEMENT AND SUPPORT

Beginning with FY 2003-04 Adopted Budget, BTED Management and Support services are budgeted in the Operations Support program.

Bureau of Transportation Engineering and Development AU 159 SUMMARY OF DIVISION BUDGET

		Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004–05		Adopted FY 2004–05
EXPENDITURES										
Operating Budget										
Personal Services		5,617,733		6,246,990		5,780,063		5,860,443		5,860,443
External Materials and Services		3,307,932		2,857,381		3,124,006		3,830,450		3,830,450
Internal Materials and Services		959,245		841,904		470,223		500,122		500,122
Minor Capital Outlay		386,292		6,398		27,087		1,403,860		1,403,860
Equipment Cash Transfers		21,668		0		0		0		0
Total Operating Budget		10,292,870		9,952,673		9,401,379		11,594,875		11,594,875
Capital Improvements		23,082,587		26,647,926		39,296,463		54,997,995		54,997,995
TOTAL BUREAU EXPENDITURES	\$	33,375,457	\$	36,600,599	\$	48,697,842	\$	66,592,870	\$	66,592,870
Allocated Overhead		0		0		0		0		0
Total Cost with Allocated Overhead		33,375,457		36,600,599	·	48,697,842		66,592,870	_	66,592,870
RESOURCES										
Transportation Operating Fund		33,375,45 7		36,600,599		48,697,842		66,592,870		66,592,870
Note: Discretionary General Fund Non-Discretionary revenues are re	reveni stricte	ues are those w	hich ontra	may be used by ctual agreemen	City	Council for any he bureaus that	pub gene	lic purpose. erate the revenu	ie.	
PROGRAMS		-								
Project Management		13,229,263		19,453,580		33,941,376		51,840,168		51,840,168
Positions		19		21		21		26		26
Development Services		3,857,400		3,365,214		4,222,997		4,476,447		4,476,447
Positions		40		40		42		49		49
BTE&D Management and Support		7 85,925		730,241		314,323		321,593		321,593
Positions		3		2		2		4		4
Engineering Services		15,502,682		13,051,449		10,219,146		9,954,662		9,954,662
Positions		58		57		57		63		63
TOTAL PROGRAMS	\$	33,375,457	\$	36,600,599	\$	48,697,842	\$	66,592,870	\$	66,592,870
Positions		120		120		122		142		142

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personne	I Services					
	Full-Time Employees	5,500,101	5,597,570	7,315,684	8,090,175	8,090,17
	Part-Time Employees	261,909	241,495	2,294,233	1,224,128	1,224,128
514000	Overtime	190,674	142,756	18,200	19,303	19,30
515000	Premium Pay	32,620	28,636	4,566	4,566	4,566
517000	Benefits	2,253,953	2,419,945	2,943,538	2,588,493	2,588,493
518000	Paid Absence	1,010,231	1,188,259	0	0	2,000,100
519000	Payroll Internal Allocation	0	(1,148)	. 0	0	(
	onnel Services	9,249,488	9,617,513	12,576,221	11,926,665	11,926,668
	and Services					
	I Materials and Services					
521000	Professional Services	4,120,483	5,918,151	5,349,973	11,352,158	11,352,15
522000	Utilities	83,379	111,016	94,000	115,000	115,000
523000	Equipment Rental	2,353	114	7,900	69,900	69,90
524000	Repair & Maintenance Services	38,913	60,269	45,045	31,000	31,000
525000	Non-Capital Improvement	0	0	0	0	(
528000	Local Match Payments	126,181	324,320	1,394,268	840,963	840,96
529000	Miscellaneous Services	355,471	542,130	166,411	85,922	85,92
531000	Office Supplies	2,069	2,318	34,752	29,892	29,89
532000	Operating Supplies	125,531	69,754	191,656	214,719	214,71
533000	Repair & Maintenance Supplies	13,564	13,578	33,720	42,516	42,51
534000	Minor Equipment & Tools	38,507	31,743	46,082	52,650	52,65
535000	Clothing & Uniforms	9,763	6,586	9,897	10,780	10,78
539000	Other Commodities External	6,114	1,054	3,818	0	,
	Education	45,093	14,319	66,855	67,381	67,38
541000		,	370	2,000	07,301	07,00
542000	Local Travel	1,906			-	07.00
543000	Out-of-Town Travel	24,687	13,082	22,000	27,000	27,00
544000	Space Rental	26,757	19,186	50,975	3,500	3,50
545000	Interest	0	0	0	0	
546000	Refunds	302,567	10,112,806	14,700	14,700	14,70
547000	Retirement System Payments	0	0	0	0	
548000	Operating Lease	0	0	68,341	65,212	65,21
549000	Miscellaneous	2,041,756	300,735	14,634	57,011	57,01
	ternal Materials and Services	7,365,094	17,541,531	7,617,027	13,080,304	13,080,30
	Materials and Services Vehicle Services	152,789	142,330	83,860	74,186	74,18
			,	151,801	112,776	112,77
552000	Printing & Distribution	191,800	165,211	,	,	
553000	Facilities Services	4,535	6,753	0	3,500	3,50
554000	Communications Services	93,915	82,606	62,254	66,014	66,01
	Information Technology	0	0	0	0	
556000	Insurance	245,296	202,350	0	0	
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	0	0	0	0	4 000 00
559000	Other Fund Services ernal Materials and Services	1,354,171 2,042,506	951,263 1,550,513	2,176,326 2,474,241	1,309,024 1,565,500	1,309,02 1,565,50
	erials and Services	9,407,600	19,092,044	10,091,268	14,645,804	14,645,80
Capital Ou		3,101,000	10,00=,0		,,	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
561000	•	1,753,470	48,887	3,659,820	3,501,937	3,501,93
562000	Buildings	1,755,470	40,007	0	. 0	0,501,95
	9	12,943,231	6,406,262	0	306,359	306,35
563000	Improvements	12,943,231	0,400,202	27,087	24,556	24,55
564000	Capital Equipment	0	0	27,087	24,556	, 24,00
565000	Facilities Lease/Purchase		0	0	0	
566000	Equipment Lease/Purchase	0	1 405 000	00.040.440	06 107 540	06 107 54
567000	Infrastructure	0	1,435,893	22,343,446	36,187,549	36,187,54
568000	Other Capital Expenditure	0	0	0	0	
569000	Depreciation	0	0	0	0	
000000		14,696,701	7,891,042	26,030,353	40,020,401	40,020,40
otal Capi						
Total Capi 573000 576000	Equipment Cash Transfers Minor Equipment Transfers	21,668	0	0 0	0	

	au or manoportation Engi	Actual FY 2002	Actual FY 2003	Re	evised 2003-04	Pro	pposed 2004–05		dopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7102	Administrative Specialist, Senio	0	0	1	48,795	1	50,580	1	50,580
7106 3228	Administrative Supervisor I Associate Planner	0	0	1 0	52,641 0	1	57,792 0	1 0	57,792
6034	CAD Analyst	0	. 0	1	65,060	1	66,108	1	0 66,108
6032	CAD Technician II	ŏ	Ö	3	150,335	3	153,432	3	153,432
6141	Capital Project Manager I	0	0	0	0	3	167,724	3	167,724
7656	Capital Project Manager II	0	0	4	274,399	5	360,261	5	360,261
7657 3171	Capital Projects Manager III Chief Engineer	0	0	6 0	448,314 0	6	458,388 0	6 0	458,388 0
3173	City Engineer	1	1	1	93,062	.0	0	0	0
6133	City Planner II	Ó	0	1	56,613	1	57,528	1	57,528
7765	Development Review Manager	0	0	0	0	1	63,144	1	63,144
7768	Development Services Manager	0	0	0	0	1	75,312	1	75,312
6043 6041	Development Services Technician Development Services Technician	0	0	1 1	52,201 41,920	1 2	59,928 78,708	1 2	59,928 78,708
7767	Development Supervisor	ő	ő	3	207,178	3	177,696	3	177,696
345	Electronic Pre-Press Operator	1	0	0	0	0	0	0	0
3164	Engineer	3	3	0	0	0	0	0	0
6112 7653	Engineer Engineer, Chief	0	0	5 1	358,335	5	361,296 0	5 0	361,296
7650	Engineer, Senior	0	0	5	93,062 388,177	0 5	394,332	5	394.332
7651	Engineer, Supervising	ő	ő	5	403,470	5	394,392	5	394,392
6110	Engineering Associate	0	0	4	217,408	2	108,912	2	108,912
3153	Engineering Associate	4	4	0	0	0	0	0	0
7673 3165	Engineering Survey Manager Engineering Surveying Manager	0	0	1 0	77,625 0	1	78,864 0	1 0	78,864
6021	Engineering Surveying Manager Engineering Technician !		1 0	2	75,603	2	71,040	2	71,040
6022	Engineering Technician II	Ö	ŏ	9	440,823	11	519,228	11	519,228
6023	Engineering Technician III	0	0	4	245,453	4	246,648	4	246,648
7609	Environmental Program Manager	0	0	0	0	1	55,968	1	55,968
2032 827	Environmental Resources Manager Financial Analyst	1 1	1 0	1 0	67,434 0	0	0	0	0
6026	Mapping Data Technician	Ó	0	2	95,148	2	93,516	2	93,516
104	Office Support Specialist III	3	4	3	128,715	3	130,788	3	130,788
7576	Portland Streetcar Maintenance M	0	0	1	71,861	1	74,340	1	74,340
7575	Portland Streetcar Operations Ma	0	0	1	63,404	1	68,748	1	68,748
7652 3169	Principal Engineer Principal Engineer	1	0	2 0	166,178	2 0	170,148 0	2 0	170,148
966	Program Coordinator	1	1	ő	0	0	0	ő	0
7154	Program Coordinator	0	0	0	0	1	57,900	1	57,900
968	Program Manager I	0	1	1	55,145	0	0	0	0
970 972	Program Manager II Program Manager IV	3	3	0	0	0	0	0	0
3152	Public Works Const/Inspect Supvr	2	2	ő	0	0.	0	ő	0
7662	Public Works Inspection Supervis	0	0	2	138,419	3	202,896	3	202,896
3150	Public Works Inspector	7	7	7	371,807	11	602,052	11	602,052
3151	Public Works Inspector, Senior	6	6	4	239,020	4	220,728	4	220,728
3359 7675	Public Works Project Manager Right of Way Acquisition Supervi	9	9	1 1	81,293 59,149	0 1	61,200	0	61,200
6082	Right of Way Agent II	ő	ő	2	94,740	2	95,226	2	95,226
6083	Right of Way Agent III	0	0	1	60,491	2	119,832	2	119,832
3217	Right-of-Way Agent	1	1	0	0	0	0	0	0
3219 6134	Right-of-Way Services Manager Senior City Planner	1 0	1 0	1	65,270 54,842	0	0 59,928	0	0 59,928
3166	Senior Engineer	8	8	Ö	0	Ó	0	0	09,928
6111	Senior Engineering Associate	0	0	10	650,600	14	900,156	14	900,156
3163	Senior Engineering Associate	12	12	1	58,490	0	0	0	0
3167	Supervising Engineer	3	3 2	0	00000	0	0 050	0	0
3120 3121	Surveying Aide I Surveying Aide II	9	9	8	30,909 307,486	3 8	89,256 305,856	3 8	89,256 305,856
7670	Surveying Supervisor	ő	. 0	1	69,116	1	71,136	1	71,136
3124	Surveying Supervisor	1	1	0	0	0	0	0	0
3122	Surveyor I	5	5	4	200,986	5	243,468	5	243,468
3123 3107	Surveyor II Technician I	7	2 7	2	105,554 38,955	2	105,576 0	2	105,576
3107	Technician II	14	14	2	84,116	0	0	0	0
3109	Technician III	8	8	1	57,798	Ö	0	. 0	Ö
7578	Transportation Division Manager	0	0	1	108,284	2	182,700	2	182,700
7052	Transportation Engineering & Dev	0	0	0	0	1	103,788	1	103,788

Bureau of Transportation Engineering and Development AU 159

POSITIONS

		Actual FY 2002	Actual FY 2003		vised 003-04		oosed 004–05		pted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
1210	Utility Worker I	0	0	0	0	2	73,656	2	73,656
TOTAL F	FULL-TIME POSITIONS	120	120	122 \$	7,315,684	137 \$	8,090,175	137 \$	8,090,175
7130 100 6081	Capital Project Manager II Management Assistant Office Support Specialist I Right of Way Agent I Right of Way Agent II	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	1 1 1 1	70,563 34,896 22,176 17,772 26,994	1 1 1 1	70,563 34,896 22,176 17,772 26,994
TOTAL F	PART-TIME POSITIONS	0	0	0 \$	0	5 \$	172,401	5 \$	172,401



Office of Transportation Director

OVERVIEW

Organizational Description

The Office of the Director is responsible for overall administrative, financial, and planning direction for the Portland Office of Transportation. The Director's Office recommends and ensures the implementation of transportation policies approved by City Council, coordinates program development opportunities as requested by the Commissioner-in-Charge, represents the Portland Office of Transportation to both public and private sector agencies, and provides administrative guidance and direction for the Office of Transportation. The bureau is currently organized into four programs: Transportation Planning, Information Technology, Finance, and Operations Support.

CHANGES FROM PRIOR YEAR

Change to Position Count

Beginning with FY 2004-05 Adopted Budget, the position count includes full-time, limited term, and permanent part-time positions. In prior years the position count excluded limited term and permanent part-time positions.

Overview of Programs

TRANSPORTATION PLANNING

The Transportation Planning program provides overall planning direction for the Office of Transportation. This program recommends and ensures the implementation of transportation policies approved by City Council. Transportation Planning coordinates the City's participation in regional transportation issues, provides project development on priority capital projects, and prepares transportation studies for development areas. This program is also responsible for ensuring that the needs of all modes of transportation are integrated into planning and engineering projects. These efforts provide a framework for transportation improvements and support the City's goals for housing and employment growth in specific districts of the city as well as maintaining established neighborhoods.

The planning program's major responsibilities are the Transportation System Plan (TSP), major regional transportation planning projects, and the development of capital projects throughout the city. Transportation Planning also assists other City bureaus with the development of community, development, and neighborhood land use plans.

Information Technology

The Information Technology program provides information technology support for the Office of Transportation. This program coordinates PDOT's Geographic Information System (GIS) and the Infrastructure Management System (IMS), an office-wide project that automates and integrates transportation facility information. This program coordinates services with the City's Bureau of Technology Services (BTS).

FINANCE

The Finance program provides budgeting, accounting, and financial analysis support for the Office of Transportation. This program provides financial planning and revenue forecasting, budget development and monitoring, grant and cost accounting, accounts payable processing, and accounts receivable processing. This program also coordinates the City's involvement in the regional transportation financing process and analysis and response for local, state, and federal financing issues.

During FY 2001-02, all finance and accounting functions in the Office of Transportation were consolidated into the Finance Division, and all Office of Transportation payroll services were consolidated into the Bureau of Maintenance. This budget reflects those changes.

OFFICE OF THE DIRECTOR

Beginning with the FY 2003-04 Adopted Budget, OTD Management and Support services are budgeted in the Operations Support program.

OPERATIONS SUPPORT

The Operations Support program provides administrative guidance, direction, and support for the Office of Transportation and its bureaus and programs. This program includes services and cost previously budgeted in the BOM, BTSM, BTED, and OTD Management and Support programs.

This program develops and implements transportation policies, coordinates program development opportunities, and provides regional advocacy for the city's transportation system. This program coordinates payroll, personnel, training, and loss control efforts, and provides secretarial and public reception support.

Program costs include interagency services provided by other City bureaus, including facilities (rent and utilities), communications (phones), fleet (vehicles), insurance (liability costs), and printing and distribution (copiers and mail distribution).

		Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05
EXPENDITURES				,						
Operating Budget										
Personal Services		4,969,551		4,503,154		3,758,223		4,342,100		4,140,364
External Materials and Services		1,637,016		1,122,874		1,050,055		1,213,855		1,412,517
Internal Materials and Services		5,029,660		5,091,854		6,132,035		6,347,992		6,351,066
Minor Capital Outlay		33,279		0		100,000		110,000		110,000
Equipment Cash Transfers		0		0		0		0		C
Total Operating Budget		11,639,952		10,693,563		11,040,313		12,013,947		12,013,947
Capital Improvements		165,758		257,106		145,977		140,716		140,716
TOTAL BUREAU EXPENDITURES	\$	11,835,264	\$	10,974,988	\$	11,186,290	\$	12,154,663	\$	12,154,663
Allocated Overhead		4,393,562		2,390,820		2,690,003		2,758,652		2,737,230
Total Cost with Allocated Overhead	_	16,199,272		13,341,489		13,876,293		14,913,315		14,891,893
RESOURCES										
Transportation Operating Fund		11,805,710		10,950,669		11,186,290		12,154,663		12,154,663
Note: Discretionary General Fund Non-Discretionary revenues are re	reveni stricte	ies are those w d by policy or c	hich ontra	may be used by ctual agreemen	City t to th	Council for any ne bureaus that	publ gene	ic purpose. erate the revenu	e.	
PROGRAMS										- 15.0
Transportation Planning		1,688,610		1,990,598		1,489,561		1,517,861		1,517,861
Positions		17		15		15		16		16
Office of the Director		0		0		0		0		(
Positions		0		0		0		. 0		(
Information Technology		4,895,328		4,492,010		4,700,361		4,772,247		4,772,247
		12		13		14		14		12
Positions						1,529,630		1,551,635		1,551,63
0,7		1,840,321		1,594,887		1,525,000				
Positions Finance Positions		1,840,321 <i>13</i>		17		18		19		
Positions Finance Positions Operations Support		1,840,321 13 3,411,005		<i>17</i> 2,897,493		<i>18</i> 3,466,738		4,312,920		4,312,920
Positions Finance Positions		1,840,321 <i>13</i>		17		18				4,312,920
Positions Finance Positions Operations Support	\$	1,840,321 13 3,411,005	\$	<i>17</i> 2,897,493	\$	<i>18</i> 3,466,738	\$	4,312,920	\$	4,312,920 2 12,154,663

		Actual FY 2001–02	Actual FY 200203	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
Personne	l Services					
511000	Full-Time Employees	2,894,005	2,582,962	3,109,803	3,303,300	3,150,542
512000	_ ' . *	424,723	260,563	367,985	150,871	150,871
514000		43,257	22,723	20,253	15,000	15,000
515000	Premium Pay	9,132	8,781	2,600	3,000	3,000
517000	-	1,171,149	1,185,295	377,912	1,010,645	961,667
518000	Paid Absence	540,720	532,372	0	0	0
Total Pers	sonnel Services	5,082,986	4,592,696	3,878,553	4,482,816	4,281,080
Materials	and Services	· · · · · · · · · · · · · · · · · · ·				
Externa	I Materials and Services					
521000	Professional Services	881,397	572,460	311,500	369,808	369,808
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	0	0	0	0	0
524000	Repair & Maintenance Services	146,140	144,452	174,750	24,073	192,297
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	27,619	193,659	35,000	35,000	35,000
531000	Office Supplies	24,638	18,966	87,606	309,474	306,400
532000	Operating Supplies	335,123	132,472	108,200	102,300	102,300
533000	Repair & Maintenance Supplies	25	766	1,300	0	0
534000	Minor Equipment & Tools	101,630	52,741	203,800	261,148	294,660
535000	Clothing & Uniforms	0	0	0	0	0
539000	Other Commodities External	8,908	9,221	0	0	0
541000	Education	27,388	21,597	36,820	41,600	41,600
542000	Local Travel	9,169	7,821	1,055	1,100	1,100
543000	Out-of-Town Travel	14,009	11,639	18,875	20,900	20,900
544000	Space Rental	789	590	53,500	33,000	33,000
545000	Interest	0	0	0	0	0
546000	Refunds	192	0	0	0	0
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	107,020	113,673	43,296	15,452	15,452
	ternal Materials and Services	1,654,493	1,255,738	1,075,702	1,213,855	1,412,517
	Materials and Services	, ,	,,	2,212, 2	,	, <u>_</u> ,
551000		1,166	1,525	200	(2,874)	200
552000	Printing & Distribution	41,919	27,691	185,129	148,763	148,763
553000	Facilities Services	1,619,359	1,616,252	1,793,801	1,679,191	1,679,191
554000	Communications Services	302,353	342,928	402,106	425,539	425,539
555000	Information Technology	1,718,669	1,837,043	2,288,718	2,476,207	2,476,207
556000	Insurance	55,459	92,033	496,602	653,632	653,632
		0	0	700,002	000,002	000,002
	Same Fund Services	0	0	0	0	0
559000		1,296,027	1,184,763	962,979	967,534	967,534
	ernal Materials and Services	5,034,952	5,102,235	6,129,535	6,347,992	6,351,066
	erials and Services	6,689,445	6,357,973	7,205,237	7,561,847	7,763,583
Capital Ou		0,000,440	0,007,070	7,200,207	7,001,047	7,700,000
561000	-	0	0	0	0	0
562000		0	0	0	0	0
563000		19,463	0	0	0	0
564000	•	13,816	0	100,000	110,000	110,000
565000		0	0	0	0	0
566000		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	•	33,279	0	100,000	110,000	
573000	Equipment Cash Transfers	33,279	0	100,000	110,000	110,000
576000		0	0	2,500	0	0
	SION EXPENSES		\$ 10,974,988	\$ 11,186,290	\$ 12,154,663	\$ 12,154,663
OTAL DIVIS	JION EAF LINGES	Ψ 11,000,204	ψ 10,3/4,300	Ψ 11,100,230	Ψ 12,104,003	Ψ 12,104,003

		Actual FY 2002	Actual FY 2003		rised 103–04		oosed 004–05	I	pted 104–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	2	3	3	122,807	3	103,878	2	69,252
515	Accountant II	1	3	3	150,849	3	143,496	3	143,496
516 530	Accountant III Accounting Supervisor I	1 0	1 1	1 0	55,334 0	. 0	56,016 0	1 0	56,016
926	Administrative Services Manager	2		0	ő	0	0	0	0
7102	Administrative Specialist, Senio	0	0	Ö	ŏ	1	44,616	Ĭ	44,616
2533	Applications Analyst III	1	1	2	127,436	2	131,560	1	62,907
2534	Applications Analyst IV	1	1	1	59,526	· 1	71,822	1	71,822
7112	Business Operations Manager	0	0	1	81,786	1	83,784	1	83,784
7113	Business Operations Manager, Sen	0	0	1	96,657	1	78,120	1 1	78,120
7110 7122	Business Operations Supervisor	0	0	0	69,744 0	1	69,300	1 1	69,300
6132	Business Systems Analyst, Senior City Planner I		0	1	47,894	1	67,308 52,080		67,308 52,080
6133	City Planner II	0	0	3	168,068	3	171,900	3	171,900
827	Financial Analyst	2	4	. 0	0	ő	0	ő	0
7376	Financial Analyst	0	0	5	236,072	5	295,740	5	295,740
6062	GIS Technician II	0	0	3	159,181	3	162,432	3	162,432
6063	GIS Technician III	0	0	0	0	1	65,856	1	65,856
6123	Graphics Designer III	0	0	1	57,588	1	59,700	1	59,700
3271	Graphics Illustrator II	1	1	0	0	0	0	0	0
2542 2550	Information Systems Analyst II Information Systems Manager	1	1	0 0	0	0	0	0	0
7509	Information Systems Manager	1 0	1 0	0	0	1	90.060	1	90,060
7510	Information Systems Manager, Sen	l ő	0	1	91,700	Ö	90,000	Ö	90,000
7508	Information Systems Supervisor	ŏ	ő	i	81,881	2	166,482	Ĭ	82,377
2546	Information Systems Supervisor	1	2	0	0	0	0	0	0
2523	Information Systems Tech II	1	1	. 0	. 0	0	0	0	0
812	Intergovernmental Program Coord	1	1	. 1	64,060	0	0	0	0
7131	Management Analyst	0	0	1	53,920	1	55,224	1	55,224
7132	Management Analyst, Senior	0	0	1	68,288	0	0	0	0
102 104	Office Support Specialist II Office Support Specialist III	0	0 0	0 1	0 46,908	0	35,358 0	2 0	69,984 0
3229	Planner	4	3	Ó	40,900	0	0	Ö	0
832	Principal Financial Analyst	l i	1	ŏ	ő	ŏ	ŏ	ŏ	ŏ
7378	Principal Financial Analyst	0	Ö	1	80,193	1	81,780	1	81,780
2545	Principal Info Systems Analyst	3	3	2	146,237	1	78,744	1	78,744
7507	Principal Information Systems An	0	0	1	81,881	1	83,784	1	83,784
7133	Principal Management Analyst	0	0	0	0	1	62,904	1	62,904
966	Program Coordinator	2	2	0	0	0	0	0	01.000
7156 970	Program Manager Program Manager II	0 1	0	1 0	59,129 0	1	61,968 0	1 0	61,968 0
972	Program Manager IV	2	2	0	0	0	0	0	0
7158	Program Manager, Senior	5	0	ő	ő	1	74,400	ĭ	74,400
3359	Public Works Project Manager	5	4	Ö	ő	Ó	0	Ö	0
7553	Public Works Supervisor II	0	0	1	63,341	0	0	0	0
816	Senior Administrative Specialist	1	0	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	3	195,180	3	197,568	3	197,568
952	Senior Management Analyst	1	1	0	0	0	0	0	0
3231 7397	Senior Planner Street Main & Improvement Fee Ad	3 0	3 0	0 1	0 88,976	0	90,060	0 1	90,060
3107	Technician I	1	1	Ö	00,970	Ö	90,000	6	90,060
3107	Technician II	3	3	0	Ö	. 0	0	Ö	0
3109	Technician III	ő	. 0	1	65,060	Ö	ŏ	ő	ŏ
7577	Trans. Director, Assistant	Ö	Ö	Ó	0	1	73,632	1	73,632
914	Transportation Director	1	1	0	0	0	0	0	0
7050	Transportation Director	0	0	1	116,338	. 1	113,148	1	113,148
7782	Transportation Planner, Supervis	0	0	2	163,572	2	167,568	. 2	167,568
7780	Transportation Planning Coordina	0	0.	2	118,686	2	124,572	2	124,572
7784	Transportation Planning Manager FULL-TIME POSITIONS	45	0 47	49 \$	91,511	51 \$	88,440 3,303,300	49 \$	88,440 3,150,542
IUIAL	FULL- IIME PUSITIONS	45	47	49 \$	3, 109,803	51 \$	3,303,300	49 \$	3, 150,542
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	0	0 \$	0

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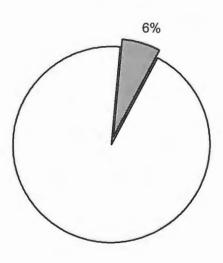


Legislative, Administrative and Support Services

Office of the City Attorney
Office of the City Auditor
Office of Management and Finance
Office of Government Relations
Bureau of Licenses
Office of the Mayor

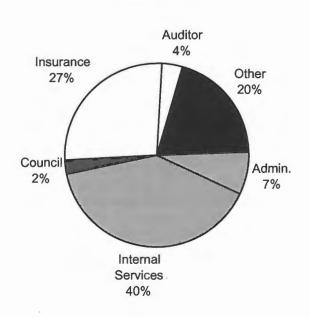
Commissioner of Public Utilities Commissioner of Public Works Commissioner of Public Affairs Commissioner of Public Safety Special Appropriations

Percent of City Budget Leg/Admin/Support Services = \$110.8 Million



City Budget = \$1.73 Billion

Bureau Pie Chart



Service Area Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	191,512,718	189,599,645	-1,913,073	-1.0%
Capital	32,104,162	17,916,640	-14,187,522	-44.2%
Allocated Overhead Costs	4,278,460	4,289,862	11,402	0.3%
Total Cost with Allocated Overhead	\$ 227,895,340	\$ 211,806,147	\$ -16,089,193	-7.1%
Authorized Positions	740	759	19	2.6%

Note: Authorized positions shown in FY 2004-05 include limited term and part-time positions, but prior year data do not for all bureaus.

Service Area Highlights

DESCRIPTION

The Legislative, Administrative, and Support Services service area includes the City's internal support bureaus, the offices of the Mayor and Commissioners, the Bureau of Licenses, and all Special Appropriations. The internal support bureaus are the Office of the City Attorney, the Office of the City Auditor, the Office of Government Relations, and the Office of Management and Finance.

MAJOR THEMES

Attorney

The City Attorney's Adopted Budget for FY 2004-05 is \$5,469,349. This amounts to a 6.7% increase from the FY 2003-04 Revised Budget. Major changes include an increase of \$151,308 from an interagency agreement with the Bureau of Licenses to enhance the collection of delinquent business license accounts. Also incorporated into the Adopted Budget for the City Attorney are a reduction of \$70,424 in External Materials and Services and an increase of \$68,283 to restore the City Attorney position from part-time to full-time.

Auditor

The Adopted Budget for the Auditor's Office in FY 2004-05 totals \$7,119,780, an increase of 3.9% over the FY 2003-04 Revised Budget. One-time funding was approved in FY 2004-05 for the Officer Involved Shooting Study and the Foreclosure program.

Licenses Bureau

In the Mayor's Proposed Budget for FY 2004-05, the Bureau of Licenses was changed to the Bureau of Revenue, and was moved organizationally to the Office of Management and Finance. For the Adopted Budget, Council reversed this action, and restored the Bureau of Licenses until further analysis and discussions regarding a revenue bureau could be completed. The Adopted Budget for FY 2004-05 for the Bureau of Licenses is \$7,801,875.

Office of Management and Finance

The FY 2004-05 Adopted Budget for the Office of Management and Finance totals \$175.2 million. The General Fund portion of OMF's budget equals 12.3%. OMF internal service funds provided rate reductions resulting in savings to bureaus in the General Fund and non-General Fund bureaus. OMF also participated in a number of Citywide efficiency efforts undertaken at the direction of the Mayor.

Special Appropriations

The FY 2004-05 Adopted Budget reduces all discretionary special appropriations by 2.5%. Two previously eliminated special appropriations received one-time funding: Block-by-Block Weatherization and Holiday Festival. As well, one-time funding is approved for four new appropriations: the RACC Murals program, the Economic Development Fund, Downtown Marketing, and Washington Monroe Acquisition.

Small bureaus exempted from cuts

In the Adopted Budget, the Mayor exempted small City bureaus from taking the 2.5% reductions that were required of other General Fund bureaus. Among the bureaus exempted were the Mayor's and Commissioners' Offices and the Office of Government Relations. Consequently, the budgets for these offices were maintained at their current service levels. The Office of Government Relations was approved for a \$12,000 increase to cover the cost of enhanced technology services.

Office of the City Attorney

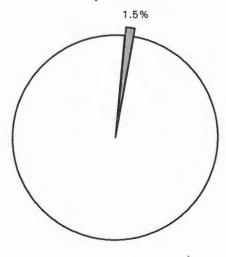
Legislative, Administrative and Support Services Service Area

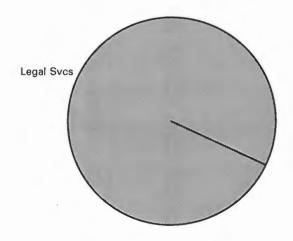
Mayor Vera Katz, Commissioner-in-Charge Linda Meng, City Attorney

Percent of General Fund

Bureau Programs

Attorney = \$5.5 Million



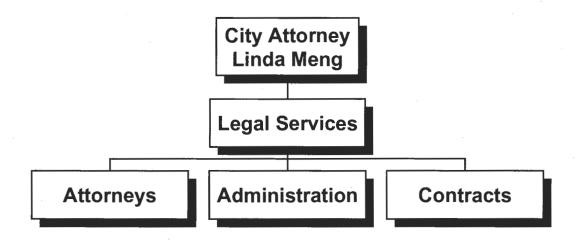


General Fund = \$365.5 Million

Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004–05	Change from Prior Year	Percent Change
Operating	 5,124,011	5,469,349	345,338	6.7%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 5,124,011	\$ 5,469,349	\$ 345,338	6.7%
Authorized Positions	37	45	8	21.6%

Office of the City Attorney



Bureau Summary

BUREAU MISSION

To help the City achieve its policy goals in the public interest by providing excellent, objective, timely, and economical legal advice and advocacy unaffected by politics, personalities, or self-interest.

BUREAU OVERVIEW

The office provides many types of legal services.

The City Attorney is appointed by the City Council. The City Attorney's Office provides legal services and programs for its client, the City of Portland.

The office handles work generated by the City Council, City bureaus, employees, and citizens who bring claims or actions against the City. This includes defending the City in court, initiating legal actions when appropriate in the public interest, handling other judicial and quasi-judicial actions, negotiating and reviewing contracts, reviewing policies and programs, providing legal advice and counsel, producing formal opinions, and performing any other legal services needed.

Legal obligations are created by City Code, state statutes, regulations, administrative requirements and federal law. In addition, the Oregon State Bar establishes ethical professional requirements that govern lawyers and the work performed for the City and City officials.

The office works on a wide range of subjects such as constitutional aspects of municipal legislation, personnel and labor law issues, tort claims, workers' compensation, construction, land use litigation and planning, environmental issues, and code enforcement. The office also works on police and public records issues, fire and safety requirements, utilities and license fees, collecting revenues owed to the City, and franchises and contracts.

Consultive work includes advising, advocating, analyzing and reviewing activities and materials, negotiating agreements, drafting documents and legal instruments, and assisting in policy development and program implementation as requested and needed.

Attorneys and paralegals work with City Council members and their staff, officials, and bureaus to find legally acceptable ways to achieve public objectives.

Preventive law plays an important part in managing the City's legal needs and avoiding problems. Legal services are affected by decisions made by City government, other municipalities and government entities, and private parties. Legal issues usually originate outside of the office's direct control. The City Attorney's office works with the Council members and bureau managers to resolve any legal issues that may be associated with City projects, and to assist in the successful completion of those projects.

Sources of program funding

The office is supported by General Fund discretionary resources, internal City overhead revenues, and interagency agreements. These funds support office operations through materials, services, and overhead expenses. Interagency agreements with selected agencies support additional specialized legal work in specific areas. Over 83% of the City Attorney's costs are for personal services. The office has 40 authorized full-time positions, and a total of 5.15 authorized part-time positions. The office's indirect overhead costs are substantially lower than those in private sector law firms and other law offices.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Workload

The City of Portland's legal work continues to increase in amount and complexity, exceeding the capacity of the City Attorney's Office. In recent years, this situation has resulted in the need to hire additional outside counsel to handle overflow and provide specialized legal work in complex cases and projects. Outside lawyers are substantially more expensive than City Attorneys.

The office competes with private law firms in litigation, land use, hiring, and other areas.

Litigated cases are also becoming larger and more complex. Historically, the most difficult and costly cases have been federal court actions brought to challenge policies and programs put into place by City Council. Recently, however, the City has been confronted with a wider range of major cases involving the rapidly changing telecommunications industry, construction projects, environmental matters, and police death cases. The second largest exposure comes from general tort cases filed against the City, especially against the Police Bureau.

The City's non-litigation legal workload is comprised of general advice, legal analysis and opinions for City Council, bureaus and managers, and consultation regarding legal issues that arise in City programs. In this area the office has faced increasingly complex matters including Portland General Electric, Independent Police Review, Portland Harbor, revenue and finance issues, and innovative transportation and development projects.

Cost Control

Other Cost Control Options

The staff of the office of the City Attorney is continuing its shift to computer-assisted legal research. It is necessary to use automated legal research to stay competitive with private firms who compete directly with the City in hiring as well as litigation. Although automated legal research is costly, the conversion saves time and money by reducing library expenses, purchase of legal subscriptions, and space requirements.

SUMMARY OF BUDGET DECISIONS

Budget Decisions

The Council's Adopted Budget includes a 2.5% reduction from the current appropriation level. The office cut spending in External Materials and Services by \$70,424 to achieve this reduction.

The amount of time employees spend doing automated on-line research will be closely monitored to reduce the expense by (\$30,000). The office will forgo purchasing some computer equipment, and delay purchasing software improvements used to better track outside counsel expenses and contracts (\$32,400). Additionally, the office will reduce spending by cutting back on office supplies (\$6,024).

The Council's Adopted Budget incorporate two decision packages: one Deputy City Attorney position and a part-time Legal Assistant to work on collecting delinquent business license revenues. The two positions are funded through an interagency with the Bureau of Licenses for \$151,308. Additionally \$68,293 is provided in the Adopted Budget to cover the cost of restoring the City Attorney position to full-time status.

Revenue

Interagency agreements currently represent 49% of the total operating budget of the City Attorney's Office. The remainder of the Adopted Budget is supported by General Fund discretionary (28%) and General Fund overhead recovery (23%). The office funding mix is gradually shifting, with discretionary funding decreasing and funding from interagency and overhead increasing.

BUDGET NOTES

Special Litigation Unit

The City Attorney and OMF will evaluate the cost effectiveness of establishing a Special Litigation Unit as submitted by the City Attorney in the Requested Budget. The two offices will work together to determine an equitable funding methodology. A joint report will be presented to Council by August 2004.

Strategic Direction

SIGNIFICANT ISSUES

The City Attorney's office faces one continuing major issue: increasing legal needs and limited City resources. The City's legal work is not optional; it must be done as needed. There are only two ways of doing it: City lawyers or more expensive outside counsel.

Cost Control

The City's legal costs have increased in recent years as the City has hired outside firms to handle overflow work. Although there have been large fluctuations in recent years, outside counsel costs are generally following a upward trend. The City Attorney's office has explored the possibility of creating a special litigation unit to help address outside legal costs. The proposal in its current form is not included in the Mayor's proposed budget.

Two ways to cut costs: increase paralegal use and decrease outside counsel use. Another effective way to control the City's legal costs is to maximize the use of paralegal assistants and other non-attorney staff. The office has added paralegals as a more efficient way to handle some legal work.

MAJOR INITIATIVES

Initiatives

The nature and amount of legal work is not under the control of the office.

The office works on virtually all major initiatives in the City. At the outset of every major policy or program initiative by any Council member or bureau, it is necessary to determine whether there is legal authority for the proposed program. Next, it is necessary to craft the program in such a way as to meet constitutional and statutory requirements and achieve program goals. Third, after being adopted, City initiatives may be subject to legal challenges, including extended litigation. Fourth, even if the policy is legally sound, the way it is implemented may be challenged long after it is in place.

Although the City Attorney's office works on most major City initiatives, the content of the office's work generally depends on forces beyond its control. Factors affecting workload include:

- Initiative undertaken by City Councils and bureaus, including capital projects.
- Litigation filed against the City by citizens and businesses.
- Employment and disciplinary matters in bureaus.
- Federal and state mandates and changes in the regulatory environment.
- Code enforcement matters.
- Land use applications.
- Environmental requirements.
- Applications for workers' compensation.
- Intergovernmental initiatives.

In some instances, the City Attorney's office goes beyond traditional legal practice and plays a key role in developing and implementing major initiatives.

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals

The Office of the City Attorney pursues the following long-term goals:

- 1. Perform top quality, professional work, unaffected by politics or personalities.
- 2. Pursue aggressive cost controls and expenditure restrictions to decrease costs and promote efficiencies.
- Identify legal risks and remedy legal problems, while nonetheless encouraging prudent risk-taking; when the City encounters legal obstacles, propose alternative legally acceptable ways to accomplish public objectives.
- 4. Expand environmental practices and procedures using recycled paper and supplies, recycling, and similar practices.
- 5. Make maximum feasible use of computerized research and other legal tools so as to limit expenditures and be able to compete with private firms which oppose the City in litigation and negotiations.
- 6. Maintain an office environment and a level of compensation that allows the office to compete with private law firms in hiring and retaining top quality lawyers and staff.

COUNCIL PRIORITIES

Council Issues and Priorities

Because of its role as provider of legal services to all parts of the City, the office is necessarily working on virtually all of the City's priorities. The intensity of the legal work required varies from priority to priority.

It is anticipated that in the next two fiscal years, the office will be most actively providing legal advice and services on the following priorities identified by the Council:

- City's business development
- Maintaining local authority
- North Macadam and other development projects
- Public Employees Retirement System
- Tax and revenue issues
- Possible utility acquisition
- Minor and major league sports
- Telecommunications
- Public Contracting issues
- Neighborhood and livability issues
- Portland Harbor
- Endangered Species Act
- Combined Sewer Overflow Projects.
- Independent Police Review

Virtually all major City initiatives require legal work.

- Multi-model transportation system
- Develop and maintain street networks & transportation options
- Diversify City work force
- Growth and its implications, including how to pay for services
- Providing access to jobs for Portland citizens
- Neighborhood infrastructure

- Affordable Housing
- Public safety
- Fire and Police Disability and Retirement
- Youth and families
- ♦ 25-year vision
- Unified planning strategy
- Parks and green space acquisition and development
- The City Attorney's office also works internally to promote diversity and other goals

The office works with the League of Oregon Cities, the Oregon City Attorney's Association, the Oregon State Bar, and other community organizations and groups to promote policies and programs in support of goals found in the Portland/Multnomah Benchmarks and Future Focus.

Overview of Programs

LEGAL SERVICES

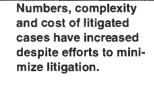
All bureau staff work within the Legal Services Program

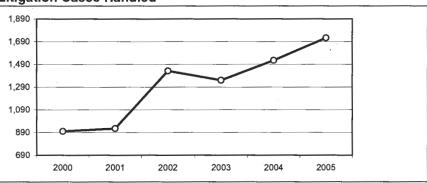
The City Attorney's budget has one budget program that includes personnel, administrative and overhead costs. The Legal Services program includes the following personnel: the City Attorney, Chief Deputies, Deputy City Attorneys, Paralegal Assistants, Legal Assistants, and Administrative Staff. All provide legal work directly to the City Council, bureaus, agencies and program managers.

Legal Services include representing the City in court litigation, administrative proceedings, appeals, and other judicial processes. This program also provides advice, consultation and research on issues and questions regarding municipal operations and programs, contract negotiation, and training.

Performance Measures

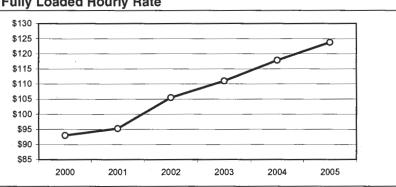
Litigation Cases Handled



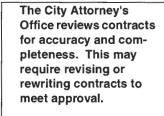


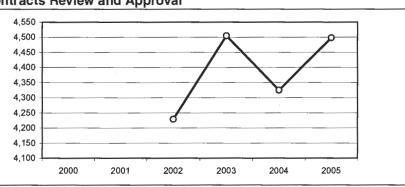
Fully Loaded Hourly Rate

The office's fully loaded hourly rate includes direct expenses for staff and materials necessary to produce legal work, and also both indirect and direct overhead costs.



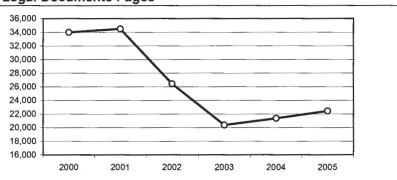
Contracts Review and Approval





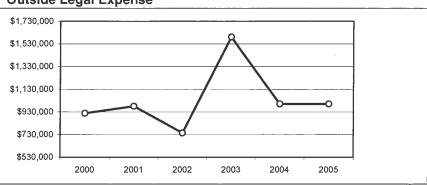
Legal Documents Pages

As this graph shows, while all legal work is document intensive, actual printing requirements fluctuate greatly.

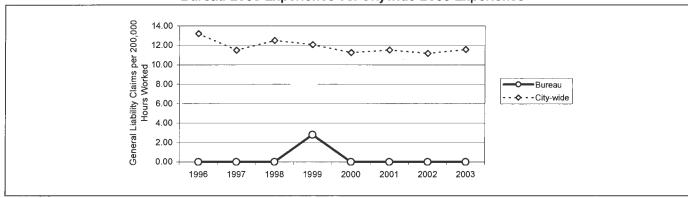




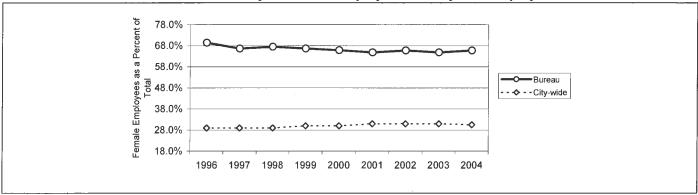
City expenses of outside counsel increased dramtically in FY 2003 and continue to be higher in recent years than in the past.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004–05
OFFICE OF THE CITY ATTORNEY						
Affirmative Action Measures						
Female Employees as a Percent of Total	65.8%	64.9%	65.8%	64.9%	65.8%	
Minority Employees as a Percent of Total	14.6%	13.5%	13.2%	10.8%	13.2%	
Office of the City Attorney						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00	0.00		
Workers Comp Claims per 200,000 Hours Worked	0.00	0.00	2.62	0.00		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00	\$0.00		
Workers Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.01	\$0.00		
Legal Services						
Workload						
Litigation Cases	900	925	1,432	1,350	1,525	1,723
Litigation cases handled: This measur from the relatively routine to the extrem						cases range
Legal Documents Pages	34,000	34,500	26,430	20,370	21,365	22,433
A significant amount of legal work invol often provided in written form. Increase	lves creation of w ed use of electron	ritten materials fo ic media have ha	or both litigation a ad an impact on t	and legal advice. his measure.	Legal research a	and analysis is
Hourly Rate	\$93	\$95	\$105	\$111	\$118	\$124
The City Attorney's Office fully loaded with outside attorneys.	hourly rates show	the cost of legal	services on an h	nourly basis and p	provides a point of	of comparison
Contracts Review and Approval			4,229	4,505	4,325	4,498
The City Attorney's Office is required to negotiation on many contracts.	approve all City	contracts as to fe	orm. The office a	also provides lega	al advice and ana	llysis and
Outside Legal Expense	\$918,384	\$980,000	\$744,487	\$1,592,000	\$1,000,000	\$1,000,000
It is more efficient and economical to h and lack of resources require some ca	andle the City's le	egal work in hous outside counsel.	se. However, con	iflicts of interest,	specialization of	some cases,

	Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05
EXPENDITURES									
Operating Budget									
Personal Services	4,018,279		4,187,510		4,302,826		4,564,341		4,564,341
External Materials and Services	266,122		231,392		306,801		353,662		353,662
Internal Materials and Services	450,467		447,570		514,384		551,346		551,346
Minor Capital Outlay	0		0		0		0		0
Equipment Cash Transfers	1,250		3,000		0		0		. 0
Total Operating Budget	4,736,118		4,869,472		5,124,011		5,469,349		5,469,349
Capital Improvements	0		0		0		0		0
TOTAL BUREAU EXPENDITURES	\$ 4,736,118	\$	4,869,472	\$	5,124,011	\$	5,469,349	\$	5,469,349
Allocated Overhead	0		0		0		0		0
Total Cost with Allocated Overhead	4,736,118		4,869,472		5,124,011		5,469,349		5,469,349
RESOURCES									
General Fund Discretionary	1,479,447		1,427,019		1,536,862		1,552,129		1,557,911
Non-Discretionary Revenues Grants & Donations	0		0		0		0		0
Contract Revenues	0		0		0		0		0
Interagency Revenues	2,065,121		2,224,942		2,419,227		2,653,338		2,653,338
Program Revenue	13,833		10,369		0		0		0
Overhead Recovery	1,177,717		1,207,142		1,167,922		1,263,882		1,258,100
Total Non-Discretionary Revenues	3,256,671		3,442,453		3,587,149		3,917,220		3,911,438
TOTAL GENERAL FUND RESOURCES	4,736,118	\$	4,869,472	\$	5,124,011	\$	5,469,349	\$	5,469,349
Note: Discretionary General Fund re Non-Discretionary revenues are rest	venues are those v	hich i	may be used by ctual agreemen	City t to th	Council for any e bureaus that	publi gene	c purpose.	e.	
PROGRAMS									
Legal Services	4,736,118		4,869,472		5,124,011		5,469,349		5,469,349
Positions	40		38		37		45		45
TOTAL PROGRAMS	\$ 4,736,118	\$	4,869,472	\$	5,124,011	\$	5,469,349	\$	5,469,349
Positions	40		38		37		45		45

0

11

15

13

General Fund Discretionary Positions

15

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personnel	Services					
	Full-Time Employees	2,391,505	2,412,878	2,967,879	3,354,579	3,354,579
512000		285,524	331,758	386,147	269,097	269,097
517000	Benefits	908,772	1,002,572	948,800	940,665	940,665
518000	Paid Absence	432,478	440,302	0	0	0
Total Pers	onnel Services	4,018,279	4,187,510	4,302,826	4,564,341	4,564,341
Materials	and Services					
	Materials and Services					
521000		0	0	0	0	0
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	0	0	0	0	0
524000	Repair & Maintenance Services	3,760	2,889	12,183	12,914	12,914
525000	Non-Capital Improvement	0	. 0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	86,472	73,329	94,300	109,810	109,810
531000	Office Supplies	38,864	29,894	66,343	84,736	84,736
532000	Operating Supplies	100,680	69,704	95,936	106,324	106,324
533000	Repair & Maintenance Supplies	0	0	0	0	0
534000	Minor Equipment & Tools	2,475	22,844	0	0	0
535000	Clothing & Uniforms	0	0	0	0	0
539000	Other Commodities External	0	0 704	_	•	_
541000	Education	28,594	26,724	27,424 2,034	29,562	29,562
542000	Local Travel	779	1,433	4,230	2,467 5,628	2,467 5,628
543000	Out-of-Town Travel	3,926	3,491		5,626	5,626
544000	Space Rental	0	0	0	0	0
545000	Interest	0	-	0	0	0
546000	Refunds	0	0	0	0	0
547000	Retirement System Payments Operating Lease	0	0	. 0	0	0
548000 549000	Miscellaneous	572	1,084	4,351	2,221	2,221
	ternal Materials and Services	266,122	231,392	306,801	353,662	353,662
	Materials and Services		,	222,227	,	
551000		2,603	3,164	4,285	3,640	3,640
552000	Printing & Distribution	47,935	44,739	57,643	59,106	59,106
553000	Facilities Services	195,322	200,188	200,591	215,019	215,019
554000	Communications Services	50,929	46,829	46,714	47,403	47,403
555000	Information Technology	39,854	38,734	75,843	82,082	82,082
556000	Insurance	68,361	67,320	68,769	95,468	95,468
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	45,463	46,596	60,539	48,628	48,628
559000	Other Fund Services	0	0	0	0	. 0
Total Int	ternal Materials and Services	450,467	447,570	514,384	551,346	551,346
Total Mate	erials and Services	716,589	678,962	821,185	905,008	905,008
Capital O	-					
561000		0	0	0	0	0
	Buildings	0	0	0	0	0
563000	Improvements	0	0	0	0	0
564000		0	0	0	0	0
565000		0	0	0	0	0
566000	• •	0	0	0	0	0
567000		0	0	0	0	0
568000		0	0	0	0	0
569000		0	0	0	0	0
<u>·</u> .	ital Outlay	0	0	0	0	0
	Equipment Cash Transfers Minor Equipment Transfers	1,250 0	3,000 0	0	. 0	0
	REAU EXPENSES	\$ 4,736,118	\$ 4,869,472	\$ 5,124,011		\$ 5,469,349

		Actual FY 2002	Actual FY 2003		vised 003–04		oosed 004–05		opted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
924	Administrative Supervisor III	1	1	0	. 0	0	0	0	0
962	Assistant Program Specialist	1	1	0	0	0	0	0	0
714	Chief Deputy City Attorney	2	2	0	0	0	0	0	0
715	City Attorney	1	1	0	0	0	0	0	0
7030	City Attorney	0	0	1	119,072	1	131,125	1	131,125
7483	City Attorney, Chief Deputy	0	0	2	214,928	2	222,457	2	222,457
7481	Deputy City Attorney	0	0	9	726,074	11	915,216	11	915,216
711	Deputy City Attorney II	4	4	0	0	0	0	0	0
712	Deputy City Attorney III	3	3	0	0	0	0	0	0
7482	Deputy City Attorney, Senior	0	0	11	1,078,712	11	1,111,668	11	1,111,668
7377	Financial Analyst, Senior	0	0	1	68,958	1	71,060	1	71,060
2543	Information Systems Analyst III	1	1	1	65,415	1	68,267	1	68,267
7487	Law Office Administrator) 0	0	1	73,486	1	74,897	1	74,897
240	Legal Assistant	6	6	0	0	0	0	0	0
7475	Legal Assistant	0	0	5	269,338	7	353,881	6	334,932
7476	Legal Assistant, Senior	0	0	2	117,166	2	122,014	2	122,014
7489	Legal Contract Analyst	0	0	1	82,230	1	84,105	1	84,105
102	Office Support Specialist II	2	1	1	31,293	1	33,435	1	33,435
7477	Paralegal	0	0	1	60,064	1	61,304	1	61,304
709	Paralegal Assistant	4	3	0	0	0	0	0	0
7478	Paralegal, Senior	0	0	1	61,143	2	124,099	2	124,099
971	Program Manager III	1	1	0	0	0	0	0	0
713	Senior Deputy City Attorney	13	13	. 0	0	0	0	0	0
828	Senior Financial Analyst	1 1	1	0	0	0	0	0	0
TOTAL	FULL-TIME POSITIONS	40	38	37 \$	2,967,879	42 \$	3,373,528	41 \$	3,354,579
7030	City Attorney	0	0	0	0	0	0	0	0
7481	Deputy City Attorney	0	0	0	0	1	45,741	1	45,741
7482	Deputy City Attorney, Senior	0	0	0	0	1	79,433	1	79,433
7475	Legal Assistant	0	0	0	0	0	0	1	18,949
102	Office Support Specialist II	0	0	0	0	1	15,701	1	15,701
7477	Paralegal	0	0	0	0	1	27,085	1	27,085
7478	Paralegal, Senior	0	0	0	0	1	82,188	1	82,188
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	4 \$	250,148	4 \$	269,097

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

		AMOUNT				
ACTION	Ongoing	One-Time	Total	Package	FTE	DECISION
FY 2004-05	5,319,019	570	5,	319,589	43.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	ts					
	593	0		593	0.0	Discretionary adj-OMF interagency changes
	0	. 0		0	0.0	General Fund overhead adjustment
Mayor's Propose	ed Budget Decisio	ns	1			·
	(70,424)	0	1	(70,424)	0.0	External Materials and Services Reduction
	0	151,308		151,308	1.5	Positions for Business License Collections
	68,283	. 0		68,283	0.5	Increase City Attorney to Full Time
Approved Budg	et Additions and R	eductions				
	0	0		0	0.0	None
Adopted Budge	t Additions and Re	ductions				
-	0	0		0	0.0	None
	(1,548)	151,308		149,760	2.0	Total FY 2003-04 Decision Packages
		7414	\$ 5,	469,349	45.0	Total Adopted Budget
			1	i		1
FY 2004-05 Deci	ision Packages No	•				On a della Mineria e 11-14
	293,233	0		293,233	0.0	Special Litigation Unit
			\$	293,233	0.0	Total Decision Packages Not Accepted

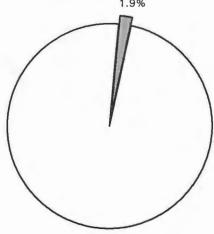
Office of the City Auditor

Legislative, Administrative and Support Services Service Area

Gary Blackmer, City Auditor

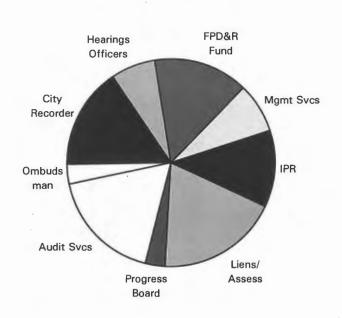
Percent of General Fund

Auditor = \$7.1 Million 1.9%



General Fund = \$365.5 Million

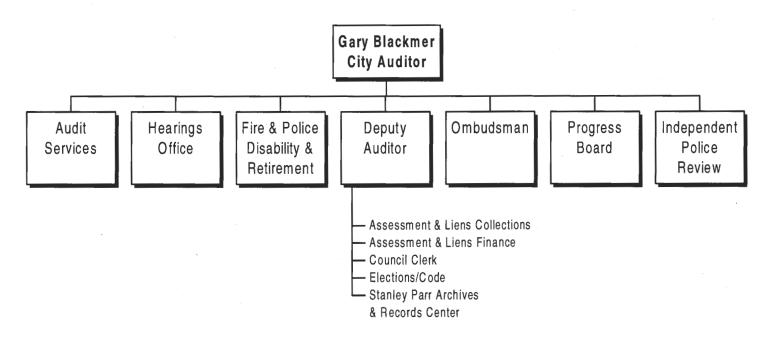
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	6,851,094	7,119,779	268,685	3.9%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 6,851,094	\$ 7,119,779	\$ 268,685	3.9%
Authorized Positions	64	65	 1	1.6%

Office of the City Auditor



Bureau Summary

BUREAU MISSION

The mission of the City Auditor's Office is to foster open and accountable government. This is accomplished by providing access to City information, and conducting independent and impartial reviews that promote fair, efficient, and quality services.

VISION AND VALUES

Citizens will have increased confidence in City government knowing that an independent Auditor's Office is improving their City services and access to information. The Auditor's Office has the following vision and values:

We value our unique position of the independence of the Auditor's Office in the Commission form of government.

We value professionalism in the quality of our work and our interactions with each other, with other bureaus, and the public.

We value open and accountable government to achieve continuous improvement in City services to the public.

BUREAU OVERVIEW

Organizational Description

The City Auditor is the sixth elected official of the City of Portland. In the Commission form of government, the Auditor provides accountability for the use of public resources and access to information for all Council members and the public. The Auditor is required by City Charter to be professionally certified and is prohibited from running for any other elected City position while in office.

The City Charter assigns the Auditor a variety of responsibilities: conducting financial and performance audits, supervising City elections, maintaining all official business records of the City, providing official certifications, serving as the secretary of the Fire and Police Disability and Retirement system, and assessing and collecting liens. Some programs have been transferred to the office or are relatively new. The Hearings Office was assigned to the Auditor's Office in 1990. The Portland Multnomah Progress Board was moved to the City Auditor's Office on January 1, 2000. The Ombudsman Office started working with citizens and bureaus on July 1, 2001. The Independent Police Review started taking citizen complaints on January 2, 2002. These added programs were assigned to the City Auditor's Office because they fit within its mission and role.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Adopted Budget

The Auditor's Office FY 2004-05 Adopted Budget complies with the 2.5% reduction from the current appropriation level budget as required by Council. The remaining programs in the Auditor's Office, which have undergone cuts, efficiency measures, and increased span of control during the past five years, continue to operate at constrained levels. The Adopted Budget includes add packages to reduce costs, increase revenues, and improve accountability.

