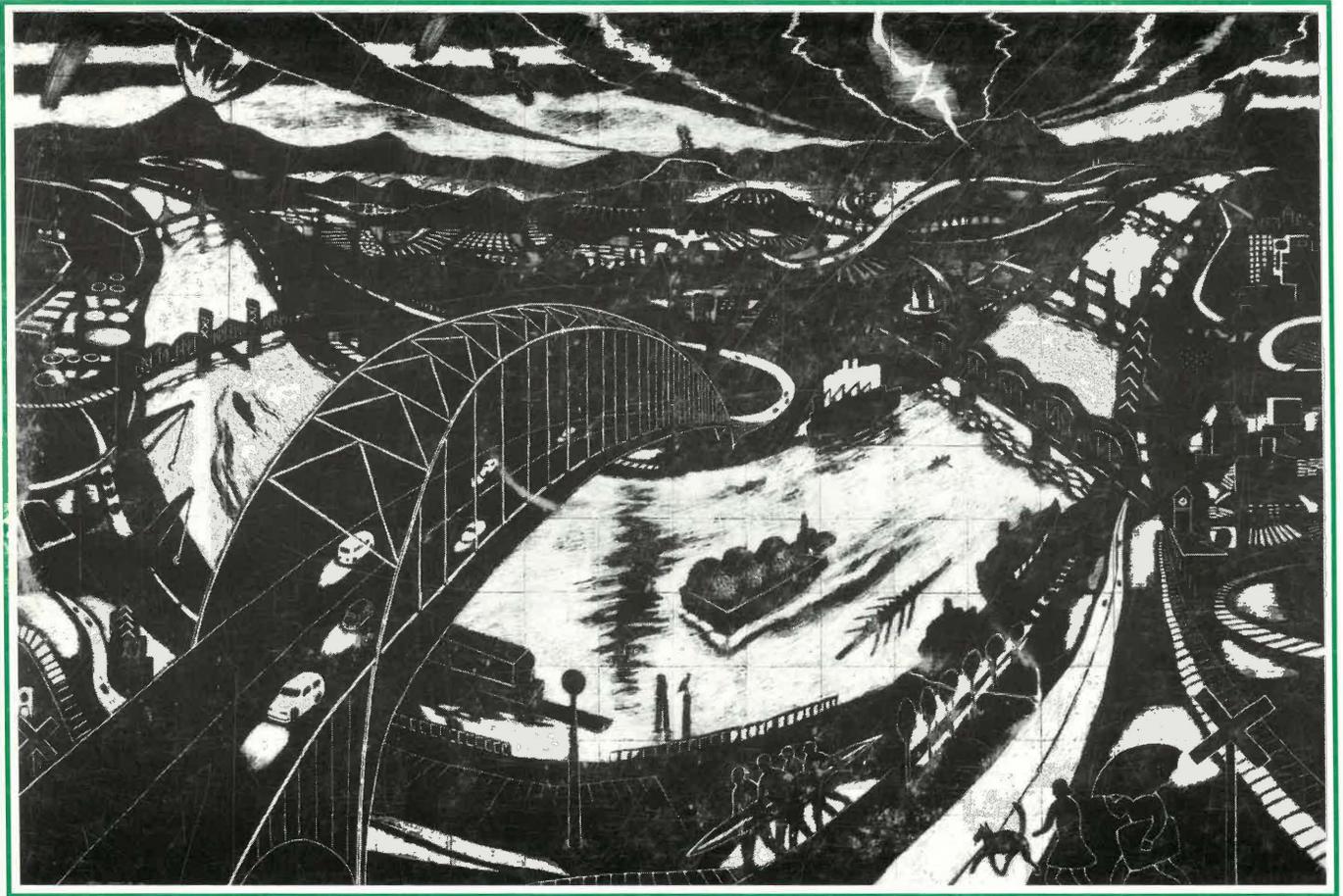


CITY OF PORTLAND

2000-2002

BIENNIAL BUDGET



FISCAL YEAR 2000-2001
ADOPTED BUDGET

Volume One

HERON

“GREAT PORT CITY”

GEORGE JOHANSON, 1992, CERAMIC TILE

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

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

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

**Adopted Budget
City of Portland, Oregon
2000-02 Biennial Budget**

**Fiscal Year 2000-01
Volume One**

*Mayor Vera Katz
Commissioner Jim Francesconi
Commissioner Charlie Hales
Commissioner Dan Saltzman
Commissioner Erik Sten
Auditor Gary Blackmer*

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

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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 biennial budget for the biennium beginning July 1, 1998.

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 two years only. We believe this current budget document for the second year of the biennium, FY1999-00, continues to conform to program requirements.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
City of Portland,
Oregon

For the Biennium Beginning
July 1, 1998

Douglas R. Ellsworth
President

Jeffrey L. Esler
Executive Director

Mayor's Budget Message

Introduction

Last January, I laid out a vision plan for Portland to be its best. That vision included having the best possible education system for our residents, ending youth gun violence and murders, restoring the cleanliness of our environment and, most important, our rivers, expanding transportation options, increasing affordable housing, and creating a stronger planning and design effort for our city.

It is my belief that the realization of this vision is necessary to preserve the high standards of livability we have all come to enjoy and which are increasingly challenged by the success of our economy and growth.

Today, I present the Fiscal Year 2000-01 Adopted Budget. It represents our best effort to move forward as many of these goals as possible, and as many of the City Council's goals, within the resources available.

This budget also has been prepared with the input of citizens who attended one of the five "Your City, Your Choice" budget meetings or answered a budget public opinion survey. It has also been prepared with much input from the City Council, bureau managers, my staff and all city staff. I offer my thanks to all who contributed their efforts to this budget, especially the staff of the City's Financial Planning Division, who has logged long hours to get it done.

Uncertainties

The uncertainties of state funding decisions, state ballot measures and selected court decisions cloud the City's financial future and should be noted up front.

Voter Initiatives

- ◆ The fall November ballot may include an initiative called the Taxpayers Protection Initiative (TPI), which, if approved by voters, would impair the City's revenue stream and ability to sustain current service levels. This measure includes retroactivity provisions that might require refunds of fees and some property tax revenue increases from previous years. Prospectively, this measure would require voter approval of any fee and property tax revenue increases.
- ◆ A second ballot initiative proposes changing Oregon income taxation by allowing full deduction of federal income taxes on Oregon income tax returns. If voters approve this initiative the Oregon Legislature may have to cut as much as \$1 billion out of the next biennium's budget. The City General Fund currently receives about \$8 million a year in shared cigarette and liquor state tax revenues. These revenues will probably be at risk as the State looks for ways to close such a large budget gap.

Franchise Fee Adjustments

- ◆ During the last legislature SB1149 became law. This changes the methodology for charging the electric energy franchise fees. At a minimum, the result will mean much slower electric energy franchise fee growth that will be determined by energy load growth. In addition, there is the possibility that the year in which this change is implemented might result in an outright decline in revenues.
- ◆ The state courts finalized a decision on a state Public Utilities Commission challenge to US West Communications, Inc., rates in the spring of 2000. Actual rate relief and timing has not been finalized, but this may result in a liability for the City. The second year of the financial forecast makes a provision for a possible refund to US West pending resolution of the amount, if any, that might be paid to US West.

Pension Liabilities

- ◆ During FY 1999-00 the City of Portland took a number of actions to reduce present and future pension costs created by participation in the Oregon Public Employees Retirement System (PERS). The City funded its \$257 million PERS liability through the issuance of pension obligation bonds. These bonds have a variable rate component that will produce additional expenses if interest rates rise. Every two years, actuaries for PERS reevaluate the financial status of the system and set payroll contribution rates for employers. The next evaluation will take place during the summer of 2000 and new rates will be issued by October 2000. There is a possibility that the city's new payroll rate could be higher, thus increasing annual pension costs.

Approach

More so than in recent years, limited resources have prevented us from addressing all worthy City government and community needs. We made some difficult choices to reallocate the budget in order to meet some, but not all, of the critical community needs.

Adjusted revenues and reallocation of priorities were used in balancing the budget.

We found additional available General Fund discretionary resources through a variety of actions. First, we identified projects that could be delayed for a year. Second, we did a careful review of our housing investment fund finances and found additional resources that could be committed to future affordable housing projects. We used the very latest information to update the revenue forecast.

We reduced existing budgets with special emphasis on reducing allocations to administrative services. We carefully reviewed the budget requests for professional services and operations and made reductions and finally we sought investments that would produce future savings to offset the cost of doing business.

First call on these resources was some additional business requirements. For example, our labor negotiations resulted in contracts that exceeded what we had provided for in the budget. Provision also had to be made for future uncertainties, such as revenue impact associated with possible US West refunds to its customers. After meeting these needs, \$5.4 million in ongoing resources and \$1.6 million in one-time General Fund resources remained available for city government needs and community priorities.

Major Budget Decisions

Among the list of potential discretionary expenditures that will help make Portland the best it can be, we fund those items that most protect and improve our quality of life. The Adopted Budget includes:

Education

We want each Portland student to achieve high academic standards. The Schools Uniting Neighborhood program (SUN) helps by providing applied learning opportunities, assistance with homework, and increased parental involvement. In FY 1999-00, the city funded SUN schools on a one-time budget basis for three years. To demonstrate our strong commitment to this program we have converted this program from one-time to ongoing funding in the second year of this of the budget, FY 2001-02.

Affordable Housing

The Adopted Budget fights gentrification and makes it possible for more Portlanders to realize the American dream of affordable housing and homeownership. The City will expend \$5 million in the Housing Investment Fund, with \$1 million of this amount from ongoing resources. We hope it will be possible to add ongoing resources each year over the next four years to this amount until all \$5 million is budgeted with ongoing resources. This General Fund contribution is in addition to the \$51 million in FY 2000-01 and \$46 million in FY 2001-02 budgeted by the Portland Development Commission for housing development.

\$5.0 million in General Fund resources are budgeted for affordable housing.

This budget allocation is not the end of our commitment to affordable housing. Later this month, Commissioner Erik Sten and I will announce additional measures that tie together how all our efforts will work better together to bring the goal of affordable housing and homeownership to more Portlanders, especially seniors and those at the lowest income levels.

Jobs/Economic Development

The budget of the Portland Development Commission includes \$35 million to support programs such as Business Development, Commercial/Industrial Development, Business Services and Targeted Industries Development. In addition to the jobs programs PDC is supporting revitalization of business through Neighborhood Commercial efforts funded at \$7.1 million and Commercial/Industrial Development at \$3.2 million.

Our Adopted Budget also increases city assistance to Portland's small businesses, including \$200,000 to continue storefront improvements. As proposed by Commissioner Jim Francesconi, this budget also provides funding for a small business assistance program operated out of the Bureau of Licenses in cooperation with the State of Oregon, Bureau of Purchases and the Portland Development Commission. This effort is in addition to the continuing efforts to assist small and developing businesses through the Bureau of Housing and Community Development and the Portland Development Commission.

Planning

To protect and improve the livability, beauty and uniqueness of Portland's neighborhoods this budget provides a modest but much needed boost to the City's planning efforts.

Continuing the reinvention of planning in the city, this budget funds a city planning coordination team, composed of all city bureaus with planning responsibilities. Its first assignment will be to better coordinate the city's efforts to clean up the Willamette River through our response to the Endangered Species Act listing.

I am convinced that Portlanders will accept living in closer quarters if new structures are well designed and attractive. The budget funds the city's first urban designer, someone who will be obsessed with the quality of our growth and development, not the numbers.

Neighborhood Improvement Fund

The Adopted Budget uses new and existing General Fund resources to provide \$1 million in funding to improve the Hollywood/Sandy and Gateway neighborhoods. We cannot protect our quality of life without investing in our neighborhoods.

Funds are also provided to plan for Future Focus II, the city's strategic plan, complete the Southwest Community Plan and begin the Northwest Industrial Area/NWDA Plan.

Green Buildings Initiative

This budget refocuses the City's Solid Waste Fund to include funding and organizational support for the City's Green Buildings Initiative in the amount of \$1 million. The Green Buildings Initiative, proposed by Commissioner Dan Saltzman, continues City efforts to encourage livability and sustainability in the construction and operations of not only City owned assets, but all construction within the city.

Permits

Turnaround time in the Office of Planning and Development Review for permit applications has slowed to an unacceptable rate. Commissioner Charlie Hales shares my concern and has asked for \$180,000 in one-time resources to eliminate the backlog of permit applications. The budget also provides \$362,000 in ongoing resources that will improve turnaround time on land use.

Enhanced community development efforts will improve Portland's livability.

Noise

As Portlanders live closer together in increasingly mixed-use neighborhoods, noise complaints have increased. Our Adopted Budget provides impetus to update Chapter 18 of the Portland City Code. This chapter, which deals with noise issues, has not been significantly updated in over 20 years. This budget also provides \$96,810 to increase the noise compliance staffing that responds to complaints.

Transportation

As expenditure growth has outpaced resource growth over the years, the City has been increasingly challenged to meet the transportation needs of a growing community. To close this gap, the Office of Transportation reduced its budget by over \$3 million. Even with these cuts, without some form of increase in resources, Transportation will face significant reductions in the second half of the two-year budget.

To ease the impact of these reductions, the budget continues support for the street lighting program and street cleaning. General Fund support is also provided to keep our downtown clean, maintain landscaping along our streets, remove abandoned automobiles, and make street lighting capital improvements.

The budget of the Portland Development Commission also provides \$21.8 million for transportation projects in tax increment districts. Since the voters did not approve an increase in the gas tax in May 2000, we will revisit the budget impacts for the Office of Transportation as part of the FY 2001-02 interim budget process.

Public Safety

Safety starts with our young people. This budget continues the successful work of the Youth Gun Anti-Violence Taskforce, known as "YGAT".

To keep the energy focused on our community policing efforts, our Adopted Budget funds a new administrative manager for the Police Bureau. This civilian position will report directly to the Chief of Police Mark Kroeker and be charged with minding the Bureau's daily internal operation and administrative issues. This will allow for uniformed managers to focus more value-added attention on law enforcement operations that provide direct services to the public.

The Police Bureau budget includes \$636,633 one-time funding to cover their increased risk costs. I want to underscore that this is only one-time funding. They will be required to absorb this cost beginning in FY2001-02.

As recently proposed by Commissioner Dan Saltzman, a budget note will call for completing a feasibility study to determine how best to implement a municipal court for the City of Portland. A municipal court for the City of Portland shows real potential for generating more funds for the city by capturing more traffic revenue and saving overtime expenditures in the Police Bureau.

To move forward my work with Commissioner Dan Saltzman, the budget will also include a Budget Note directive to the Police Bureau to provide staffing for a domestic violence contact coordinator. This position will assist the Bureau's Domestic Violence Reduction Unit by contacting domestic violence and offer help for prosecuting alleged abusers. It is expected that this staff will make in excess of 7,000 contacts per year.

River Clean-Up

To continue the clean-up of the Willamette River and reclaim fish and wildlife habitats, this budget provides resources for three critically important programs: \$52.8 million in the Bureau of Environmental Services budget to continue the Combined Sewer Overflow (CSO) program, upgrading the city's antiquated sewers; \$2.7 million, including nearly \$1 million in General Fund dollars, to address the Endangered Species Act (ESA) listing; and \$425,000 to complete riverbank restoration efforts called for in the Greenway Plan.

Parks

This budget supports maintenance, kids programs, and senior programs.

A key ingredient to our quality of life is the number and quality of our urban parks and natural areas. The Adopted Budget boosts resources for park maintenance by \$750,000 in ongoing funding and provides nearly \$1.7 million for parks capital improvements. We also allocated one-time funding of \$265,000 to complete the Parks long-range strategic plan – the 2020 Plan. To ensure an adequate level of support for existing and new programs, the budget restores \$100,000 in proposed administrative service budget reductions. This will be coupled with an allocation of \$90,000 in ongoing resources to enhance planning and operational needs identified in the recent Parks audit completed by the City Auditor.

Seniors

An increasing percentage of Portland's population is over 65 years of age. City government must aid in responding to the increasing needs of this growing demographic group. Our Adopted Budget enhances support for senior programs with the infusion of \$250,000 per year in ongoing resources.

Arts

The budget adds \$200,000 for the second year of our intended \$1 million commitment to the Opera. The intended \$200,000 third-year allocation for Arts Stabilization is delayed at least one year to give RACC and the Northwest Business Culture for the Arts (NWBCA) the ability to raise the agreed-to matching funds.

Government Reform

This budget will emphasize improved delivery of services to our citizens.

The City's core administrative service bureaus have been merged to incorporate the existing internal service bureaus within the new Office of Management and Finance, the Office of Finance and Administration, Bureau of General Services and the Bureau of Purchasing. No additional funds have been allocated for the realignment because the purpose of this effort is to reduce overall administrative and support services costs in the city and improve the delivery of these services citywide.

An increase of \$100,000 is included to continue the labor-management Service Improvement Initiative. This is a cooperative effort of labor and management to continuously improve the delivery of services and programs to our citizens. The appropriation will support expanded efforts both citywide and within specific bureaus. This program dovetails nicely with the realignment efforts.

Citizen Involvement

Within the Office of Neighborhood Involvement we have allocated additional support (\$99,000) for neighborhood outreach and mediation services. This will enhance our access to citizens and their involvement in their city government. We have also modestly increased the appropriation for graffiti abatement to address our present limitation in accessing graffiti on the upper floors of some buildings.

The budget will also help hearing impaired Portlanders follow City Council hearings via the television coverage by funding closed captioning services. We will also expand television coverage to include the Council informal work sessions.

Ombudsman Government Oversight

Eight years ago, I proposed the creation of an independent City government Ombudsman, someone who will serve as a citizen advocate. I have never had enough support on the City Council to move this forward, until today. Thanks to the recent leadership of Auditor Gary Blackmer, this budget supports the creation of a Citywide Office of the Ombudsman in the Office of the Auditor.

Homeless Youth Programs

Our budget allocates \$150,000 in on-going resources to complete our commitment to help fund homeless youth programs with the County.

Utility Rates

Water and Sewer Utility rates continue to be a concern for many city residents, while at the same time the City's regulatory requirements for these utilities continues to increase. This budget embodies continued emphasis on cost and budget control and includes the rate reform efforts undertaken by Commissioners Sten and Saltzman. Next fiscal year, the increase in the average single-family sewer/stormwater bill will be 3.3 percent. Average single-family residential water bills will decrease by 10 percent.

Conclusion

In developing this budget we have attempted to respond to government requirements and critical community needs. It has been a challenging process. If we are to maintain quality of life in this great city as we experience growth, we will need to increase our investments in not just infrastructure and basic services, but also critical public needs such as affordable housing. Changes in our tax structure have slowed revenue growth, making it increasingly difficult for us to respond to these needs. The elections may bring greater challenges in the form of additional changes to our tax structure and support for our schools and transportation system. Additionally, we will be called upon to look at existing resources and the reprioritization of existing programs to meet new demands for service. I believe we have successfully started that process within this budget and have set the stage for continuing to do so in the future. More importantly, I believe this budget moves us towards not only my vision but also the Council's vision for Portland to be its best.



Vera Katz
Mayor

User's Guide

The Adopted Budget document for the City of Portland consists of three (3) separate volumes structured as summarized below.

VOLUME 1 - OPERATING BUDGET

Mayor's Budget Message

This section presents Mayor Vera Katz' budget message to the citizens highlighting major issues, uncertainties, changes in City services, policies and budget decisions for FY2000-02.

Overviews

User's Guide

The Guide presents a primer on the layout and use of the budget documents.

City Overview

The Overview presents a summary description of the City and its government, an organizational chart of the City government, and general trends in the areas of growth, workforce diversity, positions, and operating budget trends.

Budget Overview

An overall summary of budget, this section contains an introduction to the budget explaining the major issues affecting budget decisions and a summary of resources and expenditures by service area (Public Safety, Parks, Recreation and Culture, Public Utilities, Community Development and Services, Transportation and Parking, and Legislative/Administrative and Support Services).

Financial Overview

includes the financial planning process used in developing the two-year budget and five-year financial plan, and the budget process and time line. This section also presents a primer on City debt management, fund structure, and budget and financial policies.

Financial Summaries

Financial Tables

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

Service Areas

Service Area Summary

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

Bureau Budgets

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

VOLUME 2 - CAPITAL BUDGET

The Capital Improvement Plan (CIP)

The CIP includes an introduction to the City's Capital Improvement Plans, explains the decision process for General Fund projects, an overview of the five-year capital budget, highlights of the FY 2000-01 General Fund capital budget, highlights of the FY 2000-01 capital projects for the other funds, and various tables which present the projects by Service Area, including anticipated changes to operating and maintenance costs. The tables also present a five year forecast of the capital budgets.

Portland Development Commission (PDC) Budget

This volume provides a complete budget for PDC, the City's semi-autonomous redevelopment agency, which focuses its efforts in the areas of housing, economic development, and development. Organization of the PDC budget mirrors the City budget document, with many of the same elements -- the Executive Director's Message, guide to the budget, summary tables and graphs, and presentation of the budgets by department.

Appendices

Appendices include the detailed financial plans for the General Fund and other funds, the financial policies and adopting resolutions, budget adoption ordinances, a list of City funds by type, name, or number, and a summary of the results of our citizen involvement effort -- "Your City-Your Choice".

VOLUME 3 - CAPITAL BUDGET PROJECT DETAIL

Capital Improvement Plan detail pages

Volume 3 contains a description of each capital project, its location, five year cost estimates and sources of revenue for the projects, and any change to operating and maintenance costs. These projects are presented by Service Area and bureau.

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

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 that are budgeted in the present year.

BRIDGE FUNDING: Temporary funds from reserves intended to provide for services during a period of transition or downsizing.

BUDGET: The financial, operating, and management plan for the City that establishes annual appropriations in accordance with State of Oregon Budget Law and allows for the provision of services.

BUDGET CALENDAR: The schedule of major events in the budget process.

BUDGET COMMITTEE: The City Council sitting as a special committee under Local Budget Law (ORS 294) to review the Mayor's Proposed Budget that votes to appropriate the budget.

BUDGET MESSAGE: A written explanation of the budget and the City's financial plan and priorities presented to the Budget Committee (City Council) by the Mayor, a requirement of Local Budget Law, ORS 294.

BUDGET MONITORING PROCESS (BMP): A report submitted by bureaus three times each year, after the end of Accounting Periods 5, 10, and 13. The report compares planned to actual appropriation unit expenditures, revenues, and performance measures.

BUDGET NOTES: A listing of policy or programmatic issues that the Council has determined require further study, analyses, action, or other directive.

BUDGET PHASES: The following are the major phases of the budget process

- **REQUESTED:** The requested appropriation of a bureau as submitted to the Bureau of Financial Planning and the City Council.
- **PROPOSED:** The Mayor's recommended budget as presented to the Budget Committee.
- **APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission.
- **ADOPTED:** The budget as passed by ordinance by City Council after certification by the Multnomah County Tax Supervising and Conservation Commission. It is the Adopted Budget from which the City operates during the fiscal year.
- **REVISED BUDGET:** The budget as amended by ordinances adopted by Council, throughout the fiscal year.

BUREAU ADVISORY COMMITTEE (BAC): A committee, specific to a particular bureau, consisting of citizens appointed by the Commissioner-in-Charge to advise the bureau on its budget requests and to make recommendations to Council.

BUREAU ADVISORY COORDINATING COMMITTEE (BACC): Composed of representatives of each of the Bureau Advisory Committees, this committee reviews and advises Council on policy and budget matters for the City as a whole. It additionally serves as a steering committee for the Bureau Advisory Committee process.

BUREAU GOAL: A statement of purpose or policy for a bureau which describes the services provided to meet an identified community need.

CAPITAL BUDGET: The expenditures scheduled for the first year of the five-year Capital Improvement Plan and included in the budget.

CAPITAL IMPROVEMENT: An expenditure which adds to the City's fixed assets, has a life expectancy of ten years or more, and required expenditures of more than \$10,000 for personnel, materials and services and equipment, or major equipment with a purchase price of \$50,000 or greater.

CAPITAL REVIEW COMMITTEE (CRC): A committee comprised of representatives from the General Fund bureaus submitting capital budget requests. The committee makes recommendations on capital budget requests.

CAPITAL IMPROVEMENT PLAN (CIP): A multi-year plan approved by the Council listing capital improvement projects, costs, and schedules for completion.

CAPITAL OUTLAY: A major expenditure category which includes land purchase, buildings (purchase or construction), improvements other than building (purchase or construction), or equipment and furniture with a unit cost in excess of \$5,000.

CENTRAL CITY STREETCAR: A proposed economic development activity partially funded through a Federal grant to tie north and south downtown together through construction of a streetcar line.

CITY AND NEIGHBORHOOD PLANNING: Regulation of development patterns through permitting and zoning.

COMBINED SEWER OVERFLOW (CSO): Flows from a sewer system that contain both sanitary sewage and storm water that are discharged directly, without treatment, to a receiving waterway during periods of high flows.

CONTINGENCY: An account established for the purpose of meeting unanticipated requirements. Formal Council action is required for transfers from contingency to operating accounts.

CONTRACT: An agreement whereby the City and an individual, legal, or political entity, agree to do certain things. If the City is to provide a service(s) for reimbursement, the bureau to provide the service(s) must indicate the appropriation necessary and identify the source and amount of funds to be received in its budget request. If the City is agreeing to purchase services or a capital asset, the bureau requesting the purchase must have appropriation for the contract and identify the source of funds (e.g., the operating fund, grant, etc.)

COPS PROGRAM: Community Oriented Policing Services. A federal program of the Department of Justice intended to put more police officers on the street.

COMPREHENSIVE ORGANIZATION REVIEW AND EVALUATION (CORE): A process for bureaus based on developing and integrating Strategic Planning, Operational Planning, and Financial Planning, resulting in action plans approved by City Council.

CURRENT SERVICE LEVEL (CSL) : The cost of providing the same services in the upcoming fiscal year as the bureau provides in the current year. Based on the current year Revised Budget, less one-time expenditures, plus an inflation factor. The CSL is the starting point for developing next year's budget.

DISCRETIONARY RESOURCES: Those resources (such as property tax revenues) which may be allocated to various City services at the discretion of Council, as opposed to non-discretionary resources which, by policy or statute, support one service or activity (such as a categorical grant, contract, or bureau specific revenue).

ENCUMBRANCES: Funds which have been set aside for specific projects or services for which a contract or purchase order has been issued. Encumbrances can be carried over from one fiscal year to the next.

EPA: Environmental Protection Agency, which is an agency of the United States Federal Government.

EQUIPMENT: Types of machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of one year or more.

EXPENSES:

- **BUREAU EXPENSES:** Requirements from the programs or services provided by the City's bureaus, consisting of personal services, internal and external materials and services, capital outlay, equipment, and cash transfers.
- **FUND EXPENSES:** Financial requirements of a fund for providing programs and services, including operating and capital requirements and requirements to meet other obligations such as contingencies, debt retirement, and interfund transfers.

EXPENDITURE: The actual outlay of, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund level requirements such as contingency and cash transfers.

FINANCIAL OUTLOOK: Report of current information on the General Fund's financial condition used by Council and produced 13 time periods per year.

BUREAU OF FINANCIAL PLANNING : 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 the preparation of the Approved and Adopted Budget documents.

FISCAL YEAR (FY): The twelve-month period beginning July 1 and ending June 30 for which the annual budget of the City is prepared, approved, and adopted.

FPD&R: Fire and Police Disability and Retirement Fund

FTE: Full time equivalent; the equivalent of one full-time position, including positions shared by multiple employees.

FUND: A budgetary and fiscal accounting mechanism for designating a sum of money or other resources set aside for the purpose of providing services and achieving objectives in accordance with state and local laws, regulation, or other limitations. Each fund constitutes an independent budgetary, fiscal, and accounting entity.

All appropriation units are within one and only one fund, although a bureau may be responsible for managing more than one fund. In addition to the General Fund other types of funds include operating, debt service, revenue, construction retirement, working capital, federal grant, and City agency and trust. The definition of purposes, services and other restrictions of City funds are specified in the City Charter or City Code.

- **BONDED DEBT FUNDS :** These funds account for the payment of debt service on general obligation, revenue, assessment improvement, and urban renewal tax increment bonds.

- **CITY AGENCY & TRUST FUNDS:** The City, from time to time, creates accounts for specific purposes which receive revenues such as gifts or bequests to the City. A variety of these small accounts currently exist, such as the Portland Parks Trust Fund.

- **FEDERAL FUNDS:** These funds account for grant revenues received from the Federal Government, such as Community Development Block Grant funds.

- **ENTERPRISE FUNDS:** These funds are used to account for activities which render services on a user fee basis and are expected to pay their own way. Accounts are maintained separately by the City. This enables the City to operate these funds on a separate basis and monitor the revenues and expenses separately. Funds operated on this basis are Hydroelectric, Power, Water, Sewer, Refuse Disposal, Golf, and Parking Facilities.

- **GENERAL FUND:** The General Fund includes all general purpose activities of the City supported by property taxes and other non-dedicated revenues such as license and permit fees and state-shared cigarette and liquor tax, etc. Bureaus supported by the General Fund include the Bureaus of Fire, Rescue and Emergency Services; Police; Parks; Licenses; Planning; Community Development; the Offices of the Mayor and the City Council; Auditor; Management and Finance; Attorney; Neighborhood Association; Energy; and Cable.

- **INTERNAL SERVICE FUNDS:** Internal Service funds provide central services such as fleet and printing to other bureaus and agencies. They operate almost solely on revenues received from the agencies using their services.

- **OPERATING FUNDS:** These funds contain the general government activities of the City, the bureaus, and programs that provide services. The most visible, and largest, operating fund is the General Fund, which supports police, fire, parks, and other services. Enterprise funds are specific purpose operating funds, which are self-supporting from user charges and fees. In the City of Portland, water, sewer, and stormwater services are provided by enterprise funds. Other operating funds are established as special revenue funds where revenues collected are dedicated to a specific service or activity. The Transportation Operating Fund is supported mainly by state shared Gas Tax Revenues, which are restricted to the benefit of the motoring public.

- **RESERVE FUNDS:** Reserve funds are established to provide a place for emergency and counter-cyclical reserve monies. Dollars must be transferred from these funds to operating funds in order to be expended. Transfers can only occur under circumstances which are clearly specified when the fund is created. Examples include the General Reserve and Transportation Reserve Funds.

- **RETIREMENT FUNDS:** These are funds for the retirement of police and fire personnel. Revenues are received from a property tax levy authorized by Portland voters in 1940.

GENERAL OBLIGATION BONDS: Voter approved bonds backed by the full faith and credit and taxing authority of the City. These bonds are typically paid from a property tax levied upon all taxable property within the City. General Obligation Bonds are used to finance a wide range of capital projects.

GOVERNMENT FINANCE OFFICERS ASSOCIATION DISTINGUISHED BUDGET AWARD: Highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff, and elected officials of recipients. Budgets are evaluated from effectiveness as a policy document, a financial plan, an operations guide, and as a communication device.

GRANT: “Grant” is a generic term which means donated financial assistance received from either state, federal, or other third party sources.

- **FEDERAL FINANCIAL ASSISTANCE:** Assistance provided by a federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance, or direct appropriation to individuals. It includes awards received directly from federal agencies, or indirectly through other units of state and local governments.

HOUSING INVESTMENT FUND: A fund established by Council to support the development of affordable housing throughout the City by leveraging private development funding with City General Fund support, Community Development Block Grant (CDBG) resources, and Tax Increment Financing.

IBIS (INTEGRATED BUSINESS INFORMATION SYSTEM): The City’s central financial system, including General Ledger, Accounts Payable, Accounts Receivable, Payroll, Budget, and other modules.

INFORMATION TECHNOLOGY STRATEGIC PLAN (ITSP): An effort to improve information technology applications within the City by developing a strategic plan and Citywide policies for the use of information technologies. Information technologies are those tools for the managing, sharing, and storing of information. These include computers, networks, and telecommunications systems.

INTERAGENCY AGREEMENT: An agreement for provision and receipt of services between City bureaus or funds. Their agreement establishes a mutually agreed upon budget amount for anticipated services to be provided and received.

INTERNAL SERVICE BUREAUS : Bureaus which exist to provide services to other City bureaus. These services include Vehicle Services, Communications, Printing & Distribution, and Facilities Management, as well as Risk Management (insurance), and Information Services (computers).

LINE ITEM: A classification of appropriation by type of expenditure. Line Items are detail accounts within Major Object Codes. (See Account or Major Object Code)

LOCAL BUDGET LAW: Oregon Revised Statutes, Chapter 294, prescribes budgeting practices for municipalities within Oregon.

MAJOR OBJECT CODES: Broad categories of expenditures such as Personal Services, External Materials and Services, Internal Materials and Services, Capital Outlay, Capital Cash Transfer, Contingency, etc. (See Account or Line Item)

MAJOR SUPPLEMENTAL BUDGET: The traditional interim budget modification process which must be followed to make changes to the budget that cannot legally be made by ordinary Council action.

The Major Supplemental is required by local budget law when the estimated expenditures in the supplemental budget are more than 10% of the expenditures of the annual budget of the fund being adjusted. A Tax Supervising and Conservation Commission (TSCC) public hearing must be conducted for the Major Supplemental Budget.

MISSION: A statement of an organization's overall purpose.

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 office that includes many of the City's central administrative functions such as Human Resources, Risk Management, Accounting, Information Services, Treasury, and Debt Management. Included is the Financial Planning Division, which is responsible for planning and administering the budget process. In FY 1999-00 the Bureau's of General Services and Purchases were combined with the Office of Finance and Administration to create OMF.

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 Statutes, the laws of the State of Oregon.

OVERHEAD: An amount assessed, usually at the fund level, to support administrative and other services.

PACKAGE: A group of expenditures which a bureau identifies for a specific service and related activities. The package will provide justification and description of the service, related activities, personnel, and dollar requirements that are requested to be added or cut in a budget proposal.

PORTLAND DEVELOPMENT COMMISSION (PDC): The Portland Development Commission is the City of Portland's urban renewal agency responsible for economic development and housing.

PERFORMANCE MEASURE: An indicator which measures the degree of accomplishment of an objective. The major types are as follows

- **BENCHMARK:** A measure of system-wide effectiveness or efficiency. For example, the public safety system consists of police, corrections, prosecution, legal defense, adjudication and other related systems. A benchmark should be designed to measure or track the performance of the overall system.

- **EFFECTIVENESS MEASURE:** A qualitative and/or quantitative extent to which the performance of a series of related tasks achieve a desired result or objective the ratio of actual to planned accomplishment of a specific objective.

- **EFFICIENCY MEASURE:** The extent to which the process utilized by an organization to produce goods and/or services minimizes the use of resources. The ratio of a unit of goods and/or services produced to the amount of resources required to produce it.

- **PERFORMANCE OBJECTIVE:** Goals to establish direction for bureau work plans. Performance objectives are intended to better communicate to the public and policy makers what is being accomplished with public dollars, providing accountability.

WORKLOAD MEASURE: A quantity of work performed.

PORTLAND FUTURE FOCUS: The City's community-based strategic planning process to develop a vision of Portland in the year 2000.

PORTLAND/MULTNOMAH PROGRESS BOARD: A community-wide committee responsible for developing the City's community benchmark (see Benchmark).

PORTLAND UTILITIES REVIEW BOARD (PURB): An appointed body of 15 citizens who provide independent and representative customer review of water, sewer, and solid waste financial plans and rates. This board operates in an advisory capacity to the City Council.

PROGRAM: A cluster of activities and projects which seek to accomplish a common specific objective. Within the budget, programs are typically considered to be a subdivision of an Appropriation Unit, or a bureau's, budget.

PROSPEROUS PORTLAND: The City's Economic Development Plan.

PUBLIC FACILITIES PLAN: A support document or documents to the City of Portland's Comprehensive Plan and Capital Improvement Plan. In addition, the facilities plan describes "significant" projects which will support land uses in the City's Comprehensive Plan and other projects listed as short-term (5 years) and long-term (6-20 years) bureau needs. There are two classes of public facilities as follows

- ◆ Significant facilities necessary to support land uses designated in the Comprehensive Plan;
- ◆ All other facilities over \$10,000 projected value, including buildings, structures, or equipment incidental to the direct operation of significant facilities listed above.

RECURRING EXPENDITURES: Continuing expenditures which maintain established levels of service (compare to One-Time Expenditures).

REGIONAL WATER SUPPLY PLAN: A long-range plan for the water supply of 28 suppliers in the Greater Portland Area.

REPLACEMENT EQUIPMENT: Equipment purchased to be used in place of existing equipment.

REQUIREMENTS: Appropriations for a fund or bureau. Requirements include budgeted expenditures, contingencies, interfund cash transfers, and set-asides for unanticipated expenses.

RESERVES: Resources set-aside for unanticipated, emergency expenses, downturns in the economy, or other unforeseen needs (see Reserve Funds).

RESOURCES: Revenue and other funding a bureau has or expects to receive. Resources include estimated revenues, beginning fund balances, and internal transfer revenues.

RESPONSIBILITY UNIT (RU) : Within the financial system, an organizational or cost accumulation unit below the appropriation unit level, usually a division of a large bureau.

REVENUE: Money received into a fund from outside the fund which, together with beginning fund balances, form the fund resources for a given fiscal year.

RIVER DISTRICT : An area of the City near, and north of, the downtown core, along the Willamette River, targeted for redevelopment in a private/public partnership. The area is expected to contain 5,555 housing units and commercial space after full development.

SERVICE IMPROVEMENT INITIATIVE (SII): A Citywide team established to assist the City bureaus in developing an organizational culture that promotes high performance, excellent customer service, and a workplace that values employees.

SOURCE FUND: A fund transferring dollars to another fund (the "destination fund").

SPECIAL APPROPRIATION: Special Appropriation are used for special projects, programs, fees, etc. that provide Citywide benefit and are not specific to any particular bureau's operating budget.

SERVICE EFFORTS & ACCOMPLISHMENTS REPORT (SEA): A report issued by the Office of the City Auditor that identifies workload and performance trends for each of the City's major service areas.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body which reviews the budgets of all government entities within Multnomah County prior to adoption by their elected officials. TSCC certifies that the budget is in compliance with local budget law.

TECHNOLOGY LEARNING CENTER: A training facility that provides computers connected to the City's networks at each desk. The TLC offers City employees an opportunity to enhance skills in PC software and City-specific information systems.

UTILITY LICENSE FEE: A percentage of utility revenues that are transferred to the City's General Fund as a payment for the use of the public right of way.

Overviews

City Overview

INTRODUCTION

This section of the FY 2000-01 budget document provides general information on the City of Portland, its demographics, as well as its government management systems. The information will aid the reader in understanding the environment in which decisions are reached during the budget process. It will also assist in examining and understanding other sections of this budget document by placing context around budget decisions.

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

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

DECISION PROCESS

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

Citizen involvement in the budget decision process is extensive.

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

Council priorities, and how they are incorporated into this budget are addressed in the Mayor's Message section.

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, Portland Future Focus. Council holds work sessions with key bureaus to discuss short and long-term issues that need to be addressed in the budget process.

Bureau program budgets have a long-term perspective.

The combination of these efforts, to establish goals and priorities, to explore issues, and to contemplate long-range financial plans, enables the Council to provide direction to the City's major bureaus prior to the submission of formal budget requests. This up front planning ensures that each biennium budget also responds to Council priorities over the long-term.

CITY OF PORTLAND CHARACTERISTICS

Basic Statistics

The City of Portland, with a population of 512,395, comprises an area of approximately 145 square miles in northwestern Oregon. Located astride the Willamette River at its confluence with the Columbia River, Portland is the center of commerce, industry, transportation, finance, and services for a metropolitan area of more than 1.7 million. Portland is the largest city in Oregon, the seat of Multnomah County, and the second largest city in the Pacific Northwest.

Recreation

Natural Areas

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

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

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

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

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

Visitor Opportunities

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

Current and anticipated sports teams delight fans.

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

A \$38.5 million renovation of the city's Civic Stadium will bring Triple A baseball and professional soccer to Portland. The refurbished stadium will also provide the city with a modern, updated venue for concerts and community events.

The Classical Chinese Garden in the city's OldTown/ChinaTown area, which integrates community activities and art exhibits through authentic Chinese design, is scheduled to open in the fall of 2000.

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, therefore, economic advantages for freight shipping.

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

The Portland airport continues to grow rapidly.

Portland International Airport (PDX) is the fastest growing major airport on the West Coast. From 13.7 million passengers in 1999, ridership is expected to grow to 27 million by 2020. To ensure that PDX keeps pace with growth into the next century, more than \$100 million has recently been invested by the Port of Portland to improve and expand airport facilities.

Manufacturing

Economic diversification is a key to the Portland's success.

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

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

Strong Downtown Core

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

Downtown has witnessed a building boom in recent years.

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

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

Mass Transit

The Tri-County Metropolitan Transportation District (Tri-Met) provides bus service throughout the metropolitan area. The district operates 102 bus lines and provided 58.5 million bus rides in 1999. Portland is the only region in the country where transit ridership is growing faster than vehicle miles driven.

The nationally recognized MAX, Tri-Met's light rail system, runs on a 33-mile line between Hillsboro (18 miles to the west of downtown) and Gresham (15 miles to the east). As of December of 1999, the system had 1.5 million weekly riders.

The nationally recognized light-rail system continues to expand.

A new 5.5 mile spur, from eastside MAX to the Portland airport, is being built through a public/private partnership and is scheduled to open in the fall of 2001. An additional Interstate MAX line is being planned from the Rose Quarter, in close-in Northeast Portland, to the Expo Center in North Portland. This 5.8 mile extension is anticipated to be in operation by the fall of 2004.

MAX lines have added significant economic value to the region. To date, over \$2.4 billion in investments have been developed along MAX corridors.

The Region and Its Environment

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

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. Reconciling growth with the maintenance of natural amenities is one of the region's major challenges.

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

Post-Secondary Education

Portland State University sits adjacent to the downtown core.

Portland State University, one of the three large universities in Oregon, is located on a 26 block campus adjacent to the downtown business and commercial district. As part of the general downtown building boom, the university has built a new public administration building within a large urban plaza and is soon to build a new engineering building.

Besides Portland State, there are four independent colleges, three community colleges, and three church affiliated colleges in Portland.

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

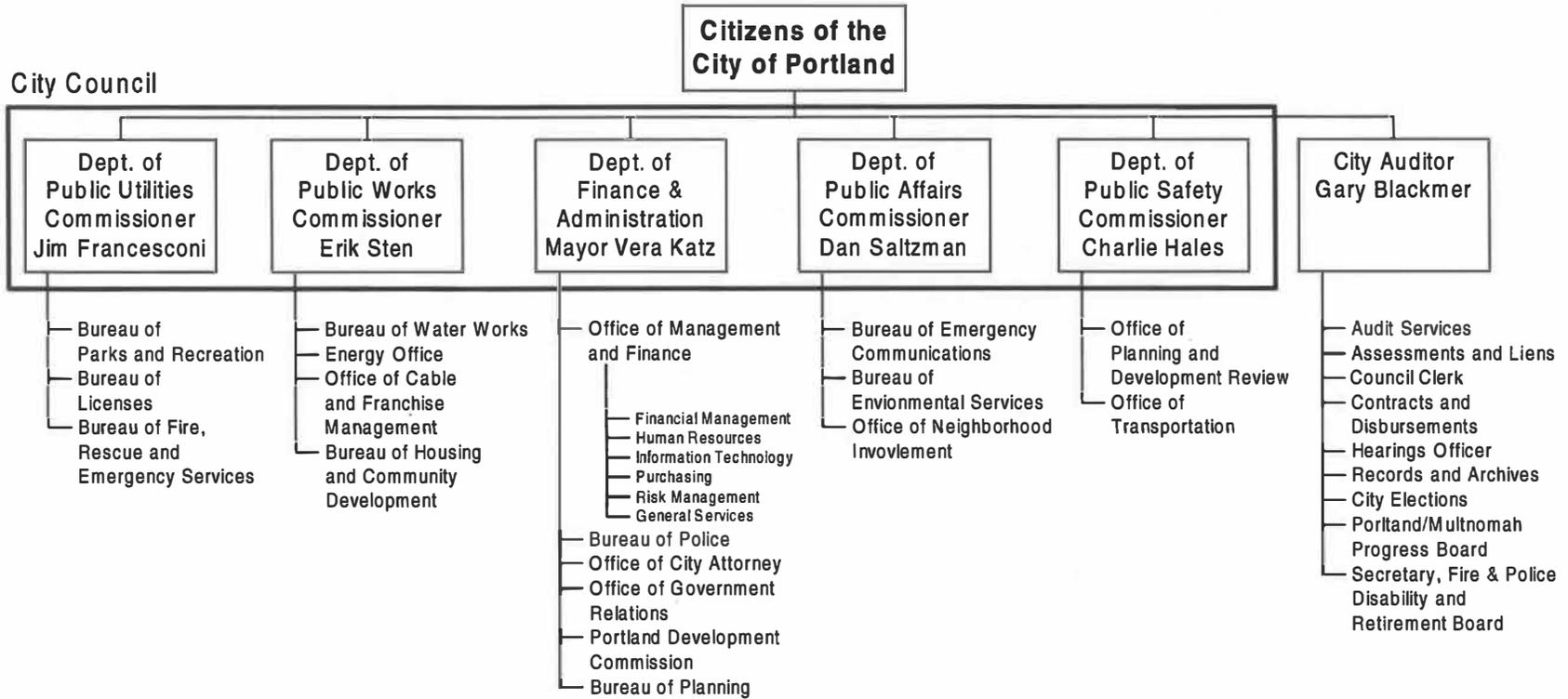
Well Managed City

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

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

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

Figure 1: City Organizational Chart



FORM OF CITY GOVERNMENT

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

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

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

Mayor and Commissioners act as legislators and administrators.

The Mayor and Commissioners act as legislators and administrators. Thus, Council members are responsible for enacting City laws, enforcing City laws, and administering bureaus under their supervision. Figure 1 on page 13 depicts the City's current organizational chart.

The Mayor is the formal representative of the City, responsible for assigning each of the commissioners responsibilities for one of five departments: Finance and Administration, Public Affairs, Public Safety, Public Utilities and Public Works. The Mayor also decides which agencies the commissioners will manage. These assignments can be changed at any time by the Mayor. Traditionally, the Mayor has been the Commissioner of Finance and Administration. Current assignments are shown in Figure 1 on page 13.

The City Auditor is an elected position.

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

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

CITY TRENDS

The following trends and ten year comparison charts provide information of importance to city residents and management of the City. A review of these trends indicates:

Rapid Growth

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

Revenue Base Adjusts to Property Tax Limitations

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

Expenditures and Financing Meet Service Demands

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

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

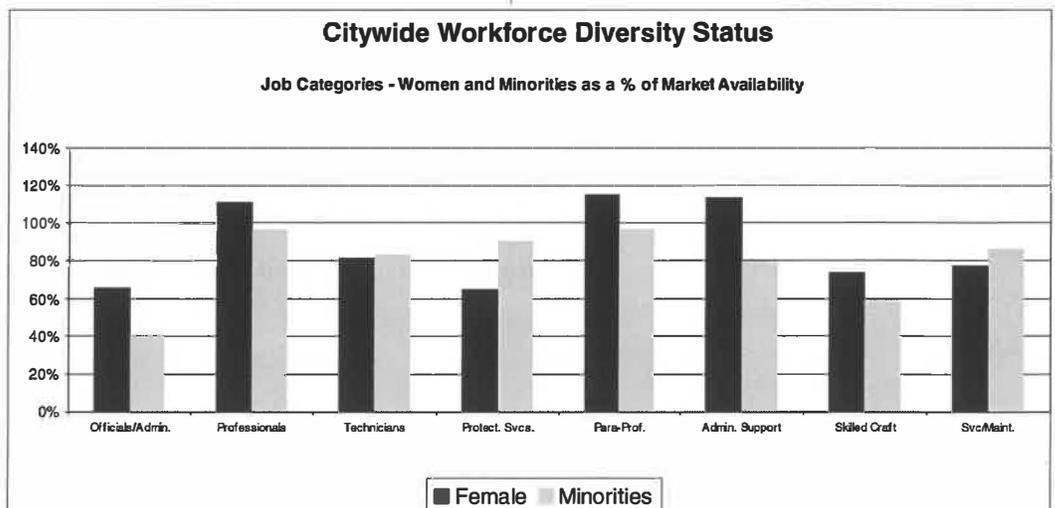
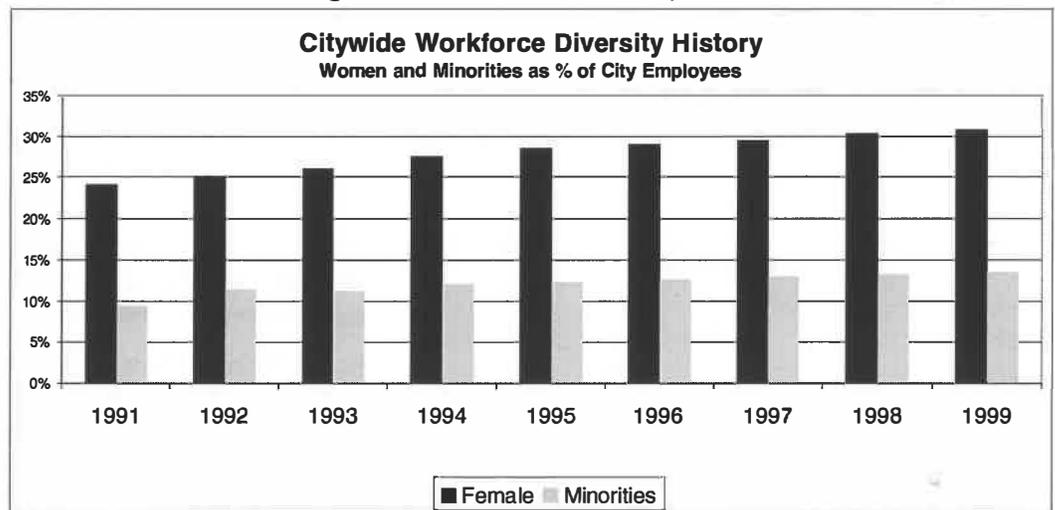
WORKFORCE DIVERSITY

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

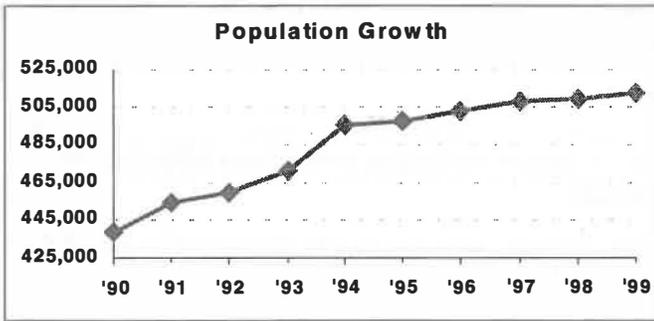
The top chart indicates that both women and minority employees, as a percent of total City employees, have slowly increased over the fiscal years 1991-99.

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

Figure 2: Workforce Diversity Trends

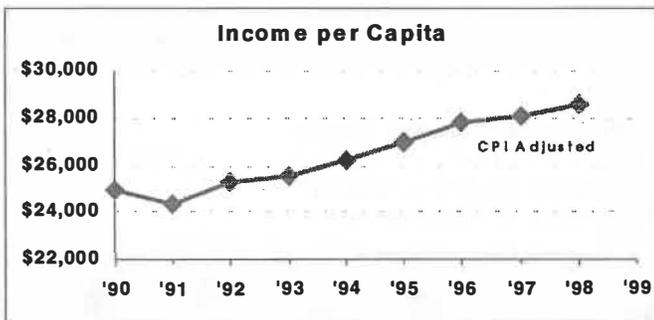


Demographic Data



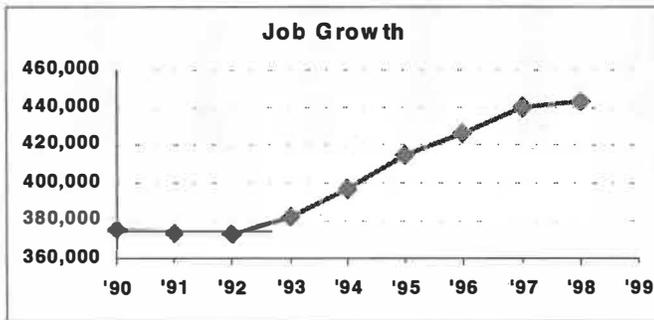
Rapid increases can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue requiring cuts in expenditures.

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



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

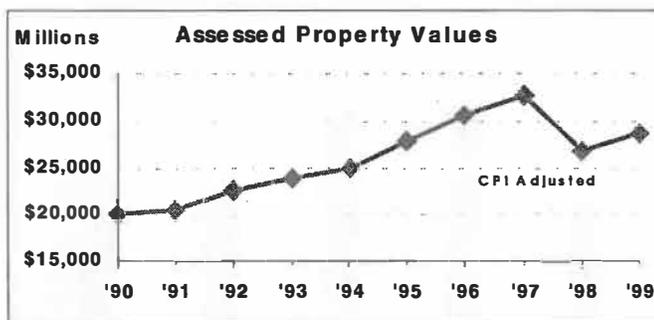
Income per capita has increased yearly since 1991. Total increase is 14% over the ten years. FY 1998-99 figures are not available.



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

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

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

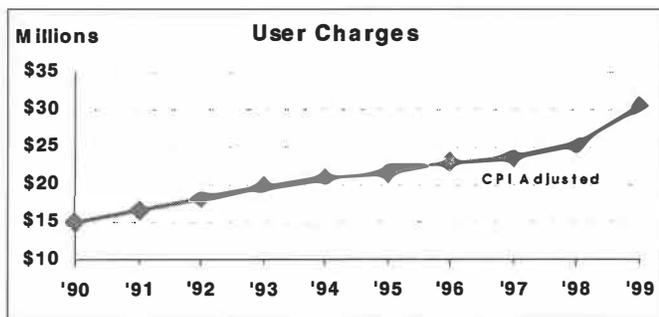


Assessed property value is a measure of the taxable value of real, personal, and utility property in the City.

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

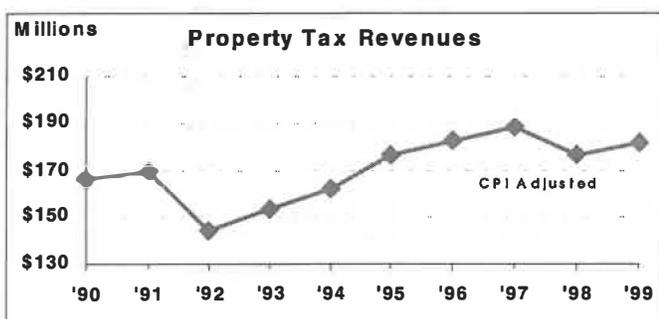
Assessed values mirrored market values and increased steadily from 1990 through 1997.

Revenue Trends



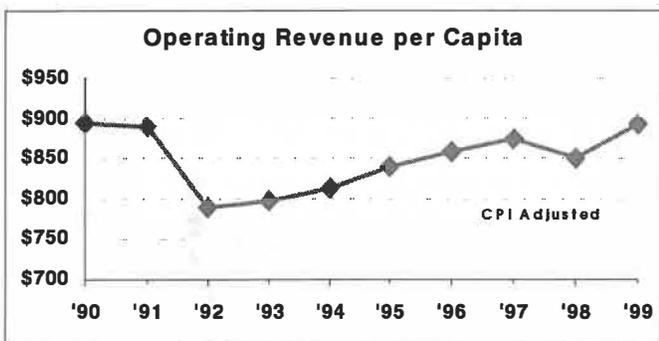
User charges should cover all or part of the costs of providing services like recreation programs, building permits, and parking control. Such fees should keep pace with inflation.

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



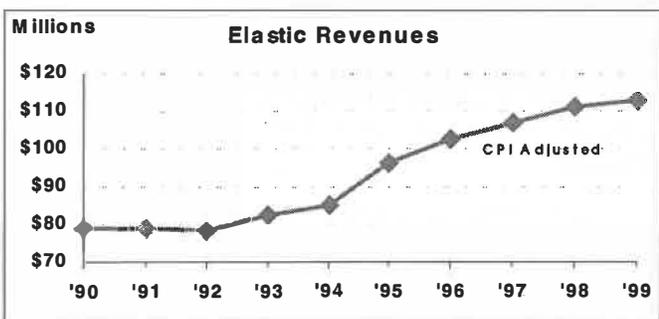
Property taxes are paid on the assessed value of real, personal, and utility property. City property taxes are also generated by separate levies that support police and fire pension benefits and various capital improvements.

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



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

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

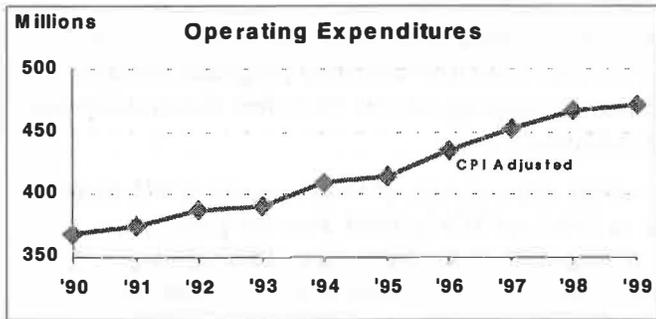


Elastic revenues, highly responsive to economic conditions, include business licenses, franchise fees, motel and hotel taxes, and building permits.

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

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

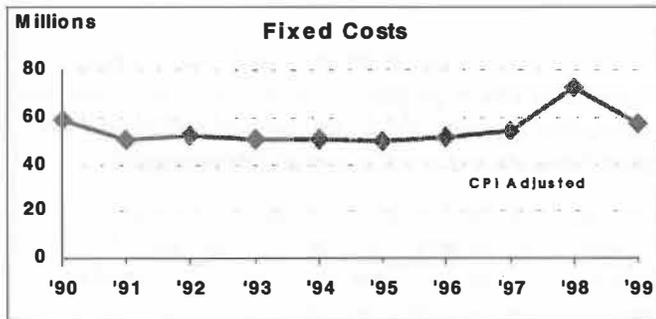
Expenditure Trends



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

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

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

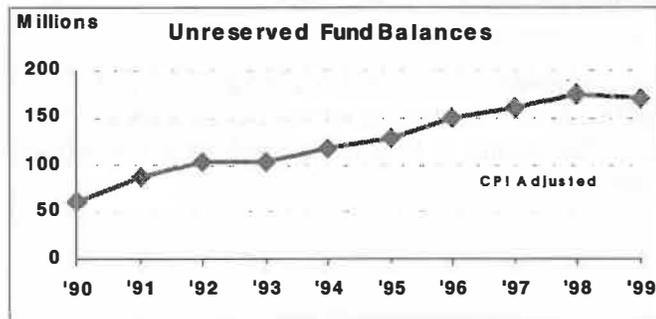


Fixed costs are mandatory expenditures over which the City has little short-term control. Examples include pension benefits and repayments of bond principal and interest.

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

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

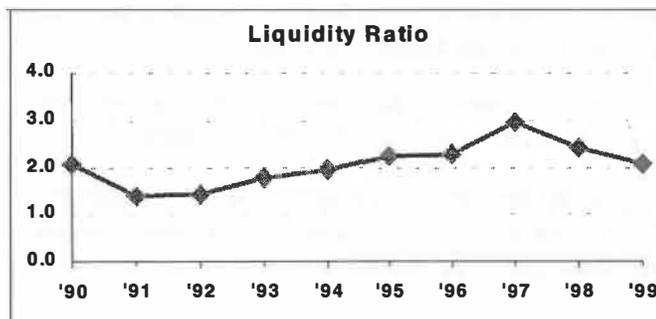
Financing Trends



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

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

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



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

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

Budget Overview

INTRODUCTION

This biennium budget may be best described as a 'hold the line' budget. On-going resources are actually down slightly, necessitating a reduction approach to ensure the availability of funds adequate to address high priority needs.

Administrative reductions are reprogrammed to support services to citizens rather than the internal bureaucracy.

Council took the opportunity presented by the need for reallocation of resources to reduce administrative and support services costs, both centrally and within the operating bureaus. The savings generated were reprogrammed to fund higher priorities of the Mayor and Commissioners. The reallocation focused on using the limited funds to enhance the direct delivery of services and programs to citizens.

The initial budget development approach directed the operating bureaus to take a 2.5% overall reduction and a 5% reduction in administrative and support services. Bureaus were also directed to reduce Professional Services by 20%.

The administrative and support services bureaus, such as the Office of Management and Finance (previously the Office of Finance and Administration) were directed to reduce overall budgets by 5%, inclusive of the Professional Services reductions.

Support and administrative services were reduced \$13.6 million

These efforts resulted in Citywide reductions of \$2.8 million in administration services. Overall, the 2.5% reductions to Current Service Level (CSL) budgets citywide were in excess of \$10.8 million. (CSL in the City of Portland is derived from current fiscal year revised budget, less any one-time-only expenditures, plus an appropriate inflation factor) Professional services reductions totalled \$1.2 million. The combined total of these reductions exceeds \$14.9 million.

It is from this point the Council reconstructed the budget through targeted restorations and additions to specific bureaus for specific programs.

Changes discussed in this overview, generally compare the FY 2000-01 Adopted Budget against the FY 1999-00 Revised Budget. This section may also discuss changes to and from Current Service Level, or CSL when appropriate.

More detailed presentation and discussion of the programmatic effects of the reallocation may be found in the Service Area and/or bureau sections of the budget document.

The Budget Overview presents information using a 'drill down' approach, enhanced by presenting expenditures in two different perspectives.

1. Total or summary budget figures are presented first.
2. As mentioned earlier in this document the City of Portland has a two year budget. Under Local Budget Law in the State of Oregon legal jurisdictions are must adopt an annual budget. For this reason this printed document focuses on one fiscal year of the biennium budget. For the biennium FY 2000-02 the focus is on FY 2000-01.
3. To enhance the understanding of the reader we present a summary listing of the decisions made within the General Fund. These decisions cover both years of the biennium budget. This is the fund that encompasses the discretionary resources available for Council allocation.

This overview section includes a summary listing of year two decisions for the General Fund.

Other funds are guided by their respective five year forecasts in determining the second year of any particular biennium budget. A summary of these forecast may be found in the appendices of Volume 2 of this budget document.

4. The Revenue Summary presented third, includes all funds.
5. The fourth section presents expenditures by Major Object Category, a line item presentation.
6. This fifth section presents a summary of expenditures by the Service Areas delineated in the User's Guide, which is a programmatic approach.
7. The final section presents a summary of the Capital Improvement Plan (CIP). The CIP is contained in volume 2 of the budget document.

Financial tables on the budget may be found in the Financial Summaries section of this budget volume. The tables present the financial figures from various perspectives.

BUDGET SUMMARY

Total City Budget

Total Legal Budget

State of Oregon Local Budget Law requires reporting of the "total budget", which includes total operating costs and internal transactions between funds. The Proposed Budget for FY 2000-01 totals \$2.38 billion dollars, representing a decrease of \$187.6 million dollars from the FY 1999-00 Revised Budget.

The total City budget is down by \$187.6 million from the FY 1999-00 Revised Budget.

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

Total Net Budget

Eliminating the double count caused by internal transfers, the City's net budget for operating and capital requirements is \$1.67 billion (Figure 6 on page 22). This "net budget" amount represents a \$135.7 million dollar decrease from the FY 1999-00 Revised Budget.

For a more comprehensive numerical summary, refer to Table 1 in the Financial Summaries section of this budget volume.

	FY1999-00 Revised	FY2000-01 Budgeted	Dollar Change	Percent Change
Total City Budget	\$ 2,386,300,583	\$ 2,198,686,894	\$ (187,613,689)	-7.9%
Less: Tax Anticipation Notes and Internal Transfers	\$ (573,581,822)	\$ (521,658,838)	\$ 51,922,984	-9.1%
Total City Net Budget	\$ 1,812,718,761	\$ 1,677,028,056	\$ (135,690,705)	-7.5%
General Fund Net Budget	\$ 359,038,448	\$ 354,023,236	\$ (5,015,212)	-1.4%

General Fund Budget

The City's General Fund is primarily comprised of the discretionary resources that support such basic services as police, fire, and parks. Discretionary resources are those that Council can allocate to support any service area. In other words, Council allocates these resources without restriction, in accordance with Council priorities.

Discretionary resources total \$281.2 million or 79.4% of the General Fund.

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

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

Net General Fund Budget

The City's Net General Fund Budget is the same as its Legal General Fund budget, totaling \$354.0 million in FY 2000-01.

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

Figure 3: General Fund - Resources by Major Category

Resource	Budget
Beginning Fund Balance	\$ 16,128,451
Property Taxes	\$ 138,817,685
Lodging Taxes	\$ 11,334,892
Business Licenses	\$ 53,127,604
Utility License Fees	\$ 48,439,887
Services Charges and Other	\$ 28,770,226
Intergovernmental	\$ 28,621,149
Transfers from Other Funds/ Agencies	\$ 28,783,342
	\$ 354,023,236

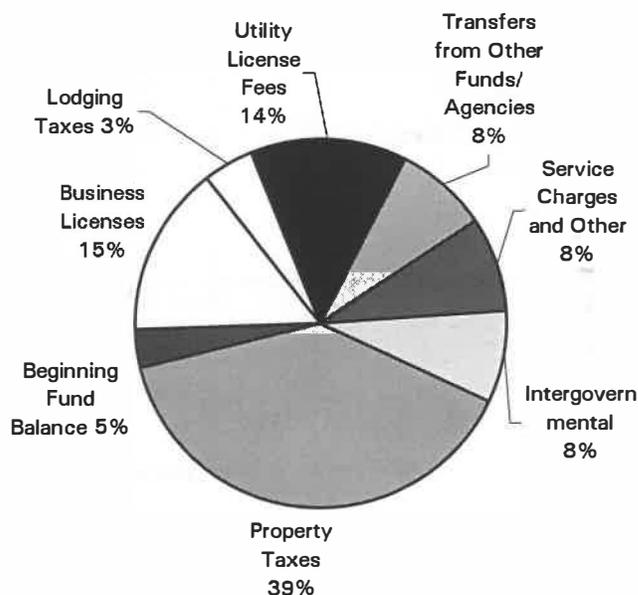
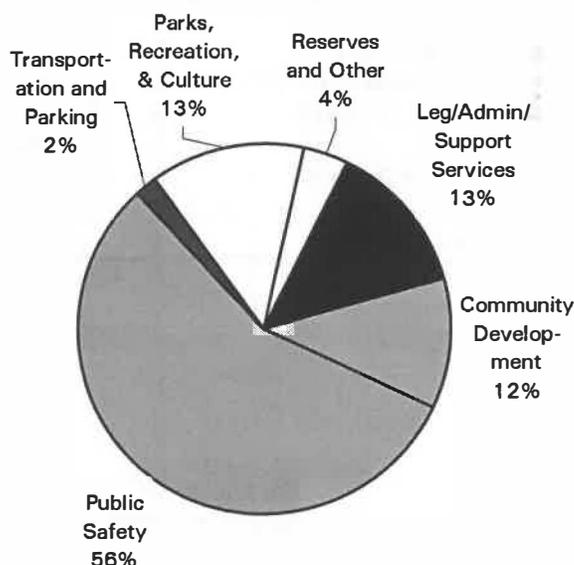


Figure 4: General Fund - Requirements by Service Area

Service Area	Budget
Leg/Admin/Support Services	\$ 47,014,494
Community Development	\$ 40,570,572
Parks, Recreation, & Culture	\$ 47,348,558
Public Safety	\$ 198,350,352
Transportation & Parking	\$ 6,847,116
Reserves and Other	\$ 13,892,144
	\$ 354,023,236



Total Net Budget

Figure 5: Total City Budget - Resources by Major Category

Resource	Budget
Beginning Fund Balance	\$ 369,340,555
Taxes	\$ 263,617,927
Licenses and Permits	\$ 114,868,434
Service Charges and fees	\$ 296,902,238
Federal Sources	\$ 44,240,690
State Sources	\$ 33,443,003
Local Sources	\$ 52,473,806
Misc. Sources	\$ 502,141,403
	\$ 1,677,028,056

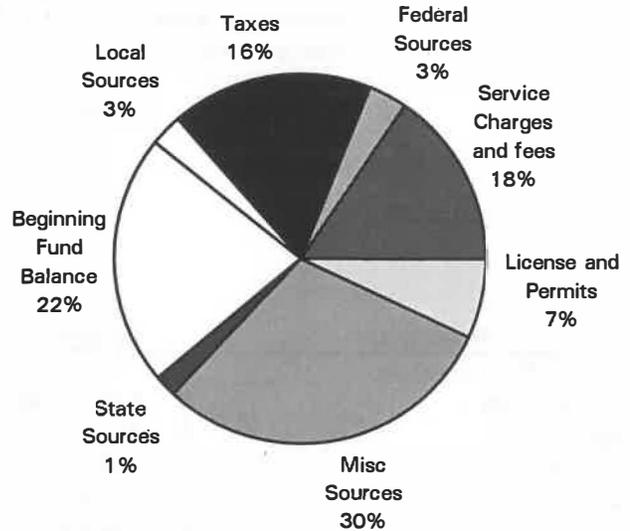
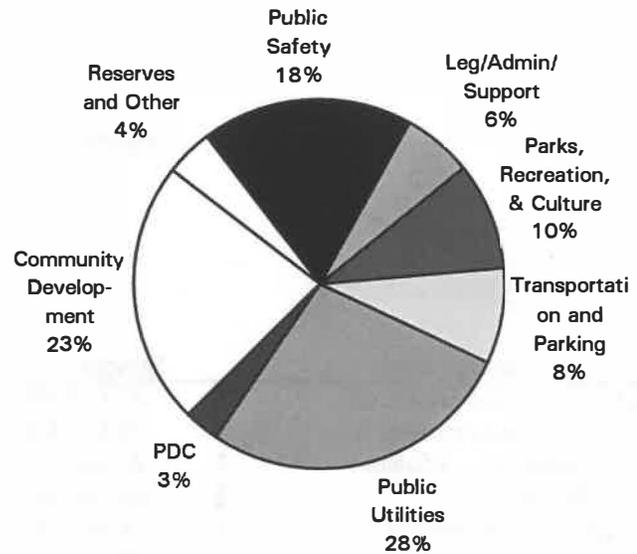


Figure 6: Total City Budget - Requirements by Service Area

Service Area	Budget
Leg/Admin/Support	\$ 101,356,333
Community Development	\$ 383,415,511
Portland Development Commission	\$ 52,994,102
Parks, Recreation, & Culture	\$ 159,201,560
Public Safety	\$ 308,790,570
Transportation and Parking	\$ 139,542,476
Public Utilities	\$ 461,548,694
Reserves and Others	\$ 70,178,810
	\$ 1,677,028,056



For a more comprehensive numerical summary, refer to Table 1 in the Financial Summaries section of this budget volume.

**Budget Decision
Summary - GF only**

This summary listing highlights budget decisions for the first and second year of the biennium budget. The listing is limited to the General Fund only.

	<u>FY 2000-01</u>	<u>FY 2001-02</u>
ATTORNEY		
Reduce overall budget 5%: target = \$75,114	\$ (75,114)	\$
Adjust General Services Interagency Agreements	\$ 577	\$
Fund position reclassifications	\$ 7,513	\$
Fund paralegal for 6 months (during legislative session)	\$ 18,779	\$
	\$ (48,245)	\$ -
CITY AUDITOR		
Reduce overall budget 2.5%: target = \$33,000	\$ (33,175)	\$
Adjust General Services Interagency Agreements	\$ (4,491)	\$
Temporary Adjustment for Overhead charges	\$ 66,646	\$
Capital Set-aside - Fund e-files	\$ 205,000	\$ 95,000
Fund e-files technician	\$ 14,200	\$ 61,193
Closed Captioning of televised Council sessions	\$ 14,227	\$ 35,880
Ombudsman - fund through the Overhead model	\$ 13,269	\$ -
Sr. Management Auditor	\$	\$ -
Fund a Risk Specialist position	within the FPD&R fund	\$
	\$ 295,500	\$ 192,073
CABLE OFFICE		
Reduce overall budget by 2.5%: target = \$12,914	\$ (12,914)	\$
Reduce Prof. Services	\$ (2,500)	\$
Reduce M&S by Financial Planning recommendations	\$ (3,900)	\$
Adjust General Services Interagency Agreements	\$ 3,437	\$
Fund Franchise Financial Audits using Innovations Loan Fund	\$ -	\$
	\$ (15,877)	\$ -
BUREAU OF EMERGENCY COMMUNICATIONS		
Reduce overall budget 2.5%: target = \$221,000	\$ (466,324)	\$
Adjust General Services Interagency Agreements	\$ (1,472)	\$
Labor Agreement Estimate	\$ 80,736	\$
	\$ (387,060)	\$ -
ENERGY		
Reduce budget 2.5%: target = \$7,100	\$ (7,131)	\$
Adjust General Services Interagency	\$ (966)	\$
Fund Utility Deregulation (use Innovations Loan Fund)	\$ -	\$
	\$ (8,097)	\$ -
FIRE		
Reduce overall budget by 2.5%: target = \$1,476,478	\$ (1,476,478)	\$
Reduce Admin Services	\$ (70,000)	\$
Reduce Professional Services	\$ (35,000)	\$
Reduce Printing Costs	\$ (20,000)	\$
Delay opening of new station	\$ (590,000)	\$
Adjust General Services Interagency Agreements	\$ 19,335	\$
Miscellaneous Restorations	\$ 343,474	\$
Absorb engine reallocation (Station 45 action)	\$ -	\$
Mobile Data Terminal replacement	\$ 56,000	\$
Capital Set-aside - Fire Apparatus	\$ 1,050,000	\$ 1,102,500
Supportive Employment	\$ 30,000	\$
	\$ (692,669)	\$ 1,102,500
BUREAU OF GENERAL SERVICES		
Capital Set-aside - Child Care Center	\$ 495,000	\$
Capital Set-aside - 13th floor remodel	\$ -	\$ 262,000
Integrated Regional Network Enterprise	\$ -	\$ 21,193
Motorola Software License	include Bureau I/A's	\$
	\$ 495,000	\$ 283,193
GOVERNMENT RELATIONS		

	FY 2000-01	FY 2001-02
Reduce overall budget 5%: target = \$15,600	\$ (15,644)	\$
Reduce Professional Services	\$ (30,080)	\$
Adjust General Services Interagency Agreements	\$ 147	\$
Restore Washington Consultant Contract	\$ 30,080	\$
	\$ (15,497)	\$ -
HOUSING & COMMUNITY DEVELOPMENT - GF ONLY		
Reduce overall budget 2.5%: target = \$69,261	\$ (69,261)	\$
Homeless Youth (supports County program)	\$ 150,000	\$
Move Tender Loving Care TnT program to Parks	\$ (275,373)	\$
	\$ (194,634)	\$ -
HOUSING INVESTMENT FUND (HIF) - GF ONLY		
Transfer from General Fund for Affordable Housing Support see BHCD for additional \$500,000 in on-going housing support	\$ 4,500,000	\$
	\$ 4,500,000	\$ -
BUREAU OF LICENSES		
Reduce overall budget 5%: target = \$104,500	\$ (104,558)	\$
Adjust General Services Interagency Agreements	\$ (2,277)	\$
Fund BLIS technology Package - (use Innovations Loan Fund)	\$ 109,200	\$
Fund Revenue positions	\$ 199,060	\$
Fund Small Business Assistance Program	\$ 10,170	\$
	\$ 211,595	\$ -
OFFICE OF MANAGEMENT AND FINANCE		
Reduce overall budget 5%: target = \$450,000	\$ (454,000)	\$
Adjust General Services Interagency Agreements	\$ (14,873)	\$
Bureau of Information Technology - technical org realignment	\$ (224,466)	\$
Geographic Information System - technical org realignment	\$ (379,944)	\$
Service Improvement Initiative	\$ 100,000	\$
	\$ (970,283)	\$ -
MAYOR & COMMISSIONERS - COMPOSITE TOTALS		
Reduce overall budget 2.5%: target = \$42,500	\$ (42,503)	\$
Reduce Administrative Services	\$ (11,223)	\$
Adjust General Services Interagency Agreements	\$ (5,419)	\$
	\$ (59,145)	\$ -
POLICE		
Reduce overall budget by 2.5%: target = \$2,621,478	\$ (1,283,085)	\$
Reduce Administrative Services	\$ (460,654)	\$
Reduce Professional Services	\$ (50,000)	\$
Adjust General Services Interagency Agreements	\$ (217,741)	\$
Miscellaneous Restorations	\$ 34,207	\$
Risk (Insurance) Increases (one time only adjustment)	\$ 636,633	\$
Traffic Facility Lease - absorb	\$ -	\$
Mobile Data Terminal replacement	\$ 217,698	\$
Fund an Administrative Management position	\$ 101,000	\$
	\$ (1,021,942)	\$ -
PARKS		
Reduce overall GF budget 2.5%: target = \$674,458	\$ (674,458)	\$
Reduce Administrative Services	\$ (158,970)	\$
Adjust General Services Interagency Agreements	\$ (45,867)	\$
Maintenance adjustments in specific ordinances	\$ 2,250	\$
Offset Program Guide cost with fees	\$ -	\$
Restore flowers & restrooms for downtown parks	\$ 176,866	\$
Summer Playgrounds - offset costs with other revenues	\$ -	\$
Transfer Tender Loving Care TnT program from BHCD	\$ 275,373	\$
Additional Maintenance Allocation	\$ 250,000	\$
Fund Increased Maintenance	\$ 494,068	\$
Fund Schools Uniting Neighborhoods (SUN) Schools	\$ 300,000	\$ 300,000
Pioneer Square support	\$ 20,000	\$

	<u>FY 2000-01</u>	<u>FY 2001-02</u>
Operations reduction to fund Pioneer Square support	\$ (20,000)	\$
Senior Centers	\$ 250,000	\$
Audit Implementation	\$ 90,000	\$
Reduce Youth Violence - position support	\$ 31,000	\$
2020 Plan	\$ 265,000	\$
Capital Set-aside - Red Electric Line Study	\$ 18,000	\$
Capital Set-aside - OMSI Children's Annex - Renovation	\$ 265,000	\$ 450,000
Capital Set-aside - University Park - Phase 2	\$ 677,000	\$
Capital Set-aside - Multnomah Art Center roof	\$ 167,000	\$
Capital Set-aside - OMSI Children's Annex - acquisition	\$ 200,000	\$
Capital Set-aside - Zoo Interchange/Children's Museum Sidewalk	\$ 130,000	\$
Capital Set-aside - Crystal springs bank stabilization	\$ -	\$
Capital Set-aside - Urban Forestry/HQ Maintenance Facility	\$	\$ 92,000
Capital Set-aside - Mt. Tabor Yard Renovations	\$	\$ 69,000
Capital Set-aside - Wilson Pool	\$ 63,000	\$
	\$ 2,775,262	\$ 911,000
OFFICE OF PLANNING AND DEVELOPMENT REVIEW		
Reduce GF budget by 2.5%: target = \$73,300	\$ (73,733)	\$
Reduce Administrative Services	\$ (11,390)	\$
Reduce Professional Services	\$ (2,461)	\$
Adjust General Services Interagency Agreements	\$ (378)	\$
Address reviews backlog (one time allocation)	\$ 180,000	\$
Fund Internal Overhead - replaces fee revenues	\$ 362,000	\$
Fund Noise Program Enhancement	\$ 96,810	\$
	\$ 550,848	\$ -
PLANNING BUREAU		
Reduce overall budget 2.5%: target = \$102,238	\$ (102,238)	\$
Reduce Administrative Services	\$ (60,863)	\$
Reduce Professional Services	\$ (17,702)	\$
Endangered Species Act Response	\$ 959,298	\$
Future Focus - city strategic plan	\$ 100,000	\$ 200,000
SW Community Plan	\$ 253,909	\$
Greenway planning	\$ 425,014	\$ 367,000
Urban Designer Position	\$ 64,473	\$
NW Industrial Area/NWDA	\$ 352,395	\$ 402,395
Temporary O/H adjustment	\$ 183,635	\$
Fund comprehensive Planning thru O/H	\$ 127,367	\$
Fund Interbureau coordination thru O/H	\$ 22,880	\$
	\$ 2,308,168	\$ 969,395
PURCHASING		
Reduce overall budget 5%: target = \$36,100 including O/H	\$ (18,059)	\$
Adjust General Services Interagency Agreements	\$ (4,657)	\$
Fund procurement card administrator	within existing budget	\$
	\$ (22,716)	\$ -
OFFICE OF NEIGHBORHOOD INVOLVEMENT		
Reduce overall budget 2.5%: target = \$179,000	\$ (90,929)	\$
Reduce Administrative Service 5%	\$ (90,324)	\$
Adjust General Services Interagency Agreements	\$ (4,785)	\$
Fund Siting mediation - City portion	\$ 45,000	\$
Fund Neighborhood Outreach Specialist	\$ 54,000	\$
Additional mediation support	\$ 30,000	\$
Increase Graffiti Abatement - upper story support	\$ 24,000	\$
Fund Association for Portland Progress Crime Prevention	within existing budget	\$
	\$ (33,038)	\$ -
OFFICE OF TRANSPORTATION - GENERAL FUND ONLY		
Fund Sidewalk Scrubbing	\$ 212,000	\$

	FY 2000-01	FY 2001-02
Fund Abandoned Auto	\$ 380,493	\$
Landscape Maintenance	\$ 123,507	\$
Reduce GTR expenditures to fund a portion of the GF requests	\$ (250,000)	\$
Capital Set-aside - Street Lighting	\$ 450,000	\$ 450,000
	\$ 916,000	\$ 450,000
SPECIAL APPROPRIATIONS		
Regional Arts and Culture Council - Opera support	\$ 200,000	\$
Regional Arts and Culture Council - delay Stabilization 1 yr.	\$ -	\$ 200,000
Capital Set-aside - Debt Service for FY 1999-00 Schools grant	\$ 936,154	\$ 936,154
City Memberships & dues	\$ (100,000)	\$
Portland Development Commission - Storefront Improvements	\$ 200,000	\$
Portland Development Commission - Enterprise Zones	\$ 50,000	\$
Reduce GF Special Appropriations overall by 2.5%	\$ (31,440)	\$
2040 Implementation support	\$ 263,450	\$
Association for Portland Progress - parks maintenance	\$ 20,600	\$
	\$ 1,538,764	\$ 1,136,154

REVENUE SUMMARY

Financial summaries of resources and expenses are presented in Table 5, Total Revenues and Expenses by Fund by Fiscal Year, in the Financial Tables section of this budget volume.