Better City Government

To better accomplish its mission, the Auditor has implemented enhancements to the office during the past five years, some of which have been implemented. The Auditor's Office has put into place the e-Files system for electronic archiving of documents, the Ombudsman Office, the Independent Police Review program, and the first foreclosure effort in over 30 years. The Auditor's Office is also committed to the implementation of Managing for Results, maintaining the Portland policy documents and putting other City documents on the Internet.

SUMMARY OF BUDGET DECISIONS

Intake Investigations

The Adopted Budget has restored two complaint investigators within the Independent Police Review Division in the amount of \$143,598. The budget also includes one-time funding for a.5 FTE Claims Examiner position and 1 FTE Office Support II position in the amount of \$97,923. These positions are needed to handle the 50% increase in workload. The clerk is needed to handle additional case-handling responsibilities and the part-time Examiner will provide more timely review of investigations and complaints. Timeliness of investigations was a key Council priority in redesigning complaint handling. With these positions, the intake investigators can keep current with complaints and maintain the timeliness and involvement in investigations.

Officer-involved shooting review

The Adopted Budget includes one-time funds in the amount of \$35,000 for the Auditor's Office to contract with the Police Assessment Resource Center (PARC) for a second year report. The report will review 12 to 15 shootings, report any policy recommendations not already identified, and review and advise on bureau implementation efforts. The total cost of the report is \$55,000; the Auditor's Office will provide the remaining amount of \$20,000.

Continue Foreclosure

The Adopted Budget incorporates an budget add package for \$84,269 to continue the position of Foreclosure Manager. The Auditor initiated the first foreclosure process in 30 years to address the \$7 million in liens that were delinquent more than 365 days. In the first 18 months of efforts over \$380,000 has been collected and owners are paying off another \$270,000 in the next 36 months. The cost for this position is paid by the LID Construction Fund.

Eliminate two Customer Account Specialists

The Adopted Budget approves the elimination of two vacant Customer Account Specialists in the Assessment and Liens Division. In the middle 1990s the division grew to a staff of 18 to handle the Mid-County sewer project. Since then the number of accounts has declined. The Office continues to get new accounts but a greater share of staff time is now spent preventing delinquencies if a customer is late with a payment, which complements the foreclosure efforts.

Reclassify one position in the FPD&R Fund

The Adopted Budget approves the reclassification of one Assistant Claims Technician to a Claims Technician within the Fire and Police Disability and Retirement Fund. This expense will be paid for by an interagency agreement with the Fire and Police Disability and Retirement Fund.

FUNDING SOURCES

General Fund Support

The Auditor's Office receives funding from General Fund discretionary resources and the allocation of overhead to City bureaus.

Interagency Revenues

The Auditor's Office receives revenue from other City agencies through interagency service agreements with the following funds and bureaus to provide support for specific programs: LID Construction Fund, the Fire and Police Disability and Retirement Fund, the bureaus of Police, Environmental Services, Licenses, Development Services, and the Office of Neighborhood Involvement.

Intergovernmental Revenues

The Auditor's Office has intergovernmental agreements for specific programs and services with Multnomah County, the Port of Portland, TriMet, and the Oregon Department of Transportation.

Other Funding Sources

The Auditor's Office receives revenue from Planning Bureau permit fees for partial support of the Land Use Appeals process and miscellaneous revenues from the sale of copies of the City Code and City Charter.

Strategic Direction

SIGNIFICANT ISSUES

Accountability

Public distrust and dissatisfaction with government is a frequently expressed sentiment. Portland has long been a leader in accountability through the efforts of the Auditor's Office. For the past five years the independently elected auditor has been proposing constructive solutions to improve government services, some of which have been implemented, while others await Council support through additional resources.

Managing Wisely

The City of Portland faces challenging times: growing resource constraints, changing public demands, and increasing government complexity. Working in partnership with the Bureau of Planning, Office of Management and Finance, and other City bureaus, the Auditor's Office will provide technical advice and assistance to implement Managing for Results.

Space Shortage at SPARC

The Stanley Parr Archives and Records Center (SPARC) is approximately 99.5% full and requires constant space monitoring. The e-Files system at SPARC has a space management component which has assisted with this challenge. However, this system will only partially address the increasing storage demands in the future, which are also affected by other factors like decreasing storage space in bureau offices, and changes in local, state and federal record keeping requirements. The Auditor's Office will begin exploring options for additional storage.

Rising Public Expectations for Access to City Information

The increased popularity of the Internet is creating a public expectation for access to City information through that medium. The Auditor's Office has expanded its use of the Internet to reduce printing and mailing costs to distribute information such as the City Charter and Code, Portland policy documents, Council agenda, ordinances, records requests, and audit reports. In addition, Auditor's Office staff have taken on the responsibility of maintaining an up-to date City home page.

Successful school efforts

A well educated public is a key to fulfilling lives, civic engagement, economic development, and healthy families. Deep cuts in State funding for schools requires that public resources are wisely allocated and achieve the best possible outcomes. Portland and Multnomah County leaders helped schools overcome a funding shortfall in the short-term, but continued attention is necessary.

The Portland Multnomah Progress Board monitors key indicators of community well-being and is also a census affiliate, helping City, County, and school managers understand impacts on housing needs, transportation patterns, park and recreation activities, foreign language needs, economic development opportunities, and other services affected by demographic shifts. The staff have also been assisting the Leaders' Roundtable and school principals to improve third grade reading scores.

As part of a May 2003 Multnomah County vote, a three-year tax increase included funds for the Multnomah County Auditor and Portland Auditor to review school district efforts. Funding provides for two additional audit staff located in the County Auditor's Office. The two elected auditors will supervise audits of school district activities to identify any improvements.

Lien Accounting System migration

The Auditor's Office Lien Accounting System is over 10 years old. The office will prepare a plan to migrate the system to a different platform during the next fiscal year.

MAJOR INITIATIVES

Significant Changes

During his first term the City Auditor reviewed the roles and responsibilities of the Auditor's Office, proposed a plan for significant changes, and with City Council backing began implementing them. These changes are in place and have great potential for improving City services. The emphasis for Auditor's Office personnel has now shifted to maximizing results for the public and City bureaus.

Quality Services

Portland's Audit Services Division is a nationally recognized leader in performance auditing. Its ongoing efforts produce recommendations that enhance the efficiency and effectiveness of City services.

The public also has an expectation that City services will be provided in a fair and equitable manner. Council supports this viewpoint and funded the creation of two new programs in the Auditor's Office. The Ombudsman Office and Independent Police Review Division provide a means of complaint resolution for citizens who feel they have not been treated fairly. Both of these offices will ensure an independent review of complaints and can make policy recommendations to prevent similar incidents in the future.

E-Files

The e-Files system has been successfully installed at the Archives Center and the Auditor's Office and is capturing Council documents in electronic format. This technology provides a framework for electronic storage and access of documents and will reduce the need for additional space at SPARC. Council agendas, documents submitted to Council, and policies furnished on the Internet will all be easier to accomplish with e-Files. Access through the Internet reduces printing and mailing costs and provides instant access to citizens in their homes, businesses, or libraries. The Auditor's Office will formulate a three-year plan, time line, and budget to implement this system on a Citywide basis.

Foreclosure

The City has not foreclosed on a delinquent property in 30 years. City Council approved the foreclosure code January 29, 2003; it took effect March 7, 2003. The Auditor's Office has developed policies and procedures for the foreclosure process and plans to foreclose on delinquent property in August 2003. Over \$6.3 million in delinquent lien payments are due the City, mostly for code enforcement activities of Bureau of Development Services. Foreclosure could generate at least \$354,000 annually for the next two years.

MANAGEMENT GOALS & OBJECTIVES

Management Objectives for FY 2004-05

The Auditor's Office plans to achieve the following objectives in FY 2004-2005:

- Complete eight audits that will help improve the City's public accountability and identify opportunities for increased efficiency and effectiveness.
- Continue to work closely with City bureaus and elected officials to improve the City's performance management and reporting systems.
- Provide technical assistance to help implement a Managing for Results system for the City of Portland.
- Provide bureau staff with the capability to electronically review Council documentation for weekly sessions.

- Install the e-Files system in the Mayor's and Commissioners' offices and train staff in its use.
- Organize and coordinate the information on the City's Internet web site. Maintain and update the web site with current information on a weekly basis.
- Develop and implement a plan and time line for implementing the e-Files system on a Citywide basis.
- Install e-Files in the Police Records division offices and train personnel to request and track Police incident files stored at the Archives and Records Center.
- Develop an historical exhibit to be displayed in City Hall.
- Develop and implement a plan to rewrite the current Lien Accounting System software to operate on another platform and migrate the system off the City's enterprise server.
- Develop software that is more user friendly, cost efficient, and accessible to customers in a web-based environment.
- Foreclose on delinquent property in FY 04-05.
- Develop a database for the Land Use Hearings Office.
- Revise appeals and hearings processes to be more uniform and easy to apply.
- Update the Progress Board benchmarks and web site.
- Develop administrative, demographic, and other relevant data at a geographic level that assists policy and decision-makers in addressing community concerns.
- Analyze and report on significant migration patterns identified in newly released Census data.
- Work with key state agencies to obtain geocoded data to assist local government agencies.
- Provide citizens an independent, efficient, and accessible system for receiving and addressing complaints, grievances, or concerns with City government.
- Conduct at least two policy reviews of police operations to identify any recommendations to improve police services.
- Introduce the Auditor's Administrative Investigation Management System within the Police Bureau for better tracking and reporting on internal criminal and internal affairs investigations and findings.
- Conduct at least 30 mediations between police officers and complainants.

Long-Term Goals

The Auditor's Office plans to achieve these long-term goals during the next five years:

- Provide a full range of services for assisting citizens in resolving problems with City bureaus.
- Focus on core responsibilities and appropriate activities and transfer other duties to other bureaus to best serve the needs of the public.
- Provide an information system for the storage, management, and retrieval of official
 City records in both paper-based and electronic forms.
- Plan to address growth needs for storage of paper records as driven by local, state and federal requirements and shrinking bureau office storage.
- Gather and objectively report measures to help improve public services, to assist in decision-making, and to better engage citizens and businesses in collaborative problemsolving.
- Provide citizen and bureau access to current and retrospective information on the City Code, City Charter, Council documentation, and other City records through effective use of information technology.

COUNCIL PRIORITIES

Council Issues and Priorities

As an independently elected official, the City Auditor does not fall under the direction of Council. The Auditor advocates for public accountability to improve the efficiency, effectiveness, and equity of City services. Improving City services is a fundamental goal shared by the Auditor and Council, and most activities of the Auditor's Office contribute to many of the specific Council goals.

*Budget requests are identified with an asterisk

Maintain a financially stable City

Annual financial audits

Periodic financial condition reports

Various performance audits

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

Portland Multnomah Progress Board demographic reports

Managing for Results initiative

*Neighborhood-level citizen survey proposal

*Annual business survey proposal

Land Use appeals before the Hearings Officer

Ensure a safe and peaceful community

Various public safety performance audits

IPR policy reviews

IPR Officer-Citizen mediations build stronger ties in the community

- *Annual review of officer-involved shootings
- *Adequate IPR intake investigation personnel
- *Neighborhood-level citizen survey proposal

Citizen appeals to Hearings Officer of exclusions

Ombudsman assistance and complaint resolution

Build a multi-model transportation system

LID financing for Portland Streetcar, sidewalks, and streets

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

Various parks performance audits

Portland Multnomah Progress Board environmental benchmarks

Ensure decent, affordable housing

Lien collections on housing and code violations

*Continue foreclosure on delinquent liens

Various performance audits

Promote economic vitality and access to quality jobs for all

*Annual business survey proposal

Support quality education to produce well-educated citizens

City-County joint school district audits

Portland Multnomah Progress Board education benchmarks

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

*Neighborhood-level citizen survey proposal

Council division publishes agendas, minutes, public records, Charter, Code, and Portland Policy Documents

E-Files - increased access to City documents

Ombudsman assistance and complaint resolution

Public assistance and monitoring of campaigns and elections

Keep the central city vital

*Annual business survey proposal

Become a more effective partner in the region

Interactions among leaders on the Portland Multnomah Progress Board

Demographic assistance by Progress Board staff

City-County joint school district audits

Grow as an international city

Portland Multnomah Progress Board economic benchmarks

Overview of Programs

OMBUDSMAN OFFICE

The Office of the Ombudsman is an independent, impartial office, responsible to the City Auditor, that investigates the administrative acts of City agencies in a non-adversarial manner. When warranted, the office recommends appropriate changes to promote higher standards of competency, efficiency, and justice in the provision of City services. The Ombudsman has access to all public records, but has no authority to issue a directive or reverse a decision.

The Ombudsman's job is to investigate complaints and determine whether the City has acted fairly and efficiently. If a complaint is justified, staff will work with the citizen and the agency to find a fair solution and may recommend changes in policies or procedures to avoid subsequent problems. If a complaint is not justified, the office will explain the reasoning and the public interest implications to the citizen. This helps protect employees from unfounded criticism. The Ombudsman provides a significant role in making sure concerns are addressed, and in turn, helps to avoid more costly conflicts. The office is committed to increasing trust in local government.

Due to a changing workload and the loss of a position in FY 2002-03, the Auditor evaluated staffing and workload throughout the organization with the intention of improving efficiencies. A clerical position, along with some responsibilities, was transferred from the Ombudsman to the City Recorder and Management Services programs where staffing was insufficient to meet the workload.

INDEPENDENT POLICE REVIEW

The Independent Police Review (IPR) Division within the Office of the City Auditor was established July 1, 2001. The mission of the division is to improve police accountability to the public and to provide the opportunity for a fair resolution of complaints against the police. The division works with the Citizen Review Committee and the Police Bureau to ensure that proper actions are taken to address complaints about police activities, that the complainants and officers have an opportunity for a fair appeal of the results, and that preventable problems are identified and addressed through well-researched recommendations for improvement.

While the Police Bureau retains primary authority for investigating complaints, the staff of the IPR receives the initial complaints, reviews police investigative findings, monitors and reports on complaint status, and conducts independent investigations when warranted. A Citizen Review Committee, appointed by City Council, reviews and decides on citizen appeals of investigation findings. The Committee also reviews complaint trends and works with IPR to advise the Police Bureau on ways to improve practices that contribute to citizen complaints.

The office has the authority to initiate independent investigations using staff or contract employees if the director believes that the Police Bureau investigation might not be timely, thorough, complete, or sufficiently fair. IPR prepares frequent public reports on the status and resolution of citizen complaints. This division is implementing an ongoing outreach program to inform citizens and police officers of the operation of the complaint handling system. Evaluation surveys are distributed regularly to monitor customer service goals. The Auditor received City Council approval and hired an outside expert to review officer involved shootings and in custody deaths and make policy recommendations.

AUDIT SERVICES

The mission is to promote honest, efficient, effective and fully accountable City government. The program addresses this mission by conducting independent audits and analyses that provide objective information to City officials, management, and the public. The program also prepares the annual Service Efforts and Accomplishments Report which includes the City Auditor's Citizen Survey.

Performance and financial audit reports identify savings and revenue enhancements, strengthen management controls and improve the efficiency and effectiveness of City government operations. Since 1985, the Audit Services program has issued over 149 reports and identified over \$18.1 million in measurable financial benefits to the City. Bureaus have implemented or are in the process of implementing over 80% of audit report recommendations.

CITY RECORDER

The City Recorder program develops, maintains, and provides accurate and objective documentation of City business and acts as an information clearinghouse for the Council, bureaus, and the public. This program has implemented an electronic records management program that allows easy access to Citywide information.

Council Clerk/ Contracts

As Clerk of the Council, the City Recorder program is responsible for preparing the Council agenda, processing City ordinances and resolutions, and transcribing the official summary minutes of Council meetings. The division maintains the official copy of the Portland City Code, City Charter, Portland Policy Repository, and coordinates the publishing of the City Code on paper, CD ROM, and on-line. The City Recorder Division also receives accounting documents, contracts, and data from other bureaus and provides this information to the public and other City bureaus as requested. Through this division, the City Auditor gives final approval to all claims for payment against the City, disburses payments, and maintains current files of all City contracts.

Archives and Records Management

The Archives and Records Management program (ARM) is responsible for semi-current and inactive records storage, confidential destruction, preservation of historical records, and provision of reference and retrieval services for the general public and city employees at the Stanley Parr Archives and Records Center (SPARC). This program develops and distributes retention and disposal schedules for all City agencies and negotiates retention periods and policy disclosure statutes in cooperation with the Oregon State Archives. This program assists the elected officials and bureaus in managing their public records legally and efficiently and is committed to documenting and preserving evidence of City actions and City government history. In addition, Archives/Records is responsible for maintaining the City's historical records and provides expertise concerning City records issues.

LIENS & ASSESSMENTS

The Assessment and Liens program helps plan and finance local improvement projects, assist in code enforcement efforts, and provide low-cost financing to property owners for street, sewer, and sidewalk improvements. This program oversees the LID Construction Fund, the Bancroft Bond Fund, and the Assessment Collection Fund. This program is responsible for the legal lien notifications of all City agencies, maintaining the City's official electronic lien docket as required by state law, and the billing and collection of current and delinquent installment payment assessments.

Program Revenues

The program is entirely funded through fees and charges paid by property owners and, to a limited extent, interagency revenues from the Office of Transportation, and the Bureau of Environmental Services.

In FY 2002-03, over \$14.4 million in liens receivable was collected on City assessments for street, sewer, and sidewalk improvements, code enforcement efforts, and system development charges. There are currently over 7,900 active accounts with a total value of over \$40 million. New accounts created in FY 2002-03 totalled 1,960 with a total assessed value over \$20.7 million. The increase in accounts and liens receivable from the previous year is due to the assessment of the N. Marine Drive extension, the NW Thompson Road, and the Lower Albina Overcrossing LID projects. Assessment activity fluctuates depending on project activity in the bureaus we provide services to. Collection activity continues to increase as we proactively reduce the number and dollar value of our delinquent lien accounts, through foreclosure and other proactive methods.

The division's assessment portfolio includes the Office of Transportation, the bureaus of Parks, and Environmental Services system development charges; local improvement district (LID) assessments; nuisance abatement, derelict building, code violation, code enforcement, and demolition assessments; sidewalk assessments; and the private plumbing loan program. Also the LID program has been utilized to finance speed bumps, street lighting, and, in part, the Portland Streetcar, and various pedestrian access improvements.

Future Issues

As the City seeks to implement Metro 2040 goals and address a large backlog of infrastructure needs, it is anticipated there may be greater reliance on the local improvement district process to finance infrastructure development creatively.

FIRE & POLICE DISABILITY & RETIREMENT FUND

This program manages the City's Fire and Police Disability and Retirement System, which was authorized by the voters in 1948 and revised by them in 1989. This program is supported by the proceeds of a continuing property tax levy authorized in 1948. Program personnel support the fund's board of trustees, advise and assist members of the retirement system, provide claims management service and prepare payments for members of the system and their survivors.

Revisions

The revision of this program, authorized by voters in 1989, significantly affected the way the program does business. The revisions emphasized rehabilitation and return to work of disabled personnel, limited claims due to stress, and changed the list of work-related injuries. These changes, particularly those affecting disability eligibility and return to work, require a more active role of staff in investigating and processing claims and greatly increase the need to counsel members on eligibility requirements and program options.

Budgeted Costs

This program includes only the personnel costs of managing the Fire and Police Disability and Retirement System. The Auditor's Office is fully reimbursed for these costs through an interagency service agreement. All other costs are budgeted directly in the Fire and Police Disability and Retirement Fund.

HEARINGS OFFICERS

The Hearings Office provides a forum for public hearings and renders objective decisions on matters over which City Council has given it jurisdiction. Generally, hearings involve land use and code enforcement. However, City of Portland Hearings Officers have jurisdiction to hear a broad spectrum of cases from Multnomah County Adult Care Facility appeals to Oregon Department of Transportation and Port of Portland tow appeals.

Land Use

The Land Use Hearings Officer is responsible for holding public hearings and making decisions to allow or deny land use permits. Public hearing process and time lines for decision-making are strictly governed by State law and the City Code. The Land Use Hearings Officer provides a public process for review of land use permit applications and ensures that land use applications are reviewed in a fair and open process and that the decisions are legally supportable.

City Code

The Code Hearings Officer provides a means of fair and efficient enforcement of City Code requirements. The appeal function of the Code Hearings Officer ensures administrative determinations of the various bureaus are legally supportable, fair, and appropriate by allowing parties an opportunity to obtain an impartial review of those determinations and decisions.

The Code Hearings Officer enforces the City Code in proceedings initiated by the Bureau of Development Services (BDS), the Office of Neighborhood Involvement, the Bureau of Environmental Services (BES), and the Bureau of Fire, Rescue and Emergency Services. The Code Hearings Officer also hears appeals from code enforcement determinations made by BDS, ONI, the Police Bureau, the Licenses Bureau, and BES and hears appeals of all vehicle tows. Drug-free zone, prostitution free zone, park exclusions, and adult care facility appeals are also heard by the Office.

Program Revenues

The Hearings Office program is partially supported by fees, interagency service agreements, and intergovernmental contracts. Fees are charged for land use hearing services, and the Code Enforcement and Neighborhood Improvement programs of BDS and ONI. Costs for some types of code appeal hearings are recovered either by interagency service agreements or intergovernmental contracts.

MANAGEMENT SERVICES

The Management Services Division provides leadership and support for all activities of the Auditor's Office. These functions include budgeting, accounting, human resource and payroll matters, purchasing and supplies, and information technology systems. The division monitors problem-solving efforts throughout the office and serves as a contact point for other agencies in the City.

Elections and City Code

This program is also responsible for overseeing the election processes for the City and maintaining the City Code and Portland Policy Repository. Staff receive, process, and file all declarations of candidacy for City office; contributions and expenditure reports; initiative, referendum, and recall petitions; and Council originated ballot measures.

The division supports all functions of the Auditor's Office to ensure good management of the operational programs.

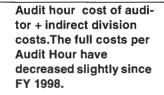
PROGRESS BOARD

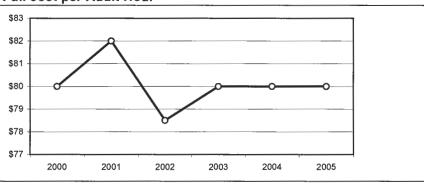
This program provides research and technical assistance to the Portland, Multnomah County and other local governments. The Board's staff maintain trend data on over 60 benchmarks on its web site and produce in-depth benchmark analyses. The staff also have Census Affiliate status and provide technical assistance regarding demographic data.

The Portland Multnomah Progress Board was established in 1994 and funded jointly by the City and Multnomah County to identify and report on indicators (benchmarks) which collectively gauge whether the community is meeting its goals and vision for the future. These benchmarks measure the livability of the community, environmental concerns, education system concerns, and the shift to a world economy. The local government, business, and educational leaders who serve on the board track major trends in the community and act as a catalyst for performance improvements as gauged by the benchmarks.

Performance Measures

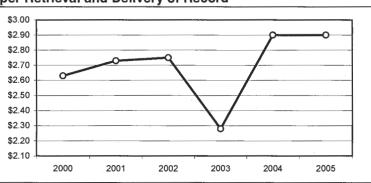
Full cost per Audit Hour





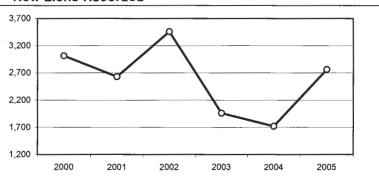
Direct Cost per Retrieval and Delivery of Record

Direct costs have increased slightly due to inflation and higher personnel costs.



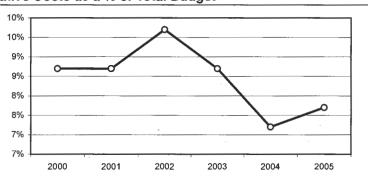
New Liens Recorded

The number of new liens recorded has fluctuated since FY 1997 due to special projects, such as the Portland City Streetcar.

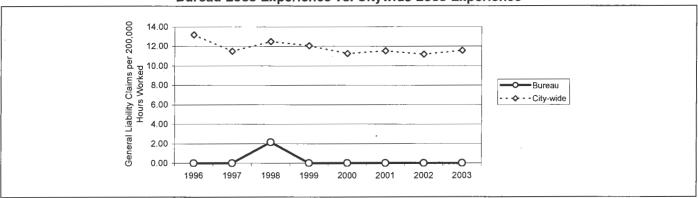


Administrative Costs as a % of Total Budget

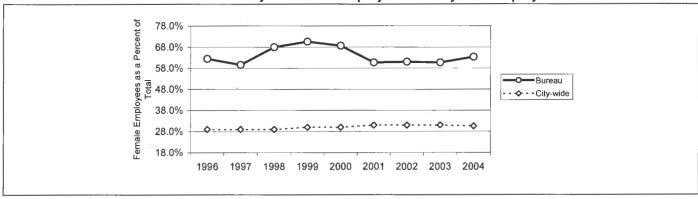
Administrative costs have consistently remained under 10% of the total budget.



Bureau Loss Experience vs. Citywide Loss Experience







	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001-02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
OFFICE OF THE CITY AUDITOR						
Affirmative Action Measures						
Female Employees as a Percent of Total	68.6%	60.7%	61.0%	60.7%	63.3%	
Minority Employees as a Percent of Total	13.7%	17.9%	17.0%	16.4%	15.0%	
Office of the City Auditor						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00	0.00		
Workers Comp Claims per 200,000 Hours Worked	0.00	0.00	1.84	0.00		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00	\$0.00		
Workers Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.01	\$0.00		
Audit Services						
Workload						
Number of reports issued	9	9	7	9	7	
Effectiveness Percent of report recommendations	85%	90%	86%	88%	80%	859
implemented Goal is 90% Efficiency						
Full Cost per Audit Hour	\$80	\$82	\$79	\$80	\$80	\$8
Independent Police Review	4	4	4.5	455	400	**
Workload						
Number of citizen complaints			252	634	776	80
Effectiveness		•				
Percentage of complainants who were satisfied with the explanations they received on how the complaint process works.			42%	48%	55%	55
Efficiency						
Percent of intake investigations completed within 14 days.			66%	55%	60%	60
City Recorder						
Workload						
Record & Center Retrieval Requests	56,724	45,000	52,525	45,896	45,000	45,00
Number of checks/deposit advices processed	221,331	223,100	224,118	222,848	223,500	224,00
Efficiency						
Direct cost per retrieval and delivery of record from Records Center	\$2.63	\$2.73	\$2.75	\$2.28	\$2.90	\$2.9
Fire & Police Disability & Retirement Fund						
Workload Performance measurements are reported						
in the FPD&R budget						
Hearings Officers						
Workload		0.40	101			
Code and Appeal Hearings	205	248	194	149	145	15
Liens & Assessments						
Workload New Liens Assessed	3,013	2,629	3,458	1,960	1,720	2,76
Effectiveness Total # of Liens Delinquent	6,442	5,931	5,504	4,596	4,228	3,93
	6,442	5,931	5,504	4,596	4,228	;

	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001–02	Actual FY 2002–03	Yr End Est. FY 2003–04	Adopted FY 2004-05
Efficiency						
# of Delinquent Accounts Per Staff	794	593	611	510	529	492
Ombudsman Office						
Workload						
Number of complaints and requests			270	382	300	350
Effectiveness						
Percentage of citizens who are satisfied or very satisfied with the service they received. Goal is 70%.			80%	80%	70%	70%
Efficiency						
Percentage of citizens satisfied with a timely response. Goal is 80%.			90%	69%	67%	70%
Progress Board						
Workload						
Number of Benchmark Projects completed	2	2	2	2	5	4
Management Services						
Effectiveness						
Percent of City Auditor performance measures fully achieved Goal 100%	92%	100%	95%	90%	90%	95%
Efficiency						
Administrative Costs under 10% of total budget	9%	9%	10%	9%	8%	8%

<u> </u>	Actual FY 2001-02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
EXPENDITURES					
Operating Budget					
Personal Services	4,048,591	4,592,138	4,817,773	4,899,001	4,899,001
External Materials and Services	510,030	1,107,790	1,099,871	1,207,406	1,207,406
Internal Materials and Services	1,062,284	1,167,714	933,450	1,013,372	1,013,372
Minor Capital Outlay	18,591	0	0	0	0
Equipment Cash Transfers	9,050	4,800	0	0	0
Total Operating Budget	5,648,546	6,872,442	6,851,094	 7,119,779	7,119,779
Capital Improvements	162,900	0	0	0	. 0
TOTAL BUREAU EXPENDITURES	\$ 5,811,446	\$ 6,872,442	\$ 6,851,094	\$ 7,119,779	\$ 7,119,779
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	5,811,446	6,872,442	6,851,094	7,119,779	7,119,779
RESOURCES					
General Fund Discretionary	1,938,348	2,486,265	2,234,586	2,468,897	2,489,881
Non-Discretionary Revenues					
Grants & Donations	0	0	0	0	0
Contract Revenues	91,956	91,882	90,432	81,825	81,825
Interagency Revenues	1,926,361	2,625,625	2,547,861	2,521,896	2,521,896
Program Revenue	118,068	87,898	139,478	142,478	142,478
Overhead Recovery	1,736,713	1,580,772	1,838,737	1,904,683	1,883,699
Total Non-Discretionary Revenues	3,873,098	4,386,177	4,616,508	4,650,882	4,629,898
TOTAL GENERAL FUND RESOURCES	5,811,446	\$ 6,872,442	\$ 6,851,094	\$ 7,119,779	\$ 7,119,779

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.

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\$	5,811,446	\$	6,872,442	\$	6,851,094	\$	7,119,779	\$	7,119,779
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	619, 7 2 7		660,340		518,282		560,285		560,285
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	180,544		185,555		212,890		216,608		216,608
	3		3		3		2		2
									221,385
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	455,742		4/8,312		497,242		494,578		494,578
							14		14
	,		,				1,041,385		1,041,385
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	1,111,867		981,574		1,052,390		1,136,763		1,136,763
	7		7		7		9		9
	447,062		598,852		665,800		843,835		843,835
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-	1,024,986		1.312,565		1,261,723		1,256,444		1,256,444
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		Actual FY 2001-02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	2,502,432	2,832,181	3,488,270	3,605,413	3,605,413
512000	Part-Time Employees	141,270	106,178	126,311	141,707	141,707
514000	Overtime	751	223	800	500	500
515000	Premium Pay	971	558	2,250	2,000	2,000
517000	Benefits	997,909	1,182,634	1,200,142	1,149,381	1,149,381
518000	Paid Absence	405,258	470,364	0	0	0
	onnel Services	4,048,591	4,592,138	4,817,773	4,899,001	4,899,001
	and Services	1,010,001		.,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
	Materials and Services					
521000	Professional Services	448,485	837,599	696,844	790,438	790,438
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	0	0	0	0	0
524000	Repair & Maintenance Services	1,994	25,646	73,954	78,125	78,125
525000	Non-Capital Improvement	0	20,040	0,004	0	0,120
		0	0	0	0	0
528000	Local Match Payments	_	139,104	105,552	109,804	109,804
529000	Miscellaneous Services	39,586	,	,	·	
531000	Office Supplies	17,896	14,037	45,577	47,249	47,249
532000	Operating Supplies	74,982	24,558	79,623	83,187	83,187
533000	Repair & Maintenance Supplies	0	0	0	0	0
534000	Minor Equipment & Tools	49,019	24,925	0	0	0
535000	Clothing & Uniforms	0	0	0	0	0
539000	Other Commodities External	0	0	0	0	0
541000	Education	17,022	12,279	27,707	26,947	26,947
542000	Local Travel	773	1,091	3,982	3,439	3,439
543000	Out-of-Town Travel	14,348	19,145	22,155	22,661	22,661
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	8,825	9,406	44,477	45,556	45,556
	ternal Materials and Services	672,930	1,107,790	1,099,871	1,207,406	1,207,406
	Materials and Services	-,,-	, ,	.,	,,	,,
551000	Vehicle Services	2,268	3,020	2,460	2,288	2,288
552000	Printing & Distribution	127,202	143,015	125,051	138,861	138,861
553000	Facilities Services	358,982	364,224	366,964	385,401	385,401
554000		67,012	63,028	64,751	64,846	64,846
	Communications Services		,			
555000	Information Technology	379,100	467,345	239,611	241,316	241,316
556000	Insurance	65,668	67,313	68,765	105,508	105,508
	Master Lease	0	0	0	0	0
558000	Same Fund Services	58,252	59,769	65,848	75,152	75,152
559000	Other Fund Services	0	0	0	0	0
Total Int	ernal Materials and Services	1,058,484	1,167,714	933,450	1,013,372	1,013,372
	rials and Services	1,731,414	2,275,504	2,033,321	2,220,778	2,220,778
Capital Ou	-					
561000		0	0	0	0	0
562000	Buildings	0	0	0	0	0
563000	Improvements	0	0	. 0	0	0
564000	Capital Equipment	18,591	0	0	0	0
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	•	18,591	0	0	0	0
573000	Equipment Cash Transfers	9,050	4,800	0	0	0
0,0000				•		•
	Minor Equipment Transfers	3,800	0	0	\$ 7,119,779	0

		Actual FY 2002	Actual FY 2003		rised 103-04	Prop FY 20	I		pted 04–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	1	1	43,932	1	44,641	1	44,641
516	Accountant III	1	1	1	55,334	1	56,230	1	56,230
7103	Administrative Assistant	4	4	2	89,835	2	95,032	2	95,032
7102	Administrative Specialist, Senio	2	1 1	1	46,416	1	49,105	1	49,105
7308	Archivist and Records Center Sup	0	0	1	66,066	1	67,651	1	67,651
7306	Archivist, Assistant	0	0	1 1	51,813	1	54,810	1	54,810
7399 962	Assessments & Liens Supervisor	7	0 7	0	70,006 0	0	69,739 0	0	69,739 0
962 844	Assistant Program Specialist Assistant Risk Specialist	3	3	0	ő	0	0	0	0
928	Bureau Administrative Manager	1	1	0	ő	0	0	ő	0
3	City Auditor	;	1	1	85,643	1	87,028	1	87,028
7345	City Auditor, Chief Deputy	ĺ	0	i	78,460	i	82,991	1	82,991
7332	City Ombudsman	l ŏ	ŏ	1	70,352	i	74,427	i	74,427
859	Claims Technician	2	2	2	78,310	3	123,267	3	123,267
858	Claims Technician, Assistant	1 1	- 1	1	36,261	0	0	0	0
7310	Clerk to City Council	0	0	1	49,102	1	51,943	1	51,943
7202	Community Outreach & Information	0	ا ا	1	57,364	1	58,380	1	58,380
7203	Community Outreach & Information	1 0	0	1	52,243	. 1	55,269	1	55,269
7492	Community Relations Specialist	1	1	0	0	0	0	0	0
7330	Complaint Investigator	0	0	4	209,097	4	221,160	4	221,160
7312	Council Support & Contracts Supe	0	0	1	66,237	1	67,651	1	67,651
131	Customer Accounts Specialist I	5	5	5	175,790	3	109,202	3	109,202
541	Deputy City Auditor	1	1	0	0	0	0	0	0
7326	Director of Audit Services	1	1	. 1	95,279	1	97,176	1	97,176
827	Financial Analyst	1	1	0	0	0	0	0	0
7377	Financial Analyst, Senior	0	0	2	117,330	2	124,119	2	124,119
7395	FPDR Fund Administrator	0	0	1 .	85,344	1	89,971	1	89,971
7394	FPDR Fund Administrator, Assista	0	0	1	73,716	1	74,897	1	74,897
245	Hearings Clerk	3	3	3	138,273	3	140,502	3	140,502
7485	Hearings Officer	2	2	1	83,697	1	88,528	1	88,528
7335	IPR Program Manager	0	0	1	75,875	1	84,105	1	84,105
7486	Legal Advisor	1	1 1	1	100,356	1	104,484	1	104,484
7131	Management Analyst	0	0	3	153,619	3	162,462	3	162,462
7130	Management Assistant	1	1	1	57,451	1	58,380	1	58,380
7322	Management Auditor	3	3	3	183,178	3	178,180	3 2	178,180
7323	Management Auditor, Senior	6	6	2	126,854	2 3	131,690 90,375	3	131,690 90,375
100 102	Office Support Specialist I Office Support Specialist II	1 3	1 2	1	69,315 34,212	2	60,952	2	60,952
102		2	2	2	83,591	2	87,194	2	87,194
7324	Office Support Specialist III Principal Management Auditor	0	0	3	216,432	3	228,888	3	228,888
966	Program Coordinator	2	2	0	210,402	0	220,000	0	220,000
7154	Program Coordinator	0	0	1	59,207	1	61,993	1	61,993
968	Program Manager I	1 0	1	Ó	00,207	Ó	01,000	Ö	01,000
970	Program Manager II	4	4	ŏ	ő	ő	0	ŏ	Ö
964	Program Specialist	2	2	ŏ	0	ő	ő	ŏ	Ö
960	Program Technician	1	1	ŏ	0	Ö	0	ő	0
7340	Progress Board Research Manager	0	Ö	1	69,713	1	74,061	Ĭ	74,061
7302	Records Center Assistant	2	2	2	66,253	2	70,086	2	70,086
7304	Records Management Specialist	0	0	1	59,554	1	62,995	1.	62,995
850	Risk Supervisor	1	1	0	0	0	0	0	0
7181	Workers Comp/Disability Claims A	0	0	1	52,400	1	55,436	1	55,436
7182	Workers Compensation Claims Anal	0	0	2	104,360	2	110,413	2	110,413
TOTAL	FULL-TIME POSITIONS	66	65	64 \$	3,488,270	63 \$	3,605,413	63 \$	3,605,413
7485	Hearings Officer	0	0	0	0	1 -	38,888	1	38,888
7476	Legal Assistant, Senior	0	0	0	0	1	36,782	1 1	36,782
7158	Program Manager, Senior	0	0		0	1	31,571		31,571
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	2 \$	107,241	2 \$	107,241

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	6,983,892	793	6,984,685	64.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	ts				
,	0	0	0		General Fund Overhead Adjustment
	891	0	891		Discretionary adj. OMF interagency changes
Mayor's Propose	ed Budget Decisio	ns			
	143,598	0	143,598	2.0	Independent Police Review - Restore 2.5% Cut
	0	97,923	97,923	1.5	Independent Police Review - Add
	0	35,000	- 35,000	0.0	Officer-Involved Study
	(85,688)	0	(85,688)	(2.0)	Assessment Collections Program
	84,269	0	84,269	1.0	Foreclosure Program
	2,700	0	2,700	0.0	Reclassify one position in FPD&R
	(143,598)	0	(143,598)	(2.0)	Independent Police Review - 2.5% GF Cut
Approved Budge	et Additions and R	eductions			
	0	0	0	0.0	GF Discretionary Adjustment
Adopted Budget	t Additions and Re	ductions			
,	0	0	0	0.0	None
	2,172	132,923	135,095	0.5	Total FY 2004-05 Decision Packages
			£ 7.110.770	CAE	Total Adopted Budget
-1		1	\$ 7,119,779	64.5	I lotal Adopted Budget
FY 2004-05 Deci	sion Packages Not	Accepted			
	50,000	0	50,000	0.0	Neighborhood Survey
	15,000	0	15,000	0.0	Business Survey
			\$ 65,000	0.0	Total Decision Packages Not Accepted



Office of Government Relations

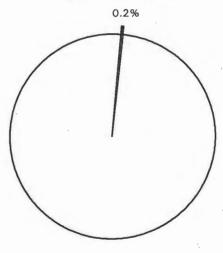
Legislative, Administrative and Support Services Service Area

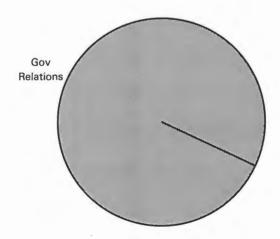
Mayor Vera Katz, Commissioner-in-Charge Marge Kafoury, Director

Percent of General Fund

Bureau Programs





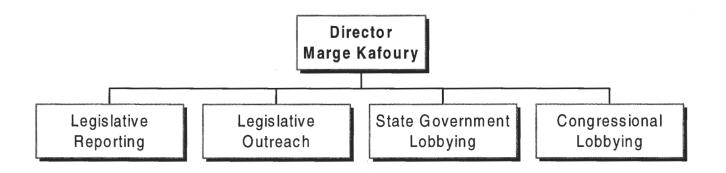


General Fund = \$365.5 Million

Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	725,568	765,078	39,510	5.4%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 725,568	\$ 765,078	\$ 39,510	5.4%
Authorized Positions	4	6	2	50.0%

Office Of Government Relations



Bureau Summary

BUREAU OVERVIEW

Organizational Description

The Office of Government Relations provides government representation for all City bureaus and offices, the Mayor, and members of the City Council in advancing City objectives with the Congress, the State Legislature and other governments. The office also provides assistance to City Council members in achieving their outlined goals and objectives.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Program Overview

The FY 2004-05 Adopted Budget provides for representation of City Council issues by Government Relations in advancing City objectives with local and State government, and the United States Congress. This includes administration of the City's Washington, D.C. lobbying contract, and working to enhance and improve the Legislative Tracking System by incorporating suggestions from bureaus to make it easier to use. Government Relations is continuing the Council-directed outreach with the Oregon legislative delegation throughout the state. The office provides information and help with grants and appropriations for the City, monitors federal initiatives, and is a liaison with national member associations.

The FY 2004-05 Adopted Budget reflects a legislative year for Government Relations. It is anticipated that the 2005 Legislative session may run longer than usual again this year, as it did in 2003.

SUMMARY OF BUDGET DECISIONS

Expenditures in the FY 2004-05 Adopted Budget for Government Relations reflect a possible extended legislative session for FY 2004-05. It also includes costs of the T-1 line that allows for connectivity between Portland and Salem. The office in Salem will be open and staffed during this Session, lobbying on the City's behalf.

Funding in FY 2004-05 supports staff travel to Washington, D.C. to lobby for increased appropriations to advance the Council's goals. Staff will also be travelling to Salem for interim Committee meetings and the 2005 legislative session. Staff will continue regular meetings with the Portland area delegation.

FUNDING SOURCES

Government Relations is funded by General Fund discretionary and overhead resources. Additionally, three interagency agreements help fund the Washington, D.C. lobbying contract.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals

The Office of Government Relations will continue with the Council Outreach program to establish and enhance working relationships with other jurisdictions located around the State.

Management Objectives for FY 2004-05

Government Relations will continue working with Oregon's Congressional delegation on issues related to the economic vitality of the city of Portland. Government Relations will maintain the City's working relationships with legislators in keeping them apprised of City issues and areas of concern throughout the state. Government Relations will also be representing the City of Portland at the 2005 legislative session.

COUNCIL PRIORITIES

Council Issues and Priorities

The Office of Government Relations works for the entire City Council. City Council goals become the goals of Government Relations.

Government Relations currently works and will continue to work with Congress and the Legislature to advance Council goals which include but are not limited to the following:

- Affordable Housing
- Growth Management
- Support for Education Funding
- Economic Development
- Financial Stability for the City
- Adequate Funding for Police Officers and Public Safety Programs
- Clean Air and Water Quality
- Viable Transportation Systems
- Partnerships with State Legislators Outside Portland Area
- Funding for a Vital Central City
- Promoting the inclusion and participation of under-represented groups in City services
- Maintaining and improving green spaces, water and air sheds, and parks

The Office also aids the Council with the following strategic planning issues:

- Impacting demographic changes
- Deteriorating physical infrastructure
- Gain local authority to address local issues with local funding
- Maintaining public safety and security
- Funding for River Renaissance and environmental mandates
- Continue relationships with federal, regional, state and local government entities
- Long term development and planning

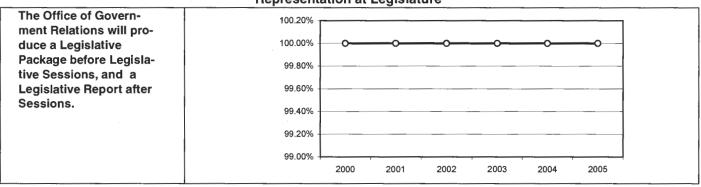
Overview of Programs

GOVERNMENT RELATIONS

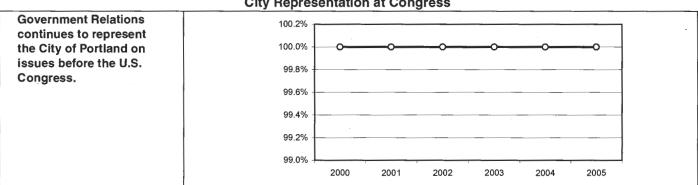
The Office of Government Relations supports government representation for the Mayor and members of the City Council in advancing City objectives with the Congress, State Legislature and local government agencies. The office supports the Council and assists them in accomplishing their goals and objectives. Government Relations administers the Washington, D.C. lobbying contract. The contract provides for full staffing and support for visiting City officials. Contractors for the Office of Government Relations who are located in Washington, D.C. also provide information and assistance with grants and appropriations for the City, as well as monitor federal initiatives, and act as a liaison with national member associations.

Performance Measures

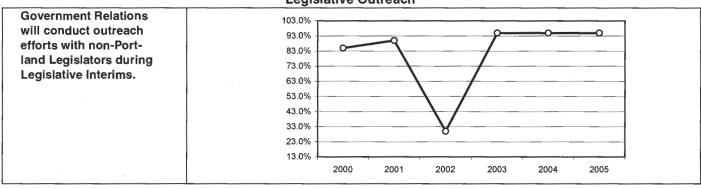
Representation at Legislature

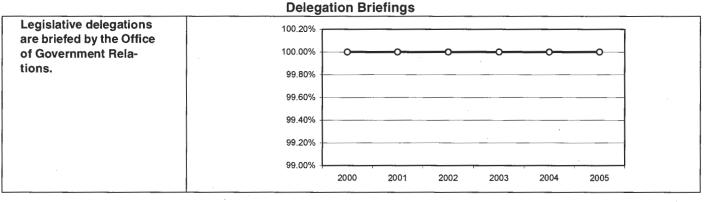


City Representation at Congress

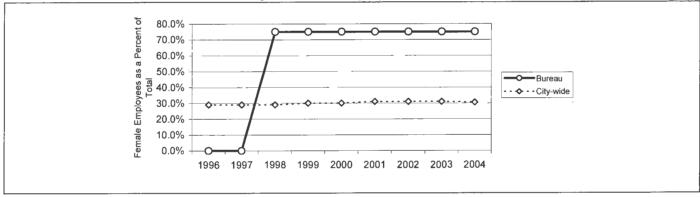


Legislative Outreach





Workforce Diversity — Bureau Employees vs. Citywide Employees



	•				
Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001-02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004–05
75.0%	75.0%	75.0%	75.0%	75.0%	
0.0%	0.0%	0.0%	0.0%	0.0%	
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
I continue to prod	duce a Legislative	e Package before	e Legislative Ses	sions, and a Leg	islative Report
85.0%	90.0%	30.0%	95.0%	95.0%	95.0%
elations did not to er to provide repr	ravel to non-Porti esentation in Sal	and Legislator's lem during the ex	districts because dra sessions.	of the five Spec	ial Sessions.
	75.0% 0.0% 100.00% Il continue to prod 85.0% elations did not tr	75.0% 75.0% 0.0% 75.0% 100.00% 100.00% 100.00% 100.00% 85.0% 90.0% elations did not travel to non-Porti	FY 1999-00 FY 2000-01 FY 2001-02 75.0% 75.0% 75.0% 0.0% 0.0% 0.0% 100.00% 100.00% 100.00% Il continue to produce a Legislative Package before 85.0% 90.0% 30.0% elations did not travel to non-Portland Legislator's	FY 1999-00 FY 2000-01 FY 2001-02 FY 2002-03 75.0% 75.0% 75.0% 75.0% 0.0% 0.0% 0.0% 0.0% 100.00% 100.00% 100.00% 100.00% Il continue to produce a Legislative Package before Legislative Sess 85.0% 90.0% 30.0% 95.0%	FY 1999-00 FY 2000-01 FY 2001-02 FY 2002-03 FY 2003-04 75.0% 75.0% 75.0% 75.0% 75.0% 0.0% 0.0% 0.0% 0.0% 0.0% 100.00% 100.00% 100.00% 100.00% 100.00% Il continue to produce a Legislative Package before Legislative Sessions, and a Legislative Sessions, and a Legislative Sessions, and a Legislations did not travel to non-Portland Legislator's districts because of the five Special contractions did not travel to non-Portland Legislator's districts because of the five Special contractions.

	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES						
Operating Budget						
Personal Services	390,852	440,532	426,147	459,044		459,044
External Materials and Services	200,787	184,789	225,150	199,557		199,557
Internal Materials and Services	96,244	110,544	74,271	106,477		106,477
Minor Capital Outlay	0	0	0	0		0
Equipment Cash Transfers	0	 0	 0	0		00
Total Operating Budget	687,883	735,865	725,568	765,078		765,078
Capital Improvements	0	0	0	0		0
TOTAL BUREAU EXPENDITURES	\$ 687,883	\$ 735,865	\$ 725,568	\$ 765,078	\$	765,078
Allocated Overhead	0	0	0	0		0
Total Cost with Allocated Overhead	687,883	735,865	725,568	765,078		765,078
RESOURCES						
General Fund Discretionary	272,533	319,438	297,114	306,324		303,264
Non-Discretionary Revenues Grants & Donations	0	0	0	0		0
Contract Revenues	0	0	0	0		0
Interagency Revenues	43,390	43,390	43,390	49,500		49,500
Program Revenue	0,000	40,000	70,000	70,000		70,000
Overhead Recovery	371.960	373,037	385,064	409,254		412,314
Total Non-Discretionary Revenues	415,350	 416,427	428,454	458,754		461,814
TOTAL GENERAL FUND RESOURCES	687,883	\$ 735,865	\$ 725,568	\$ 765,078	\$	765,078
Note: Discretionary General Fund re Non-Discretionary revenues are res	evenues are those v	may be used by	Council for any		ie.	,
PROGRAMS						
Government Relations	687,883	735,865	725,568	765,078		765,078
Positions	4	6	4	6		6
TOTAL PROGRAMS	\$ 687,883	\$ 735,865	\$ 725,568	\$ 765,078	\$	765,078
Positions	4	6	4	6		6

6

General Fund Discretionary Positions

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel Ser	vices					
511000 Full	I-Time Employees	248,492	279,288	329,492	366,276	366,27
	t-Time Employees	264	9,603	0	0	,
	nefits	95,166	108,065	96,655	92,768	92,76
	d Absence	46,930	43,576	0	0	, -
Total Personne	el Services	390,852	440,532	426,147	459,044	459,04
Materials and	Services					
External Mat	terials and Services					
521000 Pro	fessional Services	150,400	150,400	150,400	150,400	150,40
522000 Util	ities	0	0	0	0	
523000 Equ	uipment Rental	0	0	0	0	
524000 Rep	pair & Maintenance Services	899	759	2,000	1,000	1,00
	n-Capital Improvement	0	0	0	0	
	al Match Payments	0	0	0	0	
	cellaneous Services	0	0	3,000	0	
	ice Supplies	1,661	2,731	3,800	3,000	3.00
	erating Supplies	0	0	0	0	-,
•	pair & Maintenance Supplies	0	0	0	0	
	or Equipment & Tools	7,238	5,984	4,000	1,000	1,00
	thing & Uniforms	0	0,304	4,000	0	1,00
	ner Commodities External	3,919	2,418	3,500	3,000	3,00
	ucation	0,919	2,410	3,300	0,000	3,00
		-		-		
	al Travel	4,737	5,916	9,500	6,000	6,00
	t-of-Town Travel	16,918	8,899	18,000	15,000	15,00
•	ace Rental	9,466	0	10,200	10,500	10,50
	erest	0	0	0	0	
	funds	0	0	0	0	
	tirement System Payments	0	0	0	0	
	erating Lease	0	0	. 0	0	
	scellaneous	5,549	7,682	20,750	9,657	9,65
	al Materials and Services	200,787	184,789	225,150	199,557	199,55
	erials and Services	070	11510	500	10.000	10.00
	nicle Services	372	14,540	520	13,000	13,00
	nting & Distribution	2,770	3,277	3,777	3,294	3,29
	cilities Services	27,432	28,340	28,524	30,583	30,58
	mmunications Services	11,183	19,666	11,789	24,005	24,00
555000 Info	ormation Technology	40,034	31,572	15,885	17,836	17,83
556000 Insi	urance	10,500	10,809	11,042	14,529	14,52
557000 Ma	ster Lease	0	0	0	0	
558000 Sar	me Fund Services	3,953	2,340	2,734	3,230	3,23
559000 Oth	ner Fund Services	0	0	0	0	
	I Materials and Services	96,244	110,544	74,271	106,477	106,47
	and Services	297,031	295,333	299,421	306,034	306,03
Capital Outlay	· · · · · · · · · · · · · · · · · · ·	0	0	0	0	
561000 Lar		0	0	0	0	
	ldings	0	0	0	0	
	provements	0	0	0	0	
	pital Equipment	0	0	0	0	
	cilities Lease/Purchase	0	0	0	0	
	uipment Lease/Purchase	0	0	0	0	
	astructure	0	0	. 0	0	
568000 Oth	ner Capital Expenditure	0	0	0	0	
569000 Dep	preciation	0	0	0	0	<u> </u>
Total Capital C	Outlay	0	0	0	0	
	uipment Cash Transfers	0	0	0	0	
	nor Equipment Transfers	. 0	0	0	0	
TAI DUDEAU	JEXPENSES	\$ 687,883	\$ 735,865	\$ 725,568	\$ 765,078	\$ 765,07

		Actual FY 2002	Actual FY 2003		evised 2003–04	Proposed Adopt FY 2004–05 FY 2004			
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7105	Director's Executive Assistant	1	1	1	58,646	1	61,304	1	61,304
7020	Government Relations Director	1	1	1	117,544	1	114,903	1	114,903
7210	Government Relations Lobbyist	2	2	2	144,302	2	159,389	2	159,389
900	Staff Assistant	0	2	0	0	2	30,680	2	30,680
TOTAL	FULL-TIME POSITIONS	4	6	4 \$	320,492	6 \$	366,276	6 \$	366,276
TOTAL	PART-TIME POSITIONS	0	0	0 \$	3 0	0 \$	0	0 \$	0

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

		AMOUNT					
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION		
FY 2004-05	752,998	0	752,998	6.0	FY 2004-05 Current Appropriation Level Estimate		
CAL Adjustmen	ts						
	0	0	0	0.0	Overhead True Up		
	80	0	80	0.0	HIPAA Offset		
Mayor's Propose	ed Budget Decisio	ns					
	12,000	0	12,000	0.0	T-1 Line		
Approved Budge	et Additions and F	Reductions					
	0	0	0	0.0	None		
Adopted Budge	t Additions and Re	ductions					
	0	0	0	0.0	Overhead Adjustment		
	12,080	0	12,080	0.0	Total FY 2004-05 Decision Packages		
			\$ 765,078	6.0	Total Proposed Budget		
EV 2004 05 Doo	nien Backegen Ne	t Assented	1				
F 1 ∠004-05 Deci	sion Packages No	-	(17.507)	0.5	0.50/ Badwatian (Baraannal)		
	(17,587)	0	(17,587)	0.5	2.5% Reduction (Personnel)		
			\$ 0	0.0	Total Decision Packages Not Accepted		

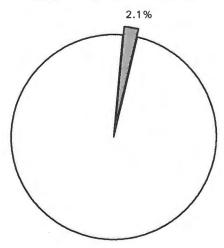
Bureau of Licenses

Legislative, Administrative and Support Services Service Area

Randy Leonard, Commissioner-in-Charge Thomas Lannom, Interim Director

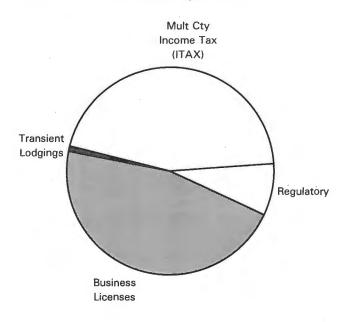
Percent of General Fund

Bureau of Licenses = \$7.8 Million



General Fund = \$365.5 Million

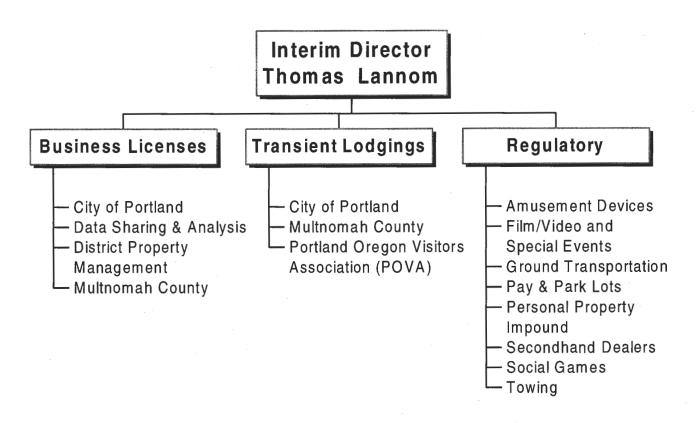
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	(Change from Prior Year	Percent Change
Operating	8,668,627	7,801,875		-866,752	-10.0%
Capital	0	0		0	0.0%
Allocated Overhead Costs	302,425	211,150		-91,275	-30.2%
Total Cost with Allocated Overhead	\$ 8,971,052	\$ 8,013,025	\$	-958,027	-10.7%
Authorized Positions	63	67		4	6.3%

Bureau Of Licenses



Bureau Summary

BUREAU MISSION

Help create an environment in which people in our neighborhoods, businesses, government, and other agencies work together through common sense licensing, regulation, and revenue collection to promote public safety, support business, and enhance the livability and economic vitality of Portland and surrounding communities.