General Fund Resources - Changes from the Previous Fiscal Year

General Fund resources decrease by \$8.3 million. The following sections highlight the changes within the major resource categories, a line item perspective.

Beginning Balance: The Beginning Balance drops \$8.8 million. This reduction is the result of overall lower resource growth and continued high expenditures rates within the General Fund bureaus. As resources have become more scarce, bureau spending patterns reflect a higher percentage of budgeted amounts than the historical patterns.

The General Fund resources for FY 2000-01 are \$8.3 million less than the Revised Budget for FY 1999-00.

Property Taxes: Property taxes increase \$7.0 million, or 5.3%. This modest increase affirms the anticipated effects of the last property tax limitation measure. That measure, Measure 50, limits taxable assessed value growth to 3% per year, plus any new construction. Property taxes are now computed as a fixed rate upon the assessed value. The fixed rate is \$4.5770 per thousand dollars of assessed value.

Lodging Taxes: Lodging Taxes, charged to guests staying in City hotels and motels, increases a modest \$500,000. The delay in the expansion to the Oregon Convention Center has mitigated the growth anticipated from the expansion in the number of rooms available. Revenues are projected to increase at a higher rate upon completion of the convention center expansion in FY 2001-02.

Business License: Revenues increase \$700,000. This 1.3% increase is extremely small compared to the previous five years. This low increase is a strong indicator that local and regional economic growth has slowed.

Utility License Fees: Fees charged to private utilities and cable companies, as well as the City owned utilities of water and sewer increase \$4.6 million. The majority of this growth is driven by increase in the private utilities, specifically an expansion of cable franchises within the City.

The bureaus of Information Technology and Risk will now be structured like other Internal Service Funds such as Vehicle Services.

Internal Revenues: Transfers and Interagency Agreements, from other funds for services provided by General Fund bureaus, is reduced \$11.6 million. This decrease is largely structural. Funds previously transferred for services received from the Bureau of Information Technology are now segregated within their own operating fund. This reduction is \$6.0 million. The other significant reductions are in the Risk funds. These funds are also now segregated in their respective operating funds. Others now clearly segregated are Worker's Compensation and Insurance and Claims funds, which reduce General Fund revenues by \$4.2 million.

Service Charges and Fees: Projected revenues are up \$2.3 million, which is a 20.3% increase. The bulk of this increase, \$1.3 million, is in Miscellaneous fees and charges. Within this category the growth is the fees introduced in the middle of FY 1999-00 for DUII vehicle impounds.

State Shared Resources: State resources shared with local governments are forecasted to decrease \$800,000, reflecting lower anticipated cigarette and liquor tax revenues. These taxes are collected by the state and apportioned to the cities and counties based upon a fixed formula. The amount accruing to Portland is affected by overall use of alcohol and tobacco as well as population growth and population shifts.

Miscellaneous: Miscellaneous, other resources and revenue adjustments result in a net increase of \$9.9 million to the General Fund from the FY 1999-00 Revised Budget. Due to a lower beginning balance the City will issue Tax Anticipation Notes, which are short term borrowings, to ensure adequate cash flow from July 1 through mid-November. November is when property tax receipts begin to accumulate.

One-time versus On-going Resources

General Fund on-going resources decreased \$125,000 from the FY 1999-00 Revised Budget.

The General Fund resources are categorized as 'recurring', or on-going, versus one-time. An example of one-time resources is an increase in beginning fund balance. An example of recurring resources is the increase in property tax revenues which is anticipated to be sustained over time.

First call on these resources has some additional business requirements. For example, labor negotiations resulted in contracts which exceeded what had been provided for in the budget. Provision also had to be made for future uncertainties, such as revenue impact associated with possible USWest refunds to its customers. After meeting these needs, \$5.4 million in ongoing resources and \$1.6 million in one-time general fund resources remained available for City government needs and community priorities.

CHANGES FROM THE PREVIOUS YEAR - SUMMARY OF OTHER FUNDS

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

Transportation Operating

The operating fund expenditures decreases \$8.9 million. This reflects a \$25.0 million transfer decrease from the Parking Facilities fund, offset by normal increase in activities. The Parking Facilities Fund transfer in FY 1999-00 supported the Central City Streetcar construction project. That project should be largely completed in FY 1999-00.

The numb of construction permits are projected lower for FY 2000-01.

Planning and Development Fund

The fund decreases a net \$1.7 million. Construction permit fees are expected to increase \$2.6 million from FY 1999-00. This reflects increased fees instituted in the winter of 1999. This increase is offset by a reduction in Beginning Balance. Balance is reduced \$5.2 million reflecting the leading side of a construction slow down. Fees are paid to the City in advance. This resource is used to build balance or reserves in healthy years. Balance or reserves are drawn down in slower years, to ensure a workforce adequate to keep up with work already paid for by citizens.

Capital expenditures decrease in Environmental Services and increase in Water.

Sewer Operating Fund

This enterprise operating fund declines by \$2.9 million. This reflects reduced construction activity, funded through a transfer from the Sewer Construction Fund, down \$9.0 million and reduced transfers from the Rate Stabilization Fund, which is down \$4.8 million. The decreases are partially offset by a \$11.0 million increase in utility charges. The increase in utility charges will fund continuing operations.

Sewer System Construction

This fund increases a net of \$30 million, because of a planned \$100 million revenue bond sale in FY 2000-01 and planned transfers to the Sewer Operating fund for the construction projects. Most of these projects were part of the Combined Sewer Overflow project.

Water Fund

This enterprise fund expenditure increases \$2.9 million. This increase reflects higher transfers from the construction fund (\$4.6 million), a \$1.8 million increase in utility charges to fund continuing operations and a lower Beginning Balance of \$5.5 million. Balance is down, reflecting completion of multi-tear capital projects.

Water Construction

This fund decreases by a net \$12.2 million, reflecting the carryover of revenue bonds proceeds from FY 1999-00, that increased Beginning Fund Balance \$13.2 million.

Golf Fund

The City will use revenue bonds to improve the golf courses.

The Golf Fund decreases by \$6.9 million. The reduction is due to the on-going capital improvements at two City-owned golf courses. The projects are scheduled for completion on FY 2000-01.

Parking Facilities

Fund expenditures decrease by \$35.5 million. The decrease is tied to anticipated completion of the Central City Streetcar project and other parking facility capital improvements.

Spectator Facilities Fund

The convention center expansion begins this year.

This renamed fund increases from \$12.4 million to \$109.6 million. This fund supports the effort to expand the Oregon Convention Center and capital improvements to Civic Stadium, a medium sized multi-sports venue (football, baseball, soccer).

Housing Investment Fund

This fund increases \$7.1 million over FY 1999-00 Revised Budget. The Mayor's Proposed Budget includes a \$5.8 million transfer from the General Fund for affordable housing. \$500,000 of this is on-going resources; the remainder is one-time.

The City maintains its 10% emergency reserves.

General Reserve

The General Reserve Fund is budgeted at \$35.8 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 has begun on a new fire station in FY 1999-00.

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

The fund remains about the same at \$23.8 million. The funds are used for capital construction and improvements for the Fire Bureau and the Bureau of Emergency Communications.

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

Facilities Services

This internal service fund is reduced by \$9.0 million, from \$45 million to \$36.0 million. The net reduction recognizes the completion of the new development building and continuation of the public safety facility projects.

- ◆ **Development Services Building:** This building was completed in the summer of 1999. It is part of the Blueprint 2000 effort, a major redesign and reorganization of bureaus and workflows supporting planning and development activities.
- ◆ **Public Safety Facilities:** The public safety facility projects are funded from the \$53.8 million bond measure passed in the fall of 1998. The \$24.8 million in expenditures for FY 2000-01 entails the purchase of land and construction of one new fire station and seismic upgrades to other stations.

EXPENDITURE SUMMARY - BY SERVICE AREA

A budget may be presented in a number of different ways. In an effort to aid understanding of the City of Portland budget, this document presents the budget by service area, by bureau, by fund, by program, and by line item. The reader may access each of these presentations within different areas of the document, such as in the Financial Tables or bureau sections of this budget volume.

A presentation by service area or program is presented following this summary by line item section. This summary identifies expenditures by line item, such as base salary, overtime, benefits, etc. The City budget line item expenditures are summarized by Major Object Category. Table 1 of the Financial Tables summarizes this information.

Overall Personal Services cost increase is controlled by the administrative reductions.

- ◆ **Personal Services (wages and benefits) :** Personal Services total \$376.1 million, which is a 1.0 percent increase over the prior year Revised Budget. The increase is in Full Time Employees and Benefits reflecting costs increases of labor agreements. The increase is limited due in part, to the administrative and support services reductions.

- ◆ **External Materials and Service** :External M&S expenditures are proposed at \$532.7 million, which is a decrease of \$192.6 million from the previous year's Revised Budget. The primary decrease reflects the FY 1999-00 one-time payment to the State PERS (Public Employees Retirement System), out of the Special Finance and Resource Fund. External Materials and Service for this fund are reduced \$180 million.

The City addressed the PERS unfunded liability with a one-time payment in the previous fiscal year.

Funds were paid to address the known unfunded liability at that time. The City issued bonds to pay PERS and will repay the bonds over a 20 year period. This approach was more cost effective for the City than paying the increased PERS rate.

- ◆ **Internal Materials and Services:** Internal M&S, services supplied by one City bureau to another City bureau, decreases \$11.9 million to a total of \$116.6 million. Facilities Services increases \$4.4 million, incorporating costs associated with the construction of the new fire station and the full year operational costs of the recently completed Development Services Building.
- ◆ **Capital Outlay:** Capital expenditures, which encompasses major capital items such as land and buildings, decreases \$19.5 million. The decrease is due to less capital spending in Parks, Environmental Services, and General Services.

EXPENDITURE HIGHLIGHTS BY SERVICE AREA

Introduction

The highlights of the following section present the budget from the viewpoint of the general service area, in which the funds are appropriated. Expenditures can and do cross service areas and bureaus in an effort to most effectively address the goals and priorities of the citizens and elected officials.

The City employs a coordinated approach across all bureaus to address Citywide goals and objectives.

For instance, the City response to the Endangered Species Act, a listing of several fish runs is presented within the Community Development and Services area (Planning Bureau), actual expenditures will take place in other service areas as well: Public Utilities, Transportation and Parking; and Parks, Recreation and Culture.

In the detail below some bureaus budgets remain at reduced levels, others were restored to a Current Service Level budget, and a select few realized increases. All funding decisions were based on the goals and priorities of the Mayor and Commissioners.

Public Safety

- ◆ The budget for Police decreases a net \$1.0 million. This modest decrease incorporates the Police Bureau efforts in responding to directed reductions to their overall budget, including specific reductions in administrative and support services. The Police Bureau receives additional allocation to begin funding the replacement of the new Mobile Data Terminals (MDTs) and a one-time allocation to fund increased risk costs for one year only. Police are expected to reduce future risk costs through improved management and training.
- ◆ The Fire Bureau budget decreases by a net \$150,000 from the FY 1999-00 Revised Budget. Fire reduced their overall budget by 2.5% and decreased administrative costs by 5%. Restorations of reductions to the budget include funding for MDT replacement and \$1,050,000 in funding for apparatus replacement.
- ◆ Emergency Communications increases a net of \$200,000. Reductions were made to contingency and CAD replacement set-aside.

Parks, Recreation and Culture

- ◆ The Parks Bureau operating budget increases a net of \$300,000 from the FY 1999-00 Revised Budget. After taking the required reductions, \$750,000 was added back to fund maintenance efforts for open space and developed parks properties. An additional \$1.7 million allocation to Parks Capital Fund supports projects in parks and parks facilities throughout the city.

SUN program is funded as an on-going program.

- ◆ In the Mayor's Proposed Budget the \$300,000 allocation for the Schools Uniting Neighborhoods after school programs (SUN) has been moved from one-time funding to on-going funding beginning in FY 2001-02. This expenditure is the prevention side of the Youth Gun Anti-violence effort.
- ◆ The City transfer of funds to the Regional Arts and Culture Council (RACC) adhered to the reductions scenario and was therefore reduced by 2.5%. RACC will receive a separate allocation of \$200,000 to support the second year of a possible five-year commitment to the Portland Opera.

Public Utilities

- ◆ BES continues its Combined Sewer Overflow program. This program will upgrade the existing system and virtually eliminate the discharge of raw sewage into the rivers as they pass through Portland. Expenditures for FY 2000-01 will surpass \$52.8 million.
- ◆ The Water Bureau will continue to address regional water supply needs through cooperative efforts with other jurisdictions. They have also allocated \$28.8 million for capital expenditures to support improvements to existing infrastructure, and other expenditures to improve customer service.

Community Development and Services

- ◆ The budget allocates \$1.0 million for implementation of neighborhood improvement plans. These may include projects in Gateway, Hollywood, St. John's, North Macadam, or the Civic Stadium area. This is an increase of \$264,000.
- ◆ The budget allocates funds to support other specific plans tied to distinct geographical areas of the city. The Proposed Budget allocates \$1.1 million for planning efforts in the NW Industrial Area and Northwest District Area, the Greenway along the Willamette River and completion of the Southwest Community Plan.
- ◆ \$100,000 will be used to begin an update to the existing City strategic plan, Portland Future Focus. The existing document has successfully guided policy and the resulting budgets for a period of 10 years.

The City has allocated \$1.0 million in discretionary on-going funds to support affordable housing.

- ◆ The Adopted Budget continues support for housing throughout the city. The budget allocates General Fund resources of \$4.5 million. \$500,000 of this is budgeted as on-going, to be coupled with \$500,000 in Community Development Block Grant funds, also budgeted as on-going. Funds may be used for the possible interim purchase of expiring Section 8 housing, and/or for continued development of new affordable housing.
- ◆ The Portland Development Commission will contribute \$51 million in housing support for tax increment financing.
- ◆ The Office of Planning and Development Review, previously Buildings and short-term planning, will receive increased General Fund support of \$542,000. \$180,000 of this is a one-time allocation to address the backlog of permits. Another \$362,000 in on-going resources is allocated to support General Fund costs within the bureau. These are costs associated with operations, that under recent changes to state law cannot be funded using inspection fees.
- ◆ The City will support the homeless youth programs of Multnomah County by allocating a total of \$500,000 in FY 2000-01. The FY 1999-00 allocation was \$350,000 in on-going support, with the balance from one-time funds. The Mayor has made the total \$500,000 allocation to on-going.

Transportation and Parking

- ◆ The budget continues a commitment to the transportation needs of the city by allocating \$6.4 million in General Fund resources to support transportation programs. These programs include:
 - ◆ Street Light operations and maintenance.
 - ◆ Abandoned Auto Program.
 - ◆ Central Business District Sidewalk Scrubbing.
 - ◆ Landscape Maintenance.
- ◆ The State legislature recently passed a gas tax increase that has been referred to the voters. The vote measure was not passed by the voters. The Office of Transportation will restructure their budget and programs in year two to deal with lower revenues.

Legislative, Administrative and Support Services

The Mayor and Commissioners instituted a significant realignment of internal administrative and support services bureaus, in addition to budget reductions mentioned earlier in this overview. The effort is aimed at increasing the efficiencies of Citywide administrative and support service delivery. The realignment is predicated on the assumption of additional savings by the end of the biennium. As with the reductions budgeted next year, future savings or reductions will be reprogrammed into direct delivery of services and programs to citizens.

Significant reductions in administrative and support services have decreased costs in this service area.

As part of the reductions in administrative and support services the 'old' bureaus of Finance and Administration, General Services, and Purchasing have been recombined into the 'new' Office of Management and Finance (OMF). This realignment was effective on May 3, 2000. The effects may be referred to within various sections of the budget document.

- ◆ The budgets of the offices of the Mayor and Commissioners are reduced, commensurate with those of other operating bureaus, approximately \$60,000 in total. Reductions are also incorporated into the budgets of the Attorney, Government Relations, and the Office of Neighborhood Involvement.
- ◆ The Auditor's office is one of the few bureaus receiving additional appropriations. The budget increased \$700,000. Funds are allocated to continue automation efforts in records storage and retrieval, begin the establishment of an official ombudsman, and fund closed captioning presentations of televised City meetings.
- ◆ The Office of Management and Finance reduced its budget by \$16.3 million. This reduction is largely a technical realignment of the budget. Revenues and expenses for Information Technology and Risk will now be reflected within their respective funds rather than in the General Fund. OMF will receive a restoration of \$100,000 to continue the efforts of the Service Improvement Initiative (SII). The SII is a collaborative effort between management and labor to strengthen labor management relations targeted to continuously improve the overall delivery of services to the citizens.
- ◆ The Bureau of Purchases will realign programs and personnel to fund a procurement card administrator within the reduced budget. The overall budget is reduced \$200,000 from the FY 1999-00 Revised Budget.
- ◆ The Bureau of Licenses will receive additional allocation for personnel and programs that are anticipated to increase revenues to the City. The cost of these efforts is offset by the anticipated revenues.

CAPITAL IMPROVEMENT PLAN

Overview

The FY 2000-01 CIP totals nearly \$297.1 million including Portland Development Commission (PDC) City-owned assets; the budget excluding PDC City-owned assets is about \$246.5 million. This total is \$27.4 million, or 10.0 percent, less than the Revised CIP budget of \$273.9 million for FY 1999-00.

Capital Projects of Note

Table 1: Selected Capital Projects by Service Area

PUBLIC SAFETY	
Expand Emergency Communication Center	\$ 1,235,000
Police Facilities	740,000
Seismic Upgrades to Fire Stations	5,415,000
PARKS, RECREATION AND CULTURE	
Civic Stadium Improvements	32,100,000
Jamieson Park (South Park Square)	2,000,000
Springwater to OMSI Trail	1,723,000
PUBLIC UTILITIES	
Combined Sewer Overflow Program	52,836,000
Sewage Treatment Systems Project	7,639,000
Water Mains Program	4,950,000
COMMUNITY DEVELOPMENT	
Local Improvement Districts	7,946,000
Portland Development Commission	50,577,000
Union Station	232,750
TRANSPORTATION	
Centers and Main Street	2,586,000
Local Street and Neighborhoods	8,929,000
Parking Facilities	1,380,000
LEGISLATIVE, ADMINISTRATIVE, & SUPPORT SVCS	
Electronic Records Management System	205,000
Integrated Regional Network Enterprise	8,213,000
Portland Building	1,106,000

Project Costs

The reduction from FY 1999-00 is primarily due to reductions of \$15.9 million, or 12.0 percent in Public Utilities and \$7.2 million, or 41.0 percent in Legislative, Administrative and Support Services. The former reduction is the temporary dip in major CSO projects. Environmental Services is now in the design stage before beginning construction on the Willamette River portion of the project. The latter reduction reflects completion of the new Development Services building in early FY 1999-00.

Financial Overview

CITY FINANCIAL PLANNING PROCESS

Background

The first step in the budget process involves the preparation of an updated financial plan for each major bureau. In addition to the General Fund, specific financial plans are prepared for other major city bureaus, including Transportation, Environmental Services, OPDR, and Water.

Financial Plans are used by Council to direct budget development.

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

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

GENERAL FUND FINANCIAL FORECAST

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

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

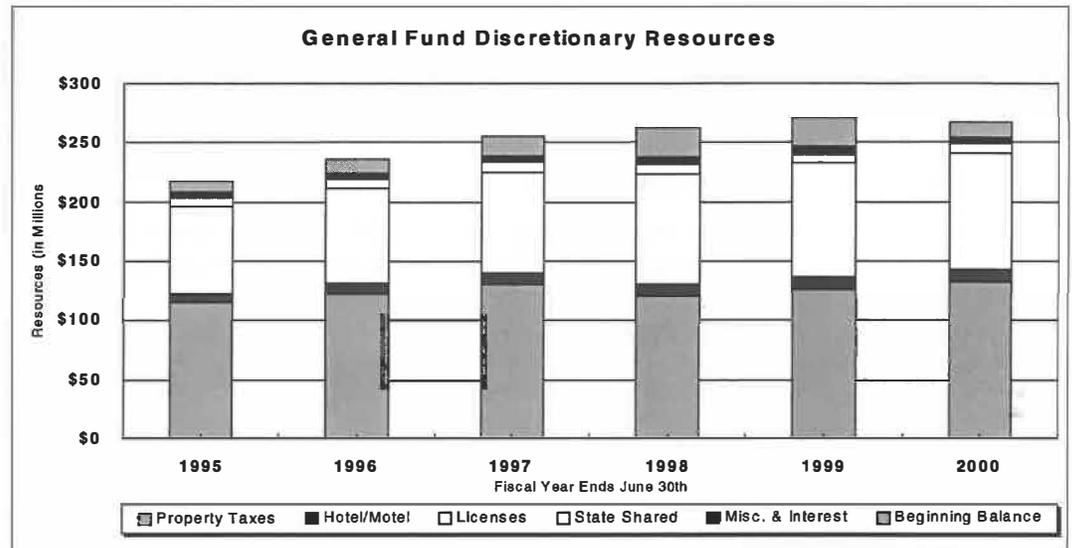
The General Fund Financial Forecast is adopted by Council early in the budget development process.

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

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 broadly distributed. The Outlook provides current information on the General Fund's financial condition with the updated ending fund balance estimate feeding into the financial forecast.

As indicated in Figure 7 on page 35, the City's General Fund continues to enjoy modest but steady revenue growth over the last several years due in large measure to a very strong regional economy. General Fund revenues increased at a compound annual growth rate of about 4.2% between FY 1994-95 and estimated year-end FY 1999-00.

Figure 7: Historical Resources



The General Fund property tax rate is fixed.

Revenue growth slowed with the passage of Measure 50 property tax limitation. Property taxes now appear to be growing a little more than 4% annually under Measure 50. Under Measure 50, assessed value growth on existing properties is limited to 3% per year plus new construction. The General Fund's taxed rate is permanently fixed at \$4.5770 per \$1,000 of assessed value.

Business license revenues grew strongly through FY 1997-98 registering double-digit growth most years. Over the last two years there has been little or no business license revenue growth due to merger and acquisition activity that resulted in the loss of several large corporate headquarters.

Transient lodging taxes grew steadily through FY 1997-98, but revenue growth slowed to about 4% during FY 1998-99. Revenue growth appears to have rebounded somewhat during FY 1999-00, but even this year's expected 6% to 6.5% growth rate is well below previous years. Growth is not expected to return to higher levels until expansion of the Oregon Convention Center is completed.

Utility license and franchise fee revenue growth has increased over the past 18 months. Northwest Natural, for example, continues to experience strong customer growth and implemented a general revenue and rate increase on December 1, 1999.

General Fund reserves remain fully funded.

At the end of FY 1999-00, consistent with Council Policy and Council's previous five-year financial plans, the General Reserve Fund is expected to total about \$34 million and remains fully funded at the required 10% of revenues (net of short term borrowing). Thus, the General Fund goes into FY 2000-01 with the General Reserve at the 10% reserve level.

Some interest income on fund balance and excess reserves above the 10% level will fund a \$1.55 million transfer into the General Fund. This transfer will help to offset one-time expenditures scheduled in the Council's Adopted Budget.

Forecast Assumptions

The General Fund financial forecast, upon which the budget is based, identifies discretionary resources totaling about \$281.2 million. This is composed of \$268.32 million in revenue plus a beginning discretionary fund balance currently forecast at \$12.88 million. Revenues are up about \$1.64 million compared to the initial December forecast.

Transient Lodging

The transient lodging revenue forecast is up about \$488,000 compared to December; revenue growth seems to have picked up toward year-end and two special events (the Stroganoff exhibition at the Portland Art Museum and the NBA playoff) currently in progress should lift FY 2000-01 first quarter revenues.

Utility License Fees

Utility license fees are up \$407,301 over the December forecast reflecting stronger revenue growth this year for cable and telecommunications franchise and license fees.

Court Fines

Local court fine revenues are up \$389,925 reflecting better enforcement and higher fines.

Interest

Interest income is higher due to higher short term interest rates.

Interest income has benefited from the increases in interest rates.

Additional Assumptions in the Forecast

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

- ◆ Year-to-year assessed value growth of at least 4.2% within Portland for FY 2000-01 followed by assessed value growth averaging 4.1% per year for the remaining four years of the forecast horizon.
- ◆ The County's local option Library levy is anticipated to continue at current levels (about \$0.59 per \$1,000 of assessed value) throughout the forecast.
- ◆ Continuation of State liquor and cigarette distributions to cities at present levels. These revenues are projected to average about \$8 million per year over the next two years.
- ◆ Business license fee revenues are expected to start growing again during FY 2000-01; the forecast calls for 6% growth.
- ◆ The water and sewer license fee tax rate is assumed to remain at 7.5% throughout the life of the forecast.

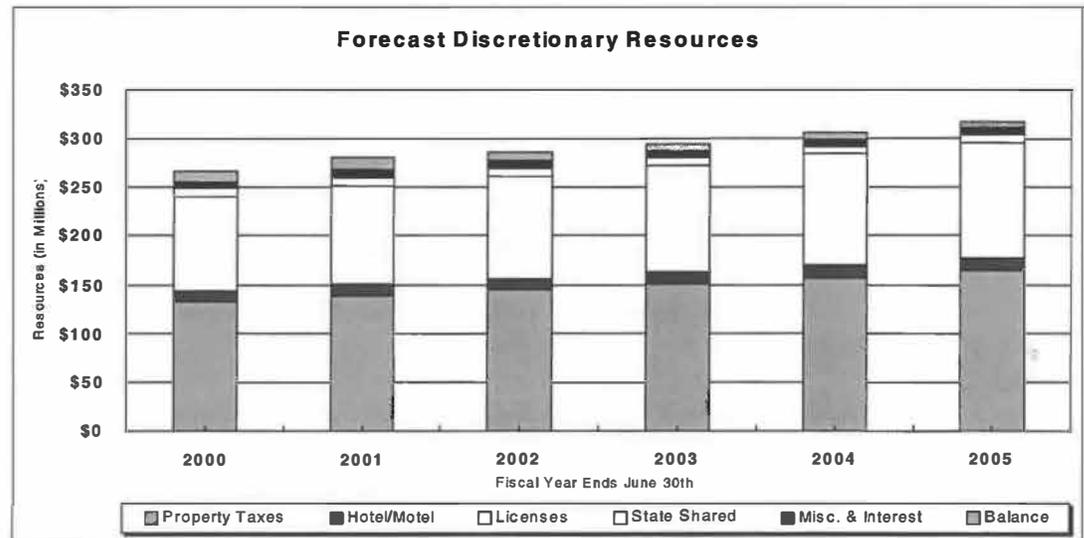
Although the regional economy continues to register good growth and unemployment rates remain low in the 3.5% to 4.5% range, General Fund revenue growth is forecast to be slower than in past years. Property tax revenue growth, constrained by Measure 50, cannot go much above 4% except during periods of exceptionally strong construction spending that occurs outside of urban renewal districts.

Transient lodging and business license revenue streams are beset by special circumstances that are slowing growth. Transient lodging tax revenues are growing more slowly because large increases in room capacity seem to be depressing occupancy and room rates while expansion of the convention center has been delayed. Business license revenue growth has been negatively impacted by merger and acquisition activity that resulted in the loss of headquarters income.

FIVE-YEAR GENERAL FUND FINANCIAL PLAN

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

Figure 8: Discretionary Resources



The December financial forecast indicated that Council identified about \$902,650 of additional on-going resources over and above estimated current service level requirements for the next two years. The forecast also indicated an additional \$1.49 million of one-time resources for FY 2000-01 and about \$1.16 million of one time available for Council's second year, FY 2001-02 budget.

Earlier this spring the December financial forecast was revised to reflect new current service level assumptions as follows:

Labor agreements increase CSL above earlier projections.

- ◆ Council negotiated a new three-year labor contract with the Portland Police Association (PPA). The Police Bureau's current service level target has been adjusted to reflect increased labor costs. The bureau's FY 2000-01 current service level (CSL) target has been revised upward \$313,028. Similarly, the bureau's FY 2001-02 CSL target is increased \$1.235 million. During the third year of the financial forecast (FY2002-03), a final CSL target increase of \$942,949 has been added to forecast Police Bureau CSL costs.
- ◆ Labor negotiations with the Portland Fire Fighters Association (PFFA) are currently at an impasse. A labor arbitration proceeding is scheduled for October 23, 2000. The City has made a contract offer to PFFA that is equivalent to the settlement reached with PPA. The Fire Bureau's CSL target has been increased by \$343,474 for FY 2000-01 and by \$845,320 in the second year budget projections. A final third year CSL target increase of \$535,068 has been included in the financial forecast that fully reflects expected three-year cost increases.

- ◆ Late this spring the Oregon Public Utilities Commission (OPUC) and US West settled a five-year old dispute concerning US West's Oregon revenues. OPUC and US West have agreed that US West will refund about \$266 million to Oregon customers beginning sometime early this summer. For FY 2000-01 US West has in turn agreed with the City to pay full franchise fees pending resolution over how much of a refund, if any, might be due US West from the City. The second year of the financial forecast makes a provision for a refund to US West pending resolution of the amount, if any, that might be paid to US West.

Increase CSL costs present challenge in building the FY 2000-01 budget.

For the first year (FY 2000-01) balancing the five-year financial forecast requires on-going programmatic CSL reductions of about \$1.2 million with about \$2.5 million available as one-time resources. The second year budget would then be balanced. Small amounts of one-time resources are currently forecast as available in the three out-years of the financial forecast.

The proposed financial plan calls for a \$1.55 million excess reserve draw for FY 2000-01, followed by a \$625,000 excess reserve draw in FY 2001-02. These two excess reserve draws are forecast to exhaust excess reserves. The General Reserve Fund is not forecast to drop below the required 10% reserve level during the five-year planning horizon.

Uncertainties

In fashioning this five-year budget plan the increase in recurring costs has been limited. This approach will provide Council with more flexibility in meeting future financial uncertainties that include:

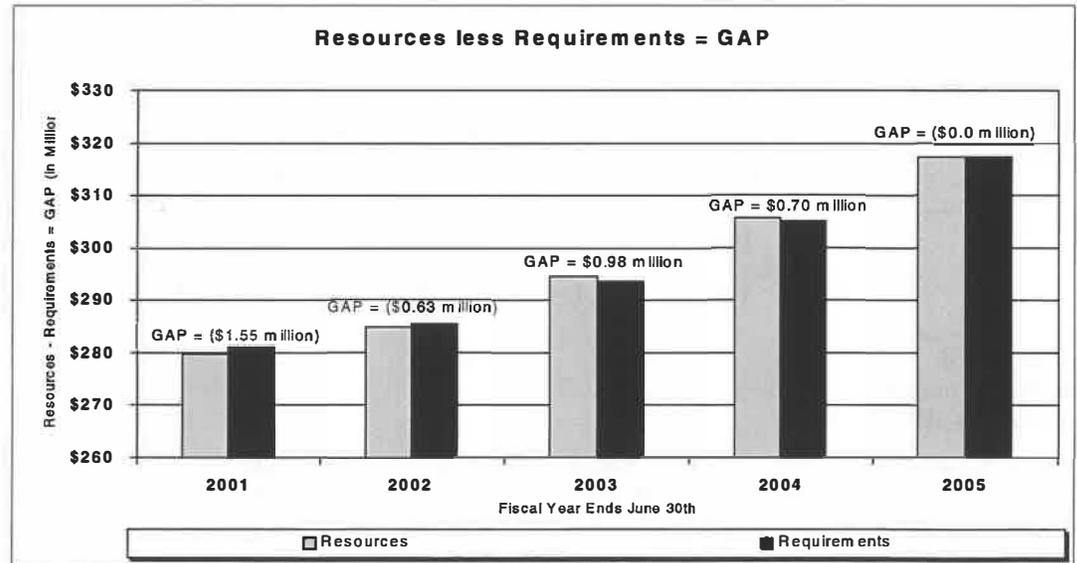
- ◆ The November ballot will probably include an initiative called the Tax Payers Protection Initiative (TPI) which, if approved by voters, would further impair the City's revenue stream and ability to sustain current service levels. This measure includes retroactivity provisions that might require refunds of fee and some property tax revenue increases that occurred in previous years. Prospectively, this measure would require voter approval of any fee and property tax revenue increases.
- ◆ A second ballot initiative proposes changing Oregon income taxation by allowing full deduction of federal income taxes on Oregon income tax returns. Current law allows a maximum deduction of \$3,000. If voters approve this initiative, the Oregon Legislature may have to cut as much as a billion dollars out of the next biennium's budget. The General Fund currently receives about \$8 million a year in state shared cigarette and liquor tax revenues. These revenues would probably be at risk as the State looks for ways to close such a large budget gap.
- ◆ During the last legislature, SB1149 became law. This legislation gives the City the option of changing the electric energy franchise fees tax rate from 5% of gross revenues earned in the City to a fixed volumetric charge per kilowatt-hour of energy distributed within City boundaries. The legislation specifies that the volumetric charge is to be calculated using calendar 1999-franchise fees and energy usage. This kilowatt-hour charge is not indexed and is a fixed permanent amount. Depending upon the actual pace of energy deregulation, the City may have to implement this option sometime during the next five years. The result will at minimum mean much slower electric energy franchise fee growth that will be determined by energy load growth. In addition, there is the possibility that the year in which this change is implemented might result in an outright decline in revenues.

Figure 2 on page 39 and Table 2 on page 39 show that recurring General Fund resources are closely aligned with forecast current service level costs throughout most of the five-year plan. There appears to be small gaps between resources and requirements in the third and fourth years of the five-year forecast. As noted above, the General Reserve Fund will remain fully funded at the 10% level throughout the five-year financial plan period. The General Fund is balanced over the five-year plan period at current service levels, and Council will be able to revisit and revise this plan during the second year, FY 2000-01 budget.

Table 2: Adopted Five-year Financial Plan

ITEM	Proposed 2001	Out-Years of Proposed Financial Plan			
		2nd Year 2002	2003	2004	2005
Total Resources.....	\$279,645,387	\$284,767,245	\$294,543,954	\$305,714,197	\$317,318,234
Transfer In From General Reserve Fund.....	\$0	\$0	\$0	\$0	\$0
	\$1,550,000	\$625,000	\$0	\$0	\$0
Requirements	\$0	\$0	\$0	\$0	\$0
CSL Requirements.....	\$228,955,403	\$242,770,336	\$252,653,777	\$262,240,684	\$272,194,399
Est. New On-Going.....	\$0	\$0	\$0	\$0	\$0
One-Time Projects.....	\$7,527,908	\$1,470,395	\$0	\$0	\$1,125,000
Council Set-Asides	\$44,712,078	\$41,151,514	\$40,912,683	\$42,777,314	\$43,998,836
Total Requirements	\$281,195,389	\$285,392,245	\$293,566,460	\$305,017,998	\$317,318,235
Difference	(\$1,550,002)	(\$625,000)	\$977,494	\$696,198	(\$0)
Reserve Fund as a Percent of Net Revenues.....	10.1%	10.0%	10.2%	10.3%	10.4%

Figure 9: Resource and Requirement 'GAP'



ECONOMIC OUTLOOK

The five-year financial plan assumes the continued health of regional economy which has grown more or less continuously throughout the 1990's and on into the new century. If anything, the regional economic growth seems to have accelerated after a slower 1999 that was due to the Asian financial crisis. Within the past 12 months several area high-tech firms have announced expansion plans or increased hiring.

Residential construction continues at a strong pace despite the increase in interest rates. A second downtown "class A" office tower is nearing completion while construction recently started on another new hotel.

The Pioneer Place (retail shops and theatres) expansion complex recently opened in downtown Portland and plans are moving forward for a 120-acre retail development out near the Portland International Airport and near the airport light rail extension currently under construction.

The City's national economic consultant, RFA, continues to forecast that the U.S. economy will grow moderately over the next 12 to 24 months with subdued inflation. The State Economist's most recent (March 2000) forecast similarly points to continued moderate growth and notes that, "Oregon should once again out-perform the nation." Previous state forecasts have noted that, "The fundamentals appear to be in place for the state to continue growing faster than the overall U.S. economy through 2001."

Thus, it appears that as long as economic growth remains positive, and the legislature or the courts do not harm local revenue sources, or voters approve new property tax limitation, then the assumptions incorporated into the five-year financial plan should be reasonable.

Risks to the Forecast The principal risks to the forecast in terms of the economy are as outlined in the State's most recent Economic and Revenue Forecast: "...a slowdown in consumer spending and a potentially rocky Asian recovery. Consumer spending is a driving force of economic growth. A sharp stock market correction, rising interest rates and inflation, or a loss of consumer confidence would all slow spending. Asia is not out of the woods. Ill effects from financial reforms may hurt the recoveries now under way."

FINANCIAL OUTLOOK - OTHER FUNDS

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

Like the General Fund, five-year financial plans are prepared for each of the City's major service bureaus. These financial plans provide a multi-year framework within which revenues, expenditures, and capital financing options are planned. This multi-year process allows the City to test the potential impact of policy, operational and system changes, and to avoid subjecting customers to wide or irregular swings in rates and fees. This budget is based upon bureau financial plans developed using information available through December 1999. The plans were reviewed and adjustments incorporated into the budget.

The following is a brief overview of the updated financial outlook for those funds.

Bureau of Environmental Services (BES)

The FY 2000-01 budget results in an increase of 3.3% sewer bill for the average single family customer.

The five-year financial plan forecasts annual rate changes that increase the average single family bill by 9.8% each year from FY 2000-01 through FY 2002-03. The forecast for FY 2003-04 through FY 2004-05 is for 6.7% annual increases. The plan assumed the Utility License Fee would remain at 7.75%, but the fee was subsequently lowered to 7.50% for FY 2000-01. The average single family bill increase contained in FY 2000-01 Adopted Budget results in an increase of 3.3% for the average single family customer. This increase differs from the financial plan for two reasons: 1) BES undertook cost reduction measures in its operating budget, 2) utility rate restructuring that Council supported will shift cost responsibility from residential to non-residential customers. The rate reform effects are a one-time benefit for residential customers, and percentage increases in the future are anticipated to return to the higher levels.

Operating costs will have an increased impact on rate changes.

The BES budget contains operating program expenditures that are approximately \$600,000 lower than the FY 1999-00 Revised Budget. Personal Services expenditures increase by about \$200,000, which is about \$300,000 less than the cost of living-based target level. External materials and services decrease by about \$1.2 million as a result of Combined Sewer Overflow (CSO) projects moving from the design phase to construction, which in turn reduces professional services expenditures, and because of cost reduction measures. These decreases are accompanied by cost decreases of \$840,000 in capital outlays. Capital costs continue to be the prime driver behind the level of forecast rate increases, but operating costs will have an increased impact on rate changes now that the Sewer System Rate Stabilization Fund is nearly depleted, as planned.

The largest category of capital costs will be the CSO program, followed by maintenance and reliability projects, and sewage treatment systems. The CSO program will continue to be the largest capital program throughout the time horizon of the financial plan. The operating programs continue to reflect emphasis on water quality through efforts at pollution prevention, water quality analytical services, drainage system maintenance, watershed improvement programs, and the capital funding mix. The overall five-year capital plan is 8.9% lower than last year's capital plan, reflecting increased design work on the Willamette River portion of the CSO Program prior to major construction work.

ESA program responsibility shifts to the Bureau of Planning

The Endangered Species Act (ESA) program coordination and administration is being moved from BES to the Bureau of Planning to ensure the most efficient interfacing of the program activities with other City programs, such as the Willamette Greenway Project. BES will continue to pay for its share of all program costs, but the staffing and overall budgeted program expenditures will now be in the Planning budget.

Bureau of Water Works

The average water bill for single family residential retail customers will decrease 10.0%.

The preliminary financial plan projected an average overall rate increase of 5.9% in FY 2000-01. Modifications during the budget preparation process resulted in an Adopted Budget average rate increase of 3.0% in FY 2000-01. However, the average water bill for single family residential retail customers will decrease 10.0% because of Council's decisions based on the rate reform initiative. Reasons for the overall average rate increase include increased costs of pension obligations, inflation, two decision packages, and adjustments in cost allocations for fire line customers. However, these increases were partially offset by reductions in expenditures for professional services, external materials and supplies, and support and administration services. The preliminary financial plan forecasts average rate increases of 6.0% from FY 2001-02 through FY 2004-05.

The capital budget of \$28.8 million is about \$3.0 million lower than in the FY 1999-00 Revised Budget. The operating budget of \$51.6 million is a nearly \$3.2 million decrease from the FY 1999-00 Revised Budget.

The number of positions in the Adopted Budget is 543, compared to 532 in the FY 1999-00 Revised Budget. The increase of 11 positions includes positions for workforce planning and endangered species act (ESA) programs.

Office of Transportation

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

The Portland Office of Transportation's financial plan for FY 2000-01 to FY 2004-05 shows a continued and increasing gap between costs to maintain current service levels and anticipated general transportation revenues (GTR). It indicates a deficit of GTR revenues of \$6.4 million in FY 2000-01, increasing to \$13.8 million by FY 2004-05. The projected gap is primarily the result of gas tax receipts failing to keep pace with inflation, increasing operation and maintenance costs, and high priority capital needs.

The FY 2000-01 Adopted Budget for Portland Transportation is \$125 million. This budget is \$12.8 million, or 9.3 percent, less than the FY 1999-00 Revised Budget. The capital budget decreased approximately \$15.0 million in FY 2000-01, while the operating budget increased about \$2.2 million. The Adopted Budget contains 713 FTEs, which is a reduction of 4 FTEs from the Revised Budget for FY 2000-01.

Portland Transportation continues to face an ever-broadening array of demands, such as growth (including development and vehicle miles traveled), livability (including congestion and speeding), mass transit, alternative forms of transportation, and maintenance of an aging infrastructure. These demands are increased by a changing environment, including higher regional density, environmental concerns, and annexation.

PDOT is expected to face funding pressures for the foreseeable future.

Demands are made by a variety of constituencies, such as Council; drivers; bicyclists and pedestrians; businesses and residents interested in parking, neighborhood associations; agreements with other jurisdictions; citizens; and advisory groups. Overall, there is, and will likely continue to be, pressure on Portland Transportation to enhance its service level beyond the current level. With a major revenue source that is not indexed to inflation, Portland Transportation can be expected to face funding pressures for the foreseeable future.

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:

- ◆ To provide standard procedures for preparing, presenting, and administering local budgets;
- ◆ To ensure citizen involvement in the preparation of the budget.

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

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

Citizen Involvement Process

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

Your City - Your Choice

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

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

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

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

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

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

A "forced choice" survey is administered during these sessions to parallel the types of choices Council must make during budget deliberations. This small survey is constructed to parallel the scientific and informal surveys to further validate data developed on citizen needs, desires, and priorities. Evaluations have consistently indicated that citizens felt the forums were an excellent opportunity for face to face interaction with City Council members and bureau management.

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

Budget Website

Citizens can participate over the Internet.

New for FY 2000-01, the City has added the capability for citizens to participate in the budget process through the City website. From the City's home page, [CI . PORTLAND . OR . US](http://CI.PORTLAND.OR.US) , citizens may access a budget site that contains an on-line version of the survey.

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

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

Budget Advisory Committees (BACs)

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

Portland Utilities Review Board (PURB)

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

Direct Public Testimony

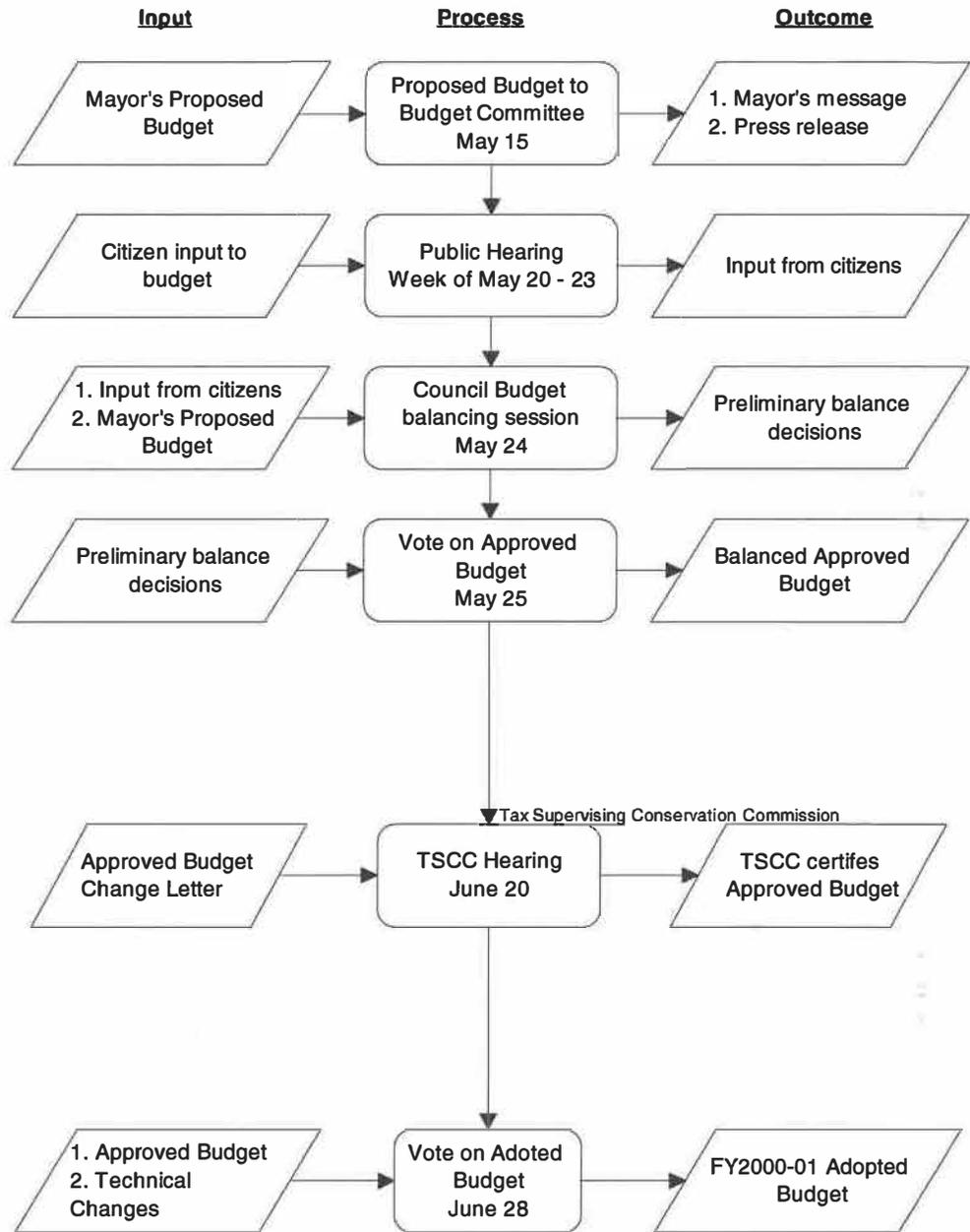
In addition to participating in the budget advisory committees, the PURB and Your City - Your Choice community budget forums described above, citizens have several opportunities to personally testify on bureau budget requests. Specifically, citizens have an opportunity to testify at:

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

Citizens may also contact any Commissioner's office 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 (see Figure 10 on page45), 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.

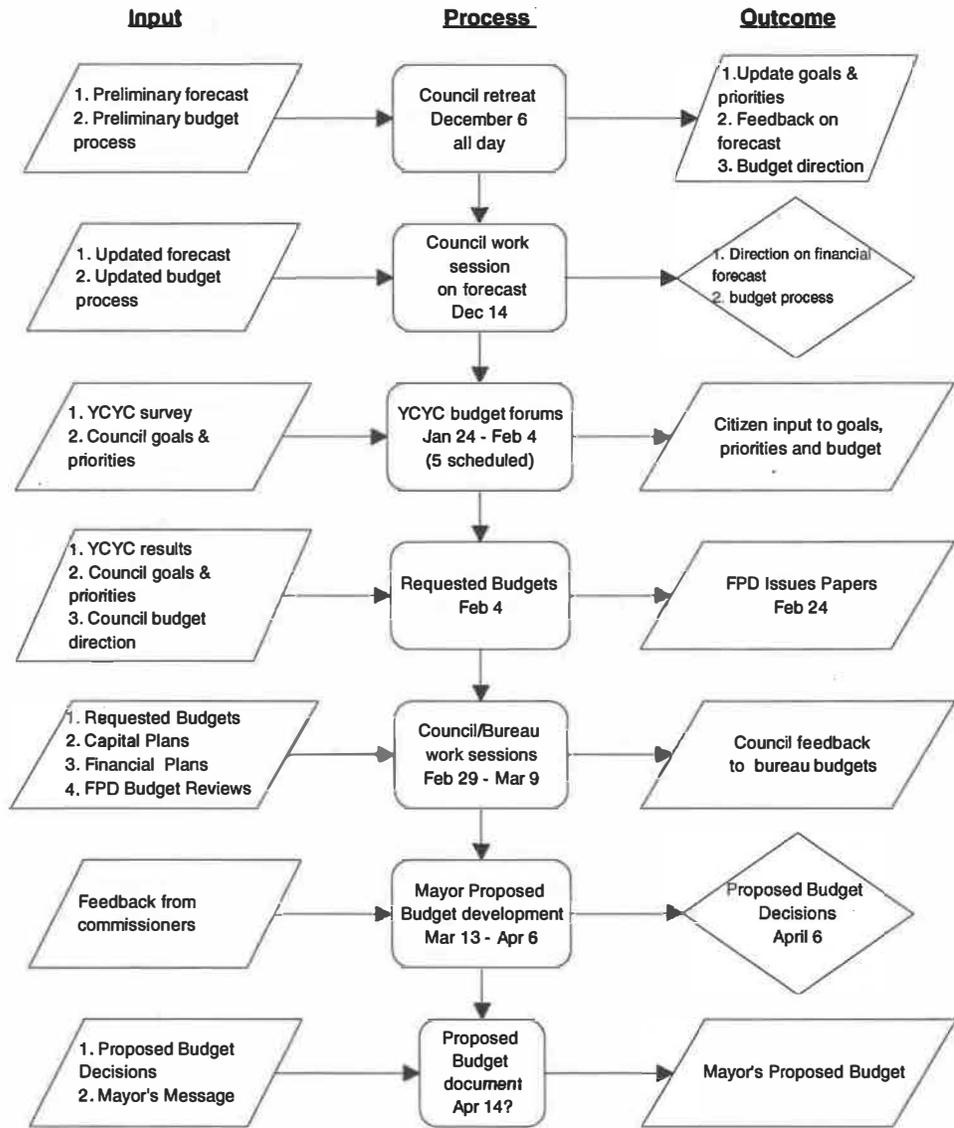
Figure 10: Service Efforts and Accomplishments Report



The Budget Process Time Line and Format

The annual budget schedule is generally published in the fall of each year. The following chart Figure 11 on page 46 outlines the basic budget process and its general time-line. In order to become more efficient and to encourage a long-range perspective, the City converted its budget process to a two-year cycle. The first year is the full budget process with expanded public outreach. The second year of the budget process is normally an abridged process during which Council deliberates and takes public testimony on modifications to the adopted two-year budget.

Figure 11: FY 2000-01 Budget Process Summary



GENERAL BUDGET DIRECTIONS

Financial Plan

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

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

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

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

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

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

Budget Guidelines and Council Directives

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

Process and Format Directives

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

Budget Request Guidelines

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

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

CITY DEBT MANAGEMENT

Since 1973 the City's unlimited tax general obligation debt has been rated "Aaa" by Moody's.

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.

Portland is one of only twelve cities in the United States with a population over 250,000 holding a "Aaa" rating.

Moody's currently rates over 42,000 separate debt issues, of which 66% are rated "Aaa", but only 180 issuers, including Portland, have obtained that rating based on their own credit quality and without the use of credit enhancements such as bond insurance. In the 13 Western states there are only 8 "Aaa" credits obtained on their own merit, and Portland is one of only 12 cities in the United States with a population over 250,000 holding that rating.

Detailed information regarding the City's Debt Management Policies is contained in the Appendix. The Appendix is in Volume 2 of this Budget Document.

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2000.

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 bonds include:

- ◆ \$75.8 million in voter-approved general obligation bonds for the Performing Arts Center, Civic Stadium, parks system improvements and for emergency facilities improvements.
- ◆ \$41.6 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:

- ◆ \$622.6 million in sewer system revenue bonds.
- ◆ \$102.3 million in water revenue bonds.
- ◆ \$1.0 million in environmental remediation bonds.
- ◆ \$4.0 million in golf revenue bonds.
- ◆ \$12.6 million in arena gas tax revenue bonds.
- ◆ \$11.8 million in gas tax revenue bonds.
- ◆ \$32.7 million in hydropower revenue bonds.
- ◆ \$8.9 million in parking revenue bonds.
- ◆ \$5.5 million in special assessment bonds.
- ◆ \$105.9 million in urban renewal bonds.

General Fund Backed Debt

General Fund Backed Debt either paid from or secured by the General Fund, includes:

- ◆ \$111.2 million in limited tax revenue bonds, full faith and credit obligations and certificates of participation for building improvements and equipment acquisition.
- ◆ \$21.8 million in arena limited tax and limited tax revenue bonds issued to fund public improvements are the Oregon Arena Project. These bonds are expected to be repaid from user fees and parking revenues derived from the operations of the Arena Project.
- ◆ \$16.8 million in limited tax improvement bonds.
- ◆ \$28.8 million in limited tax revenue bonds issued to fund the Central City Streetcar project. These bonds are expected to be repaid from parking revenues, but are additionally secured by the general fund.
- ◆ \$27.1 million in urban renewal lines of credit. It is expected that these interim financing obligations will be retired from the proceeds of long term tax increment bonds.
- ◆ \$6.0 million in lines of credit used to provide short-term and interim financing for local improvement district projects, capital acquisition and construction projects.
- ◆ \$300.8 million in limited tax pension obligation bonds, of which approximately \$111.7 million is attributed to general fund bureaus and approximately \$189.1 to non-general fund bureaus.

Debt Limitation

Under Oregon law (ORS 287.004), the City’s general obligation debt limit is equal to three percent of the City’s Real Market Valuation (\$42.9 billion), or about \$1.288 billion. Certain self-supporting bonds are exempted from this limitation. Currently the City has outstanding \$75.8 million in general obligation debt that is subject to the debt limitation.

1999-00 Real Market Value	\$ 42,945,730,222
Outstanding debt subject to limit	\$ 75,780,000
Percent of limitation outstanding	5.88%
Debt margin	\$ 1,212,591,907

Anticipated Debt Issuance in FY 2000-01

The City anticipates issuing the following debt obligations during FY 2000-01:

- ◆ \$150 million in sewer revenue bonds to fund system improvements
- ◆ \$7 million in assessment bonds to support Local Improvement District projects.
- ◆ \$15 million in urban renewal bonds to finance improvements associated with the Central Eastside urban renewal area.
- ◆ \$46 million in urban renewal bonds to finance improvements associated with the Downtown Waterfront urban renewal area.
- ◆ \$50 million in urban renewal bonds to finance improvements associated with the Oregon Convention Center urban renewal area.
- ◆ \$38 million in urban renewal bonds to finance improvements associated with the South Park Blocks urban renewal area.
- ◆ \$46 million in urban renewal bonds to finance improvements associated with the Downtown Waterfront urban renewal area.
- ◆ \$100 million in limited tax revenue bonds to fund the convention center expansion.

The City will likely incur additional indebtedness during FY 2000-01 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 for each fund, are included within the appropriate service area section of this document. For example, all Water bureau-related funds are found in the Utilities Service Area section. General Fund summaries are found in the Financial Summaries section of Volume One.

Types of Funds

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

Other Operating Funds: These funds support agencies such as Emergency Communications, Transportation, and Buildings. The Water and Environmental Services funds are commonly referred to as "enterprise" funds because they are self-supporting. Others, such as Building and Transportation receive ongoing General Fund subsidies as well as having dedicated revenue sources.

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

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

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

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

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

Retirement Funds: The City has only one retirement fund, which supports retirement of police and fire personnel. Revenues are received from a property tax levy authorized by Portland voters in 1940. Other city employees are covered by the state Public Employee Retirement System (PERS).

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

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

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

How Funds Interact

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

Basis of Budgeting

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

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

Budgetary Controls and Change Management

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

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

Adjustments to bureau budgets generally occur during one of these trimester reporting processes, or if legally necessary, according to State Budget Law, through a Supplemental Budget process, which typically occurs twice a year, 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 the Council's directives are being followed. Bureaus may also request changes to their budget throughout the year through the introduction of 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.

City Funds employ either Accrual Basis or Modified Accrual Basis Accounting.

Types of Accounting

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

Financial Reporting

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

The City has earned GFOA's Certificate of Achievement for the past 16 years.

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 16 years. The GFOA is a national organization composed of professionals in the field of public financial management. The group has established stringent criteria for the awards program in order to ensure quality, full-disclosure accounting, and reporting systems within the public sector.

Independent Audit Requirements

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

The annual financial report of the City is prepared in accordance with Oregon State law. It requires that an annual audit of the fiscal affairs of the City be performed by an independent auditor. Audits are performed in accordance with generally accepted auditing standards and the Minimum Standards for Audits of Oregon Municipal Corporations.

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

BUDGET AND FINANCIAL POLICIES

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

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

Financial Policies

- ◆ Comprehensive Financial Management Policy
- ◆ Debt Management
- ◆ General Reserve
- ◆ Compensation
- ◆ Bureau Revenue
- ◆ Investment
- ◆ Interagency Policy
- ◆ Local Improvement District Financing Policy

Planning Policies

- ◆ Future Focus
- ◆ Portland - Multnomah County Benchmarks
- ◆ Comprehensive Plan
- ◆ Community Policing
- ◆ Light Rail
- ◆ Water Plan
- ◆ Environmental Services Plan
- ◆ Prosperous Portland, Economic Development Policy
- ◆ Art 2000+ Plan
- ◆ Consolidated Plan (Housing and Community Development)

General Budget Directions

- ◆ Financial Plan
- ◆ Council Directives, Guidelines

Together these policies form the foundation for the City's biennial budget. What follows is a brief description of these policies and how they apply to the budget. Many of these policies are also available in the Appendix of Volume Two.

SUMMARIES OF FINANCIAL POLICIES

Comprehensive Financial Management Policy

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

Debt Management Policy

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

General Reserve Policy

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

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

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

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

Compensation Policy

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

Revenue Policy

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

Investment Policy

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

Interagency Policy

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

Local Improvement District Financing Policy

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

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

SUMMARIES OF PLANNING POLICIES

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

Comprehensive Plan

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

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

Portland Future Focus

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

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

Portland - Multnomah County Benchmarks

During 1993, a public process including several hundred people was conducted for purposes of developing measurements to gauge how well the community is progressing toward its shared vision as articulated in "Portland Future Focus" and other community strategic plans. These benchmarks provide another tool for elected and community leaders to use in guiding future actions. An annual report is issued on the adopted benchmarks. This report will continue 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 the addition of 200 positions in order to implement community policing.

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

Regional Light Rail

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

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

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

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

Regional Water Supply Plan (RWSP)

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

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

In 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 which analyzed the potential demand for water in the region and identified supply options. These studies were followed by public input and eventually formed the foundation of the final RWSP report. In early 1997, the City Council approved an inter-governmental agreement of regional water providers consortium which supports the final RWSP report.

Building on the RWSP, the Water Bureau is working with the other water purveyors in the region to identify long-term water need, develop strategies for meeting those needs, and 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 five years.

Environmental Services Policy

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

Clean Water

The FY 2000-01 budget places emphasis on pollution prevention, water quality analytical services within the industrial waste program, and drainage systems maintenance.

The budget ensures compliance with the amended of the Clean Water Act, associated federal and state regulations, and the City's Clean River Program. Like other cities, Portland is facing regulatory requirements that call for increasing water quality protection through the control of pollution at its source. Substantial investments are needed in sewage collection and treatment systems. Investment of this nature will include programs to monitor and manage storm water, combined sewer overflows (CSO), and industrial waste. It is estimated that compliance with just the CSO abatement mandate will cost approximately \$1.0 billion over the next 11 years. The FY 2000-01 budget addresses these issues by continuing the emphasis on pollution prevention, water quality analytical services within the

industrial waste program, and drainage systems maintenance. Included in the budget is initial funding for the Clean River Plan, which is a series of action steps that seek to address all of Portland's water quality issues through solutions that address more than one problem at a time. By doing so, it is anticipated that greater improvement in water quality can be achieved than with projects that are more narrowly focused.

Solid Waste

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

Prosperous Portland

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

Arts Plan 2000 +

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



Budget Notes

PUBLIC SAFETY

Police

Fleet Savings

Police will generate fleet savings adequate to fund the on-going costs of MDT replacement. The bureau will work in cooperation with Vehicle Services to identify the opportunities for savings and efficiencies.

Administrative/Business Manager

Police will hire an administrative/business manager at an appropriate level. The position will report directly to the Chief of Police and will be responsible for managing the overall business operations of the bureau, thus allowing trained police personnel to focus on service delivery.

Overtime

The Police bureau overtime budget has been reduced beginning FY2000-01. The bureau will manage their overtime costs to stay within this allocation with the possible exception of additional costs due to presidential and/or campaign visits.

Domestic Violence Contact Coordinator

The Police Bureau will provide staffing for a domestic violence coordinator to assist the Bureau's Domestic Violence Reduction Unit by contacting domestic violence victims and offer help for prosecuting alleged abusers.

Fire

Station 45

The fire bureau will absorb the costs for the reallocation of equipment and personnel tied to the reopening of Station 45 and the 'rover' engine company.

PARKS, RECREATION AND CULTURE

Parks

Sun Schools

An initial evaluation of the effectiveness of Schools Uniting Neighborhoods initiative (SUN) will be presented to the City council by September 1, 2001. It will include analysis of all five SUN goals, including the following indicators to measure student achievement: percent reaching benchmarks in math and reading (historical trend); percent increase in scores for the bottom quartile performers; participation in activities by students; impact on disciplinary referrals; school attendance; school partnerships. Interim evaluation reports will be available to the Council as they are produced and will provide interim comparisons, trends, and assessments of effectiveness. A full baseline report, from which trends will be drawn and comparisons made, will be complete by December 2000.

Senior Center

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

Cost of Service Study

Parks will complete an update to their cost of service study by December 31, 2000. This study will examine total costs of service for the delivery of programs including but not limited to full facility costs. Full facility costs shall include a major maintenance reserve component.

PUBLIC UTILITIES

Water

Billing System Savings

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

COMMUNITY DEVELOPMENT

**Commissioner
Saltzman**

Green Buildings

Commissioner Saltzman's office will lead bureaus in the effort to change the City Code enhancing implementation of the green building, or sustainability approach to facilities, capital development and other City operations.

The General Fund five-year financial plan will incorporate capturing a portion of the capital set-aside increment in year two of the biennium budget. (this may be a percentage of the total or begin with a portion of the presently unallocated amount) This increment may be used to support green building projects within City government.

Ten percent of the annual Housing Investment fund resources will be targeted to maximize green investments in affordable housing. Commissioner Sten, working with Commissioner Saltzman, will pilot this approach in the Fall RFP and propose to the Council a permanent approach to creating green buildings using the housing fund.

Planning

Endangered Species Act/Outreach

The Endangered Species Act program, housed in the Planning Bureau, will have access to and support of other bureaus Public Information Officers. The program will work with ONI to ensure effective outreach with existing resources.

Greenway

The Greenway effort, which involves many bureaus, will be coordinated by Planning and supported as necessary citywide, without specific General Fund support for bureaus other than Planning. The program will work with ONI to ensure effective outreach with existing resources.

LEGISLATIVE, ADMINISTRATIVE AND SUPPORT SERVICES**Office of
Management and
Finance****Vehicle Services**

Vehicle Services shall develop policy and procedures to enhance accountability for the purchase of non-standard vehicles and all vehicle leases. Exceptions must be approved by the commissioner-in-charge. The policy and procedures will be completed by September 30, 2000.

Revenue Bureau

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



Financial Summaries

Guide to the Financial Summaries

Introduction

The "Financial Summaries" section contains a variety of tables intended to help the reader view the FY 2000-01 Adopted Budget as a whole, consolidating the budget figures across all the City's funds and bureaus.

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

Total City

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 1999-00 with FY 2000-01. 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 be equal to 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 specialized meanings in the world of accounting. The detailed budget pages for individual funds, however, do use the more formally correct terms "resources" and "requirements" to signify what a fund has (or expects to get) versus what it needs.

Major Types of Expenditures

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

Net Budget

The citywide totals in Table 1 and other summaries contain not just the sum of the various funds but also a "net budget" figure. The net budget subtracts the "double count" that results from interfund transfers and tax anticipation notes. Tax anticipation notes (TAN's) are short term debt sold early in some years to provide cash until property tax revenues are received. The net budget removes the double count caused by budgeting for both TAN's and property tax revenues.

SUMMARY BY SERVICE AREA

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

GENERAL FUND REVENUES AND EXPENSES

Table 3 summarizes the budget for the General Fund, the City's largest, most visible, and most flexible fund. It shows the different sources of revenue, the expense budgets for individual bureaus, and the fund-level expenses, and compares the FY 1999-00 Budget to the FY 2000-01 Budget.

DISCRETIONARY VS. NON-DISCRETIONARY

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

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

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

The total General Fund FY 2000-01 Proposed Budget is \$354,023,236. After subtracting the cost of those activities tied to non-discretionary funding sources, the flexible part of the General Fund is actually \$281,195,388. City Council can choose to dedicate discretionary resources to any service area, bureau or program.

SUMMARY OF AUTHORIZED FULL-TIME POSITIONS

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

SUMMARIES BY FUND

Tables 5, 6 and 7 are lengthier tables that show different aspects of the City's budget by individual fund.

Total Revenues and Expenses by Fund by Fiscal Year

Table 5, the "Total Revenues and Expenses by Fund By Fiscal Year," shows the total expenses (or the total revenues, since they are equal) in any fund, not only for the FY 2000-01 Proposed Budget, but also in past years.

Bureau Expenses by Fund

Table 6 looks at the "Bureau Expenses by Fund". It provides detail on the bureau expenses, showing how much is budgeted for personnel costs, capital purchases, or the other major expense categories.

Revenues by Fund

Table 7 looks at "Revenues by Fund". It provides a more detailed view of the major revenue types received by each fund.

TAX LEVY COMPUTATION

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

APPROPRIATION SCHEDULE

Table 10, the "Appropriation Schedule", is a legally required summary of expenditures at the total fund appropriation level. Appropriation is divided into bureau program expenses, and fund requirements. Bureau program expenses are detailed on Table 6. Fund requirements are divided into contingency, interfund cash transfers, debt retirement, and inventory increases.

HISTORICAL FUNDS

Table 11, "Historical Funds and Appropriations", shows fund total information for City Funds and for General Fund Special Appropriations which have been closed in the past three fiscal years. This information is also required by state budget law.

GENERAL FUND/GENERAL RESERVE SUMMARIES

Tables 12 and 13 provide fund summaries of the General Fund and the General Reserve Fund. They are included in this section because services provided by these funds fall into many service areas.

Total City Budget – Revenues and Expenses

TABLE 1

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

	Revised FY 1999–00	Adopted FY 2000–01
RESOURCES		
External Revenues		
Property Taxes	229,160,303	250,113,702
Other Taxes	12,986,933	13,504,225
Licenses and Permits	107,355,731	114,868,434
Service Charges	266,733,615	296,902,238
Intergovernmental	141,082,434	130,157,499
Miscellaneous	62,418,701	62,605,062
Debt Proceeds	545,982,000	469,536,341
Total External Revenues	1,365,719,717	1,337,687,501
Transfer from Other Funds		
Service Reimbursements	131,504,262	117,912,475
Cash Transfers	422,320,442	373,746,363
Total Transfers from Other Funds	553,824,704	491,658,838
Beginning Fund Balances	466,756,162	369,340,555
Total Budget	2,386,300,583	2,198,686,894
Less Interfund Transfers and Tax Anticipation Notes	(573,824,704)	(521,658,838)
TOTAL NET BUDGET	\$ 1,812,475,879	\$ 1,677,028,056
REQUIREMENTS		
Bureau Expenses		
Personal Services	372,332,565	375,680,455
External Materials & Services	725,302,442	534,443,862
Internal Materials & Services	128,589,516	116,578,475
Capital Outlay	213,639,915	195,918,966
Equipment Cash Transfers	2,358,579	1,334,000
Total Bureau Expenses	1,442,223,017	1,223,955,758
Fund Level Expenses		
Debt Service	242,570,819	269,264,241
Fund Level Cash Transfers	422,633,727	373,746,363
Inventory Increases	140,000	140,000
Contingency	220,364,727	258,842,964
Total Fund Level Expenses	885,709,273	901,993,568
Total Appropriated Budget	2,327,932,290	2,125,949,326
Unappropriated Ending Balance	58,368,293	72,737,568
Total Budget	2,386,300,583	2,198,686,894
Less Interfund Transfers and Tax Anticipation Notes	(573,581,822)	(521,658,838)
TOTAL NET BUDGET	\$ 1,812,718,761	\$ 1,677,028,056

Operating and Capital Budget by Service Area

TABLE 2

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

	Revised FY 1999-00			Adopted FY 2000-01		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Public Safety						
Police	120,011,555	229,000	120,240,555	119,890,802	0	119,890,802
Fire	60,711,959	1,154,579	61,866,538	60,244,455	1,070,000	61,314,455
Fire & Police Disability & Retirement	59,277,514	0	59,277,514	64,487,406	0	64,487,406
Emergency Communications	13,624,137	0	13,624,137	12,992,970	0	12,992,970
Public Safety Capital	1,016,170	0	1,016,170	1,391,042	0	1,391,042
Other Public Safety	10,522,172	7,091,718	17,613,890	16,141,355	9,523,040	25,664,395
Total Public Safety	265,163,507	8,475,297	273,638,804	275,148,030	10,593,040	285,741,070
Parks, Recreation & Culture						
Parks & Recreation	38,098,582	778,420	38,877,002	38,985,856	0	38,985,856
Parks Bond Construction Fund	0	11,382,519	11,382,519	0	1,463,485	1,463,485
Parks Construction Fund	0	13,596,939	13,596,939	0	13,343,249	13,343,249
Golf	4,526,955	3,862,447	8,389,402	4,710,937	482,471	5,193,408
Portland International Raceway	868,567	40,000	908,567	813,167	0	813,167
Other Parks, Recreation & Culture	10,089,711	3,879,948	13,969,659	9,971,528	33,983,000	43,954,528
Total Parks, Recreation & Culture	53,583,815	33,540,273	87,124,088	54,481,488	49,272,205	103,753,693
Public Utilities						
Water	54,763,541	31,737,900	86,501,441	51,570,486	28,753,000	80,323,486
Hydropower	518,742	0	518,742	692,574	0	692,574
Environ Svcs-Sewer System	65,388,772	100,299,008	165,687,780	64,703,153	87,694,580	152,397,733
Environ Svcs-Refuse Disposal	2,507,954	0	2,507,954	3,284,379	0	3,284,379
Other Public Utilities	9,525,329	635,036	10,160,365	10,697,981	365,000	11,062,981
Total Public Utilities	132,704,338	132,671,944	265,376,282	130,948,573	116,812,580	247,761,153
Community Development & Services						
Planning	6,049,803	0	6,049,803	8,094,485	0	8,094,485
Bureau of Community Develop	9,850,903	0	9,850,903	8,347,799	0	8,347,799
Office of Neighborhood Involvement	4,183,288	0	4,183,288	4,137,335	0	4,137,335
Cable & Franchise Management	1,717,565	0	1,717,565	1,750,212	0	1,750,212
Energy	1,143,928	0	1,143,928	762,502	0	762,502
Buildings	29,472,981	0	29,472,981	27,961,669	0	27,961,669
Cable Fund	2,850,752	0	2,850,752	4,035,013	0	4,035,013
Transfers to PDC	381,746,427	0	381,746,427	211,297,661	0	211,297,661
LID Construction	1,521,952	10,349,510	11,871,462	8,552,458	7,946,000	16,498,458
Housing & Community Development	28,787,828	0	28,787,828	15,576,484	0	15,576,484
Other Community Develop & Svc.	34,289,215	240,427	34,529,642	27,411,285	232,750	27,644,035
Total Community Development/Svcs	501,614,642	10,589,937	512,204,579	317,926,903	8,178,750	326,105,653
Transportation & Parking						
Transportation & Street Lighting	73,455,453	64,916,825	138,372,278	74,863,013	49,885,300	124,748,313
Parking Facilities	4,906,238	7,309,524	12,215,762	4,844,988	1,379,500	6,224,488
Autoport	0	0	0	0	0	0
Other Transportation & Parking	4,481,676	0	4,481,676	4,946,126	0	4,946,126
Total Transportation & Parking	82,843,367	72,226,349	155,069,716	84,654,127	51,264,800	135,918,927
Legislative/Admin/Support Svcs						
City Attorney	4,370,120	0	4,370,120	4,502,576	0	4,502,576
City Auditor	5,205,262	0	5,205,262	5,298,481	205,000	5,503,481
Office of Management & Finance	27,390,755	0	27,390,755	11,469,438	0	11,469,438
Mayor & Commissioners' Offices	3,894,628	0	3,894,628	3,863,359	0	3,863,359
Purchases & Stores	2,911,799	0	2,911,799	2,829,622	0	2,829,622

Operating and Capital Budget by Service Area

TABLE 2

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

	Revised FY 1999-00			Adopted FY 2000-01		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Licenses	3,214,814	0	3,214,814	3,635,279	0	3,635,279
Office of Governmental Relations	674,523	0	674,523	697,074	0	697,074
General Services-Administration	1,426,900	0	1,426,900	1,455,745	0	1,455,745
Capital Improvement Fund	20,000	0	20,000	0	0	0
Communications Services	11,464,184	1,685,146	13,149,330	9,334,029	8,213,000	17,547,029
Facilities Services	13,201,754	13,700,078	26,901,832	14,208,820	1,313,702	15,522,522
Fleet Services	21,535,966	0	21,535,966	18,605,847	667,000	19,272,847
Printing & Distribution Services	6,886,487	0	6,886,487	6,689,559	0	6,689,559
Insurance & Claims	5,513,860	0	5,513,860	6,392,964	0	6,392,964
Workers' Compensation	4,620,439	0	4,620,439	4,413,467	0	4,413,467
Governmental Bond Redemption	125,000	0	125,000	0	0	0
Computer Services	10,489,327	0	10,489,327	8,811,948	0	8,811,948
Other Legislative/Admin/Support	10,463,506	0	10,463,506	12,053,352	0	38,496,562
Total Legislative/Admin/Support	133,409,324	15,385,224	148,794,548	114,261,560	10,398,702	124,660,262
PDC Urban Renewal Debt						
Tax Increment Debt (Interest Only)	15,000	0	15,000	15,000	0	15,000
Total Expenditures	1,169,333,993	272,889,024	1,442,223,017	977,435,681	246,520,077	1,223,955,758
FUND REQUIREMENTS						
Contingency			220,364,727			258,842,964
Interfund Cash Transfers			422,633,727			373,746,363
Debt Retirement			242,570,819			269,264,241
Inventory Increases			140,000			140,000
Unappropriated Ending Fund Balance			58,368,293			72,737,568
TOTAL CITY BUDGET	\$	\$	\$2,386,300,583	\$	\$	\$2,198,686,894
Subtract "double count" caused by internal transfers and tax anticipation notes			(573,581,822)			(522,094,312)
TOTAL NET CITY BUDGET	\$	\$	\$1,812,718,761	\$	\$	\$1,677,028,056

Note 1: General Fund set-aside for compensation adjustments is allocated to the service areas in proportion to their budgeted personal service expense.

General Fund Revenues and Expenses

TABLE 3

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

	Discretionary Budget		Total Budget	
	Revised FY 1999-00	Adopted FY 2000-01	Requested FY 2000-01	Adopted FY 2000-01
RESOURCES				
Property Taxes	\$131,767,225	\$138,817,685	\$131,767,225	\$138,817,685
Lodging Taxes	\$10,794,799	\$11,334,892	\$10,794,799	\$11,334,892
Business Licenses	\$52,409,103	\$53,127,604	\$52,409,103	\$53,127,604
Utility License Fees	\$44,244,205	\$48,439,887	\$44,244,205	\$48,439,887
Service Charges and Other	\$3,165,156	\$4,624,089	\$17,456,169	\$28,770,226
Intergovernmental	\$10,249,567	\$9,890,020	\$37,731,140	\$28,621,149
Transfers from Other Funds/Agencies	\$2,946,103	\$2,082,759	\$43,259,486	\$28,783,342
Beginning Fund Balance	\$13,944,943	\$12,878,451	\$21,376,321	\$16,128,451
TOTAL GENERAL FUND RESOURCES	\$ 269,521,101	\$ 281,195,387	\$ 359,038,448	\$ 354,023,236
EXPENSES				
City Attorney	\$1,467,578	\$1,530,331	\$4,370,120	\$4,502,576
City Auditor	\$1,324,997	\$1,472,388	\$5,205,262	\$5,503,481
Cable & Franchise Management	\$1,412,663	\$1,473,642	\$1,717,565	\$1,750,212
Commissioner #1	\$319,509	\$275,810	\$654,589	\$622,036
Commissioner #2	\$241,354	\$277,221	\$632,414	\$623,693
Commissioner #3	\$291,981	\$275,068	\$627,061	\$621,294
Commissioner #4	\$289,319	\$280,572	\$624,399	\$627,535
Community Development	\$2,813,672	\$2,625,790	\$9,850,903	\$8,347,799
Energy	\$365,921	\$277,157	\$1,143,928	\$762,502
Finance & Administration	\$4,144,611	\$4,282,847	\$27,390,755	\$11,469,438
Fire	\$57,886,383	\$58,361,444	\$61,866,538	\$61,314,455
General Services	\$0	\$0	\$1,426,900	\$1,455,745
Governmental Relations	\$266,450	\$299,098	\$674,523	\$697,074
Licenses	\$2,018,521	\$2,372,769	\$3,270,664	\$3,635,279
Mayor	\$514,870	\$584,184	\$1,356,165	\$1,368,801
Neighborhood Involvement	\$3,554,491	\$3,628,586	\$4,183,288	\$4,137,335
Parks & Recreation	\$27,559,106	\$28,068,581	\$38,890,986	\$38,985,856
Planning	\$4,919,103	\$6,300,970	\$6,049,803	\$8,094,485
Police	\$98,871,324	\$104,701,032	\$120,240,555	\$119,890,800
Purchases & Stores	\$615,021	\$794,229	\$2,911,799	\$2,829,622
Special Appropriations	\$20,977,438	\$23,054,611	\$24,834,464	\$23,239,214
Total Bureau Expenses	229,854,312	240,936,330	317,922,681	300,479,232
Transfers To Other Funds	\$36,350,270	\$36,716,503	\$36,350,270	\$46,751,449
Contingency-Operating & Unforeseen	\$3,316,519	\$3,542,555	\$3,316,519	\$3,542,555
Contingency-Encumbrance Carryover	\$0	\$0	\$1,448,978	\$3,250,000
TOTAL GENERAL FUND EXPENSES	\$ 269,521,101	\$ 281,195,388	\$ 359,038,448	\$ 354,023,236

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

Summary of Authorized Positions

TABLE 4

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

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Adopted FY 2000-01	Change
General Fund					
City Attorney	35	39	39	40	1
City Auditor	53	53	56	58	2
Cable Communications	5	5	6	6	0
Commissioner of Public Affairs	7	7	7	7	0
Commissioner of Public Works	8	8	8	8	0
Commissioner of Public Utilities	7	7	7	7	0
Commissioner of Public Safety	6	6	6	6	0
Energy Office	8	8	11	8	-3
OFA - Financial Management	69	66	72	67	-5
OFA - Human Resources	31	35	36	37	1
Bureau of Fire, Rescue and Emergency Services	704	728	730	743	13
BGS-Admin	16	17	17	17	0
Government Relations	4	4	4	5	1
Community Development	17	18	18	18	0
Licenses	38	41	41	46	5
Mayor	16	16	16	16	0
Neighborhood Involvement	37	36	36	39	3
Parks Division	283	314	327	337	10
Planning	103	109	57	67	10
Police	1,248	1,252	1,257	1,252	-5
Purchases	21	24	28	28	0
Special Appropriations	0	0	0	0	0
Total General Fund	2,716	2,792	2,779	2,811	32
Other Funds					
OPDR	213	224	298	300	2
Communications	27	33	35	37	2
Emergency Communications	129	147	165	160	-5
Environmental Services	448	452	452	464	12
Facilities	27	31	37	37	0
Vehicle Services Division	76	80	81	83	2
Golf Division	27	27	31	32	1
Hydroelectric Power Division	3	3	3	3	0
Parks Bond Construction	18	18	10	0	-10
Parks Construction Division	0	0	3	11	8
PIR Division	6	6	6	6	0
Printing & Distribution	28	29	31	29	-2
Transportation	730	716	714	713	-1
Water Division	515	524	532	543	11
Total Other Funds	2,247	2,291	2,399	2,418	19
Total City	4,963	5,083	5,177	5,229	52
Portland Development Commission	100	100	111	127	16
TOTAL CITY, INCLUDING PDC	5,063	5,183	5,288	5,355	67

Total Revenues and Expenses by Fund By Fiscal Year

TABLE 5

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

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Operating Funds					
Spectator Facilities Fund	12,851,539	12,746,393	12,417,189	109,622,589	77,322,589
Assessment Collection	89,946	46,203	43,091	54,326	54,326
Planning and Development Fund	27,212,521	27,671,266	32,358,539	30,643,940	30,643,940
Cable	3,603,171	3,332,704	3,362,181	3,384,081	4,329,218
General Fund	327,651,534	348,961,485	359,038,448	350,716,791	354,023,236
Emergency Communications	13,944,984	15,354,504	16,553,849	15,921,908	15,921,908
Golf	6,442,891	6,283,608	14,163,004	7,272,661	7,272,661
Hydropower Operating	1,347,517	1,129,083	1,029,867	1,181,850	1,181,850
Parking Facilities	14,271,345	44,726,976	49,465,021	13,900,677	13,900,677
Portland International Raceway	1,007,658	939,431	1,003,710	927,072	927,072
Property Management License	2,647,699	2,806,814	2,812,374	3,056,917	3,056,917
Public Safety	1,724,683	1,646,680	1,486,321	1,542,662	1,542,662
Refuse Disposal	6,421,223	7,083,818	7,254,683	6,777,596	7,685,039
Sewage System Operating	205,548,082	233,923,368	247,558,613	244,624,604	244,624,604
Transportation Operating	103,369,202	119,474,719	148,202,103	139,399,279	139,399,279
Water	113,359,841	128,027,393	123,441,452	126,391,259	126,438,720
Total Operating Funds	841,493,836	954,154,445	1,020,190,445	1,055,418,212	1,028,324,698
Internal Service Funds					
Communications Svcs Operating	14,595,364	16,921,554	19,034,971	24,982,759	24,857,759
Information Technology Fund	5,597,771	6,832,959	15,613,840	12,350,275	12,350,275
Facilities Services	67,318,981	53,808,066	45,002,972	36,021,367	35,952,728
Fleet Services Operating	33,331,537	33,407,757	32,422,394	30,651,111	30,651,111
Health Insurance	50,714,998	55,926,508	59,220,862	61,892,929	62,162,544
Insurance and Claims Operating	12,547,809	12,524,719	13,612,221	15,202,945	15,202,945
Printing/Distribution Services	6,597,383	7,724,403	8,185,021	8,206,270	8,176,608
Workers' Compensation Operating	16,969,068	16,965,483	16,570,586	15,722,871	15,722,871
Total Internal Service Funds	207,672,911	204,111,449	209,662,867	205,030,527	205,076,841
Agency and Trust Funds					
Environmental Remediation	2,393,597	2,447,567	2,453,435	2,413,261	2,275,694
Housing Investment	13,815,602	17,611,932	8,101,635	15,376,433	15,226,433
Hydropower Renewal & Replacement	7,742,425	7,887,024	8,083,524	8,404,215	8,404,215
Portland Parks Memorial Trust	4,360,037	4,704,636	4,779,149	4,330,687	4,330,687
Sewer Revolving Loan	1,657,774	2,181,868	2,080,708	1,700,883	1,700,883
Sewer System Rate Stabilization	20,024,142	16,407,346	13,985,277	5,798,920	5,798,920
Sewer System Safety Net	2,695,284	1,980,404	1,959,930	2,409,400	2,409,400
Water Growth Impact Charge Trust	1,316,364	1,387,295	1,461,339	1,540,655	1,540,655
Total Agency and Trust Funds	54,005,225	54,608,072	42,904,997	41,974,454	41,686,887
Construction Funds					
BFRES Facilities Bond Fund	0	24,525,525	24,521,296	23,843,000	23,843,000
Capital Improvement Fund	10,342,273	2,864,580	1,224,133	144,520	144,520
LID Construction Fund	15,957,011	11,721,406	25,230,689	26,065,710	26,065,710
Parks Bond Construction	45,587,411	27,783,800	11,407,519	1,500,000	1,500,000
Parks Construction	0	3,712,923	14,123,402	14,275,074	14,275,074
Sewer System Construction	359,507,901	206,354,029	131,239,121	161,879,298	161,879,298
Water Construction	54,265,340	46,618,151	59,656,943	47,426,341	47,426,341
Total Construction Funds	485,659,936	323,580,414	267,403,103	275,133,943	275,133,943
Debt Service Funds					
Airport Way Debt Service	8,340,020	6,716,587	40,119,466	11,871,040	11,871,040
Bancroft Bond	24,562,545	24,206,282	11,749,728	11,284,322	11,284,322

Total Revenues and Expenses by Fund By Fiscal Year

TABLE 5

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

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Bonded Debt Interest and Sinking	6,778,081	6,591,676	7,959,485	7,948,685	7,948,685
Central Eastside Industrial Debt	7,148,863	5,884,900	3,579,936	6,173,831	6,173,831
Convention Center Area Debt Svc	18,708,314	6,081,332	17,453,064	9,666,815	6,366,815
Parking Facilities Debt Fund	0	217,599	1,957,288	2,392,413	2,392,413
Gas Tax Bond Redemption	3,673,488	787,912	786,887	792,524	871,524
Golf Revenue Bond	537,685	538,027	1,377,845	588,354	356,500
Governmental Bond Redemption	6,396,521	9,165,186	10,578,327	8,186,625	8,186,625
Hydropower Bond	7,852,535	7,912,336	7,944,443	8,118,150	8,118,150
Lents Urban Renewal Debt Fund	0	0	623,444	2,064,826	2,064,826
N Macadam Debt Fund	0	0	0	234,746	234,746
Morrison Park East Bond	862,819	872,048	796,028	798,978	798,978
Morrison Park West Bond	703,297	715,982	676,793	675,988	675,988
Old Town Parking Bond	677,650	678,369	667,040	665,322	665,322
Pension Debt Redemption Fund	0	0	12,778,184	38,750,860	38,750,860
River District Debt Fund	0	0	473,356	2,212,371	2,212,371
Sewage Disposal Debt	314,199,178	49,288,590	55,971,406	55,929,050	55,929,050
South Park Renewal Debt Service	8,616,238	8,005,438	6,402,862	18,257,200	18,257,200
Washington County Supply Bond	2,961,581	3,159,608	3,362,812	3,529,609	3,529,609
Water Bond Sinking	10,679,245	11,362,227	11,563,253	12,751,812	12,751,812
Waterfront Renewal Bond Sinking	17,117,092	18,790,567	17,814,309	33,503,273	33,503,273
Total Debt Service Funds	439,815,152	160,974,666	214,635,956	236,396,794	232,943,940
Federal and State Funds					
Federal Grants	19,002,141	88,413,254	31,348,214	27,979,788	27,944,788
Home Grant	2,611,125	4,626,275	9,509,010	4,498,000	4,498,000
Housing & Community Development	16,647,989	21,389,624	29,482,926	15,833,200	15,833,200
Total Federal and State Funds	38,261,255	114,429,153	70,340,150	48,310,988	48,275,988
Retirement Funds					
FPD&R	82,001,436	73,710,140	83,622,883	89,081,799	89,078,264
FPD&R Retirement Reserve	750,000	750,000	750,000	750,000	750,000
Supp Retirement Program Trust	474,977	493,737	349,664	370,343	370,343
Total Retirement Funds	83,226,413	74,953,877	84,722,547	90,202,142	90,198,607
Revenue and Reserve Funds					
Convention and Tourism	2,051,205	2,143,629	2,342,896	2,290,738	2,290,738
General Reserve	33,438,039	35,237,031	36,339,533	35,891,502	35,891,502
Special Finance & Resource Fund	0	0	437,190,000	238,297,661	238,297,661
Transportation Reserve	3,466,317	570,245	568,089	566,089	566,089
Total Revenue and Reserve Funds	38,955,561	37,950,905	476,440,518	277,045,990	277,045,990
TOTAL ALL FUNDS	\$ 2,189,090,289	\$ 1,924,762,981	\$ 2,386,300,583	\$ 2,229,513,050	\$ 2,198,686,894

Summary of Bureau Expenses by Fund – FY 2000–01

TABLE 6

This table summarizes the major categories of expenditures included in bureau budgets by fund and by bureau. Fund-level requirements such as contingencies and interfund transfers are summarized in Table 10.

	Personal Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Equip Cash Transfers	Total Bureau Expenses
General Fund						
City Attorney	3,744,893	356,538	401,145	0	0	4,502,576
City Auditor	3,848,401	598,544	851,536	205,000	0	5,503,481
Cable Communications	479,316	997,358	273,538	0	0	1,750,212
Commissioner of Public Utilities	496,766	22,571	102,699	0	0	622,036
Commissioner of Public Works	518,012	5,901	99,780	0	0	623,693
Commissioner of Public Affairs	488,889	32,153	100,252	0	0	621,294
Commissioner of Public Safety	490,093	36,706	100,736	0	0	627,535
Community Development	1,305,454	6,820,057	222,288	0	0	8,347,799
Energy Office	566,653	102,784	93,065	0	0	762,502
OFA - Financial Management	4,933,576	1,491,815	1,340,728	0	0	7,766,119
OFA - Human Resources	2,479,217	668,369	555,733	0	0	3,703,319
Fire, Rescue & Emergency Service	53,190,702	4,033,188	2,970,565	1,120,000	0	61,314,455
BGS-Admin	1,198,587	107,860	149,298	0	0	1,455,745
Government Relations	393,247	183,731	120,096	0	0	697,074
Licenses	2,771,761	269,602	593,916	0	0	3,635,279
Mayor	1,066,214	37,172	265,415	0	0	1,368,801
Neighborhood Involvement	2,508,628	1,290,295	338,412	0	0	4,137,335
Parks Division	25,766,441	8,942,313	4,234,080	43,022	0	38,985,856
Planning	4,896,009	1,665,138	1,533,338	0	0	8,094,485
Police	90,504,228	9,870,978	18,530,350	985,246	0	119,890,802
Purchases	1,863,911	580,833	384,878	0	0	2,829,622
Special Appropriations	0	21,153,695	202,518	1,883,000	0	23,239,213
Total General Fund	203,510,998	59,267,601	33,464,366	4,236,268	0	300,479,233
Operating Funds						
Spectator Facilities Fund	0	3,152,603	407,818	29,400,000	0	32,960,421
Assessment Collection	0	0	0	0	0	0
Planning and Development Fund	20,653,498	2,176,190	5,073,454	58,527	0	27,961,669
Cable	0	3,694,323	340,690	0	0	4,035,013
Emergency Communications	10,590,210	1,105,938	1,296,822	0	0	12,992,970
Golf	2,566,043	1,469,321	571,644	586,400	0	5,193,408
Hydropower Operating	236,283	304,300	151,991	0	0	692,574
Parking Facilities	0	3,474,957	2,749,531	0	0	6,224,488
Portland International Raceway	426,050	269,298	117,819	0	0	813,167
Property Management License	0	3,056,917	0	0	0	3,056,917
Public Safety	0	188,000	3,042	1,200,000	0	1,391,042
Refuse Disposal	681,569	1,626,948	960,862	15,000	0	3,284,379
Sewage System Operating	33,656,784	33,478,540	24,224,987	61,037,422	0	152,397,733
Transportation Operating	48,446,777	25,704,830	14,404,036	36,192,670	0	124,748,313
Water	35,388,613	17,632,921	9,426,102	17,869,850	6,000	80,323,486
Total Operating Funds	152,645,827	97,335,086	59,728,798	146,359,869	6,000	456,075,580
Internal Service Funds						
Communications Svcs Operating	2,774,930	7,325,197	944,051	6,502,851	0	17,547,029
Information Technology Fund	3,994,411	3,685,795	1,036,272	95,470	0	8,811,948
Facilities Services	2,603,890	12,790,733	1,379,529	956,160	0	17,730,312
Fleet Services Operating	5,267,169	6,403,842	1,701,336	5,900,500	0	19,272,847
Health Insurance	378,645	30,176,310	220,573	0	0	30,775,528
Insurance and Claims Operating	943,962	4,326,436	1,122,566	0	0	6,392,964
Printing/Distribution Services	1,731,702	3,956,539	646,318	355,000	0	6,689,559
Workers' Compensation Operating	976,794	2,861,098	575,575	0	0	4,413,467
Total Internal Service Funds	18,671,503	71,525,950	7,626,220	13,809,981	0	111,633,654
Agency and Trust Funds						
Environmental Remediation	27,309	50,682	150,350	325,000	0	553,341
Housing Investment	0	6,684,364	0	4,000,000	0	10,684,364
Hydropower Renewal & Replacement	0	0	0	0	0	0
Portland Parks Memorial Trust	0	1,073,992	1,158,487	0	0	2,232,479
Sewer Revolving Loan	0	75,000	0	0	0	75,000
Sewer System Rate Stabilization	0	0	0	0	0	0
Sewer System Safety Net	0	2,409,400	0	0	0	2,409,400

Summary of Bureau Expenses by Fund – FY 2000–01

TABLE 6

This table summarizes the major categories of expenditures included in bureau budgets by fund and by bureau. Fund-level requirements such as contingencies and interfund transfers are summarized in Table 10.

	Personal Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Equip Cash Transfers	Total Bureau Expenses
Water Growth Impact Charge Trust	0	0	0	0	0	0
Total Agency and Trust Funds	27,309	10,293,438	1,308,837	4,325,000	0	15,954,584
Construction Funds						
BFRES Facilities Bond Fund	0	0	1,542,000	6,006,000	1,328,000	8,876,000
Capital Improvement Fund	0	0	0	0	0	0
LID Construction Fund	0	75,000	8,477,458	7,946,000	0	16,498,458
Parks Bond Construction	0	50,000	0	1,413,485	0	1,463,485
Parks Construction	824,818	119,124	587,460	11,811,847	0	13,343,249
Sewer System Construction	0	951,000	77,959	0	0	1,028,959
Water Construction	0	0	0	0	0	0
Total Construction Funds	824,818	1,195,124	10,684,877	27,177,332	1,328,000	41,210,151
Debt Service Funds						
Airport Way Debt Service	0	0	0	0	0	0
Bancroft Bond	0	0	0	0	0	0
Bonded Debt Interest and Sinking	0	0	0	0	0	0
Central Eastside Industrial Debt	0	0	0	0	0	0
Convention Center Area Debt Svc	0	0	0	0	0	0
Parking Facilities Debt Fund	0	0	0	0	0	0
Gas Tax Bond Redemption	0	0	0	0	0	0
Golf Revenue Bond	0	0	0	0	0	0
Governmental Bond Redemption	0	0	0	0	0	0
Hydropower Bond	0	0	0	0	0	0
Lents Urban Renewal Debt Fund	0	0	0	0	0	0
N Macadam Debt Fund	0	0	0	0	0	0
Morrison Park East Bond	0	0	0	0	0	0
Morrison Park West Bond	0	0	0	0	0	0
Old Town Parking Bond	0	0	0	0	0	0
Pension Debt Redemption Fund	0	605,104	0	0	0	605,104
River District Debt Fund	0	0	0	0	0	0
Sewage Disposal Debt	0	0	0	0	0	0
South Park Renewal Debt Service	0	0	0	0	0	0
Washington County Supply Bond	0	0	0	0	0	0
Water Bond Sinking	0	0	0	0	0	0
Waterfront Renewal Bond Sinking	0	15,000	0	0	0	15,000
Total Debt Service Funds	0	620,104	0	0	0	620,104
Federal and State Funds						
Federal Grants	0	0	0	0	0	0
Home Grant	0	4,128,794	261,141	0	0	4,389,935
Housing & Community Development	0	13,101,403	2,475,081	0	0	15,576,484
Total Federal and State Funds	0	17,230,197	2,736,222	0	0	19,966,419
Retirement Funds						
FPD&R	0	63,562,397	914,493	10,516	0	64,487,406
FPD&R Retirement Reserve	0	0	0	0	0	0
Supp Retirement Program Trust	0	7,000	0	0	0	7,000
Total Retirement Funds	0	63,569,397	914,493	10,516	0	64,494,406
Revenue and Reserve Fund						
Convention and Tourism	0	2,169,304	54,662	0	0	2,223,966
General Reserve	0	0	0	0	0	0
Special Finance & Resource Fund	0	211,237,661	60,000	0	0	211,297,661
Transportation Reserve	0	0	0	0	0	0
Total Revenue and Reserve Fund	0	213,406,965	114,662	0	0	213,521,627
TOTAL ALL FUNDS	\$ 375,680,455	\$ 534,443,862	\$ 116,578,475	\$ 195,918,966	\$ 1,334,000	\$1,223,955,758

Summary of Revenues by Fund – FY 2000–01

TABLE 7

This table summarizes the major categories of estimated revenues that will be received by each fund.

	Property Taxes	Svc Charges, Licenses, & Permits	Other External Revenue	Interfund Revenues	Beginning Balances	Total Revenues
Operating Funds						
General Fund	138,817,686	102,136,267	43,141,131	53,799,701	16,128,451	354,023,236
Spectator Facilities Fund	0	5,049,796	70,486,708	0	1,786,085	77,322,589
Assessment Collection	0	0	4,500	0	49,826	54,326
Planning and Development Fund	0	21,691,261	2,356,521	4,352,385	2,243,773	30,643,940
Cable	0	838,238	1,525,654	241,092	1,724,234	4,329,218
Emergency Communications	0	50,000	5,028,589	8,442,819	2,400,500	15,921,908
Golf	0	6,711,340	90,800	0	470,521	7,272,661
Hydropower Operating	0	0	579,150	284,500	318,200	1,181,850
Parking Facilities	0	9,313,515	150,000	696,256	3,740,906	13,900,677
Portland International Raceway	0	883,000	5,000	0	39,072	927,072
Property Management License	0	3,042,217	14,700	0	0	3,056,917
Public Safety	0	0	80,000	0	1,462,662	1,542,662
Refuse Disposal	0	2,441,932	485,268	0	4,757,839	7,685,039
Sewage System Operating	0	134,849,433	1,333,657	101,495,091	6,946,423	244,624,604
Transportation Operating	0	21,681,771	59,374,832	39,149,129	19,193,547	139,399,279
Water	0	64,401,440	3,527,613	39,791,415	18,718,252	126,438,720
Total Operating Funds	138,817,686	373,090,210	188,184,123	248,252,388	79,980,291	1,028,324,698
Internal Service Funds						
Communications Svcs Operating	0	1,901,731	8,302,000	9,221,509	5,432,519	24,857,759
Information Technology Fund	0	0	487,377	8,029,657	3,833,241	12,350,275
Facilities Services	0	1,792,197	1,726,193	26,187,338	6,247,000	35,952,728
Fleet Services Operating	0	5,000	902,000	16,979,526	12,764,585	30,651,111
Health Insurance	0	25,229,101	4,026,308	269,615	32,637,520	62,162,544
Insurance and Claims Operating	0	0	454,116	7,457,672	7,291,157	15,202,945
Printing/Distribution Services	0	254,406	1,621,683	5,390,572	909,947	8,176,608
Workers' Compensation Operating	0	0	797,029	2,996,708	11,929,134	15,722,871
Total Internal Service Funds	0	29,182,435	18,316,706	76,532,597	81,045,103	205,076,841
Agency and Trust Funds						
Environmental Remediation	0	1,065,341	41,157	0	1,169,196	2,275,694
Housing Investment	0	150,000	6,800,000	5,680,000	2,596,433	15,226,433
Hydropower Renewal & Replacement	0	0	476,400	0	7,927,815	8,404,215
Portland Parks Memorial Trust	0	1,561,025	178,250	0	2,591,412	4,330,687
Sewer Revolving Loan	0	75,000	75,000	0	1,550,883	1,700,883
Sewer System Rate Stabilization	0	0	290,000	0	5,508,920	5,798,920
Sewer System Safety Net	0	0	429,000	0	1,980,400	2,409,400
Water Growth Impact Charge Trust	0	0	83,771	0	1,456,884	1,540,655
Total Agency and Trust Funds	0	2,851,366	8,373,578	5,680,000	24,781,943	41,686,887
Construction Funds						
BFRES Facilities Bond Fund	0	0	798,000	0	23,045,000	23,843,000
Capital Improvement Fund	0	0	6,880	0	137,640	144,520
LID Construction Fund	0	791,100	23,754,367	129,911	1,390,332	26,065,710
Parks Bond Construction	0	0	25,000	0	1,475,000	1,500,000
Parks Construction	0	1,000,000	5,648,787	4,479,218	3,147,069	14,275,074
Sewer System Construction	0	724,803	104,500,000	25,977,987	30,676,508	161,879,298
Water Construction	0	2,153,302	1,196,009	14,786,028	29,291,002	47,426,341
Total Construction Funds	0	4,669,205	135,929,043	45,373,144	89,162,551	275,133,943
Debt Service Funds						
Airport Way Debt Service	6,832,579	0	261,430	0	4,777,031	11,871,040
Bancroft Bond	0	0	7,440,914	0	3,843,408	11,284,322

Summary of Revenues by Fund – FY 2000–01

TABLE 7

This table summarizes the major categories of estimated revenues that will be received by each fund.

	Property Taxes	Svc Charges, Licenses, & Permits	Other External Revenue	Interfund Revenues	Beginning Balances	Total Revenues
Bonded Debt Interest and Sinking	7,898,685	0	50,000	0	0	7,948,685
Central Eastside Industrial Debt	4,137,331	0	536,500	1,500,000	0	6,173,831
Convention Center Area Debt Svc	6,116,815	0	250,000	0	0	6,366,815
Parking Facilities Debt Fund	0	0	0	2,392,413	0	2,392,413
Gas Tax Bond Redemption	0	0	0	871,524	0	871,524
Golf Revenue Bond	0	0	12,500	344,000	0	356,500
Governmental Bond Redemption	0	0	4,836	8,181,789	0	8,186,625
Hydropower Bond	0	0	3,575,040	290,000	4,253,110	8,118,150
Lents Urban Renewal Debt Fund	2,044,826	0	20,000	0	0	2,064,826
N Macadam Debt Fund	230,520	0	4,226	0	0	234,746
Morrison Park East Bond	0	0	0	409,100	389,878	798,978
Morrison Park West Bond	0	0	0	342,640	333,348	675,988
Old Town Parking Bond	0	0	0	665,322	0	665,322
River District Debt Fund	2,167,788	0	44,583	0	0	2,212,371
Pension Debt Redemption Fund	0	0	1,507,475	7,827,878	29,415,507	38,750,860
Sewage Disposal Debt	0	0	50,000	53,060,912	2,818,138	55,929,050
South Park Renewal Debt Service	6,077,399	0	100,000	10,900,000	1,179,801	18,257,200
Washington County Supply Bond	0	1,860,256	0	196,704	1,472,649	3,529,609
Water Bond Sinking	0	0	0	12,751,812	0	12,751,812
Waterfront Renewal Bond Sinking	13,078,273	0	110,000	15,290,000	5,025,000	33,503,273
Total Debt Service Funds	48,584,216	1,860,256	13,967,504	115,024,094	53,507,870	232,943,940
Federal and State Funds						
Federal Grants	0	0	27,944,788	0	0	27,944,788
Home Grant	0	0	4,498,000	0	0	4,498,000
Housing & Community Development	0	117,200	15,716,000	0	0	15,833,200
Total Federal and State Funds	0	117,200	48,158,788	0	0	48,275,988
Retirement Funds						
FPD&R	62,711,800	0	20,807,176	796,615	4,762,673	89,078,264
FPD&R Retirement Reserve	0	0	0	0	750,000	750,000
Supp Retirement Program Trust	0	0	18,000	0	352,343	370,343
Total Retirement Funds	62,711,800	0	20,825,176	796,615	5,865,016	90,198,607
Revenue and Reserve Fund						
Convention and Tourism	0	0	2,185,233	0	105,505	2,290,738
General Reserve	0	0	1,663,402	0	34,228,100	35,891,502
Special Finance & Resource Fund	0	0	238,174,574	0	123,087	238,297,661
Transportation Reserve	0	0	25,000	0	541,089	566,089
Total Revenue and Reserve Fund	0	0	242,048,209	0	34,997,781	277,045,990
TOTAL ALL FUNDS	\$ 250,113,702	\$ 411,770,672	\$ 675,803,127	\$ 491,658,838	\$ 369,340,555	\$2,198,686,894

Tax Levy Computation

TABLE 9

This table shows the calculation of the City's property tax levies in the format prescribed by State Law. The table also shows the amount of tax increment collections planned for the City's urban renewal districts.

	Total	General Fund Tax Base	General Obligation Debt	Fire & Police Disability & Retirement
FISCAL YEAR 2000-01				
Total Budget Requirements	447,581,042	350,554,093	7,948,685	89,078,264
Less: Budgeted Resources, Except Taxes to be Levied	(243,990,351)	(215,952,422)	(175,000)	27,862,929
Total Equals: Taxes Necessary To Balance	203,590,691	134,601,671	7,773,685	61,211,800
Add: Taxes Estimated not to be Received due to Delinquency & Discount	11,014,965	7,233,599	491,796	3,289,570
Total Equals: Estimated (Measure 50) Levy Receivable	214,605,656	141,835,270	8,265,481	64,501,370
Add: Estimated Measure 50 Levy Compression	3,730,810	2,560,931	0	1,169,879
Total Taxes to be Levied	218,332,931	144,396,201	8,265,481	65,671,249
Legal Basis of Taxes to be Levied				
Permanent Rate Limit Levy-Subject to \$10 Limit	144,396,201	144,396,201	0	0
Local Option Operating Tax	0	0	0	0
Local Option Capital Construction Tax	0	0	0	0
Levy for Gap Bonds	0	0	0	0
Levy for Pension & Disability Obligations	65,671,249	0	0	65,671,249
Levy For Bonded Indebtedness	8,265,481	0	8,265,481	0
TOTAL TAXES TO BE LEVIED	\$ 218,332,931	\$ 144,396,201	\$ 8,265,481	\$ 65,671,249
FISCAL YEAR 1999-00				
Total Budget Requirements	440,959,564	349,377,196	7,959,485	83,622,883
Less: Budgeted Resources, Except Taxes to be Levied	(250,907,083)	(221,771,340)	(656,124)	(28,479,619)
Total Equals: Taxes Necessary to Balance	190,052,481	127,536,748	7,303,361	55,143,264
Add: Taxes Estimated not to be Received due to Delinquency & Discount	10,104,434	6,783,155	388,436	2,932,843
Total Equals: Estimated (Measure 50) Levy Receivable	200,156,915	134,319,903	7,691,797	58,076,107
Add: Estimated Measure 5/50 Levy Compression	3,808,387	2,658,796	0	1,149,591
Total Taxes to be Levied	203,896,194	136,978,699	7,691,797	59,225,698
Legal Basis of Taxes to be Levied				
Permanent Rate Limit Levy-Subject to \$10 Limit	136,978,699	136,978,699	0	0
Local Option Operating Tax	0	0	0	0
Local Option Capital Construction Tax	0	0	0	0
Levy for Gap Bonds	0	0	0	0
Levy for Pension & Disability Obligations	59,225,698	0	0	59,225,698
Levy For Bonded Indebtedness	7,691,797	0	7,691,797	0
TOTAL TAXES TO BE LEVIED	\$ 203,896,194	\$ 136,978,699	\$ 7,691,797	\$ 59,225,698

Urban Renewal Certification

TABLE 9

This table shows the calculation of the City's property tax levies in the format prescribed by State Law. The table also shows the amount of tax increment collections planned for the City's urban renewal districts.

Tax Increment Authority for FY 2000-01 by Plan Area	Is This An Existing District	Option Selected	Max. to Collect All Methods	Amount of Special Levy	Max. to Collect Division of Tax
Downtown Waterfront District	Yes	Option No. 3	13,910,000	6,200,000	7,710,000
South Park Blocks District	Yes	Option No. 3	6,560,000	900,000	5,660,000
Central Eastside District	Yes	Option No. 1	4,436,653	No Special Levy	4,436,653
Lents Town Center District	New FY 1990-00	Option No. 1	2,235,567	No Special Levy	2,235,567
River District	New FY 1990-00	Option No. 1	2,372,686	No Special Levy	2,372,686
Airport Way District	Yes	Option No. 3	7,240,000	4,700,000	2,540,000
Convention Center District	Yes	Option No. 3	6,540,000	800,000	5,740,000
North Macadam District	New FY 2000-01	Option No. 3	253,029	No Special Levy	253,029
North Interstate District	New FY 2000-01	Option No. 3	0	No Special Levy	0
TOTAL TOTAL CERTIFIED FOR COLLECTION			\$ 43,547,935	\$ 12,600,000	\$ 30,947,935

Appropriation Schedule – FY 2000–01

TABLE 10

This table summarizes the major fund level requirements by bureaus in the General Fund, Special Appropriations, and other funds. Bureau level expenses are summarized in Table 6.

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
GENERAL FUND						
City Attorney	4,502,576	0	0	0	0	4,502,576
City Auditor	5,503,481	0	0	0	0	5,503,481
Cable Communications	1,750,212	0	0	0	0	1,750,212
Commissioner of Public Utilities	622,036	0	0	0	0	622,036
Commissioner of Public Works	623,693	0	0	0	0	623,693
Commissioner of Public Affairs	621,294	0	0	0	0	621,294
Commissioner of Public Safety	627,535	0	0	0	0	627,535
Community Development	8,347,799	0	0	0	0	8,347,799
Energy Office	762,502	0	0	0	0	762,502
OFA - Financial Management	7,766,119	0	0	0	0	7,766,119
OFA - Human Resources	3,703,319	0	0	0	0	3,703,319
Fire, Rescue & Emergency Service	61,314,455	0	0	0	0	61,314,455
BGS-Admin	1,455,745	0	0	0	0	1,455,745
Government Relations	697,074	0	0	0	0	697,074
Licenses	3,635,279	0	0	0	0	3,635,279
Mayor	1,368,801	0	0	0	0	1,368,801
Neighborhood Involvement	4,137,335	0	0	0	0	4,137,335
Parks Division	38,985,856	0	0	0	0	38,985,856
Planning	8,094,485	0	0	0	0	8,094,485
Police	119,890,802	0	0	0	0	119,890,802
Purchases	2,829,622	0	0	0	0	2,829,622
Total General Fund Bureaus	277,240,020	0	0	0	0	277,240,020
Special Appropriations						
Public Safety						
Justice Council	28,065	0	0	0	0	28,065
Regional Drug Initiative	27,853	0	0	0	0	27,853
Parks & Recreation						
MERC/PCPA	600,000	0	0	0	0	600,000
Regional Arts & Culture Comm	2,474,543	0	0	0	0	2,474,543
Community Development						
Block by Block Weatherization	204,806	0	0	0	0	204,806
Civil Rights Fair Housing Council	25,966	0	0	0	0	25,966
Clean & Safe (EID)	18,418	0	0	0	0	18,418
Downtown Services	783,375	0	0	0	0	783,375
PDC 2040 Implementation	1,000,000	0	0	0	0	1,000,000
PDC Business Development	457,251	0	0	0	0	457,251
PDC Business Districts	50,327	0	0	0	0	50,327
PDC Business Retention	100,523	0	0	0	0	100,523
PDC-Enterprise Zones	50,000	0	0	0	0	50,000
PDC NE Workforce Center	106,381	0	0	0	0	106,381
PDC Targeted Industry Jobs	116,788	0	0	0	0	116,788
PDC Waterfront Devel Activities	469,778	0	0	0	0	469,778
Schools Land Acquisition	1,883,000	0	0	0	0	1,883,000
Legislative & Adminstrat						
Business License Refunds	5,060,972	0	0	0	0	5,060,972
City Membership and Dues	183,182	0	0	0	0	183,182
Compensation Adjustments	8,386,740	0	0	0	0	8,386,740
Council Emergency Funds	5,000	0	0	0	0	5,000

Appropriation Schedule – FY 2000–01

TABLE 10

This table summarizes the major fund level requirements by bureaus in the General Fund, Special Appropriations, and other funds. Bureau level expenses are summarized in Table 6.

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
DCTU	300,000	0	0	0	0	300,000
Employee Suggestion Program	14,527	0	0	0	0	14,527
Employee Transit Program	140,612	0	0	0	0	140,612
Innovations Fund	251,259	0	0	0	0	251,259
IRS Rebate	84,100	0	0	0	0	84,100
Leaders Roundtable	10,190	0	0	0	0	10,190
Management Council	5,557	0	0	0	0	5,557
PDC-Storefront	200,000	0	0	0	0	200,000
Unemployment Insurance	200,000	0	0	0	0	200,000
Total Special Appropriations	23,239,213	0	0	0	0	23,239,213
Total Fund Requirements	0	6,792,555	36,401,859	10,349,589	0	53,544,003
TOTAL GENERAL FUND	\$ 300,479,233	\$ 6,792,555	\$ 36,401,859	\$ 10,349,589	\$ 0	\$ 354,023,236
OPERATING FUNDS						
Spectator Facilities Fund	32,960,421	5,786,512	270,361	38,305,295	0	77,322,589
Assessment Collection	0	53,974	352	0	0	54,326
Planning and Development Fund	27,961,669	1,026,809	1,203,185	0	0	30,191,663
Cable	4,035,013	28,707	17,621	0	0	4,081,341
Emergency Communications	12,992,970	400,000	351,522	0	0	13,744,492
Golf	5,193,408	1,482,177	597,076	0	0	7,272,661
Hydropower Operating	692,574	224,210	265,066	0	0	1,181,850
Parking Facilities	6,224,488	1,565,293	6,110,896	0	0	13,900,677
Portland International Raceway	813,167	83,177	30,728	0	0	927,072
Property Management License	3,056,917	0	0	0	0	3,056,917
Public Safety	1,391,042	143,755	7,865	0	0	1,542,662
Refuse Disposal	3,284,379	3,904,309	496,351	0	0	7,685,039
Sewage System Operating	152,397,733	6,710,164	85,541,978	(25,271)	0	244,624,604
Transportation Operating	124,748,313	9,203,195	5,347,771	0	100,000	139,399,279
Water	80,323,486	12,713,530	33,276,066	85,638	40,000	126,438,720
Total Operating Funds	456,075,580	43,325,812	133,516,838	38,365,662	140,000	671,423,892
Internal Service Funds						
Communications Svcs Operating	17,547,029	6,543,810	340,332	426,588	0	24,857,759
Information Technology Fund	8,811,948	1,699,161	304,591	1,534,575	0	12,350,275
Facilities Services	17,730,312	7,114,516	772,001	10,335,899	0	35,952,728
Fleet Services Operating	19,272,847	1,693,577	633,681	78,954	0	21,679,059
Health Insurance	30,775,528	31,187,314	199,702	0	0	62,162,544
Insurance and Claims Operating	6,392,964	8,633,077	176,904	0	0	15,202,945
Printing/Distribution Services	6,689,559	1,212,114	274,935	0	0	8,176,608
Workers' Compensation Operating	4,413,467	11,161,052	148,352	0	0	15,722,871
Total Internal Service Funds	111,633,654	69,244,621	2,850,498	12,376,016	0	196,104,789
Agency and Trust Funds						
Environmental Remediation	553,341	594,511	18,576	1,109,266	0	2,275,694
Housing Investment	10,684,364	495,069	4,047,000	0	0	15,226,433
Hydropower Renewal & Replacement	0	7,874,215	530,000	0	0	8,404,215
Portland Parks Memorial Trust	2,232,479	2,070,949	0	0	0	4,303,428
Sewer Revolving Loan	75,000	1,625,883	0	0	0	1,700,883
Sewer System Rate Stabilization	0	2,623,920	3,175,000	0	0	5,798,920
Sewer System Safety Net	2,409,400	0	0	0	0	2,409,400

Appropriation Schedule – FY 2000–01

TABLE 10

This table summarizes the major fund level requirements by bureaus in the General Fund, Special Appropriations, and other funds. Bureau level expenses are summarized in Table 6.

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
Water Growth Impact Charge Trust	0	0	0	0	0	0
Total Agency and Trust Funds	15,954,584	15,284,547	7,770,576	1,109,266	0	40,118,973
Construction Funds						
BFRES Facilities Bond Fund	8,876,000	14,917,443	49,557	0	0	23,843,000
Capital Improvement Fund	0	0	50,720	0	0	50,720
LID Construction Fund	16,498,458	431,378	3,135,874	6,000,000	0	26,065,710
Parks Bond Construction	1,463,485	0	36,515	0	0	1,500,000
Parks Construction	13,343,249	684,209	247,616	0	0	14,275,074
Sewer System Construction	1,028,959	63,812,933	97,037,406	0	0	161,879,298
Water Construction	0	5,224,430	34,829,535	0	0	40,053,965
Total Construction Funds	41,210,151	85,070,393	135,387,223	6,000,000	0	267,667,767
Debt Service Funds						
Airport Way Debt Service	0	0	0	7,117,767	0	7,117,767
Bancroft Bond	0	0	0	7,291,278	0	7,291,278
Bonded Debt Interest and Sinking	0	0	0	7,948,685	0	7,948,685
Central Eastside Industrial Debt	0	0	0	4,673,831	0	4,673,831
Convention Center Area Debt Svc	0	0	0	6,366,815	0	6,366,815
Parking Facilities Debt Fund	0	0	0	2,392,413	0	2,392,413
Gas Tax Bond Redemption	0	0	0	871,524	0	871,524
Golf Revenue Bond	0	0	0	356,500	0	356,500
Governmental Bond Redemption	0	0	0	8,186,625	0	8,186,625
Hydropower Bond	0	0	0	3,723,600	0	3,723,600
Lents Urban Renewal Debt Fund	0	0	0	2,064,826	0	2,064,826
N Macadam Debt Fund	0	0	0	234,746	0	234,746
Morrison Park East Bond	0	0	0	409,100	0	409,100
Morrison Park West Bond	0	0	0	342,640	0	342,640
Old Town Parking Bond	0	0	0	665,322	0	665,322
Pension Debt Redemption Fund	605,104	0	0	20,784,522	0	21,389,626
River District Debt Fund	0	0	0	2,212,371	0	2,212,371
Sewage Disposal Debt	0	0	0	53,061,620	0	53,061,620
South Park Renewal Debt Service	0	0	0	13,277,399	0	13,277,399
Washington County Supply Bond	0	0	0	1,967,039	0	1,967,039
Water Bond Sinking	0	0	0	12,751,812	0	12,751,812
Waterfront Renewal Bond Sinking	15,000	0	0	23,863,273	0	23,878,273
Total Debt Service Funds	620,104	0	0	180,563,708	0	181,183,812
Federal and State Funds						
Federal Grants	0	0	27,944,788	0	0	27,944,788
Home Grant	4,389,935	108,065	0	0	0	4,498,000
Housing & Community Development	15,576,484	58,675	198,041	0	0	15,833,200
Total Federal and State Funds	19,966,419	166,740	28,142,829	0	0	48,275,988
Retirement Funds						
FPD&R	64,487,406	3,995,329	95,529	20,500,000	0	89,078,264
FPD&R Retirement Reserve	0	0	750,000	0	0	750,000
Supp Retirement Program Trust	7,000	0	269,615	0	0	276,615
Total Retirement Funds	64,494,406	3,995,329	1,115,144	20,500,000	0	90,104,879
Revenue and Reserve Fund						
Convention and Tourism	2,223,966	55,376	11,396	0	0	2,290,738

Appropriation Schedule – FY 2000–01

TABLE 10

This table summarizes the major fund level requirements by bureaus in the General Fund, Special Appropriations, and other funds. Bureau level expenses are summarized in Table 6.

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
General Reserve	0	34,341,502	1,550,000	0	0	35,891,502
Special Finance & Resource Fund	211,297,661	0	27,000,000	0	0	238,297,661
Transportation Reserve	0	566,089	0	0	0	566,089
Total Revenue and Reserve Fund	213,521,627	34,962,967	28,561,396	0	0	277,045,990
TOTAL ALL FUNDS	\$1,223,955,758	\$ 258,842,964	\$ 373,746,363	\$ 269,264,241	\$ 140,000	\$ 2,125,949,326

Historical Funds and Appropriations

TABLE 11

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

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Adopted FY 2000-01
HISTORICAL FUNDS				
Autoport (merged into Parking Facilities 159)	3,576,255	0	0	0
Fire & Police Disab.& Retire. Supp.	85,705,432	0	0	0
Fire & Police Disab.& Retire. Supp.- Debt Service	21,943,080	0	0	0
Total Historical Funds	111,224,767	0	0	0
HISTORICAL SPECIAL APPROPRIATIONS				
General Fund				
Safety Net Severance	18,350	0	0	0
Outer SE Projects	400,000	0	0	0
Neighborsafe	278,517	0	0	0
Regional Drug Initiative - Portland year 3	190,427	0	0	0
Regional Drug Initiative - Gresham year 3	29,393	0	0	0
Outer SE Projects - PDC	800,000	0	0	0
Lents Development - PDC	476,793	467,566	0	0
Regional Drug Initiative - Portland 98	165,197	143,310	0	0
Regional Drug Initiative - Gresham 98	26,122	14,925	0	0
North Macadam Development	92,500	155,700	0	0
Targeted Severance Program	175,608	9,810	0	0
Graffiti Removal	0	280,069	0	0
North Macadam Development	0	156,000	0	0
Neighborhood Seed Fund	0	134,000	0	0
OMSI	0	325,000	0	0
Oregon Bureau of Labor & Industries	0	11,242	0	0
Fair Housing of Oregon	0	11,307	0	0
ITSP Computers	0	54,000	0	0
Neighborhood Seed Fund	0	134,000	0	0
Cultural Tourism	200,000	200,000	200,000	0
Oregon Historical Society	18,810	35,000	35,000	0
Portland Area Schools	3,286,923	150,000	4,050,000	0
2040 / PDC	919,671	1,016,189	1,043,400	0
Civil Rights Mediation	0	39,891	50,000	0
Schools Surplus Property	0	5,117,000	1,883,000	0
Regional Drug Initiative - Portland 99	0	189,386	138,363	0
Regional Drug Initiative - Gresham 99	0	37,305	37,643	0
Endangered Species Act	0	57,000	724,089	0
IRS Rebate	0	0	93,600	0
Millennium Celebration	0	0	50,000	0
Total Historical Special Appropriations	7,078,311	8,738,700	8,305,095	0
TOTAL HISTORICAL FUNDS AND APPROPRIATIONS	\$ 118,303,078	\$ 8,738,700	\$ 8,305,095	\$ 0

General Fund – 101

TABLE 12

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES					
External Revenues					
Property Taxes					
Current Property Taxes	115,963,993	122,225,131	127,536,748	134,601,672	134,601,672
Payments In Lieu of Taxes	500,394	403,237	511,937	459,102	509,102
Prior Year Property Taxes	4,035,277	3,295,844	3,718,540	3,706,912	3,706,912
	120,499,664	125,924,212	131,767,225	138,767,686	138,817,686
Lodging Taxes	9,802,252	10,191,121	10,794,799	11,334,892	11,334,892
Licenses and Permits					
Business Licenses	50,595,486	51,967,381	52,409,103	53,127,604	53,127,604
Construction Permits	1,135,374	939,593	977,300	1,030,071	1,030,071
Other Permits	1,138,235	809,630	825,154	521,564	521,564
Public Utility Licenses	30,857,704	32,968,087	31,905,009	35,630,717	35,630,717
	83,726,799	86,684,691	86,116,566	90,309,956	90,309,956
Service Charges and Fees					
Concessions	0	0	2,200	41,041	41,041
Inspection Fees	21,623	864,757	1,492,238	1,300,000	1,300,000
Miscellaneous	4,892,148	4,585,979	1,509,992	2,857,168	3,027,168
Parking Fees	11,358	10,326	5,000	0	0
Parks & Recreation Facilities	4,348,720	4,316,436	5,561,103	5,921,280	5,921,280
Rents and Reimbursements	680,839	1,026,619	721,183	1,536,822	1,536,822
	9,954,688	10,804,117	9,291,716	11,656,311	11,826,311
State Sources					
State Cost Sharing	12,073	23,114	25,000	25,000	25,000
State Shared Revenue	8,915,156	7,624,908	8,706,698	7,957,226	7,957,226
	8,927,229	7,648,022	8,731,698	7,982,226	7,982,226
Local Sources					
City Overhead Charges	63,140	125,543	241,356	234,053	247,290
Local Cost Sharing	2,803,081	4,604,104	4,492,241	4,588,264	4,588,264
Local Shared Revenue	1,768,368	1,745,838	1,695,519	2,176,974	2,176,974
Locally Administered Fed Funds	144,625	91,512	119,847	120,100	120,100
Multnomah County Cost Sharing	941,216	962,010	1,585,408	1,324,106	1,324,106
	5,720,430	7,529,007	8,134,371	8,443,497	8,456,734
Miscellaneous Revenues					
Bond and Note Sales	0	0	100,000	10,000,000	10,000,000
Interest Earned	3,202,289	3,106,337	2,490,156	2,469,089	2,469,089
Loan Repayments	13,080	13,080	0	0	0
Other Miscellaneous	1,361,703	3,497,870	3,532,883	2,697,000	2,697,000
Private Grants/Donations	89,150	14,520	5,500	35,750	35,750
Refunds	211,455	124,895	142,440	142,440	142,440
Sales Miscellaneous	66,627	61,160	66,020	23,000	23,000
	4,944,304	6,817,862	6,336,999	15,367,279	15,367,279
Total External Revenues	243,575,366	255,599,032	261,173,374	283,861,847	284,095,084
Internal Revenues					
Overhead Cash Transfers					
Arena/Coliseum Operating Fund	106,538	0	0	0	0
Assessment Collection Fund	376	754	450	403	352
Auto Port Fund	6,085	0	0	0	0
BFRES Facilities Bond Fund	0	0	0	49,988	49,557
Buildings Operating Fund	694,020	723,704	767,515	825,480	818,671
Cable Fund	4,411	19,432	14,882	17,699	17,621
Communications Services Fund	200,112	227,065	255,455	283,086	275,475
Computer Services Fund	202,684	305,643	203,091	181,259	186,453

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
Convention and Tourism Fund	4,429	6,301	7,009	11,248	11,396
Emergency Communications Fund	253,300	377,488	351,627	270,986	274,906
Environmental Remediation Fund	7,194	8,185	9,340	7,836	7,806
Fleet Services Fund	616,295	504,527	492,466	497,196	479,712
FPD&R Fund	27,238	88,016	79,185	82,649	79,114
Golf Fund	134,322	171,324	164,841	222,737	187,163
Health Insurance Fund	87,470	158,728	168,463	182,569	187,536
Hydropower Operating Fund	48,697	58,594	58,519	91,540	56,999
Insurance And Claims Fund	123,901	143,094	144,911	146,028	148,153
LID Construction Fund	119,203	314,052	126,721	107,218	108,448
Parking Facilities Fund	84,535	145,552	81,382	122,056	122,180
Parks Bond Construction Fund	0	25,000	25,000	0	0
Parks Construction Fund	0	0	5,454	48,308	47,006
Portland Building Fund	634,209	633,036	783,032	718,519	706,480
Portland International Raceway	40,419	63,096	57,993	18,546	18,039
Printing/Distribution Fund	174,675	252,099	265,930	230,425	222,758
Public Safety Capital Fund	12,635	10,178	11,987	7,976	7,865
Refuse Disposal Fund	184,564	82,082	117,401	118,236	116,077
Sewage System Operating Fund	2,600,239	2,854,311	3,146,420	2,763,225	2,775,414
Transportation Operating Fund	2,438,193	2,951,517	3,048,945	3,278,224	3,249,914
Water Fund	1,402,812	1,559,235	1,842,217	1,875,550	1,831,917
Workers' Comp Operating Fund	40,793	127,875	117,406	125,419	121,459
	10,249,349	11,810,888	12,347,642	12,284,406	12,108,471
Other Cash Transfers					
Auto Port Fund	38,598	0	0	0	0
Facilities Services Fund	0	152,533	0	0	0
Federal Grants Indirect	100,606	70,751	36,389	9,717	9,717
General Reserve Fund	0	0	2,100,000	1,550,000	1,550,000
Housing & Community Development	186,485	123,043	346,479	97,624	97,624
Hydropower Operating Fund	250,000	300,000	250,000	150,000	200,000
Parking Facilities Fund	145,790	162,323	178,235	190,418	190,418
Refuse Disposal Fund	50,000	40,000	35,000	35,000	35,000
Sewage System Operating Fund	7,581,887	8,035,068	8,809,278	9,591,394	9,284,180
Capital Improvement Fund	2,676,752	1,379,242	1,000,000	0	0
FPD&R Fund	0	40,280	0	0	0
Supp Retire Program Trust Fund	0	135,000	0	0	0
Water Fund	3,299,245	3,327,959	3,529,918	3,632,629	3,524,990
	14,329,363	13,766,199	16,285,299	15,256,782	14,891,929
Federal Grants Transfers	8,938,455	12,270,825	21,131,427	12,454,479	12,454,479
Interfund Service Reimbursements					
Arena Operating	123,862	244,556	364,775	399,020	399,020
Assessment Collection	58,200	0	0	0	0
Auto Port Operating Fund	73,737	0	0	0	0
Buildings	134,844	149,416	320,195	144,519	144,519
Cable Commission/Access	233,985	244,252	268,338	278,837	278,837
Communications Services	307,198	356,662	360,058	391,677	391,677
Computer Services Fund	3,335,966	4,611,985	6,181,523	91,256	91,256
Convention and Tourism	50,641	52,081	52,967	54,662	54,662
Emergency Communications	485	976	801	1,772	1,772
Environmental Remediation	2,012	1,590	1,566	1,544	1,544
Environmental Services	1,553,999	1,499,508	2,419,296	1,569,102	1,574,102
Facilities Services Fund	452,171	593,282	537,100	621,844	621,844

General Fund – 101

TABLE 12

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
Fleet Management	260,613	313,014	328,185	308,597	308,597
FPD&R	676,812	729,515	788,048	853,213	853,213
Golf Operating Fund	310,840	397,716	387,400	349,154	349,154
Health Insurance	421,290	762,498	1,067,773	32,972	32,972
Home Grant Operating Fund	150,479	206,037	212,756	261,141	261,141
Housing & Community Development	1,764,349	1,682,900	1,805,311	1,548,540	1,548,540
Hydropower Operating Fund	15,084	19,830	20,200	20,607	20,607
Insurance & Claims Fund	1,989,841	2,046,255	2,287,800	945,206	945,206
LID Construction Fund	1,030,193	1,190,863	1,446,952	1,379,691	1,379,691
Parking Facilities Fund	171,409	318,868	239,310	231,271	231,271
Parks Bureau	0	6,000	0	0	0
Parks Capital Improvement Fund	403,123	230,870	285,044	0	0
Parks Construction Fund	0	94,016	12,641	533,380	533,380
Portland International Raceway	18,468	29,163	23,567	26,746	26,746
Portland Parks Trust	1,099,379	729,590	627,087	713,112	713,112
Printing & Distribution	137,837	157,082	175,806	172,031	172,031
Public Safety Capital	0	1,135	1,122	1,063	1,063
Refuse Disposal Fund	41,068	32,940	36,940	45,557	45,557
Sewage Construction Fund	67,548	74,750	0	73,062	73,062
Special Finance and Resources	0	0	0	0	60,000
Transportation	1,835,445	1,372,735	1,507,810	1,259,746	1,259,746
Water Bureau	724,422	720,680	918,296	587,594	587,594
Workers Compensation Fund	1,545,158	1,592,374	2,124,754	383,531	383,531
	18,990,458	20,463,139	24,803,421	13,280,447	13,345,447
Intra-Fund Service Reimbursement	581,420	1,107,586	1,920,964	999,375	999,375
Total Internal Revenues	53,089,045	59,418,637	76,488,753	54,275,489	53,799,701
Beginning Fund Balance	30,985,480	33,943,816	21,376,321	12,579,455	16,128,451
TOTAL RESOURCES	\$ 327,649,891	\$ 348,961,485	\$ 359,038,448	\$ 350,716,791	\$ 354,023,236

REQUIREMENTS

Bureau Expenses

Personal Services	179,713,424	193,984,778	206,703,036	203,418,508	203,510,998
External Materials and Services	45,265,893	54,411,998	69,942,354	57,751,095	59,267,601
Communications Services	3,905,051	4,640,444	4,626,889	4,898,263	4,773,263
Data Processing Services	2,274,680	2,772,993	3,054,752	3,219,654	3,219,654
Facilities Services	7,444,226	9,711,442	9,280,797	8,308,341	8,308,341
Fleet Services	5,576,516	6,984,919	7,260,570	7,675,233	7,675,233
Insurance	4,042,298	4,061,340	4,331,839	5,209,564	5,209,564
Master Lease	1,187,411	0	0	0	0
Printing & Distribution	2,017,828	2,563,268	2,325,390	2,202,436	2,202,436
City Attorney	0	2,500	2,750	2,845	2,845
City Auditor	0	0	8,000	8,000	8,000
Auto Port Operating	263,302	0	0	0	0
Buildings	1,000	36,500	1,000	163,009	163,009
Cable Commission	347,795	386,232	426,419	241,092	241,092
Emergency Communications	7,205,055	0	0	0	0
Environmental Services	54,635	142,141	806,414	84,772	84,772
FPD&R	32,318	49,680	44,921	46,615	46,615
Government Bond Redemption	0	75,225	15,673	78,212	78,212
Neighborhood Involvement	0	6,000	0	0	0
Parking Facilities	0	294,300	302,640	307,320	307,320
Transportation	244,447	275,263	259,713	50,000	150,000
Water Bureau	130,448	107,369	5,470	5,480	5,480

General Fund – 101

TABLE 12

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Same Fund Services	581,420	1,105,086	1,830,615	988,530	988,530
	35,308,430	33,214,702	34,583,852	33,489,366	33,464,366
Capital Outlay	7,525,587	9,026,424	4,707,255	2,333,268	4,236,268
Equipment Cash Transfers					
Communications Services	10,000	0	1,637,115	0	0
Facilities Services	308,000	40,300	0	0	0
Fleet Operating	872,988	947,618	227,735	0	0
Printing & Distribution	32,920	19,500	0	0	0
	1,223,908	1,007,418	1,864,850	0	0
Minor Equipment Transfers					
Communications Services	388,015	463,340	51,000	0	0
Fleet Operating	0	33,194	0	0	0
Printing & Distribution	8,070	16,358	500	0	0
	396,085	512,892	51,500	0	0
Total Bureau Expenses	269,433,327	292,158,212	317,852,847	296,992,237	300,479,233
Fund Requirements					
General Operating Contingency					
General Operating Contingency	0	0	3,316,519	3,573,106	3,542,555
Prior Years Encumbered	0	0	1,448,978	3,250,000	3,250,000
	0	0	4,765,497	6,823,106	6,792,555
Fund Cash Transfers					
Arena/Coliseum Operating Fund	679,000	462,500	0	0	0
Buildings Fund	1,099,402	1,136,269	2,998,905	3,500,174	3,500,174
Capital Improvement Fund	331,900	0	0	0	0
Communication Services	0	82,500	0	0	0
Computer Services	88,620	435,620	1,357,552	690,030	690,030
Emergency Communications	388,000	8,626,476	8,963,325	8,442,819	8,442,819
Facilities Services	3,455,533	3,311,545	3,262,686	3,269,890	3,269,890
General Reserve Fund	163,303	0	0	0	0
Housing Investment	11,766,672	7,257,502	8,034,262	5,830,000	5,680,000
Intermediate Debt Fund	119,060	2,109,417	2,992,291	3,805,857	3,805,857
LID Construction Fund	205,031	0	0	0	0
Parking Facilities Fund	12,825	12,825	13,056	13,124	13,124
Parks Construction	0	2,595,564	2,077,000	1,520,000	1,520,000
Pension Debt Redemption Fund	0	0	0	3,023,112	3,023,112
Sewage Operating Fund	0	68,000	0	0	0
Transportation Operating	5,965,095	11,028,113	6,721,027	6,456,853	6,456,853
Water Fund	0	35,000	0	0	0
	24,274,441	37,161,331	36,420,104	36,551,859	36,401,859
Debt Retirement	0	0	0	10,349,589	10,349,589
Unappropriated Ending Balance					
Unappropriated Ending Balance	33,943,766	19,641,942	0	0	0
	33,943,766	19,641,942	0	0	0
Total Fund Requirements	58,218,207	56,803,273	41,185,601	53,724,554	53,544,003
TOTAL REQUIREMENTS	\$ 327,651,534	\$ 348,961,485	\$ 359,038,448	\$ 350,716,791	\$ 354,023,236

General Reserve Fund – 202

TABLE 13

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	1,858,231	1,798,992	1,311,821	0	1,663,402	1,663,402
	1,858,231	1,798,992	1,311,821	0	1,663,402	1,663,402
Total External Revenues	1,858,231	1,798,992	1,311,821	0	1,663,402	1,663,402
Internal Revenues						
Other Cash Transfers						
General Fund	163,303	0	0	0	0	0
	163,303	0	0	0	0	0
Total Internal Revenues	163,303	0	0	0	0	0
Beginning Fund Balance	31,416,505	33,438,039	35,027,712	0	34,228,100	34,228,100
TOTAL RESOURCES	\$ 33,438,039	\$ 35,237,031	\$ 36,339,533	\$ 0	\$ 35,891,502	\$ 35,891,502
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	34,059,536	0	34,341,502	34,341,502
	0	0	34,059,536	0	34,341,502	34,341,502
Fund Cash Transfers						
Buildings Fund	0	0	179,997	0	0	0
General Fund	0	0	2,100,000	0	1,550,000	1,550,000
	0	0	2,279,997	0	1,550,000	1,550,000
Unappropriated Ending Balance						
Unappropriated Ending Balance	33,438,039	35,237,031	0	0	0	0
	33,438,039	35,237,031	0	0	0	0
Total Fund Requirements	33,438,039	35,237,031	36,339,533	0	35,891,502	35,891,502
TOTAL REQUIREMENTS	\$ 33,438,039	\$ 35,237,031	\$ 36,339,533	\$ 0	\$ 35,891,502	\$ 35,891,502

FUND OVERVIEW

The General Reserve Fund was created in FY 1987-88 for the purpose of building a reserve for the General Fund. It is the established objective and Council adopted policy to maintain a reserve level equivalent to 10% of General Fund revenue net of short-term borrowing.

The policy defines the first five percent of reserves as an "emergency reserve" available to fund major one-time, unanticipated expenditure requirements or offset unanticipated revenue fluctuations occurring within a fiscal year. The second five percent reserve is defined as a "countercyclical reserve" available to either maintain General Fund current service level programs or to adjust expenditure growth to match slower revenue growth during the first 18 to 24 months of recession.

The General Reserve Fund has been used at times to reserve funds for other uses. The fund currently includes two other small reserves or balances.

During FY1992-93 and FY1993-94 Council chose to reserve additional funds for the City's Fire and Police Disability and retirement Fund. Over a two year period ending in FY1993-94, Council put \$1,110,516 into the General reserve Fund as a separate reserve for this public safety retirement system.

The Planning Bureau created a "countercyclical" reserve within the General Reserve during FY 1994-95. The Planning Bureau's reserve balance, net of interest income, totals about \$175,000.

Summary of Indebtedness

The City issues a variety of forms of debt in order to raise capital for construction projects and acquisition of equipment and facilities.

Types of Debt Issued General Obligation Bonds

General obligation bonds are backed by the taxing authority of the City. The City's amount outstanding in general obligation bonds is very low in comparison to national medians, measured both on a per capita basis and as a percent of real market value. General obligation debt includes voter approved bonds for the Performing Arts Center, remodeling of Civic Stadium, improvements to the City's park system and improvements to the City's emergency facilities. The City's taxing authority also secures the Water Bureau's general obligation water bonds, although these bonds are paid entirely from water system revenues.

Local Improvement District Improvement Bonds

The City offers financing to property owners who are assessed for the cost of public infrastructure projects that primarily benefit their properties. The City designs and builds the project and assesses property owners for their share based on various cost allocation methods. Assessments have a lien on properties superior to all other liens except certain tax liens. Assessment contract payments are the primary repayment source for the assessment bonds.

Tax Increment Bonds

Tax increment bonds have historically financed redevelopment costs in a designated geographical area, "urban renewal district", to stimulate private investment, to increase the City's tax base and employment, and to eliminate blight. An area is designated for redevelopment and subsequently an assessment is performed to assign an original assessed value to the taxable properties within this benefited area. Thereafter, tax revenues attributable to an increase in assessed valuation in the area are available to pay for redevelopment costs including debt service on bonds for redeveloping the area. The City currently has eight urban renewal areas within its boundaries: Downtown Waterfront, Convention Center, South Park, Central Eastside, Airport Way, Lents, North Macadam, and River District. The City expects to collect tax increment to pay existing debt service and to pay for project costs within the respective districts.

Revenue Bonds

The City issues certain bonds to finance a system's capital requirements paid solely from fees and charges collected from users of the system or its facilities. The purposes for which this type of financing is utilized include the City's parking system, golf system, water system, sewer system, environmental remediation activities, and a hydroelectric facility.

Full Faith and Credit Obligations / Limited Tax Revenue Bonds

Full faith and credit obligations and limited tax revenue bonds are issued to finance construction and acquisition of various facilities and equipment necessary in the maintenance and operation of essential City services. The City has utilized this type of debt to: refinance the Portland Building, a 15-story condominium office building that houses most City offices; refinance the Justice Center, an 18-story condominium jail, court, and office building that is jointly owned by the City and Multnomah County; construct the Development Services Building; construct a new police precinct; trunk radio system; radio maintenance facility; and emergency operations center; install energy saving improvements at various City facilities; renovate the City Hall building; and construct a temporary housing facility.

Other Debt

The City utilizes other forms of financing that are project specific including: leases for telephone exchange equipment, certain police and fire equipment, and other equipment necessary in providing essential City services; State of Oregon loans to finance installation of energy improvements to provide energy savings and zero interest loans for financing construction of sewer facilities; and various lines of credit to provide temporary financing until such time that the funds can be either paid off or taken out longer term.

City Bond Ratings

Most of the City's debt is rated by one or more of the national rating agencies, including Moody's Investors Service and Standard and Poor's. Bond ratings indicate the confidence an investor can have in the security of their investment in the City bonds and other obligations. Bonds are rated based on: economic condition; debt load; financial condition; and overall management capabilities. The City currently enjoys the highest possible rating ("Aaa") from Moody's Investors Service on its general obligation debt. Portland is one of about 127 issuers to achieve a Aaa rating based on its own credit quality. City water revenue bonds are rated "Aa1" by Moody's and sewer revenue bonds are rated "A1" by Moody's and "A+" By Standard & Poors.

Summary of Indebtedness

TABLE 14
DEBT OUTSTANDING

Service Area	Facility/Function	Type of Indebtedness	7-1-99	7-1-00	Change
DEBT OUTSTANDING BY SERVICE AREA					
Parks, Recreation and Culture					
Arena		Limited Tax Revenue Bonds	13,205,000	12,775,000	(430,000)
Arena		Limited Tax Bonds	9,370,000	9,070,000	(300,000)
Arena		Gas Tax Revenue Bonds	12,653,102	12,618,102	(35,000)
Civic Stadium/Performing Arts		Voter Approved General Obligation Bonds	2,470,000	1,680,000	(790,000)
Golf		Revenue Bonds	830,000	3,941,000	3,111,000
Parks System		Voter Approved General Obligation Bonds	52,485,000	50,390,000	(2,095,000)
			91,013,102	90,474,102	(539,000)
Public Utilities					
Sewer System		Revenue Bonds	643,040,000	622,610,000	(20,430,000)
		State Loans	696,167	672,182	(23,985)
Water System		Revenue Bonds	69,610,000	102,320,000	32,710,000
		General Obligation Water Revenue Bonds	46,899,852	41,577,869	(5,321,983)
Hydroelectric Power		Revenue Bonds	34,160,000	32,685,000	(1,475,000)
Environmental Remediation		Revenue Bonds	2,235,000	1,075,000	(1,160,000)
			796,641,019	800,940,051	4,299,032
Community Development and Services					
Public Infrastructure		Department of Environmental Quality Bonds	9,430,000	5,450,000	(3,980,000)
		Limited Tax Improvement Bonds	21,420,000	16,800,000	(4,620,000)
			30,850,000	22,250,000	(8,600,000)
Transportation and Parking					
Parking Facilities		Revenue Bonds	9,720,000	8,860,000	(860,000)
Street Lovejoy/Landslide		OTIB Loan	0	3,190,000	3,190,000
Street Improvements		Gas Tax Revenue Bonds	8,925,000	8,600,000	(325,000)
			18,645,000	20,650,000	2,005,000
Legislative, Admin. And Support Services					
Equipment and Facility		Limited Tax Revenue Bonds	93,775,000	108,215,000	14,440,000
		State Loans	85,816	77,988	(7,828)
		Full Faith & Credit Obligations	35,325,000	31,805,000	(3,520,000)
Pension		Limited Tax Pension Obligations	0	300,848,346	300,848,346
Emergency Facilities		Voter Approved General Obligation Bonds	24,000,000	23,710,000	(290,000)
			153,185,816	464,656,333	311,470,517
Portland Development Services					
Airport Way		Tax Increment	20,706,702	66,990,000	46,283,298
Central Eastside		Tax Increment	2,485,500	1,471,000	(1,014,500)
Convention Center		Tax Increment	5,000,000	8,000,000	3,000,000
Lents		Tax Increment	0	2,500,000	2,500,000
River District		Tax Increment	0	2,500,000	2,500,000
South Park Blocks		Tax Increment	11,545,000	12,885,000	1,340,000
Waterfront		Tax Increment	39,963,344	46,621,120	6,657,776
OMSI		Limited Tax General Obligation Notes	535,468	519,867	(15,601)
			80,236,014	141,486,987	61,250,973
TOTAL DEBT OUTSTANDING			\$1,170,570,951	\$1,540,457,473	\$ 369,886,522
TYPE OF INDEBTEDNESS					
		Limited Tax Bonds	9,370,000	309,918,346	300,548,346
		Limited Tax Improvement Bonds	21,420,000	16,800,000	(4,620,000)
		General Obligation Water Revenue Bonds	46,899,852	41,577,869	(5,321,983)
		Voter Approved General Obligation Bonds	78,955,000	75,780,000	(3,175,000)

Summary of Indebtedness

TABLE 14
DEBT OUTSTANDING

Service Area	Facility/Function	Type of Indebtedness	7-1-99	7-1-00	Change
Gas Tax Revenue Bonds			21,578,102	21,218,102	(360,000)
Revenue Bonds			759,595,000	771,491,000	11,896,000
Limited Tax Revenue Bonds			106,980,000	120,990,000	14,010,000
State Loans			781,983	3,940,170	3,158,187
Department of Environmental Quality Bonds			9,430,000	5,450,000	(3,980,000)
Full Faith and Credit Obligations			35,325,000	31,805,000	(3,520,000)
Tax Increment			79,700,546	140,967,120	61,266,574
Limited Tax General Obligation Notes			535,468	519,867	(15,601)
TOTAL DEBT OUTSTANDING			\$1,170,570,951	\$1,540,457,473	\$ 369,886,522

ACTUAL DEBT OUTSTANDING

Facility/Function	Type of Indebtedness	FY 1999-00	FY 2000-01
ACTUAL DEBT OUTSTANDING JULY 1, 1999			
Debt Issued Fiscal Year 1999-00		\$1,198,816,613	
Water System Revenue Bonds	Water System Improvements	35,000,000	
Limited Tax Revenue Bonds	Equipment & Facility	18,630,000	
Limited Tax Pension Obligation Bonds	Pension Liability	300,848,346	
Tax Increment	Portland Development Commission	73,100,000	
Golf Revenue Bonds	Golf System Improvements	3,600,000	
Transportation Loan	Lovejoy/Landslide projects	3,190,000	
Total TOTAL		434,368,346	
Total Debt Redeemed Fiscal Year 1999-00		(64,481,824)	
TOTAL PROJECTED DEBT OUTSTANDING JULY 1, 2000		\$ 1,540,457,473	\$
Estimated Debt to be Issued Fiscal Year 2000-01			
Sewer Revenue Bonds	Sewer System Improvements		150,000,000
Limited Tax Improvement Bonds	Public Infrastructure		7,000,000
Urban Renewal & Redevelopment Bonds	Urban Renewal		195,000,000
Limited Tax Revenue Bonds	Convention Center Expansion		100,000,000
Total TOTAL			452,000,000
Total Projected Debt Redemption Fiscal Year 2000-01			(74,261,700)
TOTAL PROJECTED DEBT OUTSTANDING JULY 1, 2001		\$	\$ 1,918,195,773

Summary of Indebtedness

TABLE 15
DEBT SERVICE

Service Area Facility/Function	Type of Indebtedness	Principal	Interest	Total
Parks, Recreation and Culture				
Arena	Limited Tax Revenue Bonds	460,000	920,960	1,380,960
Arena	Limited Tax Bonds	325,000	668,698	993,698
Arena	Gas Tax Revenue Bonds	115,000	274,355	389,355
		900,000	1,864,013	2,764,013
Civic Stadium/Performing Arts	Voter Approved General Obligation Bonds	825,000	69,713	894,713
Golf	Revenue Bonds	341,000	15,485	356,485
Parks / Fire	Voter Approved General Obligation Bonds	3,070,000	3,983,958	7,053,958
		5,136,000	5,933,168	11,069,168
Public Utilities				
Sewer System	Revenue Bonds	21,589,148	31,472,472	53,061,620
	State Loans	24,148	31,366	55,514
		21,613,296	31,503,838	53,117,134
Water System	Revenue Bonds	2,390,000	4,968,018	7,358,018
	General Obligation Water Revenue Bonds	3,996,983	1,396,875	5,393,858
		6,386,983	6,364,892	12,751,876
Hydroelectric Power	Revenue Bonds	1,560,000	2,188,273	3,748,273
Environmental Remediation	Revenue Bonds	1,075,000	68,532	1,143,532
		30,635,279	40,125,535	70,760,814
Community Development and Services				
Public Infrastructure	Department of Environmental Quality Bonds	3,610,000	325,484	3,935,484
	Limited Tax Improvement Bonds	2,004,746	1,351,048	3,355,794
		5,614,746	1,676,532	7,291,278
Transportation and Parking				
Parking Facilities	Revenue Bonds	1,690,000	2,119,474	3,809,474
Street Improvements	Gas Tax Revenue Bonds	345,000	447,523	792,523
		2,035,000	2,566,996	4,601,996
Legislative, Admin. And Support Services				
Pension Bonds	Limited Tax Bonds	-	20,784,521	20,784,521
Equipment and Facility	Limited Tax Revenue Bonds	5,000,000	2,996,201	7,996,201
	State Loans	8,446	5,538	13,984
	Full Faith & Credit Obligations	3,665,000	1,448,846	5,113,846
		8,673,446	25,235,106	33,908,552
Portland Development Commission				
Airport Way	Tax Increment	5,399,718	877,328	6,277,046
Central Eastside	Tax Increment	3,441,000	1,232,831	4,673,831
Convention Center	Tax Increment	3,102,634	3,264,181	6,366,815
South Park Blocks	Tax Increment	5,240,334	937,063	6,177,397
Waterfront	Tax Increment	10,419,426	3,501,498	13,920,924
OMSI	Limited Tax General Obligation Notes	16,615	16,601	33,216
		27,619,727	9,829,502	37,449,229
TOTAL DEBT SERVICE BY SERVICE AREA		\$ 79,714,199	\$ 85,366,838	\$ 165,081,036
	Limited Tax Bonds	325,000	21,453,219	21,778,219
	Limited Tax Improvement Bonds	2,004,746	1,351,048	3,355,794
	General Obligation Water Revenue Bonds	3,996,983	1,396,875	5,393,858
	Voter Approved General Obligation Bonds	3,895,000	4,053,670	7,948,670
	Gas Tax Revenue Bonds	460,000	721,878	1,181,878
	Revenue Bonds	28,645,148	40,832,253	69,477,401
	Limited Tax Revenue Bonds	5,460,000	3,917,161	9,377,161
	State Loans	32,594	36,903	69,498

Summary of Indebtedness

TABLE 15
DEBT SERVICE

Service Area Facility/Function	Type of Indebtedness	Principal	Interest	Total
	Department of Environmental Quality Bonds	3,610,000	325,484	3,935,484
	Full Faith and Credit Obligations	3,665,000	1,448,846	5,113,846
	Tax Increment	27,603,112	9,812,901	37,416,013
	Limited Tax General Obligation Notes	16,615	16,601	33,216
TOTAL DEBT SERVICE BY TYPE		\$ 79,714,199	\$ 85,366,838	\$ 165,081,036

Principal Over the Life of the Debt

Schedule of Projected Bond Principal Transactions

PRINCIPAL REQUIREMENTS

Fiscal Year	Parks, Recreation & Culture				Public Utilities				Community Development and Services	Transportation and Parking		Legislative, Admin. and Support Services	Portland Development Commission
	Arena	Parks System	Golf	Civic Stadium & Performing Arts	Sewer System	Water System	Hydroelectric	Environmental Remediation	Public Improvements	Public Street Improvements	Parking System	Pension, Facility and Equipment	Urban Renewal
2000/01	900,000	2,240,000	341,000	825,000	21,589,148	6,387,001	1,560,000	0	2,004,746	345,000	910,000	10,563,446	26,596,358
2001/02	1,045,000	2,400,000	3,600,000	855,000	22,699,323	7,117,087	1,635,000	0	1,085,000	360,000	955,000	10,789,104	6,832,886
2002/03	1,200,000	2,520,000			23,829,507	7,392,174	1,750,000	0	975,000	380,000	1,020,000	10,354,819	6,692,514
2003/04	1,370,000	2,650,000			25,009,700	7,687,208	1,855,000	0	450,000	395,000	1,070,000	10,190,573	7,029,564
2004/05	1,560,000	2,790,000			26,299,906	7,462,244	1,970,000	0	0	420,000	785,000	10,915,348	7,371,729
2005/06	1,760,000	2,940,000			27,645,124	7,777,155	2,115,000	1,075,000	0	435,000	410,000	7,841,025	7,756,665
2006/07	1,975,000	3,090,000			29,135,355	5,145,000	2,225,000		0	460,000	435,000	10,396,882	6,951,203
2007/08	2,210,000	3,255,000			31,380,598	5,410,000	1,500,000		0	475,000	465,000	12,536,789	7,319,160
2008/09	2,465,000	3,435,000			32,985,858	5,690,000	1,600,000		790,000	505,000	495,000	11,415,000	3,364,311
2009/10	2,016,247	3,625,000			34,656,136	5,985,000	1,700,000		0	535,000	525,000	12,605,000	3,135,000
2010/11	2,129,011	3,825,000			36,416,442	6,300,000	1,825,000		0	555,000	560,000	14,280,000	3,320,000
2011/12	2,254,128	4,045,000			38,246,764	4,885,000	1,950,000		0	585,000	595,000	16,095,000	3,495,000
2012/13	2,381,638	4,275,000			40,177,103	5,145,000	2,075,000		0	620,000	635,000	18,040,000	3,700,000
2013/14	2,521,946	4,520,000			42,192,457	5,420,000	2,225,000		1,500,000	655,000		19,555,000	3,920,000
2014/15	2,449,525	4,780,000			44,277,831	5,710,000	2,375,000		1,365,000	695,000		21,795,000	4,155,000
2015/16	2,622,469				46,458,223	6,025,000	2,525,000		2,805,000	720,000		24,225,000	4,400,000
2016/17	1,097,835				48,828,634	6,350,000	1,800,000		0	220,000		24,410,000	4,665,000
2017/18	1,074,427				51,434,073	6,670,000			2,595,000	240,000		27,085,000	4,930,000
2018/19	1,038,418					7,030,000			3,780,000			27,385,000	5,215,000
2019/20	392,457					7,420,000						28,380,000	5,515,000
2020/21						7,840,000						31,495,000	
2021/22												35,390,000	
2022/23												6,345,175	
2023/24												6,105,423	
2024/25												5,874,733	
2025/26												5,652,228	
2026/27												5,438,274	
2027/28												5,232,955	
2028/29												5,034,559	
TOTAL	\$ 34,463,102	\$ 50,390,000	\$ 3,941,000	\$ 1,680,000	\$623,262,182	\$134,847,869	\$ 32,685,000	\$ 1,075,000	\$ 17,349,746	\$ 8,600,000	\$ 8,860,000	\$360,352,988	\$126,364,390

Interest Over the Life of the Debt

Schedule of Projected Bond Interest Transactions

TABLE 17

INTEREST REQUIREMENTS

Fiscal Year	Parks, Recreation & Culture				Public Utilities				Community Development and Services	Transportation and Parking			Legislative, Admin. and Support Services	Portland Development Commission
	Arena	Parks System	Golf	Civic Stadium & Performing Arts	Sewer System	Water System	Hydroelectric	Environmental Remediation	Public Improvements	Public Street Improvements	Parking System	Pension, Facility and Equipment	Urban Renewal	
2000/01	1,864,013	2,814,920	15,485	1,480,000	31,472,472	6,364,809	2,188,273	68,532	1,351,048	447,523	507,061	27,895,252	11,471,003	
2001/02	1,807,043	2,658,120	288,000	1,585,000	30,364,318	6,299,824	2,086,060	68,532	774,619	431,960	454,350	23,643,164	6,660,634	
2002/03	1,741,193	2,535,720			29,239,607	5,978,857	1,975,986	68,532	725,832	415,435	398,016	23,135,458	6,330,613	
2003/04	1,665,378	2,405,513			28,048,404	5,638,214	1,857,473	68,532	681,177	397,645	337,961	22,635,717	5,997,158	
2004/05	1,578,823	2,267,263			26,767,819	5,278,854	1,730,675	68,532	657,552	378,718	284,371	22,144,291	5,654,904	
2005/06	1,480,288	2,120,313			25,421,060	4,922,158	1,593,530	34,266	657,552	358,193	248,904	21,607,900	5,274,161	
2006/07	1,368,840	1,965,463			23,928,686	4,613,178	1,446,063		657,552	336,590	222,491	21,233,613	4,898,933	
2007/08	1,242,868	1,800,643			22,361,735	4,352,293	1,317,750		657,552	313,310	194,025	20,670,097	4,534,861	
2008/09	1,101,713	1,623,768			20,766,427	4,073,389	1,209,250		657,552	288,893	163,421	19,946,653	6,763,888	
2009/10	1,666,296	1,433,673			19,093,379	3,777,411	1,093,750		624,372	262,440	130,847	19,239,244	2,695,736	
2010/11	1,669,344	1,231,828			17,331,804	3,463,179	970,375		624,372	233,893	96,263	18,494,969	2,512,545	
2011/12	1,672,422	1,013,150			15,498,532	3,175,144	838,250		624,372	203,858	59,447	17,694,552	4,673,170	
2012/13	1,671,152	780,563			13,571,994	2,915,359	697,375		624,372	171,920	20,241	16,782,878	4,258,450	
2013/14	1,662,809	534,750			11,548,188	2,640,288	546,875		624,372	137,760		15,755,761	3,820,350	
2014/15	1,176,935	274,850			9,470,479	2,346,725	385,875		538,122	101,670		14,625,744	3,352,750	
2015/16	1,151,583				7,289,874	2,034,038	214,375		466,459	63,160		13,363,864	1,430,355	
2016/17	2,822,165				4,913,337	1,713,438	63,000		310,781	23,000		11,958,117	1,166,355	
2017/18	3,005,573				2,314,857	1,385,275			310,781	12,000		10,533,987	900,450	
2018/19	3,201,582					1,028,231			184,275			8,952,074	616,975	
2019/20	1,312,543					635,250						7,328,232	317,113	
2020/21						215,600						5,150,814		
2021/22												2,725,384		
2022/23												33,294,825		
2023/24												35,119,578		
2024/25												37,000,268		
2025/26												38,937,772		
2026/27												40,931,726		
2027/28												42,997,045		
2028/29												45,120,441		
TOTAL	\$ 34,862,558	\$ 25,460,533	\$ 303,485	\$ 3,065,000	\$339,402,971	\$ 72,851,511	\$ 20,214,934	\$ 376,926	\$ 11,752,712	\$ 4,577,965	\$ 3,117,398	\$362,792,382	\$ 83,330,401	

Summary of Defeased Indebtedness

TABLE 18

DEFEASED BONDS PAYABLE

Type of Indebtedness	Principal		
	Outstanding 7-1-00	Maturity FY 2000-01	Outstanding 7-1-01
<p>The City will have \$242.5 million of defeased bonds outstanding as of July 1, 2000. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of another bond issue, refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher rate debt with lower interest rate debt, or modify bond covenants for the City's benefit, or a combination of both.</p>			
DEFEASED BONDS OUTSTANDING			
Sewer Revenue Bonds			
Series 1992 A	57,115,000	0	57,115,000
Series 1994 A	185,335,000	0	185,335,000
	242,450,000	0	242,450,000
TOTAL DEFEASED BONDS OUTSTANDING	\$ 242,450,000	\$ 0	\$ 242,450,000

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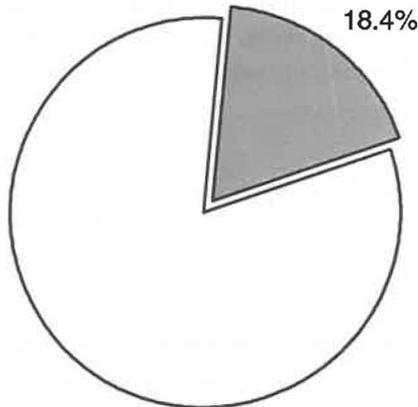
Public Safety	101
Bureau of Police	105
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Supplemental Retirement Program Trust Fund	208

Public Safety

Bureau of Police
Bureau of Fire, Rescue and Emergency Services

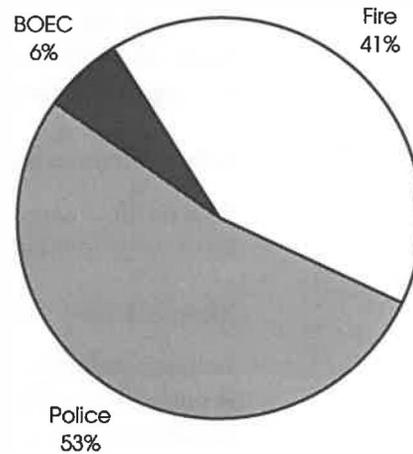
Bureau of Emergency Communications
Fire & Police Disability & Retirement

Percent of City Budget
Public Safety = \$308.8 Million



City Budget = \$1.68 Billion

Bureau Pie Chart



Service Area Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	253,625,165	257,615,633	3,990,468	-2.9%
Capital	1,383,579	1,070,000	-313,579	-26.0%
Allocated Overhead Costs	5,534,057	5,343,108	-190,949	-7.7%
Total Cost with Allocated Overhead	\$ 260,542,801	\$ 264,028,741	\$ 3,485,940	-3.1%
Authorized Full-Time Positions	2,152	2,155	3	-4.2%

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

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

Service Area Highlights

MAJOR THEMES

Police Bureau

Position Reductions:

Nine officer positions are reduced in the Adopted Budget.