VISION AND VALUES

Values

The Bureau of Licenses is committed to the following values as a means to accomplish its assigned mission:

- Innovation: Actively seeking better ways to solve problems and provide services.
- Flexibility: Being adaptable to changes in how we do our jobs.
- Quality Service: Being courteous, friendly, caring, accurate, efficient, timely, respectful, and accessible to customers and co-workers.
- **Diversity:** Being equitable, inclusive and respectful of different cultures, languages, and the unique nature of individuals.
- Professionalism: Having integrity and honesty, and being well trained, competent, helpful, knowledgeable, respectful, hard working, and conscientious.

BUREAU OVERVIEW

Organizational Description

The bureau has programs in three major areas.

Revenue Collection

The revenue collection program area includes the Business License program through which the consolidated Portland Business License/Multnomah County Business Income Tax is collected. This area also includes the transient lodgings, business property management license, various regulatory program licenses, and liquor license applications. In May of 2003 a three year Multnomah County Personal Income Tax was approved by voters that the Bureau of Licenses collects and transfers to Multnomah County.

Event Coordination

The bureau permits and coordinates with other bureaus, jurisdictions, and agencies special events such as parades and runs, film and video projects, and other similar types of events within the city limits.

Business Regulation

Licenses administers multiple regulatory programs that monitor the activities of towing, personal property impounds, for-hire ground transportation, pay and park lots, second-hand dealers, and amusement devices.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Overview

The major focus of the Bureau of Licenses is to collect license and tax payments and to audit a variety of license and regulatory fees and taxes paid by citizens, visitors, and businesses in the City of Portland and Multnomah County.

Operations

To meet this objective, the bureau will continue to incorporate information technology to automate many functions to improve response time, accuracy, quality, consistency, and cost effectiveness of customer and client services. The bureau has been functionally realigned and has adopted a management matrix that spans functions, programs, and processes. The realignment allows for more flexibility in workforce deployment and workload management and further increases productivity and internal capacity.

During FY 2004-05 the bureau will:

- Continue to expand the capabilities of the Business License Information System (BLIS) to improve productivity and data accessibility.
- Continue the collections and automated correspondence module.
- Continue exceptions matching with the Department of Revenue.
- Continue efforts to develop electronic filing and funds transfer capabilities through BLIS and e-commerce.

Total Revenue Collection

In FY 2004-05, the bureau will continue to collect revenues for the City, Multnomah County, and other agencies.

SUMMARY OF BUDGET DECISIONS

There are two significant changes from the prior year's budget.

Enhance Revenue Collection Capacity

In FY 2002-03, the City Council granted funding for two limited-term revenue collection positions. The Adopted Budget approved funding for these positions to be extended an additional two years. Funding was also approved for a one-year interagency agreement with the City Attorney's Office to support one Deputy City Attorney and half of a paralegal position to collect chronic delinquent accounts. Lastly, the bureau received funding for a limited-term data match verification position to find businesses that are not currently licensed with the City of Portland or Multnomah County.

Service Improvement Initiative Efforts

The bureau is continuing its efforts to improve staff and organizational proficiency to better serve its customers. All management and staff are being trained to apply the principles of performance measurement, project planning and management, process improvement, activity-based costing, and resource and organizational realignment. This training will enhance service delivery as well as increase the availability of information to the public and other agencies.

To increase the effectiveness of these services, the bureau has been providing training and other activities that are outlined in a multi-year diversity plan. The purpose is to:

- Increase cultural competency levels of staff and managers.
- Increase the minority and women applicant pools from which employees are selected to better represent the community served.

- Establish partnerships with diverse organizations, associations, and groups representing minority-and women-owned businesses for development of multi-language information, materials, and forms in the bureau's program areas.
- Create a more inclusive environment that celebrates the diversity of bureau employees, recognizes their unique differences, and encourages employees to solve problems and improve customer service.
- Work more closely with other bureaus and offices to identify common diversity issues and find solutions using shared resources.

FUNDING SOURCES

The majority of funding for bureau operations comes from General Fund discretionary resources. In part, these represent tax, business license, and fee revenues collected to regulate specific business activities such as the towing of vehicles, second-hand dealers, and taxicab and other for-hire ground transportation.

Additional funding is provided by agencies outside the City that contract with the bureau to collect revenues for their programs. These agencies include Multnomah County, Portland Oregon Visitors Association, and the Downtown and Lloyd Business Improvement Districts.

The bureau also partners with other jurisdictions on specific projects (e.g., the business portal) to improve service delivery and quality.

BUDGET NOTES

New license revenues collected through enhanced efforts by the bureau and the City Attorney's Office need to be programmed and tracked separately in the BLIS system. The bureau will submit a report on results of the enhanced collection efforts during the Winter 2005 budget monitoring process.

Strategic Direction

SIGNIFICANT ISSUES

Economic Impact

The biggest challenge facing the Bureau of Licenses in FY 2004-05 will be to maintain service levels and revenue collection efficiency and effectiveness for the City and county. Recessionary factors generally weaken revenue collections and can add confusion and uncertainty within the overall taxation revenue base.

Small Business Support

In cooperation with the Portland Development Commission (PDC) and members of the business community, the bureau will continue to enhance small business support through links to existing services and identifying possible new services and service delivery methods.

Workload

The bureau expects that audit, tax return and collection, customer service, and information technology support staff will face increased workloads in helping customers comply with requirements of the bureau's programs. However, as processes are further streamlined and re-engineered and computer technology is used to perform more routine functions, staff will pursue tax return productivity gains, improve handling of exceptions, and increase revenue collections. In addition, the bureau will collect the three-year Multnomah County Personal Income Tax (ITAX). Bureau management is responsible for the development, planning, and implementation of the ITAX program. As a result, Multnomah County has agreed to fund a portion of these management positions, resulting in a temporary cost reduction for the City.

There will also be increased costs in the Taxi program to regulate executive cars and shuttle vans as approved by City Council. The bureau partnered with the Port of Portland and Portland Office of Transportation parking deputies to identify vehicles and drivers not in compliance. The bureau will continue to work with the Portland Police Bureau and TriMet Security to provide increased for-hire ground transportation enforcement.

MANAGEMENT GOALS & OBJECTIVES

The bureau continues to work toward accomplishing the following goals:

- Implement workforce planning strategy for represented and non-represented positions to mitigate a possible 50% natural attrition rate for FY 2004-05.
- Increase diversity competency in current employees, and encourage diversity in hiring so the bureau reflects the community it serves.
- Continue to enhance revenue collection and compliance efforts.
- Enhance all staff information technology proficiency, and continue to identify and implement training plans to maintain a highly skilled, technologically proficient, and knowledgeable workforce.
- Continue information technology development, systems enhancements and requirements, and data sharing.
- Continue to identify and implement marketing strategies for bureau data, services, knowledge, skills, and abilities to position the bureau to develop new programs, clients, and revenue collection opportunities.

COUNCIL PRIORITIES

Council Issues and Priorities

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 Bureau of Licenses budget continues to address five of the seven priority issues:

- Regulatory Balance
- Economic Vitality
- Lack of Local Authority for Local Actions
- Public Safety
- Intergovernmental Roles and Responsibilities

Overview of Programs

MULTNOMAH CTY PERSONAL INCOME TAX (ITAX)

In May 2003 the voters of Multnomah County approved a three-year personal income tax to raise approximately \$110,000,000 per year in revenue to support funding for schools, public safety, health, and senior and youth programs. The rate for tax year 2003 and 2004 is 1.25%. The Bureau of Licenses is administering the collection of the tax.

BUSINESS LICENSES

Through the Business License program, the bureau identifies licensees, processes and validates tax returns, collects fees and tax revenue, and audits a variety of business license fees and taxes paid by businesses in the City of Portland and Multnomah County. The largest of these is the consolidated Portland Business License/Multnomah County Business Income Tax (MCBIT).

Business license revenue is the second largest source of General Fund revenues for the City, with receipts expected to exceed \$37 million in FY 2004-05. An additional \$30 million is anticipated to be collected for the County during next fiscal year.

Program staff use computer and data-matching technology to identify businesses subject to business license law and MCBIT, collect accounts, maintain accurate records, audit accounts for accuracy, and help businesses comply with the law.

For budget purposes, this program includes the Downtown and Lloyd Property Management programs supporting business improvement districts.

REGULATORY PROGRAMS

The Regulatory program involves application issuance, compliance, and regulation of various program permits. Regulatory programs include second-hand dealers, pay and park lots, social games, amusement devices, taxicabs and other for-hire ground transportation, towing, and personal property impounds.

Metro is investigating possible regional regulation of all for-hire transportation, which could significantly change the for-hire transportation programs.

Regulation of the Liquor Licensing Endorsement program was moved to the Police Bureau and Office of Neighborhood Involvement in FY 2000-01. The Bureau of Licenses will continue to collect the license application and renewal fees.

Under intergovernmental agreements, the Towing program also administers contract towing for Portland International Airport and the Multnomah County Sheriff's Office.

Film/Video and Special Event Coordination continues as part of the Regulatory program. A rewrite of the Special Event ordinance and regulation enhanced the Special Event Permit program. Due to smaller events no longer requiring permits, the bureau will see a decrease in program revenue. The bureau has been directed by Council to pursue a "one stop" film and video permitting process and office.

TRANSIENT LODGINGS

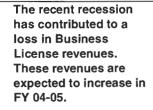
The program includes identifying operators subject to the transient lodgings tax, processing and validating tax returns, collecting taxes, auditing accounts for accuracy, maintaining appropriate records, and assisting operators in complying with tax payments.

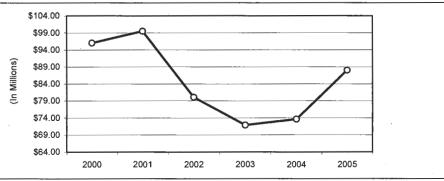
The bureau continues to collect transient lodging taxes for Multnomah County within the boundaries of Portland. The county added a 2.5% increase to fund the Convention Center expansion, Civic Stadium (PGE Park) renovation, and other projects. The bureau began collecting this increase in April, 2000.

Transient Lodgings Tax is the fourth largest source of General Fund revenue for the City, with receipts expected to exceed \$11 million in FY 2004-05. This program also provides approximately \$2.3 million in funding for Portland Oregon Visitors Association to support tourism activity.

Performance Measures

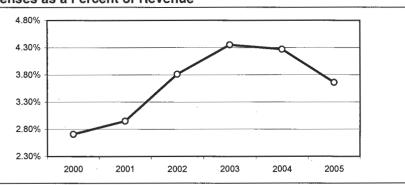
Business Licenses Total Revenue Collected





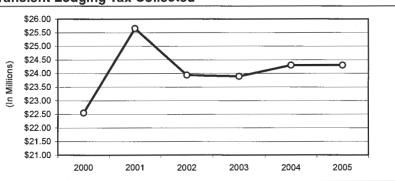
Expenses as a Percent of Revenue

Increases in FY 02 & 03 are primarily associated with class compensation studies and adjustments and development of computer support. Decrease in percentage is related to Business Surcharge revenues.



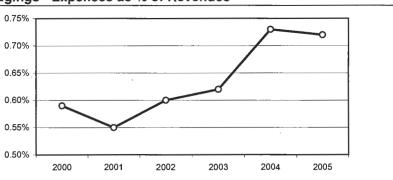
Transient Lodging Tax Collected

In April, 2000, Multnomah County temporarily added 2.5% tax for the expansion of the Convention Center and renovation of Civic Stadium.

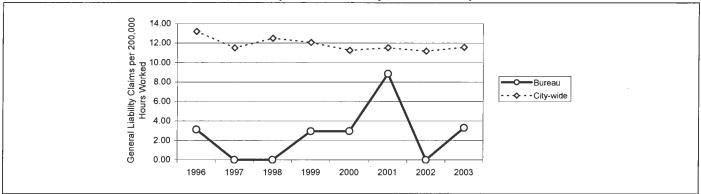


Transient Lodgings - Expenses as % of Revenues

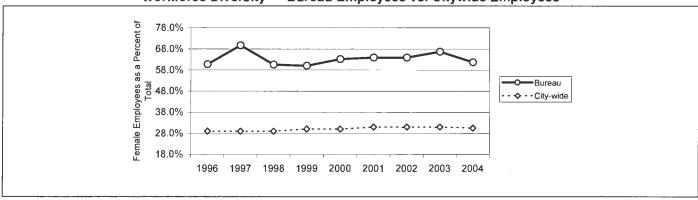
These ratios reflect
Transient Lodging
Taxes, collected quarterly, from hotels and
motels in Portland and
transient lodgings in
the county, and from
Convention & Tourism.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
BUREAU OF LICENSES						
Affirmative Action Measures						
Female Employees as a Percent of Total	63.2%	63.9%	63.9%	66.7%	61.7%	
Minority Employees as a Percent of Total	15.8%	13.9%	13.9%	13.9%	17.0%	
Bureau of Licenses						
Risk Data						
General Liability Claims per 200,000 Hours Worked	2.96	8.85	0.00	3.30		
Workers Comp Claims per 200,000 Hours Worked	2.96	0.00	0.00	6.60		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.35	\$0.00	\$0.00		
Workers Comp Claims Cost per \$100 Payroll	\$4.35	\$0.00	\$0.00	\$1.31		
Multnomah Cty Personal Income Tax (ITAX	()					
Workload						
Revenues Collected						110,000,000
Revenues collected by the ITAX Progra	m on behalf of M	ulltnomah Count	y			
Business Licenses						
Workload						
Business Licenses - No. of Monetary Transactions	163,645	160,967	168,186	169,500	171,000	176,130
The number of business license financi	al transactions th	at the bureau ha	s handled in the	fiscal year.		
Effectiveness						
Business Licenses - Total Revenue Collected	\$96.03	\$99.49	\$80.06	\$71.89	\$73.62	\$87.99
Total Business License Revenue collec programs	ted, including rev	enue collected fo	or the City's Licer	nse Fee, MCBIT,	APP & SPEV and	d Surcharge
Efficiency						
Business Licenses - % Expenses/ Revenue	2.71%	2.95%	3.81%	4.35%	4.27%	3.66%
Beginning 7/1/00, BL expenses are calc Bureau's activity than the previous com			ecause this comp	arison gives a m	ore realistic imaç	ge of the
Regulatory Programs						
Workload						
Regulatory Permits - No. of Permits	3,972	1,820	2,055	2,040	2,040	2,040
Effectiveness						
Regulatory - Length of Time Handling Liquor Apps	42	NA	NA	NA	NA	NA
Regulatory Permits Length of Time H	andling Liquor A _l	pplications in day	rs .			
Efficiency Regulatory - % of Expenses per Permit	0.8305%	0.3513%	0.3604%	0.3601%	0.3580%	0.3230%
Transient Lodgings		0.001070	0.000470	0.000170	0.000070	0.020070
Workload Transient Lodging - No. of Hotel/Motel Audits Performed	19	16	6	35	20	20
Effectiveness Transient Lodging Tax Collected	\$22.55	\$25.65	\$23.94	\$23.89	\$24.30	\$24.30
Efficiency Transient Lodging % Expenses are of	0.59%	0.55%	0.60%	0.62%	0.73%	0.72%
Revenue						

Positions

TOTAL PROGRAMS

Positions

General Fund Discretionary Positions

Bureau of Licenses AU 31	ь					SU	MMARY OF I	BUH	EAU BUDG
	Actual FY 2001–02		Actual FY 2002-03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES									
Operating Budget									
Personal Services	2,343,780		2,421,989		4,153,507		5,502,505		5,568,330
External Materials and Services	385,448		346,532		3,616,669		1,064,417		1,451,461
Internal Materials and Services	827,887		893,885		898,451		1,234,953		782,084
Minor Capital Outlay	0		0		0		0		O
Equipment Cash Transfers	0		0		0		0		0
Total Operating Budget	3,557,115		3,662,406		8,668,627		7,801,875		7,801,875
Capital Improvements	0		0		0		0		0
OTAL BUREAU EXPENDITURES	\$ 3,557,115	\$	3,662,406	\$	8,668,627	\$	7,801,875	\$	7,801,875
Allocated Overhead	574,594		192,559		302,425		214,149		211,150
Total Cost with Allocated Overhead	4,131,709		3,854,965		8,971,052		8,016,024		8,013,025
RESOURCES									
General Fund Discretionary	2,328,767		2,371,411		2,603,974		2,766,047		2,766,047
Non-Discretionary Revenues									
Grants & Donations	0		12,941		0		0		0
Contract Revenues	564,253		581,181		5,169,184		4,109,996		4,109,996
Interagency Revenues	56,850		68,499		364,848		366,436		366,436
Program Revenue	607,245		628,374		530,621		559,396		559,396
Total Non-Discretionary Revenues	1,228,348		1,290,995		6,064,653		5,035,828		5,035,828
OTAL GENERAL FUND RESOURCES	3,557,115	\$	3,662,406	\$	8,668,627	\$	7,801,875	\$	7,801,875
Note: Discretionary General Fund re Non-Discretionary revenues are rest	venues are those w	hich n	nay be used by tual agreemen	City	Council for any	publi gene	c purpose. rate the revenu	e.	
PROGRAMS					Ψ				
Multnomah Cty Personal Income Tax	0		0		4,573,473		3,500,000		3,500,000
Positions	0		0		22		23		24
Business Licenses	3,070,984		3,140,315		3,429,406		3,591,863		3,591,863
Positions	36		35		35		36		36
Property Management	0		0		0		0		0
Positions	0		0		0		0		0
Regulatory Programs	410,368		432,804		552,360		631,460		631,460
Positions	75 700		4		5		6		70.550
Transient Lodgings	75,763		89,287		113,388		78,552		78,552

0

39

0

3,557,115

0

38

0

3,662,406

2

63

33

7,801,875

66

34

7,801,875

67

34

8,668,627

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	1,436,667	1,448,322	2,954,069	3,230,734	3,296,55
	Part-Time Employees	18,354	19,779	55,478	919,683	919,683
514000	Overtime	3,797	3,254	2,200	132	133
515000	Premium Pay	. 0	74	125	0	(
517000	Benefits	596,223	637,049	1,141,635	1,351,956	1,351,95
518000	Paid Absence	288,739	313,511	0	0	,
	onnel Services	2,343,780	2,421,989	4,153,507	5,502,505	5,568,33
	and Services			-,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	-,,	-,,
	Materials and Services					
521000	Professional Services	(50)	6,160	223,865	208,477	208,47
522000	Utilities	0	0	0	0	,
523000	Equipment Rental	0	0	0	0	
524000	Repair & Maintenance Services	2,615	0	3,120	1,650	1,65
525000	Non-Capital Improvement	2,0.0	. 0	0,120	0	1,00
528000	Local Match Payments	0	0	0	0	
	Miscellaneous Services	219.302	189,010	2,552,731	613,462	547,63
	Office Supplies	25,308	45,790	170,206	90,941	90,94
532000	Operating Supplies	39,495	56,515	287,408	41,447	41,44
533000	Repair & Maintenance Supplies	0	0	207,400	0	71,77
		20,702	6,579	240,315	63,405	63,40
534000	Minor Equipment & Tools	20,702	0,579	240,313	05,405	03,40
535000	Clothing & Uniforms	0	0	0	0	
539000	Other Commodities External		_	_	39,035	39,03
541000	Education	38,317	14,252	41,831	,	
542000	Local Travel	31,347	27,111	45,670	5,000	5,00
543000	Out-of-Town Travel	2,593	0	0	0	
544000	Space Rental	0	0	0	0	452,86
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	5,819	1,115	51,523	1,000	1,00
Total Ext	ternal Materials and Services	385,448	346,532	3,616,669	1,064,417	1,451,46
	Materials and Services		_	_	_	
551000	Vehicle Services	0	0	0	0	
552000	Printing & Distribution	69,170	100,193	164,445	157,919	157,91
553000	Facilities Services	293,302	288,231	287,051	460,774	7,90
554000	Communications Services	52,889	56,959	58,849	80,113	80,11
555000	Information Technology	234,485	257,638	176,785	181,611	181,61
556000	Insurance	51,532	61,110	66,454	67,636	67,63
557000	Master Lease	0	0	0	. 0	
558000	Same Fund Services	126,509	129,754	144,867	286,900	286,90
559000	Other Fund Services	0	0	0	. 0	
Total Inte	ernal Materials and Services	827,887	893,885	898,451	1,234,953	782,08
Total Mate	rials and Services	1,213,335	1,240,417	4,515,120	2,299,370	2,233,54
Capital Ou	itlay					
561000	•	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	Ō	0	0	0	
566000	Equipment Lease/Purchase	o o	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	•	0	0	0	. 0	
iotai capi		0	0	0	0	
572000						
573000 576000	Equipment Cash Transfers Minor Equipment Transfers	0	0	0	0	

		Actual FY 2002	Actual FY 2003		vised 003-04		oosed 004–05	T.	opted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7360	Accounting Supervisor	0	1	1	70,006	1	58,459	1	69,739
926	Administrative Services Manager	1	2	0	0	0	0	0	0
2532	Applications Analyst II	2	2	. 0	0	0	0	0	0
2534	Applications Analyst IV	1	0	0	0	0	0	0	0
7121	Business Systems Analyst	0	0	3	179,207	2	110,519	2	119,742
2202	Code Specialist II	7	6	7	310,319	1	64,254	1	45,573
2204	Code Specialist III	1	0	0	0	0	0	0	0
2207	Code Specialist, Lead	2	5	5	238,506	0	0	0	0
7377	Financial Analyst, Senior	0	0	1	65,229	1	65,229	1	65,229
7028	License Bureau Director	1	1	1	100,662	1	95,612	1	100,662
7415	Licensing Division Manager	0	0	2	150,860	2	252,301	2	155,722
7410	Licensing Operations Supervisor	0	0	1	66,569	2	37,448	2	122,667
7412	Licensing Services Development C	0	0	1	63,444	2	122,667	2	129,553
536	Management Auditor	4	3	0	0	0	0	0	0
100	Office Support Specialist I	1	0	0	0	0	0	0	0
102	Office Support Specialist II	9	10	11	359,138	0	0	0	0
104	Office Support Specialist III	2	1 1	1	42,905	0	0	0	. 0
335	Print & Distribution Tech Ass't	0	0	0	0	1	24,445	1	24,445
966	Program Coordinator	1	1	0	0	0	0	0	0
7154	Program Coordinator	0	0	0	65,039	1	6,128	1	67,651
968	Program Manager I	3	0	0	0	0	0	0	0
964	Program Specialist	1	1	0	o l	0	0	0	0
2222	Regulatory Program Administrator	3	3	3	179,100	3	134,331	3	179,100
2221	Regulatory Program Specialist	Ö	0	0	0	1	4,122	1	44,092
2232	Revenue & Tax Specialist III	ő	ŏ	6	188,167	9	408,225	9	382,999
2234	Revenue & Tax Specialist Lead	o o	0	0	0	2	90,740	2	102,438
2230	Revenue & Taxation Specialist I	Ö	Ö	0	o l	3	103,910	3	103,910
2231	Revenue & Taxation Specialist II	0	0	13	460,761	16	575,975	16	575,706
2233	Revenue & Taxation Specialist IV	0	0	1	48,776	9	409,771	9	424,145
2235	Revenue & Taxation Specialist V	0	ŏ	2	102,723	5	291,604	5	257,855
7405	Revenue Audit Supervisor	0	Ö	1	73,473	1	121,898	1	74,897
7402	Revenue Auditor	0	0	Ó	70,470	0	0	1	50,279
7403	Revenue Auditor, Senior	0		3	189,185	3	253,096	3	200,155
952	Senior Management Analyst	0	1	0	103,103	0	233,030	0	200,133
537	Senior Management Analyst Senior Management Auditor	0	1	0	0	0	ő	0	0
	FULL-TIME POSITIONS	39	38	63 \$	2,954,069	66 \$	3,230,734	67 \$	3,296,559
		1		+				- T	-,,
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	0	0 \$	0

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	7,635,208	458	7,635,666	63.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	ts				
	1,626	0	1,626	0.0	Discretionary Adj- OMF Interagency Changes
Mayor's Propos	ed Budget Decisio	ns			
	0	120,000	120,000	2.0	Cont. 2 Ltd term pos to collect delinquent revenue
	0	151,308	151,308	0.0	City Attorney position to collect delinquent revenu
	0	58,260	58,260	1.0	Ltd term data match pos to collect delinquent rev
	(64,985)	0	(64,985)	0.0	2.5% reduction in External Materials & Services
	(100,000)	0	(100,000)	0.0	Revenue Bureau Efficiency Savings
Approved Budg	et Additions and R	eductions			,
	0	0	0	0.0	None
Adopted Budge	t Additions and Re	ductions			
	0	0	0	1.0	Internal Transfer of funds for Revenue Auditor Pos
	(163,359)	329,568	166,209	4.0	Total FY 2004-05 Decision Packages
			\$ 7,801,875	67.0	Total Adopted Budget
FY 2004-05 Dec	ision Packages No	t Accepted			
	0	. 0	o	0.0	None
			\$ 0	0.0	Total Decision Packages Not Accepted

Office of Management and Finance

Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge Timothy Grewe, Chief Administrative Officer

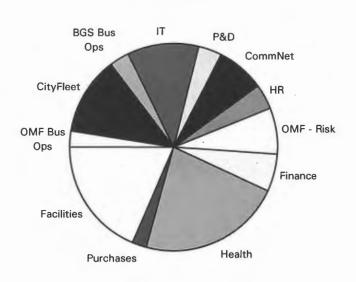
Percent of City Budget

OMF = \$171 Million

12.3%

City Budget = \$1.4 Billion

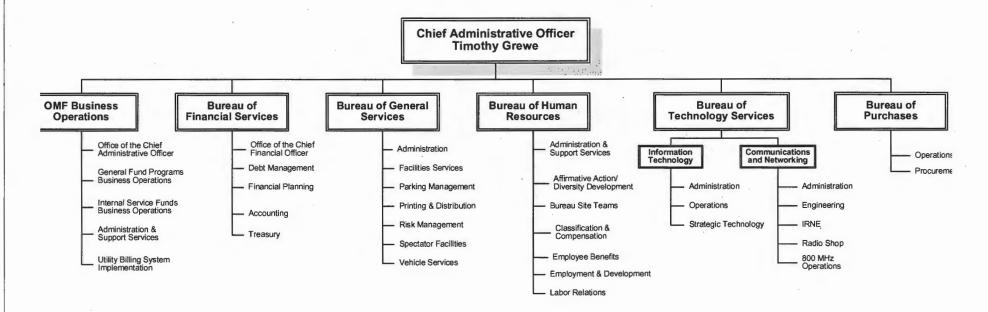
Bureau Divisions



Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	Change from Prior Year	Percent Change
Operating	160,997,678	153,046,517	-7,951,161	-4.9%
Capital	32,104,162	17,916,640	-14,187,522	-44.2%
Allocated Overhead Costs	4,278,460	4,289,862	11,402	0.3%
Total Cost with Allocated Overhead	\$ 197,380,300	\$ 175,253,019	\$ -22,127,281	-11.2%
Authorized Positions	591	596	5	0.8%

Office of Management and Finance



Bureau Summary

BUREAU MISSION

The Office of Management and Finance's mission is:

Leadership, Management, Stewardship: Supporting the administrative and operational needs of the City to enhance quality service delivery to the public.

The Office of Management and Finance has established the following values:

Customer Focus - We value an effective balance between service provision and regulation. We achieve this balance by striving to know the core business needs of our customers, establishing mutual understandings about our service capacity, and using a problem solving approach.

Coordination & Partnerships - We value a spirit of collaboration, cooperation, and effective communication in our work within the Office of Management and Finance and among City bureaus, our City Council, other agencies, and the public.

Respect & Integrity - We value and practice personal and organizational integrity, fiscal and operational accountability, and protecting the public trust. We practice inclusiveness, respecting diversity at all times.

Stewardship - We value sound management practices in the responsibilities entrusted to us by City Council, City bureaus, and the public.

Strategic Perspective - We value preparedness coupled with shared recognition of constraints and opportunities. We serve the City best through advance planning and anticipating issues.

Knowledgeable, Dedicated Workforce - We consider our employees our greatest asset. We strive to maintain a safe and supportive workplace based on principles of accountability and service.

Sustainability - We value and maintain business practices that respect the natural environment and further the City's goals for sustainability.

BUREAU OVERVIEW

Services to City

The Office of Management and Finance (OMF) is the primary advisor and provider of central services to the City Council and City bureaus. These services include financial management, human resources, information technology, telecommunications, public safety radio, procurement, and centralized administrative services, including vehicle, facilities, printing and distribution, and risk management. In addition, OMF serves external customers, including vendors doing business with the City, applicants for City jobs, and 800 MHz radio system users.

OMF continues to assess its organizational structure and look for efficiencies.

OMF was created by the City Council on May 3, 2000 to achieve efficiencies and savings in City administrative and support services. OMF is composed of the bureaus of Technology Services, General Services, Financial Services, Human Resources, and Purchases.

Funding Sources

The Office of Management and Finance is funded by a combination of resources. The bureaus of Financial Services, and Purchases primarily receive General Fund overhead and discretionary resources. OMF Business Operations and the bureaus of General Services, Technology Services, and Human Resources are funded primarily through interagency revenues received from other City bureaus.

HIGHLIGHTS OF PROGRAMS AND SERVICES

OMF Bureaus

OMF Business Operations

OMF Business Operations is the administrative arm of OMF, providing management, support, and coordination for the Office of Management and Finance's internal business operations. The program includes the office of the Chief Administrative Officer (CAO), business operations for the internal service funds and for General Fund programs, and administrative support.

The CAO is responsible for providing strategic leadership and management to the City of Portland and to all OMF programs and activities. The CAO is accountable to the Mayor and Council for:

- Oversight of all Citywide administrative activities to ensure the delivery of quality and cost effective services and the development of Citywide policies, procedures, systems, and processes that improve accountability.
- Advising the City Council and bureaus in citywide matters both within and beyond the scope of services delivered by OMF.
- Leading and/or participating in a variety of special projects and economic development projects for City Council.
- Managing the replacement of the Water and Environmental Services Customer Information System (presented as a separate program due to the one-time nature of the project).

Bureau of Financial Services

The Bureau of Financial Services is composed of the Accounting, Debt Management, Financial Planning, and Treasury programs. Through these programs, the bureau provides financial management and planning in a variety of areas, including investments, debt issuance and compliance, budget development and monitoring, and federal and state grants management and compliance.

Bureau of General Services

The Bureau of General Services provides management and oversight of many of the City's internal support services:

- Facilities, including Spectator Facilities, PGE Park, Memorial Coliseum, and the Rose Garden Arena
- Parking Garages
- Printing and Distribution
- Risk Management, including Workers' Compensation, Liability and Claims, and Loss Prevention
- CityFleet

Bureau of Human Resources

The Bureau of Human Resources provides strategic leadership and management of the citywide human resource systems that support the business strategies of the Council and bureaus, including:

- Labor Relations
- Employee Relations
- Classification and Compensation
- Employment and Development
- Affirmative Action and Diversity Development
- Employee Benefits
- Bureau Site Teams

Bureau of Technology Services

The Bureau of Technology Services (BTS) provides leadership and management in the search for and implementation of technology solutions, including:

- Data and voice communication networks including public safety radio systems
- Desktop, server, and mainframe computer operations and support
- E-mail administration
- Help desk service
- Virus protection, data backup, and recovery
- Application development and support for City systems, e.g., the City's financial system and Geographic Information System
- Application development and support for vertical applications that support the specific operational needs of bureaus
- Development and operation of the City's web site and e-government applications

Bureau of Purchases

The Bureau of Purchases provides strategic leadership and management of the citywide procurement systems. As part of the purchasing policies and procedures, the bureau is responsible for implementation of the City Council's Fair Contracting and Employment Strategy. In addition to daily procurement work, major work programs include:

- Contract Monitoring and Compliance
- Contractor and Vendor Outreach and Education
- Contractor Prequalification
- Equal Employment Certification
- Project Manager and Inspector Training
- Regional Procurement Card Program

SUMMARY OF BUDGET DECISIONS

Summary of budget decisions

The Adopted Budget takes a multi-faceted approach to generate savings to the General Fund as well as other funds within the City. The approach consists of the elements discussed below.

1. Citywide Initiatives

This budget includes several bold citywide efficiencies that have the potential to maintain or improve services while reducing costs:

Enterprise Resource Planning System

The Office of Management and Finance is directed to continue assessing the feasibility of implementing a new Enterprise Resource Planning System. OMF is directed to develop a detailed implementation plan and a funding plan for purchase and implementation of the system and present that plan to Council for further discussion. All City bureaus are directed to cooperate with this effort.

Bureau of Revenue

The Office of Management and Finance is directed to perform a detailed analysis and develop an implementation plan for the possible creation of a new Bureau of Revenue that would integrate most City billing and collection functions into one new bureau.

Public Information and Outreach

The Office of Management and Finance will implement a pilot project with the Planning Bureau to develop and implement an annual work plan that coordinates priority public outreach and involvement projects for FY 2004-05. City bureaus are directed to participate in this project, establishing a list of priority projects and sharing resources to increase efficiency and effectiveness of major outreach efforts. Further, this pilot project will be integrated with Citywide Managing for Results efforts, and the Office of Management and Finance will report on cost savings, efficiencies, and methodologies implemented by June 2005.

The Office of Neighborhood Involvement will migrate the City/County Information and Referral database from Filemaker to ensure compatibility with PortlandOnline. The Office of Neighborhood Involvement will make the database accessible for online use by City employees and ensure continuous information sharing with Multnomah County.

The Bureau of Technology Services, the Office of Neighborhood Involvement, and the Office of Management and Finance will work towards online integration of outreach contact lists. Scoping will include a determination of costs and savings, development of a system for tracking cost savings, and exploration of partnering with Metro through possible use of its established online database system.

Information Technology Staffing Consolidation

This budget further consolidates information technology staff beyond the consolidation that took place in the original Administrative Services Review (ASR). Two employees are transferred from Transportation.

Additionally, the bureaus of Technology Services, Development Services, Environmental Services and Water are directed to develop a management agreement for the transfer of information technology staff to the Bureau of Technology Services in FY 2005-06.

Billing System Staff Transfer

The Customer Information System implementation staff now report to the CAO. This change was based on the recommendation of the Quality Assurance contractor, and the management team, and has the concurrence of the BES and Water directors. The budget for implementation of the new Customer Information System is no longer included in OMF's Business Operations budget and is now a separate entity within the overall OMF budget.

Strategic Sourcing

The Office of Management and Finance is directed to bring to Council the results of Phase I of the strategic sourcing initiative, which is intended to identify ways that the City can more effectively procure goods and services and leverage the City's buying power.

2. Interagency Savings Generated

The Office of Management and Finance reduced its interagency agreements with other bureaus by \$578,000, with a third of these savings accruing to General Fund bureaus. OMF also voluntarily reduced interagencies by 2.5% of the amount of revenue coming from the General Fund. This generated savings that General Fund bureaus were able to use to reach their target budgets.

These reductions will result in lower maintenance reserves in facilities, reduced maintenance for the 800 MHz public safety radio system, closure of the Interstate Garage facility, reduction of reserves for equipment replacement in the print shop, and a reduction in the planned increase in the confidence level for the Insurance and Claims Operating Fund.

PERS and COLA Savings

The PERS savings attributable to the General Fund discretionary portion of OMF's budget were reduced from OMF's target figures. The remaining PERS savings will be used in FY 2004-05 to support the BRASS budgeting software project, which will reduce the demand on the General Fund for additional resources to complete this necessary project.

PERS and COLA savings in the internal service funds were rebated back to bureaus in the Mayor's Proposed Budget. These savings total \$576,000 with \$151,000 in savings accruing to the General Fund.

3. General Fund Portion of Budget is at Target

The General Fund portion of the OMF budget, which includes the CAO's Office, OMF Business Operations, BGS Operations, Financial Services, Human Resources and Purchases, is at the 2.5% reduction level. Reaching this level was made possible by savings in personal services due to hiring several new employees at lower classifications than their predecessors, which should improve employee retention in the long run.

4. Service Improvements

For FY 2004-05, OMF Vehicle Services will be implementing the results of a focused review conducted during FY 2003-04. This review was aimed at improving the services of the Vehicle Services Division. Working with its customers, Vehicle Services agreed to the following improvements:

- Development of a customer brochure
- Improved customer service standards for Vehicle Services' employees
- Changes in the way vehicles are replaced
- Development of vehicle acquisition specifications
- Development of a new rate model used for allocation of vehicle expenses
- Established regular meetings with customers
- Shared information on practices and services of Vehicle Services with customers

5. Future Focused Reviews

During the past two years, OMF has performed three focused reviews of its operations. These reviews covered Risk Management, Vehicle Services, and the budget process. For FY 2004-05, OMF is directed to perform a comprehensive review and assessment of the City's current General Fund overhead model. This review should include a review of best practices. The outcome should be recommendations to change the model to be more equitable, and understandable and to avoid large shifts from year to year.

6. Adopted Budget

The OMF budget is essentially divided into two parts: General Fund operations and the internal service funds.

The General Fund portion of OMF consists of the following bureaus:

- Bureau of Purchases
- Bureau of Human Resources
- Bureau of Financial Services
- Office of the Chief Administrative Officer
- Business Operations
- BGS Administration

This portion of the Adopted Budget totals \$23,987,819, which is \$979,772 less than the FY 2003-04 Approved Budget. This decrease is due to a small technical adjustment and the transfer of the CIS budget (\$978,628) into its own appropriation unit. The Adopted Budget includes a \$60,000 package approved for Purchases program and system improvements stemming from Purchases' annual report.

The following resources support the General Fund portion of the budget:

- Overhead revenues \$7,222,240
- Interagency agreements \$11,790,794
- General Fund discretionary \$3,560,827
- Other \$1,413,958

Almost half of OMF's General Fund revenues are interagency, with overhead revenues accounting for another 30%. OMF's discretionary revenues account for only 15% of total revenues, substantially less than in prior years largely due to the fact that OMF bureaus are performing a larger proportion of their services for non-General Fund bureaus.

The non-General Fund side of the OMF budget totals \$139,4442,662 and consists of the following:

- Health Insurance Fund \$36,450,611
- Information Technology Fund \$17,883,259
- Communications Services Fund \$12,343,272
- Facilities Services Fund \$19,592,616
- Vehicle Services Fund \$19,565,467
- Printing and Distribution Fund \$6,049,730
- Spectator Facilities Fund \$1,802,616
- Fire and GO Bond Construction Fund \$8,875,235
- Parking Facilities \$4,863,859
- Insurance and Claims Fund \$6,691,251
- Workers' Compensation Fund \$5,324,746

7. Summary

OMF's Adopted Budget is responsive to the fiscal realities facing the City. Reductions have been made to OMF programs, and this either saved City bureaus money or freed up General Fund money for other purposes. Additionally, OMF is directed to pursue further efficiencies in the areas of the Bureau of Revenue, an Enterprise Resource Planning system, Information Technology staff consolidations, public outreach and information, and Purchase's strategic sourcing and technical assistance programs.

FUNDING SOURCES

Funding sources

The Office of Management and Finance is funded by a combination of resources. The bureaus of Financial Services and Purchases primarily receive General Fund overhead and discretionary resources. OMF Business Operations and the bureaus of General Services, Communications, Technology Services, and Human Resources are funded primarily through interagency revenues.

BUDGET NOTES

Budget Amendment

The Council recognizes the financial impact of the recent decision of the arbiter in the Interest Arbitration between the City of Portland and the Portland Police Association. That decision will cost the City General Fund an additional \$6,970,000 over the current budgeted amount. Because of the timing of the award in relation to the City budget adoption process, the City Council will pursue the necessary budget adjustments to the FY 2004-05 Adopted Budget as soon as practical after the adoption of the FY 2004-05 Budget. The Financial Planning Division is instructed to immediately commence the preparation of the necessary information and schedule for the Council to amend the FY 2004-05 Budget.

Revenue Bureau

The Office of Management and Finance is directed to perform a detailed analysis and develop an implementation plan for the possible creation of a new Bureau of Revenue that would integrate most City billing and collection functions into one new bureau.

Enterprise Resource Planning System

The Office of Management and Finance is directed to continue assessing the feasibility of implementing a new Enterprise Resource Planning System. OMF is directed to develop a detailed implementation plan as well as a funding plan for purchase and implementation of the system and present that plan to Council for further discussion. All City bureaus are directed to cooperate with this effort.

Public Information and Outreach

The Office of Management and Finance will implement a pilot project with the Planning Bureau to develop and implement an annual work plan that coordinates priority public outreach and involvement projects for FY 2004-05. City bureaus are directed to participate in this project, establishing a list of priority projects and sharing resources to increase efficiency and effectiveness of major outreach efforts. Further, this pilot project will be integrated with citywide Managing for Results efforts and the Office of Management & Finance will report on cost savings, efficiencies, and methodologies implemented by December 1, 2004.

The Office of Neighborhood Involvement will migrate the City/County Information and Referral Database from FileMaker to Access to ensure compatibility with PortlandOnline. The Office of Neighborhood Involvement will make the database accessible for online use by City employees and ensure continuous information sharing with Multnomah County.

The Bureau of Technology Services, the Office of Neighborhood Involvement and the Office of Management and Finance will work towards online integration of outreach contact lists. Scoping will include a determination of costs and savings, development of a system for tracking cost savings, and exploration of partnering with Metro through possible use of its established online database system.

Focused review of the City's General Fund Overhead Model

The Office of Management and Finance is directed to perform a comprehensive review and assessment of the City's current General Fund overhead model. This review should include a review of best practices. The objectives of this effort are to achieve clarity, equity and year-to-year stability in how the model works.

Complete Information Technology Staffing Consolidation

The Bureau of Technology Services, the Bureau of Environmental Services and the Water Bureau are directed to develop a management agreement for the transfer of information technology staff to the Bureau of Technology Services in FY 2006. The TRACS support staff in the Bureau of Development Services will transfer to the Bureau of Technology Services effective July 1, 2005.

Billing System Staff Transfer

Effective July 1, 2004, the Customer Information System implementation staff will now report to the Chief Administrative Officer (who is the project manager for the system implementation) based on the recommendation of the Quality Assurance contractor, the management team and with the concurrence of the Environmental Services and Water Bureau directors.

Strategic Sourcing

The Office of Management and Finance is directed to bring to Council the results of Phase I of the strategic sourcing initiative, which is intended to identify ways that the City can more effectively procure goods and services and leverage the City's buying power.

Strategic Direction

SIGNIFICANT ISSUES

Health Fund Reserves

As stated in past OMF financial forecasts, the escalating costs and utilization of employee health benefits have continued to exceed bureau contributions to the Health Insurance Fund. Under the current benefit plan cost trajectory, the fund balance will fall to a level below requirements in FY 2005-06 to cover plan costs.

The gap between plan expenses and contributions is projected to grow in FY 2004-05 to \$6.2 million, then increasing again in FY 2005-06 to \$9.7 million. By recommendation of the Labor Management Benefits Committee and the Bureau of Human Resources (BHR), the gap between contributions and expenses is currently covered by reducing the fund's cash balance. Under the existing plan design, the fund's cash balance is sufficient to cover anticipated reserve requirements in FY 2004-05; however, in FY 2005-06 the fund's cash balance will be \$5.4 million short of the required reserve target.

The City's policy is to ensure the fund maintains a prudent reserve level to meet large claims and IBNR requirements. The main options at this time for financial stability are changes in plan design, employee contributions, and City contributions.

The recent arbitrator's award to the Portland Police Association will also affect the cash reserve depletion timing.

A solution to the reserve level depletion must be arrived at prior to the release of the General Fund Financial Forecast in December 2004.

Spectator Facilities

Spectator Facilities operation remains focused on two critical issues: the business operations at PGE Park and the future of Memorial Coliseum. The FY 2004-05 budget assumes a new operating agreement at PGE Park with revised economic terms. Work will continue on exploring reuse opportunities for Memorial Coliseum with a focus on conversion to a large sports and recreation complex known as the MARC. Operating income is expected to remain flat in FY 2004-05 due to reduced attendance at Blazer games and the revised economic terms anticipated for a successor operator at PGE Park.

MAJOR INITIATIVES

Major initiatives

Council has adopted an OMF-wide strategic plan as well as plans for the bureaus of Human Resources and Technology Services. Update and implementation of the plan elements will continue in FY 2004-05, and OMF Business Operations will develop a strategic plan.

OMF has the following major initiatives for FY 2004-05:

- Manage the project tasks to install, test and implement the City's replacement utility billing system within the project timeframe, budget, and meeting-appropriate project quality control. In February 2004, after an extensive evaluation of options, the City selected Cayenta software as a replacement utility billing system. Installation of the new system is now underway in accordance with a detailed work plan and in accordance with the contract with Cayenta. It is anticipated that the replacement utility billing system will be on line by December 2005.
- Ensure that action is taken on all management issues identified in the CIS 2002 Financial Audit.

- Provide financial and management information to support for Mayor and Council decision making on key projects - e.g. MLB, PGE, South Waterfront, River Renaissance, PGE Park, Managing for Results.
- Recommend and implement polices and practices to ensure consistent management of city resources, including financial, human, technology, facilities, and equipment.
- Provide Mayor and Council with policies and programs that support/implement their decisions and track results.
- Monitor citywide administrative support systems Human Resources, Information Technology, Purchasing, etc. and ensure that the best and least cost service is provided within available resources.
- Coordinate, with City's Bureau Directors, the management of key projects that cross bureau lines to insure that duplication is eliminated; decision-making is timely and includes the right players at the right time; financing plans are complete and well communicated; that Council is provided with complete and timely information.
- Improve communications and collaboration with City Bureau Managers.
- Complete action phase of the OMF strategic plan and ensure that the plan supports City's goals and priorities and is focused and complete.
- ◆ Continue participation with the Auditor's Office in implementing Management by Results with the development of Administrative Benchmarks for inclusion in the annual SEA survey
- In coordination with Planning, facilitate the development of strategic issues for the City through the annual Council retreat, Council budget priority discussions for Strategic Plan approval.
- Continue to monitor PGE acquisition.

MANAGEMENT GOALS & OBJECTIVES

MANAGEMENT GOALS & OBJECTIVES The Office of Management and Finance (OMF) has identified a number of strategic directions for FY 2004-05 and beyond. These include the following:

Leadership and Stewardship of Resources Strengthen the City's human, technological, financial, and capital resources:

- Undertake a critical evaluation of existing service delivery based on cost effectiveness, quality of service, and accountability in light of OMF's performance over time, as well as comparisons to similar jurisdictions nationwide.
- Continue the existing competitiveness study for OMF services and establish benchmarks.
- Model the City's sustainability vision by establishing sustainability objectives and implementing a comprehensive sustainability program.
- Implement education and outreach efforts to increase the visibility of OMF and increase awareness of the organization's value and role to internal and external customers, users, and stakeholders.

Professional Workforce and Workplace

Continue to recruit and develop an expert workforce and foster a workplace based on basic values of accountability, stewardship, inclusion, and service:

- Develop and implement an organization-wide communication plan for timely and relevant communication of information to employees, customers, users, and stakeholders.
- Conduct a comprehensive workforce needs assessment leading to the development and implementation of a workforce training and development plan.
- Develop and implement workforce turnover and management succession plans.
- Continue to foster efforts to weave diversity and inclusion into all aspects of our work.
- Engage all OMF employees in discussions of the organization's mission, vision, values, and strategic goals.
- Continue to develop a workplace distinguished by a sense of safety and a responsiveness to the needs of our workforce.
- Recognize the need to balance work and personal life to ensure a healthy workforce.

Management Skills

Enhance the management skill sets necessary to lead the organization:

- Develop a clear set of management skill sets, competencies, and expectations based on strategic goals and objectives.
- Develop and implement a comprehensive management training and development program across the organization.
- ◆ Continue the implementation of sound performance management practices that establish clear expectations, provide organizational support for success, and hold individuals at all levels of the organization accountable for results.
- Further build teamwork and the ability of organizational leaders to work together on addressing Citywide issues.

Efficiency Through Technology

Maximize the cost-effective use of technology in all aspects of OMF's work:

- Develop a comprehensive strategic technology plan for OMF.
- Undertake a comprehensive examination of the City's technology infrastructure requirements and develop an investment plan.
- Continue to explore ways to use technology including investing in and promoting the use of e-business, e-commerce, and e-government in order to increase ease of City and public use of our services.
- Continue to develop and implement Citywide technology standards consistent with the core business needs of users.
- Conduct an assessment of user training needs and provide appropriate support.

Partnerships

Strengthen OMF's collaborative business partnerships with customers, users, and stakeholders:

- Establish customer service standards based on input from customers, users, and stakeholders that balance service delivery with our regulatory mandates and financial constraints
- Capitalize on opportunities to partner with other government jurisdictions and appropriate entities to achieve economies of scale in the delivery of cost-effective and quality services.

- Establish consistent standards of service delivery, including operating policies and procedures, across all OMF bureaus.
- Establish, administer, and report specific performance measures within all OMF bureaus.
- Regularly communicate with our customers and stakeholders on projects and issues that impact them.
- Periodically survey customer satisfaction with our services.

Performance Measures

Align OMF's Performance Measures with the Strategic Plan:

For FY 2003-04, OMF completed a performance measure review with the goal of updating the measures in light of the organization's recently adopted Strategic Plan. Changes resulting from this review are incorporated into the performance measures on the following pages of this document. Additionally, the Bureau of Human Resources has fully aligned performance measures with its Strategic Plan goals as noted. For some new performance measures, only current data is available. Others will serve as placeholders for which data will be tracked in the coming year.

COUNCIL PRIORITIES

Future Focus

The Office of Management and Finance provides administrative and support services to the Mayor, City Council, and City bureaus. While many of OMF's activities contribute most directly to the goal to "maintain a financially stable City," operating bureaus' service delivery to the public is dependent on many OMF services, such as procurement, office space, vehicles, and equipment. As a result, OMF supports all of Council's strategic goals and objectives.

Portland/Multnomah Benchmarks

OMF partners with the Council and City bureaus in delivery of service to Portland's citizens. OMF's activities contribute most directly to the benchmarks of Economic Prosperity, Government Performance, Neighborhood Livability, Diverse Workforce, Growth, Public Safety, Jobs and Infrastructure, Multi-Modal Transportation, and Access to High Speed Internet.

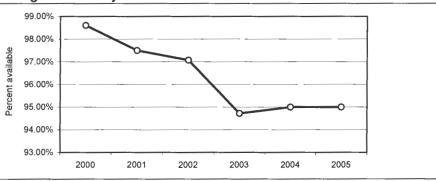
OMF also shares information with and receives input from citizens through community budget forums, the Public Utility Review Board, and other citizen committees and boards.

OMF participates in a variety of forums with other regional jurisdictions (Metro, the City of Gresham, Multnomah County, etc.) on a variety of issues. The City's Chief Administrative Officer regularly attends the metro area managers meeting to share and discuss issues of common interest. Additionally, OMF regularly collaborates with business and community agencies, such as the Portland Business Alliance, and the Regional Arts and Culture Council.

Performance Measures

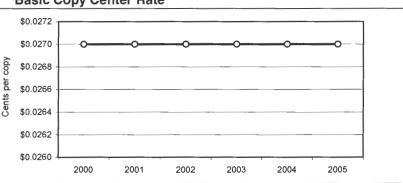
Percentage Availability of All Vehicles

This measure reflects the total percent of time vehicles are not in the shop for repairs. It continues to be at a high level of over 95% after decreasing slightly due to extending lives.



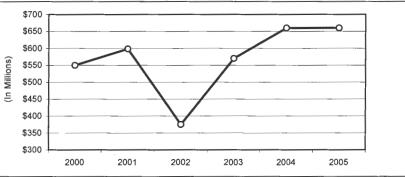
Basic Copy Center Rate

Through efficiences and increased volume, Printing and Distribution has increased the basic copy center rate only twice in the last twelve years.



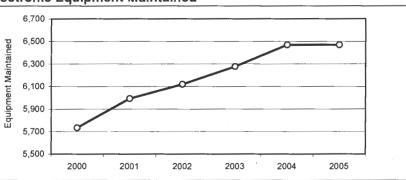
Investment Portfolio Managed

The size of the investments managed by the Treasury has grown as a result of growth of City services and capital projects.