Facilities:

The Police Bureau continues to need additional permanent or improved facilities for a training facility, property warehouse, additional precincts in outlying areas of Portland, the Mounted Patrol Unit, and the Traffic Division. A long range facilities plan is being developed to prioritize projects and explore financing options.

Administrative Service Reductions:

As a result of city-wide reductions, Police is reducing expenditures in administrative services by \$460,654.

Materials and Services Reductions:

Police is reducing expenditures for materials and services by a total of \$400,000. \$200,000 is reduced in uniforms, \$100,000 in furniture, \$50,000 in professional services, and \$50,000 in reductions associated with elimination of nine officer positions.

Fire Bureau

Administrative Service Reductions:

As a result of city-wide reductions, Fire is reducing expenditures in administrative services by \$70,000, and reducing one position.

Facilities:

A \$53.8 million bond measure for improving city emergency facilities was authorized in the November 1998 general election. This bond measure will allow the construction of several new fire stations, and the seismic retrofit of the remaining fire facilities. In addition, other improvements to emergency facilities will be made to address issues such as female firefighter accommodations, Americans with Disability Act (ADA) access, drug storage, pathogen cleanup, and combined community facility uses.

Fire Apparatus:

Fire apparatus replacement funding has been continued at the rate of \$1 million per year from the capital set aside.

Fire Training Program:

The Fire Training Program has made significant strides toward recruiting women and minority candidates. Since implementation four years ago, this program has increased the employment of women and minority employment of firefighters 303%.

Emergency Communications

Reduction of Positions at the Portland Communications Center:

Call volume has remained steady at approximately 900,000 per year. The lack of increasing call volume allows staff to be cut back by 6 positions this year.

Fire and Police Disability & Retirement Fund

Funded Pension System:

FPD&R continues to explore the possibility of becoming a fully funded pension plan. The current system relies on a tax levy authorized in 1948 which provides up to \$2.80 per \$1,000 assessed value on property in the City.

Bureau of Police

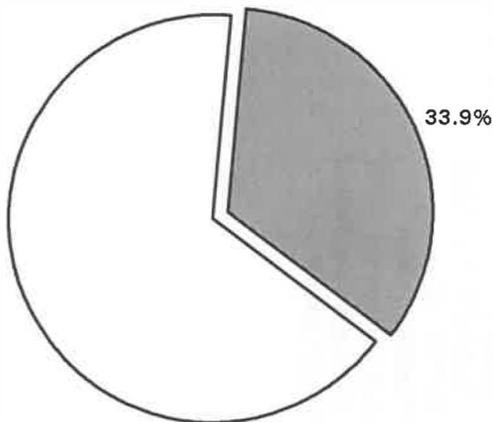
Public Safety Service Area

Mayor Vera Katz, Commissioner-in-Charge

Mark Kroeker, Chief of Police

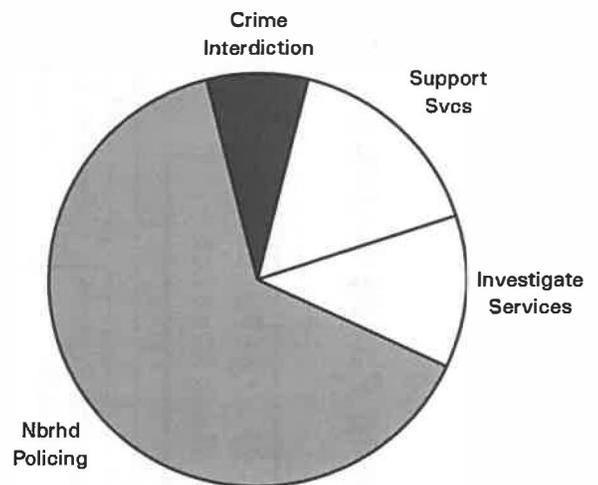
Percent of General Fund

Police = \$119.9 Million



General Fund = \$354 Million

Bureau Programs

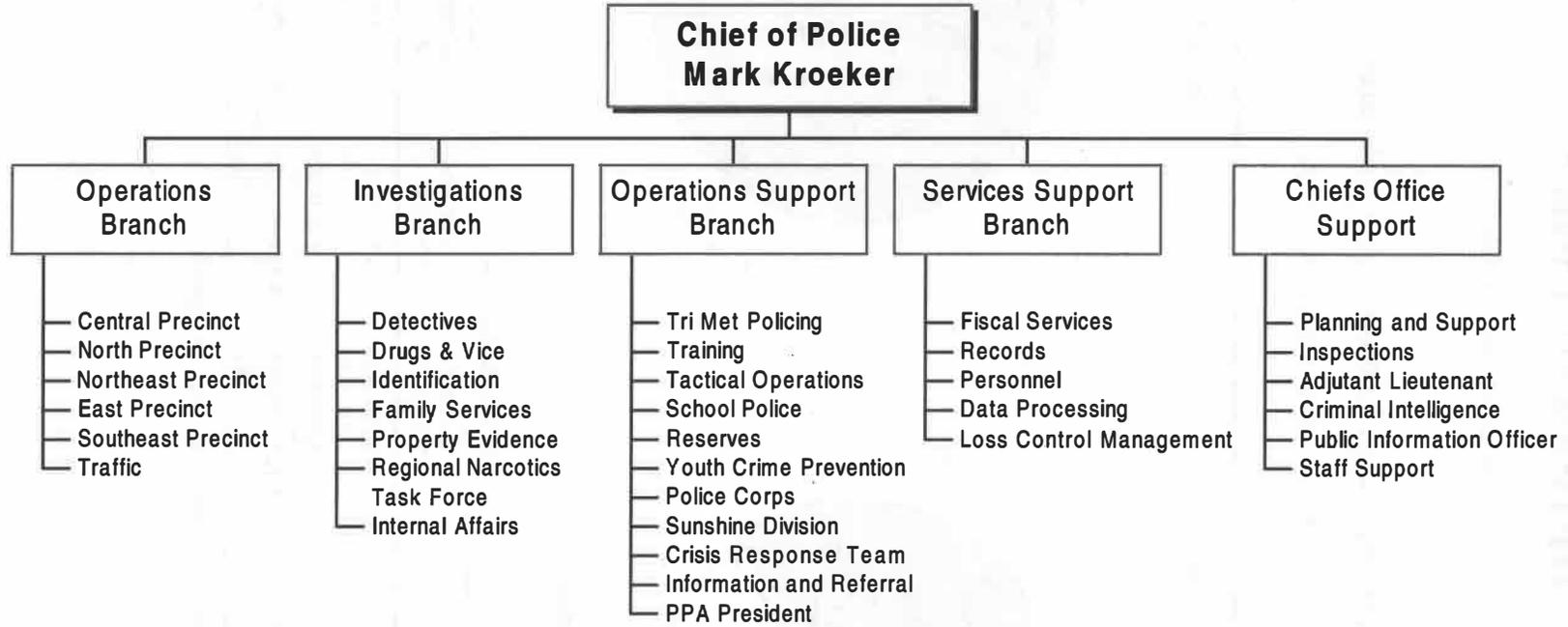


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	120,011,555	119,890,802	-120,753	-4.5%
Capital	229,000	0	-229,000	-100.0%
Allocated Overhead Costs	3,572,377	3,515,092	-57,285	-5.9%
Total Cost with Allocated Overhead	\$ 123,812,932	\$ 123,405,894	\$ -407,038	-4.7%
Authorized Full-Time Positions	1,257	1,252	-5	-4.7%

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

Portland Police Bureau



Bureau Summary

BUREAU MISSION

The Portland Police Bureau is currently working on its 2000-2002 Strategic Plan. This plan, updated every two years, sets forth the bureau's five-year goals and objectives, and defines its mission:

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

BUREAU HIGHLIGHTS

Overview

The vision of the Police Bureau is to be the safest city in the nation. Although Part I crimes have decreased, calls for service have increased. The bureau has had an upward climb to restore current service levels since cuts were enacted as a result of the passage of Measure 47/50. The bureau has made progress in restoring some of the officer positions, but support staff and materials and services costs have not been fully restored through the General Fund. The bureau mitigated some of these losses by successfully obtaining new grants, and through accelerated procurement. A characteristic of this movement was evidenced in the expenditure momentum of last fiscal year.

The bureau has traditionally under-spent the budget by \$1 million to \$2 million dollars annually.

The bureau has traditionally under-spent the budget by \$1 million to \$2 million dollars annually. In FY 1996-97, \$1,452,084 in general fund discretionary funding was returned to the City. In FY 1997-98, \$1,353,001 was left to the ending General Fund balance. In FY 1998-99 the bureau over-expended its General Fund discretionary budget by \$881,950. This amount was partially offset by \$639,488 in additional bureau revenues, resulting in a net overexpenditure of \$242,462 for the year. Hiring efforts such as Operation 80 and current recruitment are the bureau's effort to catch up with a previously mandated hiring freeze enacted after Measure 47 passed. Infrastructure maintenance and enhancements is the bureau's effort to grow with the expanding work force and address design inadequacies to existing facilities.

This budget will reduce personnel, overtime, and external material and services

The adopted reductions to the bureau budget will reduce personnel, overtime, and external material and services. These reductions may impede the bureau's ability to make further inroads into the community in problem solving, the plaguing livability issues contributing to crime, and the fear of crime. This situation also may impede leveraging funds as a match for federal and state grants, and could result in declining grant applications.

Bureau Funding

The Adopted Budget for the Police Bureau totals \$119,890,802. The Adopted Budget is a 1%, or \$1,144,782, increase from the bureau's Requested Budget of \$118,746,020. The Police Bureau will receive \$104,701,032 in general fund discretionary dollars. In addition, the bureau has budgeted for \$8,253,459 in Federal grants and \$6,936,311 in bureau revenue. The Adopted Budget reflects an increase in new revenue and additional Federal grant funding. Three grants have been accepted by the bureau since the submission of the Police Bureau's Requested Budget. The Police Bureau has requested and received \$650,258 in federal grant match funds carried over from the current budget year into FY 2000-01.

Adopted Service Level

The Adopted Budget continues existing service priorities and deployment practices which concentrate police resources in basic neighborhood patrol, and emergency calls for service. The Adopted Budget reduces the bureau's current service level funding for the following ongoing programs.

Budget Reductions

Nine full-time Officer positions: \$433,085

This reduction package will reduce the current service level of sworn officer positions within the Precincts. It will specifically cut two vacant officer positions in Central, Northeast, East and Southeast, and one vacant position at North Precinct. An additional \$50,000 in associated materials & services appropriation has also been reduced.

External Materials and Services: \$150,000

This reduction will reduce the amount of available resources for procurement of officer equipment and tools, furniture replacement, and professional services.

The bureau is currently evaluating court overtime to identify efficiencies

Overtime: \$500,000

This package will cut the current service level fund of the bureau's overtime budget. The bureau is currently evaluating court overtime to identify efficiencies that will help reduce the amount of overtime expenditures. The bureau has historically overexpanded overtime, but has been able to offset these expenditures with salary savings.

Uniform/Equipment Savings: \$200,000

The bureau is implementing a pilot project in FY 1999-00 to address accountability of uniforms and issued equipment. The long term goal of the project is to maximize the use of serviceable uniforms and equipment, which would result in future budgetary savings.

Administrative Services Support: \$460,654

In light of the pending consolidation of administrative service functions in FY 2001-02, the bureau will cut two vacant positions in this area. This will allow bureau personnel to support the functions of crime analysis and lower level managerial support at the Precincts. The bureau proposes to cut the Explorer Program by \$100,000, out-of-town travel by \$100,000, employee training by \$100,000, minor equipment by \$73,958 and two vacant civilian positions within the bureau totaling \$86,696.

Interagency agreements have been reduced by a total of \$217,741

Interagency Reductions: \$217,741

Through city-wide reductions in administrative services support, the bureau's interagency agreements have been reduced by a total of \$217,741. These reductions have been proposed to reduce the support function cost on a citywide basis.

Budget Adds

Risk Management Interagency Agreement: \$636,633

The bureau will receive additional one-time funding to cover the increased cost associated with general liability, fleet liability, and workers compensation. The bureau is expected to absorb this and any other increases in FY 2001-02.

Mobile Data Computer Replacement Fund: \$117,698

The bureau requested additional funds to support the new Mobile Data Computer replacement fund at a full replacement rate over the effective life of the units. The Adopted Budget funds the increase at one fourth of the amount requested. As a result, the replacement rate has been adjusted by the Bureau of General Services.

Administrative and Support Services Director: \$51,000

The Adopted Budget includes funding for an Administrative and Support Services director position to coordinate the financial needs and concerns of the bureau. This position is scheduled to be filled at the first of the calendar year. The funding for this position may not address the total cost of this position. Depending on the base salary of the position, additional support for PERS contributions may be necessary.

Mounted Patrol Facility: \$62,000

The Adopted Budget includes additional funding to cover the increased operating cost of the new Mounted Patrol Facility. This increase will take effect in January 2001.

General Description

BUREAU OVERVIEW

Organizational Description

In light of past budget changes, the Police Bureau strives to maintain its primary goal as its top community policing priority: to reduce crime and the fear of crime. The bureau is comprised of three branches: the Operation Branch (777 employees), the Investigative Branch (294 employees) and the Services Branch (165 employees). The bureau is managed and directed by the Chief of Police and a staff of 11 employees, which includes three Assistant Chiefs of Police.

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Operations Branch

The Operation Branch of the bureau is made up of the five precincts, Traffic, and Tri-Met divisions. This core group of divisions provides neighborhood policing services, which help reduce crime and the fear of crime.

Investigative Branch

The investigative branch of the bureau includes the Detective, Drug and Vice, and Forensic Evidence Divisions, which provide investigative services for major crimes. The Tactical Operations Division includes SERT, Explosive Disposal, YGAT and GET Units. This division helps support and diffuse volatile situations with the Portland community.

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

Services Branch

The Services Branch of the bureau provides essential support services to the other two branches of the bureau. The Records, Data Processing, Police Liability & Loss Control, Planning & Support, Internal Affairs, Personnel, and Fiscal Services Divisions all provide background support to the bureau's mission.

The Training Division provides bureau 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 program called Police Corps. This program is designed to recruit new officers, with federal assistance in college funding for the participants.

MAJOR ISSUES

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

- ◆ There will be a reduction of 9 officer positions, \$500,000 reduction in overtime funding, \$150,000 reduction of the bureau's external materials and services funding, and a \$200,000 reduction to the clothing and uniform line item.
- ◆ General Fund discretionary funding has increased on a one time only basis to provide for the increase to the bureau's interagency agreement with Risk Management. The bureau will absorb all further future increases.

- ◆ The replacement fund for Mobile Data Computers (MDC) is not being funded at a rate sufficient to provide for new equipment as vehicles equipped with MDC's are replaced on the regular schedule.

CHANGES FROM PRIOR YEAR

The most significant changes from FY 1999-00 to the Adopted Budget for FY 2000-02 are a reduction of nine sworn officer positions, a reduction in overtime appropriation, and significant reductions in external materials and services appropriation. The replacement fund for Mobile Data Computers was reduced to levels below the amount required to replace them on a timely basis, and significant cuts were made in administrative services. The bureau has also realized a significant increase in the amount of the interagency agreement with Risk Management for general liability, workers compensation, and fleet liability.

Nine officer positions are reduced in FY 2000-01

The bureau will start to meet its maintenance of effort requirement to continue employment of federal grant funded positions when it transforms five previously grant funded administrative specialists into permanent full-time positions. The COPS MORE 1998 Grant authorized the Police Bureau to hire these non sworn employees to handle the day-to-day administrative work that was previously handled by a sergeant or officer. These positions have allowed the sworn positions to return to the street. The grant requires that the bureau employ these people for a complete budget year after the end of the grant. This budget will also commence the same requirement for the 38 desk clerks that allowed 42 officers to return to the street. These positions were funded by the COPS More 1996 Grant.

FUNDING SOURCES

General Fund

The Adopted Budget for the Police Bureau totals \$119,890,802. The Police Bureau will receive \$104,701,032 in general fund discretionary dollars. In addition, the bureau will receive \$8,253,459 in Federal grants and \$6,936,311 in bureau revenue.

The Adopted Budget for the Police Bureau includes grant funding which total \$8,253,459. The major grant awards are the COPS Universal Hiring grant (\$2,800,000), Bureau of Justice Assistance Block 98 (\$300,000), OJP Domestic Violence 99 (\$600,000) and the COPS More 1998/Equipment (\$1,385,246).

Grant matching funds being carried over will total \$650,258

The COPS Universal Hiring grant funded 60 police officer positions for three years. This grant ends July 30, 2000. Expenditure projections indicate a balance will be unspent at July 30, 2000. The bureau is requesting an extension of time to spend this grant, but has not yet received permission. The City Council set aside the ongoing funding for these positions, which starts in August of 2000. The bureau has set these funds aside (in account 512000) until the granting agency allows the bureau to continue spending the grant. The bureau will request the funds be moved to line item 511000 and the positions added to the bureau authorized strength at the expiration of the grant funds. The bureau will employ these positions for at least one complete budget cycle. At the time of waiving the match portion of this grant, the granting agency strongly suggested that the bureau and the City employ these positions permanently.

Bureau Revenue

The Adopted Budget for the bureau includes ongoing funding for Tri-Met Security, for which the bureau will charge Tri-Met over \$2.7 million. The amount of revenue collected through State and Local Asset Forfeitures is projected to decrease by \$300,000. This is mainly due to the decrease in forfeiture cases involving the Marijuana Task Force. The bureau is projecting to have a large increase in revenue associated with the new DUI/DWS forfeiture law. The bureau is projecting to collect over \$6.7 million in revenue in FY 2000-01. This amount is a 14% increase over the current Revised Budget.

Strategic Direction

VISION AND VALUES

Community Policing Vision

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

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.

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

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

Community Policing Goals

The bureau holds the following goals:

Community goals

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

Organizational goals

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

Community Policing Values

The bureau holds the following values:

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

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

MANAGEMENT GOALS & OBJECTIVES

Management Objectives for FY 2000-2002

The Police Bureau has several objectives for FY 2000-02:

1.1 Improve crime response

Achieve a 5-minute response time to emergency and high-priority calls for service. Prioritize those enforcement efforts that target crimes that most affect the community livability, such as drug, prostitution and gang-related crimes.

1.2 Improve the ability to identify, investigate and apprehend serious offenders

Investigate divisions and units, working alongside district attorneys, community members and partners within the justice system, work to investigate serious crimes.

1.3 Increase early intervention to children and families

Develop and support programs designed to reduce family violence and criminal behavior by youth.

2.1 Increase problem solving efforts

Achieve a standard of 40 percent of officers' time available for problem solving. Institute problem solving strategies to address chronic call locations and chronic community crime problems.

2.2 Promote order and safety

Plan and implement order maintenance strategies that improve safety at public events, reduce traffic accidents and reduce nuisance activity.

2.3 Support crime prevention

Support community crime prevention activities implemented by the Neighborhood Crime Prevention Program of the Office of Neighborhood Involvement (ONI).

3.1 Support partnerships with other agencies within the criminal justice system

Work with other criminal justice system agencies to improve effectiveness and problem solving.

3.2 Improve customer service

Provide responsive levels of customer service to all citizens and internal customers. Look for ways to improve and emphasize customer service and recognize exemplary service.

3.3 Strengthen community partnerships

Create and support community-police councils and programs, especially those designed to promote crime prevention for specific populations (seniors, youth, minority groups, persons with disabilities, etc.).

3.4 Improve public communication efforts

Develop and maintain programs that are designed to increase the public's understanding of community policing and of bureau services through education and informational services.

4.1 Improve bureau responsiveness to employee needs

Promote employee assistance and recognition programs.

4.2 Improve bureau responsiveness to employee performance

Develop programs and activities designed to track performance issues and assist employees in improving performance.

4.3 Promote practices that improve officer safety

Develop and support activities designed to reduce the chance of an officer being injured or killed in the line of duty.

4.4 Improve internal communication

Develop and maintain programs and practices designed to promote information sharing among members and units of the Police Bureau.

4.5 Improve recruiting, hiring and promotional processes

Continue to implement recruitment, hiring and promotional practices to select highly qualified candidates who reflect the community they serve.

4.6 Improve employee training

Provide improved training to all employees; provide specialized training designed to meet the needs of specific groups of employees.

5.1 Promote technology that improves officer safety

Develop, obtain and continue to update technology and equipment that reduce the chance of an officer being injured or killed in the line of duty.

5.2 Improve management information systems

Continue to strive for the latest technology to ensure that research and data analysis are readily available to management and are an integral part of decision-making.

5.3 Develop efficiencies

Enhance employee effectiveness by incorporating technology that is cost efficient and readily available.

6.1 Build adequate staffing levels

Achieve adequate staffing levels at all precincts and divisions by increasing staff and reducing call load. Increase staffing to a ratio of 2 sworn officers per 1,000 population.

6.2 Develop and maintain effective bureau performance measurements

Evaluate the effectiveness of bureau performance through the use of crime data analysis, employee feedback and community surveys.

6.3 Improve fiscal practices and policies

Ensure that budgeting and fiscal policies are aligned with the bureau mission and reflect the community's needs.

6.4 Improve planning services

Ensure that planning efforts are aligned with the bureau mission, community needs, budget development and division workplans.

COUNCIL PRIORITIES

Future Focus

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

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

Portland/Multnomah Benchmarks

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

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

2000 Priorities

City Council priorities for Public Safety are:

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

BUDGET NOTES

- Fleet Savings** Police will generate fleet savings adequate to fund the on-going costs of MDC replacement. The bureau will work in cooperation with Vehicle Services to identify the opportunities for savings and efficiencies.
- Administrative/
Business Manager** Police will hire an administrative/business manager at an appropriate level. The position will report directly to the Chief of Police and will be responsible for managing the overall business operations of the bureau, thus allowing trained police personnel to focus on service delivery.
- Overtime** The Police bureau overtime budget has been reduced beginning FY 2000-01. The bureau will manage their overtime costs to stay within this allocation with the possible exception of additional costs due to presidential and/or campaign visits.
- Domestic Violence
Contact Coordinator** The Police Bureau will provide staffing for a domestic violence coordinator to assist the Bureau's Domestic Violence Reduction Unit by contacting domestic violence victims and offer help for prosecuting alleged abusers

Overview of Programs

NEIGHBORHOOD POLICING SERVICES

Precincts

The missions of the Portland Police Bureau 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.

Two officer positions are cut from four of the precincts, and one officer position is cut from North Precinct

The Neighborhood Policing Services program includes the bureau's five precincts, their Neighborhood Response Teams (NRT) and Precinct Detective Units. The Auto Theft Task Force, the Crisis Response Team and School Resource Officers are sections within the precincts which were created to enhance community services. These units are in addition to the Mounted Horse Patrol and Canine Units, which have wide community support. Precincts also assign officers to do transient camp clean-up projects using ATV's. Pedestrian and bicycle code enforcement is done through the use of Police Bicycle units. The precincts conduct information sharing sessions through the formation of community groups such as the Safety Zone - Cop Talk, Cops Docs & DA's and East Precinct Youth Advisory council, among others. The NRT units work closely with the City's Office of Neighborhood Involvement (ONI) and the precinct's Crime Analyst to identify crime patterns and livability concerns that can be targeted for directed response. The Adopted Budget cuts two officer positions from each precinct, with the exception of North Precinct being cut only one officer position.

Tri-Met Division

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

Traffic Division

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

The Enhanced Vehicle Safety Enforcement Program is a targeted traffic complaint unit, which addresses neighborhood livability issues related to traffic concerns

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

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

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

Specialty Units

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

Sunshine Division

The Sunshine Division, which recently celebrated 75 years of community service, is the only charitable organization in the United States which is directly associated with a police agency. The bureau supports this division by assigning a sergeant to administer the program and providing miscellaneous material and services. The Sunshine Division obtains its fleet through the bureau on a reimbursement basis.

INVESTIGATIVE SERVICES

This program includes the Detective, Internal Affairs, Family Services Division and Forensic Evidence Divisions.

Detective Division

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

Family Services Division

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

Internal Affairs Division

The major services provided by the Internal Affairs Division include receiving & investigating citizen complaints, discussing police procedures with citizens, investigating major complaints, conducting internal training and coordinating efforts with the Police Internal Investigations Auditing Committee. There has been a tremendous increase in the numbers of complaints, which is directly attributed to the bureau's own request for more public comments in this area.

Identification Division

The Identification Division provides specialized support services to the Portland Police and other criminal justice agencies by determining the identity of individuals through fingerprints, photos and evidence processing at major crime scenes. The Multnomah County Sheriff's Office contracts with the bureau for identification of all arrested subjects, including juveniles, as required by state law. The division provides contract services to other law enforcement agencies. These services include 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, however this also creates more demand on the division. The Home Security Locks Program also falls under this division. This program is partially funded by a federal grant through the Bureau of Housing and Community Development.

CRIME INTERDICTION SERVICES

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

Drugs & Vice Division

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

Tactical Operations Division/Gang Enforcement Team and YGAT

The Gang Enforcement Team (GET) and the Youth Gun Anti-Violence Task Force (YGAT) are components of the Tactical Operation Division. This division actually spans two different programs because of the street level activities these components perform. GET has a detective section, which includes intelligence gathering and identification of gang members, and the 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 includes armed suspects. Other projects these units participate in are the gun buy-back programs and the gun show undercover operations.

Criminal Intelligence Unit

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

ROCN

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

SUPPORT SERVICES

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

Chief's Office

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

Personnel Division

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

Training Division

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

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

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

Records Division

The Records Division is responsible for all police and auto records. Their duties include providing information in compliance with public records law, and providing auto releases for vehicles that have been towed. This division is responsible for inputting all report data into our own Portland Police Data System (PPDS) as well as integrating relevant information with other state and federal law enforcement data systems.

Data Processing Division

The Data Processing Division is responsible for providing information and assistance to the officers, investigators, and managers of the bureau through the Portland Police Data System (PPDS), local and wide-area networks, and other computerized functions of the bureau. They promote and support PPDS as an effective regional law enforcement system. They are tasked with projecting the future needs of the bureau in this day of advanced technology, and acquiring technological support for the entire Police Bureau. The adopted general fund budget cuts one position in this division. This position will be funded through increased revenue realized from PPDS access fees.

Planning & Support Division

Planning & Support Division is responsible for providing bureau-wide strategic planning, communication support services (internal/external), statistical support and policy development/implementation in accordance with the bureaus goals and objectives. This division also coordinates bureau sponsored conferences such as the annual NOBLE conference in 1999 and the upcoming tri-yearly Community Policing Conference. Staff in Planning and Support perform a variety of projects, and one of the most recent is the emergency call-up system which allows for telephone notification to all residents in a large area.

Property/Evidence

The Property/Evidence Division is responsible for receiving, processing, accounting for, and warehousing all of the property/evidence items received by the Police Bureau and other law enforcement agencies within Multnomah County. Property disposal and vehicle storage are also areas of responsibility in this division. Through concentrated efforts to dispose of property, this division has been able to secure additional staffing and facility improvements. The Adopted Budget includes an additional \$170,000 in revenue to realized through property disposal.

Police Liability Management

Police Liability Management is comprised of three units; Loss Control, Police Liability and Fleet. Loss Control is tasked with managing the safety and health programs for the bureau. This includes the bureau safety committee, collision review board, hazard materials program, OSHA compliance, accident prevention, work-place hazardous assessments and accident trend analysis. The Police Liability Unit works in cooperation with the Bureau of Risk Management to investigate claims which are brought against the City and bureau. The Liability Managers evaluation and investigation enables the City to properly adjust these claims, and provides a strong foundation for denying baseless claims. The bureau's Fleet Managers main responsibility is to work with the City's Bureau of Fleet Services to evaluate, test, and order all the bureau's vehicles. Cost monitoring and product performance evaluations are essential elements of this unit.

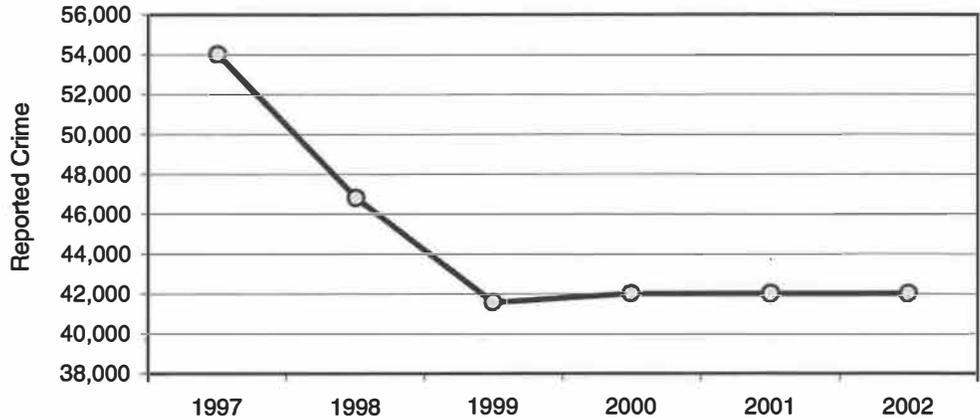
Fiscal Services

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

Performance Measures

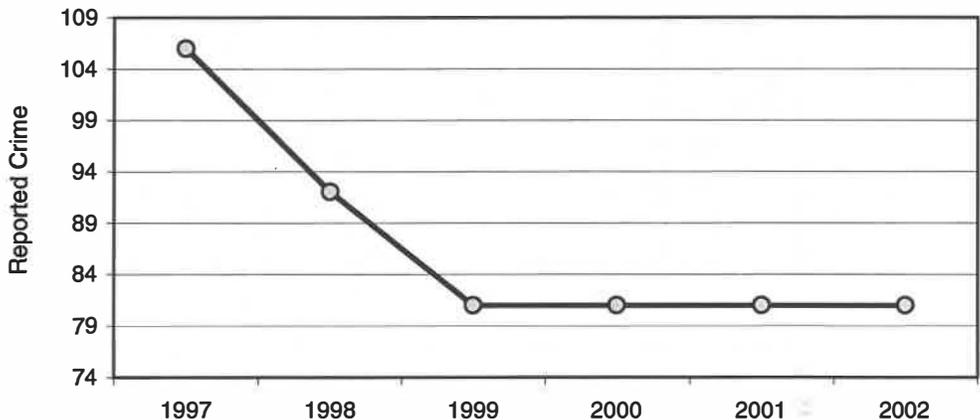
Part 1 (major) Crimes

- ◆ Reported serious crimes decreased in 1996 due to reductions in burglary and auto theft.
- ◆ In 1997, reported serious crimes increased from 1996, but are still lower than 1994 and 1995.
- ◆ In 1998, serious crime decreased even further



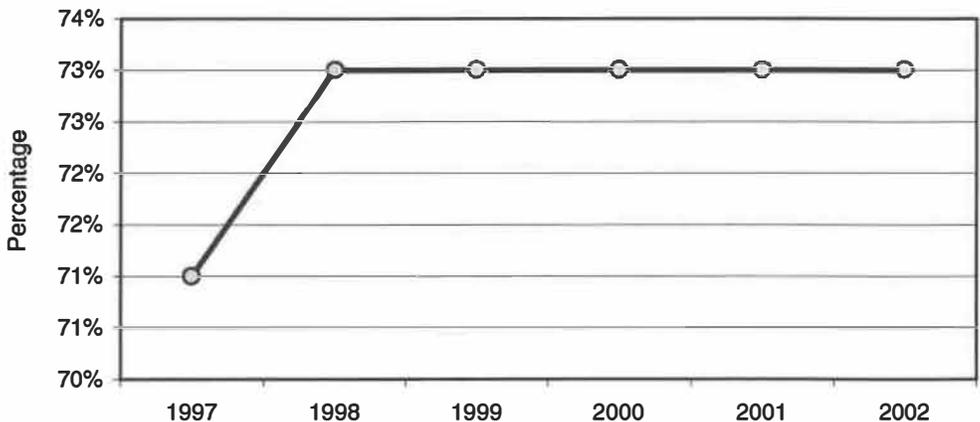
Part 1 Crimes per 1000 population

- ◆ Compared to the years from 1989-1995, reported Part 1 crime/1000 population in 1997 are lower.
- ◆ Reported serious crimes per 1000 citizens showed a slight increase over 1996, mostly due to increased auto theft.

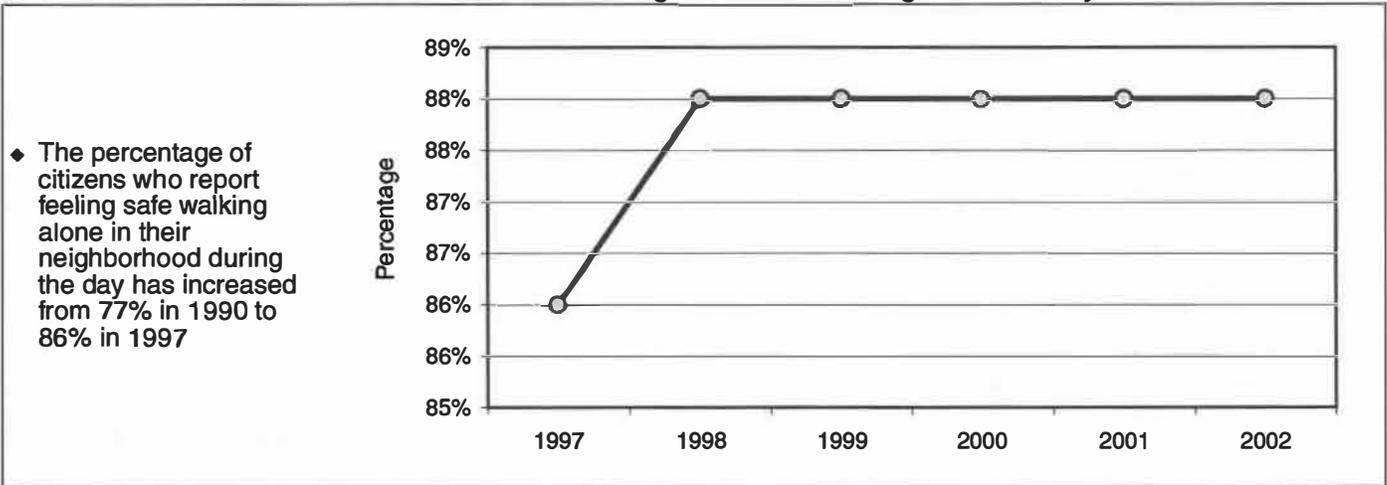


Citizens Rating Service as Good or Better

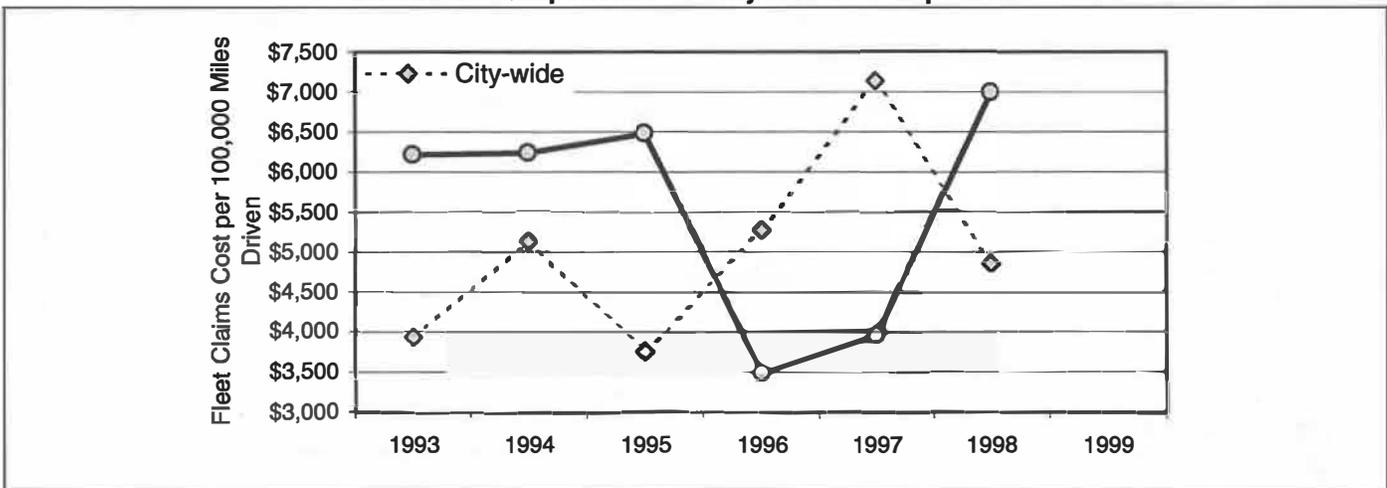
- ◆ The percentage of citizens rating police services good or better has stayed within four percentage points of 70% since 1992.



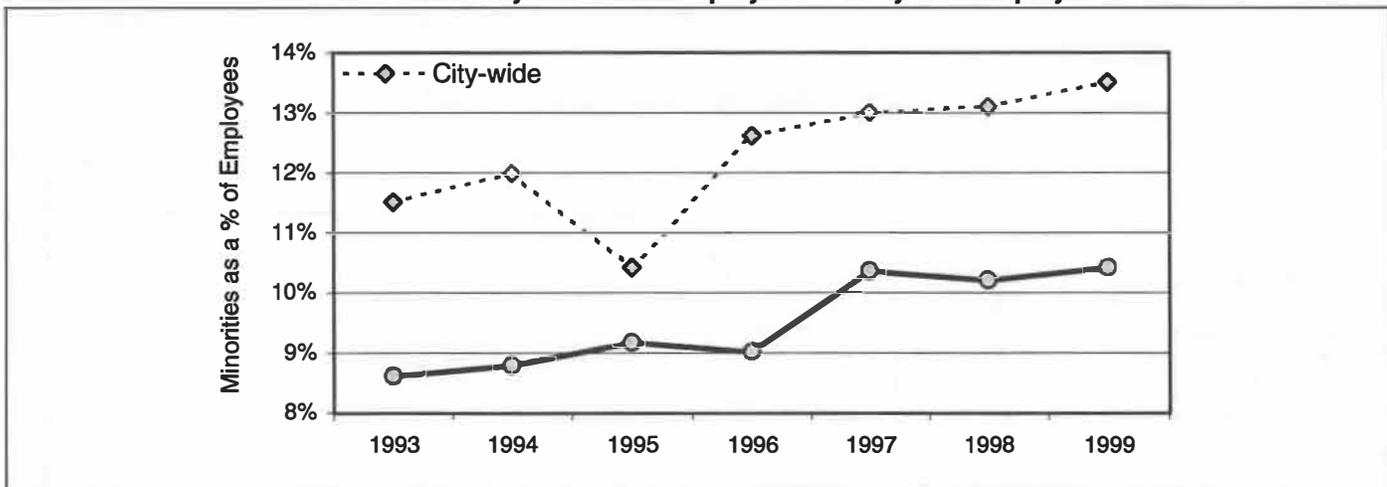
Citizens Who Feel Safe Walking Alone in Their Neighborhood-Days



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



Bureau of Police AU 100

PERFORMANCE MEASURES

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
BUREAU OF POLICE						
Affirmative Action Measures						
Female Employees as a Percent of Total	28.3%	28.9%	29.1%			
Minority Employees as a Percent of Total	10.4%	10.2%	10.4%			
Bureau of Police						
Risk Data						
General Liability Claims per 200,000 Hours Worked	13.86	15.49	13.85			
Worker's Comp Claims per 200,000 Hours Worked	6.36	8.49	3.23			
Fleet Claims per 100,000 Miles Driven	1.06	1.11				
Fleet Claims Cost per 100,000 Miles Driven	\$3,949	\$6,992				
General Liability Claims Cost per \$100 Payroll	\$2.15	\$2.68	\$1.05			
Worker's Comp Claims Cost per \$100 Payroll	\$1.17	\$1.39	\$0.33			
Neighborhood Policing Services						
Workload						
Part 2 Crimes	47,965	45,007	45,000	45,000	45,000	45,000
Incidents Dispatched	263,175	246,567	228,293	229,000	229,000	229,000
Telephone Reports	64,604	54,652	55,000	55,000	55,000	55,000
Average number of Officers on patrol - Days	58	58	58	58	58	58
Average number of Officers on patrol - Afternoons	63	63	63	63	63	63
Average number of Officers on patrol - Nights	55	55	55	55	55	55
Part 1 (major) Crimes	54,000	46,788	41,545	42,000	42,000	42,000
Effectiveness						
Average time available for self-initiated activity and problem solving	37%	37%	37%	37%	37%	37%
Part 1 Crimes per 1000 population - persons	15	13	12	12	12	12
Part 1 Crimes per 1000 population - property	91	79	69	69	69	69
Part 1 Crimes per 1000 population - total	106	92	81	81	81	81
Citizens who feel safe walking alone in their neighborhood - days	86%	88%	88%	88%	88%	88%
Citizens who feel safe walking alone in their neighborhood - nights	45%	49%	48%	48%	48%	48%
Citizens rating service as good or better	71%	73%	73%	73%	73%	73%
Efficiency						
Burglary victimization rate	4%	5%	5%	5%	5%	5%
False alarms	21,257	24,298	26,003	26,000	26,000	26,000
Average high priority travel time	5.12	5.22	5.10	5.10	5.10	5.10
Dispatched calls per Officer	451	455	455	455	455	455
Investigative Services						
Workload						
Major cases assigned for investigation	4,908	4,172	4,200	4,200	4,200	4,200
Crime Interdiction Services						
Workload						
D.A.R.E. number of students	7,138	5,000	5,300	5,300	5,300	5,300
G.R.E.A.T. number of students	3,300	4,704	4,121	4,150	4,150	4,150

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Support Services						
Workload						
Report - number of days into PPDS	34	45	90	90	90	90
Report - number of days for requests	12	20	23	23	23	23

Bureau of Police AU 100

SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	76,010,687	82,814,029	89,309,069	90,384,228	90,504,228
External Materials and Services	5,281,387	8,171,319	10,565,146	9,220,720	9,870,978
Internal Materials and Services	19,816,987	17,920,096	17,149,668	18,630,350	18,530,350
Minor Capital Outlay	258,516	506,084	1,300,822	985,246	985,246
Equipment Cash Transfers	488,857	668,430	1,686,850	0	0
Total Operating Budget	101,856,434	110,079,958	120,011,555	119,220,544	119,890,802
Capital Improvements	643,068	107,760	229,000	0	0
TOTAL BUREAU EXPENDITURES	\$ 102,499,502	\$ 110,187,718	\$ 120,240,555	\$ 119,220,544	\$ 119,890,802
Allocated Overhead	2,152,140	3,018,555	3,572,377	3,283,570	3,515,092
Total Cost with Allocated Overhead	104,651,642	113,206,273	123,812,932	122,504,114	123,405,894
RESOURCES					
General Fund Discretionary		95,715,876	99,515,320	104,200,774	104,701,032
Non-Discretionary Revenues					
Grants & Donations		7,714,748	14,668,961	8,253,459	8,253,459
Contract Revenues		3,914,130	3,441,845	3,292,072	3,292,072
Interagency Revenues		137,001	157,420	153,035	153,035
Program Revenue		2,705,963	2,457,009	3,321,204	3,491,204
Total Non-Discretionary Revenues		14,471,842	20,725,235	15,019,770	15,189,770
TOTAL GENERAL FUND RESOURCES		\$ 110,187,718	\$ 120,240,555	\$ 119,220,544	\$ 119,890,802
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Neighborhood Policing Services		67,230,691	73,517,718	76,688,569	76,836,793
<i>Positions</i>		<i>811</i>	<i>814</i>	<i>799</i>	<i>800</i>
Investigative Services		14,221,634	14,471,730	14,305,767	14,265,499
<i>Positions</i>		<i>166</i>	<i>165</i>	<i>166</i>	<i>166</i>
Crime Interdiction Services		9,241,592	9,775,351	9,427,085	9,427,085
<i>Positions</i>		<i>92</i>	<i>94</i>	<i>96</i>	<i>96</i>
Support Services		19,493,801	22,475,756	18,799,123	19,361,425
<i>Positions</i>		<i>183</i>	<i>184</i>	<i>189</i>	<i>190</i>
TOTAL PROGRAMS		\$ 110,187,718	\$ 120,240,555	\$ 119,220,544	\$ 119,890,802
<i>Positions</i>		1,252	1,257	1,250	1,252
<i>General Fund Discretionary Positions</i>		1,209	1,214	1,204	1,205

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	46,248,821	49,499,938	61,387,637	62,007,589	62,105,505
512000 Part-Time Employees	330,015	539,451	7,697,825	7,062,237	7,066,996
514000 Overtime	6,714,195	8,410,045	6,318,775	5,814,478	5,814,478
515000 Premium Pay	898,129	1,028,074	1,077,580	1,425,126	1,425,126
517000 Benefits	10,816,327	11,531,517	12,827,252	13,349,900	13,367,225
518000 Paid Absence	11,003,200	11,805,004	0	724,898	724,898
Total Personnel Services	76,010,687	82,814,029	89,309,069	90,384,228	90,504,228
Materials and Services					
External Materials and Services					
521000 Professional Services	282,872	656,906	1,018,758	766,289	766,289
522000 Utilities	3,100	10,487	1,263	1,303	1,303
523000 Equipment Rental	21,670	40,828	27,442	20,851	20,851
524000 Repair & Maintenance Services	178,479	194,650	273,794	265,571	265,571
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	1,429,223	2,517,710	2,598,600	2,674,991	2,674,991
531000 Office Supplies	248,642	346,272	227,823	237,671	237,671
532000 Operating Supplies	281,549	341,402	539,105	645,074	645,074
533000 Repair & Maintenance Supplies	17,510	29,460	15,636	29,922	29,922
534000 Minor Equipment & Tools	1,193,372	1,297,839	3,285,318	1,637,838	2,288,096
535000 Clothing & Uniforms	457,211	780,950	473,023	737,396	737,396
539000 Other Commodities External	533,267	792,660	1,221,041	1,499,976	1,499,976
541000 Education	197,909	246,148	232,588	214,712	214,712
542000 Local Travel	5,982	9,391	10,573	10,219	10,219
543000 Out-of-Town Travel	199,484	338,242	321,682	162,432	162,432
544000 Space Rental	45,532	219,101	96,430	82,137	82,137
545000 Interest	0	0	0	0	0
546000 Refunds	35	1,081	219	226	226
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	309,753	348,192	221,851	234,112	234,112
Total External Materials and Services	5,405,590	8,171,319	10,565,146	9,220,720	9,870,978
Internal Materials and Services					
551000 Fleet Services	4,058,008	5,195,746	5,415,717	5,624,508	5,624,508
552000 Printing & Distribution	378,742	478,881	465,978	445,510	445,510
553000 Facilities Services	4,669,477	5,891,589	5,133,877	5,239,353	5,239,353
554000 Communications Services	2,228,507	2,768,103	2,740,854	2,989,432	2,889,432
555000 Data Processing Services	347,923	592,179	648,669	839,065	839,065
556000 Insurance	1,972,140	2,099,010	2,254,563	2,967,853	2,967,853
557000 Master Lease	392,112	0	0	0	0
558000 Same Fund Services	109,642	259,365	192,134	215,316	215,316
559000 Other Fund Services	5,464,526	312,385	297,876	309,313	309,313
Total Internal Materials and Services	19,621,077	17,597,258	17,149,668	18,630,350	18,530,350
Total Materials and Services	25,026,667	25,768,577	27,714,814	27,851,070	28,401,328
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	294,432	506,084	1,300,822	985,246	985,246
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	294,432	506,084	1,300,822	985,246	985,246
573000 Equipment Cash Transfers	860,858	668,430	1,864,850	0	0
576000 Minor Equipment Transfers	306,858	430,598	51,000	0	0
TOTAL BUREAU EXPENSES	\$ 102,499,502	\$ 110,187,718	\$ 120,240,555	\$ 119,220,544	\$ 119,890,802

Bureau of Police AU 100

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.		No.		No.	
514	Accountant I	1	1	1	38,315	6	212,078	6	212,078
515	Accountant II	0	0	0	0	1	44,221	1	44,221
510	Accounting Technician	5	6	6	191,182	1	33,093	1	33,093
819	Administrative Assistant	2	2	2	79,647	2	81,699	2	81,699
815	Administrative Specialist	1	1	1	29,051	1	26,874	1	26,874
920	Administrative Supervisor I	2	2	2	86,869	7	314,564	7	314,564
922	Administrative Supervisor II	7	7	6	316,238	6	306,891	6	306,891
2532	Applications Analyst II	3	1	1	51,494	0	0	1	51,178
2533	Applications Analyst III	0	2	2	117,771	2	119,034	2	119,034
2534	Applications Analyst IV	2	2	1	65,120	1	65,333	1	65,333
826	Assistant Financial Analyst	1	1	1	42,702	1	40,136	1	40,136
5144	Assistant Police Chief	3	3	3	286,810	3	286,458	3	286,458
962	Assistant Program Specialist	1	1	2	89,464	2	91,624	2	91,624
844	Assistant Risk Specialist	1	1	1	51,729	1	51,896	1	51,896
605	Audio Visual Specialist	1	1	1	54,433	1	54,621	1	54,621
1232	Auto Servicer	5	5	5	176,695	4	141,828	4	141,828
928	Bureau Administrative Manager	3	3	3	203,581	3	215,442	3	215,442
7490	Community Relations Assistant	1	2	2	89,696	2	88,212	3	134,950
7492	Community Relations Specialist	0	0	0	0	1	45,929	1	45,929
5183	Crime Prevention Representative	3	3	3	115,238	3	125,377	3	125,377
5175	Criminalist	16	17	17	1,005,400	17	1,006,832	17	1,006,832
400	Evidence Control Specialist	0	0	0	0	8	317,656	8	317,656
401	Evidence Control Specialist Lead	0	0	0	0	1	44,304	1	44,304
403	Evidence Control Supervisor	0	0	0	0	2	91,188	2	91,188
827	Financial Analyst	1	1	1	46,044	1	48,235	1	48,235
3271	Graphics Illustrator II	1	1	1	48,522	1	48,672	1	48,672
1255	Home Security Specialist	1	1	1	31,513	1	32,718	1	32,718
610	Human Resources Analyst	1	1	1	51,729	0	0	0	0
614	Human Resources Coordinator	1	1	1	62,980	1	63,180	1	63,180
2542	Information Systems Analyst II	1	0	0	0	0	0	0	0
2543	Information Systems Analyst III	0	1	1	55,879	1	55,661	1	55,661
2544	Information Systems Analyst IV	1	1	1	52,086	2	114,504	2	114,504
2550	Information Systems Manager	1	1	1	76,944	1	75,837	1	75,837
2546	Information Systems Supervisor	2	1	1	66,099	1	68,808	1	68,808
2522	Information Systems Tech I	0	0	1	52,086	0	0	0	0
2523	Information Systems Tech II	0	0	0	0	1	48,235	1	48,235
2540	MIS Support Technician	1	1	1	46,175	0	0	0	0
152	Police Admin Support Spec Senior	9	9	9	310,122	10	369,930	10	369,930
151	Police Admin Support Specialist	61	60	62	1,841,201	57	1,803,442	57	1,803,442
5138	Police Captain	7	9	11	786,420	11	867,834	11	867,834
5146	Police Chief	1	1	1	105,806	1	130,000	1	130,000
5140	Police Commander	5	5	5	422,765	5	424,110	5	424,110
149	Police Desk Clerk	43	51	51	249,358	47	1,306,317	47	1,306,317
5172	Police ID Technician I	16	16	16	788,539	16	800,201	16	800,201
5173	Police ID Technician II	3	3	3	161,444	3	163,512	3	163,512
1235	Police Impound Technician	0	0	0	0	2	66,397	2	66,397
155	Police Info & Referral Specialist	0	0	0	0	4	149,062	4	149,062
5189	Police Investigative Accountant	1	1	1	63,991	1	64,193	1	64,193
5137	Police Lieutenant	27	27	27	1,845,675	31	2,057,078	31	2,057,078
5128	Police Officer	696	688	690	35,295,080	676	33,741,924	676	33,741,924
5174	Police Photo Reproduction Spec	2	2	2	108,656	2	109,008	2	109,008
146	Police Records Specialist	66	58	58	1,670,993	58	1,792,048	58	1,792,048
147	Police Records Training Coord	9	9	9	308,164	9	348,683	9	348,683
5134	Police Sergeant	209	215	215	12,643,212	216	12,716,837	216	12,716,837
2545	Principal Info Systems Analyst	0	1	1	65,498	1	67,735	1	67,735
966	Program Coordinator	1	1	0	0	0	0	0	0
970	Program Manager II	1	1	2	117,670	2	126,360	2	126,360
964	Program Specialist	4	4	4	189,242	4	193,443	4	193,443
5120	Public Safety Aide	1	1	1	33,050	1	34,069	1	34,069
5182	Public Safety Specialist	1	1	1	32,614	0	0	0	0
220	Secretarial Clerk I	0	1	0	0	0	0	0	0
816	Senior Administrative Specialist	2	3	3	101,676	3	108,092	3	108,092
1256	Senior Home Security Specialist	1	1	1	40,055	1	40,186	1	40,186
612	Senior Human Resources Analyst	0	0	0	0	1	51,896	1	51,896
2552	Senior Information Systems Mgr	1	1	1	82,477	1	82,181	1	82,181
848	Senior Risk Specialist	1	0	0	0	0	0	0	0
1217	Stable Attendant	1	1	1	31,562	1	31,911	1	31,911
410	Storekeeper	8	8	8	293,165	0	0	0	0
409	Storekeeper/Acquisition Spec Lead	1	1	1	39,740	0	0	0	0

Bureau of Police AU 100

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
411	Stores Supervisor I	1	2	2	77,970	0	0	0	0
TOTAL FULL-TIME POSITIONS		1,248	1,252	1,257	\$ 61,387,637	1,250	\$ 62,007,589	1,252	\$ 62,105,505

Bureau of Police AU 100

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	120,192,486	0	120,192,486	1,263.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	(50,000)	0	(50,000)	0.0	Reduce Professional Services by 20%
	(500,000)	0	(500,000)	0.0	Overtime reduction
	(433,085)	0	(433,085)	(9.0)	Reduce nine officer positions (w/ \$50K M&S cut)
	(200,000)	0	(200,000)	0.0	Uniforms reduction
	(100,000)	0	(100,000)	0.0	Furniture reduction
	(460,654)	0	(460,654)	(2.0)	Reduce Administrative Services
	217,698	0	217,698	0.0	MDC replacement funding at 1/2 rate
	101,000	0	101,000	0.0	Technical support
	0	636,633	636,633	0.0	Risk Interagency one time support
	34,207	0	34,207	0.0	PPCOA labor agreement
	(217,741)	0	(217,741)	0.0	Net BGS interagency reductions
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	650,258	650,258	0.0	Carryover grant match funds
	170,000	0	170,000	0.0	Increase property disposal revenue
	0	(100,000)	(100,000)	0.0	Reduce MDC replacement funding
	0	(50,000)	(50,000)	0.0	Delay hiring administrative officer
	(1,438,575)	1,136,891	(301,684)	(11.0)	Total FY 2000-01 Decision Packages
			\$ 119,890,802	1,252.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	217,698	0	217,698	0.0	1/2 Mobile Data Computer Replacement Fund
	100,000	0	100,000	0.0	Youth Gun Antiviolence Task Force
	1,198,180	0	1,198,180	0.0	M&S cuts not restored
	0	178,000	178,000	0.0	Traffic Facility Lease
			\$ 1,693,878	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0



Bureau of Fire, Rescue and Emergency Services

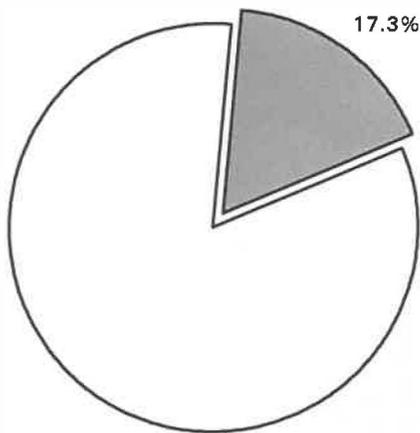
Public Safety Service Area

Jim Francesconi, Commissioner-in-Charge

Robert Wall, Fire Chief

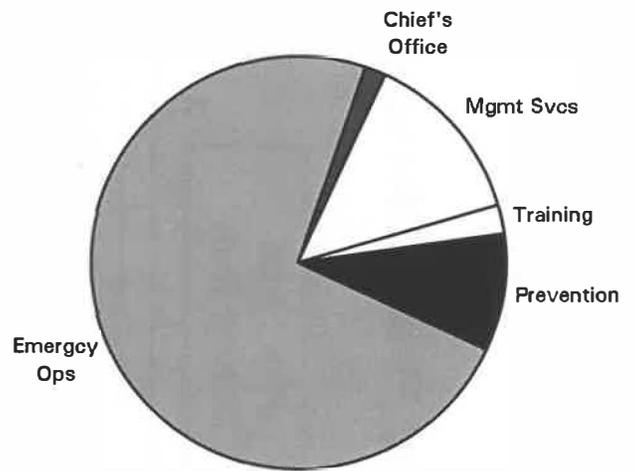
Percent of General Fund

Fire = \$61.3 Million



General Fund = \$354 Million

Bureau Programs

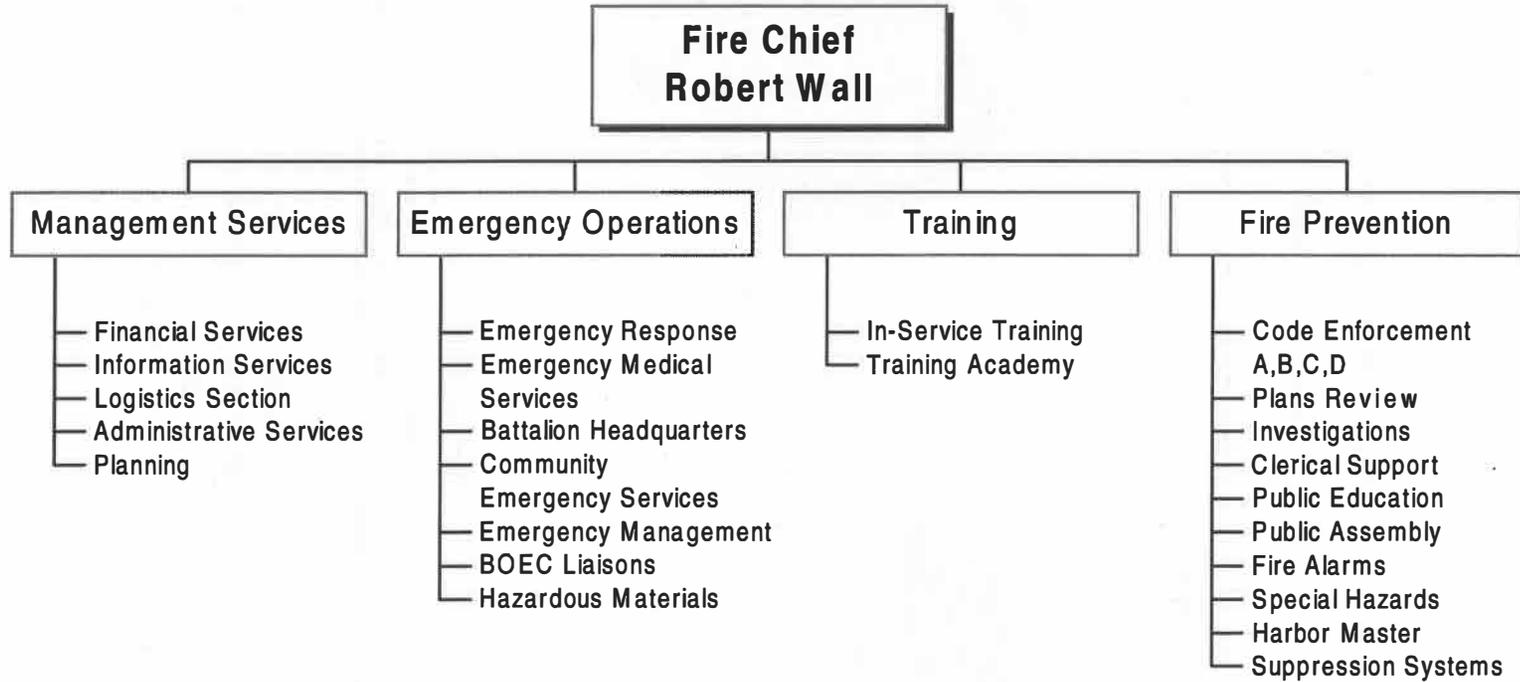


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	60,711,959	60,244,455	-467,504	-5.1%
Capital	1,154,579	1,070,000	-84,579	-11.4%
Allocated Overhead Costs	1,530,868	1,473,996	-56,872	-7.9%
Total Cost with Allocated Overhead	\$ 63,397,406	\$ 62,788,451	\$ -608,955	-5.3%
Authorized Full-Time Positions	730	743	13	-2.7%

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

Portland Fire and Rescue



Bureau Summary

BUREAU MISSION

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

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

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

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

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

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

BUREAU HIGHLIGHTS

The FY2000-01 Adopted Budget for Portland Fire, Rescue and Emergency Services contains several initiatives that the bureau will focus on during the next budget period. They include the following:

Deliver Paramedic Service

Portland Fire and Rescue has developed a plan to provide paramedic services from each of the 27 fire stations. It is currently the largest provider of pre-hospital care in the State of Oregon.

Regional Approaches

The bureau has developed and implemented a model for a regional training academy and is experiencing success at every level. The first regional academy for Fire Training occurred in 1999.

Labor/Management

The Fire Chief and the union president serve on the city-wide Management Advisory Group and the bureau has revived its internal Labor Management Committee. The bureau is committed to use the Service Improvement Initiative (SII) to make the city better. A successful labor management retreat was held in 1999 and another one is scheduled for FY 2000-01.

General Obligation Bond Implementation

With the passage of the General Obligation Bond Portland Fire and Rescue has shared project responsibility with the Bureau of General Services Facilities Management Division. Among Portland Fire and Rescue's responsibilities are communication with impacted neighborhoods and logistical support to the affected fire stations. Site planning is occurring in several areas of the City.

Computer Technology

The bureau has implemented the Fire Incident Reporting System and supports Citywide ITSP. During FY 2001 the bureau will further develop and implement additional modules of the Fire Information System, as well as work to provide timely response maps to all of the fire companies.

Bureau Planning

The FY 2000-05 Strategic Plan has been completed and published, following a lengthy planning process. Portland Fire, Rescue and Emergency Services will begin implementing the Strategic Plan and then intends to apply for an Oregon Quality Initiative award in FY 2000-01.

Successful Workforce Diversity Program

The FY 2000-01 Adopted Budget contains another cycle of the highly successful Trainee/Apprenticeship Program. The bureau has hired its fifth class of trainees and is in the process of preparing to hire the sixth class of 16 Trainees during FY 2000-01. The program provides four months of training prior to the individuals being sworn in as Firefighter/EMTs. The bureau's workforce diversity has improved 303% in the last five years; the total number of sworn women and minority employees has grown from 33 to 100.

Enhanced Fire Prevention (EFP)

This program continues a major initiative started in FY 1998-99 that generates resources to help make Portland a safer city by meeting the Prevention Division's code enforcement goals. A National Fire Protection Association study found jurisdictions that conduct regular fire code inspections experience significantly fewer fires than those which do not. Portland Fire & Rescue is empowered to inspect approximately 32,000 commercial and multi-family residential structures of 3 or more units. Due to lack of resources, inspectors could inspect only 5,951 structures in FY 1996-97 and 4,699 in FY 1997-98. The enhanced prevention program allows for inspections of all occupancies on a regular basis through modest user fees. After the EFP program started on August 1, 1998, 14,576 structures were inspected in FY 1998-99. The total number of inspections increased by 187% since FY 97-98.

General Description

BUREAU OVERVIEW

Organizational Description

Portland Fire, Rescue and Emergency Services is the second largest General Fund Bureau with a FY 2000-01 operating budget of \$61.3 million and 743 employees. The bureau is a multi-faceted organization, with a mission to promote a safe environment for all the citizens of Portland that is accomplished through a variety of programs.

Office of the Chief

The Office of the Chief ensures that Portland Fire, Rescue and Emergency Services complies with state and local regulations in the area of fire suppression, emergency medical response, patient treatment, fire prevention, and investigation. This office is the liaison with the Mayor, Commissioners, and managers of other City bureaus.

The Human Resources Office is responsible for recruitment and hiring, contract negotiations, discipline, and grievances.

The Public Communications Section controls and coordinates all crisis communications at major incidents, provides information to the media and other organizations through press releases, live interviews and media kits, and coordinates all media events. Public Communications also provides community outreach information which inform citizens about the services provided by Portland Fire, Rescue and Emergency Services.

Emergency Operations Division

The majority of resources are dedicated to the Emergency Operations Division which is charged with responding to calls for help due to fire, medical emergencies, marine accidents, special rescues, or hazardous material incidents. There are 27 fire stations located throughout the City of Portland. The City covers 149.5 square miles and includes a population of approximately 510,000. During 1999 Portland Fire and Rescue responded to 55,310 calls for assistance, of which 75% were medical in nature. In addition, Community Emergency Services (CES) links bureau resources with the community to promote fire and life safety. During 1999, station personnel dedicated nearly 18,000 hours to a range of partnership activities with the citizens they serve, e.g., safety presentations at schools and block parties, free blood pressure checks, evacuation drills for local businesses, fundraising projects with Scout troops, etc. On a citywide basis, CES also trains and supports the Neighborhood Emergency Teams (NETs), over 800 volunteers representing 90 of the city's 96 neighborhoods. During 2000-01, CES will train another 150 NET members for disaster response and other public safety activities in their neighborhoods.

Management Services Division

The Management Services Division is responsible for providing all of the support services necessary to operate a 24-hour 7-day a week organization. These include the following sections:

The Logistics Section services all 30 bureau facilities, maintains all emergency apparatus, and supplies all the fire stations with maintenance and firefighting materials.

The Information Services Section manages the computer network, provides run data and maps, and maintains all computer software and hardware.

The General Administration and Finance Sections develop and manage the annual operating and capital improvement program budgets; handle the day-to-day accounting functions (such as processing of payment documents); prepare and manage service agreements and contracts; prepare Council ordinances; manage and prepare the multiple year Strategic Plan; prepares special reports and reviews of programs and/or operations; and ensure that the bureau remains in compliance with all the timelines and guidelines established by the City.

Training Division

Supporting the emergency response personnel is the Training Division, which has the goal of ensuring that all firefighters have the skill and strength to safely perform their jobs. All firefighters in the City are continuously evaluated to keep their skills sufficient to meet the demands of the job. In addition, the Training Division oversees the Firefighter Training Academy, which provides 16 weeks of classroom education; 12 weeks of shift work; and five months of independent learning and continued evaluation during shift work at an assigned fire station.

Prevention Division

The charge of the Portland Fire, Rescue and Emergency Services' Prevention Division is to stop fires before they start. This division achieves success through fire prevention and education programs. Fire prevention activities include code enforcement that involves regular inspection of commercial occupancies located within the City; plans review to ensure new construction is in compliance with fire codes; and fire investigations. The overall arrest rate for arson related fires was 18% in 1999. The Juvenile Firesetter program and the Smoke Detector Installation program are two examples of the public education efforts that involve targeting high-risk groups of people and changing their behavior in order to make the community safer. A positive continuing program is Riskwatch, which provides innovative injury prevention curriculum that is used to prevent traumatic injuries to children, by promoting safe habits such as wearing a helmet while riding a bike, etc.

RECENT TRENDS

Background

During most of FY 1998-99 and part of FY 1999-00, Portland Fire and Rescue spent considerable time and energy revisiting and updating the bureau's Strategic Plan. Central to the strategic plan was understanding and preparing for the future. In order to determine the key strategic directions that will guide Portland Fire and Rescue in the next 3 to 5 years, an extensive analysis of current and future trends was undertaken.

Through strengths, weaknesses, opportunities, and challenges analyses, relevant future trends were identified. These analyses were conducted along with focus groups, interviews, surveys and futures research. The following is a summary of the key findings which most directly impact the ways in which Portland Fire and Rescue must think and respond in order to best fulfill its mission and vision.

Key Findings of SWOC

The economics of the health care system is placing increasing demands on non-emergency medical services.

The Fire Bureau's wide variety of fire prevention programs have reduced the number of fires within the City, these efforts have not reduced the need for fire fighting readiness.

As the bureau service requirements continually change and adapt to those changes, the bureau must ensure that resources are appropriately allocated and that programs don't outstretch capacity.

The bureau enjoys a high degree of public support. Bureau employees, both sworn and non-sworn, feel a justifiable sense of pride in the accomplishments of the organization.

Although the bureau has made significant advances in diversifying the workforce and maintaining high levels of professionalism, the bureau must continue those efforts and involve even greater numbers of staff in the processes.

City resources will experience small growths leading to increased competition for funding and the need for greater efficiencies within Portland Fire & Rescue.

The City's residents want to be actively involved in shaping decisions that impact their neighborhoods.

The funding for new station houses presents the Fire Bureau with a vast array of opportunities for creative thinking and community involvement.

The residents of our City are becoming older and more ethnically diverse. The Fire Bureau will face increasing challenges in increased housing density, traffic flow and neighborhood activities.

Demands for greater efficiency and accountability provide additional incentives for regionalization of services and increased partnership efforts with key stakeholders.

The bureau will continue to experience an accelerating increase in computer capability coupled with the ever increasing rate of technological change.

The bureau must improve communications internally and externally, and integrate ourselves more completely in the activities of other City bureaus.

The bureau recognizes that employees are committed to continuously improving service delivery and that labor/management collaboration is critical to our future successes.

CHANGES FROM PRIOR YEAR

The following is a summary, by program, of the various personnel and programmatic changes affecting Portland Fire, Rescue and Emergency Services' budget.

The Chief's Office

In the Adopted Budget, a Firefighter Specialist (bureau recruiter) has been included from savings in the Premium Pay account within the Chief's Office - Human Resources Section. This position is vital for the successful recruitment of females and minorities. This function is already occurring and has been funded from salary savings in the past. Formalizing this position is critical to successfully managing the key components to the premium pay cut in this budget, which acts on the belief that Portland Fire and Rescue will be in a constant state of hiring new employees. This position is supported by funds from Premium Pay as a result of a reduction of call shifts when Portland Fire and Rescue is fully staffed with new hires.

Management Services

There are significant changes to the Management Services program in the Adopted Budget.

A reorganization of the Logistics Section resulted in the elimination of two management positions (Trades Supervisors), which represents an entire level of management. A Utility Worker and an Office Support Specialist II are added to free the trades staff from tasks such as delivery of equipment and data entry into the apparatus maintenance system. The salary differences of these positions, as well as reductions in other Materials and Services accounts, produces savings in excess of \$180,000. This reorganization was proposed to the Commissioner-in-Charge a year ago as part of the Fleet review.

Emergency Operations

The following reflects changes within the Emergency Operations Division.

- ◆ Creation of a Program Manager II position to manage the bureau's occupational health program. These services were previously provided through a contract with unacceptable cost and service levels; therefore, funding for the position will be from the dollars spent on the contract.
- ◆ Addition of \$125,000 in Education and Overtime to fund five current bureau employee's training as Paramedics. This funding is from savings in the Premium Pay account. Training of five employees will help the bureau attain its goal of delivering Advanced Life Support services from all 27 fire and rescue stations.
- ◆ Provision of Advanced Life Support (ALS) services from all Fire and Rescue stations. These costs of \$126,000 can be absorbed within the adopted budget given projected savings within the Premium Pay budget. This will allow the bureau to attain its goal of providing ALS from each fire station.
- ◆ This budget anticipates the opening of two new Fire, Rescue and Emergency Services stations. The bureau will finance the first set of staffing from the closure of two rescue companies. That financing will generate the twelve employees needed to staff the new station located on S.W. Montgomery.
- ◆ This budget includes funds previously identified in the City's five-year Financial Plan to staff the second station that will come on line in FY 2000-2001. This staffing includes one Captain, two Lieutenants and nine Firefighters. Staffing costs are included in the budget for only 5 months of service for this station because it will not be completed as early in the fiscal year as earlier projected.
- ◆ The Adopted Budget eliminates \$500,000 of premium pay appropriation. The reduction in premium pay is a result of a projection of call shifts for FY 2000-2001 that shows that with all bureau positions filled, significant savings will result to the call shift budget. With more employees at the lower rates of pay, the average call shift cost is reduced. With a fully staffed traveler pool, there will also be fewer call shifts needed. The bureau has been experiencing some of this effect over the last two years. With the latest class of recruits that have been hired, the savings will continue. These savings will only be permanent if the bureau continues to be in an active hiring mode. Any slowing in the number of retirements will negatively impact these savings. Further, any reduction in positions will negatively impact this situation as well, as older and higher paid employees bump into positions held by lower paid employees.
- ◆ A fourth battalion district included in the City's financial plan is not included in this budget.

Training

In the Adopted Budget, a second training class is added so that Portland Fire & Rescue can continue to meet its hiring needs. The funds for this come from a reallocation of projected savings in the premium pay budget. This second class was previously funded by salary savings. It is projected that an average of 27 retirements will occur per year for the foreseeable future. The key to the premium pay reductions in this budget is filling all vacant positions in a timely manner. This addition to the Training Division budget is essential to meeting that objective.

Prevention

The only change to this program is the reduction in estimated Enhanced Fire Prevention revenue in the amount of \$216,000. This lower revenue amount reflects the bureau's difficulty in reaching the original revenue target for this program.

Bureau-wide, the materials and services inflation is included at only one-half of the rate calculated by OF&A. This reduction was made in order for Portland Fire and Rescue to stay within the bureau's allotted general fund resources.

FUNDING SOURCES

General Fund

At \$58,361,444, General Fund Discretionary is by far the largest source of funding for Portland Fire and Rescue operations. For FY 2000-01, non-discretionary resources total \$2,953,011. The largest portion of this total is for the enhanced fire prevention program, which anticipates revenues in the amount of \$1.3 million. Additionally, Portland Fire and Rescue estimates that contracts will bring in close to \$372,000; including a supplies contract with Multnomah County for \$192,000. The remainder of non-discretionary revenues are for permits, reimbursements, State sanctioned runs, miscellaneous fees and interagency services.

Strategic Direction

VISION AND VALUES

Strategic Directions As part of the completed FY 2000-05 Strategic Plan, Portland Fire and Rescue identified five distinct strategic directions. Those directions are listed below:

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

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals Portland Fire and Rescue has five goals which serve, along with other elements of the Strategic Plan, as focal points as we conduct business. Those goals are listed below:

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

COUNCIL PRIORITIES

City of Portland Goals

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

- ◆ Through citizen involvement and strategic planning, Portland Fire & Rescue is *helping to build a livable city* by implementing the GO Bond. With this program, the bureau is helping to manage the City's growth by providing additional resources to the community to provide public safety. In addition, the seismic upgrades and other improvements to the fire and rescue stations will help firefighter/EMTs and paramedics respond more quickly and effectively during emergencies.
- ◆ Portland Fire & Rescue *promotes economic vitality and access to quality jobs for all* with several programs. An excellent example is the bureau's contract with Alternative Work Concepts, which brings people with disabilities into our work environment to help provide administrative support. In addition, our Firefighter Trainee Program provides excellent career opportunities for underrepresented classes.
- ◆ *Ensuring a safe community* is at the top of Portland Fire & Rescue's list of priorities. In addition to serving as the largest pre-hospital emergency medical care provider in the State of Oregon, we provide fire suppression, prevention, technical rescue, hazardous materials response, and numerous other services which provide public safety.
- ◆ The City's close relationship with our Sister Cities *supports Portland's growth as an international City*. This year, the bureau provided technical support and maintenance to the fire department in Khabarovsk, Russia, by continuing to service the fire engine we donated several years ago, and by providing training in the use and care of it. In addition, the Fire Bureau shared resources with Guadalajara, Mexico in the form of a water tender.
- ◆ With the bureau's leadership role in marine emergency response, and our regional emergency management efforts, Portland Fire & Rescue continues to *enhance the partnership with other agencies in the region*. But perhaps the most striking and unique partnership this year is the excellent relationship the bureau has developed with Gresham Fire Department. In addition to jointly operating Fire & Rescue Station 45 to provide public safety to residents in East County, Portland loaned Gresham our Chief Training Officer to serve as their Interim Chief. Both of these examples illustrate creative and resourceful involvement in partnerships in the region.
- ◆ Portland Fire & Rescue's Community Emergency Services (CES) program is an example of *success in building a sense of community by promoting participation, connectedness, and partnerships*. CES efforts have mobilized more than 750 citizens in 87 of the City's 95 neighborhoods who participate in Neighborhood Emergency Teams (NET), one of the most visible CES programs. These citizens are trained to help their communities respond in an emergency. In addition, they provide medical standby at large gatherings, and they install smoke detectors for their neighbors.
- ◆ Through an extensive strategic planning process, and with numerous internal and external stakeholders providing input, Portland Fire & Rescue recently took large strides to *continuously improve the delivery of the quality of our public services*. The outcome of this process included five strategic directions, which were described earlier in this narrative.

City of Portland Priorities for 2000

Portland Fire & Rescue has made the City's priorities theirs. The following programs and projects illustrate this commitment:

Workforce

Portland Fire & Rescue excels in the area of *diversifying our workforce*.

- ◆ The bureau has increased the total number of women and minority firefighters from 33 to 100 since January 1995. In addition, the number of people of color in administration has doubled from seven to 14.
- ◆ The bureau's commitment to diversity was recently recognized with the City/County Dr. Arthur Fleming award, and Chief Wall was honored with a Lifetime Achievement Award from the World Arts Foundation, an organization which coordinates the "Living the Dream" program. Both awards were presented during recent ceremonies recognizing the contributions of Dr. Martin Luther King Jr.
- ◆ A July 1999 Skanner article hails Portland Fire & Rescue as leading recruitment in the City.

Communication

In the past two years, Portland Fire & Rescue has completely overhauled the manner in which it *communicates with the residents of Portland*.

- ◆ In addition to creating and distributing a monthly newsletter, "Fire & Rescue News," the bureau publishes an annual Safe Community Report, which outlines the bureau's services, and solicits input from citizens regarding Portland Fire and Rescue.
- ◆ Portland Fire and Rescue also develops media events, print materials, and other materials for distribution to the public, *which educate and inform residents about its services and programs*. In support of this, bureau staff developed a public communication plan for the GO Bond oversight committee to help keep citizens informed of the status of projects, and how their tax resources are being used to promote public safety

Strategic Planning

Careful planning and implementation of our 10-year GO Bond project is all about *Portland's growth, and how we can best provide services to the community*.

- ◆ Working with citizens through Station Advisory Committees (SACs) to site and equip stations for maximum efficiency is a major part of this process, in addition to determining the best location and features for the facilities to provide emergency response.
- ◆ Portland Fire & Rescue has successfully completed the Strategic Planning process, and have thus *succeeded in meeting the City's goal of developing a strategic plan for the bureau*. Portland Fire and Rescue, like all other public agencies today, is faced with a variety of challenges. These challenges range from reduced resources and changing public expectations to changing demographics and new regulations. Portland Fire and Rescue is ready to face those challenges, maximize evident opportunities and continue to meet current service demands. The work of providing fire, rescue, and emergency services for the citizens of Portland is central to the health and well-being of the City, and it defines the bureau's mission, goals and strategic directions.

BUDGET NOTES

Station 45

The fire bureau will absorb the costs for the reallocation of equipment and personnel tied to the reopening of Station 45 and the 'rover' engine company

Overview of Programs

CHIEF'S OFFICE

Overview

The Office of the Chief provides overall management and direction to the other divisions of Portland Fire, Rescue and Emergency Services, as well as human resources and public communications and information activities.

Public Communications

The Public Communications and Information staff respond to emergencies, and provide the media with information about incidents for their news reports. The staff in this section also take a pro-active approach to public information, by providing residents with details about our role in emergency response, and the diverse nature of the services that we provide. Products include press conferences and media events, an external monthly newsletter, an annual report, and numerous other flyers, brochures, and presentations for the public's consideration.

Human Resources

The Human Resources Section provides a full range of personnel services to managers, supervisors and employees throughout the bureau. The section functions as the liaison to the City Attorney's office in settling employee disputes and contract administration issues such as grievances and arbitration. Staff in this department work closely with Central Personnel to ensure those personnel activities are coordinated and carried out as effectively and efficiently as possible.

Other Human Resource responsibilities include the following: labor relations, contract negotiations and interpretations; grievance handling and investigation; entry level recruitment of Firefighter/EMTs and Firefighter Trainees; promotional examination development and implementation; PAN processing; discipline investigation; support to managers and supervisors through the discipline process; maintenance of the bureau's personnel files and position control system; and other special projects as related to emerging personnel issues.

Firefighter Trainee Program

The Firefighter Trainee program, in conjunction with Portland Fire, Rescue and Emergency Services' Human Resources section, supports the goal to help the demographics of our work force more closely resemble the citizens we serve. The focus of this program is to develop the skills of trainees and bring them successfully into the bureau. These recruits are put through a rigorous program, which includes fire science, exposure to basic mechanical skills, and certification as an Emergency Medical Technician. This program concentrates its recruitment effort at under represented classes. After successful completion of this program, Trainees enter Portland Fire, Rescue and Emergency Services' Training Academy.

MANAGEMENT SERVICES

Financial Services and Administration

The Financial Services Section of the Management Services Division manages all financial activities of Portland Fire and Rescue. These functions include: processing payment documents, establishing or revising accounting policies and procedures, developing the annual Operating and Capital Improvement Program budgets, as well as monitoring expenditures/revenues, preparing year-end projections of the budgets, Accounting Period financial management reports, and performing cost analysis of the services provided by Portland Fire, Rescue and Emergency Services.

Major objectives for FY 2001 include continued compliance with the guidelines established by the City's Office of Management and Finance relative to accounting and budgetary procedures. With that as a basis, Management Services Division will ensure the integrity of all Portland Fire, Rescue and Emergency Services' fiscal transactions, promptly process financial documents, and complete projects such as the Annual Operating and CIP Budgets, and Budget Monitoring Reports within the guidelines and deadlines established by the Office of Management and Finance.

Information Services

The Information Services section manages the operation, support and maintenance of approximately 250 microcomputers. These computers are linked to six local area networks in 35 different locations inter-networked over a metropolitan area frame-relay network. In addition, Information Services is responsible for 80 New Generation Mobile Data Terminals (NGMDTs) used to transmit vital emergency response information between BOEC and the response units in the field. The network and many of the personal computers attached to it require support on a 7-day a week 24-hour a day basis.

The Information Services section also develops and implements the Fire Information Services system. It includes Television Services, which broadcasts training information to Firefighter/EMT's in stations. This allows on-duty emergency responders to stay in service, ready to serve the public, while watching a drill on TV. The programming includes live, interactive educational programming, informational shows, on-the-job safety training, and EMT re-certification material.

Logistics Section

The Logistics Section within the Management Services Division provides numerous support services to the operational components of Portland Fire, Rescue and Emergency Services. These services fall within four working units: Administration, Building Maintenance, Apparatus Maintenance, and Stores.

Major administrative program objectives for FY 2000-01 include:

- ◆ Implementing the GO Bond, including communication with affected neighborhoods, shared project management, and logistical support to affected fire stations.
- ◆ Using Portland Fire, Rescue and Emergency Services' labor/management collaboration model to integrate employee input into program issues.

The Building Maintenance unit maintains the bureau's 39 buildings and facilities. In addition, they manage contracts for new construction, building repair, and renovation. Major program objectives for FY 2000-01 include:

- ◆ Upgrading the station alerting system (ZETRON tap-out) to help save lives by decreasing emergency response times.
- ◆ G.O. Bond construction support (kitchens and watch rooms) using internal craftsmen for the scheduled remodeling of stations 4, 22, 41, 10 and 14.

The Apparatus Maintenance unit keeps the fire engines, trucks, squads, and other emergency response apparatus in good working order through preventive maintenance, repair, and replacement. This unit also specifies and tests new apparatus annually, re-certifies pumps and aerial ladders, purchases fire and rescue equipment, parts and supplies. Major program objectives for FY 2000-01 include:

- ◆ Design, specify, and purchase two fire engines, one fire truck, and one urban inter-face pumper plus associated equipment for approximately 1.3 million dollars, as authorized by Portland Fire and Rescue's apparatus replacement fund and the G.O. Bond fund;
- ◆ Implement a strategy for integrating the National Fire Protection Association (NFPA) standards regarding fire apparatus preventative maintenance and mechanic (EVT) certification.

The Logistics Stores unit administers personal protective clothing and uniforms and orders fire station supplies. A major program objective for FY 2000-01 includes: Supervise Portland Fire and Rescue's capital assets inventory control program to help ensure that equipment and supplies are recorded and accounted for, disposed of properly, and used for approved purposes.

EMERGENCY OPERATIONS

Goals

The primary goal of this Division is to make Portland a safer place to live through emergency response. Response includes, but is not limited to, emergency medical response - including advanced life support capabilities (ALS), fire suppression, management of hazardous material incidents, specialized rescues, and response to marine incidents. The division's goal is to save lives and minimize economic, physical and human suffering from fire, accidents and natural disasters. The programs within the Emergency Operations Division include Emergency Operations (EOPS), Emergency Medical Services (EMS), Hazardous Material Services (HAZMAT), Bureau of Emergency Communications (BOEC) Fire Liaisons, Battalion Headquarters (BHQ), Community Emergency Services (CES), and Emergency Management.

The Emergency Operations Division responds to emergencies in the community from 27 fire stations strategically located throughout the City. Many of the Emergency Operations personnel have been trained in specialty areas such as hazardous materials response, marine fire, water, trench, confined space, or rope rescue in order to meet the requirements of extraordinary incidents common to cities. All are trained in basic life support (BLS), and many are paramedics.

The work plan for FY 2000-01 includes:

- ◆ Ensure that emergency operational readiness remains a top priority.
- ◆ Provide support necessary to for firefighter safety and well-ness.
- ◆ Assist with the building and remodeling of fire stations to improve citywide emergency response capabilities and meet seismic codes.
- ◆ Promote and nurture relationships with City neighborhoods and key stakeholders outside the bureau.
- ◆ Develop staff capacity and resources to their fullest potential.
- ◆ Accelerate efforts to improve internal organizational effectiveness.
- ◆ Continue efforts to diversify work-force demographics at all levels.

Public Safety Service Area

- ◆ Develop prompt and appropriate response to marine incidents on the Columbia and Willamette Rivers and implement regional services such as Dive Rescue.
- ◆ Ensure prompt and appropriate response to technical rescue incidents.
- ◆ Ensure operational readiness to respond to hazardous material incidents, and acts of domestic terrorism.

Emergency Medical Services

The mission of the Emergency Medical Services (EMS) Section is to ensure that Portland Fire, Rescue and Emergency Services provides the highest quality Emergency Medical Care to the community. EMS staff accomplishes this through management and technical assistance to 53-hour personnel who provide medical response services to the citizens of Portland. The EMS activities include Basic Life Support (BLS), Advance Life Support (ALS) and police assistance with Special Emergency Reaction Teams (SERT). The goals of the Emergency Medical Services section for FY 2000-01 are:

- ◆ Plan and coordinate the efforts of the medical community and to facilitate the rapid changes that occur constantly in health care.
- ◆ Maintain a comprehensive Continuous Quality Improvement program to identify and monitor trends within the EMS System.
- ◆ Provide EMS training and education to Portland Fire, Rescue and Emergency Services' employees and the community.
- ◆ Provide administrative support to all divisions of Portland Fire, Rescue and Emergency Services and the community when related to emergency medical services.

The EMS function of a firefighter/EMT's job includes providing first response to medical emergencies. Portland Fire & Rescue currently provides automatic heart defibrillation capability from all 41 first responding apparatus. Firefighter/Paramedics provide Advanced Life Support response from 24 of its 27 fire stations. Three fire stations respond with Firefighter/EMT-Basics; however, these three stations will have ALS by the end of FY 2001. Firefighter/Paramedics provide additional medical expertise in specialized areas such as training and response with the Portland Police Bureau Special Emergency Reaction Team (SERT), the Regional Hazardous Materials Team, confined space, dive rescue and technical rescue teams.

The Emergency Medical Services Office continues to look at innovative ways to provide medical care and training in the community. One such program involves public access to the use of Automatic External Defibrillators (AED) for victims of cardiac arrest.

Bureau of Emergency Communications Liaisons

The Bureau of Emergency Communications (BOEC) Fire Liaisons monitors all Portland Fire, Rescue and Emergency Services' emergency response resources on a 24-hour basis. The Fire Liaisons work cooperatively with BOEC staff to evaluate fire and EMS dispatching services from the communications center. Where appropriate, BOEC Fire Liaisons make immediate adjustments to resource allocations to assure prompt response to all 9-1-1 calls for service.

Battalion Headquarters (BHQ)

BHQ staff assures proper staffing levels within the Emergency Operations Division. Battalion Headquarters coordinates personnel assigned to the 27 stations and the three operational shifts. A pool of approximately 68 Firefighter/EMTs and officers are assigned to minimize personnel costs when filling vacancies due to vacations, sick or injury leaves.

**Community
Emergency Services**

Community Emergency Services (CES) is a bureau-wide strategy to improve public safety through active community partnerships. The success of CES relies entirely on effective interaction and mutual accountability between the Portland Fire, Rescue and Emergency Services' personnel and the volunteers from neighborhoods, businesses, schools and other groups. Implementation of the CES strategy is proceeding on two fronts: 1) Citywide programs (e.g. Neighborhood Emergency Teams, Business Emergency Teams and CPR training for the general public) and 2) Station-based programs managed by company officers to address the safety needs and interests of residents within the stations' service area (e.g. Graffiti Removal Kit Depots, Adopt-A-School, and smoke detector installations).

In FY 2000-01, CES priorities also include:

- ◆ Improve the documentation and evaluation of station-based CES programs in order to guide further implementation of the overall strategy.
- ◆ Develop and conduct training for all company officers on skills needed to work effectively with the community groups in their Fire Management Areas.
- ◆ Develop and promote fire & life safety activities to maintain an active corps of NET volunteers while continuing to train additional citizens who are interested in joining the program.

**Emergency
Management**

The Emergency Management Section coordinates citywide preparedness, response, mitigation/loss prevention and recovery from major disasters. These duties support the City's ability to maintain local government services through planning, preparing or preventing, mitigating losses and managing emergencies or disasters. Portland Fire, Rescue and Emergency Services is the conduit between City bureaus, agencies within Multnomah County, the greater metropolitan region and the State of Oregon.

The Emergency Management section also maintains and upgrades the City's Emergency Operations Center (EOC), and trains EOC responders to operate the EOC during disasters.

The three goals for the Portland Office of Emergency Management are:

- ◆ Coordinate, update and improve a comprehensive risk-based, all-hazard emergency management program of mitigation, preparedness, response and recovery.
- ◆ Coordinate the educational process and training for the community in mitigation, preparedness, response and recovery.
- ◆ Communicate and cooperate on a local, regional, state and national level to implement plans for disaster mitigation, preparedness, response, and recovery.

**Hazardous Materials
Section**

The Hazardous Materials Section, in compliance with state and federal laws, coordinates response, training and other aspects of hazardous materials for Portland Fire, Rescue and Emergency Services and other city bureaus. Managing federal programs, such as Sara Title III, requires distributing information, and facilitating training on hazardous materials occupancies and procedures for first responders. Section personnel also coordinate private and public emergency response resources.

Portland Fire, Rescue and Emergency Services staffs a highly trained Hazardous Materials Response Team. This team is available for immediate dispatch to hazardous materials incidents 24 hours a day, 365 days a year. This team is one of 10 teams strategically located around the State as part of the State Fire Marshal's State Hazardous Materials Response Program.

A priority for FY 2000-01 is to ensure that response personnel are adequately trained and equipped to operate at the scene of a terrorist act.

TRAINING

Overview

The Training Division is divided into three areas:

- ◆ In-Service Training
- ◆ New Recruit Academy Training
- ◆ General Administration which provides curriculum, classroom presentations, hands on training, training plans, safety programs, and scheduling of the Training Center Facilities.

Training also supports the Trauma Intervention Program (TIP) by providing office space and administrative support.

New Recruit Training

Within the New Recruit Section, successful Apprenticeship candidates are sworn into service, then enter the general Firefighter/EMT Training Academy, where they join other new recruits and begin three phases of Firefighter/EMT training.

- ◆ Phase 1 - New recruits receive 16 weeks of classroom education, safety information, and practical training at the Academy.
- ◆ Phase 2 - The new Firefighter/EMTs are assigned to Station 2, where they start 12 weeks of shift work and receive further training.
- ◆ Phase 3 - The new Firefighter/EMTs are transferred to stations around the city where they spend 5 months of independent learning and continuing evaluation.

In-Service Training

The In-Service Training Section picks up where the Recruit Training leaves off. Every Firefighter/EMT in the city is continuously evaluated to ensure their skills are sufficient to meet the extreme demands of the job. In-Service Training includes daily hands on technical drills, safety education, and specialty exercises. When Portland Fire, Rescue and Emergency Services adopts new procedures and techniques, such as new high rise procedures, the Training Division ensures the proficiency of all the officers and Firefighter/EMTs. In-Service Training also includes career development, safety programs, loss control, research and development, and maintaining standards and certifications.

General Administration Goals

Training Goals for FY 2000-01 and 2001-02 include:

- ◆ Develop health and safety as primary values in all bureau activities.
- ◆ Provide initial training for all newly hired firefighters.
- ◆ Deliver training that will maintain and improve skills of bureau personnel.
- ◆ Promote training and educational opportunities for career development to all bureau personnel.
- ◆ Explore and develop advances in technology and practices.

In addition the Training and Safety Division will continue to:

- ◆ Develop and promote regional training with other city bureaus and outside agencies.
- ◆ Provide in service leadership and officer training
- ◆ Promote customer service
- ◆ Provide training for computers and new technology

- ◆ Continue efforts with the Field Training Evaluation Program (FTEP)

PREVENTION

Overview

The Prevention Division has four distinct functional areas that comprise Portland Fire & Rescue's proactive efforts to make Portland a safer community:

- ◆ Public Education
- ◆ Fire Investigation
- ◆ Code Enforcement
- ◆ Plans Review

The Prevention Division continues to improve its efforts at preventing fire losses as compared with like jurisdictions nationally.

Public Education office

Nearly 75% of the fires in Portland occur in residential occupancies where the Fire Marshal is not empowered to inspect, codes do not apply, and nearly all of the fire deaths take place. Consequently, the bureau devotes specific resources to educate the people of Portland about behaviors they can use to assure their own safety. A primary goal for 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 Public Education Office will continue to focus attention on those high-risk population segments, which experience a higher incidence of fires and fire deaths and continue its efforts to reduce the number of juvenile firesetters in Portland. The long-range goal is reduction in fire incident rates for residential properties.

Fire Investigations

This section contains specialized Inspectors who are also sworn peace officers. They investigate suspicious fires for cause and help guide the planning efforts of the Prevention Division by relaying critical information about contributing factors which cause or spread fires. They serve as a research arm of Portland Fire & Rescue to help target prevention efforts more accurately. Fire investigators also handle arson cases and, in partnership with Portland Police, help to prosecute the crime of arson. They serve as a significant deterrent to intentionally set fires in Portland.

Code Enforcement

This section identifies and seeks to mitigate fire hazards in commercial establishments and multi-family dwellings of 3 or more units. Activities include regular inspections to assure occupancies adhere to the safe practices outlined in the fire code. These inspections are conducted by regular 40-hour Inspectors, some specialized 40-hour Inspectors who work on more specific code enforcement problems, and 53-hour Shift Inspectors assigned to fire stations. This program receives significant funding from the Enhanced Prevention Fee Program.

Plans Review Section

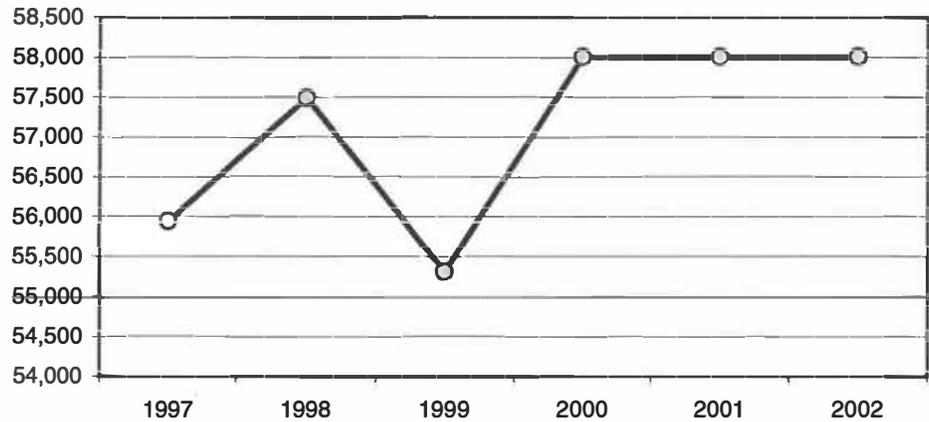
Plans Review provides specialized Inspectors to review construction and development plans for compliance with fire and life safety provisions of the fire code. These specialized Inspectors also perform plan reviews and field inspections and approval of all fire alarms, automatic sprinkler systems, other automatic fire extinguishing systems, flammable liquid tanks and hazardous process piping. The Inspectors work cooperatively with the Bureau of Buildings to assure a smooth transition from the construction of a project, which is

regulated primarily by the building code, to its eventual use, which is regulated by the Fire Code. Working together, the Fire Bureau helps ensure that fire safety is accomplished through proper engineering. The primary goal for the plans review section is to maintain the processing standards and quality customer service goals established through the development review process and Blueprint 2000.

Performance Measures

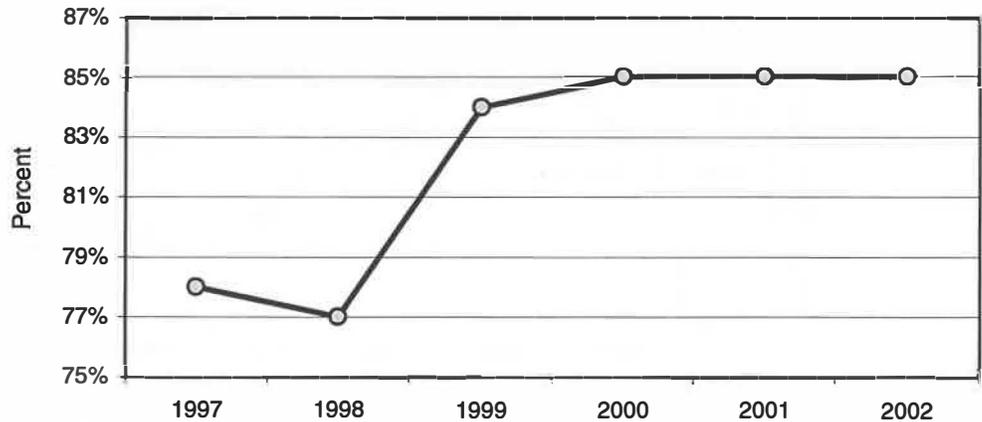
Number of Emergency Response Calls

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



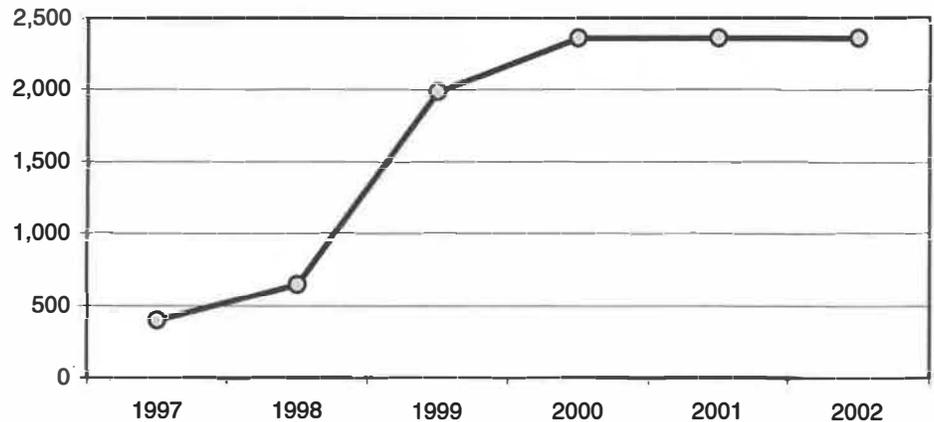
Response Time under 5 minutes 20 seconds

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



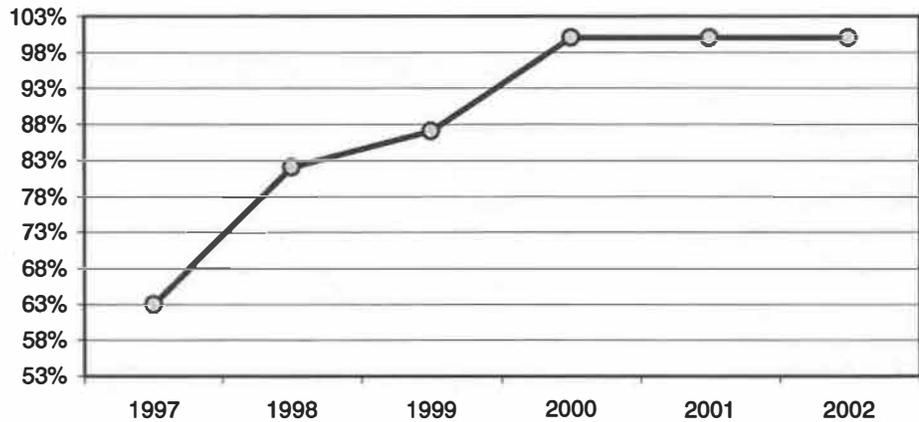
Number of Applicants for Positions

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

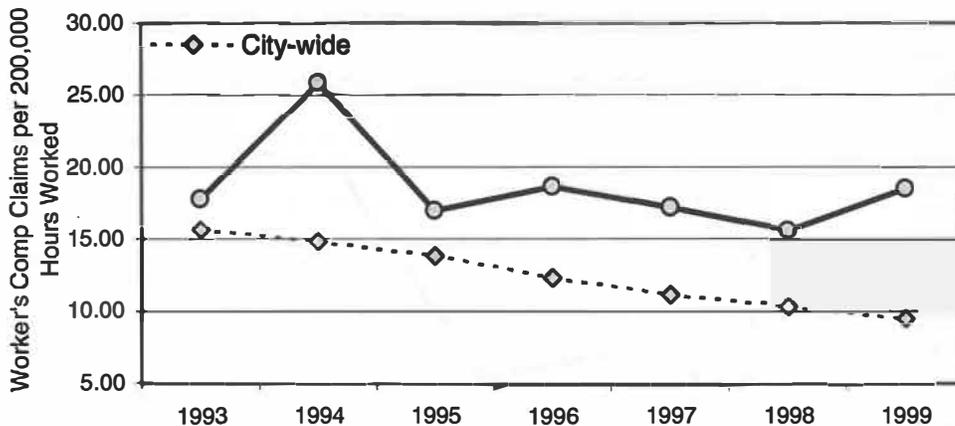


Percent of Recruits Trained Successfully

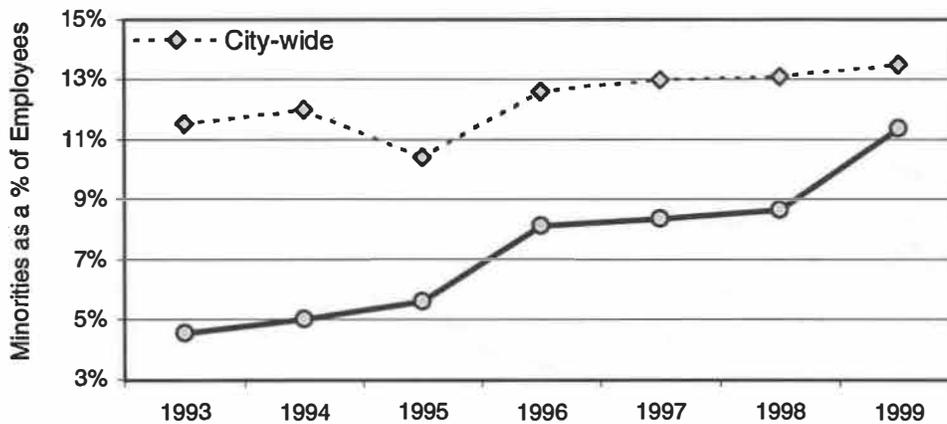
- ◆ Portland Fire and Rescue's Training Academy provides an extensive program through classroom training, shift work training at Station 2; and continued learning and evaluation at an assigned station.
- ◆ All of these methods of training provide the best means to train an individual; the graph shows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



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
BUREAU OF FIRE, RESCUE AND EMERGENCY SERVICES						
Affirmative Action Measures						
Female Employees as a Percent of Total	6.8%	6.6%	7.3%			
Minority Employees as a Percent of Total	8.3%	8.7%	11.4%			
Bureau of Fire, Rescue and Emergency Services						
Risk Data						
General Liability Claims per 200,000 Hours Worked	2.07	0.94	1.48			
Worker's Comp Claims per 200,000 Hours Worked	17.18	15.65	18.49			
Fleet Claims per 100,000 Miles Driven	3.35	3.39				
Fleet Claims Cost per 100,000 Miles Driven	\$6,658	\$7,649				
General Liability Claims Cost per \$100 Payroll	\$0.01	\$0.02	\$0.46			
Worker's Comp Claims Cost per \$100 Payroll	\$2.62	\$2.11	\$3.86			
Chief's Office						
Workload						
Number of Applicants for Positions and Promotional Exams	395	649	1,986	2,355	2,355	2,355
Effectiveness						
Percent of citizens rating service good or very good	90%	91%	91%	95%	95%	95%
Management Services						
Effectiveness						
Percent of time in compliance with external deadlines for payroll, Council, Budget and Purchasing	100%	100%	99%	100%	100%	100%
Efficiency						
Process payment documents in 5 days 100% of the time	100%	100%	100%	100%	100%	100%
Emergency Operations						
Workload						
Number of Emergency Response Calls	55,936	57,483	55,310	58,000	58,000	58,000
Efficiency						
Respond (turnout and travel) to 90% of all EMS/Fire incidents within 5 minutes 20 seconds	78%	77%	84%	85%	85%	85%
Training						
Workload						
Number of hours of training provided via group delivery at Training or in the field	14,000	14,000	48,440	40,000	40,000	40,000
Effectiveness						
Percent of recruits successfully trained in comparison to the total # of recruits	63%	82%	87%	100%	100%	100%
Efficiency						
Percent of firefighters completing in-service training based on annual requirements	95%	85%	100%	100%	100%	100%
Prevention						
Workload						
Number of participants in public education programs per PEO employee	3,914	2,675	1,018	1,050	1,050	1,075

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

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SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	48,142,878	50,598,626	53,447,182	53,190,702	53,190,702
External Materials and Services	3,625,027	3,968,742	4,615,641	4,028,188	4,033,188
Internal Materials and Services	4,710,814	2,567,007	2,599,136	2,995,565	2,970,565
Minor Capital Outlay	124,568	111,718	50,000	50,000	50,000
Equipment Cash Transfers	0	152,000	0	0	0
Total Operating Budget	56,603,287	57,398,093	60,711,959	60,264,455	60,244,455
Capital Improvements	1,541,465	1,831,000	1,154,579	1,050,000	1,070,000
TOTAL BUREAU EXPENDITURES	\$ 58,144,752	\$ 59,229,093	\$ 61,866,538	\$ 61,314,455	\$ 61,314,455
Allocated Overhead	1,151,672	1,465,141	1,530,868	1,579,170	1,473,996
Total Cost with Allocated Overhead	59,296,424	60,694,234	63,397,406	62,893,625	62,788,451
RESOURCES					
General Fund Discretionary		56,647,804	58,475,652	58,366,444	58,361,444
Non-Discretionary Revenues					
Grants & Donations		86,603	262,506	0	0
Contract Revenues		257,094	270,000	292,000	292,000
Interagency Revenues		30,913	83,915	41,200	46,200
Program Revenue		2,206,679	2,774,465	2,614,811	2,614,811
Total Non-Discretionary Revenues		2,581,289	3,390,886	2,948,011	2,953,011
TOTAL GENERAL FUND RESOURCES		\$ 59,229,093	\$ 61,866,538	\$ 61,314,455	\$ 61,314,455
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Logistics		86,115	0	0	0
<i>Positions</i>		0	0	0	0
Chief's Office		875,682	875,448	1,016,153	1,016,153
<i>Positions</i>		7	7	8	8
Management Services		8,786,826	8,581,659	8,324,481	8,319,481
<i>Positions</i>		42	44	44	44
Emergency Operations		42,761,363	45,818,562	44,966,024	44,971,024
<i>Positions</i>		593	594	606	606
Training		1,599,680	1,182,195	1,394,916	1,394,916
<i>Positions</i>		21	20	21	21
Emergency Management & Planning		4,369	0	0	0
<i>Positions</i>		0	0	0	0
Prevention		5,111,614	5,408,674	5,612,881	5,612,881
<i>Positions</i>		66	66	65	65
TOTAL PROGRAMS		\$ 59,225,649	\$ 61,866,538	\$ 61,314,455	\$ 61,314,455
<i>Positions</i>		728	730	743	743
<i>General Fund Discretionary Positions</i>		697	698	711	711

Bureau of Fire, Rescue and Emergency Services AU 124

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	29,506,418	29,836,363	39,821,963	40,490,166	40,490,166
512000 Part-Time Employees	158,045	276,759	313,667	276,541	276,541
514000 Overtime	867,909	1,147,399	870,864	1,300,788	1,300,788
515000 Premium Pay	4,899,586	6,313,556	5,324,378	4,071,342	4,071,342
517000 Benefits	6,738,663	6,704,577	7,116,310	7,051,865	7,051,865
518000 Paid Absence	5,972,257	6,319,972	0	0	0
Total Personnel Services	48,142,878	50,598,626	53,447,182	53,190,702	53,190,702
Materials and Services					
External Materials and Services					
521000 Professional Services	284,529	341,118	582,808	359,750	359,750
522000 Utilities	302,409	335,137	308,060	308,060	308,060
523000 Equipment Rental	2,556	1,780	28,761	29,187	29,187
524000 Repair & Maintenance Services	588,569	625,575	687,488	640,288	640,288
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	108,112	156,394	273,069	116,563	116,563
531000 Office Supplies	67,381	115,148	115,600	116,976	116,976
532000 Operating Supplies	675,624	664,596	770,396	696,465	701,465
533000 Repair & Maintenance Supplies	464,328	449,186	463,876	489,147	489,147
534000 Minor Equipment & Tools	351,962	331,408	504,019	312,646	312,646
535000 Clothing & Uniforms	420,289	514,457	348,942	345,949	345,949
539000 Other Commodities External	7,121	14,519	10,361	13,150	13,150
541000 Education	125,623	208,321	217,774	273,014	273,014
542000 Local Travel	6,999	4,205	17,537	18,071	18,071
543000 Out-of-Town Travel	74,474	72,654	97,294	80,252	80,252
544000 Space Rental	87,922	94,441	107,722	110,052	110,052
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	5,000	5,155	5,155
547000 Retirement System Payments	83,196	86,534	89,100	89,100	89,100
549000 Miscellaneous	32,824	20,428	23,772	24,363	24,363
Total External Materials and Services	3,683,918	4,035,901	4,651,579	4,028,188	4,033,188
Internal Materials and Services					
551000 Fleet Services	377,112	512,307	530,025	628,761	628,761
552000 Printing & Distribution	106,263	173,773	148,687	172,663	172,663
553000 Facilities Services	55,175	40,728	40,416	40,002	40,002
554000 Communications Services	761,484	818,565	833,911	944,560	919,560
555000 Data Processing Services	53,966	117,165	127,698	359,583	359,583
556000 Insurance	737,272	832,556	883,494	794,967	794,967
557000 Master Lease	511,606	0	0	0	0
558000 Same Fund Services	12,592	14,050	13,300	13,000	13,000
559000 Other Fund Services	2,019,990	29,041	21,605	42,029	42,029
Total Internal Materials and Services	4,635,460	2,538,185	2,599,136	2,995,565	2,970,565
Total Materials and Services	8,319,378	6,574,086	7,250,715	7,023,753	7,003,753
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	363,882	766,965	118,641	0	20,000
564000 Capital Equipment	1,241,034	1,099,984	1,050,000	1,100,000	1,100,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	1,604,916	1,866,949	1,168,641	1,100,000	1,120,000
573000 Equipment Cash Transfers	0	152,000	0	0	0
576000 Minor Equipment Transfers	77,580	37,432	0	0	0
TOTAL BUREAU EXPENSES	\$ 58,144,752	\$ 59,229,093	\$ 61,866,538	\$ 61,314,455	\$ 61,314,455

Bureau of Fire, Rescue and Emergency Services AU 124

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	1	1	35,527	1	37,066	1	37,066
515	Accountant II	1	1	1	43,848	0	0	0	0
516	Accountant III	0	0	0	0	1	50,336	1	50,336
510	Accounting Technician	1	2	2	60,833	2	60,844	2	60,844
819	Administrative Assistant	2	1	1	49,130	2	94,858	2	94,858
922	Administrative Supervisor II	0	1	1	50,100	1	52,322	1	52,322
2532	Applications Analyst II	1	1	2	106,629	2	109,075	2	109,075
2533	Applications Analyst III	0	0	2	98,100	2	106,662	2	106,662
2534	Applications Analyst IV	0	1	1	54,231	1	58,386	1	58,386
5347	Ass't Public Education Officer	1	1	1	61,287	1	61,488	1	61,488
826	Assistant Financial Analyst	1	1	1	51,729	0	0	0	0
5324	Assistant Fire Marshal	1	1	1	77,971	1	78,229	1	78,229
962	Assistant Program Specialist	1	1	1	47,537	0	0	0	0
928	Bureau Administrative Manager	0	0	0	0	1	74,318	1	74,318
620	Bureau Human Resources Manager	0	0	0	0	1	63,248	1	63,248
1420	Carpenter	3	2	2	83,882	2	84,149	2	84,149
932	Chief Bureau Administrative Mgr	0	0	0	0	1	87,481	1	87,481
114	Clerical Specialist	5	5	5	153,418	0	0	0	0
7490	Community Relations Assistant	1	1	1	51,730	1	51,896	1	51,896
118	Customer Services Rep	1	1	1	26,535	0	0	0	0
127	Delivery Driver	1	1	1	35,339	0	0	0	0
5217	Deputy Fire Chief	4	6	6	518,067	6	530,003	6	530,003
337	Distribution Technician	0	0	0	0	1	35,457	1	35,457
5218	Division Fire Chief	3	1	1	95,724	1	96,034	1	96,034
1453	Electrician	1	1	1	52,128	1	52,299	1	52,299
346	Electronic Pre-Press Oper Lead	1	0	0	0	0	0	0	0
5349	Emerg Med Svcs Coordinator	0	1	1	70,426	1	70,657	1	70,657
5348	Emerg Med Svcs Specialist	1	1	1	63,949	1	66,262	1	66,262
1115	Facilities Maintenance Tech	2	2	2	83,882	2	85,015	2	85,015
827	Financial Analyst	1	1	1	53,376	1	57,491	1	57,491
5216	Fire Battalion Chief - Staff	10	11	11	869,513	11	861,462	11	861,462
5214	Fire Captain	29	30	30	2,076,478	32	2,175,813	32	2,175,813
5219	Fire Chief	1	1	1	105,806	1	106,163	1	106,163
5208	Fire Fighter	416	425	425	21,584,059	431	21,920,817	431	21,920,817
5209	Fire Fighter Specialist	8	9	9	479,898	10	535,847	10	535,847
5220	Fire Inspector	36	39	39	2,340,315	39	2,226,682	39	2,226,682
5222	Fire Inspector/Specialist	7	7	7	427,227	7	430,416	7	430,416
5225	Fire Investigator	0	7	7	428,740	7	440,291	7	440,291
5211	Fire Lieutenant	97	97	97	5,774,144	101	5,967,013	101	5,967,013
5328	Fire Marshal	1	1	1	95,724	1	96,034	1	96,034
5212	Fire Training Officer	4	4	4	228,733	4	224,252	4	224,252
5260	Harbor Pilot	7	7	7	416,535	7	411,700	7	411,700
5352	Hazardous Materials Coordinator	1	1	1	74,073	1	74,316	1	74,316
614	Human Resources Coordinator	1	1	1	58,981	0	0	0	0
1520	Industrial Machinist	1	1	1	41,941	1	42,507	1	42,507
2542	Information Systems Analyst II	2	2	1	52,096	1	48,256	1	48,256
2544	Information Systems Analyst IV	2	1	1	44,388	1	56,638	1	56,638
2550	Information Systems Manager	1	0	0	0	0	0	0	0
100	Office Support Specialist I	0	0	0	0	2	58,490	2	58,490
102	Office Support Specialist II	0	0	0	0	5	149,691	5	149,691
104	Office Support Specialist III	0	0	0	0	1	36,629	1	36,629
1443	Painter	2	2	2	83,882	2	84,149	2	84,149
2545	Principal Info Systems Analyst	0	0	1	62,914	1	68,411	1	68,411
966	Program Coordinator	0	0	0	0	3	166,037	3	166,037
968	Program Manager I	1	0	0	0	1	53,394	1	53,394
970	Program Manager II	2	2	2	126,118	2	127,420	2	127,420
972	Program Manager IV	1	1	1	82,079	0	0	0	0
964	Program Specialist	1	1	1	54,433	0	0	0	0
2530	Programmer	2	2	0	0	0	0	0	0
220	Secretarial Clerk I	1	2	2	55,209	0	0	0	0
816	Senior Administrative Specialist	5	7	7	269,053	6	235,930	6	235,930
3166	Senior Engineer	1	1	1	70,384	1	70,616	1	70,616
828	Senior Financial Analyst	1	0	1	60,365	1	63,710	1	63,710
5221	Senior Fire Inspector	5	6	6	412,286	6	411,682	6	411,682
2552	Senior Information Systems Mgr	0	1	1	81,604	1	82,181	1	82,181
1134	Sr Facilities & Maint Supervisor	2	2	2	120,730	2	89,946	2	89,946
5230	Staff Fire Captain	6	5	5	352,130	5	353,285	5	353,285
5213	Staff Fire Lieutenant	5	5	5	295,787	5	304,124	5	304,124
3107	Technician I	1	1	1	38,020	1	33,506	1	33,506

Bureau of Fire, Rescue and Emergency Services AU 124

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
1054	Trades Supervisor	1	2	2	108,936	1	56,202	1	56,202
1210	Utility Worker I	0	0	0	0	1	32,962	1	32,962
1532	Vehicle & Equipment Mechanic	6	6	6	251,646	5	211,687	5	211,687
604	Video Production Assistant	2	2	2	108,849	1	54,621	1	54,621
606	Video Production Manager	1	1	1	63,509	1	63,710	1	63,710
TOTAL FULL-TIME POSITIONS		704	728	730	\$ 39,821,963	743	\$ 40,490,166	743	\$ 40,490,166

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 Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	63,057,124	0	63,057,124	744.0	FY 2000-01 Current Service Level Estimate
CSL Estimate Adjustments to 97.5% level	0	0	0	0.0	\$0
Mayor's Proposed Budget Decisions	(1,476,478)	0	(1,476,478)	0.0	2.5% reduction
	(35,000)	0	(35,000)	0.0	Reduce Professional Services
	(20,000)	0	(20,000)	0.0	Reduce Printing Budget
	0	(590,000)	(590,000)	0.0	Delay Opening of Fire Station
	56,000	0	56,000	0.0	MDC Replacement
	30,000	0	30,000	0.0	Supportive Employment
	(70,000)	0	(70,000)	(1.0)	Administrative Services Cut
	343,474	0	343,474	0.0	Wage Settlement
	19,335	0	19,335	0.0	BGS I/A adjustment
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	20,000	20,000	0.0	Ground Remediation
	5,000	0	5,000	0.0	BES Revenue
	0	(25,000)	(25,000)	0.0	MDC Replacement
	(1,147,669)	(595,000)	(1,742,669)	(1.0)	Total FY 2000-01 Decision Packages
			\$ 61,314,455	743.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	177,000	0	177,000		ALS Classes
	400,000	0	400,000	0.0	Engine 21 Restoration
	60,000	0	60,000	0.0	External Materials and Services CPI
	30,000	0	30,000	0.0	Supportive Employment
	17,748	0	17,748	0.0	Communications I/A
	300,000	0	300,000	0.0	Premium Pay
			\$ 984,748	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

BFRES Facilities Bond Construction Fund – 501

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Bond and Note Sales	0	24,500,000	0	0	0	0
Interest Earned	0	25,525	906,000	1,107,000	798,000	798,000
	0	24,525,525	906,000	1,107,000	798,000	798,000
Total External Revenues	0	24,525,525	906,000	1,107,000	798,000	798,000
Internal Revenues						
Other Cash Transfers						
Facilities Services Fund	0	0	471,296	472,000	0	0
	0	0	471,296	472,000	0	0
Total Internal Revenues	0	0	471,296	472,000	0	0
Beginning Fund Balance	0	0	23,144,000	23,860,000	23,045,000	23,045,000
TOTAL RESOURCES	\$ 0	\$ 24,525,525	\$ 24,521,296	\$ 25,439,000	\$ 23,843,000	\$ 23,843,000
REQUIREMENTS						
Bureau Expenses						
External Materials and Services	0	245,898	0	0	0	0
Facilities Services	0	118,760	1,023,560	596,000	1,542,000	1,542,000
	0	118,760	1,023,560	596,000	1,542,000	1,542,000
Capital Outlay	0	300,763	4,122,400	1,683,000	6,006,000	6,006,000
Equipment Cash Transfers						
Facilities Services	0	0	0	115,000	1,328,000	1,328,000
	0	0	0	115,000	1,328,000	1,328,000
Total Bureau Expenses	0	665,421	5,145,960	2,394,000	8,876,000	8,876,000
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	18,047,336	23,045,000	14,917,012	14,917,443
	0	0	18,047,336	23,045,000	14,917,012	14,917,443
General Fund Overhead	0	0	0	0	49,988	49,557
Fund Cash Transfers						
Facilities Services	0	0	1,328,000	0	0	0
	0	0	1,328,000	0	0	0
Unappropriated Ending Balance						
Unappropriated Ending Balance	0	23,860,104	0	0	0	0
	0	23,860,104	0	0	0	0
Total Fund Requirements	0	23,860,104	19,375,336	23,045,000	14,967,000	14,967,000
TOTAL REQUIREMENTS	\$ 0	\$ 24,525,525	\$ 24,521,296	\$ 25,439,000	\$ 23,843,000	\$ 23,843,000
LINE ITEM DETAIL – AU 735						
Materials and Services						
External Materials and Services						
549000 Miscellaneous	0	245,898	0	0	0	0
Total External Materials and Services	0	245,898	0	0	0	0
Internal Materials and Services						
553000 Facilities Services	0	118,760	1,023,560	596,000	1,542,000	1,542,000
Total Internal Materials and Services	0	118,760	1,023,560	596,000	1,542,000	1,542,000
Total Materials and Services	0	364,658	1,023,560	596,000	1,542,000	1,542,000
Capital Outlay						
561000 Land	0	300,763	0	0	1,233,000	1,233,000
562000 Buildings	0	0	4,122,400	1,683,000	4,773,000	4,773,000
Total Capital Outlay	0	300,763	4,122,400	1,683,000	6,006,000	6,006,000
573000 Equipment Cash Transfers	0	0	0	115,000	1,328,000	1,328,000
TOTAL Bureau Expenses	\$ 0	\$ 665,421	\$ 5,145,960	\$ 2,394,000	\$ 8,876,000	\$ 8,876,000

FUND OVERVIEW

On November 7, 1998, the citizens of Portland authorized the sale of \$53.8 million in general obligation bonds for a \$62.6 million program to improve City emergency facilities. The purposes of this fund are to:

1. Upgrade emergency facilities seismically to allow the firefighters and their equipment to effectively respond to an earthquake in the metropolitan area.
2. Relocate and build new facilities to meet the goal of a four minute response time to emergency calls.
3. Renovate facilities to be consistent with the changing mission of the Portland Bureau of Fire, Rescue and Emergency Services (BFRES). For instance, a major segment of the work now is for Emergency Medical Services, yet few of the facilities are well equipped to handle the drug storage and pathogen cleanup concomitant with this mission.
4. Respond to new requirements for ADA accessibility and female firefighter accommodations.
5. Address the issue of some emergency facilities approaching the end of their useful lives. It is anticipated that the full implementation of this program will take between eight and ten years. Of the \$62.6 million program, \$60 million is needed to make improvements to fire facilities, and \$2.6 million is needed for the Portland Communication Center expansion.

Bureau of Emergency Communications

Public Safety Service Area

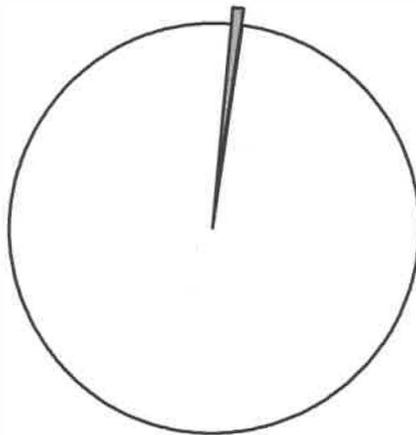
Dan Saltzman, Commissioner-in-Charge

Sherrill Whittemore, Director

Percent of City Budget

Emerg Comm = \$13 Million

0.8%

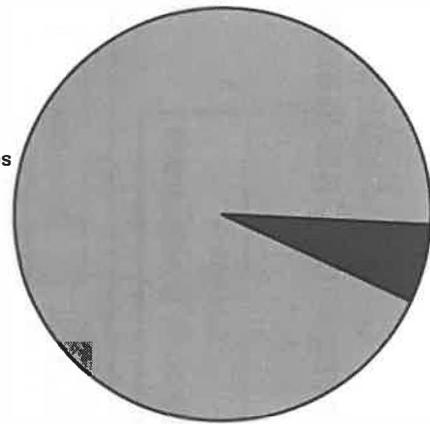


City Budget = \$1.68 Billion

Bureau Programs

911 Ops

Admin

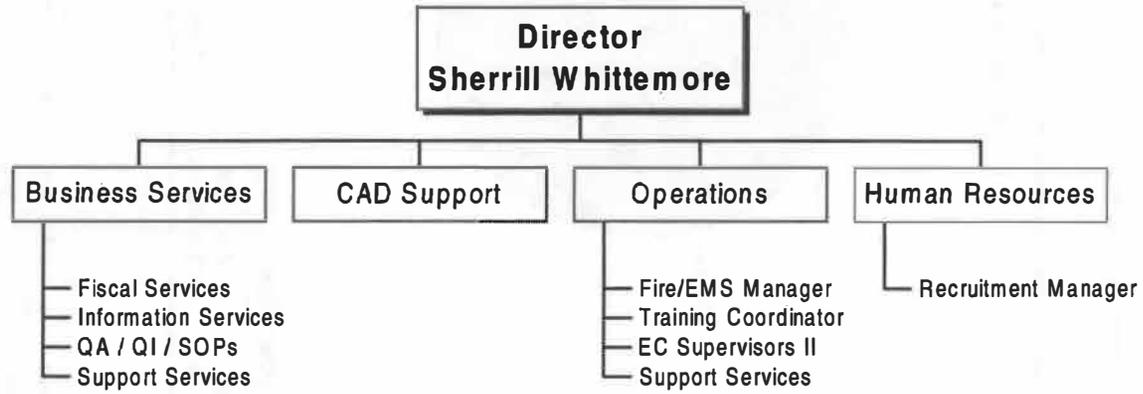


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	13,624,137	12,992,970	-631,167	-8.8%
Capital	0	0	0	0.0%
Allocated Overhead Costs	351,627	274,906	-76,721	-25.2%
Total Cost with Allocated Overhead	\$ 13,975,764	\$ 13,267,876	\$ -707,888	-9.2%
Authorized Full-Time Positions	165	160	-5	-7.3%

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

Bureau of Emergency Communications



Bureau Summary

BUREAU MISSION

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

BUREAU HIGHLIGHTS

Trends

Population growth continues, call volume remains steady.

Demand for Services

Call volume has traditionally increased at a rate very similar to the growth in population for Multnomah County. Population continues to grow at about 4% per year.

Recently, the call volume has remained steady at about 900,000 calls per year. In past years increases in call volume have translated into an increased need for operational staff. Because of this lack of growth a correction of staff was proposed. Therefore, this budget contains a reduction of 6 ECO II operations staff positions, from 114 in the FY 1999-00 budget period to 108 (goal of 98 certified positions with 10 trainee positions).

Training and Overtime

BOEC continues to strive to meet the goal of answering incoming 9-1-1 calls from citizens in a timely manner. The bureau has seen an increase in trained staff due to the recruiting and training strategies adopted in recent years.

This increase in the number of trained and certified staff has allowed a reduction in the anticipated overtime costs by \$138,000, from \$918,000 to \$780,000. Achievement of this lower cost level will be contingent on the ability to retain at least 85 certified ECO staff throughout FY 2000-01.

Funds for classroom and conference training have been increased by about \$12,000, or 25%, in order to more adequately provide skill maintenance and development opportunities to BOEC staff. A significant portion of this cost increase is in the information services area.

Computer Systems and 9-1-1 System

Maintenance of computer systems and optimization of the 9-1-1 system continue to be a high priority.

To continue to maintain the bureau's computer systems and optimize the functionality and integration required by the 9-1-1 system, the bureau has added three positions within the information services area.

These three positions are directly related to maintenance of systems already under development; the GIS Mapping system, the NT Enterprise Network and growth in total systems hardware maintenance needs, and support for development of computer based training and interactive learning systems.

IS related professional services (\$50,000) and minor equipment costs (\$50,000) previously supported by the Public Safety Fund have been moved to the operating budget. The Public Safety Fund is fully committed to other projects and can no longer support on-going operational costs.

General Description

BUREAU OVERVIEW

Organizational Description

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

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

In FY2000-01 BOEC expects to receive 900,000 calls: about 600,000 emergency and 300,000 non-emergency calls. A call attendant switch helps to reduce the number of non-emergency calls handled by BOEC call-takers. The switching equipment allows a person to self-direct his/her call to various user defined options including a telephone report unit or an information and referral unit.

Operating Budget

The total FY 2000-01 operating budget is \$13.7 million, a decrease of \$600,000 or 4% from FY 1999-00. The decrease represents a reduction in contingency and Computer Aided Dispatch funding.

Call Volumes

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

Recently the call volume has leveled. In reaction to this, BOEC has reduced the number of budgeted certified ECO II positions by 6 FTE, from 104 to 98. We are making the assumption that call volumes will remain at approximately 900,000 calls per year through FY 2000-01.

Recruiting

Recruiting efforts to hire and train 20 new ECO staff positions per year have been developed and are in place. The goal is to recruit and hire 10 ECO trainees twice per year, approximately every 6 months. With each hired group, a 12 month training program is initiated.

The bureau has seen an increase in trained staff due to the recruiting and training strategies adopted in recent years.

This increase in the number of trained and certified staff have allowed a reduction in the anticipated overtime costs by \$138,000, from \$918,000 to \$780,000. Achievement of this lower cost level will be contingent on the ability to retain at least 85 certified ECO staff throughout FY 2000-01.

Overtime

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

During FY 2000-01 overtime work requirements are anticipated to be 23,000 hours, the equivalent of approximately 11 FTE.

Anticipated Changes System Changes

BOEC anticipates continuation of significant system development and implementation during FY 2000-01. The bureau plans to complete the telephone system, MIS system, and the CAD-AVL and Mapping system.

Professional Services and Minor Equipment

IS related professional services (\$50,000) and minor equipment costs (\$50,000) previously supported by the Public Safety Fund have been moved to the operating budget. The Public Safety Fund is fully committed to other projects and can no longer support on-going operational costs.

Computer Assisted Dispatch (CAD) System Funding

The CAD system reserve fund was established to receive an annual contribution of \$350,000 dedicated to the anticipated replacement (or major enhancement) of the system after it is about 10 years old. The CAD system was implemented in 1994. Interest income is earned by the reserve fund.

During FY 2000-01 the inflow of \$350,000 as the annual contribution amount has been suspended due to overall financial constraints. It is unclear if the annual contribution will be re-initiated in FY 2001-02. It is expected that \$135,000 will be earned as interest income on the fund balance for the year.

BOEC has shown the CAD Reserve as the budgeted funding source for costs related to two programmer/analysts, specifically assigned to CAD system maintenance and enhancement, in the amount of \$230,000. If BOEC has personnel or other budget savings during FY 2000-01, it is BOEC's intention to apply these savings to the costs related to these two positions, and conserve the CAD Reserve resources.

CHANGES FROM PRIOR YEAR**FY 1999-00****New Positions**

In FY 1999-00 a staffing level of 165 was budgeted, which was ten more than the FY 1998-99 authorized level.

The additional ten positions included five Emergency Communications Operator II positions, two human resource positions and three information services positions.

Emergency Communication Operator I I The ECO II positions take into account the increase in population of Multnomah County and expected increase in call volume which was projected to occur in FY 1999-00.

Human Resources and Information Services: The human resource positions and information services positions provide additional program support for computer based training activity, HR management, and support for the CAD system, GIS system, and general information services hardware.

FY 2000-01

Position Revisions and Additions

Several adjustments have been made to the FY 1999-00 staffing level. Starting from the previously adopted staffing level of 165 FTE, BOEC has reduced a net of 5 positions in this year's Adopted Budget. Total positions equal 160 FTE.

- ◆ added 2 FTE; two CAD programmer/analysts that have worked as temporary employees for some time and need to be transferred to full time positions categories. These two positions are dedicated to working on the CAD system, providing system maintenance and enhancements that benefits all BOEC users.
- ◆ removed 1 FTE; the Training Manager position has been removed. A lead role has been assigned to an existing ECS II position in operations as Training Coordinator within BOEC. Training activity is primarily focused on training of new ECO trainees and skill maintenance for existing, certified ECO staff.
- ◆ removed 1 FTE; HR Coordinator position
- ◆ removed 1 FTE; a training support staff position has been removed from the budget.
- ◆ added 2 FTE; two information services positions have been added to provide support in the computer based training application development area and to provide supervision of the BISNS team.
- ◆ removed 6 FTE; six ECO positions have been removed from the budget as recent analysis of the call volume activity indicates it is steady at about 900,000 calls per year and not increasing in accordance with population increases. In recognition of this event, BOEC has adjusted the staffing budget to the number of positions determined to be needed at the 900,000 calls per year volume level. BOEC have budgeted 98 certified ECO positions and 10 ECO trainee positions for the operations activity.

Overtime and Training

BOEC continues to strive to meet the goal of answering incoming 9-1-1 calls from citizens in a timely manner. The Bureau has seen an increase in trained staff due to the recruiting and training strategies adopted in recent years.

This increase in the number of trained and certified staff have allowed a reduction in the anticipated overtime costs by \$138,000, from \$918,000 to \$780,000. Achievement of this lower cost level will be contingent on the ability to retain at least 85 certified ECO staff throughout FY 2000-01.

Funding for CAD Programmer/Analysts

BOEC has shown the CAD Reserve as the budgeted funding source for costs related to two programmer/analysts, specifically assigned to CAD system maintenance and enhancement, in the amount of \$230,000. If BOEC has personnel or other budget savings during FY 2000-01 it is BOEC's intention to apply these savings to the costs related to these two positions, and conserve the CAD Reserve resources.

FUNDING SOURCES

**User Jurisdiction
Payment**

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

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

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

Interest income is received on the fund balance, which includes the CAD Reserve. The interest income is added to the CAD Reserve. The CAD (Computer Aided Dispatch) Reserve is a collection of funds to maintain, enhance or replace the computer system.

The CAD Reserve is also a source of funds to pay for current activities which maintain or enhance the CAD system. The CAD Reserve at July 1, 1999 was \$2.2 million.

The Office of Management and Finance has suggested that the BOEC operating contingency should be from 3% to 5% of the operating expenditures. The operating expenditures are about \$14 million, suggesting the operating contingency should be from \$420,000 to \$600,000.

The current operating contingency has been reduced to a zero balance for the FY 2000-01 budget in order to reduce BOEC service charges to the BOEC User Jurisdictions. It is possible that subsequent budget adjustments under consideration may result in the transfer of funds from other budget categories into an operating contingency.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals

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

To ensure that this occurs, BOEC has the following goals:

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

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

Bureau Management Objectives for FY 2000-01

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

Call Taking Objectives

There are several objectives intended to improve call handling.

- ◆ 94.5% of all E-911 calls will be answered in less than twenty (20) seconds.
- ◆ 98% of all E-911 calls will be answered in less than sixty (60) seconds.

Police Dispatch Objectives

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

- ◆ For 90% of all Priority 1 calls, create-to-broadcast times to be within sixty (60) seconds.
- ◆ For 90% of all Priority 2 calls, create-to-broadcast times to be within ninety (90) seconds.

Fire Dispatch Objectives

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

- ◆ For 90% of all Urgent calls (Code 3 or immediate response), receive-to-broadcast/tone-out times to be within sixty (60) seconds.
- ◆ For 90% of all Priority calls (Code 2 or non-emergency response), receive-to-broadcast/tone-out times to be within sixty (75) seconds.

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

Emergency Medical Dispatch (EMS) Objectives

There are two objectives intended to improve medical response.

- ◆ For 90% of all Priority E-1-2 calls (Code 3 or immediate response), receive-to-dispatch/ tone-out times to be within ninety (90) seconds.
- ◆ For 90% of all Priority 3-9 calls (Code 2 or non-emergency response), receive-to-dispatch/tone-out times to be within one hundred and eighty (180) seconds.

Hiring Objectives for FY 00-01

There are two objectives intended to meet affirmative action goals.

- ◆ Recruit and hire personnel at a rate that meets or exceeds the bureau's Affirmative Action Goals.
- ◆ Hire, train and certify a sufficient number of positions per year to offset attrition and satisfy operation requirements.

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

COUNCIL PRIORITIES

Council Issues and Priorities

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

- ◆ Ensure Decent, Affordable Housing
- ◆ Build a Livable City Through Good Planning and Well-Managed Growth
- ◆ Promote Economic Vitality and Access to Quality Jobs For All
- ◆ Maintain a Financially Stable City of Portland
- ◆ Promote the Inclusion of Under-Represented Neighborhoods and Groups in Participation in City Activities and Services
- ◆ Keep the Central City Vital
- ◆ Build a Multi-Modal Transportation System
- ◆ Grow as an International City
- ◆ Become a More Effective Partner in the Region

BOEC's Relationship to Priorities

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

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

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

Overview of Programs

ADMINISTRATION

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

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

The administrative cost center includes costs for:

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

The Operations Manager and Human Resource manager are accounted for within the operations program.

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

911 OPERATIONS

Overview

The operations program includes a total of 150 FTE and activities accounted for in three cost centers; information services (19 FTE), training (2 FTE) and operations (129 FTE).

Operations Cost Center

The bureau operations manager has primary responsibility for providing E-911 call-taking and police, fire and emergency medical dispatch services.

The FY 00-01 budget includes funding for a total of 129 positions within the operations center code. These positions represent:

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

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

The Fire/EMS Program Manager also reports to the bureau operations manager and is responsible for the overall management of the fire/emergency medical dispatch services area.

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

Training Cost Center The Human Resources Manager has responsibility for providing all human resources management, which include labor relations and bureau staff recruitment.

A total of two FTE are budgeted within the training area:

- ◆ HR Manager
- ◆ Recruitment Coordinator

Information Services Cost Center The senior information services manager is responsible for providing all computer services to administration and operations staff within the bureau as well as distributed services to all BOEC user jurisdictions. The primary focus is support to the operations floor and the computer aided dispatch system.

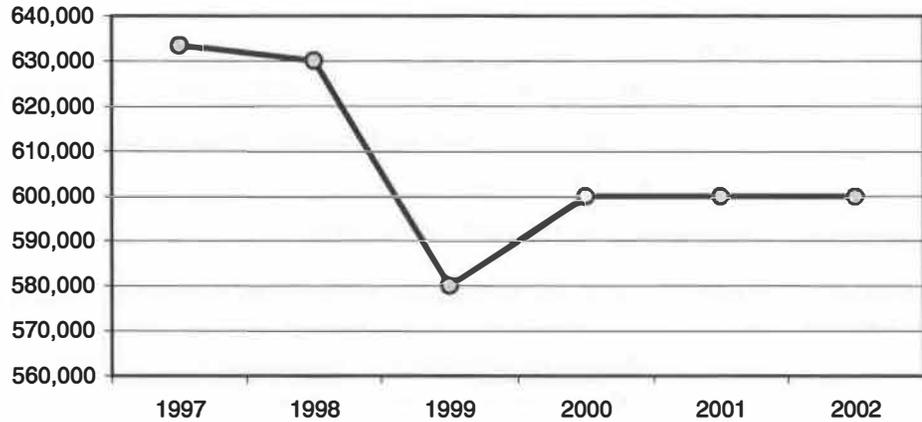
A total of 19 FTE are budgeted within the information services area.

- ◆ Senior IS Systems Manager.
- ◆ CAD Network Team
 - ◆ Two IS Tech II Positions
- ◆ Buisness Team
 - ◆ BISNS Team Supervisor
 - ◆ Two IS Analyst II
 - ◆ Two IS Tech II
- ◆ GIS Team
 - ◆ Principal IS Systems Analyst
 - ◆ IS Analyst III
- ◆ MIS Team
 - ◆ Principal IS Systems Analyst - Data Base.
 - ◆ IS Analyst III
 - ◆ IS Analyst II
- ◆ Training Support Team
 - ◆ Program Manager
 - ◆ IS Tech II
 - ◆ IS Analyst II
- ◆ CAD System Support
 - ◆ ECO II
 - ◆ Two Program Managers

Performance Measures

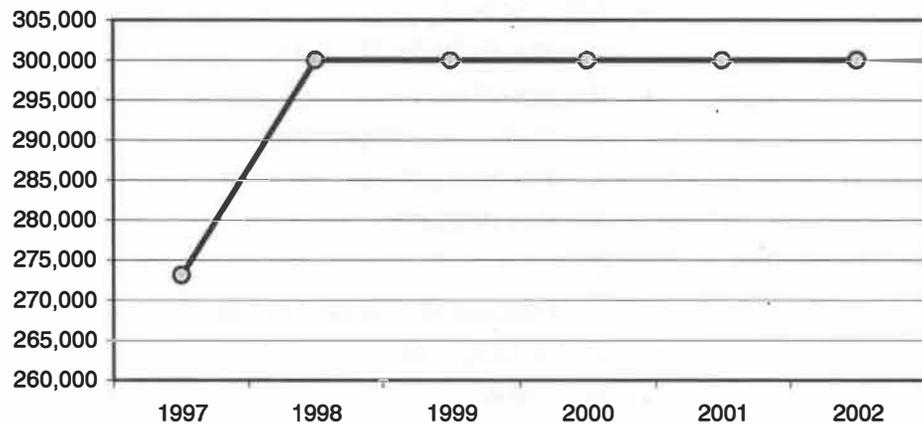
Emergency 9-1-1 Calls

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



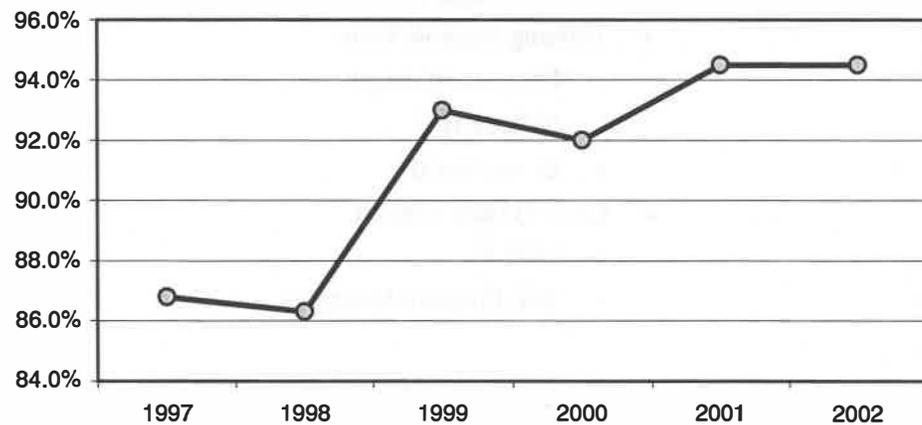
Non-Emergency Calls

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



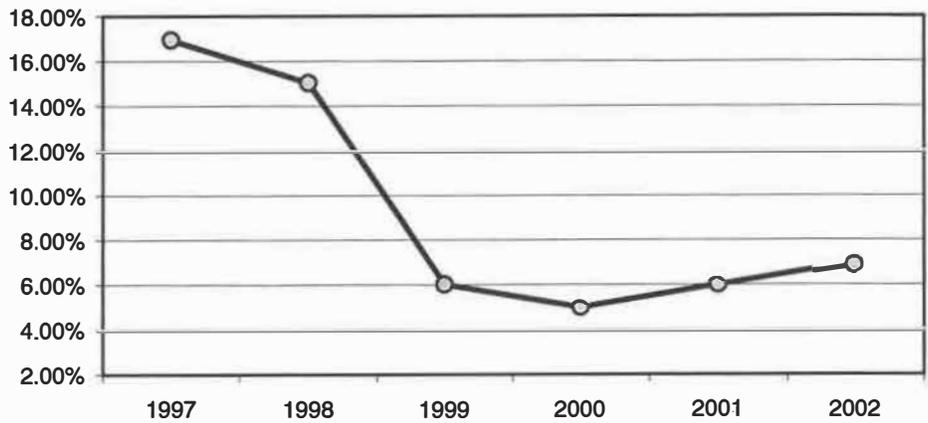
% Calls Answered Within 20 Seconds

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

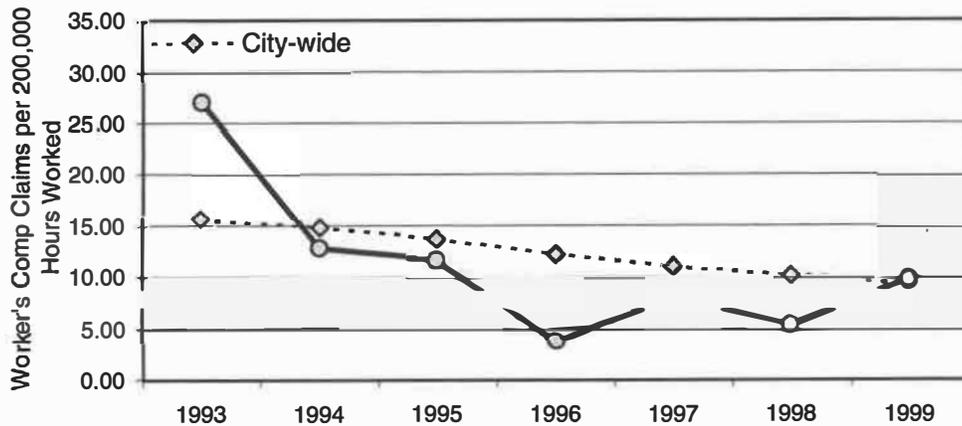


Administrative Cost as a % of Total Budget

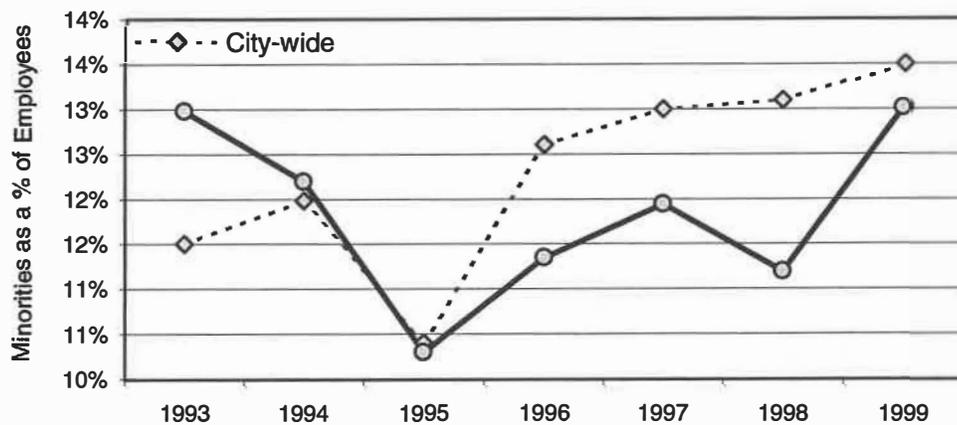
◆ The objective is to manage administrative costs to 10% or less of the total BOEC budget.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



Bureau of Emergency Communications AU 620

PERFORMANCE MEASURES

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
BUREAU OF EMERGENCY COMMUNICATIONS						
Affirmative Action Measures						
Female Employees as a Percent of Total	71.6%	70.6%	68.5%			
Minority Employees as a Percent of Total	11.9%	11.2%	13.0%			
Bureau of Emergency Communications						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Worker's Comp Claims per 200,000 Hours Worked	8.13	5.45	9.90			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$1.11	\$0.65	\$1.54			
Administration						
Workload						
Administrative cost as a % of total budget.	16.94%	15.00%	6.00%	5.00%	6.00%	7.00%
911 Operations						
Workload						
Emergency 9-1-1 Calls	633,519	630,000	580,000	600,000	600,000	600,000
Non-Emergency Calls	273,097	300,000	300,000	300,000	300,000	300,000
% Calls Answered within 20 Seconds	86.8%	86.3%	93.0%	92.0%	94.5%	94.5%

Bureau of Emergency Communications AU 620

SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	9,915,654	10,140,622	11,181,082	10,990,210	10,590,210
External Materials and Services	743,119	969,419	898,562	1,109,858	1,105,938
Internal Materials and Services	1,003,900	1,041,994	1,150,659	1,296,822	1,296,822
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	17,493	30,647	393,834	0	0
Total Operating Budget	11,680,166	12,182,682	13,624,137	13,396,890	12,992,970
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 11,680,166	\$ 12,182,682	\$ 13,624,137	\$ 13,396,890	\$ 12,992,970
Allocated Overhead	253,300	377,488	351,627	270,986	274,906
Total Cost with Allocated Overhead	11,933,466	12,560,170	13,975,764	13,667,876	13,267,876
RESOURCES					
Emergency Communication Fund		12,182,682	13,624,137	13,396,890	12,992,970
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Administration		680,283	731,119	806,059	806,059
<i>Positions</i>		<i>5</i>	<i>9</i>	<i>9</i>	<i>9</i>
911 Operations		11,502,399	12,893,018	12,590,831	12,186,911
<i>Positions</i>		<i>142</i>	<i>156</i>	<i>151</i>	<i>151</i>
TOTAL PROGRAMS		\$ 12,182,682	\$ 13,624,137	\$ 13,396,890	\$ 12,992,970
<i>Positions</i>		<i>147</i>	<i>165</i>	<i>160</i>	<i>160</i>
<i>General Fund Discretionary Positions</i>		<i>99</i>	<i>105</i>	<i>102</i>	<i>102</i>

Bureau of Emergency Communications AU 620

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	5,322,969	5,329,489	7,481,944	7,408,675	7,008,675
512000 Part-Time Employees	28,484	33,334	220,000	0	0
514000 Overtime	880,917	996,661	918,000	780,000	780,000
515000 Premium Pay	11,962	15,660	10,000	10,000	10,000
517000 Benefits	2,494,504	2,546,835	2,551,138	2,791,535	2,791,535
518000 Paid Absence	1,176,818	1,218,643	0	0	0
Total Personnel Services	9,915,654	10,140,622	11,181,082	10,990,210	10,590,210
Materials and Services					
External Materials and Services					
521000 Professional Services	110,799	129,584	228,737	285,828	281,908
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	2,130	2,805	3,500	3,609	3,609
524000 Repair & Maintenance Services	163,353	163,450	162,000	167,022	167,022
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	82,598	91,250	99,276	105,354	105,354
531000 Office Supplies	37,260	38,348	35,000	36,085	36,085
532000 Operating Supplies	24,374	18,863	27,000	27,837	27,837
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	270,549	425,226	252,724	373,599	373,599
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	14,738	57,905	44,225	56,995	56,995
542000 Local Travel	1,569	2,407	1,100	2,134	2,134
543000 Out-of-Town Travel	3,900	27,283	10,000	15,310	15,310
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	31,849	12,298	35,000	36,085	36,085
Total External Materials and Services	743,119	969,419	898,562	1,109,858	1,105,938
Internal Materials and Services					
551000 Fleet Services	5,990	5,254	6,942	6,975	6,975
552000 Printing & Distribution	31,970	32,769	37,033	36,174	36,174
553000 Facilities Services	236,801	274,217	267,048	313,907	313,907
554000 Communications Services	403,921	386,557	483,358	484,572	484,572
555000 Data Processing Services	60,881	76,343	80,084	146,954	146,954
556000 Insurance	262,412	264,318	273,833	306,468	306,468
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	1,925	2,536	2,361	1,772	1,772
Total Internal Materials and Services	1,003,900	1,041,994	1,150,659	1,296,822	1,296,822
Total Materials and Services	1,747,019	2,011,413	2,049,221	2,406,680	2,402,760
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	17,493	30,647	393,834	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 11,680,166	\$ 12,182,682	\$ 13,624,137	\$ 13,396,890	\$ 12,992,970

Bureau of Emergency Communications AU 620

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	0	1	2	80,834	2	82,687	2	82,687
926	Administrative Services Manager	2	2	2	134,960	2	134,160	2	134,160
929	Bureau Operations Manager	1	1	1	60,918	1	60,655	1	60,655
317	Emergency Comm Operator I	0	0	3	139,990	3	136,292	3	136,292
318	Emergency Comm Operator II	118	118	118	4,946,855	110	4,517,804	110	4,117,804
325	Emergency Comm Supervisor I	0	8	10	553,121	10	604,944	10	604,944
326	Emergency Comm Supervisor II	0	7	7	390,842	8	491,306	8	491,306
917	Emergency Communication Director	1	1	1	91,858	1	91,228	1	91,228
2542	Information Systems Analyst II	0	0	0	0	0	0	0	0
2543	Information Systems Analyst III	0	0	2	102,956	2	106,930	2	106,930
2522	Information Systems Tech I	0	1	1	40,545	0	0	0	0
2523	Information Systems Tech II	0	0	4	174,182	5	219,032	5	219,032
100	Office Support Specialist I	0	0	0	0	0	0	0	0
102	Office Support Specialist II	0	0	0	0	0	0	0	0
2545	Principal Info Systems Analyst	0	2	2	123,390	2	141,854	2	141,854
953	Principal Management Analyst	0	0	1	56,054	1	57,033	1	57,033
968	Program Manager I	1	1	2	115,127	2	119,457	2	119,457
970	Program Manager II	2	2	3	180,377	1	66,258	1	66,258
971	Program Manager III	0	0	3	147,597	4	196,841	4	196,841
972	Program Manager IV	0	0	0	0	1	65,000	1	65,000
973	Program Manager V	0	0	0	0	2	170,830	2	170,830
220	Secretarial Clerk I	0	0	1	30,615	1	30,000	1	30,000
221	Secretarial Clerk II	4	2	1	34,061	1	35,736	1	35,736
2552	Senior Information Systems Mgr	0	1	1	77,662	1	80,628	1	80,628
TOTAL FULL-TIME POSITIONS		129	147	165	\$ 7,481,944	160	\$ 7,408,675	160	\$ 7,008,675

Bureau of Emergency Communications AU 620

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	16,565,055	0	16,565,055	160.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(350,000)	0	(350,000)	0.0	Reduce CAD reserve
	(347,851)	0	(347,851)	0.0	Reduce Contingency
	80,736	0	80,736	0.0	Wage Settlement
	(1,472)	0	(1,472)	0.0	BGS Interagency Adjustment
	(24,560)	0	(24,560)	0.0	M&S Reduction
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	(643,147)	0	(643,147)	0.0	Total FY 2000-01 Decision Packages
			\$ 15,921,908	160.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Emergency Communication Fund – 115

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	39,948	40,949	50,000	50,000	50,000	50,000
	39,948	40,949	50,000	50,000	50,000	50,000
State Sources						
State Cost Sharing	1,858,446	1,966,846	2,240,507	2,129,803	2,230,309	2,230,309
	1,858,446	1,966,846	2,240,507	2,129,803	2,230,309	2,230,309
Local Sources						
Local Cost Sharing	1,735,374	2,011,891	2,048,711	2,159,415	2,152,496	2,152,496
Multnomah County Cost Sharing	455,761	563,132	543,954	543,954	510,784	510,784
	2,191,135	2,575,023	2,592,665	2,703,369	2,663,280	2,663,280
Miscellaneous Revenues						
Interest Earned	65,109	133,691	80,000	80,000	135,000	135,000
	65,109	133,691	80,000	80,000	135,000	135,000
Total External Revenues	4,154,638	4,716,509	4,963,172	4,963,172	5,078,589	5,078,589
Internal Revenues						
Other Cash Transfers						
General Fund	388,000	8,626,476	8,963,325	8,963,325	8,442,819	8,442,819
Public Safety Capital Fund	0	0	220,000	220,000	0	0
	388,000	8,626,476	9,183,325	9,183,325	8,442,819	8,442,819
Interfund Service Reimbursements						
Fire Bureau	2,011,170	0	0	0	0	0
Police Bureau	5,193,885	0	0	0	0	0
	7,205,055	0	0	0	0	0
Total Internal Revenues	7,593,055	8,626,476	9,183,325	9,183,325	8,442,819	8,442,819
Beginning Fund Balance	2,197,291	2,011,519	2,407,352	2,364,334	2,400,500	2,400,500
TOTAL RESOURCES	\$ 13,944,984	\$ 15,354,504	\$ 16,553,849	\$ 16,510,831	\$ 15,921,908	\$ 15,921,908
REQUIREMENTS						
Bureau Expenses						
Personal Services	9,915,654	10,140,622	11,181,082	11,220,102	10,990,210	10,590,210
External Materials and Services	743,119	969,419	898,562	920,687	1,109,858	1,105,938
Communications Services	403,921	386,557	483,358	438,358	484,572	484,572
Data Processing Services	60,881	76,343	80,084	80,084	146,954	146,954
Facilities Services	236,801	274,217	267,048	267,048	313,907	313,907
Fleet Services	5,990	5,254	6,942	6,942	6,975	6,975
Insurance	262,412	264,318	273,833	273,833	306,468	306,468
Printing & Distribution	31,970	32,769	37,033	37,033	36,174	36,174
Auto Port Operating	1,440	0	0	1,560	0	0
Finance & Administration	485	976	801	801	1,772	1,772
Parking Facilities	0	1,560	1,560	0	0	0
	1,003,900	1,041,994	1,150,659	1,105,659	1,296,822	1,296,822
Equipment Cash Transfers						
Communications Services	17,493	0	261,834	306,834	0	0
Facilities Services	0	30,647	128,000	128,000	0	0
Printing & Distribution	0	0	4,000	4,000	0	0
	17,493	30,647	393,834	438,834	0	0
Total Bureau Expenses	11,680,166	12,182,682	13,624,137	13,685,282	13,396,890	12,992,970
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	359,360	201,506	0	400,000
	0	0	359,360	201,506	0	400,000
General Fund Overhead	253,300	377,488	351,627	351,627	270,986	274,906

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	76,616	76,616
	0	0	0	0	76,616	76,616
Unappropriated Ending Balance						
Reserve for Future Years	0	0	2,218,725	2,272,416	2,177,416	2,177,416
Unappropriated Ending Balance	2,011,518	2,794,334	0	0	0	0
	2,011,518	2,794,334	2,218,725	2,272,416	2,177,416	2,177,416
Total Fund Requirements	2,264,818	3,171,822	2,929,712	2,825,549	2,525,018	2,928,938
TOTAL REQUIREMENTS	\$ 13,944,984	\$ 15,354,504	\$ 16,553,849	\$ 16,510,831	\$ 15,921,908	\$ 15,921,908

FUND OVERVIEW

The Emergency Communications Fund includes the resources and requirements associated with the operations of the Bureau of Emergency Communications.