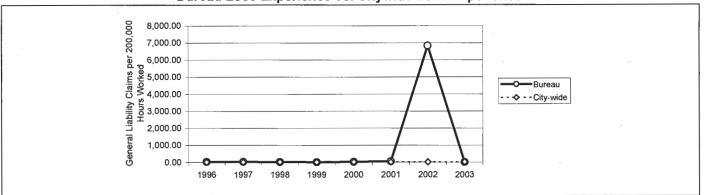


Electronic Equipment Maintained

The Radio Shop experienced some growth, both in radio and video equipment, but anticipates economic constraints to limit future increases in units.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002–03	Yr End Est. FY 2003-04	Adopted FY 2004–05
OFFICE OF MANAGEMENT AND FINANCE						<u> </u>
Affirmative Action Measures						
Female Employees as a Percent of Total	38.9%	38.4%	38.7%	45.0%	37.9%	
Minority Employees as a Percent of Total	19.1%	18.8%	19.1%	23.4%	20.8%	
Communication Services						
Radio Shop						
Workload						
Number of pieces of electronic equipment maintained	5,734	5,993	6,120	6,277	6,470	6,470
Efficiency						
Number of pieces of electronic equipment	489	596	609	625	784	784
maintained per technician						
Integrated Regional Network Enterprise						
Workload	4.000	0.040		0.500	1 000	4.000
Number of Service Orders Submitted	4,060	3,649	3,441	3,588	1,203	1,203
Effectiveness					0.4	40
Average Trouble Ticket Resolution Time					84	10
This will track turn-around time.					400.000/	100.000/
Percent Uptime for Phone Switch					100.00%	100.00%
This will track system productivity.					0.005	0.000
Number of Lines Provided in Service					8,695	9,000
This measure will track service effectiver	iess.					
Efficiency					7.4	20
Average Number of Trouble Tickets					74	80
Resolved per Technician This measure will track problem solving (officiency					
800 MHz Operations	emorency.					
Workload Number of communication units	6,049	6,353	6,654	6,720	6,980	7,000
accessing system	0,043	0,555	0,034	0,720	0,500	7,000
Effectiveness						
Percentage of time system operated	99.99%	99.99%	99.99%	99.99%	99.99%	99.98%
without failure	00.007					
Efficiency						
Number of pieces of electronic equipment	680	588	616	622	1,469	1,474
maintained per technician						
Facilities Services						
Facilities Services - Property Management						
Workload						
Portfolio Size - Total square footage of facilities managed					2,334,960	2,334,960
Number of internal leases					99	99
Number of leases managed for city proper	erty leased to ou	itside tenants				
Number of external leases					22	22
Number of leases managed for city burea	aus leasing prop	erty from externa	al landlords			
Efficiency						
Portfolio management - Total square					1,167,480	1,167,480
footage per property management						
employee	and the state of	the section of				
Total square feet of facilities managed div	vided by the num	nper of property i	management sta	п		
Facilities Services - Project Management						
Workload				440		A.
Value of capital projects completed			1005	\$10,534,000	\$19,302,000	\$14,611,000
Value of major maintenance projects for	ali rental facilitie	s, parking garage	es, and GO Bond	projects		

	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004-05
Facilities Services - Operations & Maintena	ance					
Workload						
Number of work orders completed for scheduled maintenance				2,754	2,020	2,020
Number of work orders completed for customer service requests				8,065	8,188	8,188
Effectiveness Percentage of City facilities maintained in good or better condition	100%	90%	90%	90%	90%	90%
Efficiency Carbon footprint - CO2 emissions from energy use (tons)			13,180	8,637	8,637	8,637
This measure expresses Facilities Serv Square foot of portfolio per Operations & Maintenance FTE	ices energy use	(electricity and na	atural gas) in terr	ns of CO2 emiss	ions. 155,664	155,664
Total square feet of facilities managed of	livided by the nu	mber of mechanic	cs on staff			
CityFleet						
Capital Replacement						
Workload Number of Vehicles/Equipment in Vehicle Services Inventory	2,608	2,562	2,578	2,381	2,400	2,400
Efficiency Percentage of Planned Replacement Vehicles Purchased	82%	65%	80%	54%	49%	75%
Maintenance & Repair						
Effectiveness						
Percentage availability of all vehicles Vehicle Pool	98.61%	97.50%	97.07%	94.72%	95.00%	95.00%
Workload Number of Vehicle Pool Trips	2,742	2,936	2,730	2,614	2,700	2,750
Total number of vehicle pool trip hours			13,850	11,904	11,430	11,430
Fuel Management						
Efficiency Carbon footprint - CO2 emissions from energy use (Tons)			17,763	17,343	17,500	17,500
Percent of low and ultra-low emission sedans in general sedan fleet					10%	11%
Printing & Distribution Services						
Copy Services						
Workload						
Total number of in-bureau copies Duplicating	27,308,630	20,133,446	20,610,353	23,031,423	21,000,000	23,016,950
Workload						
Total number of work orders completed	29,477	30,598	29,051	27,719	29,000	27,000
Total number of copy center sheets	21,678,510	21,612,713	18,266,296	18,266,628	17,000,000	17,000,000
Total number of press impressions	16,358,229	15,913,481	13,526,639	12,545,976	12,500,000	12,500,000
Effectiveness Percentage of work shipped on time	97.9%	98.1%	98.8%	98.5%	98.0%	97.0%
Efficiency						
Basic Copy Center Rate Percentage of total employee paid time billed out	\$0.0270	\$0.0270	\$0.0270	\$0.0270	\$0.0270 75%	\$0.0270 75%

	Actual FY 1999-00	Actual FY 2000–01	Actual FY 2001-02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004–05
Distribution						
Workload						
Total number of pieces mailed	5,345,678	4,150,007	4,728,008	4,444,703	4,000,000	4,000,000
Efficiency Total number of pieces mailed per distribution employee	890,946	754,547	859,638	888,941	800,000	800,000
Financial Services						
Accounting						
Workload						
Number of Accounts Receivable Invoices Issued	3,968	4,000	3,705	4,152	4,200	4,400
Effectiveness						
Accounts Payable Turnaround Time (Days From Receipt)	1-3 Days	1-3Days				
Number of Payroll Checks Without Error	162,132	163,000	163,000	171,563	170,000	172,000
Percent of Accounts Receivable Invoices Collected Within 60 Days	85%	65%	85%	89%	92%	95%
Efficiency Percent of Payroll Checks Direct Deposited				77%	78%	79%
Number of Manual Payroll Checks Issued				1,183	1,195	1,207
Number of Manual Accounts Payable Checks Issued	189	162	152	156	150	140
Financial Planning & Grants						
Workload						
Number of Active Federal Grants	163	160	160	186	203	203
Effectiveness						
Accuracy of Financial Forecasts (Percent Within Actuals)	1.0%	1.0%	3.0%	1.0%	1.0%	2.0%
Percent of Council adopted budget calendar deadlines met by bureaus					95%	100%
Number of Grant Audit Findings	1	0	0	3	0	0
Quality Puppy Time Index	0.73	0.76	0.43	0.50	0.67	0.62
Efficiency Percent of Council adopted budget calendar deadlines met by Financial Planning Division					95%	100%
Percent of hours spent performing analytical functions rather than clerical/technical					72%	75%
Treasury						
Workload Investment Portfolio (in millions)	\$550	\$598	\$375	\$570	\$660	\$660
Number of passports processed	****	****	770	826	950	1,000
Effectiveness						,-
Percent of Employees Participating in Deferred Compensation Program	58%	59%	59%	57%	56%	57%
Efficiency Number of Electronic Transactions Includes wires, account transfers, and a	utomated clearing	ghouse transacti	5,148	2,829	3,100	3,250
Debt Management		J. Jacob Harloadh				
Workload						
Long-Term Debt under Management (in billions)	1.55	1.93	1.96	2.12	2.15	2.23

	Actual FY 1999–00	Actual FY 2000–01	Actual FY 2001–02	Actual FY 2002-03	Yr End Est. FY 2003–04	Adopted FY 2004-05
Number of Long-Term Debt Issues Outstanding	66	75	74	66	65	67
Number of Short-Term Borrowing Programs Managed	14	15	14	15	15	15
Effectiveness						
City's Bond Rating	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa
Human Resources						
Human Resources						•
Workload						
Number of Classification Actions Annually	2,300	300	1,752	500	385	300
Links to Stewardship strategic plan goal						
Diversity Development (D.D.)-Number of hours in Cultural Competency Training provided to City managers and supervisors	N.A.	3,500	2,800	215	32	825
Links to Diversity strategic plan goal						
Number of Participant Training Hours Coordinated or Presented by BHR		NA	1,600	1,894	18,361	10,785
Links to Human Capital strategic plan go	al					
Personnel Action Notices Processed	13,672	13,320	11,181	14,180	14,000	14,000
Links to Organizational Effectiveness stra	ategic plan goal					
Number of Employment Applications Received			11,399	16,882	15,000	17,000
Links to Organizational Effectiveness stra	ategic plan goal					
Effectiveness						
Percentage of Recruitments Meeting Original or Renegotiated Timelines		NA	88%	81%	95%	90%
Links to Stewardship strategic plan goal						
Percentage of Diverse (Protected Class) Applicants Per Recruitment			NA	.16.58	16%	16%
Links to Diversity strategic plan goal						
Efficiency						
City Employees per BHR Employee			108	109	109	108
Links to Organizational Effectiveness stra	ategic plan goal			,		
Cost of Providing HR Service per City FTE	and grown grown		\$759.00	\$769.85	\$787.15	\$788.00
Links to Organizational Effectiveness stra	ategic plan goal					
Information Technology	9 p 9					
Operations						
Workload						
Number of Email Accounts Supported				4,957	5,000	5,000
				.,007	3,000	0,000
Effectiveness Tier 1 Response	50%	78%	71%	92%	95%	95%
Percentage of problems resolved by Help			7170	32 /6	3376	3376
Average resolution time for Tier 1 problems	Desk within 10	minutes		6	5	5
Goal is to resolve more difficult problems	through the He	In Desk				
Tier 2 Response	98%	98%	89%	97%	98%	98%
Percentage of problems resolved by Field			0076	0.70	0070	2370
Average resolution time for Tier 2 problems	2 Support million	, 110013		39	31	35
Percent of Time Portland Police Data System Available			99.41%	99.44%	99.50%	99.50%
Goal is 99.2% of total time available 7x24	1					

	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001-02	Actual FY 2002-03	Yr End Est. FY 2003-04	Adopted FY 2004–05
Efficiency						
Number of Desktops Supported per Technician				102	104	104
Strategic Technology						
Workload						
Application and Development Hours Billed	17,850	17,264	17,049	44,542	44,056	41,130
Effectiveness Percent increase in average unique				52%	61%	25%
visitors per day to City web server sites Percent increase in average hits per day on City web server sites				55%	63%	25%
Risk Management						
Insurance & Claims Admin/Claims						
Workload						
Number of general & fleet liability claims	1,026	1,015	972	1,002	1,002	1,002
Effectiveness Incurred cost of general liability claims per \$100 payroll	\$0.48	\$1.02	\$0.55	\$0.49	\$0.49	\$0.49
Incurred cost of fleet liability claims per 100,000 miles driven	2,901.00	3,538.00	3,054.00	3,458.00	3,458.00	3,458.00
Efficiency Number of general liability claims per 200,000 hours worked	11.26	11.52	11.18	11.58	11.58	11.58
Number of fleet liability claims per 100,000 miles driven	1.24	1.26	1.16	1.22	1.22	1.22
Workers Compensation Admin/Claims						
Workload						
Number of workers compensation claims	315	322	317	290	290	290
Effectiveness						
Incurred cost of workers compensation claims per \$100 payroll	\$0.60	\$0.78	\$1.30	\$0.92	\$0.92	\$0.92
Efficiency Number of workers compensation claims per 200,000 hours worked	7.86	8.52	8.29	7.70	7.70	7.70
Bureau of Purchases						
Procurement						
Workload						
Number of citywide training hours provided	162	121	174	152	160	175
Number of formal and informal construction contracts processed	156	141	102	96	100	125
Number of formal and informal PTE contracts processed	18	16	174	56	100	125
Number of formal and informal other (goods/services) contracts processed	400	450	422	423	350	350
Effectiveness Percent of apprenticeship hours worked	19.42%	18.73%	15.60%	13.33%	19.00%	20.00%
on City contracts	IOITE /V		.0.0070	.0.0070	.5.5575	23.0070
Number of contract site visits	189	251	123	121	125	130
Percent of formal prime contracts < \$200,000 awarded to M/W/ESB contractors	56%	33%	42%	34%	38%	40%
Percent of minority/women contractor hours worked on City contracts	9%	8%	5%	6%	7%	7%

Office of Management and Finance

PERFORMANCE MEASURES

	Actual FY 1999–00	Actual FY 2000-01	Actual FY 2001–02	Actual FY 2002–03	Yr End Est. FY 2003-04	Adopted FY 2004–05
Efficiency Total procurement card expenditures (in millions)	\$6.44	\$8.62	\$9.06	\$10.70	\$11.00	\$13.00
Percent of EEO auto-certifications processed online					45%	75%

	Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
EXPENDITURES					
Operating Budget					
Personal Services	37,197,744	38,420,397	41,185,175	47,524,570	43,851,937
External Materials and Services	74,836,189	68,487,335	81,526,138	80,862,232	87,289,762
Internal Materials and Services	14,066,704	16,012,147	18,448,190	19,826,517	22,127,59
Minor Capital Outlay	4,940,739	3,645,319	11,135,575	6,527,545	6,527,54
Equipment Cash Transfers	75,019	20,452	33,973	0	
Total Operating Budget	131,116,395	126,585,650	152,329,051	154,740,864	159,796,840
Capital Improvements	30,376,689	21,937,738	32,104,162	18,016,321	8,017,85
TOTAL BUREAU EXPENDITURES	\$ 161,493,084	\$ 148,523,388	\$ 184,433,213	\$ 172,757,185	\$ 167,814,69
Allocated Overhead	6,029,692	3,560,083	4,278,460	4,208,885	4,289,862
Total Cost with Allocated Overhead	167,522,776	152,083,471	188,711,673	176,966,070	172,104,55
RESOURCES		-			
Resources					
BGS-Facilities Services	20,999,000	16,874,284	23,850,374	20,025,798	19,592,61
BGS-Spectator Facilities	3,872,432	1,390,756	3,519,697	1,806,575	1,802,61
BGS-Fire Facilities GO Bond	8,854,223	7,184,188	14,520,168	9,025,235	8,875,23
BGS-Parking Facilities	5,296,708	6,066,610	6,176,268	4,863,859	4,863,85
BGS-Printing & Distribution	5,883,180	5,579,028	6,326,295	6,049,730	6,049,73
BGS-Risk	8,536,231	8,832,347	12,408,718	11,963,640	12,015,99
BGS-Vehicle Services	17,713,373	15,740,301	22,918,641	19,571,752	19,565,46
Communication Services	14,762,704	17,692,688	14,840,856	12,343,457	12,343,27
Health Insurance - Fund 701	38,913,769	30,573,712	33,387,163	36,289,839	29,182,169
Health Insurance - Fund 721	0	0	0	0	6,999,24
Information Technology	17,028,882	16,448,168	20,674,618	18,047,834	17,883,25
Discretionary General Fund	2,107,826	3,487,881	4,052,505	6,478,775	3,560,827
Total Discretionary Revenues	143,968,328	129,869,963	162,675,303	146,466,494	142,734,29
Non-Discretionary Revenues		_			
Grants and Donations	0	0	0	0	10.111.00
Interagency Revenues	10,859,461	12,874,126	13,527,899	13,137,002	16,444,20
Bureau Program Revenues	1,491,062	1,219,304	1,159,095	1,581,665	1,022,269
Overhead Revenues	5,174,233	4,429,691	6,691,572	7,070,339	7,222,24
Contract Revenues	0	130,304	379,344	4,501,685	391,689
Total Non-Discretionary Revenues	17,524,756	18,653,425	21,757,910	26,290,691	25,080,40
Total General Fund Resources					
TOTAL RESOURCES	161,493,084	\$ 148,523,388	\$ 184,433,213	\$ 172,757,185	\$ 167,814,697

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					
Communication Services	14,762,704	17,692,688	14,840,856	12,343,457	12,343,272
Positions	38	42	42	42	42
Facilities Services	33,725,655	25,449,228	41,890,239	30,857,608	30,270,467
Positions	37	<i>35</i>	37	37	37
CityFleet	1 7 ,732,270	15,740,301	22,918,641	19,571,752	19,565,467
Positions	83	83	83	82	82
Printing & Distribution Services	5,883,180	5,579,028	6,326,295	6,049,730	6,049,730
Positions	29	27	26	26	26
OMF Business Operations	4,202,084	6,253,021	6,391,189	5,257,128	4,278,500
Positions	<i>35</i>	34	35	28	27
BGS Business Operations	5,581,990	6,394,416	6,534,876	5,231,511	5,231,511
Positions	3	3	3	3	3
Financial Services	7,092,477	6,982,911	9,347,829	9,370,096	9,370,096
Positions	58	58	58	58	58
Health Administration	38,913,769	30,573,712	33,387,163	36,289,839	36,181,412
Positions	6	6	6	6	6
Human Resources	5,204,631	5,268,608	6,126,895	6,199,085	6,197,941
Positions	<i>55</i>	54	<i>55</i>	54	54
Information Technology	16,866,559	16,448,168	20,674,618	18,047,834	17,883,259
Positions	130	130	137	143	142
Risk Management	8,527,417	8,832,347	12,408, 7 18	11,963,640	12,015,99 7

Office of Management and Finance

SUMMARY OF BUREAU BUDGET

General Fund Discretionary Positions	180	176	212	34	34
Positions	 522	517	528	 597	552
TOTAL DIVISIONS	\$ 161,493,086	\$ 148,523,388	\$ 184,433,213	\$ 172,757,185	\$ 167,814,697
Positions	29	27_	 30	30	30
Bureau of Purchases	3,000,348	3,308,960	3,585,894	3,773,630	3,773,630
Positions	0	0	0	66	0
Bureau of Revenue	0	0	0	7,801,875	0
Positions	0	0	0	0	23
Utility Billing System	0	0	0	0	4,653,415
Positions	19	18	17	23	23

OMF Business Operations

OVERVIEW

The OMF Business Operations program includes the Chief Administrative Officer's (CAO's) office, OMF Business Operations, and Risk Business Operations. The CAO's office provides leadership and direction for the Office of Management and Finance as well as support of special projects. OMF Business Operations and Risk Business Operations are administrative arms of OMF, providing management, support, and coordination for all OMF internal business operations.

CHANGES FROM PRIOR YEAR

FY 2004-05 Budget Decisions

OMF Business Operations' PERS savings have been redirected to offset the second-year costs of the BRASS budgeting software, thereby relieving the General Fund of this requirement.

Overview of Programs

CAO'S OFFICE

The Chief Administrative Officer's office provides leadership and management for all OMF programs and activities. In addition, the program also provides advice to the Council and City bureaus in Citywide matters, both within and beyond the scope of services delivered by OMF, as well as leadership and/or participation in a variety of Council special projects and economic development projects.

OMF BUSINESS OPERATIONS

OMF Business Operations is an administrative arm of OMF, which provides management, support, and coordination for all OMF internal business operations.

RISK BUSINESS OPERATIONS

Risk Business Operations is an administrative arm of OMF, providing management, support, and coordination for activities related to the Risk Management Division of the Bureau of General Services and the Workers' Compensation and Insurance and Claims funds.

	Actual FY 2001–02	Actual FY 2002-03	_	Revised FY 2003-04	 Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES							
Operating Budget							
Personal Services	2,735,910	2,938,958		2,734,070	2,414,653		2,284,245
External Materials and Services	473,238	1,345,599		2,214,440	1,414,804		866,584
Internal Materials and Services	992,936	1,963,420		1,442,679	1,427,671		1,127,67
Minor Capital Outlay	0	0		0	0		(
Equipment Cash Transfers	0	5,044		0	0		(
Total Operating Budget	4,202,084	6,253,021		6,391,189	5,257,128		4,278,500
Capital Improvements	0	0		0	0		(
TOTAL BUREAU EXPENDITURES	\$ 4,202,084	\$ 6,253,021	\$	6,391,189	\$ 5,257,128	\$	4,278,500
Allocated Overhead	457,480	114,407		211,560	 154,912		153,439
Total Cost with Allocated Overhead	4,659,564	6,367,428		6,602,749	5,412,040		4,431,939
RESOURCES							
General Fund Discretionary	0	0		116,047	0		(
Non-Discretionary Revenues							
Grants & Donations	0	0		0	0		C
Contract Revenues	0	0		0	0		C
Interagency Revenues	4,202,084	6,253,021		6,083,419	5,227,825		4,249,197
Program Revenue	0	0		191,723	29,303		29,303
Overhead Recovery	0	0		0	0		0
Total Non-Discretionary Revenues	4,202,084	 6,253,021		6,275,142	5,257,128		4,278,500
TOTAL GENERAL FUND RESOURCES	4,202,084	\$ 6,253,021	\$	6,391,189	\$ 5,257,128	\$	4,278,500
Note: Discretionary General Fund re Non-Discretionary revenues are res						e	
PROGRAMS							
CAO'S Office	244,328	275,645		619,227	443,830		443,830
Positions	2	2		2	2		,

Positions	35	34	35	28	27
TOTAL PROGRAMS	\$ 4,202,084	\$ 6,253,021	\$ 6,391,189	\$ 5,257,128	\$ 4,278,500
Positions	 0	 0	0	0	
BGS Administrative Services	0	0	0	0	0
Positions	7	7	7	0	C
Risk Business Operations	543,501	512,013	695,367	0	C
Positions	26	25	26	26	25
OMF Business Operations	3,414,255	5,465,363	5,076,595	4,813,298	3,834,670
Positions	2	2	2	2	2
CAO'S Office	244,328	275,645	619,227	443,830	443,830
PROGRAMS					

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	1,639,355	1,796,371	1,914,501	1,731,715	1,630,372
512000	Part-Time Employees	101,366	87,776	120,749	142,437	142,437
514000	Overtime	1,031	173	3,000	3,000	3,000
515000	Premium Pay	50	50	0	. 0	0
517000	Benefits	674,356	718,136	695,820	537,501	508,436
518000	Paid Absence	319,752	336,452	0	0	0
	onnel Services	2,735,910	2,938,958	2,734,070	2,414,653	2,284,245
	and Services	2,700,010	2,000,000	2,704,070	2,111,000	2,201,210
	Materials and Services					
521000		175,113	1,201,848	1,348,197	720,187	171,967
522000	Utilities	0	0	0	0	
523000	Equipment Rental	0	0	0	0	(
524000	Repair & Maintenance Services	6,372	3,152	100,000	104,801	104,801
525000	Non-Capital Improvement	0,072	0,182	0	0	(0.7,00
528000	Local Match Payments	0	0	0	0	Č
529000	Miscellaneous Services	1,459	42,703	103,236	96,116	96,116
531000	Office Supplies	10,126	14,171	116,508	122,307	122,30
532000	Operating Supplies	1,639	22,454	114,651	127,747	127,747
		0	22,454	34,282	45,208	45,208
533000	Repair & Maintenance Supplies	-	_	,	•	
534000	Minor Equipment & Tools	231,182	22,100	57,465	56,227	56,22
535000	Clothing & Uniforms	0	0	0	0	
539000	Other Commodities External	437	2,875	2,590	2,660	2,66
541000	Education	4,446	6,635	49,596	56,609	56,60
542000	Local Travel	0	75	3,116	2,881	2,88
543000	Out-of-Town Travel	338	20,364	10,954	8,563	8,56
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	42,126	9,222	273,845	71,498	71,49
Total Ex	ternal Materials and Services	473,238	1,345,599	2,214,440	1,414,804	866,58
Internal	Materials and Services					
551000	Vehicle Services	1,989	1,576	6,099	4,315	4,31
552000	Printing & Distribution	18,739	21,801	50,566	26,356	26,35
553000	Facilities Services	345,409	256,827	252,849	198,118	198,11
554000	Communications Services	120,197	124,164	35,142	34,765	34,76
555000	Information Technology	66,159	1,060,423	513,641	568,633	268,63
556000	Insurance	29,830	39,380	30,724	35,157	35,15
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	410,613	459,249	553,658	560,327	560,32
559000	Other Fund Services	0	0	0	0	
Total Int	ernal Materials and Services	992,936	1,963,420	1,442,679	1,427,671	1,127,67
Total Mate	rials and Services	1,466,174	3,309,019	3,657,119	2,842,475	1,994,25
Capital Ou	ıtlay					
561000	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	· · · · · · · · · · · · · · · · · · ·	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	·	0	0	0	0	
573000	Equipment Cash Transfers	0	5,044	0	0	
576000	Minor Equipment Transfers	0	0	0	0	
	SION EXPENSES	\$ 4,202,084	\$ 6,253,021	\$ 6,391,189	\$ 5,257,128	\$ 4,278,50

		Actual FY 2002	Actual FY 2003		rised 103-04		oosed 00405		pted 004-05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	2	2	2	84,678	1	45,534	1	45,534
515	Accountant II	5	5	5	251,415	6	310,944	6	310,944
516	Accountant III	0	1	1	51,289	0	0	0	0
7107	Administrative Supervisor II	0	1	1	57,509	0	0	0	0
2534	Applications Analyst IV	1	0	0	0	0	0	0	0
826	Assistant Financial Analyst	3	0	0	0	0	0	0	0
962	Assistant Program Specialist	1	0	0	0	0	0	0	. 0
928	Bureau Administrative Manager	1	0	0	0	0	0	0	0
7112	Business Operations Manager	0	2	2	160,667	2	165,170	2	165,170
7113	Business Operations Manager, Sen	0	1	1	99,120	1	106,573	1	106,573
7121	Business Systems Analyst	0	1	1	61,811	1	65,639	1	65,639
7001	Chief Administrative Officer	1	1	1	137,477	1	148,916	1	141,470
932	Chief Bureau Administrative Mgr	1	0	0	0	0	0	0	0
7127	Executive Assistant	1 1	1	1	51,834	1	55,927	1	55,927
7376	Financial Analyst	1	3	3	181,912	3	192,509	3	192,509
7377	Financial Analyst, Senior	0	3	3	206,936	3	218,143	3	218,143
2542	Information Systems Analyst II	2	0	0	0	0	0	0	0
2543	Information Systems Analyst III	1	0	0	0	0	0	0	0
7510	Information Systems Manager, Sen	0	0	1	90,254	1	93,897	0	0
7132	Management Analyst, Senior	3	1	1	67,463	1	72,474	1	72,474
7130	Management Assistant	0	0	0	0	1	50,379	1	50,379
102	Office Support Specialist II	7	5	5	175,678	2	61,574	2	61,574
104	Office Support Specialist III	0	2	2	81,524	0	0	0	0
106	Office Support Specialist, Lead	1 1	0	0	0	0	0	0	0
7145	Policy Analyst	0	1	0	0	0	0	0	0
7378	Principal Financial Analyst	0	1	1	66,234	1	71,475	1	71,475
968	Program Manager I]]	0	0	0	0	0	0	0
973	Program Manager V	1 1	0	0	0	0	70 501	0	70.501
7206	Public Information Officer	0	- 1	1	70,006	1	72,561	1	72,561
7188 930	Risk Supervisor	1 1	1 0	0	76,735	0	0	0	0
	Senior Bureau Administrative Mgr								
TOTAL	FULL-TIME POSITIONS	35	33	33 \$	1,972,542	26 \$	1,731,715	25 \$	1,630,372
7103	Administrative Assistant	0	0	0	0	1	22,446	1	22,446
7452	Community Service Aide II	0	0	1	9,337	1	14,376	1	14,376
7510	Information Systems Manager, Sen	0	0	0	0	0	0	0	0
7145	Policy Analyst	0	0	1	41,695	1	41,671	1	41,671
7146	Policy Analyst, Senior	0	1	1	61,717	1	63,944	1	63,944
TOTAL	PART-TIME POSITIONS	0	1	2 \$	112,749	2 \$	142,437	2 \$	142,437

		AMOUNT			. •	
ACTION	Ongoing	One-Time	To	otal Package	FTE	DECISION
FY 2004-05	5,909,841	0		5,909,841	35.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	s					
	0	0		0	0.0	None
Mayor's Propose	d Budget Decision	IS				
	(718,570)	0		(718,570)	(7.0)	Risk Admin. moved to Risk Fund
	75,098	0		75,098	0.0	Increased CIS costs
	(5,131)	0		(5,131)	0.0	COLA Reduction from 2.4% to 2.0%
	(4,110)	0		(4,110)	0.0	Internal M&S reductions
Approved Budge	et Additions and Re	eductions				
	0	0		0	0.0	None
Adopted Budget	Additions and Red	ductions				
	(978,628)	0		(978,628)	0.0	CIS project moved to new AU 381
	(1,631,341)	. 0		(1,631,341)	(7.0)	Total FY 2004-05 Decision Packages
			\$	4,278,500	28.0	Total Adopted Budget
FY 2004-05 Decis	sion Packages Not	Funded				
	0	0_		0	0.0	None
			\$	0	0.0	Total Decision Packages Not Funded

Financial Services

OVERVIEW

The Bureau of Financial Services is composed of Accounting, Debt Management, Financial Planning, Treasury, and the Office of the Chief Financial Officer. Through these programs, the bureau provides financial management and planning services in a variety of areas, such as financial reporting and planning, investments, debt issuance, and grants management. Previously Spectator Facilities had been budgeted in the Bureau of Financial Services, but it was moved to the Facilities Services division in FY 2003-04.

Accounting

Accounting provides financial reporting, accounting services, and management of the City's corporate accounting systems and processes. The activities of the program include the following:

- Ensure accounting operations throughout the City result in accurate, complete, and timely information.
- Provide internal controls to safeguard the City's assets against loss, theft, or misuse.
- Support the ability of operating bureaus to deliver services to Portland's citizens.
- Support preservation of the Aaa credit rating from Moody's Investors Service.
- Prepare financial reports that comply with current accounting principles and regulatory requirements.
- Prepare the Comprehensive Annual Financial Report (CAFR).
- Ensure compliance with various federal, state, and City regulations and statutes, including IRS, Federal Labor Standards Act, City collective bargaining agreements, and the like.

Debt Management

Debt Management provides expertise in managing a long term financial strategy for maintaining the City's infrastructure and for funding a wide variety of capital projects. Program activities include rebate compliance and management, debt transaction management, conduit financing, investor and credit relations, and financial analysis for special projects.

Financial Planning

The Financial Planning program provides fiduciary oversight and leadership for all City funds.

Financial Planning

Financial Planning provides leadership for and management of the following activities:

- Operating and capital budget planning, development, and monitoring
- Operational review of the City utilities in concert with the City's Public Utility Review Board
- Long-range financial forecasting for the General Fund and related funds
- A variety of Council and/or bureau financial and economic studies
- Assistance to the Bureau of Human Resources in costing collective bargaining proposals and employee group-compensation studies
- Financial review and analysis of state legislation
- Development and refinement of the General Fund overhead model

Grants

The grants section of Financial Planning performs the following activities:

- Grants administration and accounting
- Grants training, education, and interface with bureaus and granting agencies
- Preparation of the federal indirect cost plan
- Preparation and coordination with the City's independent Auditor for the Single Federal Audit
- Administration of and compliance with Davis Bacon prevailing wage rate requirements

Treasury

The City's Treasury, in practical terms, serves as the City's bank. The program manages the City's investment program and provides cash and investment accounting, trustee account activities, and passport processing functions. Additionally, Treasury is responsible for management and administration of the City's Deferred Compensation program. Monitoring the Fire and Police Disability and Retirement Fund and the Public Employees Retirement System are also key activities performed by Treasury to ensure the City's financial liabilities are planned for and proactively addressed.

Chief Financial Officer

The Chief Financial Officer provides leadership and management oversight to the divisions within the Bureau of Financial Services. He provides internal financial consulting services in support of City bureau programs and economic development and housing activities of the Portland Development Commission.

	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04		Proposed FY 2004-05	Adopted FY 2004-05
EXPENDITURES						
Operating Budget						
Personal Services	4,348,206	4,608,810	4,571,026		4,559,786	4,559,786
External Materials and Services	483,506	552,053	775,680		845,842	845,842
Internal Materials and Services	2,260,765	1,814,548	4,001,123		3,964,468	3,964,468
Minor Capital Outlay	0	0	0		0	0
Equipment Cash Transfers	0	7,500	0		0	0
Total Operating Budget	7,092,477	 6,982,911	9,347,829		9,370,096	9,370,096
Capital Improvements	0	0	0		0	0
TOTAL BUREAU EXPENDITURES	\$ 7,092,477	\$ 6,982,911	\$ 9,347,829	\$	9,370,096	\$ 9,370,096
Allocated Overhead	0	0	0		0	0
Total Cost with Allocated Overhead	7,092,477	6,982,911	9,347,829		9,370,096	9,370,096
RESOURCES						
General Fund Discretionary	2,218,562	2,657,273	2,823,211		2,823,944	2,823,944
Non-Discretionary Revenues						
Grants & Donations	0	0	0		0	0
Contract Revenues	164,142	130,304	144,344		156,689	156,689
Interagency Revenues	933,415	866,530	783,774		796,300	796,300
Program Revenue	1,005,093	837,200	967,372		992,966	992,966
Overhead Recovery	2,771,265	2,491,604	4,629,128		4,600,197	4,600,197
Total Non-Discretionary Revenues	4,735,438	 4,325,638	 6,524,618		6,546,152	6,546,152
		 		_		

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	58	 58	58	 58	58
TOTAL PROGRAMS	\$ 7,092,477	\$ 6,982,911	\$ 9,347,829	\$ 9,370,096	\$ 9,370,096
Positions	 0	0	 0	 0	
Financial Services Business Operations	0	0	0	0	(
Positions	4	3	4	4	4
Debt Management	591,020	487,426	581,910	606,537	606,537
Positions	9	9	9	9	
Treasury	773,719	845,210	931,396	992,211	992,211
Positions	15	15	14	14	14
Financial Planning & Grants	1,889,186	2,039,458	1,691,056	1,635,273	1,635,273
Positions	0	0	0	0	(
Spectator Facilities	315,210	285,415	0	0	(
Positions	30	31	31	31	31
Accounting	3,523,342	3,325,402	6,143,467	6,136,075	6,136,075
PROGRAMS					

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	2,713,708	2,797,657	3,405,596	3,471,056	3,471,056
512000	Part-Time Employees	22,261	57,260	26,158	26,785	26,785
514000	Overtime	20,432	38,281	25,000	31,300	31,300
515000	Premium Pay	8,641	4,584	0	0	(
517000	Benefits	1,065,326	1,141,514	1,114,272	1,030,645	1,030,645
518000	Paid Absence	517,838	569,514	0	0	(
Total Pers	onnel Services	4,348,206	4,608,810	4,571,026	4,559,786	4,559,786
Materials a	and Services					,
External	Materials and Services					
521000	Professional Services	212,934	289,829	157,767	162,026	162,026
522000	Utilities	0	0	0	0	(
523000	Equipment Rental	15,330	24,632	24,519	25,181	25,18 ⁻
524000	Repair & Maintenance Services	5,985	4,513	43,830	45,014	45,014
525000	Non-Capital Improvement	0	0	0	0	
528000	Local Match Payments	0	0	0	0	(
529000	Miscellaneous Services	140,214	146,750	69,631	61,353	61,353
531000	Office Supplies	13,829	16,177	83,750	86,010	86,010
532000	Operating Supplies	18,004	19,069	50,171	51,526	51,52
533000	Repair & Maintenance Supplies	3	0	0	0	01,021
534000	Minor Equipment & Tools	6,507	4,209	25,625	26,317	26,31
535000	Clothing & Uniforms	0	0	0	0	20,01
539000	Other Commodities External	1,368	280	0	0	
541000	Education	29,592	21,284	40,396	41,487	41,48
542000	Local Travel	80	190	657	675	67
543000	Out-of-Town Travel	16,338	16,583	34,605	35,540	
				•	•	35,54
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	23,322	8,537	244,729	310,713	310,71
	ternal Materials and Services	483,506	552,053	775,680	845,842	845,84
	Materials and Services	1 005	0.005	105	101	10
551000	Vehicle Services	1,205	2,385	165	121	12
552000	Printing & Distribution	93,184	86,557	121,181	105,094	105,09
553000	Facilities Services	209,925	245,328	222,734	228,746	228,74
554000	Communications Services	20,022	18,535	47,724	48,918	48,91
555000	Information Technology	430,472	464,580	2,249,304	2,197,566	2,197,56
556000	Insurance	55,574	47,566	51,085	73,022	73,02
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	1,450,383	949,597	1,307,430	1,311,001	1,311,00
	Other Fund Services	0	0	0	. 0	
Total Int	ernal Materials and Services	2,260,765	1,814,548	3,999,623	3,964,468	3,964,46
	rials and Services	2,744,271	2,366,601	4,775,303	4,810,310	4,810,31
Capital Ou	_			_		
561000		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	Infrastructure	0	0	0	0	
568000	Other Capital Expenditure	0	0	0	0	
569000	Depreciation	0	. 0	0	0	
Total Capi	tal Outlay	0	0	0	0	
573000	Equipment Cash Transfers	0	7,500	0	0	
576000	Minor Equipment Transfers	0	0	1,500	0	
		\$ 7,092,477				

515 Accountant II 4 5 5 249,074 5 247,674 5 247,674 516 Accountant III 7 7 6 324,695 6 324,782 6 324,782 7351 Accountant, Assistant Systems 0 1 1 52,342 1 56,894 1 56,894			Actual FY 2002	Actual FY 2003	Į.	vised 003-04		posed 004-05	I	opted 004–05
515 Accountant	Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
516	514	Accountant I	9	7	6	263,592	7	308,372	7	308,372
7351 Accountant, Assistant Systems 0	515	Accountant II				249,074	5	247,674	5	247,674
7352 Accounting Supervisor 0		Accountant III		7	6	324,695	6	324,782	6	324,782
7360 Accounting Supervisor Senior 1			1			,		,		56,894
Table Accounting Supervisor Senior 1			1	1		, -		,		64,352
Table Tabl			1			, ,		/		,
Second Accounting Technician 2 2 3 109,098 2 73,916 2 73,916 926 Administrative Specialist, Senio 0 0 0 0 0 0 0 0 0						.,		,		
Administrative Services Manager						. ,		,		,
Administrative Specialist, Senio 0 0 0 0 0 2 94,183 2 94,183 920 Administrative Supervisor 1 1 0 0 0 0 0 0 0 0					_			, ,		,
920 Administrative Supervisor 1			1 '		-	- 1		•		•
Total Chief Financial Officer			1		-			,		94,183
7370 City Accounting Manager 1 1 1 95,520 1 82,130 1 82,130 7391 City Treasurer 1 1 1 93,000 1 98,376 1 98,376 7880 Controller 0<					_	- 1		•		0
Table City Treasurer					1	, ,		,		,
8000 Controller 0 0 0 0 1 85,086 1 85,086 7380 Debt Analyst 0 1 1 0					1	· · · · · · · · · · · · · · · · · · ·			-	,
7380 Debt Analyst Debt Analyst					1	, , , , , , , , , , , , , , , , , , ,		, ,		,
7381 Debt Analyst, Senior			1		-	~		,		,
Table Debt Manager			_		0	~		~		-
942 Economist City 1 90,410 7386 Economist, Senior 1 1 1 72,144 1 73,289 1 73,289 7376 Financial Analyst 3 1 2 115,771 1 60,030 1 60,030 7377 Financial Analyst, Senior 5 9 8 542,503 7 456,386 7 456,386 839 Financial Management Director 1 0					1					
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7386 Economist, Senior 1 1 1 72,144 1 73,289 1 73,289 7376 Financial Analyst 3 1 2 115,771 1 60,030 1 60,030 7377 Financial Analyst, Senior 5 9 8 542,503 7 456,386 7 456,386 839 Financial Management Director 1 0 <t< td=""><td></td><td></td><td></td><td>- 1</td><td>•</td><td>~ </td><td>_</td><td>0</td><td>-</td><td>0</td></t<>				- 1	•	~	_	0	-	0
7376 Financial Analyst 3 1 2 115,771 1 60,030 1 60,030 7377 Financial Analyst, Senior 5 9 8 542,503 7 456,386 7 456,386 839 Financial Management Director 1 0				· I			-			
7377 Financial Analyst, Senior 5 9 8 542,503 7 456,386 7 456,386 839 Financial Management Director 1 0				· ' I	•	′ 1				,
Say Financial Management Director 1			_	· ·						
7379 Financial Planning Division Mana 1 1 1 92,014 1 99,711 1 99,711 7131 Management Analyst 0 0 0 0 1 38,611 1 38,472 1 33,472 1 33,472 1 33,472 1 33,472 1 33,472 1 33,472 1 33,472 1 33,472 1 38,472 1 33,472 1 31,472 1 34,472 1 34,472 1 34,410 3 1 48,105 1 4<			_		-	, , I		, i		
7131 Management Analyst 0 0 0 0 1 38,611 1 38,611 100 Office Support Specialist I 1 1 1 32,950 1 33,472 1 33,472 102 Office Support Specialist III 4 4 4 145,464 3 110,874 3 110,874 104 Office Support Specialist III 1 1 1 42,905 0 0 0 0 0 7396 Pension Liability Manager 0 1 1 82,771 1 84,105 1 84,105 7382 Principal Debt Analyst 2 0 1 69,472 1 78,133 1 78,133 7378 Principal Financial Analyst 3 2 2 135,603 2 151,195 2 151,195 7156 Program Manager 0 1 47,119 1 54,392 1 54,392 970 Program Manage				- 1	-	٠,	-	~	-	•
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102 Office Support Specialist II 4 4 4 4 145,464 3 110,874 3 110,874 104 Office Support Specialist III 1 1 1 42,905 0 0 0 0 7396 Pension Liability Manager 0 1 1 82,771 1 84,105 1 84,105 7382 Principal Debt Analyst 2 0 1 69,472 1 78,133 1 78,133 7378 Principal Financial Analyst 3 2 2 135,603 2 151,195 2 151,195 7156 Program Manager 0 1 1 47,119 1 54,392 1 54,392 970 Program Manager III 1 0 0 0 0 0 0 0 952 Senior Management Analyst 0 1 0 0 0 0 0 0 0 7392 Tre			1 - 1	- 1	-	•		-,		/
104 Office Support Specialist III 1 1 1 42,905 0 0 0 0 7396 Pension Liability Manager 0 1 1 82,771 1 84,105 1 84,105 7382 Principal Debt Analyst 2 0 1 69,472 1 78,133 1 78,133 7378 Principal Financial Analyst 3 2 2 135,603 2 151,195 2 151,195 7156 Program Manager 0 1 1 47,119 1 54,392 1 54,392 970 Program Manager III 1 0 0 0 0 0 0 0 0 971 Program Manager IIII 1 0				. 1	,	,,		, 1		
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7156 Program Manager 0 1 1 47,119 1 54,392 1 54,392 970 Program Manager II 1 0 1 62,598 1 62,598 74,070 1 74,070 1 74,070 1 74,070 1 74,070 0 0 0 0 0 <td< td=""><td></td><td>,</td><td></td><td></td><td></td><td></td><td></td><td>' '</td><td></td><td>,</td></td<>		,						' '		,
970 Program Manager II 1 0 0 0 0 0 0 0 971 Program Manager III 1 0 1 74,070 1 74,070 1 74,070 0 0 0 0 0 0 0 0 0 0 0 0 0			ſ . I			,		, ,		
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952 Senior Management Analyst 0 1 0 0 0 0 0 0 7392 Treasury Analyst 0 0 0 0 1 62,598 1 62,598 7390 Treasury Operations Manager 0 1 1 73,716 1 74,070 1 74,070 TOTAL FULL-TIME POSITIONS 58 58 57 3,405,596 57 3,471,056 57 3,471,056 514 Accountant I 0 0 1 26,158 1 26,785 1 26,785			1 1	- 1		- 1	_	- 1		-
7392 Treasury Analyst 0 0 0 0 1 62,598 1 62,598 7390 Treasury Operations Manager 0 1 1 73,716 1 74,070 1 74,070 TOTAL FULL-TIME POSITIONS 58 58 57 \$ 3,405,596 57 \$ 3,471,056 57 \$ 3,471,056 514 Accountant I 0 0 1 26,158 1 26,785 1 26,785				- 1	-	- 1	_	- 1		-
7390 Treasury Operations Manager 0 1 1 73,716 1 74,070 1 74,070 TOTAL FULL-TIME POSITIONS 58 58 57 \$ 3,405,596 57 \$ 3,471,056 57 \$ 3,471,056 514 Accountant I 0 0 1 26,158 1 26,785 1 26,785					_	- 1	-	~	1	
TOTAL FULL-TIME POSITIONS 58 58 57 \$ 3,405,596 57 \$ 3,471,056 57 \$ 3,471,056 514 Accountant I 0 0 1 26,158 1 26,785 1 26,785				- 1	-	-			1	,
		, , , , , , , , , , , , , , , , , , , ,	58	58	57 \$		57 \$			
	514	Accountant I	0	0	1	26,158	1	26,785	1	26,785
	TOTAL	PART-TIME POSITIONS	0	0	1 \$		1 \$		1 \$	

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	9,634,079	6,204	9,640,283	58.0	FY 2004-05 Current Appropriation Level Estimat
CAL Adjustmen	ts				
	0	0	0	0.0	None
Mayor's Propose	ed Budget Decision	S			
	7,471	0	7,471	0.0	Increased Overtime in Accounting for PDOT
	(4,224)	0	(4,224)	0.0	COLA and other Personal Services reduction
	(213,858)	0	(213,858)	0.0	External M&S decreases
	(59,576)	0	(59,576)	0.0	Internal M&S reductions
	0	0	0	0.0	Rebalance of Discretionary/Overhead
Approved Budge	et Additions and Re	ductions			
	0	0	0	0.0	None
Adopted Budge	t Additions and Red	uctions	'		
	0	0	0	0.0	None
	(270,187)	0	(270,187)	0.0	Total FY 2004-05 Decision Packages
			\$ 9,370,096	58.0	Total Adopted Budget
FY 2004-05 Deci	sion Packages Not	Funded			
	0	0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded

Bureau of Purchases

OVERVIEW

The Bureau of Purchases provides leadership and management of the City's procurement and contractor development activities. These activities are undertaken by the Bureau's Procurement and Operations divisions.

Procurement

Procurement administers the City's competitive bidding and contracting process to acquire goods and services for City bureaus and ensures compliance with applicable laws. Additionally, the division provides expert consulting services to bureaus with regard to Professional, Technical, and Expert (PTE) contracts.

Following a reorganization of the Bureau of Purchases during fiscal year 2003-04, in addition to the daily purchasing process and procedures, Procurement is now responsible for implementing the Council's Fair Contracting and Employment Strategy, which includes:

- Implementation of the Sheltered Market program
- Providing technical assistance for small firms
- Implementation of good faith effort and workforce training and employment requirements
- Outreach to minority- and women-owned and emerging small businesses (M/W/ESB)
- Coordinating Equal Employment Opportunity certification
- Contract compliance and monitoring

Operations

Operations administers the City's procurement and travel contracts, as well as the City's EEO program and Contractor Pre-qualification program. In addition, the bureau's internal business needs are supported through this program.

CHANGES FROM PRIOR YEAR

FY 2004-05 Budget Changes

Purchases' FY 2004-05 base budget remains at the current appropriation level, adjusted for inflation. The FY 2004-05 Adopted Budget for Purchases does reflect an increase of \$60,000 for program and system improvements. These improvements stem from the Annual Report adopted by Council on December 3, 2003. At that time, Council directed Purchases to submit a request in the FY 2004-05 budget development process for additional funding for these improvements.

Bureau Reorganization

Late in fiscal year 2003-04, management completed a reorganization plan to increase the effective capacity of the bureau by building procurement/compliance work teams and breaking divisional boundaries. The new organization consists of two major divisions: Procurement and Operations. Procurement is responsible for all procurement and compliance activities, including policy development; outreach to contractors, businesses, and organizations; and educational coordination for City employees regarding contracting rules and processes. Operations covers central operations, including finance and development, contractor pre-qualification, and EEO certification.

	Actual FY 2001-02		Actual FY 2002-03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05
EXPENDITURES					_				
Operating Budget									
Personal Services	1,838,717		1,878,596		2,154,847		2,222,079		2,222,079
External Materials and Services	552,275		447,075		523,788		683,667		683,66
Internal Materials and Services	605,006		983,289		907,259		867,884		867,88
Minor Capital Outlay	0		0		0		0		•
Equipment Cash Transfers	4,350		0		0		0		
Total Operating Budget	3,000,348		3,308,960		3,585,894		3,773,630		3,773,63
Capital Improvements	0		0		0		0		
TOTAL BUREAU EXPENDITURES	\$ 3,000,348	\$	3,308,960	\$	3,585,894	\$	3,773,630	\$	3,773,630
Allocated Overhead	0		0		0		0		. (
Total Cost with Allocated Overhead	3,000,348		3,308,960		3,585,894		3,773,630		3,773,63
RESOURCES									
General Fund Discretionary	832,690		830,608		1,113,247		888,784		736,88
Non-Discretionary Revenues	0		0		0		. 0		
Grants & Donations Contract Revenues	131,900		0		235,000		235,000		235,00
	158,175		165,525		175,203		179,704		179,70
Interagency Revenues Program Revenue	152,978		374,740		173,203		0		173,70
Overhead Recovery	1, 7 24,605		1,938,087		2.062,444		2,470,142		2,622,04
Total Non-Discretionary Revenues	2,167,658		2,478,351		2,472,647		2,884,846		3,036,74
TOTAL GENERAL FUND RESOURCES	3,000,348	\$	3,308,960	\$	3,585,894	\$	3,773,630	\$	3,773,63
			-,,	-	0,000,004		-,,		
Note: Discretionary General Fund r Non-Discretionary revenues are res	evenues are those v stricted by policy or o	vhich contra	may be used by	v Citv	Council for any	publ gene	lic purpose.	ie.	ii aiv
Non-Discretionary revenues are res PROGRAMS	stricted by policy or o	vhich contra	may be used by	v Citv	Council for any	publ gene	ic purpose.	ie.	i de de
Non-Discretionary revenues are res PROGRAMS Citywide Airfare	stricted by policy or o	vhich contra	may be used by actual agreemer	v Citv	Council for any e bureaus that	gene	lic purpose. erate the revenu	ie.	
PROGRAMS Citywide Airfare Positions	(358)	vhich contra	may be used by actual agreemer 654	v Citv	Council for any e bureaus that	publ gene	ic purpose. erate the revenu	ie.	
PROGRAMS Citywide Airfare Positions Procurement	(358) 0 0	which contra	may be used by ctual agreemen 654	v Citv	Council for any e bureaus that 0 0 0	publ gene	ic purpose. erate the revenu 0 0 0	ie.	
PROGRAMS Citywide Airfare Positions Procurement Positions	(358) 0 0	vhich contra	may be used by actual agreemen 654 0 0 0	v Citv	Council for any e bureaus that 0 0 0 0 0	publ gene	orate the revenue	ie.	
PROGRAMS Citywide Airfare Positions Procurement Positions Procurement	(358) 0 0 0 947,964	vhich contra	may be used by actual agreemen 654 0 0 979,189	v Citv	Council for any e bureaus that 0 0 0	y publ gene	ic purpose. erate the revenu 0 0 0	ie.	2,221,06
PROGRAMS Citywide Airfare Positions Procurement Positions Procurement Positions Procurement Positions Procurement Positions	(358) 0 0	vhich contra	may be used by actual agreemen 654 0 0 0	v Citv	0 0 0 0 0 1,213,219	gene	orate the revenue of	IE.	2,221,06
PROGRAMS Citywide Airfare Positions Procurement Positions Procurement	(358) 0 0 0 947,964	vhich contra	654 0 0 979,189	v Citv	Council for any e bureaus that 0 0 0 0 0 1,213,219	gene	0 0 0 0 0 2,221,069	ie.	2,221,06 1
Non-Discretionary revenues are res PROGRAMS Citywide Airfare Positions Procurement Positions Procurement Positions Contractor Development	(358) 0 0 0 947,964 12 956,840	vhich contra	654 0 0 979,189 13 767,290	v Citv	0 0 0 0 0 1,213,219 17 875,928	publi gene	0 0 0 0 0 2,221,069 17 0	ie.	2,221,06 1
Non-Discretionary revenues are res PROGRAMS Citywide Airfare Positions Procurement Positions Procurement Positions Contractor Development Positions	(358) 0 0 947,964 12 956,840 9 1,095,902 8	vhich contra	654 0 0 979,189 13 767,290 9 1,561,677	v Citv	0 0 0 0 1,213,219 17 875,928 7 1,496,747 6	gene	0 0 0 0 2,221,069 17 0 7 1,552,561 6	ie.	2,221,06 1 1,552,56
Non-Discretionary revenues are reserved. PROGRAMS Citywide Airfare Positions Procurement Positions Procurement Positions Contractor Development Positions Operations	(358) (358) 0 0 947,964 12 956,840 9 1,095,902 8	vhich contra	654 0 0 979,189 13 767,290 9 1,561,677 5 150	v Citv	0 0 0 0 1,213,219 17 875,928 7 1,496,747 6	public gene	0 0 0 0 2,221,069 17 0 7 1,552,561 6	ie.	2,221,06 1 1,552,56
Non-Discretionary revenues are res PROGRAMS Citywide Airfare Positions Procurement Positions Procurement Positions Contractor Development Positions Operations Procurement, Pre Reorg Positions	(358) (358) 0 0 947,964 12 956,840 9 1,095,902 8 0	which contra	654 0 0 979,189 13 767,290 9 1,561,677 5 150 0	v Citv	0 0 0 0 1,213,219 17 875,928 7 1,496,747 6 0	public gene	0 0 0 0 2,221,069 17 0 7 1,552,561 6 0	ie.	2,221,06 1 1,552,56
Non-Discretionary revenues are res PROGRAMS Citywide Airfare Positions Procurement Positions Procurement Positions Contractor Development Positions Operations Procurement, Pre Reorg Positions Contractor Development, Pre Reorg	(358) 0 0 947,964 12 956,840 9 1,095,902 8 0 0	which contra	654 0 0 979,189 13 767,290 9 1,561,677 5 150 0	v Citv	0 0 0 0 1,213,219 17 875,928 7 1,496,747 6 0 0	y publi gene	0 0 0 0 2,221,069 17 0 7 1,552,561 6 0	ie.	2,221,06 1 1,552,56
Non-Discretionary revenues are res PROGRAMS Citywide Airfare Positions Procurement Positions Procurement Positions Contractor Development Positions Operations Procurement, Pre Reorg Positions	(358) (358) 0 0 947,964 12 956,840 9 1,095,902 8 0	which contra	654 0 0 979,189 13 767,290 9 1,561,677 5 150 0	v Citv	0 0 0 0 1,213,219 17 875,928 7 1,496,747 6 0	y publi	0 0 0 0 2,221,069 17 0 7 1,552,561 6 0	de.	2,221,06 1 1,552,56

3,308,960

3,000,348

3,773,630

3,585,894

3,773,630

30

TOTAL PROGRAMS

Positions

		Actual FY 2001-02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
Personne	Services					
511000	Full-Time Employees	1,168,968	1,156,208	1,599,177	1,667,947	1,667,947
512000	Part-Time Employees	0	26,282	24,156	67,288	67,288
514000	Overtime	0	752	0	0	0
515000	Premium Pay	4,134	2,588	0	0	0
517000	Benefits	456,957	472,712	531,514	486,844	486,844
518000	Paid Absence	208,658	220,054	0	0	0
Total Pers	onnel Services	1,838,717	1,878,596	2,154,847	2,222,079	2,222,079
Materials	and Services					
Externa	Materials and Services					
521000	Professional Services	235,827	177,146	282,494	400,858	400,858
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	0	0	0	0	0
524000	Repair & Maintenance Services	3,888	45,969	41,360	42,477	42,477
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	96,073	37,349	57,269	58,816	58,816
531000	Office Supplies	17,746	24,950	29,986	30,796	30,796
532000	Operating Supplies	10,982	15,731	9,306	9,557	9,557
533000	Repair & Maintenance Supplies	0	0	0	0	0
534000	Minor Equipment & Tools	0	0	0	0	0
535000	Clothing & Uniforms	0	0	0	0	0
539000	Other Commodities External	152,890	117,160	54,602	91,077	91,077
541000	Education	10,542	4,650	6,966	7,154	7,154
542000	Local Travel	65	1,168	361	370	370
543000	Out-of-Town Travel	3,945	10,041	5,469	5,616	5,616
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	20,317	12,911	35,975	36,946	36,946
Total Ex	ternal Materials and Services	552,275	447,075	523,788	683,667	683,667
Internal	Materials and Services					
551000	Vehicle Services	4,592	4,180	6,034	4,618	4,618
552000	Printing & Distribution	49,242	55,884	60,311	52,340	52,340
553000	Facilities Services	140,136	163,906	139,208	142,967	142,967
554000	Communications Services	12,026	11,815	26,475	27,137	27,137
555000	Information Technology	63,805	137,021	105,512	119,333	119,333
556000	Insurance	37,711	24,199	25,542	39,891	39,891
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	282,994	586,284	544,177	481,598	481,598
559000	Other Fund Services	14,500	0	0	0	0
Total int	ernal Materials and Services	605,006	983,289	907,259	867,884	867,884
Total Mate	rials and Services	1,157,281	1,430,364	1,431,047	1,551,551	1,551,551
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
	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
	Depreciation	0	Ö	0	0	0
Total Capit	•	0	0	0	0	0
		4,350	0	0	0	0
573000	Equipment Cash Transfers	4.550				
	Equipment Cash Transfers Minor Equipment Transfers	4,330	0	ő	0	0

		Actual FY 2002	Actual FY 2003		evised 2003–04		posed 004–05		dopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7103	Administrative Assistant	1	0	1	47,370	1	54,737	1	54,737
7102	Administrative Specialist, Senio	0	0	1	46,426	0	.0	0	0
7165	CDD Program Coordinator	0	4	3	185,250	3	180,282	3	180,282
7167	Contractor Development Manager	0	1	0	0	0	0	0	0
1003	Contractor Development Super.	0	0	1	71,285	1	72,819	1	72,819
7163	Contracts Compliance Specialist	0	3	4	218,345	4	220,609	4	220,609
1004	Deputy Purchasing Agent	0	0	1	88,158	1	90,410	1	90,410
7127	Executive Assistant	0	1	1	58,709	1	60,782	1	60,782
102	Office Support Specialist II	1	1	1	35,408	1	36,958	1	36,958
104	Office Support Specialist III	5	3	0	0	0	0	0	0
419	Procurement Assistant	3	3	5	184,609	4	160,133	4	160,133
420	Procurement Specialist	2	2	2	96,080	3	157,288	3	157,288
421	Procurement Specialist, Senior	5	5	2	117,418	2	119,308	2	119,308
7166	Procurement Supervisor	0	0	3	183,347	3	186,447	3	186,447
7154	Program Coordinator	5	1	1	55,439	1	60,653	1	60,653
7156	Program Manager	2	0	1	67,156	1	66,889	1	66,889
964	Program Specialist	4	0	0	0	0	0	0	0
7152	Program Specialist, Assistant	0	1	1	49,019	2	99,970	2	99,970
7004	Purchasing Director	1	1	1	95,158	1	100,662	1	100,662
7169	Purchasing Manager	0	1	0	0	0	0	0	0
TOTAL	FULL-TIME POSITIONS	29	27	29 9	1,599,177	29 \$	1,667,947	29	\$ 1,667,947
421	Procurement Specialist, Senior	0	0	1	24,156	1	67,288	1	67,288
TOTAL	PART-TIME POSITIONS	0	0	1 :	24,156	1 \$	67,288	1	\$ 67,288

		AMOUNT								
ACTION	Ongoing	One-Time	Tota	l Package	FTE	DECISION				
FY 2004-05	3,671,913	0	(3,671,913	30.0	FY 2004-05 Current Appropriation Level Estimate				
CAL Adjustmen	ts									
	0	0		0	0.0	None				
Mayor's Propose	ed Budget Decisio	ns	1							
	60,000	0		60,000	0.0	Program and System Improvements				
	85,737	0		85,737	0.0	BRASS Allocation				
	(44,020)	0	1	(44,020)	0.0	Internal M&S reductions				
Approved Budge	et Additions and R	eductions								
	0	0		0	0.0	None				
Adopted Budget	Additions and Re	ductions	1							
	0	0		0	0.0	None				
	101,717	0		101,717	0.0	Total FY 2004-05 Decision Packages				
	·		\$ 3	3,773,630	30.0	Total Adopted Budget				
				· · · · · · · · · · · · · · · · · · ·	·	1				
FY 2004-05 Deci	sion Packages Not									
	0	0	-	0	0.0	None				
			\$	0	0.0	Total Decision Packages Not Funded				



Human Resources

OVERVIEW

The Bureau of Human Resources (BHR) provides strategic leadership and management of Citywide human resource systems, which link to the overall business strategies of the Council and bureaus. The program is responsible for the development, refinement, and oversight of the City's Human Resources administrative rules and procedures. The program is also responsible, through corporate level activities and site teams, for assisting bureaus in the recruitment, development, and retention of a competent and high quality workforce representative of the community.

BHR Programs

BHR Corporate Activities

Human Resources provides a number of activities that benefit all City bureaus. These activities include the following:

Labor Relations: Labor Relations activities include acting as the City's official representative in labor negotiations and assisting bureaus in responding to and resolving grievances and other disciplinary matters. Human Resources oversees compliance with federal and state labor laws, City policies, and collective bargaining agreements.

Classification and Compensation: Human Resources plans, designs, implements, monitors, and maintains Citywide classification and compensation plans, programs, rules, and systems. The bureau also provides technical expertise and services to City bureaus to ensure compliance with collective bargaining agreements and federal and state laws. The bureau conducts job audits and compensation reviews of individual positions and classifications, as well as managing and participating in employee group classification and compensation studies.

Employee Benefits: The Employee Benefits section provides leadership and expertise to the Council and the Labor Management Benefits Committee in developing a strategic direction for City benefit programs. Additionally, it manages and administers the City's employee benefit programs and plans, COBRA and retiree benefit continuation coverage, the health care component of the Family Medical Leave Act, and the employee assistance program and employee benefit communication and education.

Affirmative Action/Diversity Development: Affirmative Action/Diversity Development provides leadership, oversight, and support in the development of a diverse workforce; creation of an inclusive workplace culture; and compliance with Affirmative Action/Equal Employment Opportunity laws, regulations, and guidelines.

Employment and Development: The Employment and Development section manages Citywide executive recruitments and Citywide recruitments for cross-bureau classification series. It also provides expert consultation regarding testing procedures and processes to the HR site teams, ensures compliance with rules and procedures, manages applicant intake, and generates eligible registers. Additionally, the program manages the Citywide layoff, redeployment, and injured worker processes.

HR Site Teams

The site teams are responsible and accountable for supporting assigned bureaus with essential human resource services and ensuring compliance with Citywide Human Resources administrative rules, procedures, and collective bargaining agreements. The site teams are the bureaus' liaison with the corporate HR program managers and shall collaborate with them as appropriate to ensure assigned bureau needs and priorities are effectively addressed.

CHANGES FROM PRIOR YEAR

FY 2004-05 Budget Changes

FY 2004-05 will be the third year the City has operated with the restructured HR service delivery model. Service realignment and staffing reallocation within the the Bureau's FY 2005 CSL is necessary to meet the changing needs of City bureau operations and achieve the City's strategic goals and Council's strategic vision. The organizational changes necessary to realign the HR service delivery model include:

- Enhancing the support to the City's Labor Relations program by reclassifying a Labor Relations Coordinator to a Human Resources Analyst and transferring an Office Support Specialist III from HR Support Services to the Labor Relations Unit. The provision of dedicated professional and paraprofessional support to the Labor Relations team will allow the remaining Labor Relations Coordinators to provide more training to bureau managers and supervisors, increase support to resolve grievances and labor contract administration issues, and develop an updated employee relations strategy.
- Dedicating an Administrative Assistant to support the Classification and Compensation Team. This move is expected to improve service delivery support by decreasing product cycle time and allowing the professional staff to absorb an increasing workload resulting from frequent City bureau reorganizations, changes in organizational missions, staffing reconfigurations, and adoption of new business functions.
- Reallocating a Senior Human Resources analyst from the recruitment function to the Diversity Development Affirmative Action program. This move supports the 2001 Council adopted Diversity Development Initiative, which calls for an increase in diversity and community outreach recruitment efforts. The increase in Diversity Development program resources positions the City to aggressively meet Council's diversity goals by working in communities where employees in protected classes can be recruited. The additional staffing resources are expected to enhance discrimination investigation, assist bureaus in assessing operational barriers that impact diversity and productivity, and meet Human Resources Harassment Rule 2.2 mandates.