Resources

Resources to the Bureau of Emergency Communications are primarily cost sharing payments received from other jurisdictions and Multnomah County served by the bureau. The services provided are emergency 9-1-1 call taking and dispatching of police, emergency medical, and fire personnel.

Cost Sharing

Resources for FY 2000-01 include \$10.6 million in cost sharing payments from the City of Portland's General Fund (including allocated State 9-1-1 Revenue).

Local cost sharing payments of \$2.7 million are projected to be received from Multnomah County and the cities of Gresham, Troutdale, Fairview, Maywood Park, and Wood Village.

State of Oregon

Bureau resources include State 9-1-1 Revenue in the amount of \$2.1 million which is budgeted as an offset to City of Portland billings; approximately \$3.0 thousand in 9-1-1 revenue will be received to offset Maywood Park's billings. These revenue sources have been included in the previous Cost Share information. Other cities receive the State 9-1-1 revenue directly, not via Portland.

Other Activity

The State of Oregon continues to pay for the telephone system costs related to providing the Emergency 9-1-1 telephone calls within Multnomah County. These costs are paid directly by the State and are not reflected in the FY 2000-01 BOEC budget on the resource or expenditure side.

The total amount of system costs paid by the State for BOEC is about \$2.0 million per year. State support of 9-1-1 telephone system costs is currently scheduled to sunset in FY 2001-02. BOEC has identified this issue in the legislative package for the next session.

\$2.0 million is paid by the State in telephone costs and \$2.1 million is disbursed to Portland for application to 9-1-1 related services.

Changes from Requested to Adopted Budget.

The Adopted Budget reduces the BOEC operating contingency, from \$354,384 to zero. In addition, the annual contribution to the Computer Aided Dispatch (CAD) replacement fund has been reduced from \$350,000 to zero.

A PERS Debt repayment allocation of \$76,616 has been added to the budget. The interagency agreement costs for services provided to BOEC from other City bureaus has been reduced by \$15,379.

Public Safety Fund – 118

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Prior Year Property Taxes	738	507	0	0	0	0
	738	507	0	0	0	0
Miscellaneous Revenues						
Interest Earned						
	94,909	79,797	70,000	80,000	80,000	80,000
	94,909	79,797	70,000	80,000	80,000	80,000
Total External Revenues	95,647	80,304	70,000	80,000	80,000	80,000
Internal Revenues						
Beginning Fund Balance	1,629,036	1,566,376	1,416,321	1,482,662	1,462,662	1,462,662
TOTAL RESOURCES	\$ 1,724,683	\$ 1,646,680	\$ 1,486,321	\$ 1,562,662	\$ 1,542,662	\$ 1,542,662
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Data Processing Services	0	0	0	0	1,979	1,979
Finance & Administration	0	1,135	1,122	1,135	1,063	1,063
	0	1,135	1,122	1,135	3,042	3,042
Capital Outlay	0	0	827,048	0	1,200,000	1,200,000
Total Bureau Expenses	145,673	153,834	1,016,170	88,013	1,391,042	1,391,042
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	238,164	1,462,662	143,644	143,755
	0	0	238,164	1,462,662	143,644	143,755
General Fund Overhead	12,635	10,178	11,987	11,987	7,976	7,865
Fund Cash Transfers						
Emergency Communications	0	0	220,000	0	0	0
	0	0	220,000	0	0	0
Unappropriated Ending Balance						
Unappropriated Ending Balance	1,566,375	1,482,668	0	0	0	0
	1,566,375	1,482,668	0	0	0	0
Total Fund Requirements	1,579,010	1,492,846	470,151	1,474,649	151,620	151,620
TOTAL REQUIREMENTS	\$ 1,724,683	\$ 1,646,680	\$ 1,486,321	\$ 1,562,662	\$ 1,542,662	\$ 1,542,662
LINE ITEM DETAIL – AU 260						
Materials and Services						
External Materials and Services						
521000 Professional Services	32,091	152,245	88,000	35,000	38,000	38,000
524000 Repair & Maintenance Services	3,840	0	0	0	0	0
534000 Minor Equipment & Tools	109,742	454	100,000	51,878	150,000	150,000
Total External Materials and Services	145,673	152,699	188,000	86,878	188,000	188,000
Internal Materials and Services						
555000 Data Processing Services	0	0	0	0	1,979	1,979
559000 Other Fund Services	0	1,135	1,122	1,135	1,063	1,063
Total Internal Materials and Services	0	1,135	1,122	1,135	3,042	3,042
Total Materials and Services	145,673	153,834	189,122	88,013	191,042	191,042
Capital Outlay						
564000 Capital Equipment	0	0	827,048	0	1,200,000	1,200,000
Total Capital Outlay	0	0	827,048	0	1,200,000	1,200,000
TOTAL Bureau Expenses	\$ 145,673	\$ 153,834	\$ 1,016,170	\$ 88,013	\$ 1,391,042	\$ 1,391,042

FUND OVERVIEW

Resources

The Public Safety Fund contains money that was dedicated to the support of the Bureau of Emergency Communications (BOEC) starting with the special levy that began in 1989.

Tax Levy

The original levy was focused on the construction of the Communications Center at 9911 S.E. Bush Street and the acquisition/enhancement of a computer aided dispatch computer system to support the call taking and dispatch activities at BOEC.

State of Oregon

Money remaining in the fund is primarily from State of Oregon contributions to the CAD/phone systems and accumulated annual interest income.

Balance and Planned Expenditures

The fund currently contains approximately \$1.5 million. Funds are dedicated to the acquisition of equipment/furnishings connected with an expansion of the Communications Center planned for completion in 2000, Computer Aided Dispatch system workstation upgrades/replacements, augmentation of the communications equipment reserve area and City interagency services by the Bureau of Information Technology, Investment Services and General Fund Overhead support.

BOEC expects this fund to be spent by the end of FY 2002-03.



Fire & Police Disability & Retirement

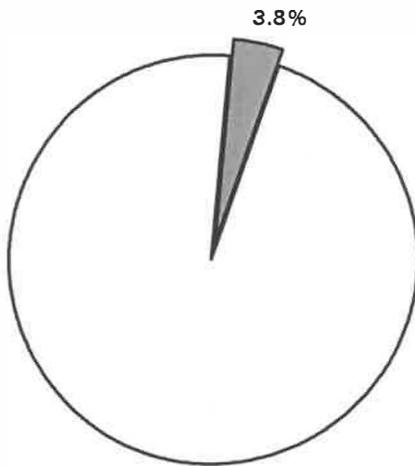
Public Safety Service Area

Auditor Gary Blackmer, Commissioner-in-Charge

Babette Means, Director

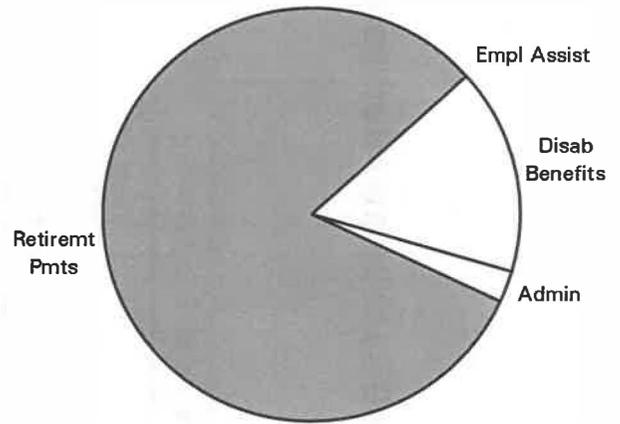
Percent of City Budget

FPD&R = \$64.5 Million



City Budget = \$1.68 Billion

Bureau Programs

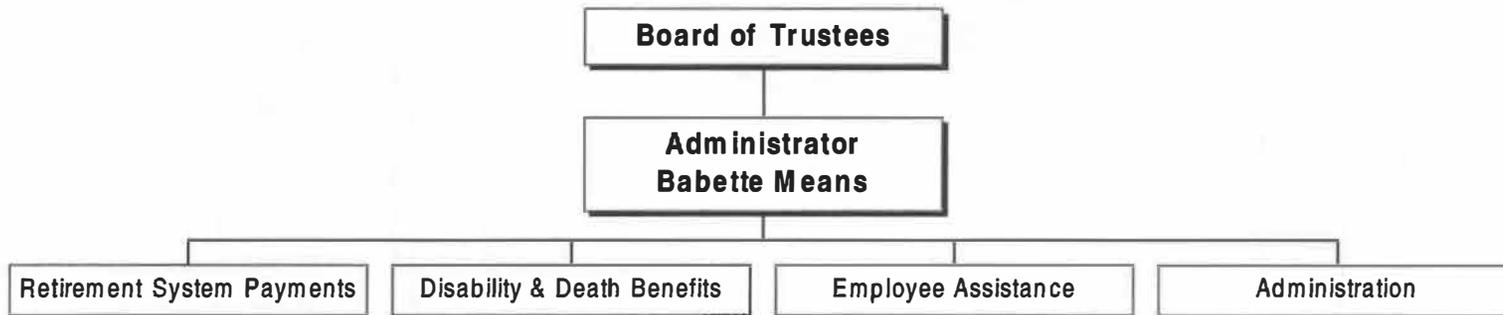


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	59,277,514	64,487,406	5,209,892	4.0%
Capital	0	0	0	0.0%
Allocated Overhead Costs	79,185	79,114	-71	-4.5%
Total Cost with Allocated Overhead	\$ 59,356,699	\$ 64,566,520	\$ 5,209,821	4.0%
Authorized Full-Time Positions	0	0	0	0.0%

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

Fire and Police Disability and Retirement



Bureau Summary

BUREAU MISSION

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

BUREAU HIGHLIGHTS

Overview

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

The Fund is divided into the following programs:

- ◆ Retirement System Payments
- ◆ Disability and Death Benefits
- ◆ Administration
- ◆ Employee Assistance Program (EAP)

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 11 members: the Mayor, the City Treasurer, the City Auditor, the Chief of Fire, the Chief of Police, 3 elected active members of the Fire Bureau, and 3 elected active members of the Police Bureau.

Membership

As of June 30, 1999, there were 1,535 active, working fire and police personnel that were participants in the Fire and Police Disability and Retirement Plan. In addition, there were 1,366 retirees and beneficiaries, 159 participants with permanent disabilities currently receiving benefits and beneficiaries of disability benefits, and 19 terminated employees who are vested but not yet receiving benefits under the plan.

Budget Summary

Target Budget

In FY 2000-01, the Fire and Police Disability and Retirement Fund calculated a target budget for the administrative portion of the budget only. Thus, the FY 2000-01 budget does not limit the pension or disability benefits below what is projected, because these are not considered discretionary costs.

Unsettled Labor Contracts

Results of contract negotiations between the City and the fire and police unions may have significant impacts on the Fund's FY 2000-01 budget. This is because both New Plan disability benefit rates and Old Plan pension benefit rates are tied to the current pay of active police and fire personnel. As of July 1, 2000, negotiations were still under way.

FY 2000-01 Adopted Budget

The FY 2000-01 Adopted Budget supports all ongoing activities and services provided to the membership and the Board of Trustees. The budget also includes one decision package above the current service level in the Administration program. Total requirements net of Tax Anticipation Notes for FY 2000-01 are \$69,078,264. Included in this amount is \$52,423,156 for pension and termination benefits, \$10,421,104 for disability and death benefits, \$1,603,731 for administrative expenses, and \$39,415 for the Employee Assistance Program. The primary funding source for the FPD&R Fund is tax revenues totaling \$62,711,800 in FY 2000-01.

Decision Package

The Adopted Budget adds one new position to the Fire and Police Disability and Retirement Fund's budget in FY 2000-01. Due to an increase in the volume and complexity of disability claims management workload over the last five years, the FY 2000-01 budget adds a second Assistant Risk Specialist to perform work associated with the disability program.

The position will be responsible for the investigation of all assigned disability claims, for preparing necessary information to enable the Board of Trustees to act on the claims, making benefit payments, processing medical bills, facilitating return to work after injury, managing vocational rehabilitation services, and working on the many other tasks associated with disability claims management. The addition of this position will enable staff to provide improved service to members and the Board of Trustees, as well as to enhance the disability program by developing services not currently provided.

General Description

BUREAU OVERVIEW

Programs

The bureau is divided into the following four programs:

- ◆ **Retirement System Payments Program:** includes the direct costs of pensions or refunds of contributions to members and beneficiaries.
- ◆ **Disability and Death Benefits Program** includes all direct benefit costs for time lost due to disability, medical claims, and death benefits.
- ◆ **Administration Program:** includes all other fund expenses which are non-direct costs of providing benefits, including staffing costs, actuarial expenses, legal fees, and other office expenses.
- ◆ **Employee Assistance Program (EAP):** includes the expenses paid by FPD&R associated with management of the Employee Assistance Program for the Police Bureau and the Fire Bureau.

CHANGES FROM PRIOR YEAR

Retirement System Payments

Overall expenditures in retirement system payments total \$52,423,156, an increase of \$5.38 million over the FY 1999-00 Revised Budget. The changes from the prior year in pension system payments include an estimated net increase of 46 pension recipients during FY 2000-01 and increases in benefits for the annual cost of living adjustment. This adjustment is estimated at a 5% cost of living adjustment for the Old Plan retirees and a 2% adjustment for the New Plan retirees. The total number of retirees and beneficiaries estimated by fiscal year ending 2001 is 1,482.

Disability and Death Benefits

Overall expenditures in disability payments total \$10,421,104, a decrease of \$292,065 (2.7%) over the FY 1999-00 Revised Budget. The primary reason for this decrease is approximately a \$800,000, or 25%, reduction in short-term disability benefits costs.

Since the Fire and Police Disability and Retirement Plan was revised in 1990, expenditures in the disability program had shown a steady decline until FY 1995-96. After FY 1995-96, the trend has reversed, and as of December 1998 the Fund was experiencing a 1.5% per pay period increase in short-term disability costs. However, the growth rate in short term disability cost has slowed down significantly for the past year. It is projected that expenditures for the short term disability program will be approximately \$1.1 million below the budgeted level in FY 1999-00. The FY 2000-01 budget has been adjusted to reflect this slower growth rate.

The decrease in the short-term disability costs from the prior year is partially offset by increases in other disability and death benefits. Compared to the FY 1999-00 budget, the cost of long-term disability benefits for FY 2000-01 is increasing by \$366,282, medical expenses are increasing by \$135,937, and funeral benefits are increasing by \$4,704. Increases in long-term disability benefits are mainly due to the annual cost of living adjustment, estimated at 5%. Medical expenses are projected to increase by the historical average increase of 9% per year.

Administration The Administration Program expenditures increased by \$114,936, or 7.5% over the FY 1999-00 Revised Budget. Of this increase, \$48,867, or 3.2%, is the inflationary increase within the target budget. The remaining \$66,069, or 4.3%, is a result of the decision package adding another Assistant Risk Specialist to the staff.

Employee Assistance Program (EAP) EAP program expenditures show a slight increase due to the base lease escalations scheduled in April 2000. The costs associated with the EAP are completely reimbursed by the Fire and the Police Bureaus.

FUNDING SOURCES

The primary funding source for the Fire and Police Disability and Retirement Fund is property tax revenues totaling \$62.7 million in FY 2000-01. Chapter 5 of the City Charter provides for separate property tax levy authority up to \$2.80 per \$1,000 of real market value within the City of Portland. In FY 2000-01, the rate is estimated to be approximately \$1.44 per \$1,000 of real market value.

Other funding sources include interest income of \$800,000, miscellaneous revenues of \$7,176, and interagency revenues of \$46,615.

Strategic Direction

VISION AND VALUES

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

Mission

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

Vision

We take care of our members.

Values

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

MANAGEMENT GOALS & OBJECTIVES

Management Objectives

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

Continuing Objectives:

- ◆ To provide effective, efficient services to our members.
- ◆ To serve the Board of Trustees with professionalism.
- ◆ To explore opportunities to develop limited duty and early-return-to-work programs with the Fire and Police Bureaus.

New FY 2000-01 Objectives:

- ◆ To improve communications with Trustees, members, and the public by developing and publishing an Annual Report, by developing a member handbook, Q&A brochures, and other informational materials, and by developing tools for communicating with the public about funding and benefit issues.
- ◆ To evaluate the service provided by the Third Party Administrator and investigate converting medical bill payment to an internal process.
- ◆ To review current office technology and procedures, explore the use of workflow software and overall improvements to and integration of systems, and implement appropriate recommended improvements.

MAJOR INITIATIVES

Strategic Planning

In October 1999, the bureau began a strategic planning process. The process involved the entire Administration staff, including two liaison personnel from the Fire Bureau and the Police Bureau. During this process, the staff produced a mission, values, and vision statement; identified strengths, weaknesses, opportunities, and threats (SWOT); developed management objectives; and planned strategies to accomplish the objectives. The strategic plan supports the bureau's goal of organizational excellence. In FY 2000-01, the bureau will be in the implementation stage of the strategic plan.

COUNCIL PRIORITIES

Council Issues and Priorities

Maintain a Financially Stable City

The Fund is supported by a separate property tax levy authorized by the voters in 1948. The levy allows a maximum rate of \$2.80 per \$1,000 of real market value. The actual levy for FY 1999-00 is \$1.38 per \$1,000 of real market value, and the projected levy for FY 2000-01 is \$1.44 per \$1,000 of real market value. The administrative staff of the Fund has continued working with the Office of Management and Finance to ensure financial issues relative the fund are addressed.

FPD&R Funding

The administrative staff will continue to provide staff support as needed to the Citizen/ Board of Trustees committee. This committee was established in the spring of 1999 to review and make recommendations to the City Council regarding the unfunded status of the fund. The FY 2000-01 Administration budget continues to include higher than normal budget levels for actuarial and legal services associated with providing any necessary support to the "Funding" committee and the Board.

Ensure a Safe and Peaceful Community

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

Overview of Programs

RETIREMENT SYSTEM PAYMENTS

This program provides pension benefits to retired uniform members of the Police and Fire Bureaus or their surviving spouses. By the end of FY 2000-01, it is projected that there will be 1,482 retired members and beneficiaries, an increase of 46 from the projected year end total for FY 1999-00.

Expenses

The expenses for the program are based on current year costs plus expected new retirements and an inflation factor. Retirement benefits for Old Plan retirees are increased in step with increases to the salaries of active firefighters and police officers, an assumed 5.0% for FY 2000-01; for New Plan retirees, benefits are increased in step with increases to PERS, an assumed 2.0% for FY 2000-01.

Benefits Under the Old Plan

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

Benefits Under the New Plan

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

DISABILITY & DEATH BENEFITS

This program provides for compensation to uniformed 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 both short-term and long-term service, non-service, and occupational disability benefits. Members receive a percentage of their pay for time lost through illness or injury. Vocational rehabilitation costs are also included, as are costs related to physician directed work hardening.

New Plan Benefits

Fire and Police sworn 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 percent of the member's base pay reduced by 50 percent of any wages earned in other employment, with reduced percentages of base pay and offsets for wages earned in other employment for later years. The plan also provides for 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. They continue to receive benefits under the provisions of the Old Plan as defined prior to July 1, 1990. 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 2000-01, there will be 114 members who receive long-term disability benefits that are covered by the Old Plan; it is estimated there will be 56 such members covered by the New Plan. The vast majority of the Old Plan members receiving disability benefits are past retirement age (50 or 55) and would be receiving the maximum (30 year) pension were they not disabled. The cost of a pension is slightly higher than the disability benefit, due to the increment the plan pays for state tax offset on pensions.

ADMINISTRATION

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

Decision Package

Due to an increase in the volume and complexity of the disability claims management workload over the last five years, the FY 2000-01 budget includes the addition to the staff of a second Assistant Risk Specialist to perform work associated with the disability program.

The position will be responsible for the investigation of all assigned disability claims, for preparing necessary information to enable the Board of Trustees to act on the claims, making benefit payments, processing medical bills, facilitating return to work after injury, managing vocational rehabilitation services, and other tasks associated with disability claims management. The addition of this position will enable the staff to provide improved service to members and the Board of Trustees, as well as to enhance the disability program by developing services not currently provided.

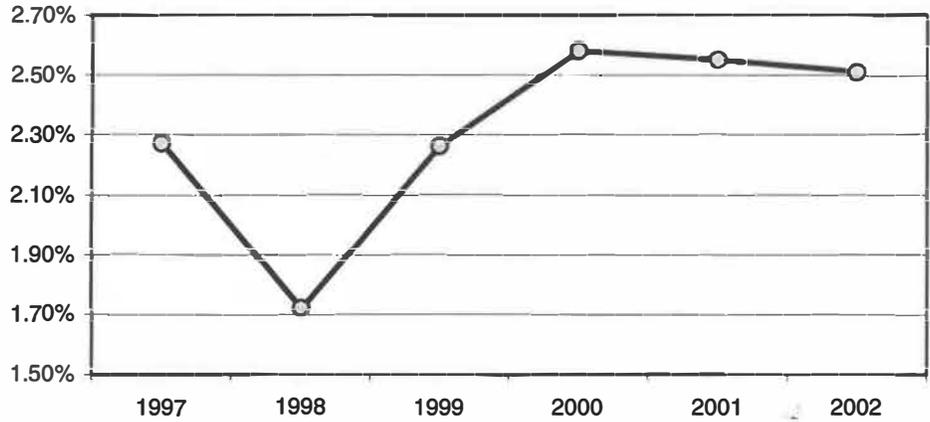
EMPLOYEE ASSISTANCE

Management of the Police Bureau's Employee Assistance Program (EAP) has been provided by the Fire and Police Disability and Retirement Fund since July 1, 1997, and of the Fire Bureau's EAP since July 1, 1998. The purpose of the two programs is to promote the health and well being of Police and Fire personnel through education, mental health resources, and by training and utilizing Peer Support volunteers. Supervision and management oversight of the programs is carried out by Fire and Police Disability and Retirement (FPD&R) Fund staff. Office space is leased in conjunction with the FPD&R in order to house the EAP program in a central location. The program is budgeted at \$39,415 for FY 2000-01. Direct expenses paid by FPD&R are reimbursed by both bureaus via interagency agreements (I/As). The I/As also include reimbursement for overhead expenses and allocated management time.

Performance Measures

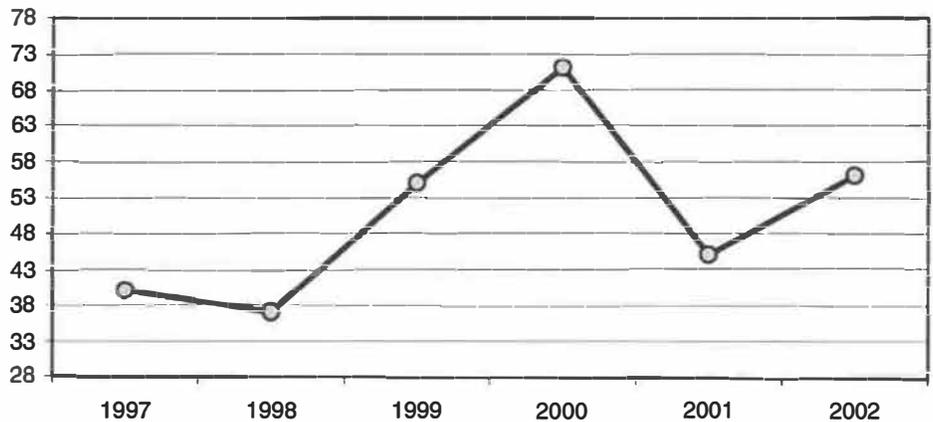
Administrative Cost as a Percentage of Total Budget

- ◆ Administrative costs have historically been between 2% and 3% of the total budget or less.
- ◆ The decrease in 1998 was due to the one-time increase in total costs for retroactive payments.



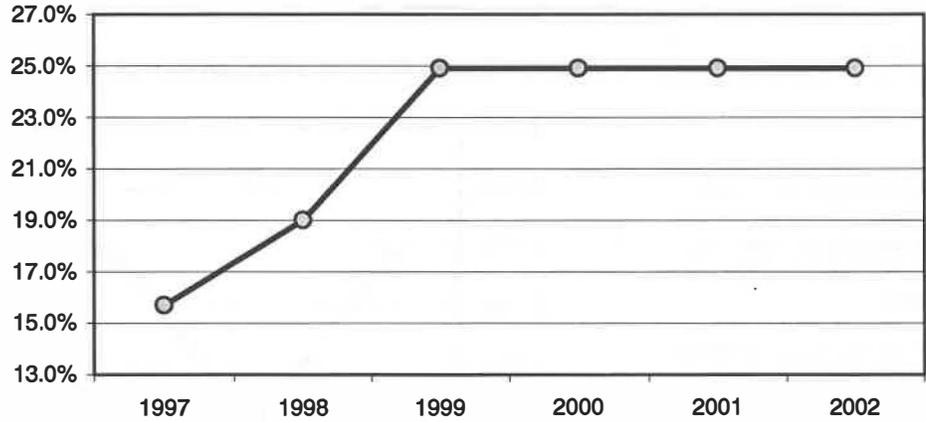
Number of Retirements from Active Service

- ◆ The number of retirements are largely due to the demographics of the fire and police bureaus.
- ◆ Other factors influencing retirement choices include economics, work satisfaction and morale, and bureau policies.
- ◆ Fiscal year 2000 includes a budgeted "cushion" of 15 extra retirements per bureau.



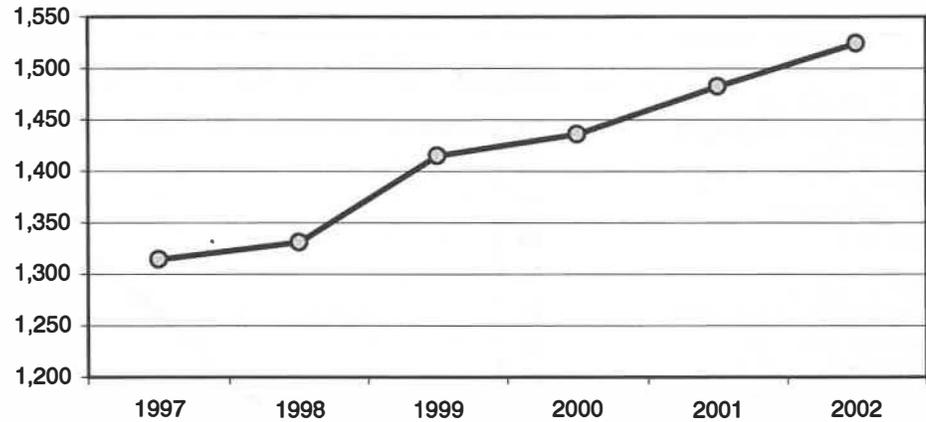
Medical Cost Savings as a Percentage of Total Medical Costs

- ◆ Medical savings rise more than overall cost increases.
- ◆ Additional fee arrangements have been added in recent years.



Number of Pension Recipients

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



Fire & Police Disability & Retirement AU 337

PERFORMANCE MEASURES

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
FIRE & POLICE DISABILITY & RETIREMENT						
Fire & Police Disability & Retirement						
Retirement System Payments						
Workload						
Number of new plan retirees	40	37	55	71	45	56
Number of pension estimates	121	71	228	219	219	219
Number of Pension Recipients	1,314	1,331	1,415	1,436	1,482	1,524
Number of pre-retirement workshop participants			75	74	74	74
Effectiveness						
Percentage of workshop participants who rated workshop helpful			100%	100%	100%	100%
Efficiency						
Percentage of pension estimates processed within one week	43%	40%	94%	93%	95%	95%
Disability & Death Benefits						
Workload						
Number of new no-time loss claims	159	216	152	135	135	135
Number of new time loss claims	297	308	304	319	319	319
Number of members on short-term disability	303	317	331	370	370	370
Effectiveness						
Medical cost savings	\$226,528	\$314,670	\$382,741	\$493,953	\$538,621	\$583,986
Savings as a percentage of total medical cost	15.7%	19.0%	24.9%	24.9%	24.9%	24.9%
Administration						
Effectiveness						
Percentage of members reported "satisfied" with service		99%		99%		100%
Efficiency						
Administrative Cost as a Percentage of Total Budget	2.27%	1.72%	2.26%	2.58%	2.55%	2.51%

Fire & Police Disability & Retirement AU 337

SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	0	0	0	0	0
External Materials and Services	64,510,351	53,377,622	58,430,311	63,562,397	63,562,397
Internal Materials and Services	713,255	777,915	837,003	914,493	914,493
Minor Capital Outlay	12,100	7,575	10,200	10,516	10,516
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	65,235,706	54,163,112	59,277,514	64,487,406	64,487,406
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 65,235,706	\$ 54,163,112	\$ 59,277,514	\$ 64,487,406	\$ 64,487,406
Allocated Overhead	27,238	88,016	79,185	82,649	79,114
Total Cost with Allocated Overhead	65,262,944	54,251,128	59,356,699	64,570,055	64,566,520
RESOURCES					
Fire & Police Disability & Retirement Fund		54,163,112	59,277,514	64,487,406	64,487,406
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Retirement System Payments		44,270,408	47,036,135	52,423,156	52,423,156
<i>Positions</i>		0	0	0	0
Disability & Death Benefits		8,666,100	10,713,169	10,421,104	10,421,104
<i>Positions</i>		0	0	0	0
Administration		1,198,466	1,490,489	1,603,731	1,603,731
<i>Positions</i>		0	0	0	0
Employee Assistance		28,138	37,721	39,415	39,415
<i>Positions</i>		0	0	0	0
TOTAL PROGRAMS		\$ 54,163,112	\$ 59,277,514	\$ 64,487,406	\$ 64,487,406
<i>Positions</i>		0	0	0	0
<i>General Fund Discretionary Positions</i>		0	0	0	0

Fire & Police Disability & Retirement AU 337

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
Total Personnel Services	0	0	0	0	0
Materials and Services					
External Materials and Services					
521000 Professional Services	201,117	192,593	405,154	429,703	429,703
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	13,073	17,416	13,629	14,077	14,077
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	21,708	52,080	42,272	41,942	41,942
531000 Office Supplies	12,459	11,734	13,636	15,465	15,465
532000 Operating Supplies	5,007	4,290	0	200	200
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	10,002	19,589	18,158	33,083	33,083
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	1,542	6,894	8,900	9,902	9,902
542000 Local Travel	372	405	550	567	567
543000 Out-of-Town Travel	26,115	27,093	62,738	47,048	47,048
544000 Space Rental	106,626	109,020	115,970	126,150	126,150
545000 Interest	0	0	0	0	0
546000 Refunds	54,616	25,998	50,900	53,445	53,445
547000 Retirement System Payments	64,057,714	52,910,510	57,698,404	62,790,815	62,790,815
549000 Miscellaneous	0	0	0	0	0
Total External Materials and Services	64,510,351	53,377,622	58,430,311	63,562,397	63,562,397
Internal Materials and Services					
551000 Fleet Services	0	0	0	0	0
552000 Printing & Distribution	22,954	27,983	30,184	31,844	31,844
553000 Facilities Services	0	0	0	0	0
554000 Communications Services	8,572	13,245	10,648	12,969	12,969
555000 Data Processing Services	4,917	7,172	8,123	16,467	16,467
556000 Insurance	0	0	0	0	0
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	676,812	729,515	788,048	853,213	853,213
Total Internal Materials and Services	713,255	777,915	837,003	914,493	914,493
Total Materials and Services	65,223,606	54,155,537	59,267,314	64,476,890	64,476,890
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	12,100	7,575	10,200	10,516	10,516
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	12,100	7,575	10,200	10,516	10,516
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 65,235,706	\$ 54,163,112	\$ 59,277,514	\$ 64,487,406	\$ 64,487,406

Fire & Police Disability & Retirement AU 337

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	64,422,355	0	64,422,355	0.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	66,069	0	66,069		Assistant Risk Specialist Position
	(1,018)	0	(1,018)		BGS I/A Adjustments
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	65,051	0	65,051	0.0	Total FY 2000-01 Decision Packages
			\$ 64,487,406	0.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Fire & Police Disability & Retirement Fund – 651

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	50,691,646	54,693,003	55,143,264	55,143,263	61,215,335	61,211,800
Prior Year Property Taxes	1,486,391	1,331,949	1,500,000	1,500,000	1,500,000	1,500,000
	52,178,037	56,024,952	56,643,264	56,643,263	62,715,335	62,711,800
Miscellaneous Revenues						
Bond and Note Sales	12,392,825	12,452,980	20,000,000	11,033,220	20,000,000	20,000,000
Interest Earned	1,027,620	1,221,048	800,000	1,229,811	800,000	800,000
Other Miscellaneous	320,200	74,178	7,220	80,842	7,176	7,176
Refunds	161	0	0	0	0	0
	13,740,806	13,748,206	20,807,220	12,343,873	20,807,176	20,807,176
Total External Revenues	65,918,843	69,773,158	77,450,484	68,987,136	83,522,511	83,518,976
Internal Revenues						
Other Cash Transfers						
FPD&R Reserve	0	0	750,000	0	750,000	750,000
	0	0	750,000	0	750,000	750,000
Interfund Service Reimbursements						
Fire Bureau	0	18,153	16,925	18,800	21,222	21,222
Police Bureau	32,318	31,527	27,996	25,059	25,393	25,393
	32,318	49,680	44,921	43,859	46,615	46,615
Total Internal Revenues	32,318	49,680	794,921	43,859	796,615	796,615
Beginning Fund Balance	16,050,275	3,887,302	5,377,478	6,525,191	4,762,673	4,762,673
TOTAL RESOURCES	\$ 82,001,436	\$ 73,710,140	\$ 83,622,883	\$ 75,556,186	\$ 89,081,799	\$ 89,078,264
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Communications Services	64,510,351	53,377,622	58,430,311	58,440,424	63,562,397	63,562,397
Data Processing Services	8,572	13,245	10,648	9,576	12,969	12,969
Printing & Distribution	4,917	7,172	8,123	14,452	16,467	16,467
City Attorney	22,954	27,983	30,184	32,674	31,844	31,844
City Auditor	135,767	78,015	0	0	0	0
City Auditor	441,469	551,806	664,168	664,168	722,387	722,387
Finance & Administration	9,683	28,851	31,870	31,870	38,241	38,241
Fire Bureau	60,140	30,913	30,940	31,946	31,200	31,200
Police Bureau	29,753	39,930	61,070	61,070	61,385	61,385
	713,255	777,915	837,003	845,756	914,493	914,493
Capital Outlay	12,100	7,575	10,200	10,200	10,516	10,516
Total Bureau Expenses	65,235,706	54,163,112	59,277,514	59,296,380	64,487,406	64,487,406
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	3,716,259	0	3,974,421	3,974,421
Compensation Adjustment	0	0	49,925	0	20,908	20,908
	0	0	3,766,184	0	3,995,329	3,995,329
General Fund Overhead	27,238	88,016	79,185	84,343	82,649	79,114
Fund Cash Transfers						
General Fund	0	40,280	0	0	0	0
Pension Debt Redemption Fund	0	0	0	0	16,415	16,415
	0	40,280	0	0	16,415	16,415
Debt Retirement	12,851,191	12,893,542	20,500,000	11,412,790	20,500,000	20,500,000
Unappropriated Ending Balance						
Unappropriated Ending Balance	3,887,301	6,525,190	0	4,762,673	0	0
	3,887,301	6,525,190	0	4,762,673	0	0
Total Fund Requirements	16,765,730	19,547,028	24,345,369	16,259,806	24,594,393	24,590,858
TOTAL REQUIREMENTS	\$ 82,001,436	\$ 73,710,140	\$ 83,622,883	\$ 75,556,186	\$ 89,081,799	\$ 89,078,264

FUND OVERVIEW

The Portland City Charter, Chapter 5, establishes the Fire and Police Disability and Retirement (FPD&R) Fund for the sworn employees of the Fire and Police Bureaus, their surviving spouses, and dependent minor children. The fund is supported primarily through a separate property tax levy authorized by the voters in 1948.

Fire & Police Disability & Retirement Reserve Fund – 652

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Internal Revenues						
Beginning Fund Balance	750,000	750,000	750,000	750,000	750,000	750,000
TOTAL RESOURCES	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Fund Cash Transfers						
FPD&R	0	0	750,000	0	750,000	750,000
	0	0	750,000	0	750,000	750,000
Unappropriated Ending Balance						
Unappropriated Ending Balance	750,000	750,000	0	750,000	0	0
	750,000	750,000	0	750,000	0	0
Total Fund Requirements	750,000	750,000	750,000	750,000	750,000	750,000
TOTAL REQUIREMENTS	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000

FUND OVERVIEW

The reserve fund was established by City Charter and is to be maintained in the amount of \$750,000. It is for use only in the event the Fire and Police Disability and Retirement Fund becomes depleted to the extent that current obligations cannot be met. Interest income on the \$750,000 is booked directly to the operating fund.

Supplemental Retirement Program Trust Fund – 654

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	26,320	25,073	16,000	19,450	18,000	18,000
	26,320	25,073	16,000	19,450	18,000	18,000
Total External Revenues	26,320	25,073	16,000	19,450	18,000	18,000
Internal Revenues						
Beginning Fund Balance	448,657	468,664	333,664	352,343	352,343	352,343
TOTAL RESOURCES	\$ 474,977	\$ 493,737	\$ 349,664	\$ 371,793	\$ 370,343	\$ 370,343
REQUIREMENTS						
Bureau Expenses						
External Materials and Services	6,313	6,394	10,000	6,524	7,000	7,000
Total Bureau Expenses	6,313	6,394	10,000	6,524	7,000	7,000
Fund Requirements						
Fund Cash Transfers						
General Fund	0	135,000	0	0	0	0
Health Insurance	0	0	0	0	0	269,615
	0	135,000	0	0	0	269,615
Unappropriated Ending Balance						
Unappropriated Ending Balance	468,664	352,343	339,664	365,269	363,343	93,728
	468,664	352,343	339,664	365,269	363,343	93,728
Total Fund Requirements	468,664	487,343	339,664	365,269	363,343	363,343
TOTAL REQUIREMENTS	\$ 474,977	\$ 493,737	\$ 349,664	\$ 371,793	\$ 370,343	\$ 370,343
LINE ITEM DETAIL – AU 229						
Materials and Services						
External Materials and Services						
547000 Retirement System Payments	6,313	6,394	10,000	6,524	7,000	7,000
Total External Materials and Services	6,313	6,394	10,000	6,524	7,000	7,000
Total Materials and Services	6,313	6,394	10,000	6,524	7,000	7,000
TOTAL Bureau Expenses	\$ 6,313	\$ 6,394	\$ 10,000	\$ 6,524	\$ 7,000	\$ 7,000

FUND OVERVIEW

The Supplemental Retirement Program Trust Fund was established by City Ordinance No. 138016 for the purpose of providing certain disability, service requirement, and death benefits for Bruce Baker, a former Chief of Police for the City of Portland. This supplemental trust was established in accordance with ORS 236.620 because Mr. Baker was not eligible for membership in, or benefits from, either the Fire and Police Disability and Retirement System (FPD&R) or the Public Employees Retirement System (PERS).

CHANGES FROM PRIOR YEAR

The fund has now a smaller capital base due to a transfer of funds to the General Fund in FY 1998-99. This transfer was allowed due to interest earnings being well in excess of requirements for a number of years. In FY 2000-01, a transfer will be made to the Health Insurance Fund in the amount of \$269,615. Sufficient capital will remain in the fund to pay all foreseeable expenses.

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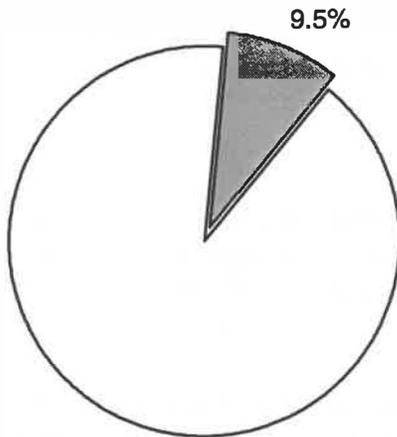
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Parks, Recreation and Culture

Portland Parks and Recreation

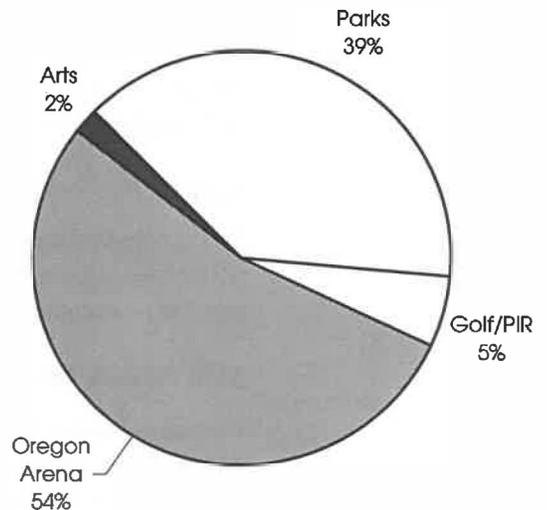
Percent of City Budget

Parks, Recreation, & Culture = \$159.2 Million



City Budget = \$1.68 Billion

Bureau Pie Chart



Service Area Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	43,494,104	44,509,960	1,015,856	-2.1%
Capital	29,660,325	15,289,205	-14,371,120	-50.7%
Allocated Overhead Costs	1,930,595	2,486,045	555,450	23.1%
Total Cost with Allocated Overhead	\$ 75,085,024	\$ 62,285,210	\$ -12,799,814	-20.7%
Authorized Full-Time Positions	377	386	9	-2.1%

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

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

Service Area Highlights

DESCRIPTION

The Parks, Recreation and Culture Services Area includes services for Parks, Golf, Portland International Raceway, Regional Arts and Culture Council, Spectator Facilities funds, and Parks construction funds.

MAJOR THEMES

Parks and Recreation The FY 2000-01 Adopted Budget for Portland Parks & Recreation continues FY 1999-00 service levels for most direct-service program areas. Additional funding has been provided in four program areas:

Natural Resource Park Maintenance

The Adopted Budget provides an additional \$750,000 for the operation and maintenance of parks and park facilities. These funds will provide for the operating cost of new properties and the continuation of current service level for existing park and natural resource areas.

SUN Schools Initiative

One-time funds of \$300,000 are included in the Adopted Budget to continue the second year of the SUN Schools Initiative, a pilot “full service school” programs to support youth and families. The Adopted Budget converts this funding support to an ongoing amount of \$300,000 beginning in FY 2001-02. City funding compliments efforts by the State, Multnomah County, and Portland Public School District, and additional funding from the Annie Casey Foundation.

Parks Capital Projects

The Adopted Budget within the two Parks Construction Funds is \$14.8 million for FY 2000-01, including \$1,520,000 in one-time General Fund Discretionary funding for seven projects. Other major funding sources include \$4.3 million from grants, \$2.9 million from the Portland Development Commission and private sources, and \$2.7 million from the Parks System Development Charge.

Bureau Administration

As a result of city wide reductions in administrative services, the Adopted Budget includes \$250,000 in administrative reductions. These reductions are partially offset by the addition of an Operations Manager needed to implement the Auditor’s findings contained in the recently completed Review of Management Systems.

Golf

In FY 2000-01, the newly remodeled Redtail course will be in full operation. Formally called Progress Downs, this course underwent a major renovation and was closed for most of the previous fiscal year.

RACC

The FY 2000-01 Adopted Budget includes \$200,000 for year three of a five year commitment to the ballet, and \$200,000 for year two of a five year commitment to the opera. The third of five \$200,000 support payments for arts stabilization has been delayed for one year.

**Spectator Facilities
Operating Fund**

Parking Revenue System

An electronic parking revenue control system has been implemented to monitor and verify parking usage in order to account for parking revenues in the public garages located at the Rose Quarter. Enhancements to the equipment's program have been made which will create efficiencies and allow audit control.

Electronic Message Signs

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

Civic Stadium

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



Portland Parks and Recreation

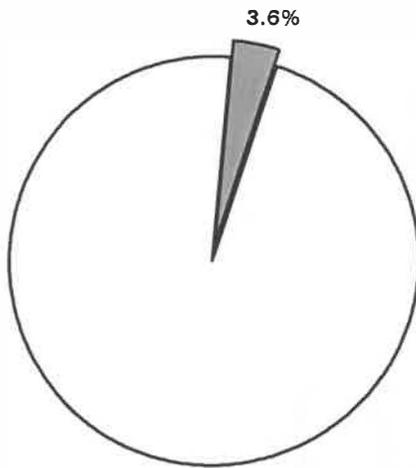
Parks, Recreation and Culture Service Area

Jim Francesconi, Commissioner-in-Charge

Charles Jordan, Parks Director

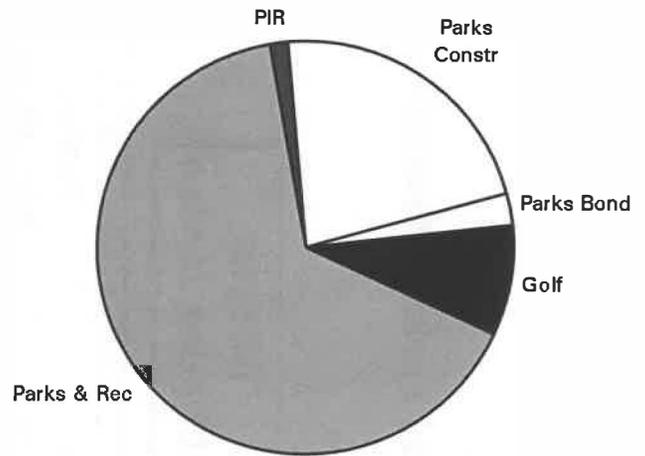
Percent of City Budget

Parks = \$59.8 Million



City Budget = \$1.68 Billion

Bureau Divisions

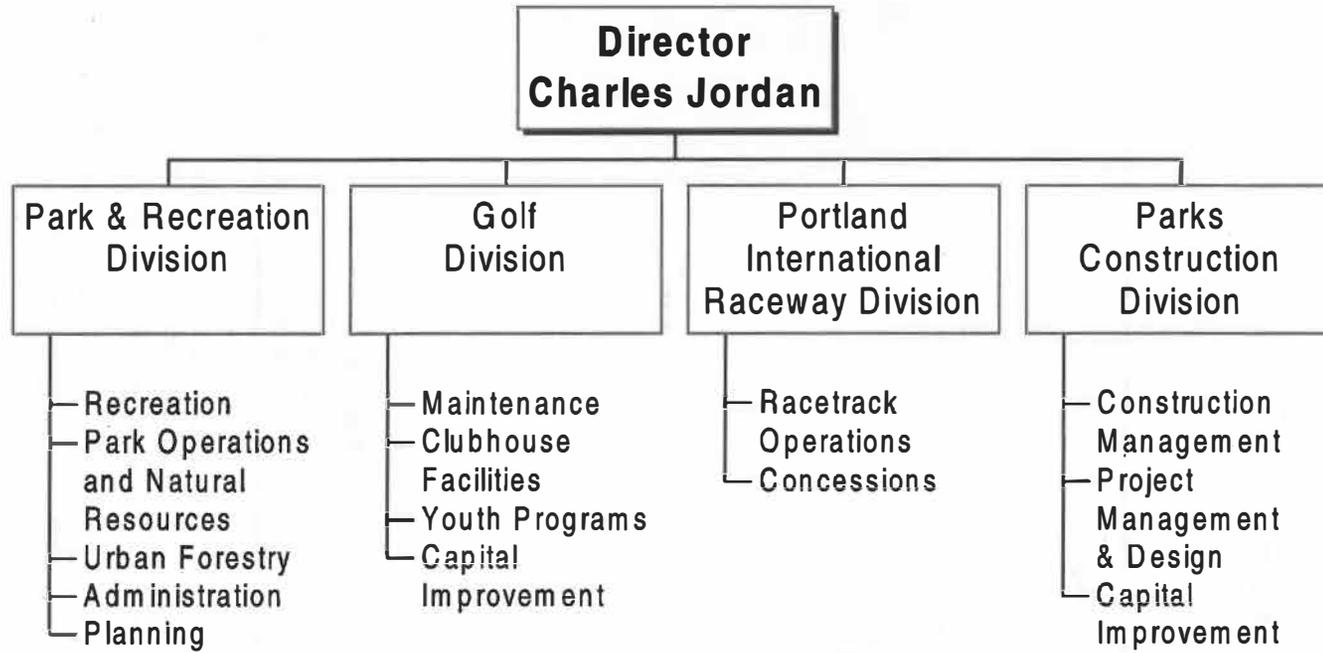


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	43,494,104	44,509,960	1,015,856	-2.1%
Capital	29,660,325	15,289,205	-14,371,120	-50.7%
Allocated Overhead Costs	1,930,595	2,486,045	555,450	23.1%
Total Cost with Allocated Overhead	\$ 75,085,024	\$ 62,285,210	\$ -12,799,814	-20.7%
Authorized Full-Time Positions	377	386	9	-2.1%

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

Portland Parks & Recreation



Bureau Summary

BUREAU MISSION

The mission of Portland Parks & Recreation is to ensure access to leisure opportunities and enhance Portland's natural beauty.

In pursuing this mission, Portland Parks & Recreation has three interrelated responsibilities:

To establish and protect parks, natural areas, and the urban forest;

To develop and maintain places where citizens can pursue recreational activities on their own initiative; and

To organize recreational activities that promote positive values in the community.

BUREAU HIGHLIGHTS

Funding

With a total budget of \$62.3 million and 386 full-time employees, Portland Parks & Recreation maintains nearly 200 parks and 214 buildings, while providing supervised recreation programs at more than 185 locations across the City.

In FY 2000-01, these services will continue to be funded by a mixture of public and private sources.

The Golf program and Portland International Raceway (PIR) are fully self-supporting enterprises with operating budgets of \$4.7 million and \$813,000, respectively.

- ◆ Parks and Recreation funding from the General Fund taxpayers will total \$28.1 million for current operating expenses and \$1.52 million for capital investments.
- ◆ The last of the bond proceeds from the 1994 Parks G.O. bond initiative (approximately \$1.5 million) will be spent during the first few months of the new fiscal year. In addition, contracts, grants, interagency revenue, and carryover balances from previous years' funding will provide \$12.0 million for capital projects.
- ◆ Recreation program user fees from participants are projected to be \$13.3 million. Of this total, \$7.3 million will come from customers of General Fund recreation programs or park permits, with the remainder coming from golfers or motor sports customers at PIR.
- ◆ Other sources total \$3.6 million. These include grants, donations, internal charges to other City bureaus, external contractual reimbursements, and property lease income.

What's New in the General Fund Parks budget?

With some exceptions, the FY 2000-01 Budget for General Fund Parks & Recreation primarily continues FY 1999-00 service levels.

The budget reduces approximately \$160,000 of administrative support services. This reduction comes primarily from eliminating two management positions, the Assistant Volunteer Coordinator position, and reducing the accounting staff.

Approximately \$514,000 of funding is added to maintain newly added parks that are now complete or expected to be complete soon. This amount is partially offset by about \$66,000 of reductions to the maintenance of existing parks and natural areas.

The "pass-through" amounts to the Multnomah County Aging Services and Pioneer Courthouse Square are increasing by \$130,000 and \$20,000, respectively. The City's annual budget allocation for two youth services programs, Self Enhancement, Inc. and TLC-TNT, is being moved from the Bureau of Housing and Community Development to the Parks budget, for a total shift of about \$275,000.

The budget relies on increased revenue from recreation programs totaling about \$280,000 above inflation.

The budget also includes the final year's funding for the Parks 2020 Strategic Planning process, and \$300,000 per year will allow the continuation of the City's contribution to SUN Schools, a joint initiative with Multnomah County and Portland Public Schools to provide a broad range of youth- and family-oriented services at the school site.

**Other Funding
Changes for FY
2000-01**

Parks Capital Projects

The capital budget includes a new allocation of \$1,520,000 in General Fund discretionary dollars to the Parks Construction Fund to continue the renovation of University Park Community Center (\$677,000), the relocation of the Children's Museum to the former OMSI site in Washington Park (\$595,000), and the re-roofing of the Multnomah Art Center (\$167,000). It also includes funding for technical studies related to the Wilson Pool repair needs (\$63,000) and the potential conversion of the old Red Electric rail line to a SW Portland trail (\$18,000).

The capital budget also contains park land acquisition funds from the Parks Systems Development Charge (SDC), as well as the last of the local share funds from the Metro 26-26 Greenspaces bond measure, which has been used to acquire natural areas and build trails.

Golf Fund

Within the Golf program, the FY 2000-01 budget contains capital funding for master planning and design for a new clubhouse at Heron Lakes Golf Course. It also includes increased operating expenses associated with the re-opening of Redtail Golf Course (formerly Progress Downs) as a premium-quality course, on a level with the Great Blue course at Heron Lakes.

General Description

BUREAU OVERVIEW

Organizational Description

The bureau has six major program areas:

Park Operations and Natural Resources

This program maintains approximately 200 parks and natural areas spread over 9,500 acres, along with 214 buildings which are funded by the General Fund. It also maintains landscaping for fire stations, sewer pump stations, street medians, and other City facilities with interagency revenue from other bureaus.

Urban Forestry

Urban Forestry is responsible for both park trees and the City's street trees, educating property owners, issuing tree cutting permits, and reviewing development plans for compliance with City Code. The program is funded primarily by the General Fund and secondarily by interagency revenue (for tree services to other bureaus).

Recreation

Recreation coordinates public recreation programs for Portland's residents, drawing on a mix of General Fund support and participant fees. Approximately 70% of the General Fund recreation budget goes for youth recreation programs. The bureau's recreation services are offered at 43 city-owned facilities, over 20 elementary and middle schools, and--within the parks--22 summer playground sites and over 100 sports fields.

Park Design and Construction

This program is responsible for the planning and development of parks and recreation facilities, and it oversees capital construction. It is funded by a variety of sources, usually dedicated for capital purposes.

Enterprise

This program is responsible for operating two self-supporting recreation enterprises: a system of golf courses and a motor sports racetrack, the Portland International Raceway. The enterprise budgets include elements from each the above programs: operating a recreation program, maintaining land and facilities, and making capital improvements. In addition, the Portland Parks Trust Fund is a conduit for donations and other earmarked revenues that support parks and recreation programs.

Administrative Support

This program provides management and central support to the bureau, including accounting, information technology, loss control, public information, volunteer coordination, human resources, and park security.

CHANGES FROM PRIOR YEAR

The FY 2000-01 General Fund operating budget for Portland Parks and Recreation totals \$38,985,856. In addition, \$1,520,000 is being transferred from the General Fund to the Parks Construction Fund for parks capital projects.

The \$39.0 million operating budget is approximately \$900,000 more than the operating budget for FY 1999-00, a 2% increase. This growth reflects the following factors:

- ◆ Normal inflation in personnel and materials costs.
- ◆ The addition of new park properties to maintain. Approximately \$514,000 is added to accommodate growth in the parks system.
- ◆ The reduction of about \$160,000 in administrative support services. This includes reductions to the bureau's accounting staff and the elimination of two management positions and an Assistant Volunteer Coordinator position.
- ◆ The re-opening of Mt. Scott Community Center. It was closed the previous year for remodeling and construction of a new aquatic center.

Sources of Funding

The operating budget includes both discretionary and non-discretionary resources. The discretionary resources come largely from taxpayer sources including property taxes, utility franchise licenses, business licenses, and lodging taxes. The discretionary operating budget for Portland Parks and Recreation is about \$28.1 million for the Adopted Budget, which is slightly less (about .2%) than the previous year's discretionary operating budget. All of the operating budget growth comes from a \$1.2 million increase in the projected revenue from user charges, not from growth in the taxpayer funding.

Positions

The FY 2000-01 Parks General Fund budget at the adopted level has 336.6 positions (including parts of some positions that are shared with other funds), an increase of about 10 positions over the FY 1999-00 Revised Budget. The position changes include a variety of cuts and adds, but the largest change--eight positions--comes from growth in the parks system, including the development of the Eastbank Esplanade, the South Waterfront Park extension, the acquisition of natural areas, and the acquisition of properties from the Portland Public Schools. The re-opening of the Mt. Scott Community Center (with a major aquatics component) also accounts for additional staffing, as does the addition of a Recreation Coordinator at the East Portland Community Center.

Strategic Direction

VISION AND VALUES

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

Vision

We envision Portland--both now and in the future--with healthy individuals, a strong community, and a beautiful natural environment.

Values

As an organization, we have a strong commitment to certain values.

Customer Service

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

Working Together

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

Positive Recreation

When organizing recreational opportunities for the public, we seek activities that are enjoyable and promote positive community values:

- ◆ Lifelong learning.
- ◆ Cooperation and teamwork.
- ◆ Health and fitness.
- ◆ Creativity.
- ◆ Sense of community, both responsibility and belonging.
- ◆ Respect for the natural environment.

Heritage

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

Inclusiveness

We respect the diversity of people's abilities, recreational interests, and circumstances, and we strive to give everyone a chance to participate.

Youth Development

We have a special commitment to encourage positive youth development and healthy families. Young people represent the future of Portland, and we value the opportunity to influence their lives.

Accountability

We are accountable to the public for the dollars we spend and the services we provide, and we value the trust the public places in us.

PP&R has a special commitment to youth and families.

Employees

We value and respect our fellow employees, and we recognize that the vitality of our organization rests on employee input, commitment, energy, and skills.

Safety

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

Nature

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

MANAGEMENT GOALS & OBJECTIVES

Management Objectives for FY 2000-01

While the Parks 2020 strategic planning process is underway, the Bureau's 2000-01 objectives are drawn from management audits published by the Office of the City Auditor in September 1998 and February 2000.

1. Capital project management

Develop and implement a comprehensive capital project planning and estimating model that incorporates all costs. Project cost estimates should include evidence that each of the following elements have been considered and included: construction cost escalation; program and project contingency funding; project management, planning, and start-up costs; and net ongoing operating and maintenance costs. Revise the project planning and estimating model when significant timing or scope changes are proposed.

2. Performance measurement

Develop a clear framework for performance measurement and a set of performance measures that are supported by reliable sources of management data.

3. Building maintenance management

Develop a more structure building maintenance system that contains complete information on inventories, physical characteristics, maintenance condition, and annual spending.

4. Building maintenance funding

Request and reallocate sufficient resources to maintain existing parks and recreation buildings.

5. Internal communications

Develop and implement a communications plan that recognizes current communications problems and establishes a strong commitment to improve internal communications.

6. Employee survey

Implement an annual employee satisfaction survey to identify problem areas and track improvement.

7. Public communications

Pursue and complete a public communications strategy that involves park stakeholders in Bureau planning and decision-making.

8. Parks 2020

Complete the Parks 2020 Strategic Plan by June 2001.

COUNCIL PRIORITIES**Council Issues and Priorities**

Below are the City Council's priority strategies and a general description of how Portland Parks & Recreation (PP&R) fits into the City's overall efforts to address that strategy.

Keep the Central City Vital**Expand the Willamette Greenway**

PP&R is a principal landlord of public spaces. Its strategic efforts to enhance park planning and capital investment are driven not only by regionwide growth pressures but also by specific opportunities such as the Willamette Greenway.

Maintain a Successful Central City

The design and maintenance of the Central City's public gathering places such as Waterfront Park, Pioneer Courthouse Square, and the Park Blocks will have a strong effect on the success of this Council strategy. In addition, the street trees and plantings along the transit mall and light rail tracks have been part of the appeal of the Downtown core. As the City seeks to expand the circle of concentrated development to the broader Central City area (including the area east of the Willamette), particular attention should be given to the parks, street trees, plantings and other amenities that help make a densely developed area successful.

Support Quality Education to Produce Well Educated Citizens**Focus on Education, Including Building Partnerships, Before and Afterschool Programs, Funding, and Performance**

PP&R is the City bureau most closely linked to the schools, due to the common interest in Portland's youth and joint facilities agreements. PP&R's role with school children is not in the school curriculum or instruction but in creating the supporting conditions, such as healthy individuals, strong families, and lots of positive ways to spend their non-school time, that contribute to academic success. Public recreation differs from private recreation, which includes a lot of television, movies, and hanging out, in its emphasis on community values like teamwork, creativity, and physical health. These values are consistent with good school performance.

PP&R also has an organizational linkage with the school districts through sharing of many facilities. The relationships have their ups and downs, and financial pressures on the schools have created some minor friction in recent years, but in general, the extensive use of each other's facilities is a significant benefit to the community and a good use of taxpayer dollars.

Maintain and Improve Our Parks, Green Spaces, Water and Air Sheds

Implement Neighborhood Plans, Rebuild Confidence and Trust, and Improve Livability in Distressed Neighborhoods

The parks and recreational facilities are spread throughout Portland's neighborhoods. The physical condition of the parks and the level of activity in the recreation programs are key indicators of the health of the neighborhoods. Also, like schools and libraries, parks and recreation programs serve as a positive interface between citizens and their local governments; they therefore can make a big difference on citizens' trust in government and sense of community. Virtually anything that helps to improve the parks and recreation system will also strengthen community life at the neighborhood level.

Ensure a Safe and Peaceful Community

Reduce Gang Violence

PP&R's role in this strategy falls squarely in the area of prevention, not remediation. Gang affiliation is a young person's response to a lack of respect--from self and others. Public recreation programs build self-respect and promote positive community values: lifelong learning, cooperation and teamwork, health and fitness, creativity, sense of community (both responsibility and belonging), and respect for the natural environment. The bureau has minimal roles in tracking gang members or intervening once a young person has entered the juvenile justice system, but can and do--along with families, churches, and schools--help keep large numbers of otherwise-vulnerable kids on the safe and productive road.

In addition to the preventive role played by the recreation programs, the physical condition of the parks and public buildings has a direct bearing on gang influence in a neighborhood. Because of their visibility and public nature, neighborhood parks and recreation facilities can--if they are well maintained--counter the perception of gang domination of a certain territory. If they are not well maintained, they can have the opposite effect.

BUDGET NOTES

Sun Schools

An initial evaluation of the effectiveness of Schools Uniting Neighborhoods initiative (SUN) will be presented to the City council by September 1, 2001. It will include analysis of all five SUN goals, including the following indicators to measure student achievement: percent reaching benchmarks in math and reading (historical trend); percent increase in scores for the bottom quartile performers; participation in activities by students; impact on disciplinary referrals; school attendance; school partnerships. Interim evaluation reports will be available to the Council as they are produced and will provide interim comparisons, trends, and assessments of effectiveness. A full baseline report, from which trends will be drawn and comparisons made, will be complete by December 2000.

Senior Centers

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

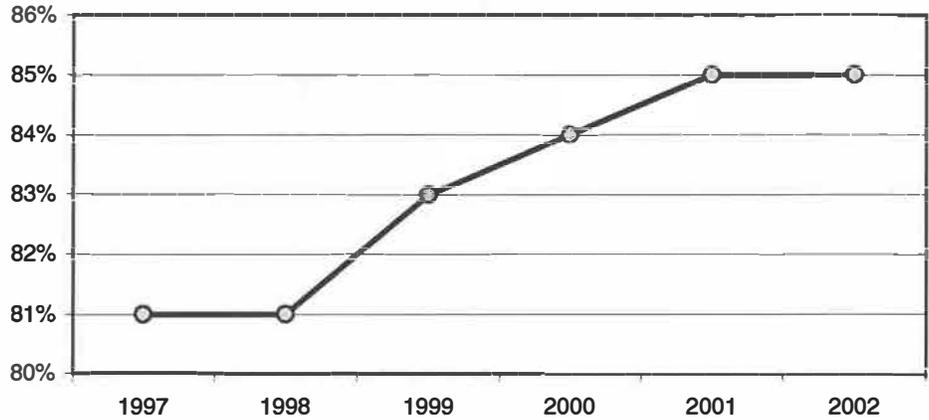
Cost of Service Study

Parks will complete an update to their cost of service study by December 31, 2000. This study will examine total costs of service for the delivery of programs including but not limited to full facility costs. Full facility costs shall include a major maintenance reserve component.

Performance Measures

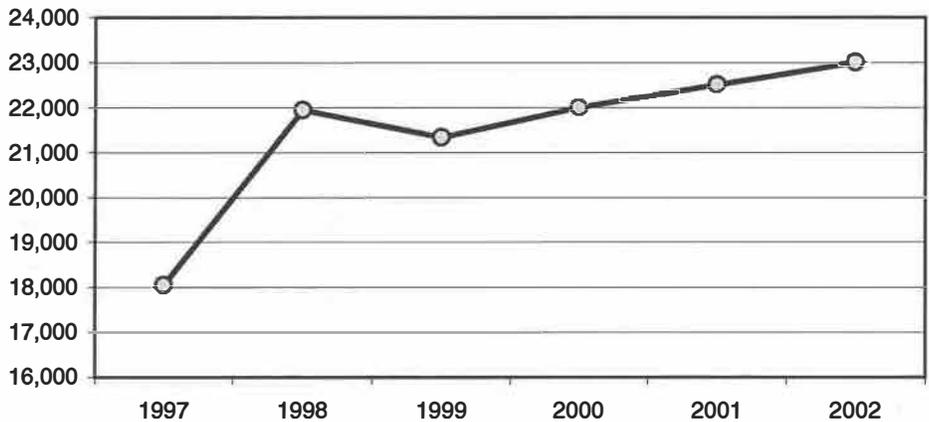
Parks Grounds Maintenance - Citizen Satisfaction

◆ The citizen satisfaction with park maintenance is expected to remain fairly stable over the next few years.



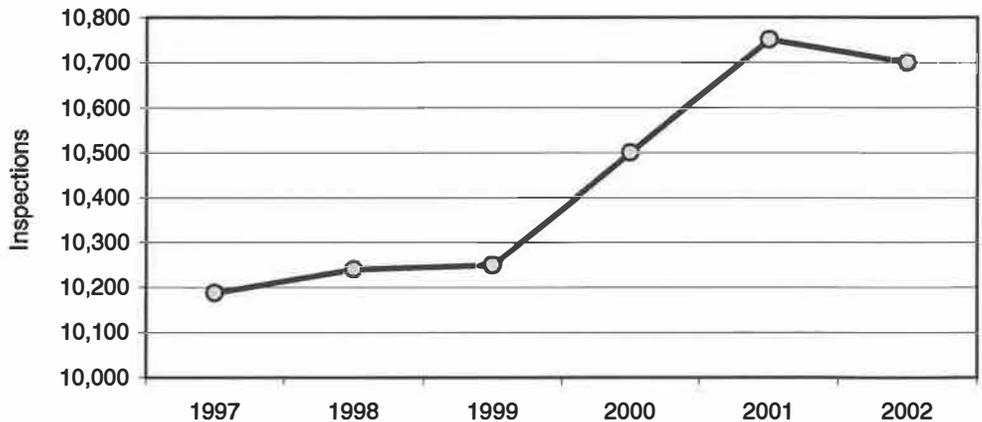
Number of Summer Swim Lessons Taught

◆ The number of summer swim lessons taught should increase as more pools are built or remodeled, assuming good weather.



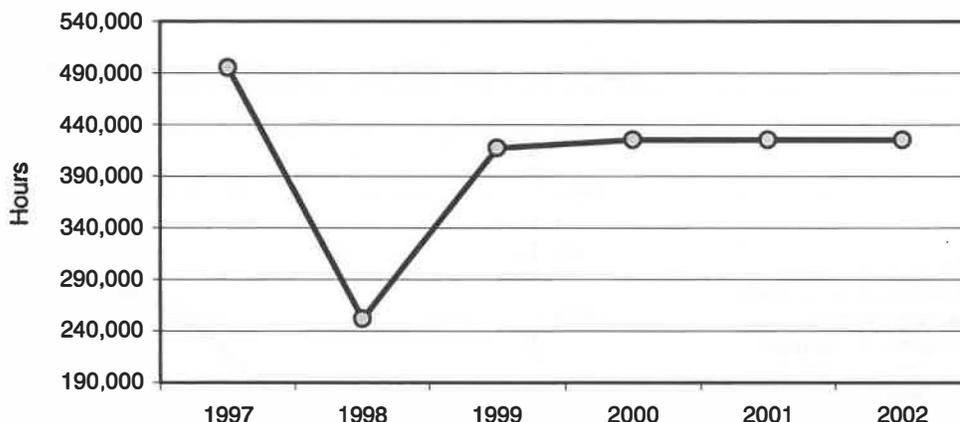
Number of Trees Inspected

◆ Increase during FY 2001 reflects the first full year of the Residential Ordinance being in effect.

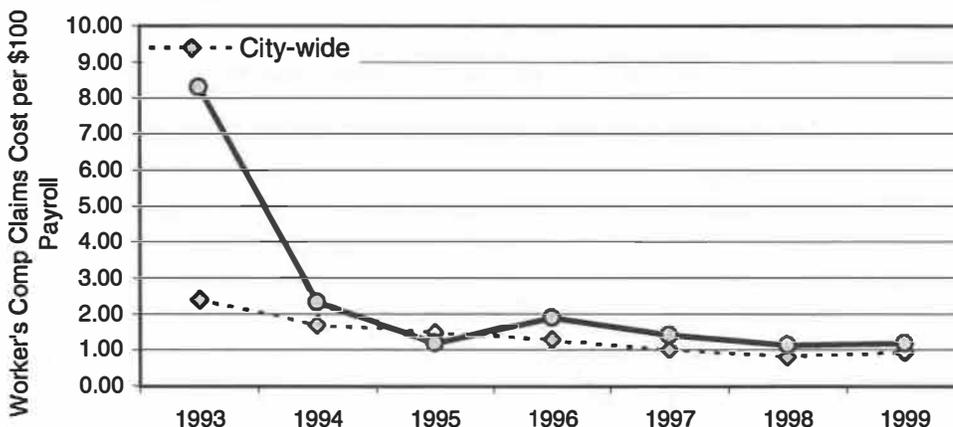


Volunteer Hours Documented

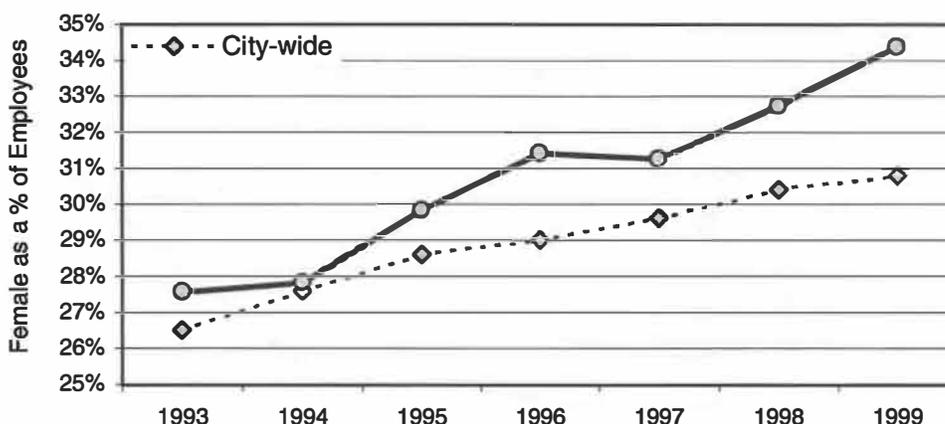
◆ Improvements in hours reporting will ensure that all volunteer hours are reflected in this measure. New reporting procedures are in place for FY 98-99.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
PORTLAND PARKS AND RECREATION						
Affirmative Action Measures						
Female Employees as a Percent of Total	31.3%	32.7%	34.4%			
Minority Employees as a Percent of Total	14.4%	14.0%	13.5%			
Golf Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	8.06	8.63	6.40			
Worker's Comp Claims per 200,000 Hours Worked	18.12	12.95	14.93			
Fleet Claims per 100,000 Miles Driven	2.23	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$4,012	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.01	\$0.01			
Worker's Comp Claims Cost per \$100 Payroll	\$2.56	\$0.56	\$1.78			
Golf Operations						
Workload						
Total Course Acres Maintained	680	680	680	680	680	680
Effectiveness						
Total Golf Rounds Played	538,096	524,157	493,568	459,475	508,600	512,000
Net Operating Income	\$593,075	\$1,276,000	\$801,000	\$1,092,000	\$2,161,000	\$2,394,000
Parks and Recreation Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	11.79	7.61	11.35			
Worker's Comp Claims per 200,000 Hours Worked	17.06	15.43	11.55			
Fleet Claims per 100,000 Miles Driven	1.06	0.72				
Fleet Claims Cost per 100,000 Miles Driven	\$3,416	\$998				
General Liability Claims Cost per \$100 Payroll	\$0.71	\$0.62	\$0.58			
Worker's Comp Claims Cost per \$100 Payroll	\$1.41	\$1.12	\$1.17			
Parks/Natural Resources						
Workload						
Total number of acres maintained	9,578	9,192	9,610	10,122	102,587	10,265
Effectiveness						
Parks Grounds Maintenance - Citizen Satisfaction	81%	81%	83%	84%	85%	85%
Park Condition Rating	6.83	6.57	N/A	6.60	6.70	6.70
Recreation						
Workload						
Number of Summer Swim Lessons Taught	18,051	21,934	21,336	22,000	22,500	23,000
Total Recreation Attendance	4,331,832	2,257,108	2,405,909	2,500,000	2,550,000	2,600,000
Effectiveness						
Percentage of Youth Population Participating	47%	51%	N/A	51%	52%	52%
Citizens' Rating of Recreation Programs	68%	69%	N/A	69%	70%	70%
Forestry						
Workload						
Number of Inspections Performed	10,188	10,240	10,250	10,500	10,750	10,700

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Effectiveness						
Average Backlog of Permits	3.84	3.90	3.50	4.00	3.50	3.50
C I P						
Workload						
Number of Developed Parks	144	147	148	149	151	153
Number of Active Projects	70	58	58	57	43	50
Administration						
Workload						
Number of Full-time Positions filled	361	334	365	368	370	370
Number of Part-time FTE	237	222	233	243	295	295
Effectiveness						
Percent Employee Satisfaction	90%	90%	90%	97%	97%	97%
Efficiency						
Volunteer Hours Documented	494,757	251,702	417,244	425,000	425,000	425,000
Portland International Raceway Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	14.85	0.00	0.00			
Worker's Comp Claims per 200,000 Hours Worked	0.00	12.87	0.00			
Fleet Claims per 100,000 Miles Driven	21.32	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$9,552	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.04	\$0.00			
Portland International Raceway						
Workload						
P.I.R. Attendance	336,121	344,770	348,099	350,000	365,000	380,000
P.I.R. Number of Use Days	401	474	491	490	500	505

Portland Parks and Recreation AU 325, 130, 766, 617, 608, 765 SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	22,456,751	24,492,110	27,711,041	28,724,299	28,679,299
External Materials and Services	9,842,380	10,515,331	11,010,356	10,796,929	10,676,929
Internal Materials and Services	4,159,707	4,472,614	4,524,707	4,915,710	4,915,710
Minor Capital Outlay	1,849,514	323,623	248,000	238,022	238,022
Equipment Cash Transfers	335,930	174,488	0	0	0
Total Operating Budget	38,644,282	39,978,166	43,494,104	44,674,960	44,509,960
Capital Improvements	24,369,316	21,570,428	29,660,325	15,329,205	15,289,205
TOTAL BUREAU EXPENDITURES	\$ 63,013,598	\$ 61,548,594	\$ 73,154,429	\$ 60,004,165	\$ 59,799,165
Allocated Overhead	1,875,072	2,534,532	1,930,595	2,262,847	2,486,045
Total Cost with Allocated Overhead	64,888,670	64,083,126	75,085,024	62,267,012	62,285,210
RESOURCES					
Discretionary General Fund					
PP&R Operating Support		26,890,332	28,188,115	28,233,581	28,068,581
Parks Construction (Capital)		1,595,564	2,077,000	1,520,000	1,520,000
Total Discretionary Revenues		28,485,896	30,265,115	29,753,581	29,588,581
Non-Discretionary Revenues					
PP&R Grants & Donations		661,558	300,860	35,750	35,750
PP&R Contract Revenues		309,578	1,026,457	105,800	105,800
PP&R Interagency Revenues		3,182,024	3,275,379	3,507,943	3,507,943
PP&R Fees & Permits		5,144,511	6,086,191	7,267,782	7,267,782
Parks Bond Construction Fund		16,460,107	11,382,519	1,463,485	1,463,485
Parks Construction Fund		797,013	11,519,939	11,823,249	11,823,249
Golf Fund Revenues		5,636,949	8,389,402	5,193,408	5,193,408
PIR Fund Revenues		874,065	908,567	853,167	813,167
Parks Stores Revenue		-3,107			
Total Non-Discretionary Revenues		33,062,698	42,889,314	30,250,584	30,210,584
TOTAL RESOURCES		\$ 61,548,594	\$ 73,154,429	\$ 60,004,165	\$ 59,799,165
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
DIVISIONS					
Parks and Recreation Division		36,188,003	38,877,002	39,150,856	38,985,856
<i>Positions</i>		314	327	337	337
Golf Division		5,636,949	8,389,402	5,193,408	5,193,408
<i>Positions</i>		27	31	32	32
Portland International Raceway Division		874,065	908,567	853,167	813,167
<i>Positions</i>		6	6	6	6
Parks Bond Construction Division		16,460,107	11,382,519	1,463,485	1,463,485
<i>Positions</i>		18	10	0	0
Parks Construction Division		2,392,577	13,596,939	13,343,249	13,343,249
<i>Positions</i>		0	3	11	11
Parks Stores Division		(3,107)	0	0	0
<i>Positions</i>		0	0	0	0
TOTAL DIVISIONS		\$ 61,548,594	\$ 73,154,429	\$ 60,004,165	\$ 59,799,165
<i>Positions</i>		365	377	386	386
<i>General Fund Discretionary Positions</i>		282	295	303	303

Portland Parks and Recreation AU 325, 130, 766, 617, 608, 765 BUREAU PROGRAMS BY DIVISION

	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
PROGRAMS				
PARKS AND RECREATION DIVISION				
Parks/Natural Resources	15,285,756	16,281,283	16,712,047	16,629,892
<i>Positions</i>	90	155	160	160
Recreation	13,228,998	14,864,233	15,279,946	15,377,919
<i>Positions</i>	172	112	114	114
Forestry	1,855,485	2,023,945	2,170,261	2,165,918
<i>Positions</i>	16	23	25	25
C I P	2,707,822	2,460,366	1,687,757	1,672,757
<i>Positions</i>	11	14	15	15
Administration	3,109,942	3,247,175	3,300,845	3,139,370
<i>Positions</i>	25	23	23	23
TOTAL PROGRAMS	\$ 36,188,003	\$ 38,877,002	\$ 39,150,856	\$ 38,985,856
<i>Positions</i>	314	327	337	337
GOLF DIVISION				
	0	0	0	0
<i>Positions</i>	0	0	0	0
Golf Operations	5,636,949	8,389,402	5,193,408	5,193,408
<i>Positions</i>	27	31	32	32
TOTAL PROGRAMS	\$ 5,636,949	\$ 8,389,402	\$ 5,193,408	\$ 5,193,408
<i>Positions</i>	27	31	32	32
PORTLAND INTERNATIONAL RACEWAY DIVISION				
Portland International Raceway	874,065	908,567	853,167	813,167
<i>Positions</i>	6	6	6	6
TOTAL PROGRAMS	\$ 874,065	\$ 908,567	\$ 853,167	\$ 813,167
<i>Positions</i>	6	6	6	6
PARKS BOND CONSTRUCTION DIVISION				
Construc.Design. & Capital Imp	16,460,107	11,382,519	1,463,485	1,463,485
<i>Positions</i>	18	10	0	0
TOTAL PROGRAMS	\$ 16,460,107	\$ 11,382,519	\$ 1,463,485	\$ 1,463,485
<i>Positions</i>	18	10	0	0
PARKS CONSTRUCTION DIVISION				
CIP	2,392,577	13,596,939	13,343,249	13,343,249
<i>Positions</i>	0	3	11	11
TOTAL PROGRAMS	\$ 2,392,577	\$ 13,596,939	\$ 13,343,249	\$ 13,343,249
<i>Positions</i>	0	3	11	11
PARKS STORES DIVISION				
Stock Account	(3,107)	0	0	0
<i>Positions</i>	0	0	0	0
TOTAL PROGRAMS	\$ (3,107)	\$ 0	\$ 0	\$ 0
<i>Positions</i>	0	0	0	0

Portland Parks and Recreation AU 325, 130, 766, 617, 608, 765

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	11,337,832	12,536,728	15,567,804	16,174,250	16,140,298
512000 Part-Time Employees	4,104,763	4,312,324	5,596,239	5,890,077	5,890,077
514000 Overtime	151,945	209,135	182,343	204,381	204,381
515000 Premium Pay	178,953	204,044	185,228	139,275	139,275
517000 Benefits	5,702,108	6,113,739	7,030,544	7,220,369	7,209,321
518000 Paid Absence	2,223,871	2,301,504	0	0	0
Total Personnel Services	23,699,472	25,677,474	28,562,158	29,628,352	29,583,352
Materials and Services					
External Materials and Services					
521000 Professional Services	1,950,193	2,010,397	1,518,623	837,770	837,770
522000 Utilities	1,590,934	1,817,248	1,864,913	1,796,655	1,796,655
523000 Equipment Rental	33,245	46,465	85,159	42,597	42,597
524000 Repair & Maintenance Services	2,040,411	1,901,535	2,028,920	1,726,839	1,721,839
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	1,013,513	1,094,350	1,560,084	1,516,613	1,396,613
529000 Miscellaneous Services	1,959,880	2,192,859	2,063,647	2,137,693	2,137,693
531000 Office Supplies	137,716	166,198	135,599	146,350	146,350
532000 Operating Supplies	750,554	960,617	927,968	1,128,235	1,128,235
533000 Repair & Maintenance Supplies	1,327,567	1,231,674	1,006,649	933,165	933,165
534000 Minor Equipment & Tools	477,200	544,736	267,589	290,227	290,227
535000 Clothing & Uniforms	101,288	129,161	109,086	103,231	103,231
539000 Other Commodities External	31,269	23,444	24,324	24,780	24,780
541000 Education	39,103	36,529	68,294	60,662	60,662
542000 Local Travel	51,102	48,076	48,154	44,103	44,103
543000 Out-of-Town Travel	30,524	33,345	56,015	45,632	45,632
544000 Space Rental	29,827	45,207	3,500	1,900	1,900
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	305,136	374,033	239,780	138,604	138,604
Total External Materials and Services	11,869,462	12,655,874	12,008,304	10,975,056	10,850,056
Internal Materials and Services					
551000 Fleet Services	1,194,337	1,323,410	1,380,796	1,474,064	1,474,064
552000 Printing & Distribution	520,122	820,956	734,657	737,922	737,922
553000 Facilities Services	345,019	354,098	373,525	388,516	388,516
554000 Communications Services	409,031	476,961	489,119	482,863	482,863
555000 Data Processing Services	76,756	119,795	138,745	322,246	322,246
556000 Insurance	773,481	634,504	742,895	854,638	854,638
557000 Master Lease	76,274	0	0	0	0
558000 Same Fund Services	209,704	56,225	136,240	88,930	88,930
559000 Other Fund Services	1,231,110	1,283,399	1,681,240	1,161,824	1,161,824
Total Internal Materials and Services	4,835,834	5,069,348	5,677,217	5,511,003	5,511,003
Total Materials and Services	16,705,296	17,725,222	17,685,521	16,486,059	16,361,059
Capital Outlay					
561000 Land	729,237	388,247	5,805,095	2,695,937	2,695,937
562000 Buildings	2,007,363	0	537,000	0	0
563000 Improvements	19,287,339	17,321,699	20,263,780	10,920,795	10,885,795
564000 Capital Equipment	233,406	221,597	300,375	273,022	273,022
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	22,257,345	17,931,543	26,906,250	13,889,754	13,854,754
573000 Equipment Cash Transfers	341,688	174,488	0	0	0
576000 Minor Equipment Transfers	9,797	39,867	500	0	0
TOTAL BUREAU EXPENSES	\$ 63,013,598	\$ 61,548,594	\$ 73,154,429	\$ 60,004,165	\$ 59,799,165

Portland Parks and Recreation AU 325, 130, 766, 617, 608, 765

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	FY 1999-00	FY 2000-01	FY 2000-01	FY 2000-01	FY 2000-01
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	3	2	76,630	1	37,066	1	37,066
515	Accountant II	0	0	0	0	2	88,442	2	88,442
510	Accounting Technician	4	4	4	129,364	2	66,186	2	66,186
819	Administrative Assistant	0	0	0	0	2	91,380	2	91,380
230	Administrative Secretary	1	1	1	39,976	1	40,186	1	40,186
815	Administrative Specialist	3	2	3	91,589	2	65,436	2	65,436
920	Administrative Supervisor I	0	0	1	41,992	0	0	0	0
922	Administrative Supervisor II	0	1	0	0	1	43,848	1	43,848
2532	Applications Analyst II	0	0	1	49,058	0	0	0	0
3134	Architect	10	8	4	236,008	4	236,784	4	236,784
3140	Architectural Manager	0	0	0	0	1	74,318	1	74,318
3138	Architectural Supervisor	1	1	0	0	0	0	0	0
826	Assistant Financial Analyst	1	1	1	30,192	0	0	0	0
950	Assistant Management Analyst	2	2	2	87,097	0	0	0	0
962	Assistant Program Specialist	2	2	3	135,575	3	139,448	3	139,448
4125	Botanic Specialist	3	3	3	171,915	4	229,964	4	229,964
4120	Botanic Specialist I	0	0	2	71,264	2	77,168	2	77,168
4124	Botanic Specialist II	0	0	3	123,664	3	115,716	3	115,716
4127	Botanic Supervisor	1	0	1	63,509	1	63,710	1	63,710
3133	Building/Landscape Designer	5	5	3	138,588	3	139,041	3	139,041
928	Bureau Administrative Manager	2	2	2	148,146	0	0	0	0
1420	Carpenter	5	5	5	209,705	7	294,518	7	294,518
1421	Carpenter Lead	1	1	1	44,034	0	0	0	0
3236	Chief Planner	1	1	1	74,073	1	74,318	1	74,318
4131	City Forester	1	1	1	63,509	1	63,710	1	63,710
114	Clerical Specialist	4	5	4	107,509	0	0	0	0
7490	Community Relations Assistant	1	1	2	92,203	2	101,942	2	101,942
7492	Community Relations Specialist	1	1	1	53,954	1	56,470	1	56,470
1316	Construction Equip Operator II	1	1	1	41,627	0	0	0	0
1315	Construction Equipment Operator	0	0	0	0	1	35,457	1	35,457
1110	Custodian	1	1	1	29,155	1	29,252	1	29,252
975	Deputy Director	1	1	1	86,376	1	86,653	1	86,653
1453	Electrician	3	3	3	156,384	3	156,897	3	156,897
1457	Electrician, Supervising	1	1	1	57,472	1	57,659	1	57,659
1132	Facilities & Maint Supervisor	17	18	17	895,976	15	801,509	15	801,509
1136	Facilities & Maintenance Manager	1	1	1	74,073	0	0	0	0
1115	Facilities Maintenance Tech	1	4	4	167,764	5	212,535	5	212,535
1116	Facilities Maintenance Tech Lead	0	0	1	44,037	0	0	0	0
827	Financial Analyst	1	1	1	53,722	1	54,802	1	54,802
4129	Forestry Program Supervisor	1	1	1	53,053	1	55,446	1	55,446
1524	General Mechanic	1	1	1	41,941	2	85,014	2	85,014
4175	Golf Courses Manager	1	1	1	60,365	1	60,570	1	60,570
1220	Greenskeeper I	12	12	15	543,915	16	582,160	16	582,160
1221	Greenskeeper II	5	5	5	190,840	5	191,405	5	191,405
1222	Greenskeeper III	5	5	5	209,705	5	210,370	5	210,370
4110	High Climber	8	8	8	326,304	9	368,280	9	368,280
4114	Horticulturist	5	6	6	267,721	23	918,850	23	918,850
4113	Horticulturist, Apprentice	22	25	24	955,028	0	0	0	0
4115	Horticulturist, Lead	0	0	0	0	1	41,950	1	41,950
614	Human Resources Coordinator	0	1	1	63,509	0	0	0	0
2541	Information Systems Analyst I	0	0	0	0	1	42,098	1	42,098
2542	Information Systems Analyst II	2	2	1	51,165	2	103,579	2	103,579
2543	Information Systems Analyst III	0	0	1	51,061	1	53,331	1	53,331
2544	Information Systems Analyst IV	1	1	0	0	0	0	0	0
2550	Information Systems Manager	1	1	0	0	0	0	0	0
2524	Information Systems Tech III	0	0	1	50,986	1	50,606	1	50,606
1240	Maintenance Mechanic	13	13	12	464,500	12	463,389	12	463,389
1200	Maintenance Worker	0	0	0	0	7	147,763	7	147,763
1208	Maintenance Worker	8	10	9	187,738	0	0	0	0
2540	MIS Support Technician	2	2	0	0	0	0	0	0
1237	Mower Operator	8	8	8	290,088	0	0	0	0
100	Office Support Specialist I	0	0	0	0	1	26,667	1	26,667
102	Office Support Specialist II	0	0	0	0	4	124,452	4	124,452
106	Office Support Specialist, Lead	0	0	0	0	1	39,062	1	39,062
1443	Painter	2	3	2	83,882	2	84,148	2	84,148
1215	Park Technician	27	30	29	1,050,792	33	1,200,705	33	1,200,705
4337	Parks & Recreation Director	1	1	1	100,755	1	101,088	1	101,088
2545	Principal Info Systems Analyst	0	0	1	63,573	1	66,414	1	66,414
966	Program Coordinator	0	0	0	0	1	52,129	1	52,129

Portland Parks and Recreation AU 325, 130, 766, 617, 608, 765

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
968	Program Manager I	3	4	5	290,796	5	296,887	5	296,887
970	Program Manager II	0	2	2	127,018	2	116,148	2	116,148
972	Program Manager IV	0	0	1	77,090	0	0	0	0
964	Program Specialist	3	2	2	97,499	2	95,483	2	95,483
4352	Racetrack Manager	1	1	1	60,365	1	60,570	1	60,570
4335	Recreation & Operations Manager	1	0	0	0	2	139,484	2	105,532
4325	Recreation Coordinator I	37	43	51	1,833,266	52	1,892,952	52	1,892,952
4326	Recreation Coordinator II	11	12	14	504,974	13	507,837	13	507,837
4322	Recreation Leader - Fulltime	10	17	12	332,937	17	463,678	17	463,678
4332	Recreation Supervisor	21	19	17	893,574	16	827,287	16	827,287
220	Secretarial Clerk I	3	1	1	29,302	0	0	0	0
816	Senior Administrative Specialist	3	4	3	89,389	3	120,558	3	120,558
930	Senior Bureau Administrative Mgr	0	0	0	0	2	143,268	2	143,268
828	Senior Financial Analyst	1	1	1	60,365	1	61,807	1	61,807
2552	Senior Information Systems Mgr	0	0	1	75,419	1	78,770	1	78,770
3231	Senior Planner	0	1	5	220,892	5	282,375	5	282,375
4333	Senior Recreation Supervisor	4	3	3	181,095	2	121,140	2	121,140
848	Senior Risk Specialist	1	1	1	60,365	1	60,570	1	60,570
1134	Sr Facilities & Maint Supervisor	5	6	5	261,771	5	288,684	5	288,684
410	Storekeeper	0	0	2	73,988	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	0	0	0	2	79,414	2	79,414
115	Supervising Clerk	0	0	1	34,752	0	0	0	0
3122	Surveyor I	0	1	1	41,867	0	0	0	0
3123	Surveyor II	0	0	0	0	1	48,048	1	48,048
3107	Technician I	0	1	0	0	0	0	0	0
3108	Technician II	1	1	2	80,108	2	87,853	2	87,853
3109	Technician III	1	1	1	49,571	1	58,030	1	58,030
4112	Tree Inspector	0	0	0	0	7	314,867	7	314,867
1214	Turf Maintenance Technician	0	0	0	0	8	291,080	8	291,080
1218	Utility Worker	23	26	30	1,056,399	0	0	0	0
1210	Utility Worker I	0	0	0	0	3	98,898	3	98,898
1211	Utility Worker II	0	0	0	0	28	992,597	28	992,597
1513	Welder	1	1	1	41,941	0	0	0	0
1510	Welder	0	0	0	0	1	42,074	1	42,074
TOTAL FULL-TIME POSITIONS		334	365	377	\$ 15,567,804	386	\$ 16,174,250	386	\$ 16,140,298

Parks and Recreation Division

OVERVIEW

Organizational Description

The Parks and Recreation Division has five programs: Park Operations and Natural Resources, Recreation, Forestry, CIP, and Administration.

Overview of Programs

PARKS/NATURAL RESOURCES

Park Operations and Natural Resources is the largest program in the Parks and Recreation Division. There are 160 full-time positions in the Adopted Budget, including part of some positions that are shared with other programs.

Operations

Operations is divided into six park districts throughout the City. Employees of the districts are generalists who maintain the developed parks, pickup litter, clean restrooms, perform safety inspections of play equipment, make minor repairs, and provide plant care. The district employees also coordinate activities within the City's specialty gardens including the Japanese Garden, Crystal Springs Rhododendron Garden, and Leach Botanical Garden. In addition, a separate crew is responsible for the City's three rose gardens.

The program also includes four specialist work units: Turf Maintenance, Horticultural Services, Structures, and Equipment. Horticultural Services and Turf Maintenance, in particular, also perform services for other bureaus under interagency agreements.

Turf Maintenance

This unit runs the machine shop in addition to mowing, overseeding, and fertilizing turf. During the off-season, it provides workers for the other units.

Horticultural Services

Horticultural Services includes the Community Gardens program and the greenhouse/nursery operation.

Structures

The Structures unit includes carpenters, electricians, painters, swimming pool mechanics, a play equipment repair person, and other workers dedicated to maintaining PP&R's 214 buildings.

Equipment

The Equipment unit does paving, grading, major ballfield renovations, irrigation repairs, and other services involving heavy equipment.

Natural Resources

Natural Resources is responsible for Forest Park, Powell Butte, Hoyt Arboretum, and other natural areas. This work unit also oversees the implementation of the Metro 26-26 greenspace acquisition program, even though the capital dollars and its one full-time position are budgeted with other CIP projects in the Design & Construction part of the budget.

RECREATION

The Recreation program accounts for a wide array of recreation services. The FY 2000-01 Adopted Budget includes 114 full-time positions.

Community Centers and Community Schools

The Community Centers and Community Schools programs are the generalists who are responsible for pulling in resources and activities to the sites for which they are responsible. There are 13 community centers, ranging from fully programmed sites like Dishman, Mt. Scott, and the new community centers in Southwest and East Portland, to smaller centers such as Overlook, Hillside, or Woodstock.

The newly remodeled Mt. Scott Community Center, which now includes an indoor pool, re-opened in June, 2000.

At present, there are 13 staffed community schools, and staff in both community schools and centers currently provide after-school programming at 45 satellite sites, usually elementary schools. The staff in the community schools and centers also collaborate to provide summer playground programming at 28 parks and school sites across the City.

Other Programs

There are variety of specialists who focus on particular types of recreation or particular market segments: Outdoor Recreation, the Youth-at-Risk program, Disabled Citizens Recreation, Senior Leisure Services, Aquatics, the Sports Office (which oversees Ballfield Maintenance and the Tennis program as well as the scheduling of sports leagues), and Metro Performing Arts, which focuses on dance and theater. There are also some specialty facilities: the Pittock Mansion, the Multnomah Art Center, the Children's Museum, the Community Music Center, and the Interstate Firehouse Cultural Center.

The Reservation Center staff supports the above programs by registering customers for classes, coordinating Waterfront Park special events, and issuing permits for picnics, weddings, sports practices and games, rentals of community centers, and other events.

FORESTRY

The Forestry staff, which consists of 25 positions at the adopted level, is responsible for maintaining park trees, inspecting street trees, and issuing tree permits. They also apply work to prevent the spread of Dutch Elm disease in the City.

C I P

This program consists of \$650,000 in capital expenditures supported by Metro 26-26 Greenspaces bond funds. The remaining \$1.4 million is mostly design and construction management staff funded by discretionary General Fund resources and by reimbursement from other bureaus. There are 14.2 positions in this program.

The bulk of the Parks and Recreation capital budget is shown in one of two construction funds, the Parks Construction Fund and the Parks Bond Construction Fund.

ADMINISTRATION

The Administration program carries out typical administrative activities for a bureau the size and scope of PP&R. Besides the Director, this program includes several support functions. The majority of the positions are in accounting and financial planning (7) or information systems (6 positions). In addition, there are one or two positions each in volunteer coordination, communications services, personnel management, clerical, and staff support, fund-raising and community relations. With a total Adopted Budget of about \$3.3 million dollars, the 23 positions provide support and direction for a \$59.8 million agency with 386 full-time positions and over 900 part-time and seasonal positions.

Parks and Recreation Division AU 130

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	19,852,650	21,858,535	24,876,054	25,811,441	25,766,441
External Materials and Services	8,017,102	8,673,920	9,271,754	9,062,313	8,942,313
Internal Materials and Services	3,533,204	3,844,765	3,882,774	4,234,080	4,234,080
Minor Capital Outlay	324,700	99,435	68,000	43,022	43,022
Equipment Cash Transfers	335,930	174,488	0	0	0
Total Operating Budget	32,063,586	34,651,143	38,098,582	39,150,856	38,985,856
Capital Improvements	6,131,046	1,536,860	778,420	0	0
TOTAL BUREAU EXPENDITURES	\$ 38,194,632	\$ 36,188,003	\$ 38,877,002	\$ 39,150,856	\$ 38,985,856
Allocated Overhead	1,700,331	2,275,112	1,677,307	1,973,256	2,233,837
Total Cost with Allocated Overhead	39,894,963	38,463,115	40,554,309	41,124,112	41,219,693
RESOURCES					
General Fund Discretionary		26,890,332	28,188,115	28,233,581	28,068,581
Non-Discretionary Revenues					
Grants & Donations		661,558	300,860	35,750	35,750
Contract Revenues		309,578	1,026,457	105,800	105,800
Interagency Revenues		3,182,024	3,275,379	3,507,943	3,507,943
Program Revenue		5,144,511	6,086,191	7,267,782	7,267,782
Total Non-Discretionary Revenues		9,297,671	10,688,887	10,917,275	10,917,275
TOTAL GENERAL FUND RESOURCES		\$ 36,188,003	\$ 38,877,002	\$ 39,150,856	\$ 38,985,856
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Parks/Natural Resources		15,285,756	16,281,283	16,712,047	16,629,892
<i>Positions</i>		90	155	160	160
Recreation		13,228,998	14,864,233	15,279,946	15,377,919
<i>Positions</i>		172	112	114	114
Forestry		1,855,485	2,023,945	2,170,261	2,165,918
<i>Positions</i>		16	23	25	25
C I P		2,707,822	2,460,366	1,687,757	1,672,757
<i>Positions</i>		11	14	15	15
Administration		3,109,942	3,247,175	3,300,845	3,139,370
<i>Positions</i>		25	23	23	23
TOTAL PROGRAMS		\$ 36,188,003	\$ 38,877,002	\$ 39,150,856	\$ 38,985,856
<i>Positions</i>		314	327	337	337

Parks and Recreation Division AU 130

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	9,276,301	10,477,969	13,508,388	14,009,910	13,975,958
512000 Part-Time Employees	3,830,114	4,031,991	5,106,153	5,294,493	5,294,493
514000 Overtime	113,597	169,738	136,273	156,381	156,381
515000 Premium Pay	152,269	177,296	158,728	104,275	104,275
517000 Benefits	4,710,293	5,143,220	6,058,806	6,246,382	6,235,334
518000 Paid Absence	1,859,497	1,944,068	0	0	0
Total Personnel Services	19,942,071	21,944,282	24,968,348	25,811,441	25,766,441
Materials and Services					
External Materials and Services					
521000 Professional Services	790,178	551,930	846,171	656,146	656,146
522000 Utilities	1,441,518	1,658,762	1,705,963	1,620,005	1,620,005
523000 Equipment Rental	15,686	13,550	66,659	27,897	27,897
524000 Repair & Maintenance Services	1,883,619	1,692,531	1,733,823	1,592,839	1,592,839
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	958,626	1,045,993	1,560,084	1,516,613	1,396,613
529000 Miscellaneous Services	1,136,754	1,440,460	1,358,057	1,376,569	1,376,569
531000 Office Supplies	124,344	138,038	124,899	139,250	139,250
532000 Operating Supplies	540,561	704,922	722,218	895,032	895,032
533000 Repair & Maintenance Supplies	1,107,707	986,423	727,149	675,223	675,223
534000 Minor Equipment & Tools	329,537	359,047	214,794	251,927	251,927
535000 Clothing & Uniforms	93,134	121,860	98,936	93,031	93,031
539000 Other Commodities External	24,598	11,781	22,124	22,780	22,780
541000 Education	32,514	30,180	59,844	51,862	51,862
542000 Local Travel	48,792	45,504	44,504	40,953	40,953
543000 Out-of-Town Travel	25,286	27,626	45,313	35,682	35,682
544000 Space Rental	29,827	44,923	3,500	1,900	1,900
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	107,163	141,945	91,280	64,604	64,604
Total External Materials and Services	8,689,844	9,015,475	9,425,318	9,062,313	8,942,313
Internal Materials and Services					
551000 Fleet Services	1,099,313	1,221,612	1,265,278	1,357,254	1,357,254
552000 Printing & Distribution	475,564	760,124	698,120	709,721	709,721
553000 Facilities Services	344,889	354,047	373,525	388,516	388,516
554000 Communications Services	328,882	408,407	444,311	455,997	455,997
555000 Data Processing Services	70,091	112,126	130,356	290,359	290,359
556000 Insurance	694,622	550,896	656,276	755,935	755,935
557000 Master Lease	76,274	0	0	0	0
558000 Same Fund Services	209,704	56,225	136,240	88,930	88,930
559000 Other Fund Services	307,700	348,238	179,668	187,368	187,368
Total Internal Materials and Services	3,607,039	3,811,675	3,883,774	4,234,080	4,234,080
Total Materials and Services	12,296,883	12,827,150	13,309,092	13,296,393	13,176,393
Capital Outlay					
561000 Land	729,237	339,811	500,000	0	0
562000 Buildings	2,000,000	0	0	0	0
563000 Improvements	2,741,066	800,073	17,678	0	0
564000 Capital Equipment	139,648	62,332	81,384	43,022	43,022
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	5,609,951	1,202,216	599,062	43,022	43,022
573000 Equipment Cash Transfers	335,930	174,488	0	0	0
576000 Minor Equipment Transfers	9,797	39,867	500	0	0
TOTAL DIVISION EXPENSES	\$ 38,194,632	\$ 36,188,003	\$ 38,877,002	\$ 39,150,856	\$ 38,985,856

Parks and Recreation Division AU 130

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.		No.		No.	
514	Accountant I	3	3	2	76,630	1	37,066	1	37,066
515	Accountant II	0	0	0	0	2	88,442	2	88,442
510	Accounting Technician	4	4	4	129,364	2	66,186	2	66,186
819	Administrative Assistant	0	0	0	0	2	91,380	2	91,380
230	Administrative Secretary	1	1	1	39,976	1	40,186	1	40,186
815	Administrative Specialist	3	2	3	78,543	2	52,349	2	52,349
920	Administrative Supervisor I	0	0	1	41,992	0	0	0	0
922	Administrative Supervisor II	0	1	0	0	1	43,848	1	43,848
2532	Applications Analyst II	0	0	1	49,058	0	0	0	0
3134	Architect	5	5	2	118,004	0	0	0	0
3140	Architectural Manager	0	0	0	0	1	74,318	1	74,318
3138	Architectural Supervisor	0	0	0	0	0	0	0	0
950	Assistant Management Analyst	2	2	2	87,097	0	0	0	0
962	Assistant Program Specialist	2	2	3	135,575	3	139,448	3	139,448
4125	Botanic Specialist	3	3	3	171,915	4	229,964	4	229,964
4120	Botanic Specialist I	0	0	2	71,264	2	77,168	2	77,168
4124	Botanic Specialist II	0	0	3	123,664	3	115,716	3	115,716
4127	Botanic Supervisor	1	0	1	63,509	1	63,710	1	63,710
3133	Building/Landscape Designer	1	1	2	92,392	0	0	0	0
928	Bureau Administrative Manager	2	2	2	148,146	0	0	0	0
1420	Carpenter	5	5	5	209,705	7	294,518	7	294,518
1421	Carpenter Lead	1	1	1	44,034	0	0	0	0
3236	Chief Planner	1	1	1	74,073	1	74,318	1	74,318
4131	City Forester	1	1	1	63,509	1	63,710	1	63,710
114	Clerical Specialist	4	4	3	88,176	0	0	0	0
7490	Community Relations Assistant	1	1	2	92,203	2	101,942	2	101,942
7492	Community Relations Specialist	0	0	0	5,395	1	42,351	1	42,351
1316	Construction Equip Operator II	1	1	1	41,627	0	0	0	0
1315	Construction Equipment Operator	0	0	0	0	1	35,457	1	35,457
1110	Custodian	1	1	1	29,155	1	29,252	1	29,252
975	Deputy Director	1	1	1	86,376	1	86,653	1	86,653
1453	Electrician	3	3	3	156,384	3	156,897	3	156,897
1457	Electrician, Supervising	1	1	1	57,472	1	57,659	1	57,659
1132	Facilities & Maint Supervisor	10	10	10	533,313	8	424,491	8	424,491
1136	Facilities & Maintenance Manager	1	1	1	74,073	0	0	0	0
1115	Facilities Maintenance Tech	1	4	4	167,764	5	212,535	5	212,535
1116	Facilities Maintenance Tech Lead	0	0	1	44,037	0	0	0	0
827	Financial Analyst	1	1	1	53,722	1	54,802	1	54,802
4129	Forestry Program Supervisor	1	1	1	53,053	1	55,446	1	55,446
1524	General Mechanic	1	1	1	41,941	2	85,014	2	85,014
4110	High Climber	8	8	8	326,304	9	368,280	9	368,280
4114	Horticulturist	5	6	6	267,721	23	918,850	23	918,850
4113	Horticulturist, Apprentice	22	25	24	955,028	0	0	0	0
4115	Horticulturist, Lead	0	0	0	0	1	41,950	1	41,950
614	Human Resources Coordinator	0	1	1	63,509	0	0	0	0
2541	Information Systems Analyst I	0	0	0	0	1	42,098	1	42,098
2542	Information Systems Analyst II	2	2	1	51,165	2	103,579	2	103,579
2543	Information Systems Analyst III	0	0	1	51,061	1	53,331	1	53,331
2544	Information Systems Analyst IV	1	1	0	0	0	0	0	0
2550	Information Systems Manager	1	1	0	0	0	0	0	0
2524	Information Systems Tech III	0	0	1	50,986	1	50,606	1	50,606
1240	Maintenance Mechanic	12	12	11	425,745	11	424,510	11	424,510
1208	Maintenance Worker	7	9	8	166,694	0	0	0	0
1200	Maintenance Worker	0	0	0	0	6	126,654	6	126,654
2540	MIS Support Technician	2	2	0	0	0	0	0	0
1237	Mower Operator	7	7	7	253,827	0	0	0	0
100	Office Support Specialist I	0	0	0	0	1	26,667	1	26,667
102	Office Support Specialist II	0	0	0	0	4	124,452	4	124,452
106	Office Support Specialist, Lead	0	0	0	0	1	39,062	1	39,062
1443	Painter	2	3	2	83,882	2	84,148	2	84,148
1215	Park Technician	27	30	29	1,050,792	33	1,200,705	33	1,200,705
4337	Parks & Recreation Director	1	1	1	100,755	1	101,088	1	101,088
2545	Principal Info Systems Analyst	0	0	1	63,573	1	66,414	1	66,414
966	Program Coordinator	0	0	0	0	1	52,129	1	52,129
968	Program Manager I	3	4	5	290,796	4	236,317	4	236,317
970	Program Manager II	0	1	2	92,088	1	54,154	1	54,154
972	Program Manager IV	0	0	1	38,545	0	0	0	0
964	Program Specialist	3	2	2	97,499	2	95,483	2	95,483
4335	Recreation & Operations Manager	1	0	0	0	2	139,484	2	105,532

Parks and Recreation Division AU 130

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
4325	Recreation Coordinator I	37	43	51	1,833,266	52	1,892,952	52	1,892,952
4326	Recreation Coordinator II	11	12	14	504,974	13	507,837	13	507,837
4322	Recreation Leader - Fulltime	10	17	12	332,937	17	463,678	17	463,678
4332	Recreation Supervisor	21	19	17	893,574	16	827,287	16	827,287
220	Secretarial Clerk I	3	1	1	29,302	0	0	0	0
816	Senior Administrative Specialist	1	2	1	39,531	2	60,279	2	60,279
930	Senior Bureau Administrative Mgr	0	0	0	0	2	143,268	2	143,268
828	Senior Financial Analyst	1	1	1	60,365	1	61,807	1	61,807
2552	Senior Information Systems Mgr	0	0	1	75,419	1	78,770	1	78,770
3231	Senior Planner	0	1	3	182,817	5	282,375	5	282,375
4333	Senior Recreation Supervisor	4	3	3	181,095	2	121,140	2	121,140
848	Senior Risk Specialist	1	1	1	60,365	1	60,570	1	60,570
1134	Sr Facilities & Maint Supervisor	4	5	4	231,588	5	288,684	5	288,684
410	Storekeeper	0	0	2	73,988	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	0	0	0	2	79,414	2	79,414
115	Supervising Clerk	0	0	1	34,752	0	0	0	0
3122	Surveyor I	0	1	1	41,867	0	0	0	0
3123	Surveyor II	0	0	0	0	1	48,048	1	48,048
3107	Technician I	0	1	0	0	0	0	0	0
3108	Technician II	1	1	2	61,097	2	87,853	2	87,853
3109	Technician III	0	0	0	0	1	58,030	1	58,030
4112	Tree Inspector	0	0	0	0	7	314,867	7	314,867
1214	Turf Maintenance Technician	0	0	0	0	7	254,695	7	254,695
1218	Utility Worker	23	26	30	1,056,399	0	0	0	0
1210	Utility Worker I	0	0	0	0	3	98,898	3	98,898
1211	Utility Worker II	0	0	0	0	28	992,597	28	992,597
1510	Welder	0	0	0	0	1	42,074	1	42,074
1513	Welder	1	1	1	41,941	0	0	0	0
TOTAL FULL-TIME POSITIONS		283	314	327	\$ 13,508,388	337	\$ 14,009,910	337	\$ 13,975,958

Parks and Recreation Division AU 130

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	37,654,078	2,250	37,656,328	330.1	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(551,458)	0	(551,458)	(8.0)	PP&R - 2.5% Cut in General Fund Disc. Budget
	(129,224)	0	(129,224)	(3.0)	PP&R - 5.0% Cut in Support & Admin (GF Disc.)
	176,866	0	176,866	3.0	PP&R - Flowerbeds, restrooms, wknd cleaning
	400,232	114,436	514,668	7.0	PP&R - Fund O&M for New Responsibilities
	250,000	0	250,000	4.0	PP&R - Provide Additional Maintenance Funding
	0	300,000	300,000	0.0	PP&R - Fund SUN Schools Initiative
	(20,000)	0	(20,000)	0.0	PP&R - Ops Reduction to Fund Pioneer Square
	20,000	0	20,000	0.0	PP&R - Fund Increase for Pioneer Square
	250,000	0	250,000	0.0	PP&R - Additional Senior Center Funding
	90,000	0	90,000	1.0	PP&R - Audit Implementation
	62,000	0	62,000	1.0	PP&R - Fund Youth Violence Coordinator (1/2GF)
	0	265,000	265,000	1.5	PP&R - Second Year of 2020 Plan
	(20,600)	0	(20,600)	0.0	PP&R - Shift resources to Downtown Service
	275,373	0	275,373	0.0	PP&R - SEI and TLC/TNT Programs from BHCD
	(45,867)	0	(45,867)	0.0	PP&R - Net Change of BGS I/As Revisions
	57,770	0	57,770	0.0	PP&R - Net Increase in Park Revenue (rents, I/As)
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	(120,000)	(120,000)	0.0	Reduce 1stYear of New Senior Center Funding
	0	(45,000)	(45,000)	0.0	Reduce 1stYear of Audit Implementation
	815,092	514,436	1,329,528	6.5	Total FY 2000-01 Decision Packages
			\$ 38,985,856	336.6	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	130,000	0	130,000		Program Guide
	200,314	0	200,314	0.0	IT Hardware & Software Replacement
	3,665	0	3,665	0.0	Downtown Flower Pots Maintenance
			\$ 333,979	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	300,000	0	300,000	0.0	Fund SUN Schools Initiative Ongoing
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	300,000	0	300,000	0.0	0
			\$ 300,000	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Golf Division

OVERVIEW

Mission

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

The mission of the Golf Program is to provide low cost golf as a recreational activity to area residents. In addition, due to a reputation for maintaining a high level of quality, the program assists in attracting outside tourist and convention business, which benefits both the resident golfer, by supplementing the program revenue needs, as well as the Portland area in general. Golf course maintenance is performed by City employees, while clubhouse operations are managed by private contractors.

Maintenance

Maintenance of the golf courses is performed by City employees. Managed by the Director of Golf, each facility has a Golf Course Superintendent, an Assistant Superintendent, an on-site mechanic, and several greenskeepers to meet the agronomic needs of the site. The focus on course maintenance is to allow golf to be played in a high quality, challenging way, while at the same time targeting specific out-of-play areas to return to a more natural state, thereby creating habitat for wildlife.

Clubhouse Facilities

Clubhouse facilities are managed by private contractors. These contracts are administered by the Director of Golf and include collection of greens fees, sales of golf equipment and clothing, sales of food and beverage, cart rentals, golf lessons and marshalling of the course. Each concessionaire has a pro-shop staff and qualified food service personnel who act as the City's representatives to the public.

Youth Programs

The golf program is very active in reaching out to area youth. A teaching professional is employed to visit Portland Interscholastic League (PIL) schools giving golf lessons in the P.E. classes. These classes take place over one to two weeks at each school and the students learn basic swing fundamentals and rules and procedures for the game.

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

The EAGLE program, in its tenth year and nationally acclaimed, selects deserving high school youth from disadvantaged backgrounds and puts them to work in the pro-shops and on the golf courses. Students earn minimum wage and are given work study credits by their schools. Participation is for two years, and successful completion can lead to a full four year scholarship to a state university funded through the Evans Scholarship Foundation.

Capital Expenditures

The main focus of the Golf Capital Improvement Program will be to update facilities to meet the needs of the users and to compete with the many modern golf facilities that have been built in the Portland area over the past several years.

The primary project this fiscal year will be to design and construct a suitable support facility for the 36-hole course at Heron Lakes (\$391,071). Other projects budgeted this fiscal year are minor capital projects at Heron Lakes Clubhouse and Eastmoreland Clubhouse (\$50,000), and fairway topdressing at Eastmoreland and Rose City (\$41,400).

Golf Division AU 617

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	2,157,119	2,225,577	2,414,339	2,486,808	2,486,808
External Materials and Services	1,475,983	1,494,781	1,356,402	1,465,318	1,465,318
Internal Materials and Services	435,087	552,449	576,214	563,811	563,811
Minor Capital Outlay	101,000	150,928	180,000	195,000	195,000
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	4,169,189	4,423,735	4,526,955	4,710,937	4,710,937
Capital Improvements	986,651	1,213,214	3,862,447	482,471	482,471
TOTAL BUREAU EXPENDITURES	\$ 5,155,840	\$ 5,636,949	\$ 8,389,402	\$ 5,193,408	\$ 5,193,408
Allocated Overhead	134,322	171,324	164,841	222,737	187,163
Total Cost with Allocated Overhead	5,290,162	5,808,273	8,554,243	5,416,145	5,380,571
RESOURCES					
Golf Fund		5,636,949	8,389,402	5,193,408	5,193,408
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
		0	0	0	0
Positions		0	0	0	0
Golf Operations		5,636,949	8,389,402	5,193,408	5,193,408
Positions		27	31	32	32
TOTAL PROGRAMS		\$ 5,636,949	\$ 8,389,402	\$ 5,193,408	\$ 5,193,408
Positions		27	31	32	32

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,101,472	1,146,327	1,294,605	1,335,272	1,335,272
512000 Part-Time Employees	226,200	240,800	414,672	503,257	503,257
514000 Overtime	29,305	28,283	31,000	36,000	36,000
515000 Premium Pay	23,327	24,152	23,500	32,000	32,000
517000 Benefits	573,360	583,041	650,562	659,514	659,514
518000 Paid Absence	203,455	202,974	0	0	0
Total Personnel Services	2,157,119	2,225,577	2,414,339	2,566,043	2,566,043
Materials and Services					
External Materials and Services					
521000 Professional Services	34,666	125,577	161,172	3,000	3,000
522000 Utilities	109,387	120,035	117,950	135,650	135,650
523000 Equipment Rental	13,896	29,242	11,000	12,700	12,700
524000 Repair & Maintenance Services	73,873	127,135	50,000	49,000	49,000
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	774,359	700,701	676,950	754,124	754,124
531000 Office Supplies	1,562	3,325	1,950	4,300	4,300
532000 Operating Supplies	186,604	232,982	195,000	222,003	222,003
533000 Repair & Maintenance Supplies	202,301	198,320	188,000	193,844	193,844
534000 Minor Equipment & Tools	32,580	40,677	27,700	30,300	30,300
535000 Clothing & Uniforms	5,334	5,200	7,150	6,600	6,600
539000 Other Commodities External	1,386	2,112	1,200	2,000	2,000
541000 Education	4,039	4,099	5,250	5,800	5,800
542000 Local Travel	922	975	1,350	1,500	1,500
543000 Out-of-Town Travel	3,574	3,425	7,402	5,000	5,000
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	52,701	43,563	55,500	43,500	43,500
Total External Materials and Services	1,497,184	1,637,368	1,507,574	1,469,321	1,469,321
Internal Materials and Services					
551000 Fleet Services	78,752	87,481	95,989	109,956	109,956
552000 Printing & Distribution	1,113	3,003	4,470	4,740	4,740
553000 Facilities Services	0	6	0	0	0
554000 Communications Services	8,449	9,604	11,348	14,666	14,666
555000 Data Processing Services	5,943	6,788	7,425	16,646	16,646
556000 Insurance	54,753	64,152	66,462	73,362	73,362
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	313,720	405,940	390,520	352,274	352,274
Total Internal Materials and Services	462,730	576,974	576,214	571,644	571,644
Total Materials and Services	1,959,914	2,214,342	2,083,788	2,040,965	2,040,965
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	7,363	0	0	0	0
563000 Improvements	937,686	1,046,102	3,672,284	391,400	391,400
564000 Capital Equipment	93,758	150,928	218,991	195,000	195,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	1,038,807	1,197,030	3,891,275	586,400	586,400
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 5,155,840	\$ 5,636,949	\$ 8,389,402	\$ 5,193,408	\$ 5,193,408

Golf Division AU 617

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
815	Administrative Specialist	0	0	0	13,046	0	13,087	0	13,087
3134	Architect	0	0	1	59,002	1	59,196	1	59,196
1132	Facilities & Maint Supervisor	4	4	4	217,732	4	218,484	4	218,484
4175	Golf Courses Manager	1	1	1	60,365	1	60,570	1	60,570
1220	Greenskeeper I	12	12	15	543,915	16	582,160	16	582,160
1221	Greenskeeper II	5	5	5	190,840	5	191,405	5	191,405
1222	Greenskeeper III	5	5	5	209,705	5	210,370	5	210,370
TOTAL FULL-TIME POSITIONS		27	27	31	\$ 1,294,605	32	\$ 1,335,272	32	\$ 1,335,272

Golf Division AU 617

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	4,572,225	0	4,572,225	31.4	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	(16,000)	0	(16,000)	0.0	Correct Error in Target Load Amount
Mayor's Proposed Budget Decisions					
	0	168,909	168,909	1.0	O&M increase for Red Tail Course
	0	482,471	482,471	0.0	FY 2001 Capital Program
	(3,041)	0	(3,041)	0.0	Adjust Interagency Payments
	(11,156)	0	(11,156)	0.0	5% Cut in Support and Admin
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	(30,197)	651,380	621,183	1.0	Total FY 2000-01 Decision Packages
			\$ 5,193,408	32.4	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Portland International Raceway Division

OVERVIEW

Portland International Raceway (PIR) is a separate enterprise fund within Portland Parks and Recreation. It is a self-sustaining operation which manages the world-class road course, a motor-cross track, open air exhibit areas, and complementary spectator facilities.

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

Although best known as the home of the Freightliner/G.I. Joe's Portland 200 CART race, which just completed its 17th successful year, the facility attracts over 500,000 spectators to about 135 events annually and is in use nearly every day of the year. The raceway provides a safe place for groups, clubs, and organizations to conduct both racing and non-racing vehicle-oriented events. More than 20,000 people participate in driver training courses, recreational shows and competitive events annually.

Resources

Revenues for maintenance of the facility come from track rentals and a multi-year concessions agreement which grants the exclusive rights to sell food and beverage at PIR events.

Requirements

The FY 2000-01 Adopted Budget provides appropriation for personnel, materials, services and equipment needed to operate and maintain the facility.

Portland International Raceway Division AU 608

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	393,290	406,262	420,648	426,050	426,050
External Materials and Services	304,592	350,675	382,200	269,298	269,298
Internal Materials and Services	153,987	73,791	65,719	117,819	117,819
Minor Capital Outlay	0	8,337	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	851,869	839,065	868,567	813,167	813,167
Capital Improvements	0	35,000	40,000	40,000	0
TOTAL BUREAU EXPENDITURES	\$ 851,869	\$ 874,065	\$ 908,567	\$ 853,167	\$ 813,167
Allocated Overhead	40,419	63,096	57,993	18,546	18,039
Total Cost with Allocated Overhead	892,288	937,161	966,560	871,713	831,206
RESOURCES					
Portland International Raceway Fund		874,065	908,567	853,167	813,167
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Portland International Raceway		874,065	908,567	853,167	813,167
Positions		6	6	6	6
TOTAL PROGRAMS		\$ 874,065	\$ 908,567	\$ 853,167	\$ 813,167
Positions		6	6	6	6

Portland International Raceway Division AU 608

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	198,176	210,697	250,913	251,119	251,119
512000 Part-Time Employees	48,413	39,533	50,055	60,000	60,000
514000 Overtime	8,411	10,882	10,771	12,000	12,000
515000 Premium Pay	3,089	2,470	3,000	3,000	3,000
517000 Benefits	97,600	102,186	105,909	99,931	99,931
518000 Paid Absence	37,601	40,494	0	0	0
Total Personnel Services	393,290	406,262	420,648	426,050	426,050
Materials and Services					
External Materials and Services					
521000 Professional Services	87,200	127,708	20,000	20,000	20,000
522000 Utilities	40,029	38,451	41,000	41,000	41,000
523000 Equipment Rental	3,468	3,260	5,000	2,000	2,000
524000 Repair & Maintenance Services	81,955	78,863	160,000	85,000	80,000
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	7,252	5,890	15,000	6,000	6,000
531000 Office Supplies	1,641	1,057	2,000	2,000	2,000
532000 Operating Supplies	7,601	7,323	7,000	10,000	10,000
533000 Repair & Maintenance Supplies	38,789	50,954	90,000	64,098	64,098
534000 Minor Equipment & Tools	5,781	2,711	8,000	8,000	8,000
535000 Clothing & Uniforms	2,820	2,101	3,000	3,000	3,000
539000 Other Commodities External	0	0	0	0	0
541000 Education	240	0	800	800	800
542000 Local Travel	1,164	1,468	1,200	1,200	1,200
543000 Out-of-Town Travel	694	0	1,200	1,200	1,200
544000 Space Rental	0	284	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	25,958	30,605	28,000	30,000	30,000
Total External Materials and Services	304,592	350,675	382,200	274,298	269,298
Internal Materials and Services					
551000 Fleet Services	5,643	6,816	5,475	5,301	5,301
552000 Printing & Distribution	539	530	1,385	1,435	1,435
553000 Facilities Services	0	0	0	0	0
554000 Communications Services	14,509	11,834	12,171	11,434	11,434
555000 Data Processing Services	722	881	964	2,562	2,562
556000 Insurance	24,106	19,456	20,157	25,341	25,341
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	108,468	69,274	25,567	71,746	71,746
Total Internal Materials and Services	153,987	108,791	65,719	117,819	117,819
Total Materials and Services	458,579	459,466	447,919	392,117	387,117
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	40,000	35,000	0
564000 Capital Equipment	0	8,337	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	8,337	40,000	35,000	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 851,869	\$ 874,065	\$ 908,567	\$ 853,167	\$ 813,167

Portland International Raceway Division AU 608

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
1132	Facilities & Maint Supervisor	1	1	1	54,433	1	53,990	1	53,990
1240	Maintenance Mechanic	1	1	1	38,755	1	38,879	1	38,879
1200	Maintenance Worker	0	0	0	0	1	21,109	1	21,109
1208	Maintenance Worker	1	1	1	21,044	0	0	0	0
1237	Mower Operator	1	1	1	36,261	0	0	0	0
4352	Racetrack Manager	1	1	1	60,365	1	60,570	1	60,570
816	Senior Administrative Specialist	1	1	1	40,055	1	40,186	1	40,186
1214	Turf Maintenance Technician	0	0	0	0	1	36,385	1	36,385
TOTAL FULL-TIME POSITIONS		6	6	6	\$ 250,913	6	\$ 251,119	6	\$ 251,119

Portland International Raceway Division AU 608

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	774,723	0	774,723	6.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	0	40,000	40,000	0.0	Forty Mile Loop Fencing from Contingency
	44,346	0	44,346	0.0	Net Adjustment to Interagency Payments
	(5,902)	0	(5,902)	0.0	5% Cut in Support and Admin
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	(40,000)	(40,000)	0.0	Tech Adj - 40 Mile Loop Fencing
	38,444	0	38,444	0.0	Total FY 2000-01 Decision Packages
			\$ 813,167	6.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Parks Bond Construction Division

OVERVIEW

The \$58.8 million General Obligation Bond Issue (GOBI) for park improvements was passed by voters in November 1994, and implementation started in the spring of 1995.

Overview

Renovating and upgrading park infrastructure as well as making park features comply with the Americans with Disabilities Act requirements are the focus of most of the GOBI projects. The bond measure also provided funds for building two new community centers, renovating six existing community centers, renovating five pools, and developing fourteen new soccer fields and six new softball fields. Other general improvements include renovating tennis courts, basketball courts, playing fields, fencing, landscaping, parking lots, wading pools, improving drainage, and installing new site furniture.

FY 2000-01 Projects

FY 2000-01 will mark the completion of GOBI capital program. The last of the bond proceeds from the 1994 Parks G.O. bond initiative (approximately \$1.5 million) will be spent during the first few months of the new fiscal year.

Parks Bond Construction Division AU 765

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	53,692	1,736	0	0	0
External Materials and Services	68,593	512	0	0	0
Internal Materials and Services	35,884	159	0	0	0
Minor Capital Outlay	1,423,814	5,560	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	1,581,983	7,967	0	0	0
Capital Improvements	17,251,619	16,452,140	11,382,519	1,463,485	1,463,485
TOTAL BUREAU EXPENDITURES	\$ 18,833,602	\$ 16,460,107	\$ 11,382,519	\$ 1,463,485	\$ 1,463,485
Allocated Overhead	0	25,000	25,000	0	0
Total Cost with Allocated Overhead	18,833,602	16,485,107	11,407,519	1,463,485	1,463,485
RESOURCES					
Parks Bond Construction Fund		16,460,107	11,382,519	1,463,485	1,463,485
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Construc, Design & Capital Imp		16,460,107	11,382,519	1,463,485	1,463,485
<i>Positions</i>		<i>18</i>	<i>10</i>	<i>0</i>	<i>0</i>
TOTAL PROGRAMS		\$ 16,460,107	\$ 11,382,519	\$ 1,463,485	\$ 1,463,485
<i>Positions</i>		<i>18</i>	<i>10</i>	<i>0</i>	<i>0</i>

Parks Bond Construction Division AU 765

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	761,883	674,734	376,496	0	0
512000 Part-Time Employees	36	0	25,359	0	0
514000 Overtime	632	57	4,299	0	0
515000 Premium Pay	268	126	0	0	0
517000 Benefits	320,855	282,553	158,622	0	0
518000 Paid Absence	123,318	113,968	0	0	0
Total Personnel Services	1,206,992	1,071,438	564,776	0	0
Materials and Services					
External Materials and Services					
521000 Professional Services	1,038,149	1,183,733	336,626	50,000	50,000
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	195	413	2,500	0	0
524000 Repair & Maintenance Services	964	3,006	5,000	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	54,887	48,357	0	0	0
529000 Miscellaneous Services	41,515	45,799	13,640	0	0
531000 Office Supplies	10,169	23,778	5,000	0	0
532000 Operating Supplies	15,788	15,390	3,000	0	0
533000 Repair & Maintenance Supplies	2,660	534	1,500	0	0
534000 Minor Equipment & Tools	109,302	142,301	17,095	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	5,285	9,551	1,000	0	0
541000 Education	2,310	2,250	2,000	0	0
542000 Local Travel	224	129	1,000	0	0
543000 Out-of-Town Travel	970	2,294	1,600	0	0
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	119,314	154,472	15,000	0	0
Total External Materials and Services	1,401,732	1,632,007	404,961	50,000	50,000
Internal Materials and Services					
551000 Fleet Services	10,629	7,501	12,450	0	0
552000 Printing & Distribution	42,906	55,642	23,625	0	0
553000 Facilities Services	130	45	0	0	0
554000 Communications Services	55,646	45,666	20,046	0	0
555000 Data Processing Services	0	0	0	0	0
556000 Insurance	0	0	0	0	0
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	501,222	365,931	312,844	0	0
Total Internal Materials and Services	610,533	474,785	368,965	0	0
Total Materials and Services	2,012,265	2,106,792	773,926	50,000	50,000
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	15,608,587	13,281,877	10,043,817	1,413,485	1,413,485
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	15,608,587	13,281,877	10,043,817	1,413,485	1,413,485
573000 Equipment Cash Transfers	5,758	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 18,833,602	\$ 16,460,107	\$ 11,382,519	\$ 1,463,485	\$ 1,463,485

Parks Bond Construction Division AU 765

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
3134	Architect	5	3	1	41,301	0	0	0	0
3138	Architectural Supervisor	1	1	0	0	0	0	0	0
826	Assistant Financial Analyst	1	1	1	30,192	0	0	0	0
3133	Building/Landscape Designer	4	4	0	18,478	0	0	0	0
114	Clerical Specialist	1	1	1	19,333	0	0	0	0
7492	Community Relations Specialist	1	1	1	26,977	0	0	0	0
1132	Facilities & Maint Supervisor	2	3	2	90,498	0	0	0	0
970	Program Manager II	0	1	0	15,877	0	0	0	0
972	Program Manager IV	0	0	1	38,545	0	0	0	0
816	Senior Administrative Specialist	1	1	1	9,803	0	0	0	0
3231	Senior Planner	0	0	1	5,738	0	0	0	0
1134	Sr Facilities & Maint Supervisor	1	1	1	30,183	0	0	0	0
3109	Technician III	1	1	1	49,571	0	0	0	0
TOTAL FULL-TIME POSITIONS		18	18	10	\$ 376,496	0	\$ 0	0	\$ 0

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	0	0	0	0.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	0	1,500,000	1,500,000	0.0	GOBI - Budget remaining GOBI Balance to Close
	0	(36,515)	(36,515)	0.0	Portion of Package Move to a Fund-Level Cash Transfer to balance AU Expenditures
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	1,463,485	1,463,485	0.0	Total FY 2000-01 Decision Packages
			\$ 1,463,485	0.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
			\$ 0	0.0	Total Decision Packages Not Funded
FY2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Parks Construction Division

OVERVIEW

The Parks Construction Fund accounts for all parks capital activity except the 1994 GOBI and the two enterprise funds for golf and Portland International Raceway. Eleven full-time positions are accounted for in this fund. These positions acquire park land (using SDC funds) and manage the General Fund capital projects.

Projects

For FY 2000-01, the capital activity includes park land acquisition and improvements funded by the Parks System Development Charge (SDC) that was created in the fall of 1998. In addition, the fund is budgeted to receive a \$1,520,000 transfer from the General Fund for the following projects:

The Parks Construction Fund will receive \$1,520,000 from the General Fund for seven capital projects.

- ◆ \$167,000 to replace about half of the tile roof at the Multnomah Art Center.
- ◆ \$200,000 as the third payment (of three) to OMSI for the purchase of its former building in Washington Park, which will be remodeled as the new Children's Museum location.
- ◆ \$18,000 for a feasibility study for the Red Electric Line Trail.
- ◆ \$265,000 for the OMSI/Children's Museum renovation.
- ◆ \$677,000 to begin making structural improvements to the University Park Community Center.
- ◆ \$130,000 for the Zoo interchange sidewalk and bike path.
- ◆ \$63,000 for technical studies related to the renovation of Wilson Pool.

Parks Construction Division AU 766

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	0	0	0	0	0
External Materials and Services	0	0	0	0	0
Internal Materials and Services	0	0	0	0	0
Minor Capital Outlay	0	59,363	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	0	59,363	0	0	0
Capital Improvements	0	2,333,214	13,596,939	13,343,249	13,343,249
TOTAL BUREAU EXPENDITURES	\$ 0	\$ 2,392,577	\$ 13,596,939	\$ 13,343,249	\$ 13,343,249
Allocated Overhead	0	0	5,454	48,308	47,006
Total Cost with Allocated Overhead	0	2,392,577	13,602,393	13,391,557	13,390,255
RESOURCES					
Parks Construction Fund		2,392,577	13,596,939	13,343,249	13,343,249
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
CIP		2,392,577	13,596,939	13,343,249	13,343,249
Positions		0	3	11	11
TOTAL PROGRAMS	\$	2,392,577	\$ 13,596,939	\$ 13,343,249	\$ 13,343,249
Positions		0	3	11	11

Parks Construction Division AU 766

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	0	27,001	137,402	577,949	577,949
512000 Part-Time Employees	0	0	0	32,327	32,327
514000 Overtime	0	175	0	0	0
517000 Benefits	0	2,739	56,645	214,542	214,542
Total Personnel Services	0	29,915	194,047	824,818	824,818
Materials and Services					
External Materials and Services					
521000 Professional Services	0	21,449	154,654	108,624	108,624
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	0	80,097	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	0	9	0	1,000	1,000
531000 Office Supplies	0	0	1,750	800	800
532000 Operating Supplies	0	0	750	1,200	1,200
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	0	0	0
535000 Clothing & Uniforms	0	0	0	600	600
539000 Other Commodities External	0	0	0	0	0
541000 Education	0	0	400	2,200	2,200
542000 Local Travel	0	0	100	450	450
543000 Out-of-Town Travel	0	0	500	3,750	3,750
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	0	3,448	50,000	500	500
Total External Materials and Services	0	24,906	288,251	119,124	119,124
Internal Materials and Services					
551000 Fleet Services	0	0	1,604	1,553	1,553
552000 Printing & Distribution	0	1,657	7,057	22,026	22,026
553000 Facilities Services	0	0	0	0	0
554000 Communications Services	0	0	1,243	766	766
555000 Data Processing Services	0	0	0	12,679	12,679
556000 Insurance	0	0	0	0	0
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	0	94,016	772,641	550,436	550,436
Total Internal Materials and Services	0	95,673	782,545	587,460	587,460
Total Materials and Services	0	120,579	1,070,796	706,584	706,584
Capital Outlay					
561000 Land	0	48,436	5,305,095	2,695,937	2,695,937
562000 Buildings	0	0	537,000	0	0
563000 Improvements	0	2,193,647	6,490,001	9,080,910	9,080,910
564000 Capital Equipment	0	0	0	35,000	35,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	2,242,083	12,332,096	11,811,847	11,811,847
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 0	\$ 2,392,577	\$ 13,596,939	\$ 13,343,249	\$ 13,343,249

Parks Construction Division AU 766

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
3134	Architect	0	0	0	17,701	3	177,588	3	177,588
3133	Building/Landscape Designer	0	0	1	27,718	3	139,041	3	139,041
7492	Community Relations Specialist	0	0	0	21,582	0	14,119	0	14,119
1132	Facilities & Maint Supervisor	0	0	0	0	2	104,544	2	104,544
968	Program Manager I	0	0	0	0	1	60,570	1	60,570
970	Program Manager II	0	0	0	19,053	1	61,994	1	61,994
816	Senior Administrative Specialist	0	0	0	0	1	20,093	1	20,093
3231	Senior Planner	0	0	1	32,337	0	0	0	0
3108	Technician II	0	0	1	19,011	0	0	0	0
TOTAL FULL-TIME POSITIONS		0	0	3	\$ 137,402	11	\$ 577,949	11	\$ 577,949

Parks Construction Division AU 766

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	0	0	0	11.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	0	148,000	148,000	0.0	CIP - Red Electric Line
	0	665,000	665,000	0.0	CIP - OMSI Children's Museum Renovation
	0	677,000	677,000	0.0	CIP - University Park
	0	167,000	167,000	0.0	CIP - Multnomah Art Center Roof
	0	200,000	200,000	0.0	CIP - OMSI Children's Museum - Acquisition
	0	1,259,243	1,259,243	0.0	CIP - Zoo Interchange/Children's Museum Sidewalk
	0	63,000	63,000	0.0	CIP - Wilson Pool - Mechanical & Plumbing Study
	0	11,095,831	11,095,831	0.0	CIP - FY2001 non-CRC Capital Program
	0	(931,825)	(931,825)	0.0	Portion of Package Move to a Fund-Level Cash Transfer to balance AU Expenditures
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	13,343,249	13,343,249	0.0	Total FY 2000-01 Decision Packages
			\$ 13,343,249	11.0	Total Proposed Budget
FY2000-01 Decision Packages Not Funded					
	0	2,113,768	2,113,768		CIP - FY2001 Unfunded Projects
			\$ 2,113,768	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	450,000	450,000	0.0	OMSI Children's Annex - Renovation
	0	92,000	92,000	0.0	Urban Forestry/HQ Maintenance Facility Study
	0	69,000	69,000	0.0	Mt. Tabor Yard Renovation Study
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	611,000	611,000	0.0	0
			\$ 611,000	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Bonded Debt Interest and Sinking Fund – 302

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	4,999,979	5,501,146	7,303,361	7,303,361	7,773,685	7,773,685
Prior Year Property Taxes	237,888	178,436	125,000	125,000	125,000	125,000
	5,237,867	5,679,582	7,428,361	7,428,361	7,898,685	7,898,685
Miscellaneous Revenues						
Interest Eamed	124,037	112,832	50,000	50,000	50,000	50,000
	124,037	112,832	50,000	50,000	50,000	50,000
Total External Revenues	5,361,904	5,792,414	7,478,361	7,478,361	7,948,685	7,948,685
Internal Revenues						
Beginning Fund Balance	1,416,177	799,262	481,124	481,124	0	0
TOTAL RESOURCES	\$ 6,778,081	\$ 6,591,676	\$ 7,959,485	\$ 7,959,485	\$ 7,948,685	\$ 7,948,685
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	5,978,821	5,970,384	7,959,485	7,959,485	7,948,685	7,948,685
Unappropriated Ending Balance						
Unappropriated Ending Balance	799,260	621,292	0	0	0	0
	799,260	621,292	0	0	0	0
Total Fund Requirements	6,778,081	6,591,676	7,959,485	7,959,485	7,948,685	7,948,685
TOTAL REQUIREMENTS	\$ 6,778,081	\$ 6,591,676	\$ 7,959,485	\$ 7,959,485	\$ 7,948,685	\$ 7,948,685

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to refinancing renovation to, construction of, and improvements to certain City public investments including Civic Stadium, the Portland Center of the Performing Arts, the City’s park system, and the Bureau of Fire, Rescue & Emergency Services’ infrastructure.

Principal and interest on these bonds are paid from property taxes. The City is obligated to levy an annual ad valorem tax, without limitation to rate or amount, upon all property within the City sufficient to service the debt.

Bonded Debt Interest and Sinking Fund – 302

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
General Obligation Bonds, 1986 Series C						
12/1/1986 - Due 12/1	30,130,000					
		2000/01	825,000	5.50%	69,713	894,713
		2001/02	855,000	5.50%	23,513	878,513
		TOTAL	1,680,000		93,225	1,773,225
General Obligation Parks Bonds, 1995 Series A						
03/01/1995 - Due 6/1	20,000,000					
		2000/01	760,000	7.00%	963,828	1,723,828
		2001/02	815,000	5.10%	910,628	1,725,628
		2002/03	855,000	5.20%	869,063	1,724,063
		2003/04	900,000	5.25%	824,603	1,724,603
		2004/05	950,000	5.30%	777,353	1,727,353
		2005/06	1,000,000	5.30%	727,003	1,727,003
		2006/07	1,050,000	5.40%	674,003	1,724,003
		2007/08	1,105,000	5.50%	617,303	1,722,303
		2008/09	1,170,000	5.60%	556,528	1,726,528
		2009/10	1,235,000	5.70%	491,008	1,726,008
		2010/11	1,305,000	5.75%	420,613	1,725,613
		2011/12	1,380,000	5.75%	345,575	1,725,575
		2012/13	1,460,000	5.75%	266,225	1,726,225
		2013/14	1,540,000	5.75%	182,275	1,722,275
		2014/15	1,630,000	5.75%	93,725	1,723,725
		TOTAL	17,155,000		8,719,728	25,874,728
General Obligation Parks Bonds, 1995 Series B						
03/01/1995 - Due 6/1	38,800,000					
		2000/01	1,480,000	7.00%	1,851,093	3,331,093
		2001/02	1,585,000	5.10%	1,747,493	3,332,493
		2002/03	1,665,000	5.15%	1,666,658	3,331,658
		2003/04	1,750,000	5.20%	1,580,910	3,330,910
		2004/05	1,840,000	5.25%	1,489,910	3,329,910
		2005/06	1,940,000	5.25%	1,393,310	3,333,310
		2006/07	2,040,000	5.30%	1,291,460	3,331,460
		2007/08	2,150,000	5.40%	1,183,340	3,333,340
		2008/09	2,265,000	5.50%	1,067,240	3,332,240
		2009/10	2,390,000	5.50%	942,665	3,332,665
		2010/11	2,520,000	5.70%	811,215	3,331,215
		2011/12	2,665,000	5.75%	667,575	3,332,575
		2012/13	2,815,000	5.75%	514,338	3,329,338
		2013/14	2,980,000	5.75%	352,475	3,332,475
		2014/15	3,150,000	5.75%	181,125	3,331,125
		TOTAL	33,235,000		16,740,805	49,975,805
General Obligation Emergency Facility Bonds, 1999 Series A						
06/01/1999 - Due 6/1	24,500,000					
		2000/01	830,000	4.50%	1,169,038	1,999,038
		2001/02	860,000	4.50%	1,131,688	1,991,688
		2002/03	900,000	4.50%	1,092,988	1,992,988
		2003/04	930,000	4.50%	1,052,488	1,982,488
		2004/05	970,000	4.50%	1,010,638	1,980,638
		2005/06	1,010,000	4.50%	966,988	1,976,988
		2006/07	1,050,000	5.00%	921,538	1,971,538
		2007/08	1,100,000	5.00%	869,038	1,969,038
		2008/09	1,140,000	5.00%	814,038	1,954,038
		2009/10	1,200,000	4.90%	757,038	1,957,038
		2010/11	1,250,000	5.00%	698,238	1,948,238
		2011/12	1,310,000	5.00%	635,738	1,945,738
		2012/13	1,370,000	5.00%	570,238	1,940,238
		2013/14	1,440,000	5.13%	501,738	1,941,738
		2014/15	1,510,000	5.13%	427,938	1,937,938
		2015/16	1,580,000	5.13%	350,550	1,930,550
		2016/17	1,660,000	5.13%	269,575	1,929,575

Bonded Debt Interest and Sinking Fund – 302

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2017/18	1,750,000	5.13%	184,500	1,934,500
		2018/19	1,850,000	5.13%	94,813	1,944,813
		TOTAL	23,710,000		13,518,800	37,228,800
COMBINED DEBT SERVICE	113,430,000					
		2000/01	3,895,000		4,053,670	7,948,670
		2001/02	4,115,000		3,813,320	7,928,320
		2002/03	3,420,000		3,628,708	7,048,708
		2003/04	3,580,000		3,458,000	7,038,000
		2004/05	3,760,000		3,277,900	7,037,900
		2005/06	3,950,000		3,087,300	7,037,300
		2006/07	4,140,000		2,887,000	7,027,000
		2007/08	4,355,000		2,669,680	7,024,680
		2008/09	4,575,000		2,437,805	7,012,805
		2009/10	4,825,000		2,190,710	7,015,710
		2010/11	5,075,000		1,930,065	7,005,065
		2011/12	5,355,000		1,648,888	7,003,888
		2012/13	5,645,000		1,350,800	6,995,800
		2013/14	5,960,000		1,036,488	6,996,488
		2014/15	6,290,000		702,788	6,992,788
		2015/16	1,580,000		350,550	1,930,550
		2016/17	1,660,000		269,575	1,929,575
		2017/18	1,750,000		184,500	1,934,500
		2018/19	1,850,000		94,813	1,944,813
TOTAL FUND DEBT SERVICE			\$ 75,780,000		\$ 39,072,558	\$ 114,852,558

Golf Fund – 154

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Concessions	204,862	197,260	169,000	150,000	189,985	189,985
Parks & Recreation Facilities	5,250,727	5,126,961	5,364,800	4,843,000	6,521,355	6,521,355
Rents and Reimbursements	7,599	20	7,000	7,100	0	0
	5,463,188	5,324,241	5,540,800	5,000,100	6,711,340	6,711,340
Miscellaneous Revenues						
Bond and Note Sales	0	0	8,370,000	6,650,000	0	0
Interest Earned	56,580	70,597	54,000	8,000	80,000	80,000
Other Miscellaneous	0	344	0	3,900	0	0
Private Grants/Donations	1,585	6,000	0	0	0	0
Sales Miscellaneous	4,308	7,382	3,800	0	10,800	10,800
	62,473	84,323	8,427,800	6,661,900	90,800	90,800
Total External Revenues	5,525,661	5,408,564	13,968,600	11,662,000	6,802,140	6,802,140
Internal Revenues						
Beginning Fund Balance	917,230	875,044	194,404	185,346	470,521	470,521
TOTAL RESOURCES	\$ 6,442,891	\$ 6,283,608	\$ 14,163,004	\$ 11,847,346	\$ 7,272,661	\$ 7,272,661
REQUIREMENTS						
Bureau Expenses						
Personal Services						
	2,157,119	2,225,577	2,414,339	2,465,000	2,566,043	2,566,043
External Materials and Services						
Communications Services	8,449	9,604	11,348	0	14,666	14,666
Data Processing Services	5,943	6,788	7,425	0	16,646	16,646
Facilities Services	0	6	0	0	0	0
Fleet Services	78,752	87,481	95,989	0	109,956	109,956
Insurance	54,753	64,152	66,462	0	73,362	73,362
Printing & Distribution	1,113	3,003	4,470	0	4,740	4,740
Auto Port Operating	2,880	0	0	0	0	0
Environmental Services	0	4,915	0	0	0	0
Finance & Administration	16,354	7,989	8,431	0	8,575	8,575
Parking Facilities	0	3,120	3,120	0	3,120	3,120
Parks Bureau	294,486	389,727	378,969	563,000	340,579	340,579
Transportation	0	189	0	0	0	0
	462,730	576,974	576,214	563,000	571,644	571,644
Capital Outlay	1,038,807	1,197,030	3,891,275	3,984,000	586,400	586,400
Total Bureau Expenses	5,155,840	5,636,949	8,389,402	8,343,000	5,193,408	5,193,408
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	4,686,992	0	1,446,603	1,482,177
Compensation Adjustment	0	0	59,769	0	0	0
	0	0	4,746,761	0	1,446,603	1,482,177
General Fund Overhead	134,322	171,324	164,841	156,825	222,737	187,163
Fund Cash Transfers						
Golf Revenue Bond	280,000	292,500	862,000	577,000	344,000	344,000
Pension Debt Redemption Fund	0	0	0	0	65,913	65,913
	280,000	292,500	862,000	577,000	409,913	409,913
Debt Retirement	(2,319)	(2,511)	0	2,300,000	0	0
Unappropriated Ending Balance						
Unappropriated Ending Balance	875,048	185,346	0	470,521	0	0
	875,048	185,346	0	470,521	0	0
Total Fund Requirements	1,287,051	646,659	5,773,602	3,504,346	2,079,253	2,079,253
TOTAL REQUIREMENTS	\$ 6,442,891	\$ 6,283,608	\$ 14,163,004	\$ 11,847,346	\$ 7,272,661	\$ 7,272,661

FUND OVERVIEW

The Golf Operating Fund is designed to account for a self sufficient, revenue based golf program within Portland Parks and Recreation. The program supports five regulation-sized golf courses at four sites, along with clubhouses and other support facilities. The courses encompass approximately 750 acres within the metropolitan area.

In FY 2000-01, the newly remodeled Redtail course will be in full operation. Formally called Progress Downs, this course underwent a major renovation and was closed for most of the previous fiscal year.