BHR is absorbing in its current budget \$73,741 in ongoing costs to ensure compliance with the federal Health Insurance Portability and Accountability Act (HIPAA). This amount continues funding for the limited term privacy officer only.

	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
EXPENDITURES					
Operating Budget					
Personal Services	3,969,467	4,000,138	4,442,123	4,519,911	4,519,911
External Materials and Services	377,819	338,298	539,096	504,313	503,169
Internal Materials and Services	855,345	930,172	1,145,676	1,174,861	1,174,861
Minor Capital Outlay	0	0	0	0,	0
Equipment Cash Transfers	2,000	0	0	0	0
Total Operating Budget	5,204,631	5,268,608	6,126,895	6,199,085	6,197,941
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 5,204,631	\$ 5,268,608	\$ 6,126,895	\$ 6,199,085	\$ 6,197,941
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	5,204,631	5,268,608	6,126,895	6,199,085	6,197,941
RESOURCES					
General Fund Discretionary	0	0	0	0	0
Non-Discretionary Revenues					_
Grants & Donations	0	0	0	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	5,167,388	5,261,244	6,126,895	6,199,085	6,197,941
Program Revenue	37,243	7,364	0	0	0
Total Non-Discretionary Revenues	5,204,631	5,268,608	6,126,895	6,199,085	6,197,941
TOTAL GENERAL FUND RESOURCES	5,204,631	\$ 5,268,608	\$ 6,126,895	\$ 6,199,085	\$ 6,197,941

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.

<i>55</i>		54		55		54		54
\$ 5,204,631	\$	5,268,608	\$	6,126,895	\$	6,199,085	\$	6,197,941
23		19		23		17		17
1,423,470		1,727,866		2,015,659		1,591,112		1,591,112
0		0		0		0		
73,246		87,921		97,577		100,212		100,212
4		5		3		4		4
335,422		312,787		394,270		505,720		505,720
3		4		4		8		8
622,507		391,820		477,513		827,795		827,795
3		3		4		5		5
381,182		339,824		411,587		475,276		475,276
3		6		4		5		5
450,911		414,176		424,197		500,639		500,639
19		17		17		15		15
1.711.087		1.849.458		2,160,734		2,198,331		2,197,187
0		0		0		0		O
208.806		144.756		145.358		0		0
\$	450,911 3 381,182 3 622,507 3 335,422 4 73,246 0 1,423,470 23 \$ 5,204,631	0 1,711,087 19 450,911 3 381,182 3 622,507 3 335,422 4 73,246 0 1,423,470 23 \$ 5,204,631 \$	0 1,711,087 1,849,458 19 17 450,911 414,176 3 6 381,182 339,824 3 391,820 3 4 335,422 312,787 4 5 73,246 87,921 0 1,423,470 1,727,866 23 19 \$ 5,204,631 \$ 5,268,608	0 1,711,087 1,849,458 19 17 450,911 414,176 3 6 381,182 339,824 3 3 622,507 391,820 3 4 335,422 312,787 4 5 73,246 87,921 0 0 1,423,470 1,727,866 23 19 \$ 5,204,631 \$ 5,268,608 \$	0 0 0 0 1,711,087 1,849,458 2,160,734 19 17 17 450,911 414,176 424,197 3 6 4 381,182 339,824 411,587 3 3 4 622,507 391,820 477,513 3 4 4 335,422 312,787 394,270 4 5 3 73,246 87,921 97,577 0 0 0 1,423,470 1,727,866 2,015,659 23 19 23 \$ 5,204,631 \$ 5,268,608 \$ 6,126,895	0 0 0 0 1,711,087 1,849,458 2,160,734 19 17 17 450,911 414,176 424,197 3 6 4 381,182 339,824 411,587 3 3 4 622,507 391,820 477,513 3 4 4 335,422 312,787 394,270 4 5 3 73,246 87,921 97,577 0 0 0 1,423,470 1,727,866 2,015,659 23 19 23 \$ 5,204,631 \$ 5,268,608 \$ 6,126,895	0 0 0 0 0 1,711,087 1,849,458 2,160,734 2,198,331 19 17 17 15 450,911 414,176 424,197 500,639 3 6 4 5 381,182 339,824 411,587 475,276 3 3 4 5 622,507 391,820 477,513 827,795 3 4 8 335,422 312,787 394,270 505,720 4 5 3 4 73,246 87,921 97,577 100,212 0 0 0 0 1,423,470 1,727,866 2,015,659 1,591,112 23 19 23 17 \$ 5,204,631 \$ 5,268,608 6,126,895 \$ 6,199,085	0 0 0 0 0 1,711,087 1,849,458 2,160,734 2,198,331 19 17 17 15 450,911 414,176 424,197 500,639 3 6 4 5 381,182 339,824 411,587 475,276 3 3 4 5 622,507 391,820 477,513 827,795 3 4 8 335,422 312,787 394,270 505,720 4 5 3 4 73,246 87,921 97,577 100,212 0 0 0 0 1,423,470 1,727,866 2,015,659 1,591,112 23 19 23 17 \$ 5,204,631 \$ 5,268,608 6,126,895 \$ 6,199,085 \$

		Actual FY 2001-02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	2,507,162	2,563,997	3,349,520	3,494,254	3,494,25
512000	. ,	62,201	27,507	0	0	
514000	Overtime	1,372	0	0	0	(
515000	Premium Pay	50	50	0	0	. (
517000	Benefits	953,453	1,001,737	1,092,603	1,025,657	1,025,65
518000	Paid Absence	445,229	406,847	0	0	
	onnel Services	3,969,467	4,000,138	4,442,123	4,519,911	4,519,91
	and Services		1,000,100	., ,	.,,_,	
	Materials and Services					
521000		143,022	163,805	195,537	200,818	200,81
522000	Utilities	0	0	0	0	200,01
523000	Equipment Rental	0	. 0	0	0	
524000	Repair & Maintenance Services	6,996	8,963	23,459	24,092	24,09
525000	Non-Capital Improvement	0,990	0,903	20,409	24,032	24,00
		0	. 0	0	0	
528000	Local Match Payments		85,464	74,133	76,135	76,13
529000	Miscellaneous Services	94,198	,	·	,	
531000	Office Supplies	19,762	19,855	23,302	23,931	23,93
532000	Operating Supplies	0	0	0	0	
533000	Repair & Maintenance Supplies	0	0	0	0	0.70
534000	Minor Equipment & Tools	30,860	19,911	9,450	9,705	9,70
535000	Clothing & Uniforms	0	0	0	0	
539000	Other Commodities External	0	0	0	0	
541000	Education	18,927	17,437	15,793	16,219	16,21
542000	Local Travel	0	179	2,685	2,758	2,75
543000	Out-of-Town Travel	6,800	1,636	4,423	4,542	4,54
544000	Space Rental	913	817	0	0	
545000	Interest	0	0	0	. 0	
546000	Refunds	310	0	0	0	
547000	Retirement System Payments	0	0	0	0	
548000	Operating Lease	0	0	0	0	
549000	Miscellaneous	56,031	20,231	190,314	146,113	144,96
Total Ex	ternal Materials and Services	377,819	338,298	539,096	504,313	503,16
Internal	Materials and Services					
	Vehicle Services	1,679	1,845	3,899	2,870	2,87
552000	Printing & Distribution	99,887	119,726	98,014	85,000	85,00
553000	Facilities Services	208,008	228,526	225,282	231,366	231,36
554000	Communications Services	22,210	18,407	45,477	46,613	46,6
555000	Information Technology	178,918	260,506	387,939	473,849	473,84
556000	Insurance	33,710	45,061	51,086	73,022	73,02
557000	Master Lease	0	0	0	0	,
558000	Same Fund Services	310,933	256,101	333,979	262,141	262,14
559000	Other Fund Services	0	0	0	0	
	ernal Materials and Services	855,345	930,172	1,145,676	1,174,861	1,174,86
Total Mate	erials and Services	1,233,164	1,268,470	1,684,772	1,679,174	1,678,03
Capital Ou		1,200,100	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,		
561000	_	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	Infrastructure	0	0	0	0	
568000		0	0	0	0	
569000	Other Capital Expenditure Depreciation	0	0	0	0	
	•	0	0	0	0	
573000	tal Outlay Equipment Cash Transfers	2,000	0	0	0	
		2,000	0	0	0	
576000	Minor Equipment Transfers	U	U	U	0	

		Actual FY 2002			evised 2003–04		posed 004–05	Adopted FY 2004–05		
Clas	s Title	No.	No.	No.	Amount	No.	Amount	No.	Amount	
7103	Administrative Assistant	5	4	3	136,306	6	304,874	6	304,874	
7102	Administrative Specialist, Senio	3	3	2	83,428	2	91,801	2	91,801	
7106	Administrative Supervisor I	1	1	1	56,466	1	61,097	1	61,097	
924	Administrative Supervisor III	1	0	0	0	0	0	0	0	
7267	Affirmative Action/Diversity Man	1	1	1	79,611	1	85,787	1	85,787	
7112	Business Operations Manager	1	1	1	72,417	1	78,120	1	78,120	
7274	Class/Comp Analyst, Senior	0	0	1	56,376	2	131,278	2	131,278	
7275	Class/Comp Coordinator	0	0	1	70,006	1	72,561	1	72,561	
7276	Class/Comp Manager	1	1	1	88,975	1	92,219	1	92,219	
7225	Conservation Program Specialist	0	1	0	0	0	0	0	0	
7265	EEO Investigator	0	1	1	63,341	1	65,639	1	65,639	
7259	Emp & Dev Coordinator	0	1	1	62,259	1	71,625	1	71,625	
7260	Emp & Dev Manager	1	1 [1	88,975	1	92,219	1	92,219	
7127	Executive Assistant	0	1 1	1	54,706	1	59,016	1	59,016	
610	Human Resources Analyst	4	0 [0	0	0	0	0	0	
7253	Human Resources Analyst, Senior	9	10	9	523,994	8	485,064	8	485,064	
7254	Human Resources Coordinator	13	9	11	743,171	11	760,928	11	760,928	
7008	Human Resources Director	1	1	1	112,943	1	121,872	1	121,872	
7258	Human Resources Operations Manag	0	1	1	101,284	1	106,573	1	106,573	
7256	Human Resources Site Team Manage	4	4	3	243,220	3	261,689	3	261,689	
7280	Labor Relations Coordinator	0	3	3	205,428	2	143,386	2	143,386	
7281	Labor/Employee Relations Manager	1	1	1	79,204	1	88,472	1	88,472	
102	Office Support Specialist II	8	7	6	206,314	5	179,862	5	179,862	
104	Office Support Specialist III	1	2	4	158,069	2	85,759	2	85,759	
7154	Program Coordinator	0	0	1	63,027	1	54,413	1	54,413	
TOTAL	FULL-TIME POSITIONS	55	54	55 \$	3,349,520	54 \$	3,494,254	54 \$	3,494,254	
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	0	0.5	. 0	

		AMOUNT						
ACTION	Ongoing	One-Time	Total Package		FTE	DECISION		
FY 2004-05	6,255,237	0		6,255,237	54.0	FY 2004-05 Current Appropriation Level Estimate		
CAL Adjustment	ts							
	(16,119)	0		(16,119)	0.0	COLA Reduction from 2.4% to 2.0%		
Mayor's Propose	ed Budget Decision	าร						
	(49,336)	0		(49,336)	0.0	Ext. M&S reduction to accommodate staffing shifts		
	9,303	0		9,303	0.0	Internal M&S increases		
	(57,296)	0		(57,296)	0.0	Total FY 2004-05 Decision Packages		
			\$	6,197,941	54.0	Total Adopted Budget		
EV 2004 05 Deci	sion Packages Not	Eundod	1					
F 1 2004-05 Deci	Sion Fackages No	. runded 0		0	0.0	None		
	0	0	\$	0	0.0 0.0	None Total Decision Packages Not Funded		

Health Administration

OVERVIEW

Health Administration provides leadership and expertise to the Council and the Labor-Management Benefits Committee in developing the strategic direction of the City benefits programs. The program is responsible for the management and administration of the City's employee benefit programs and plans. Other responsibilities and activities include:

- Coordination of the Labor-Management Benefits Committee
- Administration of COBRA and retiree continuation coverage
- Employee education on benefit issues through new employee orientation sessions, as well as annual enrollment forums and web site articles on current health issues
- Negotiation and management of medical vendor contracts, the flexible spending account administrator, employee assistance program vendor, group life and long term disability vendor, benefits consultants, and the third party administrator contracts
- Administration of the health care continuation component of the Family Medical Leave Act (FMLA)
- Development and implementation of employee benefit communication strategy
- Management and administration of the City's employee assistance program
- Coordination of health and wellness programs at a level that can be supported within available resources

Major Initiatives

Two major initiatives are planned for FY 2004-05. First, the Benefits Office will continue to guide and facilitate plan design efforts in FY 2004-05 to moderate rising health care costs. Second, the implementation of a new benefits administration and online enrollment system for employee benefits began in FY 2003-04 and is scheduled for completion in FY 2004-05.

CHANGES FROM PRIOR YEAR

In prior years, the Health Insurance Fund (Fund 701, Appropriation Unit 465) was the only fund in support of the City's self-insured health program. In FY 2004-05, the Portland Police Association (PPA) Health Insurance Fund (Fund 721, AU 580) is being created to pay medical claims for PPA City employees, dependents, retirees, and other participants in a separate self-insured medical plan solely associated with the PPA. This new plan is called CityNet. Fund 701 will continue to support the balance of the City's employee health self-insured program.

Interest arbitration between PPA and the City was concluded in June 2004 in favor of the PPA. PPA members move to CityNet, effective July 1,2004. As noted above, CityNet is funded through Fund 721. Fund 701 requirements have been reduced by \$6.5 million to offset the increase of \$8.1 million in requirements needed to support CityNet in Fund 721. The additional \$1.6 million in resources needed in Fund 721 will be collected through bureau contributions.

PPA Health Insurance Fund expenses include claims, claims administration, premium administration, preferred provider contract fees, utilization management fees, large case management fees, benefits administration costs, and General Fund overhead charges. Benefits administration staff and related materials and services are budgeted within the Health Insurance Fund. The PPA Health Insurance Fund reimburses the Health Insurance

Fund for benefits administration services. Stop loss insurance for the PPA Health Insurance Fund has been purchased to provide \$526,554 coverage for the plan year. The Incurred But Not Reported (IBNR) of \$511,731 is incorporated in the PPA self-insured rates. Total revenue received by the PPA Health Insurance Fund is expected to slightly exceed total requirements by approximately \$54,000.

Health Insurance Fund (Fund 701) claims expenditures are projected to decline from \$30.2 million in FY 2003-04 to \$25.2 million in FY 2004-05. The difference between health care charges (revenue) and medical claims (expenditures) is currently being subsidized through a draw down in Health Fund Reserves. Unrestricted reserves are expected to decline to \$7.03 million in FY 2004-05.

The City's overall medical claim trend inflation rate is projected to be 15.6% and is commensurate with regional experience. The City's prescription drug trend of 9.6% is lower than current general trends as a result of the City's current utilization patterns. The medical component of the CPI continues to run higher than the general CPI for wage earners. The City redesigned the City's Health Benefit Plan to save City resources and maintain prudent IBNR and Large Claim reserve levels through FY 2004-05. In support of this effort, the City has:

- Revised the factor used to annually adjust the growth rate of the employer contribution to health benefits costs. (The annual adjustments reflect the full percentage increase in the Portland/ Salem medical care component in the CPI-W. Annual adjustments range from a minimum of 2% to a maximum of 10%).
- Negotiated plan design with nearly all City bargaining units to achieve a 25% savings in the self-insured plan and a 9.1% savings in the insured plans. An analysis of these plan revisions indicates the efforts were successful.
- Negotiated an employee premium share that will be implemented in FY 2004-05.

Health Administration	AU 40	, Jou			30	WINART OF	DIAI	SION BODGE
		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05
EXPENDITURES								
Operating Budget								
Personal Services		375,569	447,857	467,942		480,654		480,654
External Materials and Services		38,128,027	29,622,921	32,193,068		35,297,683		34,912,944
Internal Materials and Services		410,173	493,959	726,153		511,502		787,814
Minor Capital Outlay		0	0	0		0		0
Equipment Cash Transfers		0	8,975	0		0		0
Total Operating Budget		38,913,769	30,573,712	33,387,163		36,289,839		36,181,412
Capital Improvements		0	0	0		0		0
TOTAL BUREAU EXPENDITURES	\$	38,913,769	\$ 30,573,712	\$ 33,387,163	\$	36,289,839	\$	36,181,412
Allocated Overhead		174,237	203,788	266,157		242,064		238,343
Total Cost with Allocated Overhead		39,088,006	 30,777,500	33,653,320		36,531,903		36,419,755
RESOURCES								
Health Insurance Fund		38,913,769	30,573,712	33,387,163		36,289,839		36,181,412
Note: Discretionary General Fur Non-Discretionary revenues are							ie.	
PROGRAMS								
Health Insurance		38,913,769	30,573,712	33,387,163		36,289,839		29,182,169
Positions		6	6	6		6		6
PPA Health Insurance		0	0	0		0		6,999,243
Positions		0	0	0		0		0
TOTAL PROGRAMS	\$	38,913,769	\$ 30,573,712	\$ 33,387,163	\$	36,289,839	\$	36,181,412
Positions		6	6	6		6		6

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personnel	Services					
	Full-Time Employees	228,052	296,814	350,083	349,358	349,35
512000	Part-Time Employees	5,724	6,263	0	27,420	27,42
514000	Overtime	8,079	1,114	0	0	2.,.2
517000	Benefits	95,170	104,424	117,859	103,876	103,87
517000	Paid Absence	38,544	39,242	0	0	103,07
	onnel Services	375,569	447,857	467,942	480,654	480,65
	and Services	373,303	447,007	407,042	400,004	
External	Materials and Services					
521000	Professional Services	1,454,452	1,729,332	1,571,084	1,880,581	1,463,04
522000	Utilities	0	0	. 0	0	
523000	Equipment Rental	0	0	0	0	
524000	Repair & Maintenance Services	0	0	987	987	98
525000	Non-Capital Improvement	0	0	0	0	
528000	Local Match Payments	0	0	. 0	0	
529000	Miscellaneous Services	28,267,819	27,216,448	30,433,680	33,209,977	33,277,82
531000	Office Supplies	1,462	2,685	4,342	4,342	4,34
532000	Operating Supplies	0	_,,,,,	0	0	.,
533000	Repair & Maintenance Supplies	0	0	0	0	
534000	Minor Equipment & Tools	2,708	4,943	0	0	
535000	Clothing & Uniforms	2,700	0	0	0	
539000	Other Commodities External	0	0	0	0	
		2,483	•	6,109	6,109	6,10
541000	Education	,	3,115	0,109	0,109	0, 10
542000	Local Travel	7	19	_		0.00
543000	Out-of-Town Travel	0	0	3,000	3,000	3,00
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	8,399,096	666,379	173,866	192,687	157,63
	ternal Materials and Services	38,128,027	29,622,921	32,193,068	35,297,683	34,912,94
	Materials and Services	91	53	214	208	20
551000	Vehicle Services					
552000	Printing & Distribution	28,790	37,436	34,709	39,800	39,80
553000	Facilities Services	14,231	27,431	27,483	27,656	27,65
554000	Communications Services	8,343	8,756	9,136	7,784	7,78
555000	Information Technology	139,418	163,786	376,556	228,119	228,11
556000	Insurance	6,202	5,988	6,117	8,000	8,00
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	0	0	0	0	
559000		213,098	250,509	271,938	199,935	476,24
	ternal Materials and Services	410,173	493,959	726,153	511,502	787,81
Capital Ou	erials and Services	38,538,200	30,116,880	32,919,221	35,809,185	35,700,7
561000	-	0	0	0	0	
562000		0	0	0	0	
563000	Improvements	0	. 0	0	0	
	•	0	0	0	0	
564000		0	0		0	
565000			0	0	0	
566000	Equipment Lease/Purchase	0	0	0	0	
567000		0	0 .	0	0	
568000		0	. 0	0	. 0	
569000	Depreciation	0	0	0	0	
Total Capi	ital Outlay	0	0	0	0	
573000		0	8,975	0	0	
576000	Minor Equipment Transfers	0	0	0	0	
TAL DIVE	SION EXPENSES	\$ 38,913,769	\$ 30,573,712	\$ 33,387,163	\$ 36,289,839	\$ 36,181,41

		Actual FY 2002	Actual FY 2003	l -	Revised 2003-04		oposed 2004–05	Adopted FY 2004–05		
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount	
815	Administrative Specialist	2	0	0	0	0	0	0	0	
7293	Benefits Analyst	0	2	2	100,270	2	104,003	2	104,003	
632	Benefits Manager	1	0	0	0	0	0	0	0	
7295	Benefits Manager	0	1	1	90,484	1	78,384	1	78,384	
7292	Benefits Specialist	0	2	2	93,873	2	99,476	2	99,476	
7294	Benefits Supervisor	0	1	1	65,456	1	67,495	1	67,495	
614	Human Resources Coordinator	1	0	0	0	0	0	0	0	
816	Senior Administrative Specialist	2	0	0	0	0	0	0	0	
TOTAL	FULL-TIME POSITIONS	6	6	6	\$ 350,083	6	\$ 349,358	6 5	349,358	
TOTAL	PART-TIME POSITIONS	0	0	0	\$ 0	0	\$ 0	0 9	5 0	

		AMOUNT					
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION		
FY 2004-05	36,418,740	0	36,418,740	6.0	FY 2004-05 Current Appropriation Level Estimat		
CAL Adjustment	ts .]				
	(140,168)	0	(140,168)	0.0	Realignment to CAL		
Mayor's Propose	ed Budget Decision	าร					
	10,821	0	10,821	0.0	Oregon Medical Insurance Pool Fee Increase		
	(22)	0	(22)	0.0	Printing and Distribution Proposed IA		
	(315)	0	(315)	0.0	Facilities Proposed IA		
	(45)	0	(45)	0.0	Communications Proposed IA		
	1,524	0	1,524	0.0	Data Processing Proposed IA		
	(1)	0	(1)	0.0	Insurance and Claims Proposed IA		
	(31)	0	(31)	0.0	Worker's Compensation Proposed IA		
	(664)	0	(664)	0.0	OMF Proposed IA		
Approved Budge	et Additions and Re	eductions	İ				
	0	0	0	0.0	None		
Adopted Budget	Additions and Rec	ductions					
	(97,004)	0	(97,004)	0.0	Decrease to SI Claims Administration		
	1,569	0	1,569	0.0	Increase to OMIP		
	256,207	0	256,207	0.0	Increase to SI Claims		
	(6,656,302)	0	(6,656,302)	0.0	Reduction Associated with PPA Claims- AU 465		
	(70,000)	0	(70,000)	0.0	Reduction-PPA Life and LTD Premiums AU 465		
	(184,989)	0	(184,989)	0.0	Reduction-PPA Portion of Ins Med Over CAP AL		
	(320,530)	0	(320,530)	0.0	Reduction-PPA Claims Administration AU 465		
	(36,621)	0	(36,621)	0.0	Reduction-PPA OMIP AU 465		
	6,377,430	0	6,377,430	0.0	PPA Claims- AU 580		
	308,880	0	308,880	0.0	PPA Claims Administration AU 580		
	36,621	0	36,621	0.0	PPA OMIP AU 580		
	276,312	0	276,312	0.0	Bureau Administration AU 580		
	(237,328)	0	(237,328)	0.0	Total FY 2004-05 Decision Packages		
			\$ 36,181,412	6.0	Total Adopted Budget		
EV 2004-05 Deci	sion Packages Not	Funded	1	1 110-100			
1 1 2004-05 Deci	n n	0	0	0.0	None		
		0	\$ 0	0.0	Total Decision Packages Not Funded		

Utility Billing System

OVERVIEW

The City of Portland is replacing its automated customer information system (CIS) for managing billing, accounting, reporting, and collections for its water, sanitary sewer and storm water utilities. The process began in 2001 with an assessment of the City's current CIS, and proceeded through identification and analysis of CIS options in response to a competitive request for proposals. In January 2004 a contract for a replacement CIS was entered into with Cayenta Canada. City and Cayenta staff are now configuring, installing, and testing this system to function in accordance with City business requirements.

The Chief Administrative Officer (CAO) is the project director. OMF personnel are leading the project, and staff have been assigned from the bureaus of Water and Environmental Services, the directors of which advise the CAO. It is expected that implementation of the replacement CIS will be completed by December 2005.

CHANGES FROM PRIOR YEAR

In previous years and in the FY 2004-05 Proposed Budget, funding for the CIS repalcement project was reflected in three bureaus - the Office of Management and Finance (OMF), the Bureau of Environmental Services (BES), and the Bureau of Water Works. For the FY 2004-05 Adopted Budget, funding is being consolidated into the Utility Billing System Implementation appropriation unit within OMF. BES and Water staff members working on the CIS project are also being transferred into OMF.

The Chief Administrative Officer has been managing the CIS project since FY 2003-04. This administrative shift into a new appropriation unit - Utility Billling System Implementation - simply formalizes those reporting relationships. This change is based on the recommendation of the quality assurance contractor and the management team, and has the concurrence of the directors of BES and Water.

With the resources and expenses for the Utility Billing System now reflected in the new appropriation unit 381, the budget is no longer included in OMF's Business Operations budget.

	Actual FY 2001–02	F	Actual Y 2002–03		Revised 2003–04		roposed / 2004–05		Adopted FY 2004-05
EXPENDITURES									
Operating Budget									
Personal Services	0		0		0		0		1,616,627
External Materials and Services	0		0		0		0		2,599,085
Internal Materials and Services	0		0		0		0		437,703
Minor Capital Outlay	0		0		0 .		0		C
Equipment Cash Transfers	0		0		0		0		C
Total Operating Budget	0		0		0		0		4,653,415
Capital Improvements	0		0		0		0		
OTAL BUREAU EXPENDITURES	\$ 0	\$	0	\$	0	\$	0	\$	4,653,415
Allocated Overhead	0		0		. 0		0		(
Total Cost with Allocated Overhead	0		0		0		. 0		4,653,415
ESOURCES									
General Fund Discretionary	0		0		0		0		(
Non-Discretionary Revenues	•		^						
Grants & Donations	0		0		0		0		(
Contract Revenues	0		0		0		0		4,653,415
Interagency Revenues Program Revenue	0		0		0		0		4,000,410
Total Non-Discretionary Revenues	0		0		0		0		4,653,415
TOTAL GENERAL FUND RESOURCES		Φ.	0	\$		\$	0	\$	
	0	\$		*	0	•	-	Þ	4,653,415
Note: Discretionary General Fund re Non-Discretionary revenues are res	evenues are those watricted by policy or c	hich ma ontracti	ay be used by ual agreement	City Co to the t	uncil for any oureaus that	public genera	purpose. te the revenu	ıe.	
PROGRAMS									
Utility Billing System Implementation	0		0		0		0		4,653,415
Positions	0		. 0		0		0		23
TOTAL PROGRAMS	\$ 0	\$	0	\$	0	\$	0	\$	4,653,415
Positions	0		0		0		0		23

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personnel Se	rvices					
511000 Fu	II-Time Employees	0	0	0	0	1,207,150
	vertime	0	0	0	0	5,000
	emium Pay	0	0	0	0	1,000
	nefits	0	0	0	0	403,477
Total Personn	el Services	0	0	0	0	1,616,627
Materials and	Services					
External Ma	terials and Services					
	ofessional Services	0	0	0	0	2,510,530
522000 Uti	lities	0	0	0	0	C
523000 Eq	uipment Rental	0	0	0	0	C
524000 Re	pair & Maintenance Services	0	0	0	0	C
	n-Capital Improvement	0	0	0	0	C
528000 Loc	cal Match Payments	0	0	0	0	C
	scellaneous Services	0	0	0	. 0	2,500
531000 Off	fice Supplies	0	0	0	0	(
532000 Op	erating Supplies	0	0	0	0	10,000
533000 Re	pair & Maintenance Supplies	0	0	0	0	(
534000 Mir	nor Equipment & Tools	0	0	0	0	(
535000 Clo	othing & Uniforms	0	0	0	0	(
539000 Oth	ner Commodities External	0	0	0	0	5,000
541000 Ed	ucation	0	0	0	0	32,755
542000 Loc	cal Travel	0	0	0	0	. (
543000 Ou	t-of-Town Travel	0	0	0	0	16,300
544000 Sp	ace Rental	0	0	0	0	20,000
545000 Inte	erest	0	0	0	0	(
546000 Re	funds	0	0	0	0	. (
547000 Re	tirement System Payments	0	0	0	0	(
548000 Op	erating Lease	0	0	0	0	(
	scellaneous _	0	0	0	0	2,000
Total Extern	al Materials and Services	0	0	0	0	2,599,085
	erials and Services	•	0	0	0	,
	hicle Services	0	0	0	0	2.200
	nting & Distribution	0	0	0	0	3,300
	cilities Services	0	0	0	0	58,377
	mmunications Services	0	0	0	0	14,270
	ormation Technology	0	0	0	0	336,932
	urance	0	0	0	0	(
	ster Lease	0	0	0	0	(
00000 000	me Fund Services ner Fund Services	0	0	0	0	24,824
	I Materials and Services	0	0	0	0	437,703
	s and Services	0	0	0	0	3,036,788
Capital Outlay					71%	
561000 Lar		0	0	0	0	C
562000 Bui	ildings	0	0	0	0	C
563000 lmp	provements	0	0	0	0	C
564000 Cap	pital Equipment	0	0	0	. 0	C
	cilities Lease/Purchase	0	0	0	0	C
566000 Equ	uipment Lease/Purchase	0	0	0	0	C
567000 Infr	astructure	0	0	0	0	(
568000 Oth	ner Capital Expenditure	0	0	0	0	(
	preciation	0	0	0	0	(
Total Capital C	Outlay	0	0	0	0	(
	uipment Cash Transfers	0	0	0	0	(
	nor Equipment Transfers	0	0	0	0	(
TAL DIVISION	N EXPENSES \$, o	0 \$	0 \$	0 \$	4,653,415

		Actual FY 2002	Actual FY 2003		vised 003-04		posed 2004-05		lopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7102	Administrative Specialist, Senio	0	0	. 0	0	0	0	1	44,788
2533	Applications Analyst III	0	0	0	0	. 0	0	3	192,305
7121	Business Systems Analyst	0	0	0	0	0	0	2	112,668
7120	Business Systems Analyst, Assist	0	0	0	0	0	0	11	517,698
7001	Chief Administrative Officer	0	0	0	0	0	0	0	7,446
131	Customer Accounts Specialist I	0	0	0	0	0	0	3	116,096
132	Customer Accounts Specialist II	0	0	0	0	0	0	1	43,597
7510	Information Systems Manager, Sen	0	0	0	0	0	0	1	93,897
7158	Program Manager, Senior	0	0	0	0	0	0	1	78,655
TOTAL	FULL-TIME POSITIONS	0	0	0 \$	0	0 \$	0	23 9	1,207,150
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	0	0 ;	6 0

		AMOUNT					
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION		
FY 2004-05	0	0	0	0.0	FY 2004-05 Current Appropriation Level Estimate		
CAL Adjustment	ts						
	0	0	0	0.0	None		
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	0		
Adopted Budget	t Additions and Red	ductions					
	4,653,415	0	4,653,415	23.0	Transfer CIS program into new AU		
	4,653,415	0	4,653,415	23.0	Total FY 2004-05 Decision Packages		
			\$ 4,653,415	23.0	Total Adopted Budget		
FY 2004-05 Deci	sion Packages Not	Funded	1				
	0	0	0	0.0	None		
			\$ 0	0.0	Total Decision Packages Not Funded		



BGS Business Operations

OVERVIEW

The Bureau of General Services (BGS) Office of the Director program provides management and coordination for the Bureau of General Services' divisions. These include Vehicle Services, Facilities Services, Printing and Distribution, and Risk Management. This program also includes management of the City's Smart Park system of garages. The program is funded by interagency agreements from the bureau's divisions and the Parking Fund.

		Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004–05		Adopted FY 2004-05
EXPENDITURES										
Operating Budget										
Personal Services		251,568		295,323		300,692		305,581		305,58
External Materials and Services		3,558,302		3,660,461		2,667,978		2,646,972		2,646,97
Internal Materials and Services		1,357,294		1,464,288		1,387,485		1,495,958		1,495,95
Minor Capital Outlay		0		12,000		28,000		0		
Equipment Cash Transfers		0		413		0		0		
Total Operating Budget		5,167,164		5,432,485		4,384,155		4,448,511		4,448,51
Capital Improvements		414,826		961,931		2,150,721		783,000		783,00
TOTAL BUREAU EXPENDITURES	\$	5,581,990	\$	6,394,416	\$	6,534,876	\$	5,231,511	\$	5,231,51
Allocated Overhead		0		0		0		0		
Total Cost with Allocated Overhead		5,581,990		6,394,416		6,534,876		5,231,511		5,231,51
RESOURCES							-			
Resources										
BGS-Parking Facilities		5,296,708		6,066,610		6,176,268		4,863,859		4,863,85
Discretionary General Fund		0		0				0		
Total Discretionary Revenues		5,296,708		6,066,610		6,176,268		4,863,859		4,863,85
Non-Discretionary Revenues										
Interagency Revenues		285,282		327,806		358,608		367,652		367,65
Bureau Program Revenues		0		0				0		
Overhead Revenues		0		0				0.		
Total Non-Discretionary Revenues		285,282		327,806		358,608		367,652		367,65
TOTAL RESOURCES		5,581,990	\$	6,394,416	\$	6,534,876	\$	5,231,511	\$	5,231,51
Note: Discretionary General Fund r Non-Discretionary revenues are res	evenu	ies are those w d by policy or c	hich rontrac	may be used by ctual agreemer	City	Council for any ne bureaus that	publi gene	c purpose. rate the revenu	e.	
PROGRAMS										
Office of the BGS Director		285,282		327,806		358,608		367,652		367,65
Positions		3		3		3		3		
Parking Fac - Commercial Space		497,858		781,988		396,335		702,308		702,30
Positions		0		0		0		0		4 404 00
Parking Fac - Parking Ops		4,621,944		5,114,806		5,745,961		4,131,201		4,131,20
Positions Parking Fac - Non-Program		<i>0</i> 176,906		<i>0</i> 169,816		<i>0</i> 33,972		<i>0</i> 30,350		30,35
Positions		176,906		0		33,972		30,350 0		30,30
	_				_		_		•	
TOTAL PROGRAMS	\$	5,581,990	\$	6,394,416	\$	6,534,876	\$	5,231,511	\$	5,231,51

Positions

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	153,196	191,572	229,581	240,196	240,19
512000	Part-Time Employees	0	3,816	0	0	
517000	Benefits	62,090	70,905	71,111	65,385	65,38
518000	Paid Absence	36,282	29,030	0	0	
Total Pers	onnel Services	251,568	295,323	300,692	305,581	305,58
Materials	and Services					
	Materials and Services					
521000	Professional Services	1,184,268	1,247,992	478,603	458,875	458,87
522000	Utilities	465	(517)	690	1,098	1,09
523000	Equipment Rental	0	0	0	0	(
524000	Repair & Maintenance Services	661,505	655,657	519,358	533,102	533,10
525000	Non-Capital Improvement	0	0	0	0	(
528000	Local Match Payments	0	0	0	0	(
529000	Miscellaneous Services	1,220,659	1,251,644	1,368,414	1,289,890	1,289,89
531000	Office Supplies	645	483	5,396	5,543	5,54
532000	Operating Supplies	49,415	27,273	0	60,000	60,00
533000	Repair & Maintenance Supplies	0	0	5,151	5,290	5,29
534000	Minor Equipment & Tools	1,473	2,167	0	0	
535000	Clothing & Uniforms	0	0	0	0	
539000	Other Commodities External	250	355	0	0	
541000	Education	1,711	1,468	2,705	2,778	2,77
542000	Local Travel	0	0	2,700	0	_,,,,
543000	Out-of-Town Travel	2,657	2,741	2,821	2,897	2,89
		2,037	2,741	2,021	2,037	2,03
544000	Space Rental	_	-	0	0	
545000	Interest	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	435,254	471,198	284,840	287,499	287,49
	ternal Materials and Services	3,558,302	3,660,461	2,667,978	2,646,972	2,646,97
	Materials and Services Vehicle Services	29	249	755	556	55
551000			2,702	3,250	1,969	1,96
552000	Printing & Distribution	3,623	,	,		,
553000	Facilities Services	1,374,231	1,978,421	3,139,078	1,915,756	1,915,75
554000	Communications Services	17,666	17,619	19,391	19,862	19,86
555000	Information Technology	12,380	12,356	5,272	6,141	6,14
556000	Insurance	46,737	83,401	86,242	72,343	72,34
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	0	0	0	0	
	Other Fund Services	317,454	331,471	284,218	262,331	262,33
	ernal Materials and Services	1,772,120	2,426,219	3,538,206	2,278,958	2,278,95
	rials and Services	5,330,422	6,086,680	6,206,184	4,925,930	4,925,93
apital Ou	-	0	0	0	0	
561000		0	0	0		
	Buildings	0	0	0	0	
563000	•	0	0	0	0	
564000		. 0	12,000	28,000	0	(
565000		0	0	0	0	(
566000	Equipment Lease/Purchase	0	0	0	0	(
567000		0	0	0	0	(
568000	Other Capital Expenditure	0	0	0	0	(
569000	Depreciation	0	0	0	0	
otal Capit		0	12,000	28,000	. 0	
573000	Equipment Cash Transfers	0	413	0	0	
	Minor Equipment Transfers	0	0	0	0	
TAL DIVIS	SION EXPENSES	\$ 5,581,990 \$	6,394,416	6,534,876	5,231,511	\$ 5,231,51 ⁻¹

BGS Business Operations AU 307

POSITIONS

		Actual FY 2002	Actual FY 2003		vised 003-04		oposed 2004–05	Adopted FY 2004–05		
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount	
7006	Administrative Assistant General Services Director Program Manager	1 1 1	1 1 1	1 1 1	57,451 105,072 67,058	1 1 1	59,548 117,201 63,447	1 1 1	59,548 117,201 63,447	
TOTAL	FULL-TIME POSITIONS	3	3	3 \$	229,581	3 (\$ 240,196	3 \$	240,196	
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	\$ 0	0 \$. 0	

		AMOUNT				
ACTION	Ongoing	One-Time	To	otal Package	FTE	DECISION
FY 2004-05	5,254,739	0		5,254,739	3.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	its				1	
-	(1,077)	0		(1,077)	0.0	COLA Reduction from 2.4% to 2.0%
Mayor's Propos	ed Budget Decision	s				
•	(29,262)	0		(29,262)	0.0	Park. Fac. Internal M&S decreases
	6,000	0		6,000	0.0	Park. Fac. External M&S increase
	18	0		18	0.0	BGS Admin. Internal M&S increase
	1,093	0		1,093	0.0	Ext. M&S increase
Approved Budg	et Additions and Re	ductions				
	0	0		0	0.0	None
Adopted Budge	t Additions and Rec	luctions				
,	0	0		0	0.0	None
	(23,228)	0		(23,228)	0.0	Total FY 2004-05 Decision Packages
			\$	5,231,511	3.0	Total Adopted Budget
FY 2004-05 Dec	ision Packages Not	Funded				
	0	0		0	0.0	None
			\$	0	0.0	Total Decision Packages Not Funded



Facilities Services

OVERVIEW

Facilities Services manages, owns, and operates the City's facilities, except for buildings owned and operated by the bureaus of Water; Environmental Services; Parks and Recreation; and Fire, Rescue, and Emergency Services.

Facilities Services works to ensure City buildings are structurally sound and well maintained. The division's activities include:

- Facility planning
- Remodeling and new construction project management
- Real property management
- Building maintenance
- Building operations

Facilities Services fully recovers its operational and maintenance costs through interagency rental rate charges. Customers may also choose to enter into service agreements for the provision of a variety of discretionary facility-related services.

FY 2003-04 Accomplishments

Facilities had a number of accomplishments in FY 2003-04. Two new fire stations were completed and six existing fire stations renovated as part of the Fire and Rescue bond construction projects. Facilities worked with the Fire Bureau and PDC to locate a suitable relocation site for Fire Station 1 and the Fire Administration Offices. An application for the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) certification was submitted for the Portland Communications Center. Facilities Services also continued work on facilities planning, including completion of a master plan for PDOT's Bureau of Maintenance and OMF's Vehicle Services, and completion of a master plan for all Police facilities. A risk assessment for City facilities was completed. Also completed was the move of the Bureau of Licenses from the 1900 Building to leased space to accommodate their staff increase to manage the personal income tax measure voters passed in 2003.

FY 2004-05 Major Initiatives

In FY 2004-05, Facilities will construct the Emergency Medical Services (EMS) training center and one new fire station, and complete six fire station renovations. Design and construction will begin on the new Fire Station 1 and Fire Administration facility. With these projections, 17 of the 23 fire station renovations approved and funded through the November 1998 bond measure will be complete. It should also be noted that the new stations are being constructed using the U.S. Green Building Council's LEED program as a guideline to achieve City sustainability objectives. In addition, numerous projects will be completed throughout the building inventory that will replace aging systems, preserve existing infrastructure and enhance building efficiency and/or function. Since the Bureau of Licenses has left the 1900 Building and PDC has announced they plan to leave in the fall of 2004, Facilities will be working with the tenants on a space planning study for the 1900 Building.

CHANGES FROM PRIOR YEAR

Budget Decisions

The fund has revised its rate structure to eliminate the facilities services overhead charge, correct the number of billable hours and correct the level of employees that are billable. These changes and other cost reductions are being made in such a way as to be cost neutral overall to customers in FY 2004-05.

The Adopted Budget includes a major maintenance component of \$90,000 in the rental rate charged to tenants of the Portland Communications Center. In prior years the rate had a small major maintenance component, but this was gradually reduced as operating costs increased.

Due to flat debt service and increasing rates at the target levels of inflation, the fund has been able to add more money to major maintenance each year for the Portland Building and the 1900 Building.

In the fall of 2003, after evaluating a number of different options including moving other tenants of the 1900 Building, a decision was made to move Licenses to leased (five-year term) space at 111 SW Columbia. This will leave the 1900 Building with 11,000 square feet of vacant space. The remaining tenants at the building have expressed interest in the space. To address vacancies of space in the building in the future, the fund is building into its CSL rates for FY 2004-05 a vacancy percentage of 3.5%. The building has never incorporated this into its rates, but it is prudent because the building is subject to occasional tenant turnover.

A business forecast has been developed for Union Station that details projected revenues in a scenario where improvements are made using existing rent revenue. These improvements, primarily to electrical systems, will allow Facilities Services to increase rents closer to market levels. However, increases in rent revenue cannot be expected to cover the long-term capital needs of the facility.

The long term \$30 million capital needs of Union Station, including seismic improvements, require outside funding. Facilities Services has researched this, and the only viable option is funding through grants that emphasize Union Station as a vital component of the region's transportation network. In 2003, Facilities Services was awarded a \$1,055,050 grant that requires a \$118,000 local cash match. Final acceptance of the grant is pending PDC's funding \$100,000 of the local match. Facilities Services has requested these funds from PDC because the Union Station's major maintenance account, managed by Facilities Services, cannot cover these expenses. PDC should provide these funds as the owner of the building, while Facilities Services' role is that of property manager.

The Police have requested Facilities Services continue to include in the five-year Capital Improvement Plan the recommendations of a master plan that recommends a nine-precinct model that includes the four current precincts of Southeast, North, Northeast, and East, a new Central Precinct, and four new precincts in outer Southeast, inner Southeast, Southwest, and Northwest Portland. In addition, the plan calls for a replacement of the current property warehouse, a new facility for the Police Traffic Division, and a training facility. Preliminary cost estimates by Facilities Services are in the range of \$140 million.

A large number of CIPs, funded by major maintenance, are planned for FY 2004-05 and these draw down the fund's major maintenance accounts by approximately \$2.0 million.

FACILITIES SERVICES - PROPERTY MANAGEMENT

Property Management is responsible for the City's real properties. It evaluates real property transactions and negotiates the acquisition and disposal of real property. In addition, it manages the City's commercial property leases and rentals, and evaluates and disposes of unassigned or surplus property.

FACILITIES SERVICES - PROJECT MANAGEMENT

Project Management provides construction planning and management services. These include providing construction cost estimates, as well as consultant selection and management. As part of the annual budget process, it plans for the capital improvement projects for the next fiscal year and plans tentatively for the next four years beyond that. Moves are coordinated through this division. In addition, they are responsible for the record keeping for the construction and related contract documents.

FACILITIES SERVICES - OPERATIONS & MAINTENANCE

Operations and Maintenance provides a variety of services, the most visible of which is the 24-hour, 7-day-a-week building maintenance and repair program. They also provide preventive maintenance of building systems, including HVAC electrical and plumbing in the various City-owned facilities, and conduct annual building inspections to protect the City's buildings infrastructure. In addition to that, they develop and implement security policies and procedures, and manage the building Fire/Life Safety systems. O&M is responsible for managing the operations and maintenance dispatch center and the facility center work order management system, the custodial contracts, the elevator program, recycling and waste management services, and landscape services for the various facilities.

FACILITIES SERVICES - ADMINISTRATION SUPPORT

Administrative Support provides overall management and support to Facilities Services. This program's budget includes the interagency service agreements with OMF Business Operations and BGS Business Operations as the providers of administrative and financial services, including rate setting, budgeting and billing.

FACILITIES SERVICES - SPECTATOR FACILITIES

Spectator Facilities provides operational and financial management and oversight for the City's spectator facilities, such as the Memorial Coliseum and PGE Park, and the operating agreements with Oregon Arena Corporation for the Rose Quarter.

	Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05
EXPENDITURES									
Operating Budget									
Personal Services	2,130,810		2,257,818		2,431,471		2,387,406		2,329,438
External Materials and Services	8,971,805		9,276,754		10,692,405		9,844,393		9,408,699
Internal Materials and Services	1,594,636		1,978.682		1,839,201		2,069,110		2,075,312
Minor Capital Outlay	0		0		0		O		(
Equipment Cash Transfers	0		2,343		0		0		(
Total Operating Budget	12,697,251		13,515.597		14,963,077		14,300,909		13,813,449
Capital Improvements	21,028,404		12,155.226		26,927,162		16,556,699		16,457,018
TOTAL BUREAU EXPENDITURES	\$ 33,725,655	\$	25,670,823	\$	41,890,239	\$	30,857,608	\$	30,270,46
Allocated Overhead	1,895,116		1,400,671		1,202,330		1,539,118		1,613,333
Total Cost with Allocated Overhead	35,620,771		27,071,494		43,092,569		32,396,726		31,883,80
RESOURCES									
Resources									
BGS-Facilities Services	20,999,000		17,095,879		23,850,374		20,025,798		19,592,61
BGS-Spectator Facilities	3,872,432		1,390,756		3,519,697		1,806,575		1,802,61
BGS-Fire Facilities GO Bond	8,854,223		7,184,188		14,520,168		9,025,235		8,875,23
Discretionary General Fund	0		0		0		0		
Total Discretionary Revenues	33,725,655		25,670,823		41,890,239		30,857,608		30,270,46
Non-Discretionary Revenues	•		•				0		
Interagency Revenues	0		0		0		0		
Bureau Program Revenues	0		0		0		0		
Overhead Revenues	0		0						
Total Non-Discretionary Revenues	0		0		0		0		(
OTAL RESOURCES	33,725,655	\$	25,670,823	\$	41,890,239	\$	30,857,608	\$	30,270,46
Note: Discretionary General Fund re Non-Discretionary revenues are rest	venues are those wricted by policy or o	/hich :ontra	may be used by ctual agreemen	City to t	/ Council for any the bureaus that	y pub t gene	lic purpose. erate the revenu	ıe.	
PROGRAMS	7								
SpecFac - Other Arena Ops	62,513		321,850		175,855		369,764		365,80
Positions	0		0		0		0		,
SpecFac - Parking Ops	261,819		229,904		290,450		352,000		352,00
Positions	0		0		0		0		
SpecFac - Memorial Col Ops	1,234,117		367,031		1,025,000		700,000		700,00
Positions	0		0		0		0		
SpecFac - PGE Park Ops	2,313,983		471,971		2,028,392		400,000		384,81
Positions	0		0		0		0	-	

PROGRAMS						
SpecFac - Other Arena Ops	62,513	321,850	175,855	369,764		365,805
Positions	0	0	0	0		0
SpecFac - Parking Ops	261,819	229,904	290,450	352,000		352,000
Positions	0	0	0	0		0
SpecFac - Memorial Col Ops	1,234,117	367,031	1,025,000	700,000		700,000
Positions	0	0	0	0		0
SpecFac - PGE Park Ops	2,313,983	471,971	2,028,392	400,000		384,811
Positions	0	0	0	0	-	0
Facilities Services - Property	1,187,174	1,297,160	186,212	189,194		183,737
Positions	2	2	2	2		2
Facilities Services - Project	9,853,820	4,470,324	11,718,809	7,485,842		7,530,405
Positions	7	7	. 7	9		9
Facilities Services - Maintenance	8,413,007	9,242,857	10,808,857	0		0
Positions	0	0	0	0		0
Facilities Services - Administration	852,883	985,518	908,808	931,916		928,126
Positions	2	1	1	1		1
Facilities Services - Spectator Facilities	0	0	192,962	191,743		203,744
Positions	0	0	2	2		2
Facilities Services - Operations &	692,116	878,425	34,726	11,227,103		10,746,604
Positions	26	25	25	23		23
Fire & Rescue Fac GO Bond Fund	8,854,223	7,184,188	14,520,168	9,025,235		8,875,235
Positions	0	· 0	0	. 0		0
TOTAL PROGRAMS	\$ 33,725,655	\$ 25,670,823	\$ 41,890,239	\$ 30,857,608	\$	30,270,467
Positions	37	35	37	37		37

		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personne	el Services					
511000	Full-Time Employees	1,467,935	1,593,985	2,079,480	2,107,619	2,115,502
512000	Part-Time Employees	56,641	17,388	0	0	0
514000	Overtime	44,267	34,566	40,906	41,896	41,896
515000	Premium Pay	28,052	19,414	19,499	19,970	19,970
517000	Benefits	625,710	683,175	821,657	791,423	702,361
518000		275,188	297,375	0	0	0
Total Pers	sonnel Services	2,497,793	2,645,903	2,961,542	2,960,908	2,879,729
Materials	and Services					-
	I Materials and Services					
521000		2,110,874	1,602,496	2,874,582	1,576,525	1,693,893
522000		2,535,978	2,686,006	2,790,534	2,900,227	2,900,227
523000		2,117	681	0	0	0
524000	•	3,459,145	3,554,941	3,728,093	3,858,861	3,859,111
525000		2,028,816	3,017,226	8,487,558	4,275,264	4,230,720
528000	,	0	0	0	0	0
529000		515,409	586,699	663,201	327,215	327,215
531000	Office Supplies	14,828	20,191	8,383	8,841	7,641
532000	Operating Supplies	94,420	120,733	175,133	179,363	179,363
533000	Repair & Maintenance Supplies	399,394	280,961	746,819	756,662	756,662
534000	Minor Equipment & Tools	229,085	266,274	45,157	116,318	117,318
535000	Clothing & Uniforms	1,620	2,990	5,930	7,565	7,565
539000	Other Commodities External	7,513	6,541	1,000	500	500
541000	Education	14,754	21,619	12,594	18,741	17,741
542000	Local Travel	1,863	2,318	2,517	950	968
543000	Out-of-Town Travel	2,062	3,458	1,768	3,640	3,500
544000	Space Rental	787,528	776,268	618,353	1,078,158	644,376
545000	Interest	0	0	0	0	0
546000	Refunds	49,775	0	0	0	0
547000	Retirement System Payments	0	. 0	0	0	0
548000	Operating Lease	0	0	0	0	0
549000	Miscellaneous	618,182	601,309	1,257,649	892,397	892,263
Total Ex	ternal Materials and Services	12,873,363	13,550,711	21,419,271	16,001,227	15,639,063
	Materials and Services					
551000	Vehicle Services	50,589	50,586	60,895	55,744	55,744
552000	Printing & Distribution	41,171	45,698	55,528	45,849	45,849
553000	Facilities Services	1,543,501	1,086,885	2,243,548	1,989,934	1,958,114
554000	Communications Services	611,053	393,058	716,513	711,952	711,952
555000	Information Technology	51,847	59,597	75,643	104,297	104,297
556000	Insurance	117,147	199,360	203,522	231,137	231,137
557000		0	0	0	0	0
558000	Same Fund Services	0	0	0	163,316	173,477
559000	Other Fund Services	1,419,064	1,598,514	1,097,789	1,129,870	1,129,870
Total int	ernal Materials and Services	3,834,372	3,433,698	4,453,438	4,432,099	4,410,440
Total Mate	erials and Services	16,707,735	16,984,409	25,872,709	20,433,326	20,049,503
Capital Ou	ıtlay					
561000		373,944	0	0	0	0
562000	Buildings	11,283,537	5,814,678	12,755,988	7,463,374	7,341,235
563000	Improvements	0	0	0	0	0
564000	Capital Equipment	380,983	1,895	0	0	0
565000		0	0	0	0	0
566000	• •	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 Capi	tal Outlay	12,038,464	5,816,573	12,755,988	7,463,374	7,341,235
573000	Equipment Cash Transfers	2,481,663	2,343	300,000	0	0
576000	Minor Equipment Transfers	0	0	0	0	0
	SION EXPENSES	\$ 33,725,655 \$	25,449,228	41,890,239	30,857,608 \$	30,270,467

		FY 2002	Actual FY 2003		vised 103-04		posed 004–05		opted 004–05
Class	s Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	0	0	0	0	. 0	0
7107	Administrative Supervisor II	0	1	1	52,400	1	53,244	1	53,244
962	Assistant Program Specialist	1	0	0	0	0	0	0	0
1052	Assistant Trades Supervisor	2	0	0	0	0	0	0	0
3164	Engineer	1	0	0	0	0	0	0	0
6112	Engineer	0	1	1	71,683	1	72,829	1	72,829
1136	Facilities & Maintenance Manager	1	0	0	0	0	0	0	0
7725	Facilities Construction Project	0	0	0	0	1	61,304	1	61,304
7726	Facilities Construction Project	0	6	6	397,997	6	396,730	6	396,730
7727	Facilities Construction Project	0	1 [1	77,943	1	79,183	1	79,183
7136	Facilities Contracts Coordinator	0	0	0	0	1	64,352	1	64,352
7713	Facilities Maint and Access Cont	0	2	2	81,636	2	82,462	2	82,462
7717	Facilities Maintenance Superviso	0	1	1	60,010	1	61,994	1	61,994
7718	Facilities Maintenance Superviso	0	1	1	66,569	1	67,651	1	67,651
1115	Facilities Maintenance Tech	12	12	12	560,387	12	557,558	12	557,558
1116	Facilities Maintenance Tech Lead	2	2	2	98,008	2	99,598	2	99,598
7719	Facilities Services Division Man	0	1	1	74,494	1	88,227	1	88,227
1140	Facilities Services Manager	1	l ol	0	0	. 0	0	0	0
7715	Facilities Services Specialist	0	4	4	234,741	2	113,525	2	113,525
7376	Financial Analyst	0	0	0	, O	1	40,441	1	48,324
2542	Information Systems Analyst II	1	0	0	0	0	Ó	0	. 0
102	Office Support Specialist II	2		0	0	0	0	0	0
104	Office Support Specialist III	0	1 0	1	36,190	1	36,190	. 1	36,190
7378	Principal Financial Analyst	0	0	1	38,435	0	0	0	0
966	Program Coordinator	1	l ŏ l	0	0	0	o	0	0
968	Program Manager I	1	o	0	0	0	0	0	0
970	Program Manager II	9	l ŏ l	Ō	0	Ō	o	0	0
7678	Property Acquisition & Services	0	2	2	140,012	2	142,276	2	142,276
221	Secretarial Clerk II	Ĭ	0	0	0	0	0	0	0
7721	Spectator Facilities Manager	1 0	0	1	88,975	Ĭ	90,055	1	90,055
1054	Trades Supervisor	1	ő	Ö	0	Ö	0	0	0
TOTAL	FULL-TIME POSITIONS	37	35	37 \$	2,079,480	37 \$	2,107,619	37 \$	2,115,502
TOT 1	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	0	0 \$. 0

		AMOUNT					
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION		
FY 2004-05	30,353,337	0	30,353,337	37.0	FY 2004-05 Current Appropriation Level Estimate		
CAL Adjustment	s		1				
	0	0	0	0.0	None		
Mayor's Propose	d Budget Decision	ns					
mayor or roposs	0	0	0	0.0	Facilities		
	(17,662)	0	(17,662)	0.0	Part of 2.5% rate cut - PCC O&M reductions		
	25,424	210,140	235,564	0.0	ONI rent adj to prorate for correct number of		
	0	0	0	0.0	Portland Comm Center external security project		
	(5,000)	0	(5,000)	0.0	Interstate Complex budget adjustment		
	5,254	0	5,254	0.0	Guilds Lake adjustment per customer request		
	163,316	0	163,316	0.0	Internal billings to Fac Svces for space rental		
	(37,682)	0	(37,682)	0.0	True up of Interagency expenses to match		
	0	0	0	0.0	Spectator Facilities		
	105,000	0	105,000	0.0	Addtl costs per new PGE Park operating agreem		
	34,811	0	34,811	0.0	Increase Ins & Claims IA for addition of PGE Par		
	11,228	0	11,228	0.0	True up of OMF Interagency Agreement		
	0	0	0	0.0	Fire Facilities GO Bond		
	(5,139)	0	(5,139)	0.0	True up of Fire Provider Interagency Agreement		
	14,581	0	14,581	0.0	Appropriate savings in fund cash transfers		
Approved Budge	t Additions and R	eductions					
	0	0	0	0.0	None		
Adopted Budget	Additions and Re	ductions]				
, p g - :	(150,000)	0	(150,000)	0.0	BFRES - Eliminate double count of PCC fence		
	(3,959)	0	(3,959)	0.0	Spec Fac - Adjust for Fac Svces IA		
	(1,912)	0	(1,912)	0.0	Spec Facilities M&S reductions		
	10,161	0	10,161	0.0	Spec Facilities increase for internal rent for space		
	101,966	0	101,966	0.0	Union Station transportation grant		
	9,357	0	9,357	0.0	Spec Fac Pers Svces increase due to promotion		
	(90,536)	0	(90,536)	0.0	Removal of PERS debt from personal services		
	(433,782)	0	(433,782)	0.0	Remove Columbia Square lease fr License Bure		
	(27,861)	0	(27,861)	0.0	GO bond project adjustment		
	(575)	0	(575)	0.0	Shift of CIP costs within accounts		
	(293,010)	210,140	(82,870)	0.0	Total FY 2004-05 Decision Packages		
	,,,		\$ 30,270,467	37.0	Total Adopted Budget		
EV 2004-05 Decis	sion Packages Not	Funded					
1 1 2004-05 Decis	332,678	0	332,678	0.0	Facilities - Increase GF Overhead Recovery Rati		
	002,070		\$ 332,678	0.0	Total Decision Packages Not Funded		



Risk Management

OVERVIEW

The City self insures its general and fleet liability and workers' compensation programs.

Risk Management manages and administers the City's self-insured Workers' Compensation and Tort Liability programs. Risk also provides leadership in loss prevention activities to minimize the adverse effect of potential losses.

CHANGES FROM PRIOR YEAR

Reductions were achieved by adjusting the confidence level of the reserves in the Insurance & Claims Fund.

Risk Management has increased the confidence level associated with Insurance and Claims from expected (just slightly above 50%) to over 60%. This was done as a first step in getting to a 75% confidence level, which is the recommendation of the City's actuarial consultant. The FY 2004-05 rate reduction by Risk Management of \$37,152 reduces the confidence level from the over 60% level, but still allows it to be higher than where it was for FY 2003-04. Since the rate reduction target for Risk Management as a whole was met through this one cut, the Workers' Compensation interagency agreements were not reduced.

INSURANCE & CLAIMS ADMIN/CLAIMS

The Insurance and Claims program manages and administers the City's self-insured fleet and general liability program, as well as the commercial insurance portfolio, and provides Citywide leadership in loss prevention.

WORKERS COMPENSATION ADMIN/CLAIMS

The Workers' Compensation program manages and administers the City's self-insured Workers' Compensation program and provides leadership in Citywide loss prevention activities aimed toward minimizing occupational injury and illness.

Thisk management AC 072	, ,		 	 			
		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES							
Operating Budget							
Personal Services		1,532,613	1,285,562	1,343,089	1,743,751		1,743,751
External Materials and Services		4,823,302	5,381,428	8,593,628	8,167,227		8,219,584
Internal Materials and Services		2,171,502	2,165,357	2,472,001	2,052,662		2,052,662
Minor Capital Outlay		0	0	0	0		0
Equipment Cash Transfers		0	0	0	0		0
Total Operating Budget		8,527,417	8,832,347	12,408,718	11,963,640		12,015,997
Capital Improvements		0	0	0	0		0
TOTAL BUREAU EXPENDITURES	\$	8,527,417	\$ 8,832,347	\$ 12,408,718	\$ 11,963,640	\$	12,015,997
Allocated Overhead		124,306	112,368	199,961	131,997		129,713
Total Cost with Allocated Overhead		8,651,723	8,944,715	12,608,679	 12,095,637		12,145,710
RESOURCES							
Insurance and Claims Operating Fund		8,527,417	8,832,347	12,408,718	11,963,640		12,015,997
Note: Discretionary General Fund re Non-Discretionary revenues are res						ie.	
PROGRAMS							
Insurance & Claims Admin/Claims		5,253,266	5,012,034	7,033,404	6,665,073		6,691,251
Positions		10	9	8	12		12
Workers Compensation Admin/Claims		3,274,151	3,820,313	5,375,314	5,298,567		5,324,746
Positions		10	9	9	12		12
TOTAL PROGRAMS	\$	8,527,417	\$ 8,832,347	\$ 12,408,718	\$ 11,963,640	\$	12,015,997
Positions		19	18	17	23		23

•		Actual FY 2001-02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	1,010,994	804,436	1,019,599	1,336,191	1,336,19
	Part-Time Employees	0	18,120	0	0	,
	Premium Pay	50	150	0	0	
517000	Benefits	361,408	328,235	323,490	407,560	407,56
518000	Paid Absence	160,161	134,621	0	0	•
Total Perso	onnel Services	1,532,613	1,285,562	1,343,089	1,743,751	1,743,75
Materials a	and Services					
	Materials and Services		i			
	Professional Services	713,062	519,554	379,833	336,662	336,66
	Utilities	. 0	0	0	0	
	Equipment Rental	0	0,	0	0	
	Repair & Maintenance Services	1,182	3,848	5,706	5,860	8,76
	Non-Capital Improvement	0	. 0	0	0	
	Local Match Payments	0	0	0	0	
	Miscellaneous Services	4,003,151	4,776,278	8,102,656	7,716,426	7,726,5
	Office Supplies	7,936	8,903	13,960	14,336	21,68
532000	Operating Supplies	0	0	. 0	0	
533000	Repair & Maintenance Supplies	0	0	0	0	
534000	Minor Equipment & Tools	16,377	3,138	15,324	15,738	23,5
535000	Clothing & Uniforms	0	0	0	0	
539000	Other Commodities External	8	0	0	0	
541000	Education	11,222	5,878	9,532	9,790	14,1
	Local Travel	4,929	3,911	10,098	10,370	10,6
	Out-of-Town Travel	4,272	1,728	7,678	7,886	10,5
	Space Rental	0	0	0	0	, .
	Interest	0.	0	0	0	
546000	Refunds	0	. 0	. 0	0	
	Retirement System Payments	0	0	0	0	
		0	0	0	0	
	Operating Lease	•	•	-	•	67.0
549000	Miscellaneous ternal Materials and Services	61,163 4,823,302	58,190 5,381,428	48,841 8,593,628	50,159 8,167,227	67,03 8,219,5
		4,623,302	5,361,426	0,595,020	0,107,227	0,219,0
	Materials and Services Vehicle Services	3,275	3,568	5,356	3,640	3,64
	Printing & Distribution	22,209	23,641	•	•	
	-	,	-,	27,597	24,588	24,5
553000	Facilities Services	102,726	87,072	97,654	140,969	140,9
	Communications Services	22,658	21,005	23,926	28,602	28,6
	Information Technology	53,654	49,168	49,208	176,020	176,0
556000	Insurance	8,814	8,510	17,384	11,346	11,3
557000	Master Lease	0	0	0	0	
	Same Fund Services	0	0	0	20,824	20,8
	Other Fund Services	1,958,166	1,972,393	2,250,876	1,646,673	1,646,6
	ernal Materials and Services	2,171,502	2,165,357	2,472,001	2,052,662	2,052,6
	rials and Services	6,994,804	7,546,785	11,065,629	10,219,889	10,272,2
apital Out 561000	-	0	0	0	0	
	Buildings	0	0	0	0	
	Improvements		_		0	
	Capital Equipment	0 .	0	0	0	
		•			0	
	Facilities Lease/Purchase	0	0	. 0	0	
566000	Equipment Lease/Purchase	. 0	0	0	0	
	Infrastructure	0	0	0	0	
	Other Capital Expenditure	. 0	0	0	0	
	Depreciation	0	0	0	0	
otal Capit		0	0	0	0	
	Equipment Cash Transfers	0	0	0	0	
	Minor Equipment Transfers	0	0	0	0	A 40.04.5.5
TAL DIVIS	SION EXPENSES	\$ 8,527,417	\$ 8,832,347	\$ 12,408,718	\$ 11,963,640	\$ 12,015,99

	Management Ao 372, 3	Actual	Actual	F	Revised	Р	roposed		Adopted
		FY 2002	FY 2003	FY	2003-04	FY	2004–05	F	2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7107	Administrative Supervisor II	0	0	0	0	1	60,735	1	60,735
844	Assistant Risk Specialist	2	2	0	0	0	0	0	0
928	Bureau Administrative Manager	1	1	0	0	0	0	0	. 0
7179	Claims Analyst, Senior	0	0	3	186,656	3	194,842	3	194,842
859	Claims Technician	3	3	2	81,786	2	81,999	2	81,999
858	Claims Technician, Assistant	2	2	2	72,522	1	31,937	1	31,937
7174	Occupational Health Program Nurs	0	0	1	65,825	1	69,636	1	69,636
102	Office Support Specialist II	0	0	0	0	3	110,874	3	110,874
104	Office Support Specialist III	0	0	0	0	2	84,771	2	84,771
853	Risk Management Director	1	1	0	0	0	0	0	0
7190	Risk Manager	0	0	1	88,976	1	81,156	1	81,156
846	Risk Specialist	2	2	0	. 0	0	0	0	0
7185	Risk Specialist	0	0	1	54,560	1	57,712	1	57,712
7186	Risk Specialist, Senior	0	0	2	130,644	2	135,304	2	135,304
7188	Risk Supervisor	0	0	2	158,143	3	239,076	3	239,076
850	Risk Supervisor	2	1	0	0	0	0	0	0
848	Senior Risk Specialist	6	6	0	0	0	0	0	0
7181	Workers Comp/Disability Claims A	0	0	1	52,400	1	55,436	1	55,436
7182	Workers Compensation Claims Anal	0	0	2	128,087	2	132,713	2	132,713
TOTAL	FULL-TIME POSITIONS	19	18	17	\$ 1,019,599	23	\$ 1,336,191	23	\$ 1,336,191
TOTAL	PART-TIME POSITIONS	0	0	0	\$ 0	0	\$ 0	0	\$ 0

		AMOUNT				
ACTION	Ongoing	One-Time	Tot	tal Package	FTE	DECISION
FY 2004-05	12,004,076	0	Τ.	12,004,076	17.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	ts					
•	0	0		0	0.0	None
Mayor's Propos	ed Budget Decisions	3				
	(48,504)	0		(48,504)	(1.0)	Reduction in Personnel Services, PERS
	15,717	0		15,717	0.0	Increase in Ext. Materials and Services
	34,811	0		34,811	0.0	Higher costs due to PGE Park
	439,755	. 0	1	439,755	7.0	Transfer of employees from BGS Bus Ops
	852	0		852	0.0	Technical correction to Personnel Costs
	(483,066)	0		(483,066)	0.0	Lower Internal Svc costs due to rate reductions
Approved Budg	et Additions and Red	ductions				•
	0	0		0	0.0	None
Adopted Budge	t Additions and Red	uctions				
	52,356	0		52,356	0.0	Increase External M&S for transferred employee
	11,921	0		11,921	6.0	Total FY 2004-05 Decision Packages
			\$	12,015,997	23.0	Total Adopted Budget
EV 2004-05 Deci	sion Packages Not F		Ī			
2007 00 000	0	0		0	0.0	None
			\$	0	0.0	Total Decision Packages Not Funded

Printing & Distribution Services

OVERVIEW

Printing and Distribution (P&D) provides services to City bureaus, Multnomah County, the State of Oregon, and other governmental agencies.

Services include traditional printing and bindery, digital printing and pre-press, variable data printing, microfilming, blueprinting, the purchase and maintenance of copy machines, Citywide paper procurement and management, U.S. mail processing, and delivery of interoffice and U.S. mail and supplies. Most services are provided in house with approximately 30% of reproduction work done by outside vendors.

Competitive rates and quality service have yielded a broader customer base.

Productivity gains have been achieved by ongoing investment in new, technologically advanced equipment, while at the same time minimizing rate increases. For example, customers are consuming more of P&D's digital printing services, which results in higher productivity and a better quality product. P&D's rate for basic copy center services has remained flat for the past six years. Over the past 11 years, the rates for all other P&D service elements have increased less than the rate of inflation.

P&D has been entrepreneurial as well by securing work from other regional governmental agencies through successful competitive bids. The increased customer base benefits City customers by keeping rates as low as possible.

CHANGES FROM PRIOR YEAR

Printing and Distribution's FY 2004-05 Adopted Budget is approximately \$307,078 above the FY 2003-04 projected total. However, the FY 03-04 projected numbers are almost 7% below those for the FY 2003-04 Adopted Budget, mostly due to the continuing budget constraints for City bureaus and the outside governmental agencies that contract with P&D for their services. In response to cuts in the General Fund's resources for FY 2004-05, Printing and Distribution has cut the rate charged for production equipment replacement, a component rate per unit of product at P&D's main print shop. The cut will provide an estimated overall savings of \$28,507 for customers. As a consequence of this reduction, production machines at the main print shop will be replaced later than is optimal, with the likely result in decreased equipment reliability and a lengthening of the time for completing service requests when staff has problems with the equipment.

COPY SERVICES

Copy Services provides consultation to determine and procure the appropriate equipment to meet the business needs of each customer. The provision of paper and other consumables and the management of vendor maintenance contracts are also responsibilities of the program.

DISTRIBUTION

Distribution provides delivery of incoming and outgoing interoffice and U.S. mail and print shop orders and outgoing U.S. mail processing. Special delivery service is available by request.

DUPLICATING

P&D's main print shop provides traditional in-house and vended duplicating services to its internal and external customers. Inserting and addressing, photographic and graphics services, variable data services, electronic printing, printing on demand, and digital prepress services are also available.

Two downtown locations serve customers.

Printing and Distribution's site at the Development Building offers reprographics services to City agencies and the public doing business with the City. This facility also offers limited copy center services to building tenants.

MICROFILM

Microfilm provides 16 and 35 mm filming, processing, jacketing, indexing, and duplicating services. The program also provides secure off-site storage for archived film.

OPERATIONS

Operations provides overall management and administrative support to the other programs in Printing and Distribution. In addition, this program's budget includes the interagency service agreement with OMF Business Operations and BGS Management, which provide financial and other administrative support services for Printing and Distribution.

		Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05
EXPENDITURES										
Operating Budget										
Personal Services		1,771,696		1,664,662		1,672,248		1,686,203		1,686,203
External Materials and Services		3,116,215		3,079,575		3,553,973		3,407,830		3,407,830
Internal Materials and Services		729,952		596,517		646,874		622,385		622,385
Minor Capital Outlay		265,317		238,274		453,200		333,312		333,312
Equipment Cash Transfers		.0		0		0		0		0
Total Operating Budget		5,883,180		5,579,028		6,326,295		6,049,730		6,049,730
Capital Improvements		0		0		0		0		0
TOTAL BUREAU EXPENDITURES	\$	5,883,180	\$	5,579,028	\$	6,326,295	\$	6,049,730	\$	6,049,730
Allocated Overhead		490,522		246,940		360,732		292,928		298,150
Total Cost with Allocated Overhead		6,373,702		5,825,968		6,687,027		6,342,658		6,347,880
RESOURCES										
Print/Dist Services Operating Fund		5,883,180		5,579,028		6,326,295		6,049,730		6,049,730
Note: Discretionary General Fund r										
Non-Discretionary revenues are res	stricted	by policy or co	ontrac	ctual agreemen	t to th	e bureaus that	gene	rate the revenu	e.	
PROGRAMS										
Operations		050 030								
5 "		958,373		807,040		788,279		766,263		766,263
Positions		958,373 <i>3</i>		807,040 <i>3</i>		788,279 <i>3</i>		766,263 <i>3</i>		766,263 <i>3</i>
Positions Copy Services		,		,		,		,		,
		3		3		3		3		3
Copy Services		3		3		3 621,133		3		3
Copy Services Positions		3 536,200 1		3 565,805 1		3 621,133 <i>1</i>		3 557,852 1		3 557,852 1
Copy Services Positions Duplicating		3 536,200 1 2,641,733		3 565,805 1 2,303,339		3 621,133 1 2,789,823		3 557,852 1 2,710,178		3 557,852 1 2,710,178
Copy Services Positions Duplicating Positions		3 536,200 1 2,641,733 19		3 565,805 1 2,303,339 16		3 621,133 1 2,789,823 15		3 557,852 1 2,710,178 15		3 557,852 1 2,710,178 15
Copy Services Positions Duplicating Positions Microfilm		3 536,200 1 2,641,733 19 159,148		3 565,805 1 2,303,339 16 146,029		3 621,133 1 2,789,823 15 202,240		3 557,852 1 2,710,178 15 203,399		3 557,852 1 2,710,178 15 203,399
Copy Services Positions Duplicating Positions Microfilm Positions		3 536,200 1 2,641,733 19 159,148 2		3 565,805 1 2,303,339 16 146,029 3		3 621,133 1 2,789,823 15 202,240 3		3 557,852 1 2,710,178 15 203,399 3		3 557,852 1 2,710,178 15 203,399 3
Copy Services Positions Duplicating Positions Microfilm Positions Distribution		3 536,200 1 2,641,733 19 159,148 2		3 565,805 1 2,303,339 16 146,029 3		3 621,133 1 2,789,823 15 202,240 3 1,924,820		3 557,852 1 2,710,178 15 203,399 3 1,812,038		3 557,852 1 2,710,178 15 203,399 3 1,812,038
Copy Services Positions Duplicating Positions Microfilm Positions Distribution Positions		3 536,200 1 2,641,733 19 159,148 2		3 565,805 1 2,303,339 16 146,029 3 1,756,815		3 621,133 1 2,789,823 15 202,240 3 1,924,820 5		3 557,852 1 2,710,178 15 203,399 3 1,812,038		3 557,852 1 2,710,178 15 203,399 3 1,812,038 5
Copy Services Positions Duplicating Positions Microfilm Positions Distribution Positions Non-Budget	\$	3 536,200 1 2,641,733 19 159,148 2 1,587,726 4 0	\$	3 565,805 1 2,303,339 16 146,029 3 1,756,815 4 0	\$	3 621,133 1 2,789,823 15 202,240 3 1,924,820 5 0	\$	3 557,852 1 2,710,178 15 203,399 3 1,812,038 5	\$	3 557,852 1 2,710,178 15 203,399 3 1,812,038 5 0

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		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	1,038,908	925,274	1,163,183	1,183,560	1,183,560
512000	Part-Time Employees	16,470	39,861	18,500	54,000	54,000
514000	Overtime	22,014	24,236	23,000	24,000	24,000
515000	Premium Pay	12,322	14,232	15,250	15,850	15,850
517000	Benefits	474,499	455,336	452,315	408,793	408,793
518000	Paid Absence	207,483	205,723	0	0	0
Total Perso	onnel Services	1,771,696	1,664,662	1,672,248	1,686,203	1,686,203
Materials a	and Services					
	Materials and Services			4 000	4 000	4 000
521000	Professional Services	0	0	1,000	1,000	1,000
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	91,965	54,200	500	500	500
524000	Repair & Maintenance Services	499,644	529,588	536,900	548,600	548,600
525000	Non-Capital Improvement	. 0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0 005 501
529000	Miscellaneous Services	1,992,948	1,991,479	2,396,432	2,265,561	2,265,561
531000	Office Supplies	2,185	1,255 472,225	3,700 540,441	3,200 537,369	3,200 537,369
532000	Operating Supplies	494,701 4,611	4,487	7,000	7,000	7,000
533000 534000	Repair & Maintenance Supplies	14,404	13,053	25,000	14,500	14,500
535000	Minor Equipment & Tools	751	958	1,700	2,000	2,000
539000	Clothing & Uniforms Other Commodities External	10	0	0	2,000	2,000
541000	Education	2,075	4,021	11,000	6,000	6,000
542000	Local Travel	2,876	1,939	2,000	2,000	2,000
543000	Out-of-Town Travel	1,799	2,139	5,000	5,000	5,000
544000	Space Rental	13,214	6,946	13,100	13,100	13,100
545000	Interest	13,214	0,340	0	0	0
546000	Refunds	0	0	0	0	. 0
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease	. 0	4,188	3,700	2,000	2,000
549000	Miscellaneous	(4,968)	(6,903)	6,500	2,000	2,000
	ternal Materials and Services	3,116,215	3,079,575	3,553,973	3,407,830	3,407,830
	Materials and Services	-,,	_,,	,,,,,,,,	-, ,	,
551000	Vehicle Services	24,772	23,912	31,799	28,160	28,160
552000	Printing & Distribution	0	0	0	0	0
553000	Facilities Services	182,617	181,658	203,651	191,460	191,460
554000	Communications Services	29,955	30,444	33,256	32,908	32,908
555000	Information Technology	255,742	119,548	157,572	134,729	134,729
556000	Insurance	42,022	47,010	48,021	46,312	46,312
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	0	0	0	0	0
559000	Other Fund Services	194,844	193,945	172,575	188,816	188,816
Total Int	ernal Materials and Services	729,952	596,517	646,874	622,385	622,385
Total Mate	rials and Services	3,846,167	3,676,092	4,200,847	4,030,215	4,030,215
Capital Ou	-					
561000		0	0	0	0	0
562000	Buildings	0	0	0	0	0
563000	Improvements	0 -	0	0	0	0
564000	Capital Equipment	265,317	238,274	364,200	316,770	316,770
565000	Facilities Lease/Purchase	0	0	0	0	0
566000	Equipment Lease/Purchase	0	0	89,000	16,542	16,542
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		265,317	238,274	453,200	333,312	333,312
573000	Equipment Cash Transfers	0	0	0	0	0
	Minor Equipment Transfers SION EXPENSES	\$ 5,883,180	\$ 5,579,028	\$ 6,326,295	\$ 6,049,730	\$ 6,049,730
TOTAL DIVI	JIOH EAFERGES	Ψ 5,005,100	ψ 0,010,020	¥ 0,020,230	¥ 0,010,700	+ 0,070,700

		Actual FY 2002	Actual FY 2003		vised 003–04	1	oposed 2004–05	Adopted FY 2004–05		
Class	s Title	No.	No.	No.	Amount	No.	Amount	No.	Amount	
515	Accountant II	1	1	1	50,283	1	51,093	1	51,093	
337	Distribution Technician	4	4	4	155,860	4	158,352	4	158,352	
339	Distribution Technician, Lead	1	1	1	40,914	1	41,572	1	41,572	
346	Electronic Pre-Press Oper Lead	1	1	1	48,984	1	49,778	1	49,778	
345	Electronic Pre-Press Operator	2	1	0	0	0	0	0	0	
7730	Mail/Micrographics Supervisor	0	0	1	61,935	1	64,202	1	64,202	
102	Office Support Specialist II	1	1	1	36,366	1	36,958	1	36,958	
341	Print & Dist Cust Svc Rep Lead	1	1	1	48,984	1	49,778	1	49,778	
340	Print & Distrib Cust Svc Rep	3	3	3	122,689	3	126,554	3	126,554	
7732	Print Shop Supervisor	0	0	1	66,315	1	67,651	1	67,651	
7734	Printing & Distribution Manager	0	0	1	89,122	1	88,782	1	88,782	
966	Program Coordinator	1	1	. 0	0	0	0	0	0	
968	Program Manager I	1	1	0	0	0	0	0	0	
972	Program Manager IV	1	1	0	0	0	0	0	0	
350	Reprographic Operator I	6	6	6	216,180	6	219,618	6	219,618	
351	Reprographic Operator II	4	3	3	127,584	3	129,666	3	129,666	
353	Reprographic Operator III	2	2	2	97,968	2	99,556	2	99,556	
TOTAL	FULL-TIME POSITIONS	29	27	26 \$	1,163,184	26	\$ 1,183,560	26	\$ 1,183,560	
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0	\$ 0	0	\$ 0	

		AMOUNT			
ACTION	Ongoing	One-Time	Total Packag	e FTE	DECISION
FY 2004-05	6,149,093	0	6,149,09	3 26.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	ts				
•	0	0	(0.0	None
Mayor's Propose	ed Budget Decisions	6			
	(72,009)	0	(72,009	9) 0.0	Interagency service changes
	12,544	0	12,54	′ 1	Interagency rate adjustments
	25,000	0	25,000	0.0	Cash transfer increase - BES copier
	(26,893)	0	(26,893	3) 0.0	2.5% rate reduction
	(35,425)	0	(35,42	5) 0.0	PERS rate reduction
	(2,580)	0	(2,580	0.0	Changes in customer IAs
Approved Budge	et Additions and Re	ductions			
	0	0	(0.0	None
Adopted Budge	t Additions and Red	uctions			
	0	0		0.0	None
	(99,363)	0	(99,36	3) 0.0	Total FY 2004-05 Decision Packages
			\$ 6,049,730	26.0	Total Adopted Budget
FY 2004-05 Deci	sion Packages Not I	unded			
	0	0		0.0	None
			\$	0.0	Total Decision Packages Not Funded

CityFleet

OVERVIEW

CityFleet (formally known as Vehicle Services) acquires, modifies, services, repairs, and disposes of vehicles and equipment owned, leased, and rented by the City. The division operates seven garages strategically located to serve customer bureaus, a body and paint shop, and a fabrication shop. A downtown vehicle pool provides vehicles on a convenient and short term basis to meet the business needs of City bureaus located in the downtown area.

The number of City vehicles has grown by 650 units in the last ten years, with a total fleet size of just under 2,600 vehicles of varying types. This figure includes SUV's as less than 5% of the total. The increase in both number and sophistication of the City's fleet improves a bureau's ability to deliver service. CityFleet's budget trends reflect increasing expenditures due to rising costs of vehicles and equipment as well as expensive repair and replacement components, test/diagnostic equipment, and increased repair time due to the age of some vehicles that are beyond their normal life-cycle.

CityFleet has managed expenditures and limited staff growth by implementing efficiencies, employing technology, and adhering to responsible replacement schedules for equipment and vehicles. In large part, these improvements have been brought about by discussions with CityFleet users and customers through the Service Improvement Plan (SIP) process. The SIP process developed out of the focused review that CityFleet undertook as a result of the FY 2002-03 budget process. As a result, CityFleet has been able to maintain a high level of vehicle availability and reliability, while continuing to improve service.

CHANGES FROM PRIOR YEAR

Reflecting economic conditions, budget reductions in CityFleet will continue into FY 2004-05. Declining interest earnings, coupled with reductions to assist bureaus with projected revenue shortfalls, require CityFleet to reduce their resources to service and maintain vehicles next year.

Using a committee made up of CityFleet users with a collaborative process, several changes have been implemented to improve customer relationships and find operating efficiencies. Examples include customer service e-mail and voicemail to ensure timely customer access, continuous improvement programs to identify process improvements, consolidation of programs for savings, and restructuring of customer rates.

CityFleet will continue to adjust and improve operations to minimize the impact of cuts over the last few years, but reductions in the level of services cannot be avoided. Reductions for FY 2004-05, combined with budget reductions for FY 2003-04, represent a substantial reduction in capability to sustain vehicles on the road.

Environmentally friendly hybrid-electric cars have been introduced into the City fleet. CityFleet continues to evaluate the purchase of hybrid vehicles along with the renewed possibility of purchasing bio-diesel fuel to replace and/or supplement traditional diesel fuel. In addition, CityFleet will study the inclusion of environmental standards such as fuel mileage and exhaust emissions in minimum specifications for basic sedans.

CityFleet is in the process of implementing a continuous improvement program to identify internal programs and processes that can be revised to create savings and/or efficiencies. This review will include the input of customers and other professionals in the vehicle services field. Examples include a pilot project to privatize the "make-ready" of City Police vehicles, review of Bureau of Parks privatization of vehicle parts inventory and distribution, and the closure and consolidation of the Interstate garage.

OPERATIONS

Operations provides overall management and administrative support for the programs within the CityFleet Division. Specific activities include the purchase of new and replacement vehicles, management of the repair parts activity, performance of a variety of administrative activities, and responsibility for the management information system.

MAINTENANCE & REPAIR

Maintenance and Repair is responsible for the preparation of new vehicles and equipment, scheduled preventive maintenance, and unscheduled repairs of City vehicles and equipment.

FUEL MANAGEMENT

Fuel Management provides fuel for City vehicles and equipment. Fuel is provided from City-operated facilities and commercial vendors.

BODY AND PAINT

Body and Paint assists the Maintenance and Repair program in the preparation of new vehicles. Additionally, they provide body and paint restoration of damaged City vehicles and equipment.

FABRICATION

Fabrication provides metal work such as welding, machining, bending, and cutting used in the repair and/or modification of City vehicles and equipment.

VEHICLE POOL

The Vehicle Pool maintains unassigned vehicles for occasional and short-term use by City bureaus not requiring a full-time assigned car.

LEASE EQUIPMENT

Lease Equipment manages the leasing of vehicles for extended use when leasing is deemed to be more cost effective than purchase. This program also manages the rental of large passenger vans, buses, and other atypical vehicles for short-term or seasonal use.

CAPITAL REPLACEMENT

Capital Replacement tracks funds designated for the purchase of replacement vehicles.

NEW EQUIPMENT/CASH TRANSFERS

The New Equipment/Cash Transfers program tracks all funds designated for the purchase of new vehicles requested by customers.

POLICE UNDERCOVER ACCOUNT

The Police Undercover Account tracks funds designated for the purchase or lease of undercover vehicles for assignment to the Bureau of Police.

		Actual FY 2001–02		Actual FY 2002-03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05
EXPENDITURES										-
Operating Budget										
Personal Services		5,061,754		4,917,705		5,704,114		5,517,915		5,511,630
External Materials and Services		6,455,424		6,289,825		6,921,214		7,129,531		7,129,531
Internal Materials and Services		1,099,394		1,357,085		1,368,178		1,436,353		1,436,353
Minor Capital Outlay		4,081,078		3,175,474		8,925,135		5,487,953		5,487,953
Equipment Cash Transfers		0		0		0		0		0
Total Operating Budget		16,697,650		15,740,089		22,918,641		19,571,752		19,565,467
Capital Improvements		1,034,620		212		0		0		0
TOTAL BUREAU EXPENDITURES	\$	17,732,270	\$	15,740,301	\$	22,918,641	\$	19,571,752	\$	19,565,467
Allocated Overhead		1,139,671		574,185		869,753		786,475		787,892
Total Cost with Allocated Overhead		18,871,941		16,314,486		23,788,394		20,358,227		20,353,359
RESOURCES										
Vehicle Services Operating Fund		17,732,270		15,740,301		22,918,641		19,571,752		19,565,467
Note: Discretionary General Fund re Non-Discretionary revenues are rest	evenue tricted	es are those w by policy or c	hich ontra	may be used by ctual agreemen	y City	Council for an	y publ t gene	ic purpose. erate the revenu	ıe.	
PROGRAMS										
Operations		1,029,100		908,983		1,136,557		1,419,121		1,412,836
Positions		10		10		10		10		10
Lease Equipment		917,292		962,685		1,157,378		1,050,286		1,050,286
Positions		1		1		1		1		1
Capital Replacement		3,453,563		2,742,180		8,138,928		5,772,801		5,772,801
Positions		4		4		4		4		4
Police Undercover Account		0		0		78,094		0		0
Positions		0		0		0		0		0
Maintenance & Repair		8,050,703		7,058,854		7,625,416		7,427,319		7,427,319
Positions		55		55		55		55		55
Body and Paint		839,049		823,053		938,910		872,588		872,588
Positions Fabrication		<i>6</i> 529,823		<i>6</i> 330,801		<i>6</i> 666,624		<i>6</i> 634,699		<i>6</i> 634,699
Positions		529,623		6		6		5		5 5
Vehicle Pool		112,083		88,571		414,602		177,000		177,000
Positions		112,000		1		414,002		177,000		177,000
New Equipment/Cash Transfers		927,021		769,712		705,679		0		0
		, -		703,712		705,079		0		n
Positions		11								
Positions Fuel Management		0 1.873.636		•		-		2.217.938		2.217.938
Fuel Management		1,873,636 1		2,055,462		2,056,453		2,217,938 1		2,217,938 1
	\$	1,873,636	\$	2,055,462	\$	2,056,453	\$		\$	2,217,938 1

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personnel	l Services					
511000	Full-Time Employees	3,027,267	2,984,748	4,032,820	3,992,338	3,987,038
512000	Part-Time Employees	0	2,159	5,000	5,000	5,000
514000	· •	16,902	16,932	32,000	32,000	32,000
515000	Premium Pay	35,410	36,652	40,000	40,000	40,000
517000	Benefits	1,385,058	1,381,353	1,594,294	1,448,577	1,447,592
518000	Paid Absence	597,117	495,861	1,554,254	0	1,447,532
	onnel Services	5,061,754	4,917,705			
	and Services	5,061,754	4,917,705	5,704,114	5,517,915	5,511,630
	Materials and Services					
521000	Professional Services	81	66,110	35,400	7,500	7,500
522000	Utilities	66,177	14,816	15,000	15,000	15,000
523000	Equipment Rental	913,683	927,548	1,108,787	1,001,000	1,001,000
524000	Repair & Maintenance Services	•	710,194	814,523		
	•	783,119	-	·	964,500	964,500
525000	Non-Capital Improvement	0	0	0	0	C
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	357,850	142,823	203,631	146,231	146,231
531000	Office Supplies	8,278	9,334	10,000	10,000	10,000
532000	Operating Supplies	2,052,564	2,166,888	2,165,000	2,334,000	2,334,000
533000	Repair & Maintenance Supplies	2,022,562	2,037,958	2,283,573	2,366,000	2,366,000
534000	Minor Equipment & Tools	68,611	65,134	80,000	80,000	80,000
535000	Clothing & Uniforms	29,280	22,711	40,000	40,000	40,000
539000	Other Commodities External	234	0	0	0	. (
541000	Education	17,915	28,064	40,000	40,000	40,000
542000	Local Travel	334	224	300	300	300
543000	Out-of-Town Travel	3,523	412	14,000	14,000	14,000
544000	Space Rental	59,720	36,577	40,000	40,000	40,000
	-	•	·	· ·	•	
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	71,493	61,032	71,000	71,000	71,000
	ternal Materials and Services	6,455,424	6,289,825	6,921,214	7,129,531	7,129,531
	Materials and Services Vehicle Services	0	0	0	0	(
551000			0	0		
552000	Printing & Distribution	20,025	21,393	24,694	24,064	24,064
553000	Facilities Services	1,367,735	569,596	532,200	574,440	574,440
554000	Communications Services	35,916	37,743	41,073	48,072	48,072
555000	Information Technology	38,733	39,780	77,329	83,424	83,424
556000	Insurance	238,464	220,808	225,689	143,744	143,74
557000	Master Lease	0	0	0	0	(
558000	Same Fund Services	0	0	0	159,970	159,970
559000	Other Fund Services	433,141	467,977	467,193	402,639	402,639
Total Int	ernal Materials and Services	2,134,014	1,357,297	1,368,178	1,436,353	1,436,353
Total Mate	erials and Services	8,589,438	7,647,122	8,289,392	8,565,884	8,565,884
Capital Ou	ıtlay					
561000	Land	0	0	0	0	(
562000	Buildings	0	0	0	0	(
563000		0	0	0	0	(
564000	•	4,081,078	3,175,474	8,925,135	5,487,953	5,487,953
565000		0	0	0	0	(
566000	Equipment Lease/Purchase	0	0	0	0	· ·
567000	• •	0	0	0	0	ì
568000		0	0	0	0	
569000	Depreciation	0	0	0	0	,
Total Capi	•	4,081,078	3,175,474	8,925,135	5,487,953	5,487,953
573000	-	4,081,078	3,175,474	0,925,135	0 .	5,467,950
0,0000						
576000	Minor Equipment Transfers	0	0	0	0	(

Cityr	leet AU 502								POSITIONS
		Actual FY 2002	Actual FY 2003		rised 003-04		oosed 004–05		pted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	0	0	0	0	0	0
7103	Administrative Assistant	0	1 0 1	1	49,770	1	50,578	1	50,578
926	Administrative Services Manager	1	1	0	0	0	0	0	0
962	Assistant Program Specialist	1	1	0	0	0	0	0	0
1516	Auto Body Restorer	5	5	5	233,495	5	237,300	5	237,300
929	Bureau Operations Manager	1	1	0	0	0	0	0	0
7121	Business Systems Analyst	0	0	0	0	0	0	1	47,986
1520	Industrial Machinist	1	1 1	1	46,888	1	47,460	1	47,460
2522	Information Systems Tech I	1	1 1	1	70,006	1	48,295	1	48,295
1200	Maintenance Worker	1	1 1	1	23,224	1	23,594	1	23,594
1530	Motorcycle Mechanic	1	1	1	46,699	1	47,460	1	47,460
100	Office Support Specialist I	1	1 1	1	32,949	1	33,471	1	33,471
102	Office Support Specialist II	1	1	1	36,366	1	36,959	1	36,959
966	Program Coordinator	1 1	1 1	0	0	0	0	0	0
407	Storekeeper II Auto Parts Spec	5	5	5	218,194	5	225,691	5	225,691
413	Stores System Manager	1	1	0	0	0	0	0	0
7161	Stores System Supervisor II	0	0	1	63,174	1	64,352	1	64,352
1058	Trades Manager	1	1 1	0	0	0	0 .,002	0	0
1054	Trades Supervisor	6	6	0	ő	Õ	0	0	0
1533	Vehicle & Equip Mechanic Lead	2	2	2	91,301	. 2	97,259	2	97,259
1532	Vehicle & Equipment Mechanic	47	47	47	2.143.861	47	2,185,730	47	2,185,730
7703	Vehicle Acquisition Analyst	0	0	2	131,729	2	132,389	2	132,389
7708	Vehicle Maint Supervisor II	o o	0	1	58,631	1	52,749	1	52,749
7709	Vehicle Maintenance Superintende	l ő	ő	1	81,663	i	81,349	. 1	81,349
7707	Vehicle Maintenance Supervisor I	Ŏ	ő	5	292,802	4	245,877	4	245,877
7702	Vehicle Program Specialist	o o	o l	1	53,652	1	54,527	1	54,527
7710	Vehicle Services Manager	0	0	1	95,221	i	85,086	i	85,086
1060	Vehicle Services Manager	1 1	1	0	0,221	0	00,000	0	00,000
7706	Vehicle Srvcs Ops Supervisor	0	i i	1	77,614	ĭ	53,286	ő	0
1510	Welder	3	3	3	138,714	3	139,587	3	139,587
1511	Welder, Lead	1	1	1	46,867	1	49,339	1	49,339
TOTAL	FULL-TIME POSITIONS	83	83	83 \$	4,032,820	82 \$	3,992,338	82 \$	3,987,038
		1							
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	0 \$	0	0 \$	0

		AMOUNT			•
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	20,049,152	0	20,049,152	83.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustmen	ts				
	0	0	0	0.0	None
Mayor's Propos	ed Budget Decision	ns			·
	(144,000)	0	(144,000)	0.0	Interstate Garage Closure
	(73,100)	0	(73,100)	(1.0)	Eliminate Fabrication Supervisor
	(7,400)	0	(7,400)	0.0	Reduction in Vehicle Auction Expenditures
	(271,687)	0	(271,687)	0.0	True-down of FY05 Capital Replmt Purchases
	18,787	0	18,787	0.0	Interagency True-up of Expenditures
Approved Budg	et Additions and Re	eductions			
	0	0	0	0.0	None
Adopted Budge	t Additions and Re	ductions			
	(6,285)	0	(6,285)	0.0	Reclassify one position
	(483,685)	. 0	(483,685)	(1.0)	Total FY 2004-05 Decision Packages
			\$ 19,565,467	82.0	Total Adopted Budget
FY 2004-05 Dec	ision Packages Not	Funded			
	0	0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded

Communication Services

OVERVIEW

Communications and Networking Services (ComNet) provides leadership in strategic planning and management of the City's telecommunications-related equipment and systems. Additionally, it provides expert telecommunications services to the City, as well as regional external customers. ComNet is a division of the Bureau of Technology Services.

ComNet procures, operates, and maintains the City's communications-related equipment and systems, including:

- The Integrated Regional Network Enterprise (IRNE), a regional broadband telecommunications carrier network providing advanced telecommunications systems and services to government, education, and public safety institutions in the region.
- Public safety radio systems for voice and mobile data, including maintenance of the system's infrastructure.
- Radio management services covering installation, maintenance, and repair.
- Other electronic services, including the provision and maintenance of sirens, radar guns, and video systems.
- Assessment and deployment of new technologies to provide access to communications and information systems for remote deployed workers.

Major FY 2003-04 accomplishments

ComNet completed upgrades of the 800 MHz public safety radio network to assure continued support from the manufacturer and to improve the capability for data transmission.

CHANGES FROM PRIOR YEAR

ComNet's budget further decreases from the prior year as a result of reduced capital costs for implementation of the IRNE.

As FY 2003-04 was the first year that IRNE was fully operational, changes were evolutionary, recognizing increased revenue from the expansion of the Institutional Network (INET) under ComNet management.

The PREP decision package for additional appropriation to support ongoing major maintenance of the 800 MHz system was accepted as part of ComNet's Adopted Budget. The General Fund Capital Set Aside is the funding source supporting this additional appropriation.

Administrative functions of the former ComNet and BIT are merged in the Administration program, including stores inventory and contracting. ComNet division maintains administrative functions for direct service and sales to bureaus and external customers of radio and telecommunications services.

Overview of Programs

DIVISION ADMINISTRATION

The Administration program provides management and administrative support for Communications and Networking Services and works with OMF Business Operations for financial and other administrative services.

RADIO SHOP

The Radio Shop installs, maintains, and repairs the City's electronic and communications equipment, video equipment, and fiber optic systems. Services are performed at the Electronics Maintenance Shop and at customer sites as required. 24-hour on-call service is available.

800 MHz Operations

The Public Safety Radio System (800 MHz) program manages the operations of the regional system, including maintaining the backbone equipment (e.g., microwave towers that transmit and receive radio signals), and the electronic hardware and software that control the complex network infrastructure.

ENGINEERING

The Engineering program provides expert design consultation, project and construction management, and quality assurance for radio and telecommunications projects, such as the IRNE, radio communications, wireless and wireline data transmission, remote control, and television surveillance systems. In addition, Engineering is responsible for managing the radio frequency licensing requirements with the Federal Communications Commission and the Association of Public Safety Communications Officers.

INTEGRATED REGIONAL NETWORK ENTERPRISE

The Integrated Regional Network Enterprise provides voice, video, and data services, including telephone, and data network backbones. The IRNE program manages Citywide contracts for telephone services, cellular phones, pagers, wiring, and other telecommunications-related services and products. This program configures, manages, and operates voice mail, circuits, extension, and automatic call distribution. It also provides wiring services and manages customer order fulfillment.

CASH TRANSFERS

Cash Transfers coordinates the procurement of electronic equipment requested by City bureaus and external agencies and manages the transfer of funds for payment.

REPLACEMENT EQUIPMENT

Replacement Equipment receives and holds funds for the future replacement of existing electronic equipment.

	Actual FY 2001–02		Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES							
Operating Budget							
Personal Services	2,344,212		2,644,559	3,251,780	3,316,990		3,316,805
External Materials and Services	3,349,600		4,891,549	6,990,906	6,924,619		6,924,619
Internal Materials and Services	1,002,977		1,092,344	1,183,678	1,210,226		1,210,226
Minor Capital Outlay	98,407		160,920	354,240	215,000		215,000
Equipment Cash Transfers	68,669		(3,823)	33,973	0		0
Total Operating Budget	6,863,865		8,785,549	11,814,577	11,666,835		11,666,650
Capital Improvements	7,898,839		8,907,139	3,026,279	676,622		676,622
TOTAL BUREAU EXPENDITURES	\$ 14,762,704	. \$	17,692,688	\$ 14,840,856	\$ 12,343,457	\$	12,343,272
Allocated Overhead	612,344		371,013	445,342	447,427		452,000
Total Cost with Allocated Overhead	15,375,048		18,063,701	15,286,198	12,790,884		12,795,272
RESOURCES							-
TESOUTIOES							
Communications Services Fund	14,762,704		17,692,688	 14,840,856	 12,343,457		12,343,272
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are res	evenues are those	which	may be used by	Council for any	ic purpose.	ıe.	12,343,272
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi	evenues are those tricted by policy or	which	n may be used by actual agreemen	Council for any ne bureaus that	ic purpose. erate the revenu	ıe.	
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are res PROGRAMS Radio Shop	evenues are those tricted by policy or 1,389,870	which	n may be used by actual agreemen 1,493,160	Council for any ne bureaus that 1,427,343	ic purpose. erate the revenu	ıe.	1,461,340
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions	evenues are those tricted by policy or 1,389,870	which	n may be used by actual agreemen 1,493,160 10	Council for any ne bureaus that 1,427,343 10	ic purpose. erate the revenu 1,461,340 10	ıe.	1,461,340 <i>10</i>
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering	1,389,870 1534,558	which contra	1,493,160 10 485,868	1,427,343 10 308,837	1,461,340 170,298	ie.	1,461,340 <i>10</i> 170,298
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions	1,389,870 1534,558	which contra	1,493,160 10 485,868 2	1,427,343 10 308,837 2	1,461,340 170,298	ıe.	1,461,340 10 170,298
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions Integrated Regional Network Enterprise	1,389,870 11 534,558 9,728,203	which contra	1,493,160 10 485,868 2 10,185,570	1,427,343 10 308,837 2 8,120,805	1,461,340 170,298 1,7,110,775	ie.	1,461,340 10 170,298 1 7,110,590
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions Integrated Regional Network Enterprise Positions	1,389,870 11 534,558 9,728,203	which contra	1,493,160 10 485,868 2 10,185,570 15	1,427,343 10 308,837 2 8,120,805	1,461,340 10 170,298 1 7,110,775	ıe.	1,461,340 10 170,298 1 7,110,590
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions Integrated Regional Network Enterprise Positions Cash Transfers	1,389,870 11 534,558 5 9,728,203 12 335,151	which contra	1,493,160 10 485,868 2 10,185,570 15 284,929	1,427,343 10 308,837 2 8,120,805 15 39,494	1,461,340 10 170,298 1 7,110,775 15	ie.	1,461,340 10 170,298 1 7,110,590 15
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions Integrated Regional Network Enterprise Positions	1,389,870 1,389,870 11 534,558 9,728,203 12 335,151	which contra	1,493,160 10,485,868 2 10,185,570 15 284,929	1,427,343 10 308,837 2 8,120,805 15 39,494 0	1,461,340 170,298 1,7,110,775 15 0	ie.	1,461,340 10 170,298 1 7,110,590 15 0
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions Integrated Regional Network Enterprise Positions Cash Transfers Positions	1,389,870 11 534,558 5 9,728,203 12 335,151	which contra	1,493,160 10 485,868 2 10,185,570 15 284,929	1,427,343 10 308,837 2 8,120,805 15 39,494	1,461,340 10 170,298 1 7,110,775 15	ie.	1,461,340 10 170,298 1 7,110,590 15
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions Integrated Regional Network Enterprise Positions Cash Transfers Positions Division Administration	1,389,870 1,389,870 11 534,558 9,728,203 12 335,151	which contra	1,493,160 1,493,160 485,868 2 10,185,570 15 284,929 0 1,132,210	1,427,343 10 308,837 2 8,120,805 15 39,494 0 1,297,959	1,461,340 170,298 1,7,110,775 0 0 1,272,818	ıe.	1,461,340 10 170,298 1 7,110,590 15 0 0 1,272,818
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions Integrated Regional Network Enterprise Positions Cash Transfers Positions Division Administration Positions	1,389,870 11 534,558 9,728,203 12 335,151 0 1,107,596 5 1,387,496	which contra	1,493,160 1,493,160 10 485,868 2 10,185,570 15 284,929 0 1,132,210 6	1,427,343 10 308,837 2 8,120,805 15 39,494 0 1,297,959 6	1,461,340 170,298 1,7,110,775 15 0 0 1,272,818	ie.	1,461,340 10 170,298 1 7,110,590 15 0
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions Integrated Regional Network Enterprise Positions Cash Transfers Positions Division Administration Positions 800 MHz Operations	1,389,870 1,389,870 11 534,558 9,728,203 12 335,151 0 1,107,596 5 1,387,496	which contra	1,493,160 1,493,160 10 485,868 2 10,185,570 15 284,929 0 1,132,210 6	1,427,343 10 308,837 2 8,120,805 15 39,494 0 1,297,959 6 3,574,110	1,461,340 10 170,298 1 7,110,775 15 0 0 1,272,818 7 2,328,226	ie.	1,461,340 10 170,298 1 7,110,590 15 0 0 1,272,818
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions Integrated Regional Network Enterprise Positions Cash Transfers Positions Division Administration Positions 800 MHz Operations Positions	1,389,870 11 534,558 9,728,203 12 335,151 0 1,107,596 5 1,387,496	which contra	1,493,160 10 485,868 2 10,185,570 15 284,929 0 1,132,210 6 4,009,717 9	1,427,343 10 308,837 2 8,120,805 15 39,494 0 1,297,959 6 3,574,110	1,461,340 10 170,298 1,7,110,775 15 0 0 1,272,818 7 2,328,226 9	Ie.	1,461,340 170,298 17,110,590 15 0 0 1,272,818 7 2,328,226
Communications Services Fund Note: Discretionary General Fund re Non-Discretionary revenues are resi PROGRAMS Radio Shop Positions Engineering Positions Integrated Regional Network Enterprise Positions Cash Transfers Positions Division Administration Positions 800 MHz Operations Positions Replacement Equipment	1,389,870 1,389,870 11 534,558 9,728,203 12 335,151 0 1,107,596 5 1,387,496 5 279,830	which contra	1,493,160 10 485,868 2 10,185,570 15 284,929 0 1,132,210 6 4,009,717 9 101,234	Council for any ne bureaus that 1,427,343	1,461,340 10 170,298 17,110,775 15 0 1,272,818 7 2,328,226 9 0	\$	10 170,298 1 7,110,590 15 0 0 1,272,818 7 2,328,226 9

		Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
511000	Full-Time Employees	1,740,384	1,853,252	2,438,332	2,465,499	2,435,933
	Part-Time Employees	31,025	87,841	40,000	40,000	69,566
514000	Overtime	36,384	46,501	46,000	46,000	46,000
515000	Premium Pay	34,081	55,133	41,000	41,000	41,000
517000	Benefits	714,835	816,094	851,913	789,750	789,565
518000	Paid Absence	299,818	401,971	0	0	0
Total Perso	onnel Services	2,856,527	3,260,792	3,417,245	3,382,249	3,382,064
Materials a	and Services			,		
	Materials and Services	045 555	4 070 700	005.440	00.000	00.000
521000	Professional Services	615,555	1,272,709	225, 4 46	60,000	60,000
522000	Utilities	34,559	37,136	30,800	42,530	42,530
523000	Equipment Rental	14,177	11,196	17,250	20,250	20,250
524000	Repair & Maintenance Services	474,020	159,545	1,066,869	267,500	267,500
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	4,507,945	4,958,106	4,166,702	5,174,896	5,174,896
531000	Office Supplies	13,766	17,456	15,000	18,000	18,000
532000	Operating Supplies	155,953	3,080,828	998,615	364,700	364,700
533000	Repair & Maintenance Supplies	187,589	174,463	280,502	263,446	263,446
534000	Minor Equipment & Tools	1,925,454	1,743,316	1,651,254	755,363	755,363
535000	Clothing & Uniforms	5,670	2,625	7,300	7,300	7,300
539000	Other Commodities External	0	11	0	0	0
541000	Education	52,371	28,928	69,100	36,300	36,300
542000	Local Travel	7,595	7,914	9,600	9,100	9,100
543000	Out-of-Town Travel	42,859	16,747	56,500	35,849	35,849
544000	Space Rental	74,161	102,336	5,000	5,500	5,500
545000	Interest	0	0	0	0	0
546000	Refunds	0	508	0	0	0
547000	Retirement System Payments	0	0	0	0	0
548000	Operating Lease	0	1,279	84,020	92,748	92,748
549000	Miscellaneous	54,450	47,200	43,500	32,500	32,500
	ternal Materials and Services	8,166,124	11,662,303	8,727,458	7,185,982	7,185,982
	Materials and Services	E0 47E	E0 010	64.400	66.015	66.015
551000	Vehicle Services	53,475	58,813	64,430	66,215	66,215
552000	Printing & Distribution	10,363	7,995	13,482	7,162	7,162
553000	Facilities Services	425,201	388,182	413,472	473,254	473,254
554000	Communications Services	0	0	0	150,000	150,000
555000	Information Technology	106,450	159,472	219,504	150,986	150,986
556000	Insurance	60,438	81,650	83,408	99,343	99,343
557000	Master Lease	0	0	0	0	0
558000 559000	Same Fund Services Other Fund Services	0 415,342	0 407,525	389,382	413,266	0 413,266
	ernal Materials and Services	1,071,269	1,103,637	1,183,678	1,210,226	1,210,226
	rials and Services	9,237,393	12,765,940	9,911,136	8,396,208	8,396,208
Capital Ou		3,207,000	12,700,040	0,011,100	0,000,200	0,000,200
561000	-	0	0	0	0	0
562000	Buildings	0	53,234	0	0	0
563000	Improvements	70,135	339,191	0	0	0
564000	Capital Equipment	620,006	1,277,354	1,478,502	565,000	565,000
565000	Facilities Lease/Purchase	0	0	0	0	0
566000	Equipment Lease/Purchase	0	0	0	0	0
567000	Infrastructure	1,909,974	0	0	0	0
568000	Other Capital Expenditure	0	0	0	0	. 0
569000	Depreciation	0	0	0	0	0
Total Capi	•	2,600,115	1,669,779	1,478,502	565,000	565,000
573000	Equipment Cash Transfers	68,669	(3,823)	33,973	0	0
576000	Minor Equipment Transfers	0	0	0	0	0
	SION EXPENSES	\$ 14,762,704	\$ 17,692,688	\$ 14,840,856	\$ 12,343,457	\$ 12,343,272

		Actual FY 2002	Actual FY 2003		rised 003-04		posed 004–05		dopted 2004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
7102	Administrative Specialist, Senio	0	0	1	32,274	0	0	0	0
7110	Business Operations Supervisor	0	0	1	41,958	0	0	0	0
3253	Comm Switch Tech	1	1	1	56,152	2	114,132	2	114,132
3258	Commun & Networking Svcs Mgr	1	1	0	0	0	0	0	0
3255	Communications Engineer	2	3	1	61,077	0	0	0	0
7685	Communications Engineer	0	0	2	133,790	2	135,754	2	135,754
7686	Communications Engineer, Senior	0	0	1	61,832	1	78,863	1	78,863
7528	Communications Systems Administr	0	0	1	81,660	1	79,029	1	79,029
7520	Communications Systems Marketing	0	0	1	61,232	1	63,966	1	63,966
7534	ComNet Director	0	0	1	104,360	0	0	0	0
7532	ComNet Operations Manager	0	0	1	94,927	1	102,520	. 1	102,520
7526	ComNet Technical Projects Coordi	0	0	3	198,196	3	206,170	3	206,170
3251	Electronic Tech II Communication	7	7	8	479,215	8	456,184	8	456,184
3248	Electronics Technician Assistant	2	2	2	82,246	1	41,781	1	41,781
3249	Electronics Technician I: Commun	4	4	3	144,057	4	195,188	4	195,188
1136	Facilities & Maintenance Manager	1	1	0	0	0	0	0	0
2541	Information Systems Analyst I	3	4	3	147,071	3	154,860	3	154,860
2542	Information Systems Analyst II	2	3	4	217,895	4	235,481	4	235,481
2550	Information Systems Manager	1	1	0	0	0	0	0	0
7509	Information Systems Manager	0	0	1	85,957	1	90,410	1	90,410
102	Office Support Specialist II	2	3	2	68,037	2	77,948	2	72,404
104	Office Support Specialist III	1	1	1	42,905	1	43,598	1	43,598
966	Program Coordinator	1	2	0	0	0	0	0	0
968	Program Manager I	1	1	0	0	0	0	0	0
972	Program Manager IV	1	1	0	0	0	0	0	0
964	Program Specialist	2	1	0	0	0	0	0	0
3256	Senior Communications Engineer	1	1	0	0	0	0	0	0
2552	Senior Information Systems Mgr	1 :	1 1	0	0	0	0	0	0
1056	Senior Trades Supervisor	1	1	0	0	0	0	0	0
405	Storekeeper/Acquisition Spec I	1	1	1	41,564	1	42,240	1	42,240
406	Storekeeper/Acquisition Spec II	1	1	1	43,639	1	44,349	1	44,349
7115	Tech Srvcs Admin Manager	0	0	0	0	1	68,800	1	68,800
7137	Tech Srvcs Contract Coor.	0	0	0	0	1	56,334	1	56,334
7524	Technical Operations Supervisor	0	0	1,	67,804	1	68,784	1	68,784
7530	Telecommunications Manager	0	0	1	90,484	1	85,086	1	85,086
1054	Trades Supervisor	1	. 1	0	0	0	0	0	0
TOTAL	FULL-TIME POSITIONS	38	42	42 \$	2,438,332	41 \$	2,441,477	41	\$ 2,435,933
102	Office Support Specialist II	0	0	0	0	1	24,022	1	29,566
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	1 \$	24,022	1 :	\$ 29,566

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	11,092,932	0	11,092,932	42.0	FY 2004-05 Current Appropriation Level Budget
CAL Adjustment	ts				
•	(107,268)	0	(107,268)	0.0	2.5% Rate Reduction Cut
Mayor's Propose	ed Budget Decisio	ns			· ·
	0	350,000	350,000	0.0	PREP - CRC Funding Request
	(75,463)	0	(75,463)	(1.0)	PERS Reduction, 1 FTE changed to PTE
	(11,085)	0	(11,085)	0.0	COLA Reduction
	98,600	0	98,600	0.0	Cellular expenses - Balance w/BUD 5 estimate
	65,054	0	65,054	0.0	Internal M&S Changes from Interagency
	930,687	0	930,687	0.0	External M&S Changes from Interagency
Approved Budge	et Additions and R	eductions			
	0	0	0	0.0	None
Adopted Budget	t Additions and Re	ductions			
	(185)	0	(185)	0.0	Benefits adjustment for part-time employee
	(29,566)	0	(29,566)	0.0	Reduce full-time employee costs
	29,566	0	29,566	0.0	Increase part-time employee costs
	900,340	350,000	1,250,340	(1.0)	Total FY 2004-05 Decision Packages
			\$ 12,343,272	41.0	Total Adopted Budget
FY 2004-05 Deci	sion Packages No	t Funded			
	0	133,000	133,000	0.0	PREP - CRC Funding Request - portion not
			\$ 133,000	0.0	Total Decision Packages Not Funded

Information Technology

OVERVIEW

The Information Technology division is managed by BTS. The division provides all information technology support services to bureaus and the City's business partners. The division has three main programs: Administration, IT Operations, and Strategic Technology to support its customers' daily operations as well as their evolving needs in a timely and cost effective manner.

The division's services include:

- Data networks
- Desktop, server and mainframe computer operations and support
- Helpdesk service
- E-mail administration
- Virus protection, and data backup and recovery
- Application development and support for City Systems, e.g., the City's financial system and Geographic Information System
- Application development and support for vertical applications that support the specific operational needs of bureaus
- Development and operation of the City's web site and e-government applications
- Bureau technology relationship management and consultation

Major FY 2003-04 accomplishments

In FY 2003-04 IT had two major accomplishments. First, IT launched PortlandOnline, the City's new web site to consolidate the City's web presence, simplify finding information, and save staff time in providing information. Second, IT made substantial progress in the reorganization of the Operations Division into a service based organization, implementing remote control, remote software distribution, and central network monitoring capabilities to improve operational efficiency.

Overview of Programs

OPERATIONS

The IT Operations program is responsible for the ongoing maintenance and replacement of IT infrastructure, including trouble shooting, repair and service restoration. Specific service areas include:

- Help desk
- Desktop and local area network (LAN) support
- Enterprise data network management and administration
- Server management and administration
- Internet service provider services
- E-mail administration
- Virus prevention and recovery
- Data storage, backup, and recovery
- Infrastructure research, testing, and measurement

BUREAU ADMINISTRATION

The Administration program provides management of staff and resources and administrative support for the Bureau of Information Technology working with OMF Business Operations for financial and other administrative services. The two major subprograms of the Administration program are Customer Service and Information Security.

The Customer Service subprogram provides relationship management to the bureaus, which includes the provision of senior IT professionals to consult in the identification of IT solutions to enhance business goals, monitor the provision of BTS services to assure customer needs are addressed, and work with the other BTS service divisions to assure BTS services are delivered in a coordinated manner. The program is responsible for the development and negotiation of the BTS service level agreements, and works with OMF Business Operations to establish the interagency agreements. The program also maintains the City of Portland IT Administrative Rules and Standards.

The Information Security subprogram is new in FY 2004-05, and represents a reorganization of the security approach to provide a center of excellence for security practices, and a small program to work with the other programs and other bureaus to enhance compliance with security policy and standards.

STRATEGIC TECHNOLOGY

The Strategic Technology program manages software to advance e-government initiatives to address specific customer needs as well as BTS's own strategic IT planning. This program includes the development and ongoing maintenance of all corporate applications including IBIS (the City's financial management system) and the Corporate Geographic Information System, as well as bureau-specific applications. Management of applications includes planning with business process integration, project management, software developing and acquisition with testing and quality control, implementation with training support, and ongoing maintenance and replacement.



mormation recimology Au	i technology AU 550							SOWINARY OF DIVISION BOD						
		Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004–05				
EXPENDITURES														
Operating Budget														
Personal Services		10,837,222		11,480,409		12,111,773		12,867,136		12,724,936				
External Materials and Services		4,546,755		3,601,797		5,859,962		2,930,934		2,910,872				
Internal Materials and Services		983,645		1,307,246		1,327,883		1,758,484		1,756,171				
Minor Capital Outlay		495,937		58,651		1,375,000		491,280		491,280				
Equipment Cash Transfers		3,000		0		. 0		0		C				
Total Operating Budget		16,866,559		16,448,103		20,674,618		18,047,834		17,883,259				
Capital Improvements		0		0		0		0		0				
TOTAL BUREAU EXPENDITURES	\$	16,866,559	\$	16,448,103	\$	20,674,618	\$	18,047,834	\$	17,883,259				
Allocated Overhead		561,422		344,152		420,200		399,815		405,842				
Total Cost with Allocated Overhead		17,427,981		16,792,375		21,094,818		18,447,649		18,289,101				
RESOURCES														
Information Technology Fund		16,866,559		16,448,103		20,674,618		18,047,834		17,883,259				
Note: Discretionary General Fund Non-Discretionary revenues are re	revenu stricte	ues are those w d by policy or c	hich ontra	may be used by ctual agreemen	City t to th	Council for any ne bureaus that	publ gene	ic purpose. erate the revenu	e.					
PROGRAMS														
Bureau Administration		12,234,997		14,412,181		2,498,024		2,127,252		2,116,387				
Positions		121		122		13		13		12				
Operations		4,631,562		2,035,922		8,473,947		8,810,465		8,945,313				
Positions		9		8		79		79		8				
Strategic Technology		0		0		9,702,647		7,110,117		6,821,559				
Positions		0		0		45		51		48				
		0		0		0		0		(
Positions		0		0		0		0		(
Replacement		0		0		0		0		C				
Positions '		0		0		0		0		(
TOTAL PROGRAMS	\$	16,866,559	\$	16,448,103 <i>130</i>	\$	20,674,618 <i>137</i>	\$	18,047,834 <i>143</i>	\$	17,883,259 142				

		Actual FY 2001-02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personne	l Services	 			-	
511000		6,864,758	7,127,785	9,018,090	9,740,522	9,623,010
512000	Part-Time Employees	146,997	265,730	232,834	192,167	, ,
514000	Overtime	57,808	22,374	41,862	22,500	
515000	Premium Pay	11,039	5,999	10,308	7,500	•
517000	Benefits	2,613,477	2,866,775	2,808,679	2,904,447	2,879,759
518000	Paid Absence	1,143,143	1,191,746	0	0	
	sonnel Services	10,837,222	11,480,409	12,111,773	12,867,136	
	and Services		, ,	,,	,_,,,,,,,	,,
Externa	I Materials and Services					
521000	Professional Services	2,439,069	630,719	598,200	464,243	464,243
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	0	0	0	0	0
524000	Repair & Maintenance Services	189,880	427,062	438,085	211,378	211,378
525000	Non-Capital Improvement	0	. 0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	98,731	132,185	359,575	119,344	116,344
531000	Office Supplies	4,997	15,337	13,292	15,559	10,559
532000	Operating Supplies	1,466,048	2,148,719	4,234,927	1,825,716	1,825,716
533000	Repair & Maintenance Supplies	0	0	73,150	0	0
534000	Minor Equipment & Tools	239,153	121,677	73,500	135,033	125,033
535000	Clothing & Uniforms	200,100	0	0	0	0
539000	Other Commodities External	0	0	0	0	0
		48,382	99,260	24,463	132,042	129,980
541000	Education				1,399	,
542000	Local Travel	340	867	500		1,399
543000	Out-of-Town Travel	12,980	23,248	29,270	26,037	26,037
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	47,175	2,723	15,000	183	183
Total Ex	ternal Materials and Services	4,546,755	3,601,797	5,859,962	2,930,934	2,910,872
	Materials and Services	400	1 000	1 400	F F07	F F07
551000	Vehicle Services	488	1,099	1,498	5,597	5,597
552000	Printing & Distribution	10,497	9,526	11,360	9,263	9,263
553000	Facilities Services	554,093	510,076	474,074	605,858	605,858
554000	Communications Services	139,790	130,404	113,898	199,226	196,913
555000	Information Technology	0	0	0	0	0
556000	Insurance	47,150	45,524	46,498	169,559	169,559
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	0	0	0	0	0
559000	Other Fund Services	231,706	610,682	680,555	768,981	768,981
Total Int	ernal Materials and Services	983,724	1,307,311	1,327,883	1,758,484	1,756,171
	erials and Services	5,530,479	4,909,108	7,187,845	4,689,418	4,667,043
Capital Ou	•					
561000		0	0	0	0	0
562000	Buildings	0	0	0	0	0
563000	Improvements	0	0	0	0	0
564000		495,937	58,651	1,375,000	491,280	491,280
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
				4.075.000	404.000	101.000
Total Capi	tal Outlay	495,937	58,651	1,375,000	491,280	491,280
573000	Equipment Cash Transfers	0	0	0	0	491,280
573000 576000						

		Actual FY 2002	Actual FY 2003		rised 103-04		osed 04–05		pted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	0	0	0	0	0	0
815	Administrative Specialist	2	1	0	0	0	0	0	0
7102	Administrative Specialist, Senio	0	0	1	38,357	1	38,973	1	38,973
2532	Applications Analyst II	4	3	3	129,249	5	248,556	2	62,139
2533	Applications Analyst III	6	9	9.	577,472	9	608,827	9	608,827
2534	Applications Analyst IV	3	4	6	405,658	8	559,608	7	486,653
928	Bureau Administrative Manager	2	2	0	0	. 0	0	0	0
7502	CAD Software Engineer	0	0	2	199,708	2	201,866	2	201,866
934	Chief Bureau Operations Manager	0	2	0	0	0	0	0	0
7012	Chief Technology Officer	0	0	1	113,645	1	120,432	1	120,432
975	Deputy Director	1	. 0	0	0	. 0	0	0	0
7105	Director's Executive Assistant	0	0	1	46,675	1	49,368	1	49,368
6061	GIS Technician I	0	0	0	0	0	0	1	32,427
2541	Information Systems Analyst I	2	3	0	0	0	0	0	0
2542	Information Systems Analyst II	14	26	25	1,539,935	24	1,342,891	26	1,444,327
2543	Information Systems Analyst III	20	11	16	1,011,453	17	1,100,476	17	1,100,476
2544	Information Systems Analyst IV	9	8	8	539,492	8	569,020	7	496,066
7506	Information Systems Analyst IV	0	0	1	68,701	1	72,684	1	72,684
7509	Information Systems Manager	0	0	4	339,195	4	356,095	4	356,095
2550	Information Systems Manager	4	4	0	0	0	0	0	0
7510	Information Systems Manager, Sen	1 0	0	9	789,569	9	849,558	9	849,558
2546	Information Systems Supervisor	3	3	0	´ 0	0	´ 0	0	0
7508	Information Systems Supervisor	1 0	0	3	225,393	5	388,141	5	388,141
2522	Information Systems Tech I	0	1	1	36,000	0	0	0	0
2523	Information Systems Tech II	13	13	14	636,557	14	759,682	14	759.682
2524	Information Systems Tech III	1 1	3	6	349,138	7	400,256	7	400.256
2554	Information Technology Director	1	1 1	0	0	0	. 0	0	0
7515	IT Director	0	0	1	100,252	-1	112,200	1	112,200
7512	IT Operations Manager	0	o	1	95,221	1	103,262	1	103,262
7513	IT Strategic Technology Planning	0	0	1	95,221	- 1	104,484	1	104,484
100	Office Support Specialist I	1	0	1	32,949	1	33,471	1	33,471
2545	Principal Info Systems Analyst	22	22	18	1,370,416	18	1,419,146	18	1,419,146
7507	Principal Information Systems An	0	0	3	198,013	3	217,422	3	217,422
7133	Principal Management Analyst	l o	Ö	1	79,821	1	84,104	Ō	0
966	Program Coordinator	1 1	o l	Ô	0	Ö	0	Ŏ	Ō
968	Program Manager I	1	Ö	Ö	Ö	Õ	Ö	Ō	Ö
970	Program Manager II	1 1	ŏ	ŏ ·	ő	ő	ő	ŏ	ō
971	Program Manager III	i	1	ő	ő	. 0	ő	ő	ŏ
972	Program Manager IV	2	Ö	ő	ő	Ö	ő	o ·	ō
973	Program Manager V	3	2	ő	ŏ	ő	· ŏ	ŏ	ő
2552	Senior Information Systems Mgr	11	8	ő	ő	ő	ő	ő	ő
7516	Tech Svcs Bureau Busines Rep	0	ő	ŏ	ő	ő	ő	1	76,671
7514	Tech Svcs Cust Svc Manager	ŏ	ŏ	ő	ő	ő	ő	l i	88.384
3107	Technician I	Ŏ	1	Õ	ŏ	Ö	Õ	0	0
TOTAL	FULL-TIME POSITIONS	129	129	136 \$	9,018,090	142 \$	9,740,522	141 \$	9,623,010
2533	Applications Analyst III	1	1	1	41,196	1	68,597	1	68,597
TOTAL	PART-TIME POSITIONS	1	1	1 \$	41,196	1 \$	68,597	1 \$	68,597

3,556 0,771) Decision 0,957 7,915 7,268	One-Time 0 0 ss		16,693,556 (150,771)	137.0 (1.0)	PY 2004-05 Current Appropriation Level Estimate
0,771) Decision 0,957 7,915	0				FY 2004-05 Current Appropriation Level Estimate
Decision 0,957 7,915	s		(150,771)	(1.0)	
Decision 0,957 7,915	s		(150,771)	(1.0)	
0,957 7,915			I	(1.0)	Rate Package
7,915	0]		
,			110,957	0.0	Space Rental
7,268	0		567,915	6.0	Staff Transfer
	0	1	97,268	1.0	Information Security Position
1,000	0		34,000	0.0	Server Consolidation
0	72,200	ĺ	72,200	0.0	1900 Building Consolidation
1,234	0		71,234	0.0	IA revisions
0	525,000		525,000	0.0	BRASS Budget
0	26,475		26,475	0.0	PWB External M&S Request
s and Re	ductions		- 1		
0	0		0	0.0	None
and Red	luctions				
5,792)	0		(356,792)	(4.0)	BDS Staff Transfer
2,217	0		192,217	3.0	2 reclasses (BuMP) + 3 new positions
5,028	623,675		1,189,703	6.0	Total FY 2004-05 Decision Packages
		\$	17,883,259	142.0	Total Adopted Budget
	Franks d				1
_				0.0	
(1)	0	6			0 Total Decision Packages Not Funded
	ges Not	ges Not Funded 0 0	ges Not Funded	ges Not Funded 0 0 0	ges Not Funded 0 0.0



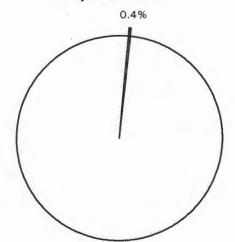
Office of the Mayor

Legislative, Administrative and Support Services Service Area

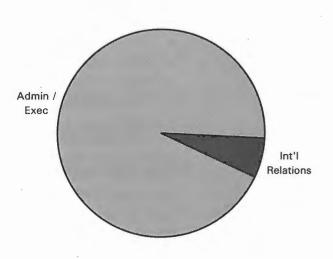
Mayor Vera Katz, Commissioner-in-Charge

Percent of General Fund

Mayor = \$1.4 Million



Bureau Programs



General Fund = \$365.5 Million

Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	(Change from Prior Year	Percent Change
Operating	1,375,034	1,386,694		11,660	0.8%
Capital	0	0		0	0.0%
Allocated Overhead Costs	0	0		0	0.0%
Total Cost with Allocated Overhead	\$ 1,375,034	\$ 1,386,694	\$	11,660	0.8%
Authorized Positions	15	 15		0	0.0%

Bureau Summary

BUREAU MISSION

The Office of the Mayor strives for excellence in implementing the Mayor's vision and supporting her leadership.

BUREAU OVERVIEW

As a member of the City Council, Mayor Katz oversees the following bureaus:

- Office of the City Attorney
- Office of Management and Finance
- Bureau of Police
- Bureau of Planning
- Office of Governmental Relations
- Portland Development Commission
- Office of Emergency Management

Reflecting ongoing concerns related to the September 11, 2001 attack in New York City, the Mayor's Office took the lead to determine if the City's emergency management program was adequately funded and equipped to handle increased security needs of the city. As a result of those findings, the FY 2003-04 Adopted Budget established a new Office of Emergency Management, which was permanently assigned to the Mayor's portfolio.

Being the general representative of the City, the Mayor also serves as liaison to various organizations. These include:

- Civil Service Board
- Education Advocate
- Fire and Police Disability and Retirement Board
- Portland Multnomah Progress Board (co-chair)
- Workforce Development Board
- Portland Historic Landmarks Commission
- Design Commission
- Public Safety Coordinating Council
- Portland Planning Commission
- Leaders Roundtable
- Mayor's Business Roundtable
- METRO Policy Advisory Committee

HIGHLIGHTS OF PROGRAMS AND SERVICES

The Mayor is charged with the responsibility to exercise careful supervision over the general affairs of the City. In doing so, some of the Mayor's duties include preparing the Mayor's Proposed City budget each year, chairing Council meetings, and assigning bureau oversight to Council members.

SUMMARY OF BUDGET DECISIONS

Significant budget reductions over the past five years have had an adverse effect on the smaller bureaus in the city. With limited discretionary resources available to those bureaus, they would have no choice but to make reductions that would seriously impair their ability to deliver services to the public.

The Adopted Budget has excused a number of small bureaus, including the Mayor's Office, from the required 2.5% reductions.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

The Katz administration envisions a safe and prosperous Portland with a superior quality of life, a responsible and accountable government, and an involved citizenry. In pursuing this vision, Mayor Katz has goals and objectives to:

- Guide the successful operation of the Office of the Mayor, the City Council, and the Mayor's portfolio of bureaus.
- Implement the Mayor's workplan to address the City's critical needs.
- Anticipate and identify current and emerging local issues and develop the best program and policy options to respond to them.
- Lead and facilitate Portland's efforts to make our community and region more international.
- Proactively create comprehensive strategies that effectively communicate the vision, goals, and priorities of the Mayor and her administration to the public.
- Serve as an advocate for city constituents and provide accurate and timely information to the public.
- Assist in problem solving and develop recommendations to promote more responsive public services.
- Manage resources with foresight and efficiency to assist the Mayor's Office in accomplishing its objectives and to aid communications both within the office and with outside groups.

Overview of Programs

ADMINISTRATIVE/EXECUTIVE

Coordination and Constituent Service

The Administrative/Executive program oversees several functions within the Office of the Mayor. The program coordinates activities and workload of the City Council and City officials and supports the legislative duties of the Mayor. The program establishes policies for the Mayor's bureaus and ensures they are efficient and responsive to the Mayor and the Council's directives.

The program plays a significant role in facilitating communication between City bureaus and the public and encourages citizen participation. It is important to respond to and seek resolution to citizen concerns. To achieve this, the program develops and maintains communications between City government and numerous community groups.

Education Advocate

In 1998, in recognition of the importance of a quality education that prepares young people for entry into the workforce, post-secondary education, and training, the Mayor created the position of Education Advocate for the City.

Workforce Development

The Workforce Development program focuses on school-to-work opportunities, developing a more cohesive, coordinated youth employment system and increasing coordination and capacity in adult workforce development programs.

INTERNATIONAL RELATIONS

The Office of International Relations provides leadership and staff support in the planning and implementation of the metropolitan region's international economic development program. The office is a resource for international economic and cultural exchange opportunities. Program staff advise the Mayor, City Council, City bureaus and staff, and the community on issues of international protocol. The office fosters active and widely supported sister city organizations and relationships. The goal of the office is to increase the international profile and prestige of the City of Portland.

		Actual FY 2002			1		oposed 2004–05	Adopted FY 2004–05		
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount	
230	Administrative Secretary	1	0	0	. 0	0	0	0	0	
815	Administrative Specialist	0	2	2	37,917	0	0	0	0	
15	Commissioner's Administrative Su	0	0	0	0	4	153,625	4	153,625	
20	Commissioner's Staff Representat	1	8	8	434,605	8	362,934	8	362,934	
821	Commissioners Assistant I	9	0	0	0	0	0	0	0	
824	Executive Assistant	1	0	0	0	0	0	0	0	
1	Mayor	1	1	1	101,677	1	104,652	1	104,652	
32	Mayor's Chief of Staff	0	1	1	81,660	1	81,745	1	81,745	
30	Mayor's Deputy Chief of Staff	0	1	1	57,422	0	0	0	0	
900	Staff Assistant	2	2	2	34,521	0	0	0	0	
TOTAL	FULL-TIME POSITIONS	15	15	15 \$	747,802	14	\$ 702,956	14	\$ 702,956	
20	Commissioner's Staff Representat	0	0	0	0	1	24,845	1	24,845	
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	1	\$ 24,845	1	\$ 24,845	

		AMOUNT					
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION		
FY 2004-05	1,385,770	0	1,385,770	15.0	FY 2004-05 Current Appropriation Level Estimate		
CAL Adjustmen	ts						
	0	186	186	0.0	HIPPA Offset		
	738	0	738	0.0	Discretionary Adjustment OMF IA Change		
	0	0	0	0.0	Overhead True Up		
Mayor's Propos	ed Budget Decision	ns					
	0	0	0	0.0	None		
Approved Budg	et Additions and R	eductions					
	0	0	. 0	0.0	None		
Adopted Budge	t Additions and Re	ductions					
	0	0	0	0.0	Overhead Adjustment		
	738	. 186	924	0.0	Total FY 2004-05 Decision Packages		
		,	\$ 1,386,694	15.0	Total Adopted Budget		
FY 2004-05 Deci	sion Packages Not						
0-2	(32,550)	0	(32,550)	0.0	2.5% Reduction (Personnel)		
			\$ (32,550)	0.0	Total Decision Packages Not Funded		



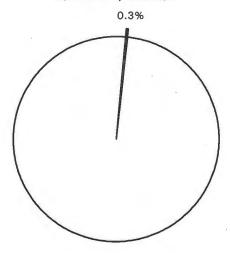
Commissioner of Public Affairs

Legislative, Administrative and Support Services Service Area

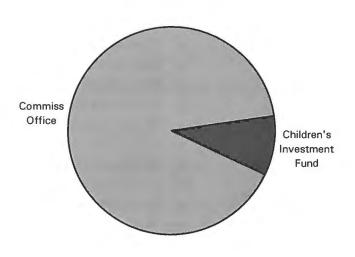
Dan Saltzman, Commissioner-in-Charge

Percent of General Fund

Comm PA = \$1.1 Million



Bureau Programs



General Fund = \$365.5 Million

Bureau Overview

Expenditures	Revised FY 2003–04	Adopted FY 2004-05	(Change from Prior Year	Percent Change
Operating	751,952	1,069,873		317,921	42.3%
Capital	0	0		0	0.0%
Allocated Overhead Costs	0	0		0	0.0%
Total Cost with Allocated Overhead	\$ 751,952	\$ 1,069,873	\$	317,921	42.3%
Authorized Positions	8	11		3	37.5%

Bureau Summary

BUREAU OVERVIEW

As a member of the City Council, the Commissioner of Public Affairs is responsible for overseeing various City bureaus. These include:

- Bureau of Water Works
- Bureau of Hydroelectric Power
- Bureau of Environmental Services
- Office of Sustainable Development

Commissioner Saltzman also serves as the City's liaison to many organizations. These include:

- Children's Investment Fund
- Regional Water Consortium Board
- Water Quality Advisory Committee
- Metro Solid Waste Advisory Committee
- Metro Policy Advisory Committee
- Metropolitan Exposition and Recreation Commission
- Multnomah County Animal Control
- Portland Oregon Visitor's Association
- Sustainable Development Commission

The Office of the Commissioner of Public Affairs provides policy development and administration services. These functions are combined into two programs. The Commissioner's Office program includes all personnel and material resources to fulfill the policy, legislative, and bureau management responsibilities of the Commissioner as outlined in Chapter 2 of the Portland City Charter. The second program, Children's Investment Fund Management, provides for the administrative expenses and oversight over the Children's Investment Fund.

HIGHLIGHTS OF PROGRAMS AND SERVICES

Commissioner Dan Saltzman is responsible for overseeing the Bureau of Environmental Services, the Bureau of Water Works, the Bureau of Hydroelectric Power and the Office of Sustainable Development.

Commissioner Saltzman's priorities include:

- Providing the efficient delivery of safe drinking water to residents and businesses in the City of Portland and regional customers.
- ◆ Leading the way towards a more sustainable environment through the Green Building Initiative and, in partnership with the Portland Development Commission, fostering economic development featuring growth of a local sustainable industries sector.
- Working with the Office of Sustainable Development on strategies to meet and exceed the 60% recycling goal in Portland.

- Enacting reforms to reduce the cost of government.
- Working to meet the City's goals of getting more of its energy from renewable sources.
- Increasing City investment in early childhood development, after school activities, child abuse prevention and intervention programs.
- Continuing combined sewage overflow and inflow control projects to restore the health of the Willamette River watershed.
- Increasing the dialogue between members of the local business/development community and City bureaus/elects in an effort to create policies that meet the goals of the City and its partners in the private sector.
- Encouraging the City's PTE contracting to focus on awards to minority, women, and emerging small businesses (M/W/ESBs) for both prime and sub-contractors.

SUMMARY OF BUDGET DECISIONS

The FY 2004-05 Adopted Budget maintains the office budget at current service levels.

Strategic Direction

SIGNIFICANT ISSUES

The Children's Investment Fund is administered through the Office of the Commissioner of Public Affairs. Although expenses for staffing are included in the Commissioner's budget, the funding for these expenses is from the Children's Investment Fund. Resources transferred to the Commissioner's Office for this program can only be used for the purpose of paying the costs related to administration of the fund, such as the expenses for the Investment Fund's director and staff. No more than 5% of the Children's Investment Fund can be spent on administration. It is projected that the Children's Investment Fund will generate \$9,088,073 in FY 2004-05; therefore, administrative costs cannot exceed \$454,404.

MANAGEMENT GOALS & OBJECTIVES

To meet the stated priorities of his office, Commissioner Saltzman has defined the following specific strategies:

Investment in Portland's Children

Provide City investment in early childhood development, after school activities, child abuse prevention and intervention programs.

This strategy includes:

- Work as the liaison to the Children's Investment Fund to enhance the delivery of programs designed to reduce child abuse, improve early childhood learning, and increase the availability of affordable, high quality child care and after-school and mentoring programs.
- Continue to work with Multnomah County on the ongoing funding of the Child Abuse Receiving Center.

Decreasing the Cost of Government

Enacting reforms to reduce the cost of government.

This strategy includes:

- Continue working towards providing fiber optic infrastructure using sewers as conduits to enhance the City's existing system and to explore possible opportunities for revenue generation.
- Search for efficiencies and opportunities for cost reductions within our enterprise bureaus.
- Enacting policies that encourage new urban development to manage storm water "onsite"; therefore, decreasing the capital and other costs associated with the conveyance and treatment of storm water.
- Utilize access bio-gases being produced at the Columbia Boulevard Wastewater Treatment Plant to either maximize the potential savings in power costs or sell the access to a private entity.

Improving Willamette River Health

Continuing combined sewage overflow and inflow control projects to restore the health of the Willamette River watershed.

This strategy includes:

- Work with the Bureau of Environmental Services to complete the last two phases of the SW Parallel Interceptor.
- Oversee the construction subcontracting for the West Side combined sewage overflow tunnel, shafts and pump station with an emphasis on encouraging opportunities for Minority/Women Owned and Emerging Small Businesses.
- Work with the Bureau of Environmental Services to design outreach plans to involve Portland citizens and the business community in the planning and execution of the Combined Sewage Overflow program and Watershed Planning.
- Collaborate with Mayor Katz, Commissioner Sten and applicable bureaus to develop a complete River Renaissance program.
- Oversee the completion of the three remaining watershed plans.
- Continue implementation of sustainable stormwater projects by encouraging private development to manage stormwater on-site with financial and technical assistance from the Bureau of Environmental Service.
- Coordinate with federal, state and private entities in examining funding for early restoration projects in response to Superfund requirements.
- Work with the Bureau of Environmental Services to keep operating and capital costs at a reasonable level and to mitigate the costs to Portland's ratepayers. Take advantage of opportunities for BES to restore vegetation in Portland's four watersheds.

Sustainable Environment

Leading the way towards a more sustainable environment through the Green Building Initiative and, in partnership with the Portland Development Commission, fostering economic development featuring growth of a local sustainable industries sector.

This strategy includes:

- Oversee the development of a resource for tenant improvement projects to make them as energy and resource efficient as possible.
- Encourage sustainable industry development as part of PDC's economic development plan.
- Administer the grant program, with the Office of Sustainable Development, designed to foster high performance design and construction achieving maximum comfort for occupants, meeting the highest energy efficiency standards and using environmentally safe, recycled and low impact materials.

Working with the Office of Sustainable Development on strategies to meet and exceed the 60% recycling goal in Portland.

This strategy includes:

- Work with Metro to locate a food composting facility near the metropolitan area.
- Oversee the initiation of a pilot project with Metro and the Solid Waste and Recycling
 Division to work with copier maintenance and service staff to increase duplexing and
 the use of recycled paper while providing businesses a method for measuring the
 amount of paper saved as a result.
- Working to meet the City's goals of getting more of its energy from renewable sources.
- Develop energy potential at City's wastewater treatment plant.

Expand green power use by City's Bureaus.

Delivering Safe Drinking Water

Providing the efficient delivery of safe drinking water to residents and businesses in the city of Portland and our regional customers.

This strategy includes:

- Work with the Mayor to lead the selection and implementation of a new utility billing system.
- Maintain the financial stability and effective business operations of the water utility.
- Improve data collection policies and continue to lower the amount of money in accounts receivable.
- Establish new agreements with Portland's wholesale water customers through new contracts.
- ◆ Lay the foundation for a partnership agreement with the US Forest Service to improve accountability and coordination in the joint management of the Bull Run Watershed.
- Continue progress towards ensuring the coverage of the open reservoirs.

	Actual FY 2001–02		Actual 2002–03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES									
Operating Budget									
Personal Services	521,074		577,471		638,183		841,6 1 2		841,612
External Materials and Services	13,524		3,031		12,146		117,000		117,000
Internal Materials and Services	109,886		99,397		101,623		111,26 1		111,261
Minor Capital Outlay	0		0		0		0		0
Equipment Cash Transfers	0		0		0		0		0
Total Operating Budget	644,484		679,899		751,952		1,069,873		1,069,873
Capital Improvements	0		0		0		0		0
TOTAL BUREAU EXPENDITURES	\$ 644,484	\$	679,899	\$	751,952	\$	1,069,873	\$	1,069,873
Allocated Overhead	0		0		0		0		0
Total Cost with Allocated Overhead	644,484		679,899		751,952		1,069,873		1,069,873
RESOURCES									
General Fund Discretionary	284,476		286,786		268,910		268,460		273,608
Non-Discretionary Revenues									
Grants & Donations	0		0		0		0		0
Contract Revenues	0		0		0		0		0
Interagency Revenues	6,598		32,767		134,536		429,566		429,566
Program Revenue	0		0		0		0		0
Overhead Recovery	353,410		360,346		348,506		371,847		366,699
Total Non-Discretionary Revenues	360,008		393,113		483,042		801,413		796,265
TOTAL GENERAL FUND RESOURCES	644,484	\$	679,899	\$	751,952	\$	1,069,873	\$	1,069,873
Note: Discretionary General Fund re Non-Discretionary revenues are res	evenues are those w tricted by policy or co	hich may	/ be used by al agreemen	y City	/ Council for any the bureaus that	publi gene	c purpose. rate the revenu	ıe.	

PROGRAMS						
Commissioner's Office		644,484	673,521	668,194	970,873	970,873
Positions		7	7	8	9	9
Children's Investment Fund		0	6,378	83,758	99,000	99,000
Positions		0	0	0	2	2
TOTAL PROGRAMS	\$	644,484	\$ 679,899	\$ 751,952	\$ 1,069,873	\$ 1,069,873
Positions		7	7	 8	11	11
General Fund Discretionary Position	ns	7	7	8	3	3

		Actual FY 2001-02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004–05
Personnel	Services					
	Full-Time Employees	362,302	377,305	460,823	576,096	576,09
	Part-Time Employees	1,560	19,439	17,350	80,388	80,38
	Benefits	119,820	139,727	160,010	185,128	185,12
	Paid Absence	37,392	41,000	0	0	100,12
	onnel Services	521,074	577,471	638,183	841,612	841,61
	and Services	3-1751	,			,
External	Materials and Services					
521000	Professional Services	5,200	0	3,247	48,273	48,27
522000	Utilities	0	0	0	0	
523000	Equipment Rental	0	0	0	0	
	Repair & Maintenance Services	64	0	0	0	
	Non-Capital Improvement	0	0	0	0	
	Local Match Payments	0	0	. 0	0	
529000	Miscellaneous Services	0	1,976	426	427	42
531000	Office Supplies	2,934	138	3,186	3,200	3,20
	Operating Supplies	1,221	253	1,525	1,600	1,60
	Repair & Maintenance Supplies	0	0	0	0	.,
534000	Minor Equipment & Tools	111	0	4,571	4,600	4,60
	Clothing & Uniforms	0	0	0	0	1,00
539000	Other Commodities External	2,096	474	2,388	2,400	2,40
541000	Education	1,006	181	1,013	1,500	1,50
	Local Travel	0	0	45	0	1,50
543000	Out-of-Town Travel	892	0	1,000	1,000	1,00
	Space Rental	0	0	0	1,000	1,00
	•	_	0	0	0	
545000	Interest	0			-	
546000	Refunds	0	0	0	0	
547000	Retirement System Payments	0	0	0	0	
548000	Operating Lease	0	0	0	0	54.00
549000	Miscellaneous	0	9	(5,255)	54,000	54,00
	ternal Materials and Services	13,524	3,031	12,146	117,000	117,00
	Materials and Services Vehicle Services	133	10	321	208	20
552000	Printing & Distribution	5,584	4,127	6,073	6,399	6,39
553000	Facilities Services	53,346	54,848	55,654	59,645	59,64
554000	Communications Services	9,291	9,138	8,972	9,501	9,50
	Information Technology	20,504	•	,	,	
555000 556000	62		14,886 11,707	13,173 11,961	15,105 14,750	15,10 14,75
	Insurance Master Lease	13,121 0	0	0	14,750	14,75
557000		7,907	4,681	5,469	5,653	5,65
558000 559000	Same Fund Services Other Fund Services	7,907	4,661	5,469	5,653	5,65
	ernal Materials and Services	109,886	99,397	101,623	111,261	111,26
Total Mate	rials and Services	123,410	102,428	113,769	228,261	228,26
Capital Ou	tlay					
561000		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	
	Infrastructure	0	0	0	0	
	Other Capital Expenditure	0	0	0	0	
569000	Depreciation	Ö	Ö	0	0	
Total Capit	tal Outlay	0	0	0	0	
	Equipment Cash Transfers	0	0	0	0	
	Minor Equipment Transfers	0	0	0	- 0	
TAL BUD	EAU EXPENSES	\$ 644,484	\$ 679,899	\$ 751,952	\$ 1,069,873	\$ 1,069,87

Commissioner of Public Affairs AU 192

POSITIONS

		Actual Revised			roposed ' 2004–05	Adopted FY 2004–05			
Clas	s Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
230	Administrative Secretary	1	0	0	0	0	0	0	0
2	Commissioner	1	1	1	84,989	1	87,028	1	87,028
15	Commissioner's Administrative Su	0	1	2	79,539	2	103,504	2	103,504
22	Commissioner's Chief of Staff	0	1	1	65,485	1	69,317	1	69,317
20	Commissioner's Staff Representat	0	4	4	230,810	5	316,247	5	316,247
821	Commissioners Assistant I	1	0	0	0	0	0	0	0
823	Commissioners Assistant III	1	0	0	0	0	0	0	0
824	Executive Assistant	1	0	0	0	0	0	0	0
900	Staff Assistant	2	0	0	0	0	0	0	0
TOTAL	FULL-TIME POSITIONS	7	7	8 \$	460,823	9	\$ 576,096	9	\$ 576,096
22	Commissioner's Chief of Staff	0	0	0	0	2	80,388	2	80,388
TOTAL	PART-TIME POSITIONS	0	0	0 \$	0	2	\$ 80,388	2	\$ 80,388

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	1,109,662	0	1,109,662	8.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	ts				
	0	99	99	0.0	HIPAA Offset
	112	0	112	0.0	Discretionary Adjustment OMF IA Change
	0	0	0	0.0	Overhead True Up
	(40,000)	0	(40,000)	0.0	Reverse transfer to BHCD for CHIF
Mayor's Propose	ed Budget Decision	ns			
	0	. 0	0	0.0	None
Approved Budge	et Additions and R	eductions			
	0	0	0	0.0	None
Adopted Budge	t Additions and Re	ductions			
-	0	0	0	0.0	Overhead Adjustment
	(39,888)	99	(39,789)	0.0	Total FY 2004-05 Decision Packages
			\$ 1,069,873	8.0	Total Adopted Budget
FY 2004-05 Deci	sion Packages Not	Funded	1		
	(16,003)	0	(16,003)	0.6	2.5% Reductions (Personnel)
			\$ (16,003)	0.6	Total Decision Packages Not Funded

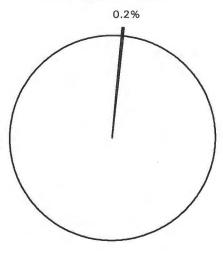
Commissioner of Public Safety

Legislative, Administrative and Support Services Service Area

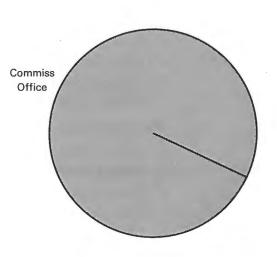
Randy Leonard, Commissioner-in-Charge

Percent of General Fund

Comm PS = \$629.4 Thousand



Bureau Programs



General Fund = \$365.5 Million

Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	(Change from Prior Year	Percent Change
Operating	610,030	629,420		19,390	3.2%
Capital	0	0		0	0.0%
Allocated Overhead Costs	0	0		0	0.0%
Total Cost with Allocated Overhead	\$ 610,030	\$ 629,420	\$	19,390	3.2%
Authorized Positions	 7	 7		0	0.0%

Bureau Summary

BUREAU OVERVIEW

The office of the Commissioner of Public Safety is charged with legislative and administrative responsibilities, in accordance with the provisions of Chapter 2 of the Portland City Charter. The Commissioner sits as one of five non-partisan Council members and participates in the enactment and enforcement of City laws and policies to ensure a viable, livable and sustainable City for its citizens. Additionally, the Commissioner provides leadership and management oversight to a portfolio of City bureaus to ensure the effective delivery of affordable services. The Commissioner of Public Safety's current portfolio of bureaus includes:

- Bureau of Emergency Communications
- Bureau of Licenses
- Office of Cable Communications and Franchise Management
- Office of Neighborhood Involvement
- Bureau of Development Services

The Commissioner also serves as the City's liaison to the following organizations:

- Bureau of Emergency Communication's (BOEC) Finance Committee
- BOEC Users Group
- Business License Board of Appeals
- Elders in Action
- Emergency Medical Services Policy Board
- Local Public Safety Coordinating Council
- Metropolitan Human Rights Center
- Mt. Hood Regulatory Commission
- Portland Cable Access Board
- Taxicab Board of Review
- Towing Board of Review

SUMMARY OF BUDGET DECISIONS

The FY 2004-05 Adopted Budget maintains the office budget at current service level, including the number of funded and authorized positions.

	F	Actual Y 2001–02		Actual FY 2002-03		Revised FY 2003-04		Proposed FY 2004-05		Adopted FY 2004-05
EXPENDITURES										
Operating Budget										
Personal Services		450,073		271,563		505,675		517,917		517,917
External Materials and Services		28,443		4,352		12,262		17,663		17,663
Internal Materials and Services		106,664		100,214		92,093		93,840		93,840
Minor Capital Outlay		0		0		0		0		0
Equipment Cash Transfers		. 0		0		0		0		0
Total Operating Budget		585,180		376,129		610,030		629,420		629,420
Capital Improvements		0		0		0		0		0
TOTAL BUREAU EXPENDITURES	\$	585,180	\$	376,129	\$	610,030	\$	629,420	\$	629,420
Allocated Overhead		0		0		0		0		0
Total Cost with Allocated Overhead		585,180		376,129		610,030		629,420		629,420
RESOURCES										
General Fund Discretionary		219,610		154,545		264,734		261,855		266,497
Non-Discretionary Revenues										•
Grants & Donations		0		0		0		0		0
Contract Revenues		0		0		0		0		0
Interagency Revenues		0		0		0		0		0
Program Revenue		005.570		001 504		245 206		067.565		•
Overhead Recovery		365,570		221,584		345,296		367,565		362,923
Total Non-Discretionary Revenues		365,570		221,584		345,296		367,565		362,923
TOTAL GENERAL FUND RESOURCES		585,180	\$	376,129	\$	610,030	\$	629,420	\$	629,420
Note: Discretionary General Fund r Non-Discretionary revenues are res	evenue stricted	es are those w by policy or c	hich r	nay be used by ctual agreemen	City	Council for any he burea u s that	publi gene	ic purpose. rate the revenu	ıe.	
PROGRAMS										
Commissioner's Office		585,180		376,129		610,030		629,420		629,420
Positions		6		4		7		7		7
TOTAL PROGRAMS	\$	585,180	\$	376,129	\$	610,030	\$	629,420	\$	629,420
D - W		•				7		7		7

2

General Fund Discretionary Positions

	sioner of Public Salety	AU 191				E ITEM DE 17
		Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services	ï				
	Full-Time Employees	289,358	187,536	360,002	369,244	369,24
512000	Part-Time Employees	12,994	4,764	27,248	27,248	27,24
517000	Benefits	106,954	54,066	118,425	121,425	121,42
518000	Paid Absence	40,767	25,197	0	0	
	onnel Services	450,073	271,563	505,675	517,917	517,91
Materials a	and Services					
External	Materials and Services					
521000		10,722	0	3,000	3,000	3,00
522000	Utilities	0	0	0	0	
523000	Equipment Rental	0	0	0	0	
524000	Repair & Maintenance Services	0	0	0	0	
525000	Non-Capital Improvement	0	0	0	0	
528000	Local Match Payments	0	0	0	0	
529000	Miscellaneous Services	316	0	2,949	2,801	2,80
531000	Office Supplies	720	1,845	2,964	0	,
532000	Operating Supplies	(245)	913	0	2,964	2,96
533000	Repair & Maintenance Supplies	213	0	800	800	80
534000	Minor Equipment & Tools	0	0	0	0	
535000	Clothing & Uniforms	0	0	0	0	
539000	Other Commodities External	5,477	451	2,000	2,000	2,00
		2,154	474	2,000	2,000	2,00
541000	Education	,		. 0	0	
542000	Local Travel	0	0			1 50
543000	Out-of-Town Travel	9,071	119	1,500	1,500	1,50
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	15	550	(951)	4,598	4,59
Total Ex	ternal Materials and Services	28,443	4,352	12,262	17,663	17,66
	Materials and Services	010	31	0	0	
551000		316		0		
552000	Printing & Distribution	3,154	3,083	4,465	4,430	4,43
553000	Facilities Services	49,674	51,490	51,585	55,306	55,30
554000	Communications Services	8,386	8,254	6,641	9,420	9,42
555000	Information Technology	25,618	19,814	11,471	12,365	12,36
556000	Insurance	12,598	13,537	13,830	6,666	6,66
557000	Master Lease	0	0	0	0	
558000		6,918	4,005	4,101	5,653	5,65
	Other Fund Services	0	0	0	0	
	ernal Materials and Services	106,664	100,214	92,093	93,840	93,84
	rials and Services	135,107	104,566	104,355	111,503	111,50
Capital Ou	-		•		0	
561000		0	0	0	0	
562000		0	0	0	0	
563000		0	0	0	0	
564000		0	0	0	0	
		0	0	0	0	
566000	• •	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	tal Outlay	0	0	0	0	
	Equipment Cash Transfers	0	0	0	0	
	Minor Equipment Transfers	0	0	0	0	
OTAL BUID	EAU EXPENSES	\$ 585,180	\$ 376,129	\$ 610,030	\$ 629,420	\$ 629,42

Commissioner of Public Safety AU 191

POSITIONS

		Actual FY 2002	Actual FY 2003		evised 2003-04		oposed 200405		dopted 200405
Clas	s Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
2	Commissioner	1	1	1	85,643	1	87,028	1	87,028
15	Commissioner's Administrative Su	0	0	2	79,012	2	81,829	2	91,058
22	Commissioner's Chief of Staff	0	1	1	72,564	1	76,755	1	87,905
20	Commissioner's Staff Representat	0	2	2	122,783	2	123,632	2	93,777
822	Commissioners Assistant II	. 4	0	0	0	0	0	0	0
824	Executive Assistant	1	0	0	0	0	0	0	0
TOTAL	FULL-TIME POSITIONS	6	4	6 \$	360,002	6	\$ 369,244	6 9	359,768
20	Commissioner's Staff Representat	0	0	0	0	1	27,248	1	19,941
900	Staff Assistant	0	0	1	27,248	0	0	0	0
TOTAL	PART-TIME POSITIONS	0	0	1 \$	27,248	1 :	\$ 27,248	1 5	19,941

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	629,290	0	629,290	7.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	s				
	0	73	73	0.0	HIPAA Offset
	57	0	. 57	0.0	Discretionary Adjustment OMF IA Change
	0	0	0	0.0	Overhead True Up
Mayor's Propose	ed Budget Decisio	ns			
	0	0	0	0.0	None
Approved Budge	et Additions and R	eductions			
	0	0	0	0.0	None
Adopted Budget	Additions and Re	ductions			
	0	0	0	0.0	Overhead Adjustment
	57	73	130	0.0	Total FY 2004-05 Decision Packages
			\$ 629,420	7.0	Total Adopted Budget
			I	I	1
FY 2004-05 Deci:	sion Packages No				
	0	0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded

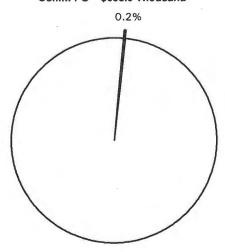
Commissioner of Public Utilities

Legislative, Administrative and Support Services Service Area

Jim Francesconi, Commissioner-in-Charge

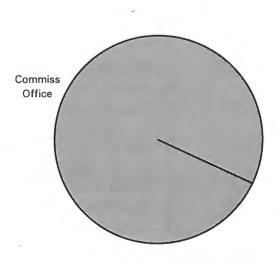
Percent of General Fund

Comm PU = \$635.6 Thousand



General Fund = \$365.5 Million

Bureau Programs



Bureau Overview

Expenditures	Revised FY 2003-04		Adopted FY 2004-05	C	Change from Prior Year	Percent Change
Operating	647,253	,	635,562		-11,691	-1.8%
Capital	0		0		0	0.0%
Allocated Overhead Costs	0		0		0	0.0%
Total Cost with Allocated Overhead	\$ 647,253	\$	635,562	\$	-11,691	-1.8%
Authorized Positions	. 7		7		0	0.0%

Bureau Summary

BUREAU OVERVIEW

The Office of the Commissioner of Public Utilities carries out policy, legislative, and administrative responsibilities, in accordance with the provisions outlined in Chapter 2 of the Portland City Charter. Currently, the Commissioner is responsible for guidance, management, and oversight of the following bureaus:

- Bureau of Parks and Recreation
- Office of Transportation

The Commissioner of Public Utilities also serves as the City's liaison to several organizations. These include:

- PDC Small Business Advocate
- Portland Streetcar, Inc.
- Metro's Joint Policy Advisory Committee on Transportation (JPACT)
- Urban Forestry Commission
- League of Oregon Cities
- Mayor's Business Roundtable
- Pioneer Courthouse Square
- Pittock Mansion Advisory Committee
- Rose Festival Association
- Portland Public Schools' Committee to Close Achievement Gap

HIGHLIGHTS OF PROGRAMS AND SERVICES

Commissioner Francesconi is responsible for overseeing the Bureau of Parks and Recreation and the Office of Transportation. Commissioner Francesconi is also the City's liaison to Small Business, the Mayor's Business Roundtable, the Urban Forestry Commission, and the Rose Festival Association. In addition, the Commissioner is also charged with representing the City in Portland Public Schools discussions on closing the achievement gap and deployment of the teaching workforce.

Commissioner Francesconi is committed to:

- Improving the maintenance of our streets and sidewalks while working to expand the regional light rail system.
- Maintaining our parks and recreation system for all to enjoy, including our families, youth, seniors, and communities of color.
- Connecting our neighborhoods to the natural environment.
- Ensuring a healthy climate where our small businesses can thrive.
- Providing after school programs in low and moderate income neighborhoods, increasing academic performance, and providing a safe place for kids to play.
- Developing new and strengthening existing partnerships with the City, School District, County, and business community that provides additional resources into the classroom, providing for not only theoretical, but hands-on learning.
- Strengthening public outreach and involvement in public decision-making.

SUMMARY OF BUDGET DECISIONS

For the first time in several years the Commissioner's Office will be able to function at current service levels without having to reduce employee hours. One employee will remain at 80% of FTE.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

The Commissioner of Public Utilities' goals reflect his lifelong concern for children and families and his commitment to fairness and equity. These goals include ensuring the basic needs of the city and our families by strengthening our public schools; protecting City investments, such as parks, open spaces, and transportation infrastructure; and strengthening the city's economic vitality. With this in mind, Commissioner Francesconi has the following goals:

Transportation

Goal 1: Strengthen Transportation Infrastructure

This includes efforts to:

- Improve maintenance of our streets and sidewalks.
- Improve the safety of our streets for all users and continue working with photo enforcement of red light violations and the Oregon Legislature to identify increased funding for safety projects.
- Provide Portlanders with additional transportation options.
- Develop a Freight Master Plan and improve the City's freight infrastructures.
- Support the addition of housing units by being a partner in the Hope VI (Columbia Villa) project.
- Assist the region in expanding the regional light rail system, including bringing light rail to the transit mall.
- Increase access to opportunities for minorities and women in construction contracting and employment.

Parks and Public Spaces

Goal 2: Ensure Maintenance of Quality Parks and Increase Opportunities for Future Public Spaces

This includes efforts to:

- Implement the Parks 2020 vision together with the Parks Board and non-profit Parks Foundation.
- Provide affordable, quality recreational opportunities in all our neighborhoods especially for youth, seniors, and low income families.
- Purchase park land and natural areas, especially in neighborhoods that are park deficient

 with revenue from the Parks systems development charge and assistance from the non-profit Parks Foundation.
- With the assistance of Metro, secure funding for additional connections that help complete the Willamette Greenway Trail and connect with the Springwater Corridor.
- Create opportunities and increase access to parks spaces, centers, program services, and employment to communities of color.

Economic Vitality

Goal 3: Maintain Economic Vitality for the City

The objectives for this goal include to:

- Continue efforts to strengthen Portland State University, especially in the areas of engineering, fine arts, and the School of Business through advocacy.
- Assist the Oregon Health Sciences University with their efforts to increase the biosciences contribution to our local economy by developing South Waterfront.
- Strengthen neighborhood business districts.
- Organize and host small business workshops to help emerging and minority-owned businesses connect with financial resources, gain valuable information about business practices, and develop potential contacts with public and private entities.
- Ensure that small and minority-owned business interests are included in the City's economic strategies together with the Bureau of Licenses, Small Business Advisory Council, the Portland Development Commission, and the Office of the Mayor.
- Preserve the downtown area as one of the cleanest cities in the country.
- Continue transportation planning efforts to maximize the capacity of the I-5 trade corridor.

Efficient City Management

Goal 4: Improve City Management

This includes efforts to:

- Identify areas for bureau improvement and implement strategies that strengthen effectiveness and efficiency.
- Monitor management improvements resulting from the Bureau of Parks and Recreation's performance audit to ensure that the efficiencies gained continue.
- Work with the Portland Office of Transportation on a new strategic plan.

Schools

Goal 5: Build Partnerships with the Schools

The objectives for this goal include to:

- Secure funding for the continued operations of 46 SUN Schools, which offer afterschool and evening activities for more than 5,000 children and their parents.
- Expand the SUN Schools program into additional schools with the greatest need.
- Recruit additional employers to adopt schools and offer endowment funds, volunteer and mentors, and service learning opportunities.
- Find additional ways to support the children and families through new and innovative partnerships.

Public Interaction

Goal 6: Strengthen Public Interaction with the City

The objectives for this goal include to:

- Increase the voice of small business interests in City decision-making by cultivating the advocacy role of the City's Small Business Advisory Council.
- Continue strong outreach to neighborhoods, businesses, and communities of color to
 ensure a wide and comprehensive viewpoint in decisions made on behalf of the citizens
 of Portland.

	Actual FY 2001–02		Actual FY 2002–03	F	Revised FY 2003-04		Proposed Y 2004–05		Adopted FY 2004-05
EXPENDITURES									
Operating Budget									
Personal Services	536,841		516,371		524,883		509,489		509,489
External Materials and Services	10,340		9,665		16,379		16,570		16,570
Internal Materials and Services	111,690		107,920		105,991		109,503		109,503
Minor Capital Outlay	0		0		0		0		0
Equipment Cash Transfers	0		0		0		0		0
Total Operating Budget	658,871		633,956		647,253		635,562		635,562
Capital Improvements	0		0		0		0		0
OTAL BUREAU EXPENDITURES	\$ 658,871	\$	633,956	\$	647,253	\$	635,562	\$	635,562
Allocated Overhead	0		0		0		0		0
Total Cost with Allocated Overhead	658,871		633,956		647,253		635,562		635,562
RESOURCES									
General Fund Discretionary	305,221		260,484		266,630		264,343		269,097
Non-Discretionary Revenues									
Grants & Donations	0		0		0		0		0
Contract Revenues	0		0		0		0		0
Interagency Revenues	0		0		32,000		0		0
Program Revenue	0		0		0		0		0
Overhead Recovery	353,650		327,962		348,623		371,219		366,465
Total Non-Discretionary Revenues	353,650		327,962		380,623		371,219		366,465
TOTAL GENERAL FUND RESOURCES	658,871	\$	588,446	\$	647,253	\$	635,562	\$	635,562
Note: Discretionary General Fund re Non-Discretionary revenues are res	evenues are those v	vhich n	nay be used by tual agreemen	City (Council for any e bureaus that	public gener	purpose. ate the revenu	ie.	
PROGRAMS									
Commissioner's Office	658,871		633,956		647,253		635,562		635,562
Positions	7		7		7		7		7
TOTAL PROGRAMS	\$ 658,871	\$	633,956	\$	647,253	\$	635,562	\$	635,562
	_		-		7		7		-
Positions									

		Actual FY 2001-02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
Personnel :	Services					
511000	Full-Time Employees	334,402	320,039	399,148	381,915	381,91
	Part-Time Employees	18,495	18,346	0	0	
	Benefits	139,717	139,538	125,735	127,574	127,57
	Paid Absence	44,227	38,448	0	0	
	nnel Services	536,841	516,371	524,883	509,489	509,48
	nd Services					
External	Materials and Services					
	Professional Services	0	1,672	4,746	4,937	4,93
522000	Utilities	0	0	0	0	
523000	Equipment Rental	0	0	0	0	
524000	Repair & Maintenance Services	0	0	0	0	
	Non-Capital Improvement	0	0	0	0	
	Local Match Payments	0	0	0	0	
529000	Miscellaneous Services	1,082	20	490	490	49
531000	Office Supplies	2,557	1,861	3,940	3,940	3,94
	Operating Supplies	0	0	0	0	
	Repair & Maintenance Supplies	0	0	0	0	
	Minor Equipment & Tools	103	343	1,443	1,443	1,44
	Clothing & Uniforms	0	0	0	0	
	Other Commodities External	579	299	1,475	1,475	1,47
	Education	982	910	1,710	1,710	1,71
542000	Local Travel	1,728	2,152	1,900	1,900	1,90
	Out-of-Town Travel	555	573	675	675	67
	Space Rental	0	0	0	0	
	Interest	0	0	0	0	
	Refunds	0	0	0	. 0	
	Retirement System Payments	0	0	0	. 0	
	Operating Lease	0	0	0	0	
	Miscellaneous	2,754	1,835	0	0	
Total Exte	ernal Materials and Services	10,340	9,665	16,379	16,570	16,57
Internal N	Materials and Services					
551000	Vehicle Services	0	0	0	0	
552000	Printing & Distribution	6,434	8,146	9,467	8,729	8,72
553000	Facilities Services	53,056	55,317	54,895	58,868	58,86
554000	Communications Services	9,612	9,667	9,395	8,965	8,96
555000	Information Technology	21,238	15,492	13,670	13,964	13,96
	Insurance	11,763	12,817	13,095	12,516	12,51
557000	Master Lease	0	0	0	0	
558000	Same Fund Services	7,907	4,681	5,469	6,461	6,46
559000	Other Fund Services	1,680	1,800	0	0	
Total Inte	rnal Materials and Services	111,690	107,920	105,991	109,503	109,50
Total Mater	ials and Services	122,030	117,585	122,370	126,073	126,07
Capital Out	lay					
561000	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	Infrastructure	0	0	0	0	
568000	Other Capital Expenditure	0	0	0	0	
	Depreciation	0	0	0	0	
Total Capita	al Outlay	0	0	0	0	
	Equipment Cash Transfers	. 0	0	0	0	
	Minor Equipment Transfers	0	0	0	0	
	AU EXPENSES \$	658,871	\$ 633,956	\$ 647,253	\$ 635,562	\$ 635,56

			Actual FY 2003		vised 003-04		oposed 2004–05		opted 004–05
Class	Title	No.	No.	No.	Amount	No.	Amount	No.	Amount
2	Commissioner	1	1	1	81,361	1	87,028	1	87,028
15	Commissioner's Administrative Su	0	0	0	0	1	44,829	1	44,829
22	Commissioner's Chief of Staff	0	1	1	71,026	1	75,961	1	75,961
20	Commissioner's Staff Representat	0	4	4	218,032	3	141,670	3	141,670
821	Commissioners Assistant I	3	0	0	0	0	0	0	0
822	Commissioners Assistant II	1	0	0	0	0	0	0	0
7452	Community Service Aide II	1	1	1	28,729	1	32,427	1	32,427
824	Executive Assistant	1	0	0	0	0	0	0	0
TOTAL	FULL-TIME POSITIONS	7	7	7 \$	399,148	7	\$ 381,915	7 \$	381,915
TOTAL	PART-TIME POSITIONS	1 0	0	0 \$	0	0	\$ 0	0 \$	0

Commissioner of Public Utilities AU 193

BUDGET DECISIONS

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

		AMOUNT			
ACTION	Ongoing	One-Time	Total Package	FTE	DECISION
FY 2004-05	635,366	0	635,366	7.0	FY 2004-05 Current Appropriation Level Estimate
CAL Adjustment	ts				
	0	99	99	0.0	HIPAA Offset
	97	0	97	0.0	Discretionary Adjustment OMF IA Change
	0	0	0	0.0	Overhead True Up
Mayor's Propose	ed Budget Decision	ns			
	0	0	0	0.0	None
Approved Budge	et Additions and R	eductions			
	0	0	0	0.0	None
Adopted Budget	Additions and Re	ductions			
	0	0	0	0.0	Overhead Adjustment
	97	99	196	0.0	Total FY 2004-05 Decision Packages
-	+		\$ 635,562	7.0	Total Adopted Budget
			1		
FY 2004-05 Decis	sion Packages Not		//		
	(15,885)	0	(15,885)	0.0	2.5% Reduction (Personnel)
			\$ (15,885)	0.0	Total Decision Packages Not Funded



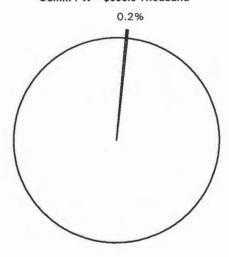
Commissioner of Public Works

Legislative, Administrative and Support Services Service Area

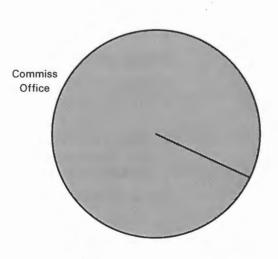
Erik Sten, Commissioner-in-Charge

Percent of General Fund

Comm PW = \$633.6 Thousand



Bureau Programs



General Fund = \$365.5 Million

Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004-05	(Change from Prior Year	Percent Change
Operating	613,984	 633,649		19,665	3.2%
Capital	0	0		0	0.0%
Allocated Overhead Costs	0	0		0	0.0%
Total Cost with Allocated Overhead	\$ 613,984	\$ 633,649	\$	19,665	3.2%
Authorized Positions	7	7		0	0.0%

Bureau Summary

BUREAU OVERVIEW

The office of the Commissioner of Public Works encompasses the legislative, policy setting, and management responsibilities of the Commissioner as set out in Chapter 2 of the City Charter. These include legislative functions, policy development, bureau management, internal office management, citizen outreach, and the Commissioner's responsibilities as a civic leader.

The Commissioner of Public Works is responsible for overseeing the following City bureaus, as assigned by the Mayor:

- Bureau of Fire, Rescue and Emergency Services
- Bureau of Housing and Community Development

Commissioner Sten also has oversight for:

- Regional Arts and Culture Council
- Endangered Species Act (ESA) Program. This is the City's response to the listing of local steelhead, salmon, and other aquatic species as threatened under the federal ESA.
- City's global warming action plan. As part of this assignment, Commissioner Sten is the City's representative to the International Council on Local Environmental Initiatives (ICLEI).

The Commissioner also serves as the City's liaison to several organizations:

- Regional Arts and Culture Council
- Portland Development Commission Housing Program
- Housing Authority of Portland
- Housing and Community Development Commission
- Willamette Restoration Initiative Board

HIGHLIGHTS OF PROGRAMS AND SERVICES

Commissioner Sten's goals reflect his priorities to:

- Make more affordable housing units available to Portland's low-income families and create more home-ownership opportunities for first-time home-buyers.
- Assemble community resources to meet the needs of our community's most vulnerable citizens.
- Ensure optimal levels of emergency, fire, and rescue response capacity.
- Lead the City's efforts to assist in the recovery of endangered salmon species.
- Implement the City's global warming action plan through sustainable development practices and conservation strategies.
- Support positive labor-management relations.
- Represent the interests of Portland energy consumers.

SUMMARY OF BUDGET DECISIONS

The FY 2004-05 Adopted Budget maintains the office budget at current service levels.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

As a member of the City Council, the Commissioner of Public Works supports existing and emerging initiatives to protect and enhance the quality of life for the citizens of Portland. Commissioner Sten has the following priorities in pursuit of such efforts:

Housing, Energy, and Environmental Quality

Goal#1: Expand Housing Production Capacity

These objectives include:

- Develop and support regional affordable housing strategies.
- Complete resource development strategy through the Regional Blue Ribbon Committee on Housing Resource Development.
- Begin implementation of the Blue Ribbon Committee's resource development strategy.
- Periodically review City regulations for impacts on affordable housing development.
- Create additional means to preserve affordable housing in our community and implement the City's no net loss housing preservation policy.
- Continue support for programs designed to increase homeownership rates with particular attention to programs for minority households.
- Assist the Bureau of Housing and Community Development to implement new strategic plans for very low-income housing; housing and services for the chronically homeless; and new economic opportunity programs.
- Implement anti-displacement strategies while promoting community development goals.
- Create and begin implementation of 10-Year Plan to End Homelessness using "housing first" strategies to enhance housing and support services for homeless city residents.
- Monitor federal, state and local budget decisions to protect minimum support services for our community's most vulnerable citizens.
- Maintain and expand a regional affordable housing clearinghouse network.
- Increase coordination of City housing programs and policies.

Goal #2: Represent City Interests in Energy

These objectives include:

- Continue to pursue advantageous energy marketing options for city residents.
- Participate in Public Utility Commission (PUC) hearings on proposed acquisition of Portland General Electric (PGE) to protect Portland ratepayer interests.

Goal #3: Support Strategies to Promote the Environmental Health of Our Community

These objectives include:

- Respond to the Endangered Species Act (ESA) listing of local steelhead and salmon species as threatened by implementing the strategic plan to assist recovery.
- Promote sustainable development standards for affordable housing projects.
- Continue support for global warming action plan to reduce Portland's carbon dioxide emissions in order to increase Portland's quality of life and save money.

Establish optimal programmatic home for City's Brownfields Program.

Public Safety

Goal #4: Support Fire, Rescue and Emergency Services

These objectives include:

- Ensure our firefighters have the resources and the support they need to do their jobs safely and effectively.
- Guide construction and remodeling of fire stations throughout the city to provide better coverage and safer facilities.
- Promote career opportunities in Portland Fire and Rescue for all Portland residents.
- Dredge river to accommodate Willamette River dock asset for fire boat.

Community, Regional, and City Partnerships

Goal #5: Continue Support for Positive Labor-Management Relations

These objectives include:

- Continue sponsorship of positive labor-management forum to address issues of mutual interest.
- Monitor labor contract negotiations, benefit plan revisions and proposed personnel policies.

Goal #6: Support Community Outreach Efforts

These objectives include:

- Update and continue to improve the Commissioner's Office web page.
- Provide internship opportunities in the Commissioner's Office for at least six students.
- Expand the number of newsletter subscribers.
- Provide grants to arts organizations and individual artists to enrich the cultural life of the city and bolster the local economy.
- Continue regional efforts to secure permanent sources of funding for arts and culture.
- Work with major performing arts groups, the Metropolitan Exposition Recreation Commission and the public to plan the future of performing arts facilities.
- Make public art a key component of all public works projects.
- Promote art and culture as critical building blocks of the region's economic development strategy.

Goal #8: Keep the Central City Vital

These objectives include:

- Form partnership with local businesses and educational institutions to expand WiFi technology (wireless networks) in the central city.
- Develop state-of-the-art community health and recreational facility and community centers for central city.
- Include public attractor and educational programming space in Station 1 replacement project.

Goal 9: Promote the inclusion and participation of under-represented neighborhoods and groups in City activities and services

These objectives include:

- Pursue publicly-financed campaign finance reform strategy in partnership with City Auditor.
- Promote emerging citywide public involvement standards as part of homeless planning process.

General Fund Discretionary Positions

	Actual FY 2001–02		Actual FY 2002–03		Revised FY 2003-04		Proposed Y 2004–05		Adopted FY 2004–05
EXPENDITURES									
Operating Budget									
Personal Services	527,71		541,204		505,415		517,714		517,714
External Materials and Services	10,537		8,383		9,000		10,937		10,937
Internal Materials and Services	107,044		101,621		99,569		104,998		104,998
Minor Capital Outlay	(. 0		0		0		0
Equipment Cash Transfers			0		0		0		0
Total Operating Budget	645,292	2	651,208		613,984		633,649		633,649
Capital Improvements	()	0		0		0		0
TOTAL BUREAU EXPENDITURES	\$ 645,292	2 \$	651,208	\$	613,984	\$	633,649	\$	633,649
Allocated Overhead	()	0		0		0		0
Total Cost with Allocated Overhead	645,292	2	651,208		613,984		633,649		633,649
RESOURCES									
General Fund Discretionary	289,45	5	294,215		265,884		263,118		268,287
Non-Discretionary Revenues	,						•		
Grants & Donations	(0		0		0		0
Contract Revenues	9		0		0		0		0
Interagency Revenues	547	•	0		0		0		0
Program Revenue			1,215		249 100		370,531		365,362
Overhead Recovery	355,290		355,778		348,100				
Total Non-Discretionary Revenues	355,837	<i>,</i>	356,993		348,100		370,531		365,362
TOTAL GENERAL FUND RESOURCES	645,292	2 \$	651,208	\$	613,984	\$	633,649	\$	633,649
Note: Discretionary General Fund re Non-Discretionary revenues are res	evenues are those tricted by policy o	which r contra	may be used by actual agreemer	City	Council for any ne bureaus that	public genera	purpose. ate the revenu	ıe.	
PROGRAMS									
Commissioner's Office	645,292	2	651,208		613,984		633,649		633,649
Positions	•	3	7		7		7		7
TOTAL PROGRAMS	\$ 645,292	2 \$	651,208	\$	613,984	\$	633,649	\$	633,649
Positions		3	7		7		7		7

4

3

3

3

3

		Actual FY 2001-02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	l Services					
511000	Full-Time Employees	320,786	315,357	387,396	394,377	394,377
512000	Part-Time Employees	42,348	46,088	0	. 0	0
517000	Benefits	130,820	138,418	118,019	123,337	123,337
518000	Paid Absence	33,757	41,341	0	0	0
Total Pers	onnel Services	527,711	541,204	505,415	517,714	517,714
Materials	and Services					
	Materials and Services					
521000	Professional Services	0	0	0	0	0
522000	Utilities	0	0	0	0	0
523000	Equipment Rental	0	0	0	0	0
524000	Repair & Maintenance Services	1,142	222	700	1,200	1,200
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	0	0	0	0	0
531000	Office Supplies	774	816	1,000	1,637	1,637
532000	Operating Supplies	0	0	0	0	0
533000	Repair & Maintenance Supplies	0	0	0	0	0
534000	Minor Equipment & Tools	5,279	3,767	2,376	2,800	2,800
535000	Clothing & Uniforms	0	0	0	0	0
539000	Other Commodities External	2,525	2,033	3,500	3,800	3,800
541000	Education	270	300	424	500	500
542000	Local Travel	0	0	0	0	0
543000	Out-of-Town Travel	547	1,245	1,000	1,000	1,000
		0	0	0	0	1,000
544000	Space Rental	_			0	_
545000	Interest	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	0	0
	ternal Materials and Services	10,537	8,383	9,000	10,937	10,937
internal 551000	Materials and Services Vehicle Services	608	752	1,040	832	832
			5,441	4,340	5,703	5,703
552000	Printing & Distribution	3,506	,	,	,	,
553000	Facilities Services	49,416	51,036	51,058	54,751	54,751
554000	Communications Services	8,848	8,866	9,313	8,830	8,830
555000	Information Technology	23,011	17,267	14,478	15,943	15,943
556000	Insurance	13,748	13,578	13,871	13,286	13,286
557000	Master Lease	0	0	0	0	0
558000	Same Fund Services	7,907	4,681	5,469	5,653	5,653
	Other Fund Services	0	0	0	104.008	0
	ernal Materials and Services	107,044	101,621	99,569	104,998	104,998
	rials and Services	117,581	110,004	108,569	115,935	115,935
Capital Ou		0	0		0	0
561000		0	0	0	0	0
562000	Buildings	0	0	0	0	0
563000	Improvements	0	0	0	0	0
	Capital Equipment	0	0	0	0	0
	Facilities Lease/Purchase	0	0	0	0	0
566000	• •	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 Capit		0	0	0	0	0
573000	Equipment Cash Transfers	0	0	0	0	0
	Minor Equipment Transfers EAU EXPENSES	\$ 645,292 S	651,208	0	633,649	633,649
		\$ 645,292	651,208	\$ 613,984 \$	633,649	



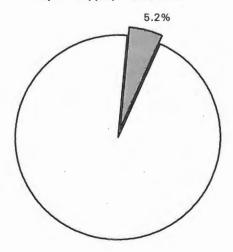
Special Appropriations

Legislative, Administrative and Support Services Service Area

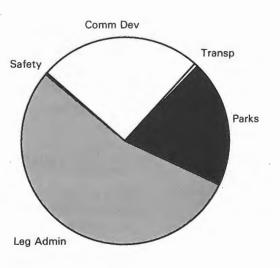
Mayor Vera Katz, Commissioner-in-Charge Timothy Grewe, Chief Administrative Officer

Percent of General Fund

Special Approp = \$18.8 Million



Bureau Divisions



General Fund = \$365.5 Million

Bureau Overview

Expenditures	Revised FY 2003-04	Adopted FY 2004–05	Change from Prior Year	Percent Change
Operating	13,816,114	18,843,724	5,027,610	36.4%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 13,816,114	\$ 18,843,724	\$ 5,027,610	36.4%
Authorized Positions	0	0	0	0.0%

Bureau Summary

BUREAU OVERVIEW

Special appropriations provide Citywide benefits

Special Appropriations are primarily used for General Fund expenditures on services or projects which are not specific to a bureau and which provide Citywide benefit. These include payments to non-City agencies, funding for City programs, and some City set asides. Some special appropriations are one-time allocations, while others are ongoing.

From time to time, ongoing Special Appropriations are moved from this organizational unit and incorporated into the budget of the respective managing City bureau. In such cases, expenditures will be shown in the Special Appropriation's organizational unit as \$0, and will be reflected instead in the respective bureau's budget.

HIGHLIGHTS OF PROGRAMS AND SERVICES

General Fund discretionary resources are limited

The primary source for Special Appropriations is General Fund discretionary funding. Because of the weakened condition of the City's General Fund, resources for Special Appropriations in FY 2004-05 are limited. General Fund overhead cost recovery and interagency revenue from other City bureaus are additional funding sources.

The FY 2004-05 Adopted Budget for Special Appropriations is approximately \$18.8 million.

SUMMARY OF BUDGET DECISIONS

New Appropriations

There are three new appropriations for FY 2004-05, and all are funded from one-time resources. The new appropriations are Downtown Marketing, the Economic Development Fund, and Washington Monroe Acquisition.

Eliminated Appropriations

No appropriations were eliminated in FY 2004-05.

Cuts to Existing Appropriations

To achieve an overall reduction in expenditures in this organizational unit, 2.5% reductions were applied to most of the special appropriations that represent discretionary expenditures. Some special appropriations are contractual, therefore, could not be reduced by 2.5%.

Strategic Direction

SIGNIFICANT ISSUES

Regional Arts and Culture Council The Special Appropriations for the Regional Arts and Culture Council (RACC) supports RACC's base budget as well as one-time allocations for specific arts organizations and arts-related programs. In FY 2004-05 the City reduced RACC's base budget by 2.5%. RACC received an additional one-time \$50,000 in FY 2004-05 to support the Murals program. The City did not appropriate \$200,000 for the fifth and final payment to the Portland Opera based on direction in the FY 2003-04 budget. The City agrees to fund the final payment in the first year the General Fund does not take budget reductions.

Overview of Programs

PUBLIC SAFETY SERVICE AREA

Pioneer Square Security

Center Code 40112001

This special appropriation funds enhanced security at Pioneer Courthouse Square. These resources augment funds provided for Pioneer Square in another special appropriation, Downtown Services.

Public Safety Coordinating Council

Center Code 40105030

This special appropriation funds a local group that plans for the use of State and local resources to serve local offenders and coordinates local criminal justice policy across jurisdictions.

Regional Drug Initiative - City

Center Code 40105006

This special appropriation has been discontinued as the grant expired. It was last funded in FY 2001-02. It was the City's contribution toward the cost of a multi-jurisdictional partnership in the metropolitan area to fight illegal drug activity. The City funds were used for education and community involvement projects that did not qualify for funding under the RDI grant.

PARKS & RECREATION SERVICE AREA

Holiday Festival

Center Code 40105035

This special appropriation provides funding for a winter holiday festival in downtown Portland.

MERC/PCPA

Center Code 40110036

Per the recommendation of the City and the Metro Facilities Consolidation Committee, this appropriation supports the Portland Center for Performing Arts' tenant relief, capital maintenance and improvement efforts. The appropriation is part of a larger Visitors Facilities intergovernmental agreement signed by the City of Portland, Multnomah County and Metro regional government.

Portland Center Stage

Center Code 40113001

This special appropriation has been discontinued. It was last funded in FY 2001-02. It provided one-time funding that enabled the Council to support Portland Center Stage.

Regional Arts and Culture Council

Center Code 40101002

This special appropriation provides funds for the Regional Arts and Culture Council (RACC), an independent non-profit agency. It combines ongoing resources to support RACC's base budget, as well as one-time allocations for support to specific arts organizations and arts-related grants match program.

Washington Monroe Acquisition

Center Code 40101006

This special appropriation provides a portion of funding needed to acquire the Washington Monroe High School property with the intent to be developed as a park and a community center.

COMMUNITY DEVELOPMENT SERVICE AREA

BHCD - Workforce Development

Center Code 40110048

This special appropriation provides support for information and referral services to connect job seekers in northeast Portland with job training, placement, and social service programs. Particular emphasis is placed on helping clients overcome barriers to employment, such as lack of child care, transportation, or health care.

Block by Block Weatherization

Center Code 40133001

This program provides attic insulation and installation of effective, low cost energy conservation measures by local contractors to more than 1,300 low-income families per year. This appropriation was eliminated in FY 2003-04, and restored in FY 2004-05.

Children's Receiving Center

Center Code 40119001

This special appropriation represents a one-time payment to Multnomah County to support the development of the Children's Receiving Center in the Gateway district.

Civil Rights Enforcement

Center Code 40103012

This special appropriation provides mediation for protected classes in the City's civil rights ordinance which are not served by the Oregon Bureau of Labor and Industry (BOLI). This appropriation was removed from Special Appropriations and placed in the budget of the managing bureau, BHCD, in FY 2003-04.

Clean and Safe

Center Code 40106001

This special appropriation funds the City's share of the downtown Business Improvement District (BID), based on the management of commercial, residential and rental building space in the district. These charges to downtown property managers support guides, marketing strategy, enhanced security, and street cleaning services downtown.

Downtown Marketing

Center Code 40106001

This special appropriation funds the City's share of the downtown Business Improvement District (BID), based on the management of commercial, residential and rental building space in the district. These charges to downtown property managers support guides, marketing strategy, enhanced security, and street cleaning services downtown.

Downtown Services

Center Code 40110110

This special appropriation funds the City's advertising campaign and marketing efforts geared toward attracting people to downtown shops, restaurants, and events. Funding for this is shared between discretionary funding and the Parking Fund.

Early Childhood Development

Center Code 40116001

In FY 2002-03, Council approved this with one-time funding. In November, 2002 a fiveyear levy was approved by voters that will provide support for early childhood development services.

Economic Development Fund

Center Code 40105040

This appropriation is new in FY 2004-05 and is funded with one-time funding.

Fair Housing of Oregon

Center Code 40103014

This special appropriation has been transferred into the budget of the Bureau of Housing and Community Development. It was last budgeted as a special appropriation in FY 2001-02. The appropriation had provided funds for fair housing enforcement.

PDC - 2040 Development Implementation

Center Code 40110055

This special appropriation provided funds to PDC for infrastructure projects that meet the City's 2040 goals (including jobs) and plans for growth. Funding for this program was eliminated in FY 2003-04.

PDC - Business Districts Program

Center Code 40110050

The Business District program administered by PDC provides technical assistance to local businesses to facilitate the formation and growth of business district associations. These are pass-through funds to the Alliance of Portland Neighborhood Business Associations.

PDC - Citywide Business Development

Center Code 40110047

The Citywide Business Development program of PDC engages in efforts to retain and expand businesses in Portland to create family-wage jobs.

PDC - Enterprise Zone Program

Center Code 40110038

This special appropriation provides funds for PDC's efforts to recruit businesses to locate in the Enterprise Zone in Portland's north/northeast neighborhoods.

PDC - Regional Business Development

Center Code 40110054

PDC's Regional Business Development program engages in efforts to recruit businesses to the metropolitan area to create family-wage jobs. This program also supports business recruitment efforts in Portland. The funds are supplemented by private sector and regional public partner funds.

PDC - Small Business Program

Center Code 40114001

This appropriation supports PDC's Small Business program which is designed to help small businesses stay healthy, competitive and to expand in the Portland area.

PDC - Targeted Industry Jobs

Center Code 40110051

The Targeted Industry program provides resources to work with industry clusters to support their growth and expansion in a strategic manner. This program functions as a part of the Citywide Business Development work.

PDC - Waterfront Development Activities

Center Code 40110052

This special appropriation has been discontinued. It was last funded in FY 2001-02. It was a transfer to PDC's Waterfront Development urban renewal fund and supported business, housing and revitalization efforts in the district.

TRANSPORTATION SERVICE AREA

Employee Transit Program

Center Code 40108001

This appropriation funds a program to encourage alternative transit modes for City employees in order to relieve traffic congestion and improve air quality.

LEGISLATIVE & ADMINISTRATION SERVICE AREA

Business License Refunds

Center Code 40111001

This special appropriation is a set aside and covers refunds required when businesses overpay business license fees.

City Membership and Dues

Center Code 40105001

This special appropriation funds the costs related to City's memberships and dues to various organizations to which the City subscribes as a municipality.

Compensation Adjustments

Center Code 40110004

This special appropriation is a set aside for General Fund adjustments to salaries and benefits for City employees, based on projections of inflation. These funds are distributed as necessary to bureaus during the Spring budget monitoring process each fiscal year.

COPPEA Professional Development Fund

Center Code 40118001

This special appropriation provides resources for a professional development fund for employees represented by the City of Portland Professional Employees Association (COPPEA). This appropriation resulted from the June 2002 settlement of the City's contract with COPPEA, and was budgeted for FY 2002-03 and FY 2003-04. City bureaus with COPPEA employees will transfer to this special appropriation their share of the resources necessary to cover these training expenses.

Council Emergency Fund

Center Code 40110006

This is an annual appropriation for use by the Mayor and Commissioners as specified by City Charter 2-105a 14, and 2-108.

DCTU Service Improvement

Center Code 40110056

This special appropriation has been discontinued. It was last funded in FY 2001-02 due to carryover from the prior year. It funded efforts related to the goals and objectives of the Service Improvement Initiative.

DCTU Training

Center Code 40110042

This special appropriation has been discontinued. It was last funded in FY 2001-02 as a result of prior year carryover. It provided support for training of employees represented by the District Council Trade Union (DCTU).

Human Resources Transition

Center Code 40110040

This special appropriation has been discontinued. It was last funded in FY 2001-02. It was one-time funding for human resources transition costs related to the Administrative Services Review initiative.

IRS Rebate

Center Code 40110031

This special appropriation funds potential arbitrage rebate payments to the Internal Revenue Service and related expenses. It is a carryover from previous years that will be incorporated into the Special Appropriations budget in the Fall budget monitoring process.

Leaders Roundtable

Center Code 40105013

This special appropriation is the City's share of support for an advisory group of community leaders which is convened to coordinate and improve interrelated services.

Managing for Results

Center Code 40110100

This was a one-time appropriation to help fund the effort between the Auditor's Office, the Planning Bureau, and OMF for a unified Citywide performance based management approach.

Management Council

Center Code 40110005

This was an annual appropriation for development activities and meetings of the City's bureau managers. This appropriation was discontinued in FY 2003-04.

Unemployment Insurance

Center Code 40110003

This special appropriation provided for the General Fund share of the cost of the City's unemployment insurance claims. It was eliminated in FY 2003-04, requiring bureaus to absorb costs related to unemployment insurance claims.

	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
EXPENDITURES					
Operating Budget					
Personal Services	7,930	0	0	0	10 700 000
External Materials and Services	13,205,626	8,176,938	13,694,314	14,726,269	18,726,269
Internal Materials and Services	186,346	172,068	121,800	117,455	117,455
Minor Capital Outlay	0	0	0	0	(
Equipment Cash Transfers	0	0	0	0	
Total Operating Budget	13,399,902	8,349,006	13,816,114	14,843,724	18,843,724
Capital Improvements	0	. 0	0	 0	
TOTAL BUREAU EXPENDITURES	\$ 13,399,902	\$ 8,349,006	\$ 13,816,114	\$ 14,843,724	\$ 18,843,724
Allocated Overhead	0	0	0	0	(
Total Cost with Allocated Overhead	13,399,902	8,349,006	13,816,114	14,843,724	 18,843,724
RESOURCES					
General Fund Discretionary	13,281,815	7,233,129	13,370,211	14,597,118	18,601,588
Non-Discretionary Revenues					
Grants & Donations	0	0	0	0	(
Contract Revenues	0	0	0	0	
Interagency Revenues	0	1,014,628	307,626	100,000	100,000
Program Revenue	0	0	0	0	C
Overhead Recovery	118,087	101,249	138,277	146,606	142,136
Total Non-Discretionary Revenues	118,087	1,115,877	445,903	246,606	242,136
TOTAL GENERAL FUND RESOURCES	13,399,902	\$ 8,349,006	\$ 13,816,114	\$ 14,843,724	\$ 14,843,724

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	0	 0	0	0	0
Positions	 0	 0	0	 0	0
TOTAL DIVISIONS	\$ 13,399,902	\$ 8,349,006	\$ 13,816,114	\$ 14,843,724	\$ 18,843,724
Positions	0	0	0	0	
Transportation Service Area	93,277	196,294	132,293	132,572	132,572
Positions	0	0	0	0	C
Public Safety Service Area	131,834	149,737	26,405	26,461	26,461
Positions	. 0	0	0	0	0
Parks & Recreation Service Area	3,338,515	3,047,429	2,654,859	3,710,774	3,710,774
Positions	0	0	0	0	0
Legislative & Administration Service	6,293,820	788,889	8,709,243	6,226,172	10,226,172
Positions	0	0	0	0	0
Community Development Service Area	3,542,456	4,166,657	2,293,314	4,747,745	4,747,745
DIVISIONS		,			

	Actual FY 2001–02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004-05
PROGRAMS					
COMMUNITY DEVELOPMENT SERVICE					
PDC Citywide Business Development	433,702	451,138	428,038	428,942	428,942
Positions	0	0	0	0	0
BHCD Workforce Development	109,045	105,489	100,088	100,299	100,299
Positions PDC Business Districts Program	<i>0</i> 51,588	<i>0</i> 53,662	<i>0</i> 54,280	<i>0</i> 54,395	<i>0</i> 54,395
Positions	0	00,002	0	0	0
PDC Targeted Industry Jobs	119,713	124,526	118,150	118,400	118,400
Positions PDC Waterfront Dev. Activities	<i>0</i> 419,543	<i>0</i> 0	<i>0</i> 0	<i>0</i> 0	0
Positions	. 0	0	0	0	100 505
PDC Regional Business Development	138,040	143,590	136,237	136,525	136,525
Positions PDC 2040 Implementation	345,264	100,040	<i>0</i>	0	0
Positions	0	0	0	0	0
Downtown Services	725,986	708,743	878,111	879,969	879,969
Positions	0	0	0	0	0
Block by Block Weatherization	216,828	202,805	. 0	100,000	100,000
Positions	0	0	0	0	0
PDC Enterprise Zone Program	51,252	53,312	50,582	50,689	50,689
Positions	110.000	100.699	111 000	111 426	111 406
PDC Small Business Program	118,909 <i>0</i>	123,688 <i>0</i>	111,200 <i>0</i>	111,436 <i>0</i>	111,436 <i>0</i>
Positions Early Childhood Development	756,603	1,069,029	0	0	0
Positions	0	0	0	. 0	0
Fair Housing of Oregon	26,171	Ö	Ö	0	0
Positions	0	0	0	0	0
Civil Rights Enforcement	13,601	14,344	0	0	0
Positions	0	. 0	0	0	0
Economic Development Fund	0	0	. 0	2,350,000	2,350,000
Positions Downtown Morketing	<i>0</i> 0	<i>0</i> 0	400,000	400,000	<i>0</i> 400,000
Downtown Marketing Positions	0	0	400,000 <i>0</i>	400,000 <i>0</i>	400,000
Childrens Receiving Center	0	1,000,000	0	0	0
Positions	0	0	0	0	0
Clean & Safe (BID)	16,211	16,291	16,628	17,090	17,090
Positions	0	0	0	0	0
TOTAL PROGRAMS	A 0.540.450				
Decitions	\$ 3,542,456	\$ 4,166,657	\$ 2,293,314	\$ 4,747,745	\$ 4,747,745
Positions	\$ 3,542,456 0	\$ 4,166,657 0	\$ 2,293,314 0	\$ 4,747,745 0	\$ 4,747,745 0
					\$ 4,747,745 0
LEGISLATIVE & ADMINISTRATION SER-	0	0			\$ 4,747,745 0
	14,213 0		0	0	0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate	14,213	14,150	. 0	0	0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions	14,213 0 7,930 0	14,150 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training	14,213 0 7,930	14,150 0	0 0 0 0 0	0 0 0 0 0	0 0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions	14,213 0 7,930 0 58,482	0 14,150 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds	14,213 0 7,930 0 58,482 0 5,657,506	0 14,150 0 0 0 0 0 0 35,487	0 0 0 0 0	0 0 0 0 0	0 0 0 0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions	14,213 0 7,930 0 58,482 0 5,657,506	0 14,150 0 0 0 0 0 0 35,487	0 0 0 0 0 0 0 50,000	0 0 0 0 0 0 0	0 0 0 0 0 0 0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228	0 14,150 0 0 0 0 0 0 35,487	0 0 0 0 0	0 0 0 0 0	0 0 0 0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0	0 14,150 0 0 0 0 0 35,487 0 0	0 0 0 0 0 0 0 50,000	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228	0 14,150 0 0 0 0 0 0 35,487 0	0 0 0 0 0 0 0 50,000	0 0 0 0 0 0 0	0 0 0 0 0 0 0 0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions City Membership & Dues	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0 209,469	0 14,150 0 0 0 0 0 35,487 0 0	0 0 0 0 0 0 50,000 0 0 228,949	0 0 0 0 0 0 0 0 0 0 0 228,512	0 0 0 0 0 0 0 0 0 0 0 0 228,512
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions City Membership & Dues Positions CIP O&M Set Aside Positions	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0 209,469 0 0	0 0 0 0 0 0 35,487 0 0 0 160,984	0 0 0 0 0 0 50,000 0 0 228,949 0 551,966	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions City Membership & Dues Positions CIP O&M Set Aside Positions COPPEEA Prof Dev Fund	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0 209,469 0 0	14,150 0 0 0 0 0 35,487 0 0 0 160,984 0 0	0 0 0 0 0 0 50,000 0 0 228,949 0 551,966 0 235,375	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704	0 0 0 0 0 0 0 0 0 0 228,512
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions City Membership & Dues Positions CIP O&M Set Aside Positions COPPEEA Prof Dev Fund Positions	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0 209,469 0 0	14,150 0 0 0 0 0 35,487 0 0 0 160,984 0 0	0 0 0 0 0 0 50,000 0 228,949 0 551,966 0 235,375	0 0 0 0 0 0 0 0 0 0 0 228,512 0 669,704	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions City Membership & Dues Positions CIP O&M Set Aside Positions COPPEEA Prof Dev Fund Positions Managing for Results	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0 209,469 0 0	14,150 0 0 0 0 0 35,487 0 0 0 160,984 0 0	0 0 0 0 0 0 50,000 0 228,949 0 551,966 0 235,375 0 92,000	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions City Membership & Dues Positions CIP O&M Set Aside Positions COPPEEA Prof Dev Fund Positions Managing for Results Positions	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0 209,469 0 0 0	14,150 0 0 0 0 0 35,487 0 0 0 160,984 0 0 0	0 0 0 0 0 0 50,000 0 228,949 0 551,966 0 235,375 0 92,000	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions City Membership & Dues Positions CIP O&M Set Aside Positions COPPEEA Prof Dev Fund Positions Managing for Results Positions Leaders Roundtable	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0 209,469 0 0 0 0 0	14,150 0 0 0 0 0 35,487 0 0 0 160,984 0 0 0 14,627 0 0	0 0 0 0 0 0 50,000 0 228,949 0 551,966 0 235,375 0 92,000 9,570	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704 0 0	0 0 0 0 0 0 0 0 0 228,512 0 669,704 0 0
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions City Membership & Dues Positions CIP O&M Set Aside Positions COPPEEA Prof Dev Fund Positions Managing for Results Positions Leaders Roundtable Positions	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0 209,469 0 0 0 0 0 11,355	14,150 0 0 0 0 0 35,487 0 0 160,984 0 0 14,627 0 0 10,038	0 0 0 0 0 0 50,000 0 228,949 0 551,966 0 235,375 0 92,000	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704	0 0 0 0 0 0 0 0 0 0 228,512 0 669,704
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions City Membership & Dues Positions CIP O&M Set Aside Positions COPPEEA Prof Dev Fund Positions Managing for Results Positions Leaders Roundtable Positions Unemployment Insurance	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0 209,469 0 0 0 0 0	14,150 0 0 0 0 0 35,487 0 0 0 160,984 0 0 0 14,627 0 0	0 0 0 0 0 0 50,000 0 228,949 0 551,966 0 235,375 0 92,000 9,570	0 0 0 0 0 0 0 0 0 228,512 0 669,704 0 0 0 0	0 0 0 0 0 0 0 0 0 228,512 0 669,704 0 0 0 0 9,552
LEGISLATIVE & ADMINISTRATION SER- IRS Rebate Positions HR Transition Costs Positions DCTU Training Positions Business License Refunds Positions DCTU Service Improvements Positions City Membership & Dues Positions CIP O&M Set Aside Positions COPPEEA Prof Dev Fund Positions Managing for Results Positions Leaders Roundtable Positions	14,213 0 7,930 0 58,482 0 5,657,506 0 72,228 0 209,469 0 0 0 0 0 11,355 0 254,556	14,150 0 0 0 0 35,487 0 0 160,984 0 0 14,627 0 0 10,038 0 472,805	0 0 0 0 0 0 50,000 0 228,949 0 551,966 0 235,375 0 92,000 9,570 0	0 0 0 0 0 0 0 0 0 228,512 0 669,704 0 0 0 0 0	0 0 0 0 0 0 0 0 0 228,512 0 669,704 0 0 0 0 9,552

•	Actual FY 2001–02	Actual FY 2002-03	Revised FY 2003-04	Proposed FY 2004–05	Adopted FY 2004-05
PROGRAMS					
Management Council	1,081	665	0	0	(
Positions	0	0	O	0	
Council Emergency Funds	7,000	0	5,081	5,201	5,20
Positions	0	0	0	0	
TOTAL PROGRAMS	\$ 6,293,820	\$ 788,889	\$ 8,709,243	\$ 6,226,172	\$ 10,226,17
Positions	0_	0	 0	0	
PARKS & RECREATION SERVICE AREA					
MERC/PCPA	617,400	621,722	641,256	650,912	650,912
Positions	0	0	0	0	
Portland Center Stage	200,000	0	0	0	
Positions .	0	0	0	0	
Regional Arts & Culture	2,471,915	2,379,207	1,963,603	2,009,862	2,009,86
Positions	0	0	0	0	
Washington Monroe School	0	0	0	1,000,000	1,000,00
Positions	0	0	0	0	
Holiday Festival	49,200	46,500	50,000	50,000	50,00
Positions	0	0	0	0	(
TOTAL PROGRAMS	\$ 3,338,515	\$ 3,047,429	\$ 2,654,859	\$ 3,710,774	\$ 3,710,774
Positions	 0	 0	0	 0	
PUBLIC SAFETY SERVICE AREA					
Pioneer Square Security	103,283	149,737	0	0	
Positions	0	0	0	0	
Regional Drug Initiative	28,551	0	0	0	
Positions	0	0	0	0	
Public Safety Coordinating Council	0	0	26,405	26,461	26,46
Positions	0	0	0	0	
TOTAL PROGRAMS	\$ 131,834	\$ 149,737	\$ 26,405	\$ 26,461	\$ 26,46
Positions .	0	0	 0	0	 (
TRANSPORTATION SERVICE AREA					
Employee Transit Program	93,277	196,294	132,293	132,572	132,572
Positions	0	0	0	0	
TOTAL PROGRAMS	\$ 93,277	\$ 196,294	\$ 132,293	\$ 132,572	\$ 132,572
Positions	0	0	0	0	(

		Actual FY 2001-02	Actual FY 2002–03	Revised FY 2003-04	Proposed FY 2004-05	Adopted FY 2004–05
Personnel	Services					
517000	Benefits	7,930	0	0	0	0
Total Pers	onnel Services	7,930	0	0	0	0
Materials	and Services					
External	Materials and Services					
	Professional Services	1,031	0	0	0	0
522000	Utilities	0	0	0	0	0
523000		0	0	0	0	0
524000	•	0	0	0	0	0
525000	Non-Capital Improvement	0	0	0	0	0
528000	Local Match Payments	0	0	0	0	0
529000	Miscellaneous Services	5,110,087	5,284,040	3,787,584	3,841,342	3,841,342
531000	Office Supplies	59	675 0	0	0	0
532000 533000	Operating Supplies Repair & Maintenance Supplies	0	0	. 0	0	0
534000	Minor Equipment & Tools	6,139	10,868	0	0	0
535000	Clothing & Uniforms	0,139	0,000	0	0	0
539000	Other Commodities External	311	229	0	0	. 0
541000	Education	72,720	15,112	235,375	0	0
542000	Local Travel	0	0	0	0	0
543000	Out-of-Town Travel	6,007	0	0	100,000	100,000
544000	Space Rental	551	1,935	0	0	Ó
545000	Interest	5,490	35,487	0	0	C
546000	Refunds	5,652,016	0	50,000	0	C
547000	Retirement System Payments	0	0	0	0	C
548000	Operating Lease	0	0	0	0	C
549000	Miscellaneous	2,351,215	2,828,592	9,621,355	10,784,927	14,784,927
Total Ex	ternal Materials and Services	13,205,626	8,176,938	13,694,314	14,726,269	18,726,269
	Materials and Services Vehicle Services	15	0	0	. 0	0
552000	Printing & Distribution	12,303	13,420	0	0	0
553000	Facilities Services	5,880	0	0	0	C
554000	Communications Services	0	0	0	0	C
555000	Information Technology	0	0	0	0	C
556000	Insurance	0	0	0	0	C
557000	Master Lease	0	0	. 0	0	C
558000	Same Fund Services	168,148	158,648	121,800	117,455	117,455
559000	Other Fund Services	0	0	0	0	C
Total Int	ernal Materials and Services	186,346	172,068	121,800	117,455	117,455
Total Mate	erials and Services	13,391,972	8,349,006	13,816,114	14,843,724	18,843,724
Capital Ou	utlay					
561000	Land	0	0	0	0	C
562000	3	0	. 0	0	0	0
563000		0	0	0	0	0
	Capital Equipment	0	0	0	0	0
	Facilities Lease/Purchase	0	0	0	0	0
566000		0	0	0	0	0
567000		0	0	0	0	0
568000		0	0	0	0	0
569000		0	0	0	0	(
Total Capi 573000		0	0	0	0	C
	Minor Equipment Transfers	0	0	0	0	0
	EAU EXPENSES		\$ 8,349,006	\$ 13,816,114	\$ 14,843,724	\$ 18,843,724

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

		AMOUNT			,		
ACTION	Ongoing	Ongoing One-Time		FTE	DECISION		
FY 2004-05	10,507,917	0	10,507,917	0.0	FY 2004-05 Current Appropriation Level Estimate		
CAL Adjustment	s						
	0	0	0	0.0	None		
Mayor's Propose	ed Budget Decisio						
mayor or repose	(1,395)	0	(1,395)	0.0	2.5% Reduction - Business Districts		
	(2,410)	(3,450)	(5,860)	0.0	2.5% Reduction - City Membership and Dues		
	(11,000)	0,400)	(11,000)	0.0	2.5% Reduction - Citywide Business Developmen		
	(22,563)	0	(22,563)	0.0	2.5% Reduction - Downtown Services		
	(3,400)	0	(3,400)	0.0	2.5% Reduction - Employee Transit Program		
	(1,300)	0	(1,300)	0.0	2.5% Reduction - Enterprise Zone		
	(101)	(144)	(245)	0.0	2.5% Reduction - Leaders Roundtable		
	(678)	0	(678)	0.0	2.5% Reduction - Public Safety Coord. Council		
	(50,253)	0	(50,253)	0.0	2.5% Reduction - Regional Arts and Culture Coun		
	(3,501)	0	(3,501)	0.0	2.5% Reduction - Regional Business Developmen		
	(2,857)	0	(2,857)	0.0	2.5% Reduction - Small Business Program		
**	(3,036)	. 0	(3,036)	0.0	2.5% Reduction - Targeted Industry Jobs		
	(2,572)	0	(2,572)	0.0	2.5% Reduction - Workforce Development		
	300,000	100,000	400,000	0.0	Downtown Marketing		
	50,000	0	50,000	0.0	RACC Murals Program		
	2,350,000	0	2,350,000	0.0	Economic Development Fund		
	100,000	0	100,000	0.0	Block by Block Weatherization		
	50,000	0	50,000	0.0	Holiday Festival		
	500,000	0	500,000	0.0	Compensation Adjustment (Police OT)		
	1,000,000	0	1,000,000	0.0	Washington Monroe Acquisition		
	(3,372)	3,372	0	0.0	Overhead True Up		
	(5,533)	0	(5,533)	0.0	True Up		
Approved Budge	t Additions and R	eductions	, , ,				
Approvou naugo	4,000,000	0	4,000,000	0.0	Increase Compensation Set Aside		
	4,000,000	0	4,000,000	0.0	Overhead True Up		
Adopted Budget	Additions and Re		0	0.0	Oromoud had op		
Adopted Budget	0	o l	0	0.0	None		
	8,236,029	99,778	8,335,807	0.0	Total FY 2004-05 Decision Packages		
	-,,,		\$ 18,843,724	0.0	Total Adopted Budget		
EV 2004 OF Deels	ion Dookowas Nat	Eundad :	1				
F 1 2004-05 Decis	sion Packages Not	Funded 0	0	0.0	None		
		0	\$ 0	0.0	Total Decision Packages Not Funded		



Glossary

2040 PLAN: This plan, produced by Metro, the governing body for the Portland metropolitan area, is the planning guide for growth in the region over the next 45 to 50 years.

ACCOUNT: The classification of appropriation by type of expenditure (see Line Item).

ACCOUNTING PERIOD: The fiscal year is divided into 13 accounting periods. Each accounting period includes two bi-weekly payrolls and is generally four weeks long.

APPROPRIATION: The legal authority to spend funds designated for a specific purpose.

APPROPRIATION UNIT (AU): The level of organizational unit at which the City government legally budgets appropriations within a fund, usually a bureau or office.

BALLOT MEASURE 47: A property tax limitation measure approved by Oregon voters in November of 1996.

BALLOT MEASURE 50: A property tax limitation measure referred by the Oregon Legislature to voters and approved by voters in May of 1997 as a replacement for Measure 47.

BEGINNING BALANCE: Resources less requirements remaining from the previous fiscal year, budgeted in the present year.

BRIDGE FUNDING: Temporary funds from reserves intended to provide for services during a period of transition or downsizing.

BUDGET: The financial, operating, and management plan for the City that establishes annual appropriations in accordance with State of Oregon Local Budget Law and allows for the provision of services.

BUDGET CALENDAR: The schedule of major events in the budget process.

BUDGET COMMITTEE: The City Council, sitting as a special committee under Local Budget Law (ORS 294) to review the Mayor's Proposed Budget and vote to appropriate budget.

BUDGET MESSAGE: A written explanation of the budget and the City's financial plan and priorities presented to the Budget Committee (City Council) by the Mayor, a requirement of Local Budget Law, ORS 294.

submitted by bureaus three times each year, after the end of accounting periods 3, 6, and 10. The report compares planned to actual appropriation unit expenditures, revenues, and performance measures.

BUDGET NOTES: A listing of policy or programmatic issues that the Council has determined require further study, analyses, action, or other directive.

BUDGET PHASES: The following are the major phases of the budget process.

- REQUESTED: The requested appropriation of a bureau as submitted to the Financial Planning Division and the City Council.
- PROPOSED: The Mayor's recommended budget as presented to the Budget Committee.
- APPROVED: The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission.
- ◆ 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 Bud get from which the City operates during the fiscal year.
- REVISED BUDGET: The budget as amended by ordinances adopted by Council, throughout the fiscal year.

BUREAU ADVISORY COMMITTEE (BAC): A committee, specific to a particular bureau, consisting of citizens appointed by the Commissioner-in-Charge to advise the bureau on its budget requests and to make recommendations to Council.

BUREAU GOAL: A statement of purpose or policy for a bureau that describes the services provided to meet an identified community need.

CAPITAL BUD GET: The expenditures scheduled for the first year of the Five-Year Capital Improvement Pla and included in the budget.

CAPITAL EQUIPMENT: Types of machinery, we hicles, furniture, etc. with a unit cost in excess of 5,000 and an expected life of one year or more.

the City's fixed assets, has a life expectancy of 10 years or more, and requires expenditures of more than \$10,000 for personal, services, materials and services, and equipment, or major equipment with a purchase price of \$50,000 or greater.

CAPITAL REVIEW COMMITTEE (CRC): A committee comprised of representatives from the General Fund bureaus submitting capital budget requests. The committee makes recommendations on capital budget requests.

CAPITAL IMPROVEMENT PLAN (CIP): A multiyear plan approved by the Council listing capital improvement projects, costs, and schedules for completion.

CAPITAL OUTLAY: A major expenditure category that includes land purchase, buildings (purchase or construction), improvements other than building (purchase or construction), or equipment and furniture with a unit cost in excess of \$5,000.

CITY AND NEIGHBORHOOD PLANNING:
Regulation of development patterns through permitting and zoning.

COMBINED SEWER OVERFLOW (CSO): Flows from a sewer system that contain both sanitary sewage and stormwater that are discharged directly, without treatment, to a receiving waterway during periods of high flows.

CONTINGENCY: An account established for the purpose of meeting unanticipated requirements. Formal Council action is required for transfers from contingency o operating accounts.

CONTRACT: An agreement whereby the City and an idividual, legal, or political entity, agree to do certain sings. If the City is to provide a service for imbursement, the bureau to provide the service must dicate the appropriation necessary and identify the urce and amount of funds to be received in its budget quest. If the City is agreeing to purchase services or a pital asset, the bureau requesting the purchase must reappropriation for the contract and identify the urce of funds (e.g., the operating fund, grant, etc.).

Cops PROGRAM: Community Oriented Policing Services. A federal program of the Department of Justice intended to put more police officers on the street.

CURRENT SERVICE LEVEL (CSL): The cost of providing the same services in the upcoming fiscal year as the bureau provides in the current year.

current APPROPRIATION LEVEL (CAL): The starting point for developing next year's budget. Based on current year revised budget, less one-time expenditures, plus an inflation factor.

DECISION PACKAGE: A group of expenditures that a bureau identifies for a specific service and related activities. The package will provide justification and description of the service, related activities, staff and dollar requirements that are requested to be added or cut in a budget proposal.

DISCRETIONARY RESOURCES: Those resources (such as property tax revenues) that may be allocated to various City services at the discretion of Council, as opposed to non-discretionary resources that, by policy or statute, support one service or activity (such as a categorical grant, contract, or bureau specific revenue).

ENCUMBRANCES: Funds that have been set aside for specific projects or services for which a contract or purchase order has been issued. Encumbrances can be carried over from one fiscal year to the next.

EPA: Environmental Protection Agency, which is an agency of the United States Government.

EXPENSES:

- BUREAU EXPENSES: Requirements from the programs or services provided by the City's bureaus, consisting of personal services, internal and external materials and services, capital outlay, equipment, and cash transfers.
- FUND EXPENSES: Financial requirements of a fund for providing programs and services, including operating and capital requirements, and requirements to meet other obligations such as contingencies, debt retirement, and interfund transfers.

EXPENDITURE: The actual outlay of, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund level requirements such as contingency and cash transfers.

FINANCIAL OUTLOOK: Report of current information on the General Fund's financial condition used by Council and produced 13 times per year.

FINANCIAL PLANNING DIVISION: The unit within the Office of Management and Finance that plans and administers the budget process for the City. This includes the preparation of instructions, analysis of requests, preparation of the Mayor's Proposed Budget document, and preparation of the Adopted Budget document.

FISCAL YEAR (FY): The twelve-month period beginning July 1 and ending June 30 for which the annual budget of the City is prepared, approved, and adopted.

FPD&R: Fire and Police Disability and Retirement Fund

FTE: Full-time equivalent; the equivalent of one fulltime position, including positions shared by multiple employees.

FUND: A budgetary and fiscal accounting mechanism for designating a sum of money or other resources set aside for the purpose of providing services and achieving objectives in accordance with state and local laws, regulation, or other limitations. Each fund constitutes an independent budgetary, fiscal, and accounting entity.

All appropriation units are within one and only one fund, although a bureau may be responsible for managing more than one fund. In addition to the General Fund, other types of funds include operating, debt service, revenue, construction retirement, working capital, federal grant, and City agency and trust. The definition of purposes, services, and other restrictions of City funds are specified in the City Charter or City Code.

- ♦ BONDED DEBT FUNDS: These funds account for the payment of debt service on general obligation, revenue, assessment improvement, and urban renewal tax increment bonds.
- CITY AGENCY & TRUST FUNDS: The City, from time to time, creates accounts for specific purposes that receive revenues such as gifts or bequests to the City. A variety of these small accounts currently exist, such as the Portland Parks Memorial Trust Funds.
- ◆ FEDERAL FUNDS: These funds account for grant revenues received from the federal government, such as Community Development Block Grant funds.

- ENTERPRISE FUNDS: These funds are used to account for activities that render services on a user fee basis and are expected to pay their own way. Accounts are maintained separately by the City. This enables the City to operate these funds on a separate basis and monitor the revenues and expenses separately. Funds operated on this basis are Hydroelectric, Power, Water, Sewer, Refuse Disposal, Golf, and Parking Facilities.
- GENERAL FUND: The General Fund includes all general purpose activities of the City supported by property taxes and other non-dedicated revenues such as license and permit fees and state-shared cigarette and liquor tax, etc. Bureaus supported by the General Fund include the bureaus of Fire, Rescue, and Emergency Services; Police; Parks; Licenses; Purchases; Planning; Housing and Community Development; and the Offices of the Mayor and the City Council; Auditor; Management and Finance; Attorney; Neighborhood Involvement; Sustainable Development; Emergency Management; Government Relations; and Cable.
- INTERNAL SERVICE FUNDS: Internal service funds provide central services such as fleet and printing to other bureaus and agencies. They operate almost solely on revenues received from the agencies using their services.
- OPERATING FUNDS: These funds contain the general government activities of the City, the bureaus, and programs that provide services. The most visible, and largest, operating fund is the General Fund, which provides police, fire, parks, and other services. Enterprise funds are specific purpose operating funds, which are self-supporting from user charges and fees. In the City of Portland, water, sewer, and stormwater services are provided by enterprise funds. Other operating funds are established as special revenue funds where revenues collected are dedicated to a specific service or activity. The Transportation Operating Fund is supported mainly by state shared Gas Tax Revenues, which are restricted to the benefit of the motoring public.
- RESERVE FUNDS: Reserve funds are established to provide a place for emergency and counter-cyclical reserve monies. Dollars must be transferred from these funds to operating funds to be expended. Transfers can only occur under circumstances that are clearly specified when the fund is created. Examples include the General Reserve and Transportation Reserve Funds.

• RETIREMENT FUNDS: These are funds for retirement of police and fire personnel. Revenues are received from a property tax levy authorized by Portland voters in 1940.

GENERAL OBLIGATION (GO) BONDS: Voter approved bonds backed by the full faith and credit and taxing authority of the City. These bonds are typically paid from a property tax levied upon all taxable property within the city. GO bonds are used to finance a wide range of capital projects.

GOVERNMENT FINANCE OFFICERS
ASSOCIATION DISTINGUISHED BUDGET
AWARD: Highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff, and elected officials of recipients. Budgets are evaluated for effectiveness as a policy document, a financial plan, an

GRANT: Grant is a generic term that means donated financial assistance received from either state, federal, or other third party sources.

operations guide, and as a communication device.

• FEDERAL FINANCIAL ASSISTANCE: Assistance provided by a federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance, or direct appropriation to individuals. It includes awards received directly from federal agencies, or indirectly through other units of state and local governments.

IBIS (INTEGRATED BUSINESS INFORMATION SYSTEM): The City's central financial system, including General Ledger, Accounts Payable, Accounts Receivable, Payroll, Budget, and other modules.

INTERAGENCY AGREEMENT: An agreement for provision and receipt of services between City bureaus or funds. Their agreement establishes a mutually agreed upon budget amount for anticipated services to be provided and received.

INTERNAL SERVICE BUREAUS: Bureaus that exist to provide services to other City bureaus. These services include Fleet, Communications, Printing/Distribution, and Facilities Management, as well as Risk Management (insurance), and Information Technology (computers).

LINE ITEM: A classification of appropriation by type of expenditure. Line items are detail accounts within Major Object Codes. (See Account or Major Object Code.)

LOCAL BUDGET LAW: Oregon Revised Statutes, Chapter 294 prescribes budgeting practices for municipalities within Oregon.

MAJOR OBJECT CODES: Broad categories of expenditures such as Personal Services, External Materials and Services, Internal Materials and Services, Capital Outlay, Capital Cash Transfer, Contingency, etc. (See Account or Line Item.)

MAJOR SUPPLEMENTAL BUDGET: The traditional interim budget modification process that must be followed to make changes to the budget that cannot legally be made by ordinary Council action.

The Major Supplemental is required by local budget law when the estimated expenditures in the supplemental budget are more than 10% of the expenditures of the annual budget of the fund being adjusted. A Tax Supervising and Conservation Commission (TSCC) public hearing must be conducted for the Major Supplemental Budget.

MISSION: A statement of an organization's overall purpose.

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 MANAGEMENT AND FINANCE (OMF): The organizational unit that includes many of the City's central administrative functions such as Human Resources, Risk Management, Accounting, Information Technology, Treasury, and Debt Management. Included is the Financial Planning Division, which is responsible for planning and administering the budget process.

ONE-TIME EXPENDITURES: These are expenditures for one-time projects or services. After the project or service is completed, expenditures are terminated and are not considered part of normal capital or operating costs.

ORS: Oregon Revised Statues, the laws of the State of Oregon.

OVERHEAD: An amount assessed, usually at the fund level, to support administrative and other services.

PORTLAND DEVELOPMENT COMMISSION (**PDC**): The Portland Development Commission is the City of Portland's urban renewal agency responsible for economic development and housing.

PERFORMANCE MEASURE: An indicator that measures the degree of accomplishment of an objective. The major types are as follows

- BENCHMARK: A measure of system-wide effectiveness or efficiency. For example the public safety system consists of police, corrections, prosecution, legal defense, adjudication and other related systems. A benchmark should be designed to measure or track the performance of the overall system.
- EFFECTIVENESS MEASURE: A qualitative and/or quantitative extent to which the performance of a series of related tasks achieve a desired result or objective. The ratio of actual to planned accomplishment of a specific objective.
- EFFICIENCY MEASURE: The extent to which the process utilized by an organization to produce goods and/or services minimizes the use of resources. The ratio of a unit of goods and/or services produced to the amount of resources required to produce it.
- ◆ WORKLOAD MEASURE: A quantity of work performed.

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.

PORTLAND FUTURE FOCUS: The City's community-based strategic planning process to develop a vision of Portland in the year 2000.

PORTLAND/MULTNOMAH PROGRESS BOARD:

A community-wide committee responsible for developing the city's community benchmark (see Benchmark).

PORTLAND UTILITIES REVIEW BOARD (PURB):

An appointed body of 15 citizens who provide independent and representative customer review of water, sewer, and solid waste financial plans and rates. This board operates in an advisory capacity to the City Council.

PROGRAM: A set of activities and projects that seek to accomplish a common specific objective. Within the budget, programs are typically considered to be a subdivision of an appropriation unit's, or a bureau's, budget.

PROSPEROUS PORTLAND: The City's Economic Development Plan.

PUBLIC FACILITIES PLAN: A support document or documents to the City of Portland's Comprehensive Plan and Capital Improvement Plan. In addition, the facilities plan describes "significant" projects that will support land uses in the City's Comprehensive Plan and other projects listed as short term (five years) and long term (6-20 years) bureau needs. There are two classes of public facilities:

- Significant facilities necessary to support land uses designated in the Comprehensive Plan;
- All other facilities over \$10,000 projected value, including buildings, structures, or equipment incidental to the direct operation of significant facilities listed above.

RECURRING EXPENDITURES: Continuing expenditures that maintain established levels of service (compare to One-Time Expenditures).

REGIONAL WATER SUPPLY PLAN: A long-range plan for the water supply of 28 suppliers in the Greater Portland Area.

REPLACEMENT EQUIPMENT: Equipment purchased to be used in place of existing equipment.

REQUIREMENTS: Appropriations for a fund or bureau. Requirements include budgeted expenditures, contingencies, interfund cash transfers, and set-asides for unanticipated expenses.

RESERVES: Resources set aside for unanticipated, emergency expenses, downturns in the economy, or other unforeseen needs (see Reserve Funds).

RESOURCES: Revenue and other funding a bureau has or expects to receive. Resources include estimated revenues, beginning fund balances, and internal transfer revenues.

REVENUE: Money received into a fund from outside the fund that, together with beginning fund balances, form the fund resources for a given fiscal year.

SERVICE IMPROVEMENT INITIATIVE (SII): A Citywide team established to assist the City bureaus in developing an organizational culture that promotes high performance, excellent customer service, and a workplace that values employees.

SOURCE FUND: A fund transferring dollars to another fund (the "destination fund").

SPECIAL APPROPRIATION: Special appropriations are used for special projects, programs, fees, etc. that provide Citywide benefit and are not specific to any particular bureau's operating budget.

SERVICE EFFORTS & ACCOMPLISHMENTS REPORT (SEA): A report issued by the Office of the City Auditor that identifies workload and performance trends for each of the City's major service areas.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by their elected officials. TSCC certifies that the budget is in compliance with local budget law.

UTILITY LICENSE FEE: A percentage of utility revenues that are transferred to the City's General Fund as a payment for the use of the public right of way.

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