Golf Revenue Bond Redemption Fund – 353

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Bond and Note Sales	0	0	270,000	0	0	0
Interest Earned	13,823	12,608	13,000	12,100	12,500	12,500
	13,823	12,608	283,000	12,100	12,500	12,500
Total External Revenues	13,823	12,608	283,000	12,100	12,500	12,500
Internal Revenues						
Other Cash Transfers						
Golf Fund	280,000	292,500	862,000	577,000	344,000	344,000
	280,000	292,500	862,000	577,000	344,000	344,000
Total Internal Revenues	280,000	292,500	862,000	577,000	344,000	344,000
Beginning Fund Balance	243,862	232,919	232,845	232,754	231,854	0
TOTAL RESOURCES	\$ 537,685	\$ 538,027	\$ 1,377,845	\$ 821,854	\$ 588,354	\$ 356,500
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	304,765	305,273	1,144,615	821,854	357,000	356,500
Unappropriated Ending Balance						
Reserve for Future Years	0	0	233,230	0	0	0
Unappropriated Ending Balance	232,920	232,754	0	0	231,354	0
	232,920	232,754	233,230	0	231,354	0
Total Fund Requirements	537,685	538,027	1,377,845	821,854	588,354	356,500
TOTAL REQUIREMENTS	\$ 537,685	\$ 538,027	\$ 1,377,845	\$ 821,854	\$ 588,354	\$ 356,500

FUND OVERVIEW

This fund pays principal and interest on for a line of credit established in 2000 to make improvements at Eastmoreland, Heron Lakes, Redtail (previously known as Progress Downs), and Rose City golf courses. Debt service on these bonds is payable from and secured by net revenues of the golf system.

Golf Revenue Bond Redemption Fund – 353

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+i
Golf System Revenue Bonds, 2000 Series A						
02/01/2000 - Due 11/1	3,600,000					
		2000/01	0	variable	0	0
		2001/02	3,600,000	variable	288,000	3,888,000
		TOTAL	3,600,000		288,000	3,888,000
Golf System Revenue Bonds, 2000 Series B						
02/01/2000 - Due 11/1						
	341,000	2000/01	341,000	5.40%	15,485	356,485
		TOTAL	341,000		15,485	356,485
COMBINED DEBT SERVICE						
	3,941,000					
		2000/01	341,000		15,485	356,485
		2001/02	3,600,000		288,000	3,888,000
TOTAL FUND DEBT SERVICE			\$ 3,941,000		\$ 303,485	\$ 4,244,485

Parks Bond Construction Fund – 504

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	2,067,214	1,024,317	103,346	240,000	25,000	25,000
Other Miscellaneous	0	5,664	0	0	0	0
	2,067,214	1,029,981	103,346	240,000	25,000	25,000
Total External Revenues	2,067,214	1,029,981	103,346	240,000	25,000	25,000
Internal Revenues						
Beginning Fund Balance	43,520,197	26,753,819	11,304,173	11,298,693	1,475,000	1,475,000
TOTAL RESOURCES	\$ 45,587,411	\$ 27,783,800	\$ 11,407,519	\$ 11,538,693	\$ 1,500,000	\$ 1,500,000
REQUIREMENTS						
Bureau Expenses						
Personal Services	1,206,992	1,071,438	564,776	1,000,000	0	0
External Materials and Services	1,401,732	1,632,007	404,961	1,500,000	50,000	50,000
Communications Services	55,646	45,666	20,046	0	0	0
Facilities Services	130	45	0	0	0	0
Fleet Services	10,629	7,501	12,450	0	0	0
Printing & Distribution	42,906	55,642	23,625	0	0	0
Auto Port Operating	8,142	0	0	0	0	0
Environmental Services	26,094	12,016	10,000	0	0	0
Finance & Administration	42,762	45,896	31,260	0	0	0
Parking Facilities	0	7,800	7,800	0	0	0
Parks Bureau	287,958	184,973	253,784	0	0	0
Planning	24,000	0	0	0	0	0
Purchases & Stores	48,403	0	0	0	0	0
Transportation	62,124	352	0	0	0	0
Water Bureau	1,739	114,894	10,000	0	0	0
	610,533	474,785	368,965	0	0	0
Capital Outlay	15,608,587	13,281,877	10,043,817	7,538,693	1,413,485	1,413,485
Equipment Cash Transfers						
Printing & Distribution	5,758	0	0	0	0	0
	5,758	0	0	0	0	0
Total Bureau Expenses	18,833,602	16,460,107	11,382,519	10,038,693	1,463,485	1,463,485
Fund Requirements						
General Fund Overhead	0	25,000	25,000	25,000	0	0
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	36,515	36,515
	0	0	0	0	36,515	36,515
Unappropriated Ending Balance						
Unappropriated Ending Balance	26,753,809	11,298,693	0	1,475,000	0	0
	26,753,809	11,298,693	0	1,475,000	0	0
Total Fund Requirements	26,753,809	11,323,693	25,000	1,500,000	36,515	36,515
TOTAL REQUIREMENTS	\$ 45,587,411	\$ 27,783,800	\$ 11,407,519	\$ 11,538,693	\$ 1,500,000	\$ 1,500,000

FUND OVERVIEW

The Parks Bond Construction Fund was established to account for capital improvements funded by a \$58.8 million General Obligation Bond Issue. This capital program, sometimes referred to as the GOBI, was passed by voters in November 1994, and implementation began in the spring of 1995.

- ◆ Most of the 114 projects funded from the bond issue were focused on renovating and upgrading existing park infrastructure (playgrounds, restrooms, paths, irrigation and lighting) as well as making park features comply with the Americans with Disabilities Act requirements.
- ◆ The bond measure also responded to Portland's growing demand for more recreational opportunities by providing funds to build two new community centers, renovate six existing community centers and five pools, and develop fourteen new soccer fields and six new softball fields.

The final project from this bond measure is scheduled to begin in late spring or early summer of 2000.

The GOBI was planned as a five-year capital program. As of January 2000, in its fifth year, 94 out of 114 projects have been completed. Two projects at North Park Blocks and O'Bryant Square were dropped due to shifting funds to other projects that had costs higher than previously estimated. All remaining projects are underway and nearing completion with the exception of Johnson Creek Park, where construction is expected to begin during the dry weather season of late spring or early summer. Other projects may extend into FY 2000-01, depending on the final completion of punch list items. A total of \$1.5 million is included in the Adopted Budget to complete these items.

Parks Construction Fund – 505

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Public Works/Utility Charge	0	535,727	892,000	985,000	1,000,000	1,000,000
Rents and Reimbursements	0	25,655	0	0	0	0
	0	561,382	892,000	985,000	1,000,000	1,000,000
Local Sources						
Local Cost Sharing	0	138,699	2,434,347	920,000	3,685,787	3,720,787
	0	138,699	2,434,347	920,000	3,685,787	3,720,787
Miscellaneous Revenues						
Bond and Note Sales	0	0	5,700,000	0	1,800,000	1,800,000
Collection of Assessment	0	14,777	0	0	0	0
Interest Earned	0	73,576	57,100	57,100	72,000	72,000
Private Grants/Donations	0	72,878	0	0	56,000	56,000
	0	161,231	5,757,100	57,100	1,928,000	1,928,000
Total External Revenues	0	861,312	9,083,447	1,962,100	6,613,787	6,648,787
Internal Revenues						
Other Cash Transfers						
General Fund	0	2,595,564	2,077,000	2,077,000	1,520,000	1,520,000
	0	2,595,564	2,077,000	2,077,000	1,520,000	1,520,000
Federal Grants Transfers						
	0	0	28,726	28,726	2,549,218	2,514,218
Interfund Service Reimbursements						
Environmental Services	0	176,009	33,325	1,726,650	0	0
Housing & Community Development	0	16,358	0	0	0	0
Portland Parks Trust	0	50,230	1,215,000	0	445,000	445,000
Transportation	0	13,450	33,325	0	0	0
Water Bureau	0	0	451,650	0	0	0
	0	256,047	1,733,300	1,726,650	445,000	445,000
Total Internal Revenues	0	2,851,611	3,839,026	3,832,376	4,514,218	4,479,218
Beginning Fund Balance	0	0	1,200,929	1,320,347	3,147,069	3,147,069
TOTAL RESOURCES	\$ 0	\$ 3,712,923	\$ 14,123,402	\$ 7,114,823	\$ 14,275,074	\$ 14,275,074
REQUIREMENTS						
Bureau Expenses						
Personal Services						
	0	29,915	194,047	250,000	824,818	824,818
External Materials and Services						
Communications Services	0	0	1,243	0	766	766
Data Processing Services	0	0	0	0	12,679	12,679
Fleet Services	0	0	1,604	0	1,553	1,553
Printing & Distribution	0	1,657	7,057	0	22,026	22,026
Environmental Services	0	0	0	0	12,376	12,376
Finance & Administration	0	0	0	0	20,602	20,602
Government Bond Redemption	0	0	760,000	0	0	0
Parking Facilities	0	0	0	0	4,680	4,680
Parks Bureau	0	94,016	12,641	800,000	512,778	512,778
	0	95,673	782,545	800,000	587,460	587,460
Capital Outlay						
	0	2,242,083	12,332,096	2,519,002	11,811,847	11,811,847
Total Bureau Expenses	0	2,392,577	13,596,939	3,919,002	13,343,249	13,343,249
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	501,769	0	682,907	684,209
Compensation Adjustment	0	0	4,440	0	0	0
	0	0	506,209	0	682,907	684,209
General Fund Overhead						
	0	0	5,454	48,752	48,308	47,006
Fund Cash Transfers						
Intermediate Debt Fund	0	0	0	0	200,000	200,000

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Pension Debt Redemption Fund	0	0	0	0	610	610
	0	0	0	0	200,610	200,610
Unappropriated Ending Balance						
Unappropriated Ending Balance	0	1,320,346	14,800	3,147,069	0	0
	0	1,320,346	14,800	3,147,069	0	0
Total Fund Requirements	0	1,320,346	526,463	3,195,821	931,825	931,825
TOTAL REQUIREMENTS	\$ 0	\$ 3,712,923	\$ 14,123,402	\$ 7,114,823	\$ 14,275,074	\$ 14,275,074

FUND OVERVIEW

The Parks Construction Fund was created in FY 1998-99 as a way to improve and streamline the financial management and accounting for capital improvement program expenditures for Portland Parks and Recreation. Projects approved through the capital review committee using General Fund resources are included here, as well as projects funded with non-discretionary resources, including the Park System Development Charge that was established in the fall of 1998. A total of \$1,520,000 of General Fund discretionary resources is included in the FY 2000-01 Adopted Budget.

Portland International Raceway Fund – 156

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Concessions	153,572	164,055	175,000	178,000	175,000	175,000
Rents and Reimbursements	686,624	653,231	700,000	730,000	708,000	708,000
	840,196	817,286	875,000	908,000	883,000	883,000
Miscellaneous Revenues						
Interest Earned	7,997	2,571	8,000	4,000	5,000	5,000
Other Miscellaneous	5,715	4,204	0	0	0	0
	13,712	6,775	8,000	4,000	5,000	5,000
Total External Revenues	853,908	824,061	883,000	912,000	888,000	888,000
Internal Revenues						
Beginning Fund Balance	153,750	115,370	120,710	2,270	39,072	39,072
TOTAL RESOURCES	\$ 1,007,658	\$ 939,431	\$ 1,003,710	\$ 914,270	\$ 927,072	\$ 927,072
REQUIREMENTS						
Bureau Expenses						
Personal Services	393,290	406,262	420,648	428,000	426,050	426,050
External Materials and Services	304,592	350,675	382,200	322,000	274,298	269,298
Communications Services	14,509	11,834	12,171	0	11,434	11,434
Data Processing Services	722	881	964	0	2,562	2,562
Fleet Services	5,643	6,816	5,475	0	5,301	5,301
Insurance	24,106	19,456	20,157	0	25,341	25,341
Printing & Distribution	539	530	1,385	0	1,435	1,435
Environmental Services	90,000	35,000	0	0	40,000	40,000
Finance & Administration	95	0	0	0	0	0
Parks Bureau	18,373	29,163	23,567	61,000	26,746	26,746
Transportation	0	5,111	2,000	0	5,000	5,000
	153,987	108,791	65,719	61,000	117,819	117,819
Capital Outlay	0	8,337	40,000	40,000	35,000	0
Total Bureau Expenses	851,869	874,065	908,567	851,000	853,167	813,167
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	27,082	0	42,670	83,177
Compensation Adjustment	0	0	10,068	0	0	0
	0	0	37,150	0	42,670	83,177
General Fund Overhead	40,419	63,096	57,993	24,198	18,546	18,039
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	12,689	12,689
	0	0	0	0	12,689	12,689
Unappropriated Ending Balance						
Unappropriated Ending Balance	115,370	2,270	0	39,072	0	0
	115,370	2,270	0	39,072	0	0
Total Fund Requirements	155,789	65,366	95,143	63,270	73,905	113,905
TOTAL REQUIREMENTS	\$ 1,007,658	\$ 939,431	\$ 1,003,710	\$ 914,270	\$ 927,072	\$ 927,072

FUND OVERVIEW

The Portland International Raceway (PIR) Operating Fund is a separate enterprise fund within Portland Parks and Recreation. It is a wholly self-sustaining operation which manages the world-class road course, motocross track, open air exhibit areas, and related spectator facilities. The facility attracts over 500,000 spectators to about 135 events annually and is used nearly every day of the year.

Portland Parks Memorial Trust Funds – 602

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Concessions	32,781	48,376	55,000	50,000	50,000	50,000
Parking Fees	111,572	140,534	143,000	136,615	146,000	146,000
Parks & Recreation Facilities	969,249	1,078,684	942,000	1,088,110	1,082,025	1,082,025
Rents and Reimbursements	192,574	224,776	210,830	292,300	283,000	283,000
	1,306,176	1,492,370	1,350,830	1,567,025	1,561,025	1,561,025
Miscellaneous Revenues						
Interest Earned	177,240	158,231	175,250	157,300	126,250	126,250
Other Miscellaneous	41	0	0	0	0	0
Private Grants/Donations	217,587	451,030	11,200	252,000	52,000	52,000
	394,868	609,261	186,450	409,300	178,250	178,250
Total External Revenues	1,701,044	2,101,631	1,537,280	1,976,325	1,739,275	1,739,275
Internal Revenues						
Federal Grants Transfers	41,257	0	0	0	0	0
Interfund Service Reimbursements						
Environmental Services	0	4,500	0	0	0	0
	0	4,500	0	0	0	0
Total Internal Revenues	41,257	4,500	0	0	0	0
Beginning Fund Balance	2,617,736	2,598,505	3,241,869	3,241,869	2,591,412	2,591,412
TOTAL RESOURCES	\$ 4,360,037	\$ 4,704,636	\$ 4,779,149	\$ 5,218,194	\$ 4,330,687	\$ 4,330,687
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Communications Services	304	314	325	0	375	375
Printing & Distribution	605	221	0	0	0	0
Finance & Administration	1,250	1,663	2,111	0	2,096	2,096
Neighborhood Involvement	0	7,000	7,500	0	7,500	7,500
Parks Bureau	1,098,130	720,927	617,476	1,773,302	703,516	703,516
Parks Construction	0	50,230	1,215,000	0	445,000	445,000
	1,100,289	780,355	1,842,412	1,773,302	1,158,487	1,158,487
Capital Outlay	3,489	7,000	0	0	0	0
Total Bureau Expenses	1,761,542	1,462,767	2,861,892	2,626,782	2,232,479	2,232,479
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	1,890,948	0	2,070,949	2,070,949
	0	0	1,890,948	0	2,070,949	2,070,949
Unappropriated Ending Balance						
Unappropriated Ending Balance	2,598,495	3,241,869	26,309	2,591,412	27,259	27,259
	2,598,495	3,241,869	26,309	2,591,412	27,259	27,259
Total Fund Requirements	2,598,495	3,241,869	1,917,257	2,591,412	2,098,208	2,098,208
TOTAL REQUIREMENTS	\$ 4,360,037	\$ 4,704,636	\$ 4,779,149	\$ 5,218,194	\$ 4,330,687	\$ 4,330,687

LINE ITEM DETAIL – AU 450

Materials and Services

External Materials and Services

521000 Professional Services	61,063	12,005	14,192	0	9,000	9,000
522000 Utilities	2,545	2,262	2,500	0	3,012	3,012
523000 Equipment Rental	583	686	6,100	0	7,000	7,000
524000 Repair & Maintenance Services	51,726	35,998	195,425	853,480	199,500	199,500
528000 Local Match Payments	233,457	216,298	195,000	0	219,000	219,000
529000 Miscellaneous Services	88,459	58,272	129,700	0	116,000	116,000
531000 Office Supplies	5,212	572	2,775	0	3,000	3,000
532000 Operating Supplies	53,302	71,858	123,075	0	135,000	135,000
533000 Repair & Maintenance Supplies	2,492	24,308	48,758	0	56,000	56,000
534000 Minor Equipment & Tools	30,330	66,324	70,425	0	98,000	98,000

535000	Clothing & Uniforms	10,660	16,823	18,650	0	26,000	26,000
539000	Other Commodities External	76,580	126,193	148,775	0	133,400	133,400
541000	Education	3,769	3,088	7,900	0	10,000	10,000
543000	Out-of-Town Travel	12,002	10,432	12,000	0	15,000	15,000
549000	Miscellaneous	25,584	30,293	44,205	0	44,080	44,080
Total External Materials and Services		657,764	675,412	1,019,480	853,480	1,073,992	1,073,992
Internal Materials and Services							
552000	Printing & Distribution	605	221	0	0	0	0
554000	Communications Services	304	314	325	0	375	375
559000	Other Fund Services	1,099,380	779,820	1,842,087	1,773,302	1,158,112	1,158,112
Total Internal Materials and Services		1,100,289	780,355	1,842,412	1,773,302	1,158,487	1,158,487
Total Materials and Services		1,758,053	1,455,767	2,861,892	2,626,782	2,232,479	2,232,479
Capital Outlay							
563000	Improvements	3,489	0	0	0	0	0
564000	Capital Equipment	0	7,000	0	0	0	0
Total Capital Outlay		3,489	7,000	0	0	0	0
TOTAL Bureau Expenses		\$ 1,761,542	\$ 1,462,767	\$ 2,861,892	\$ 2,626,782	\$ 2,232,479	\$ 2,232,479

FUND OVERVIEW

The Portland Parks Trust Fund, which consists of 15 separate funds, was established to receive donations from grants, neighborhood associations, foundations, Friends organizations, and others who designate funds to be applied to specific parks or projects. Trust fund expenditures are governed by a written set of guidelines that encourage leveraging trust fund expenditures as a match with other sources of support. Trust fund contributions are often one-time investments. They are also used to provide specific benefits to a particular park or constituency and generally benefit the overall growth and mission of the entire park system.

FY 2000-01 Budget

The FY 2000-01 Portland Parks Trust Fund Adopted Budget includes \$100,000 support for sponsorships, and \$70,000 for maintenance and property taxes of rental properties. The Youth Trust fund is budgeted for \$233,000 to be used for recreation opportunities for low-income youth.

Activities

The Oaks Pioneer Church Trust includes \$24,662 for building and landscape maintenance. The Forest Park Trust is budgeted to use \$20,000 for matching funds to leverage funds from outside organizations for acquisitions to the park. The Willamette Park Trust has \$39,300 budgeted for parking management services. The North Portland Trust fund has \$42,500 budgeted for North Portland priority recreation and activities in agreement with the local neighborhood and business community, with the funding coming from ticket surcharges at selected events at Portland International Raceway.

Activities in the other trust funds are at approximately the same level as in FY 1999-00, and include:

- ◆ \$271,525 for the Children's Museum Trust.
- ◆ \$1,400 for the F.L. Beach Rose Visibility Trust.
- ◆ \$5,000 for the Delta Park Trust.
- ◆ \$10,000 for the SP 4449 Trust.
- ◆ \$100,000 for the Columbia South Shore Trails Trust.
- ◆ \$2,000 for the Rose Garden Trust.
- ◆ \$443,133 for the Recreation Trust.

- ◆ \$22,000 for the Parks Operations Trust.
- ◆ \$1,500 for the Portland International Raceway Timing Tower Trust.

Spectator Facilities Operating Fund – 160

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	3,415,422	2,642,069	0	0	0	0
Parking Fees	1,398,112	1,206,067	1,156,778	1,439,528	1,485,593	1,485,593
Rents and Reimbursements	738,846	161,156	2,873,902	3,456,101	3,564,203	3,564,203
	5,552,380	4,009,292	4,030,680	4,895,629	5,049,796	5,049,796
Miscellaneous Revenues						
Bond and Note Sales	0	0	0	0	66,000,000	66,000,000
Interest Earned	423,159	470,325	418,556	418,556	409,690	409,690
Other Miscellaneous	223,701	82,757	79,620	79,620	4,077,018	4,077,018
Refunds	8,259	0	0	0	0	0
Sale of Capital Assets	0	3,239	0	0	0	0
	655,119	556,321	498,176	498,176	70,486,708	70,486,708
Total External Revenues	6,207,499	4,565,613	4,528,856	5,393,805	75,536,504	75,536,504
Internal Revenues						
Other Cash Transfers						
General Fund	679,000	462,500	0	0	0	0
	679,000	462,500	0	0	0	0
Total Internal Revenues	679,000	462,500	0	0	0	0
Beginning Fund Balance	5,965,040	7,718,280	7,888,333	7,888,333	34,086,085	1,786,085
TOTAL RESOURCES	\$ 12,851,539	\$ 12,746,393	\$ 12,417,189	\$ 13,282,138	\$ 109,622,589	\$ 77,322,589
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Communications Services	0	120	350	350	478	478
Facilities Services	1,184	3,156	6,219	6,219	7,800	7,800
Fleet Services	0	76	0	0	0	0
Printing & Distribution	0	4,539	1,000	127	520	520
Finance & Administration	123,862	244,556	364,775	364,775	399,020	399,020
Planning	0	0	0	28,000	0	0
Transportation	0	0	85,000	85,000	0	0
	125,046	252,447	457,344	484,471	407,818	407,818
Capital Outlay	660,196	309,528	1,148,313	134,590	29,400,000	29,400,000
Total Bureau Expenses	1,172,872	1,127,869	2,796,596	7,800,403	32,960,421	32,960,421
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	5,924,943	0	38,086,512	5,786,512
	0	0	5,924,943	0	38,086,512	5,786,512
General Fund Overhead	106,538	0	0	0	0	0
Fund Cash Transfers						
Improvement Bond Int & Sinking	0	264,400	264,558	264,558	264,335	264,335
Intermediate Debt Fund	678,840	0	0	0	0	0
Pension Debt Redemption Fund	0	0	0	0	6,026	6,026
Transportation Operating	0	266,287	200,000	200,000	0	0
	678,840	530,687	464,558	464,558	270,361	270,361
Debt Retirement	3,175,007	3,199,504	3,231,092	3,231,092	38,305,295	38,305,295
Unappropriated Ending Balance						
Unappropriated Ending Balance	7,718,282	7,888,333	0	1,786,085	0	0
	7,718,282	7,888,333	0	1,786,085	0	0
Total Fund Requirements	11,678,667	11,618,524	9,620,593	5,481,735	76,662,168	44,362,168
TOTAL REQUIREMENTS	\$ 12,851,539	\$ 12,746,393	\$ 12,417,189	\$ 13,282,138	\$ 109,622,589	\$ 77,322,589
LINE ITEM DETAIL – AU 203						
Materials and Services						
External Materials and Services						
521000 Professional Services	361,420	391,990	947,837	6,962,040	2,227,279	2,227,279

522000	Utilities	0	23,496	36,774	26,796	28,345	28,345
523000	Equipment Rental	0	100	0	0	0	0
524000	Repair & Maintenance Services	1,257	93,700	100,324	95,643	146,676	146,676
525000	Non-Capital Improvement	0	0	50,000	50,000	0	0
529000	Miscellaneous Services	1,043	48,732	39,279	35,403	38,267	38,267
531000	Office Supplies	0	460	235	314	330	330
532000	Operating Supplies	0	4,687	8,396	2,814	2,956	2,956
534000	Minor Equipment & Tools	4,011	1,904	0	1,684	1,768	1,768
535000	Clothing & Uniforms	0	44	775	775	814	814
539000	Other Commodities External	0	524	465	248	261	261
546000	Refunds	17,756	0	0	0	0	0
549000	Miscellaneous	2,143	257	6,854	5,625	705,907	705,907
Total External Materials and Services		387,630	565,894	1,190,939	7,181,342	3,152,603	3,152,603
Internal Materials and Services							
551000	Fleet Services	0	76	0	0	0	0
552000	Printing & Distribution	0	4,539	1,000	127	520	520
553000	Facilities Services	1,184	3,156	6,219	6,219	7,800	7,800
554000	Communications Services	0	120	350	350	478	478
559000	Other Fund Services	123,862	244,556	449,775	477,775	399,020	399,020
Total Internal Materials and Services		125,046	252,447	457,344	484,471	407,818	407,818
Total Materials and Services		512,676	818,341	1,648,283	7,665,813	3,560,421	3,560,421
Capital Outlay							
563000	Improvements	618,166	258,538	1,138,723	125,000	29,400,000	29,400,000
564000	Capital Equipment	42,030	50,990	9,590	9,590	0	0
Total Capital Outlay		660,196	309,528	1,148,313	134,590	29,400,000	29,400,000
TOTAL Bureau Expenses		\$ 1,172,872	\$ 1,127,869	\$ 2,796,596	\$ 7,800,403	\$ 32,960,421	\$ 32,960,421

FUND OVERVIEW

Fund Description

The Spectator Facilities Operating Fund is an enterprise fund within the Office of Management and Finance which was established to budget, monitor, and account for resources and requirements for the Oregon Arena Project and other activities.

Major Programs

The Fund is composed of four major program categories: parking operations, Memorial Coliseum operations, other Arena project activities and Civic Stadium redevelopment project. The Spectator Facilities Division within the Office of Management and Finance oversees these programs.

Program Activities

Major program activities for the Arena Public Facilities' include operations and maintenance, capital improvements, financial planning, contract administration, special projects, and liaison activities between the City and the Oregon Arena Corporation (OAC), other governmental agencies, private citizens and groups.

The program activities for the Civic Stadium redevelopment project include addressing deferred capital maintenance needs of the Civic Stadium including structural, safety, ADA, and operational deficiencies.

Fund Reserves

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

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

History

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

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

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

CHANGES FROM PRIOR YEAR**Accomplishments**

Three projects have been undertaken by the Spectator Facilities Division.

Parking Revenue System

Enhancements will create efficiencies for the system.

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

Electronic Message Signs

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

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

Civic Stadium

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

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

Change in Requirements

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

Project Costs

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

Project Financing

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

Change in Resources

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

Spectator Facilities Operating Fund – 160

DEBT REDEMPTION SCHEDULE

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

Spectator Facilities Operating Fund – 160

DEBT REDEMPTION SCHEDULE

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

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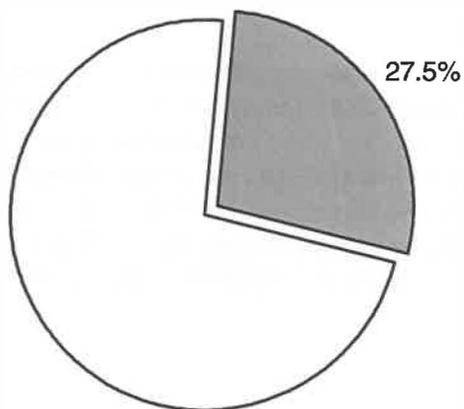
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Public Utilities

Bureau of Environmental Services

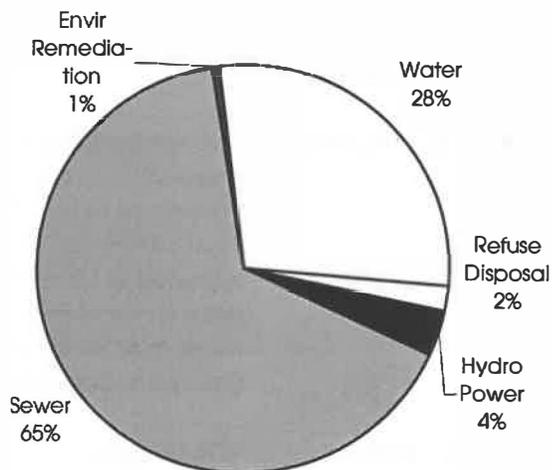
Bureau of Water Works

Percent of City Budget
Public Utilities = \$461.5 Million



City Budget = \$1.68 Billion

Bureau Pie Chart



Service Area Overview

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

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

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

Service Area Highlights

DESCRIPTION

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

MAJOR THEMES

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

Bureau of Water Works

The Budget

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

Decision Packages

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

Bond Credit Rating

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

Bureau of Environmental Services

Position Changes

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

Budget Changes

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

Combined Sewer Overflow Program

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

Solid Waste Collection and Recycling Program

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

Bureau of Environmental Services

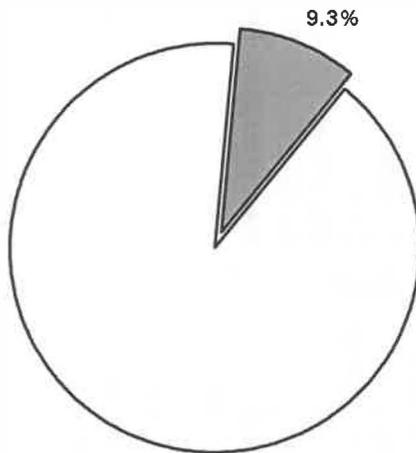
Public Utilities Service Area

Dan Saltzman, Commissioner-in-Charge

Dean Marriott, Director

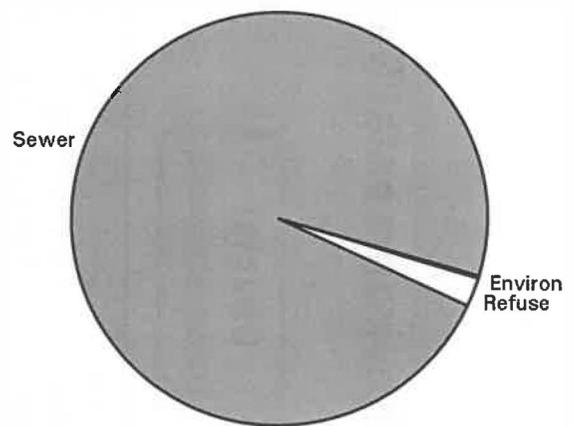
Percent of City Budget

BES = \$156.2 Million



City Budget = \$1.68 Billion

Bureau Divisions

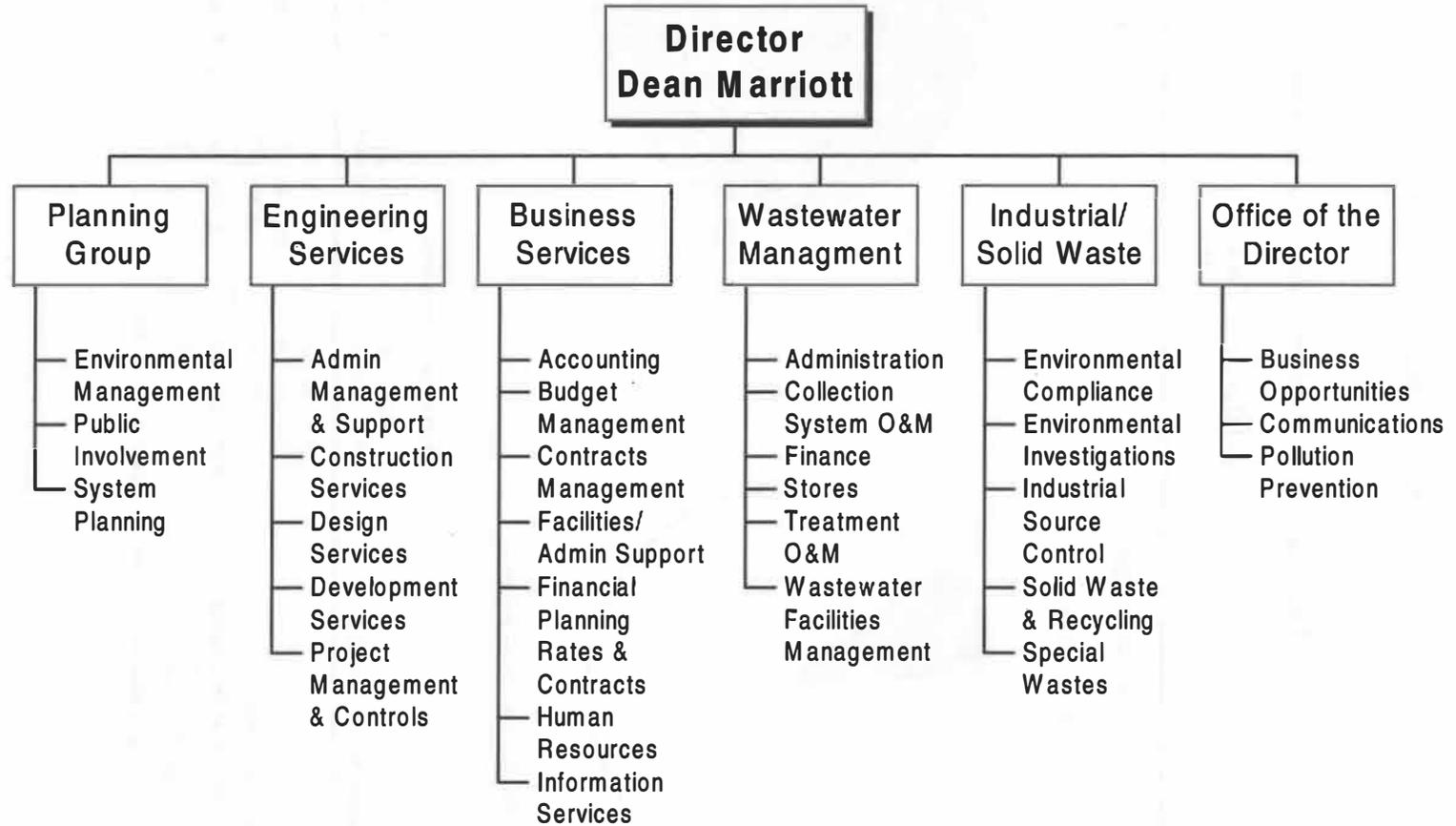


Bureau Overview

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

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

Bureau of Environmental Services



Bureau Summary

BUREAU MISSION

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

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

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

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

BUREAU HIGHLIGHTS

Sewer Funding

Average residential sewer bills will increase 3.3%.

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

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

The Sanitary and Stormwater operating budget reflects internal cost constraints.

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

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

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

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

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

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

General Description

BUREAU OVERVIEW

Organizational Description

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

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

MAJOR ISSUES

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

Endangered Species Act

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

Portland Harbor Sediments

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

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

*Columbia Slough Total
Maximum Daily Loads*

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

Columbia Boulevard Wastewater Treatment Plant Biosolids Removal

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

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

Tryon Creek Treatment and Transportation Capacity

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

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

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

Columbia Slough Sediments

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

"303 List"

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

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

The Clean River Plan

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

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

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

RECENT TRENDS

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

Continuing Trends

Combined Sewer Overflow

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

National Pollutant Discharge Elimination System (NPDES) Stormwater Permit

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

Bond Covenants

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

New Trends**Economic**

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

CHANGES FROM PRIOR YEAR**Budget Changes**

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

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

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

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

Position Changes

The bureau has a total of 464 positions.

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

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

Strategic Direction

VISION AND VALUES

Bureau Values

The employees of the Bureau of Environmental Services

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

Vision

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

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

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals

Dedicated to Excellent Service

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

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

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

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

Striving for Cost Effectiveness

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

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

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

Providing Environmental Leadership

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

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

Excellent Service

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

Operations and Maintenance Goal

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

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

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

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

Watershed Management Goal

Ensure that City watersheds provide healthy urban ecosystems.

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

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

Solid Waste Goal

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

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

Employee and Stakeholder Involvement Goal

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

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

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

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

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

Cost Effectiveness

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

Cost Effectiveness Work Goal

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

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

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

Revenue and Rate Goal

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

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

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

Financial Planning and Budgeting Goal

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

Environmental Leadership

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

Regulatory and Policy Goal

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

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

Using innovative management approaches and technologies,

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

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

Partnership Development Goal

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

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

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

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

MAJOR INITIATIVES

CSO

The CSO Program is scheduled for completion by 2011.

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

The Clean River Plan

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

Endangered Species Act

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

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

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

COUNCIL PRIORITIES

Council Issues and Priorities

Revenue Enhancements

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

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

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

Ensure a Safe and Peaceful Community

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

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

The bureau encourages and facilitates public involvement.

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

Ensure Decent, Affordable Housing

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

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

Maintain a Financially Stable City

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

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

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

Promote Economic Vitality and Access to Quality Jobs for All Citizens

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

Promote Healthy Families and Children

BES provides a healthy environment for Portland's families.

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

Support Quality Education to Produce Well Educated Citizens

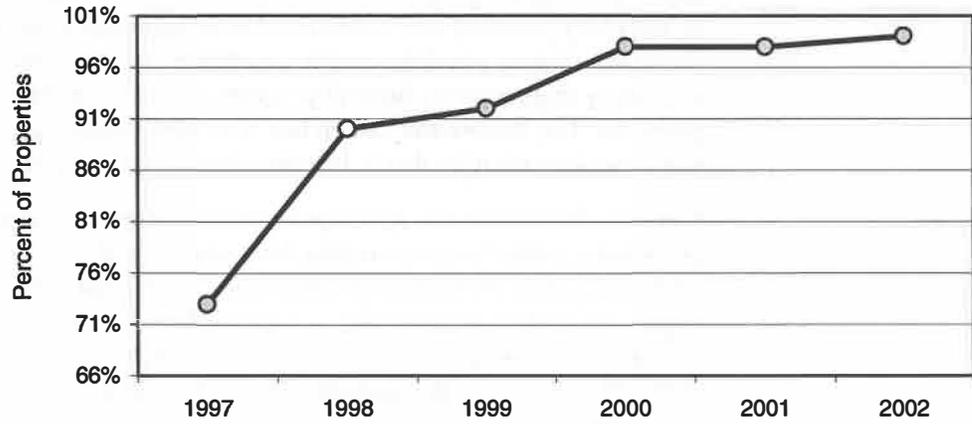
BES promotes environmental education in schools and neighborhoods.

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

Performance Measures

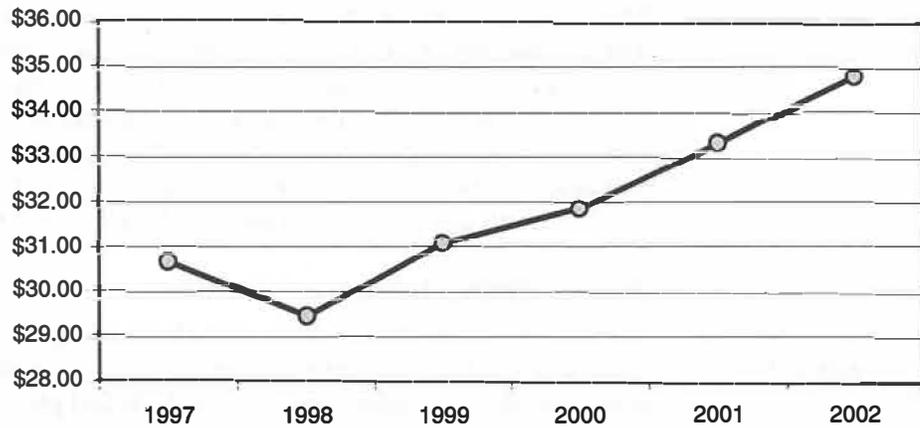
Mid-County Properties with Cesspools Disconnected

- ◆ Construction in Mid-Multnomah County has been completed, thus slowing the rate at which cesspools are disconnected and sewer connections are made.
- ◆ By 2003, all Mid-County properties will be connected to the sewer system.



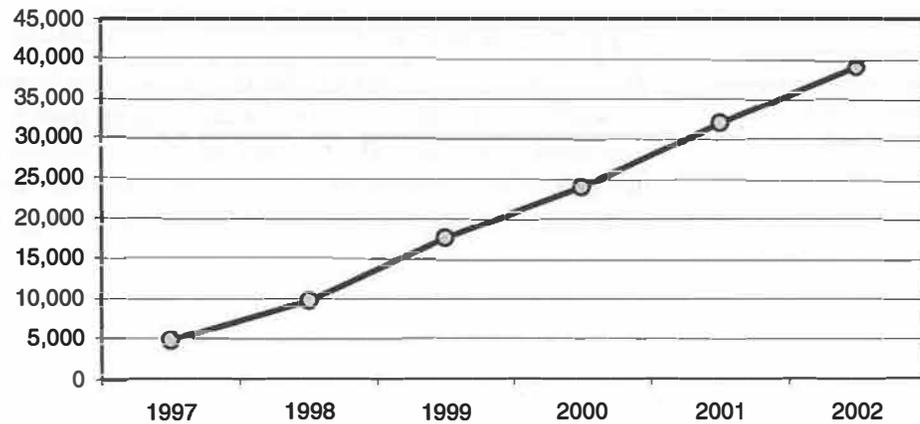
Annual Wastewater Program Unit Cost

- ◆ Costs per sewage population equivalent is a benchmark for measuring average system costs.
- ◆ The significant increase in FYE 98 to 99 reflects the shift of program support costs such as fleet and communications from a bureau-wide cost to the Wastewater Program.



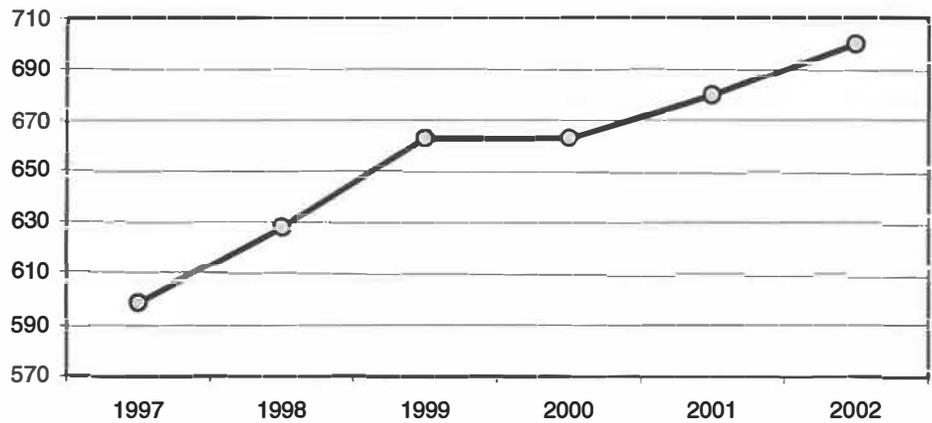
Number of Roof Drains Disconnected (cumulative)

- ◆ Roof drain disconnections will proceed in accordance with CSO program schedules.
- ◆ Projections for FYE 2002 reflect completion of the Columbia Slough portions of the Disconnect Program and progress on the Willamette River portions.

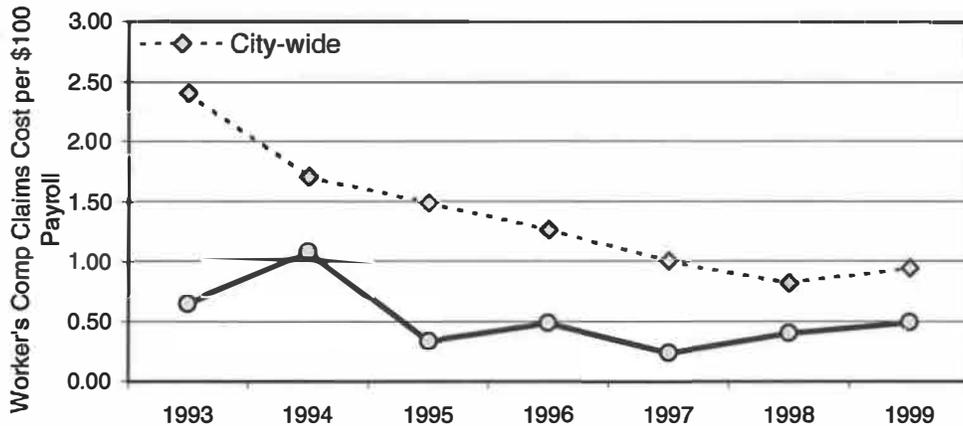


Pounds of Solid Waste per Household Recycled

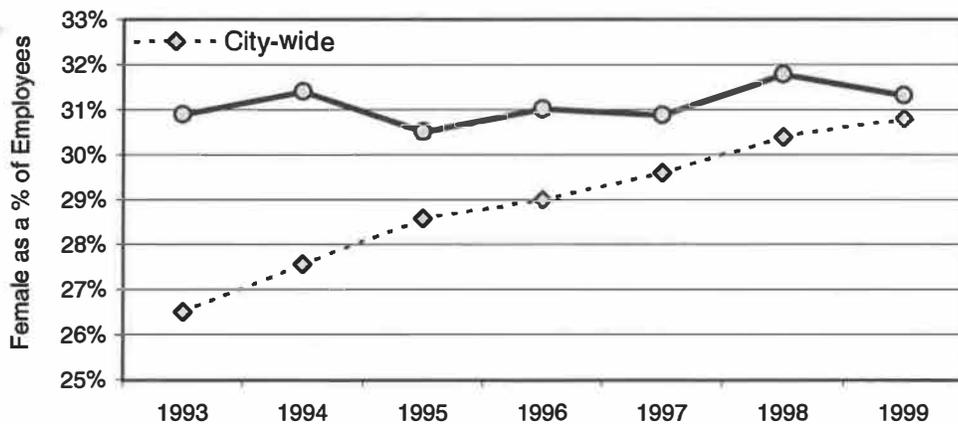
- ◆ The curbside recycling program reflects the commitment of Portland's citizens in keeping recyclables out of the waste stream.
- ◆ Future years reflect small increases due to the new commingling system; however further increases will be because of additional educational efforts directed toward low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



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



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

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PERFORMANCE MEASURES

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

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SUMMARY OF BUREAU BUDGET

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

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

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LINE ITEM DETAIL

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

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FULL-TIME POSITIONS

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

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FULL-TIME POSITIONS

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

Sanitary Sewer and Stormwater Division

OVERVIEW

Sanitary Sewer and Stormwater Division

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

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

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

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

Overview of Programs

ENGINEERING SERVICES

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

PLANNING

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

Coordination Role

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

Planning Role

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

WASTEWATER TREATMENT

Wastewater Group Functions

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

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

Treatment

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

Collection

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

Direct and Indirect Services

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

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

Objectives: Program objectives of Wastewater Group include:

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

INDUSTRIAL WASTE

Industrial & Solid Waste Group Overview

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

Industrial Source Control

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

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

Environmental Investigations

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

Water Pollution Control Laboratory (WPCL)

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

Data Acquisition and Management (DAM)

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

Investigation & Monitoring and Field Operations

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

Environmental Compliance and Enforcement

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

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

Spill Protection and Citizen Response Section

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

Special Waste

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

BUSINESS SERVICES

Business Services Group Functions

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

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

Objectives: Program objectives include:

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

Human Resources

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

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

Information Services

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

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

Objectives: Program objectives include the following items:

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

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

Facilities and Administrative Services

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

Objectives: Program objectives are:

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

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

Financial Planning

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

Objectives: Program objectives include:

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

Accounting Services

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

Objectives: Program objectives include:

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

OFFICE OF THE DIRECTOR

Overview: Supervision and Coordination

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

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

Communications Division

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

Public Involvement

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

Business Opportunity

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

Historically Under-Utilized Businesses (HUB)

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

Pollution Prevention Program

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

Sanitary Sewer and Stormwater Division AU 145

SUMMARY OF DIVISION BUDGET

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

Sanitary Sewer and Stormwater Division AU 145

LINE ITEM DETAIL

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

Sanitary Sewer and Stormwater Division AU 145

FULL-TIME POSITIONS

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

Sanitary Sewer and Stormwater Division AU 145

FULL-TIME POSITIONS

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

Sanitary Sewer and Stormwater Division AU 145

BUDGET DECISIONS

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

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

Refuse Disposal Division

OVERVIEW

Organizational Description

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

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

Residential Franchise System

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

Recycling

Residential Recycling

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

Commercial Recycling

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

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

Funding Priorities

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

Overview of Programs

RESIDENTIAL FRANCHISE

Solid Waste and Recycling Program Activities

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

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

FY 2000-01 Program Objectives

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

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

MULTIFAMILY AND COMMERCIAL

Multifamily and Commercial Program Activities

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

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

FY 2000-01 Program Objectives

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

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

POLLUTION CONTROL

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

Refuse Disposal Division AU 155

SUMMARY OF DIVISION BUDGET

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

Refuse Disposal Division AU 155

LINE ITEM DETAIL

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

Refuse Disposal Division AU 155

FULL-TIME POSITIONS

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

Environmental Remediation Division

OVERVIEW

Environmental Remediation Division

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

Program Scope

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

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

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

Environmental Remediation Division AU 150

SUMMARY OF DIVISION BUDGET

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

Environmental Remediation Division AU 150

LINE ITEM DETAIL

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

Environmental Remediation Division AU 150

FULL-TIME POSITIONS

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

Sewage System Operating Fund – 151

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Licenses and Permits						
Construction Permits	393,621	304,471	683,541	262,664	270,471	270,471
Other Permits	2,050	1,951	0	158,435	163,144	163,144
	395,671	306,422	683,541	421,099	433,615	433,615
Service Charges and Fees						
Miscellaneous	7,063	1,966	0	1,191	1,226	1,226
Public Works/Utility Charge	108,589,963	116,797,203	123,294,702	127,464,580	134,352,467	134,352,467
Rents and Reimbursements	64,268	67,621	67,030	60,332	62,125	62,125
	108,661,294	116,866,790	123,361,732	127,526,103	134,415,818	134,415,818
State Sources						
State Cost Sharing	5,441	15,542	0	0	0	0
	5,441	15,542	0	0	0	0
Local Sources						
Local Cost Sharing	202,986	255,819	400,000	298,343	700,114	700,114
	202,986	255,819	400,000	298,343	700,114	700,114
Miscellaneous Revenues						
Interest Earned	50,762	538,021	355,024	595,052	437,435	437,435
Other Miscellaneous	321,724	(431,329)	56,895	73,803	75,997	75,997
Private Grants/Donations	920	247,802	0	0	0	0
Refunds	2,234	55,243	3,983	690	711	711
Sale of Capital Assets	27,212	39,725	0	0	0	0
Sales Miscellaneous	215,196	259,399	85,759	150,364	119,400	119,400
	618,048	708,861	501,661	819,909	633,543	633,543
Total External Revenues	109,883,440	118,153,434	124,946,934	129,065,454	136,183,090	136,183,090
Internal Revenues						
Other Cash Transfers						
General Fund	0	68,000	0	0	0	0
Refuse Disposal Fund	87,174	114,538	92,840	92,840	95,599	95,599
Sewer System Construction Fund	78,385,643	98,004,706	106,076,073	105,920,633	97,006,954	97,006,954
Sewer System Rate Stabilization	4,450,000	2,175,000	7,975,000	9,375,000	3,175,000	3,175,000
Environmental Remediation Fund	5,345	3,872	10,000	10,000	10,297	10,297
	82,928,162	100,366,116	114,153,913	115,398,473	100,287,850	100,287,850
Federal Grants Transfers	1,633,351	5,093,455	1,172,760	582,926	410,826	410,826
Interfund Service Reimbursements						
Buildings	0	0	42,785	42,785	0	0
Environmental Remediation	10,338	10,736	25,000	25,000	25,743	25,743
Golf Operating Fund	0	4,915	0	324	0	0
Housing & Community Development	0	78,000	0	0	0	0
Maintenance Stock	0	295	0	0	0	0
Parks Bureau	54,635	142,141	82,325	55,166	84,772	84,772
Parks Capital Improvement Fund	26,093	12,016	10,000	15,402	0	0
Parks Construction Fund	0	0	0	0	12,376	12,376
Planning	0	0	17,280	17,280	0	0
Portland International Raceway	90,000	35,000	0	0	40,000	40,000
Refuse Disposal Fund	51,773	39,870	45,798	45,798	47,159	47,159
Special Appropriations	0	0	724,089	724,089	0	0
Transportation	386,430	595,597	660,620	759,250	448,365	448,365
Water Bureau	181,539	202,782	420,250	407,282	138,000	138,000
	800,808	1,121,352	2,028,147	2,092,376	796,415	796,415
Total Internal Revenues	85,362,321	106,580,923	117,354,820	118,073,775	101,495,091	101,495,091
Beginning Fund Balance	10,302,321	9,189,011	5,256,859	4,514,946	6,946,423	6,946,423
TOTAL RESOURCES	\$ 205,548,082	\$ 233,923,368	\$ 247,558,613	\$ 251,654,175	\$ 244,624,604	\$ 244,624,604
REQUIREMENTS						
Bureau Expenses						
Personal Services	29,206,226	31,403,860	33,485,408	33,175,594	33,656,784	33,656,784

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

FUND OVERVIEW

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

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

CHANGES FROM PRIOR YEAR

Resources

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

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

Rates, Charges, and Interest

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

Interfund Cash Transfers

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

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

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

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

REQUIREMENTS

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

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

Materials and Services

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

Cash Transfers

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

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

Contingency

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

Sewer System Construction Fund – 552

FUND SUMMARY

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

LINE ITEM DETAIL – AU 172

Materials and Services

External Materials and Services

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

Internal Materials and Services

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

FUND OVERVIEW

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

CHANGES FROM PRIOR YEAR

Resources

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

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

Requirements

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

Cash Transfers

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

Contingency

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

Sewage Disposal Debt Redemption Fund – 351

FUND SUMMARY

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

FUND OVERVIEW

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

CHANGES FROM PRIOR YEAR

Revenue Source Debt service is paid from sewer and stormwater user charges and other revenues of the Sewer System Operating Fund, with cash transfers from the operating fund totaling \$53.0 million in FY 2000-01.

Debt Balance The total amount of sewer system debt outstanding at the beginning of FY 2000-01 is estimated to be \$643.0 million for senior lien (bonded) debt, and \$676,000 for junior lien debt. The bureau anticipates a bond sale in FY 2000-01.

Expenditures Debt service expenditures will decrease slightly in FY 2000-01 compared to the FY 1999-00 Revised Budget, from \$53.07 million to \$53.06 million.

The fund is managed on a cash basis, with cash transfers from the Sewer System Operating Fund set to maintain a \$10,000 unrestricted ending cash balance plus any restricted cash balances as required by bond and loan covenants.

Sewage Disposal Debt Redemption Fund – 351

DEBT REDEMPTION SCHEDULE

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

Sewage Disposal Debt Redemption Fund – 351

DEBT REDEMPTION SCHEDULE

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

Sewage Disposal Debt Redemption Fund – 351

DEBT REDEMPTION SCHEDULE

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

Sewer System Rate Stabilization Fund – 632

FUND SUMMARY

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

FUND OVERVIEW

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

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

CHANGES FROM PRIOR YEAR

Resources

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

Requirements

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

Sewer System Safety Net Fund – 633

FUND SUMMARY

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

FUND OVERVIEW

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

CHANGES FROM PRIOR YEAR

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

Sewer Revolving Loan Fund – 636

FUND SUMMARY

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

FUND OVERVIEW

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

CHANGES FROM PRIOR YEAR

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

Resources

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

Requirements

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

Refuse Disposal Fund – 157

FUND SUMMARY

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

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

FUND OVERVIEW

Refuse Disposal Fund

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

CHANGES FROM PRIOR YEAR

Increase in Beginning Fund Balance

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

Roll Carts Not Needed

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

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

Fees and Savings

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

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

Metro Grants

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

Revenues

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

Residential Franchise Fees

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

Commercial Fees

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

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

Local Cost Sharing

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

Environmental Remediation Fund – 161

FUND SUMMARY

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

FUND OVERVIEW

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

CHANGES FROM PRIOR YEAR

Projects

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

Land Acquisition and Remediation of the Guilds Lake Property

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

Longview City Laundry & Cleaners Remediation

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

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

Bond Financing

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

Unencumbered Beginning Fund Balance

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

Encumbered Ending Fund Balance

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

Funding Sources

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

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

Remedial Action Surcharge

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

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

Lease Income

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

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

Environmental Remediation Fund – 161

DEBT REDEMPTION SCHEDULE

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

Bureau of Water Works

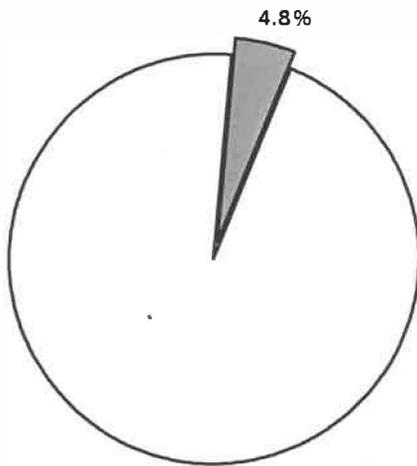
Public Utilities Service Area

Erik Sten, Commissioner-in-Charge

Michael Rosenberger, Director

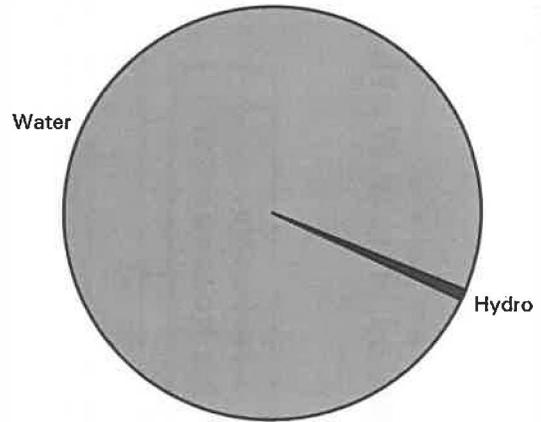
Percent of City Budget

Water = \$81 Million



City Budget = \$1.68 Billion

Bureau Divisions

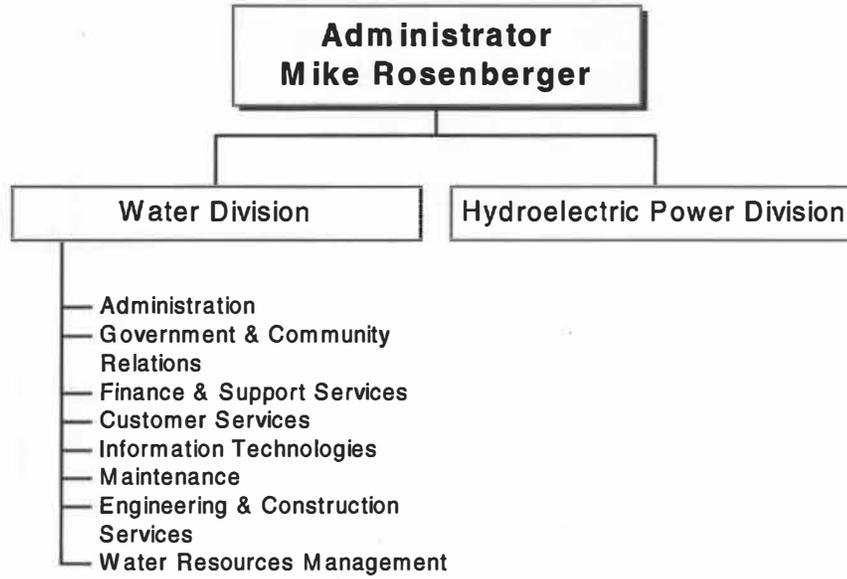


Bureau Overview

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

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

Bureau of Water Works



Bureau Summary

BUREAU MISSION

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

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

Service: contributing to the welfare of the community.

Solvency: maintaining fiscal integrity.

Equity: ensuring fair treatment to all.

Leadership: focusing on goals and results.

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

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

Communications: sharing information and knowledge openly.

Responsiveness: reacting positively, cooperatively, and efficiently.

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

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

BUREAU HIGHLIGHTS

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

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

Bureau Objectives

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

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

A Strategic Plan is currently being developed.

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

Water Division

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

800,000 people are served by the Water Bureau.

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

FY 2000-01 Budget

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

Operating budget decreased nearly \$3.2 million.

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

CIP budget decreased about \$3.0 million.

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

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

Rate Increases

The average effective rate increase is 3.0%.

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

Division Website

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

Hydroelectric Power Division

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

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

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

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

General Description

BUREAU OVERVIEW

Organizational Description

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

Water Division

The Water Division is comprised of 8 operating groups.

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

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

Hydroelectric Power Division

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

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

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

MAJOR ISSUES

Water Division

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

Water System

Major investments will be needed.

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

Facilities and Infrastructure Master Plan

The Infrastructure Master Plan is nearing completion.

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

System Vulnerability Study

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

Endangered Species Act

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

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

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

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

Water Regulations

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

Groundwater

The Water Division is studying aquifer storage and recovery.

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

Workforce Planning

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

Transportation Related Projects

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

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

Wholesale Contracts

Wholesale contracts will expire beginning in 2004.

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

Hydroelectric Power Division

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

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

CHANGES FROM PRIOR YEAR

Water Division

Two decision packages were approved in FY 2000-01.

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

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

FUNDING SOURCES

Water Division

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

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

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

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

Water Rates

Average effective retail rates will increase 3.0%.

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

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

Service Charge Phase-In

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

Financial Plan

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

Hydroelectric Power Division

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

Strategic Direction

VISION AND VALUES

Strategic Emphasis

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

The division has ten strategic issues.

The following is a summary of those strategic issues:

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

Vision

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

The division has four overarching goals.

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

MANAGEMENT GOALS & OBJECTIVES

Water Division Goal

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

Water Division Objectives for FY 2000-01

The Water Division will pursue the following objectives to achieve its goal:

The division has eleven objectives.

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

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

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

Hydroelectric Power Division Objectives for FY 2000-01

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

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

MAJOR INITIATIVES

Water Initiatives

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

Sten / Saltzman Water and Sewer Rate Reform

Water and Sewer Rate Reform.

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

Monthly Meter Reading

The division is studying monthly meter reads and billings.

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

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

Low Income Program

Eligible low income customers receive a 30% discount.

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

COUNCIL PRIORITIES

Council Issues and Priorities

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

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

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

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

Future Focus

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

Portland/Multnomah Benchmarks**Lead Role**

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

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

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

Data Collection Role

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

Percentage of employer payroll dedicated to training and education.

Real per capita capital outlays for public infrastructure.

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

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

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

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

General obligation bond rating.

Per capita dollars spent for city and county government.

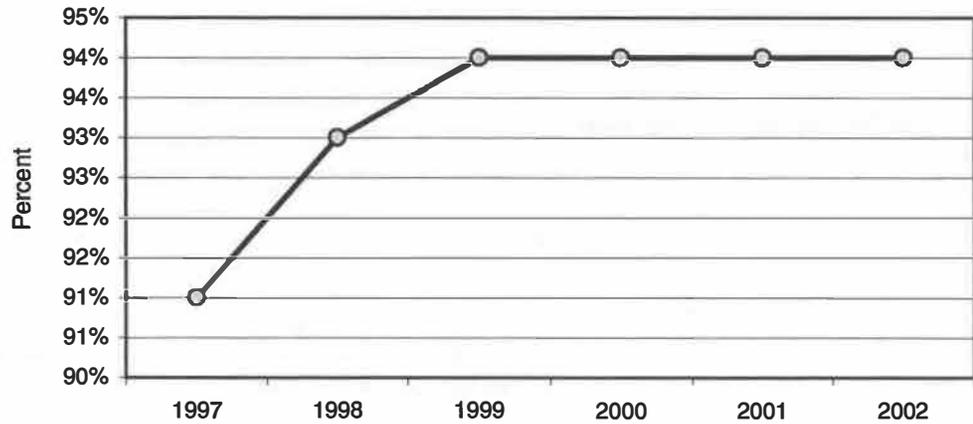
BUDGET NOTES

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

Performance Measures

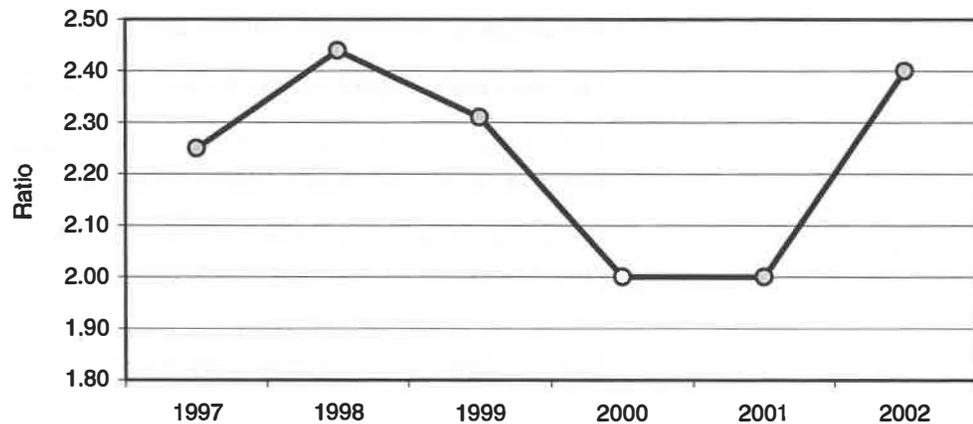
Customer Water Service Rating

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



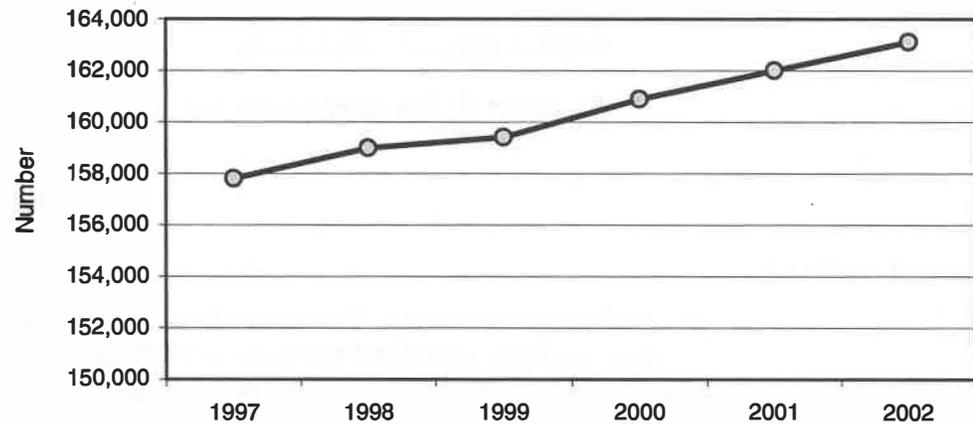
Debt Coverage Ratio maintained

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



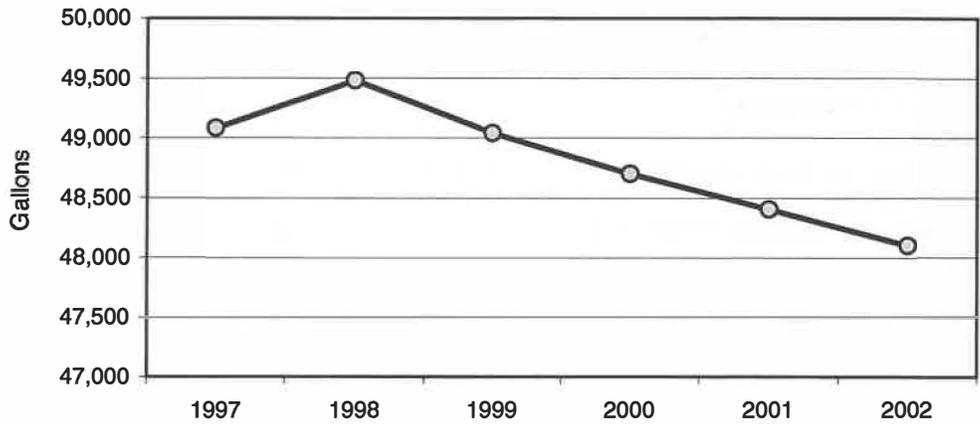
Number of active accounts

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

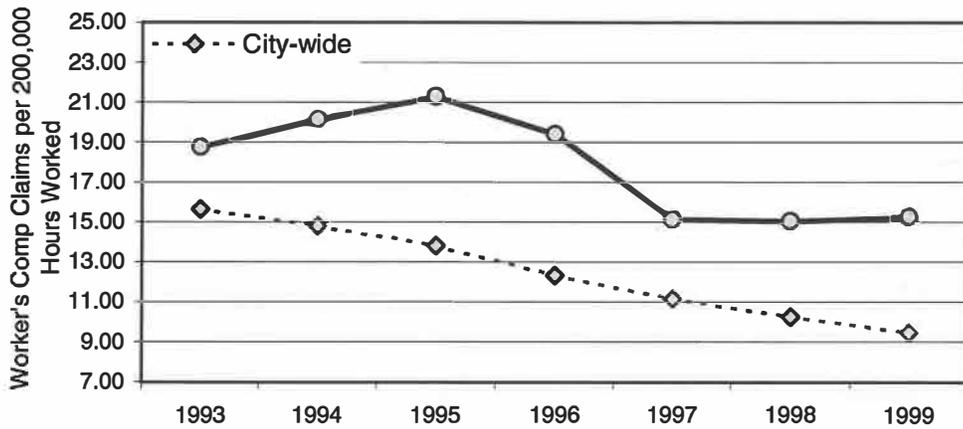


Annual per capita water usage

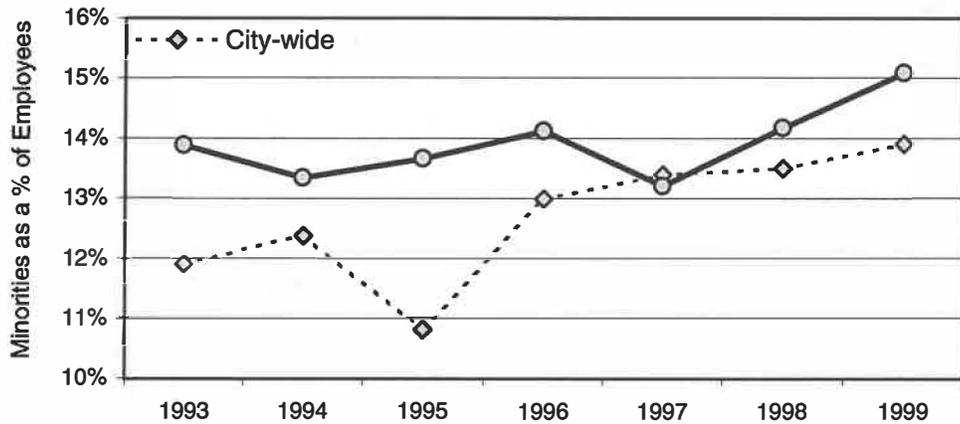
- ◆ The actual per capita water consumption went down from 49,477 gallons in 1998 to 49,039 in 1999 - a reduction of 0.9 percent.
- ◆ Future year's consumption is anticipated to decrease 0.7 percent per year.
- ◆ Figures are derived from the City Auditor's annual S.E.A. Report.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



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

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

Bureau of Water Works AU 180, 637

SUMMARY OF BUREAU BUDGET

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

Bureau of Water Works AU 180, 637

BUREAU PROGRAMS BY DIVISION

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

Bureau of Water Works AU 180, 637

LINE ITEM DETAIL

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

Bureau of Water Works AU 180, 637

FULL-TIME POSITIONS

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

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

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FULL-TIME POSITIONS

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

Water Division

OVERVIEW

FY 2000-01 Budget

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

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

Operating costs were cut by about \$3.2 million.

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

CIP costs were cut by nearly \$3.0 million.

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

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

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

RECENT TRENDS

Demographics

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

Economics

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

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

CHANGES FROM PRIOR YEAR

Decision Packages

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

Endangered Species Act (ESA)

Two new program enhancements have been approved.

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

Workforce Planning and Development

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

Operating Functions

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

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

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

Operating Changes

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

Created a new Human Resources Management Section.

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

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

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

Overview of Programs

ADMINISTRATION PROGRAM

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

Administration Group

The Administration Group provides overall planning and direction.

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

Government and Community Relations Group

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

FINANCE PROGRAM

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

Finance and Support Group

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

Information Technologies Group

A bureau-wide data warehouse is being developed.

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

CUSTOMER SERVICES PROGRAM

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

Customer Services Group

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

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

Maintenance Group

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

WATER DISTRIBUTION PROGRAM

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

Maintenance Group

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

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

Engineering and Construction Services Group

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

WATER SUPPLY PROGRAM

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

Water Resources Management Group

This section plans and implements the preventive maintenance program.

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

WATER QUALITY PROGRAM

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

Water Resources Management Group

There are seven sections in the Water Resources Management Group.

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

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

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

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

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

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

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

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

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LINE ITEM DETAIL

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

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FULL-TIME POSITIONS

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

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

Water Division AU 180

FULL-TIME POSITIONS

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

Water Division AU 180

BUDGET DECISIONS

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

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

Hydroelectric Power Division

OVERVIEW

Organizational Description

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

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

Staff Functions

Three full time staff manage the Hydroelectric Power Division.

The Hydroelectric Power Division's staff is responsible for:

Project Administration

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

Regulatory Compliance

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

Project Finances

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

Project Operations

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

FY 2000-01 Budget

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

CHANGES FROM PRIOR YEAR

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

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

Overview of Programs

HYDROELECTRIC POWER ADMINISTRATION

Mandated Administrative and Operational Activities

Four contractual or regulatory documents mandate activities.

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

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

Activity Coordination

These activities include the ongoing coordination with:

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

Other Hydropower Projects

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

Hydroelectric Power Division AU 637

SUMMARY OF DIVISION BUDGET

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

Hydroelectric Power Division AU 637

LINE ITEM DETAIL

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

Hydroelectric Power Division AU 637

FULL-TIME POSITIONS

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

Hydroelectric Power Division AU 637

BUDGET DECISIONS

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

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

Water Fund – 153

FUND SUMMARY

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

REQUIREMENTS

Bureau Expenses

Personal Services	30,427,514	33,216,636	35,325,677	34,935,529	35,417,348	35,388,613
External Materials and Services	15,825,865	19,972,078	24,310,704	22,225,077	18,204,646	17,632,921
Communications Services	835,015	1,191,101	1,043,889	1,043,889	1,225,056	1,225,056
Data Processing Services	907,306	990,309	963,187	963,187	879,614	879,614
Facilities Services	1,443,359	1,310,388	2,175,914	2,175,914	1,518,346	1,518,346
Fleet Services	1,403,615	1,586,282	1,790,409	1,790,409	1,688,765	1,688,765
Insurance	786,439	727,895	877,694	877,694	987,123	987,123
Printing & Distribution	728,253	887,798	1,014,797	1,014,797	997,319	997,319
City Attorney	164,204	169,611	173,546	173,546	179,107	179,107
Auto Port Operating	52,782	0	0	0	0	0
Buildings	0	0	0	0	15,605	15,605
Energy Office	61,237	51,878	51,680	51,680	37,813	37,813
Environmental Services	181,540	202,784	420,250	420,250	138,000	138,000
Finance & Administration	153,061	408,248	614,100	614,100	124,794	124,794
Government Relations	11,333	13,990	13,990	13,990	14,700	14,700
Hydropower Operating Fund	39,909	44,491	48,000	48,000	44,500	44,500
Parking Facilities	0	58,920	59,280	59,280	59,280	59,280
Parks Bureau	34,588	76,952	64,980	64,980	80,352	80,352
Parks Construction	0	0	451,650	451,650	0	0

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

FUND OVERVIEW

Description

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

Resources

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

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

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

Requirements

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

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

Water Bond Sinking Fund – 355

FUND SUMMARY

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

FUND OVERVIEW

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

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

Water Bond Sinking Fund – 355

DEBT REDEMPTION SCHEDULE

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

Water Bond Sinking Fund – 355

DEBT REDEMPTION SCHEDULE

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

Water Bond Sinking Fund – 355

DEBT REDEMPTION SCHEDULE

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

TOTAL - Water System Revenue Bonds

110,000,000

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

Annexed Water Bonds

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

COMBINED DEBT SERVICE

128,659,654

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

Water Bond Sinking Fund – 355

DEBT REDEMPTION SCHEDULE

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

Water Construction Fund – 554

FUND SUMMARY

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

FUND OVERVIEW

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

Resources

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

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

Requirements

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

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

Water Growth Impact Charge Trust Fund – 631

FUND SUMMARY

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

FUND OVERVIEW

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

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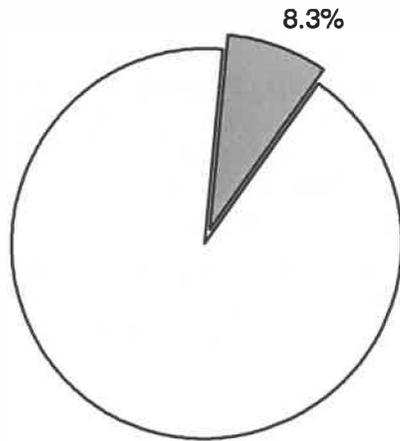
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Transportation and Parking

Office of Transportation

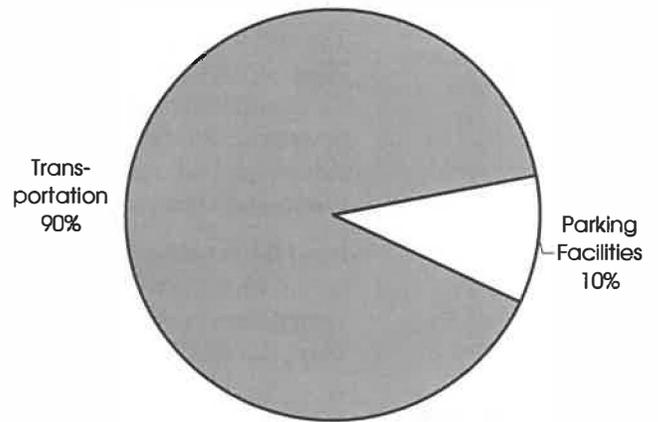
Percent of City Budget

Transportation and Parking = \$139.5 Million



City Budget = \$1.68 Billion

Bureau Pie Chart



Service Area Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	72,593,190	74,863,013	2,269,823	-1.4%
Capital	64,916,825	49,885,300	-15,031,525	-26.5%
Allocated Overhead Costs	3,048,945	3,249,914	200,969	1.9%
Total Cost with Allocated Overhead	\$ 140,558,960	\$ 127,998,227	\$ -12,560,733	-12.9%
Authorized Full-Time Positions	714	713	-1	-4.5%

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

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

Service Area Highlights

DESCRIPTION

The 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 one bureau, the Office of Transportation, and its related funds, the Transportation Operating Fund, the Transportation Reserve Fund, and the Gas Tax Bond Redemption Fund.

The service area also includes several parking funds which are managed by the Bureau of General Services. There is one operating fund, the Parking Facilities Fund, which accounts for the operation and maintenance of six of the seven City owned parking garages in downtown Portland (the Smart Park system). The six locations are Third and Alder (Morrison Park East), 10th and Yamhill (Morrison Park West), 4th and Yamhill, Naito (or Front) and Davis (Old Town), O'Bryant Square, and 1st and Jefferson.

In addition to the Parking Facilities Fund, there are four bond redemption funds, managed by the Bureau of Financial Management, that account for the fee revenues and debt service for the construction of four of the Smart Park garages: Morrison Park East, Morrison Park West, 4th and Yamhill, and Old Town.

MAJOR THEMES

The Office of Transportation

Budget Deficit

In FY 2000-01, Portland Transportation faces a funding deficit of \$4.4 million, which results from the combined effects of age, usage, increasing size, decreasing purchasing power, and declining revenues.

Balancing the Budget

Portland Transportation balanced its FY 2000-01 Adopted Budget at \$125 million with the following:

- ◆ \$2.2 million in one-time savings from a reduction in Portland Transportation's contingency appropriation (\$1 million), and a reduction in year-end carryover (\$1.2 million)
- ◆ \$418,000 in additional revenues from the Bureau of Environmental Services
- ◆ \$1.8 million of operating and CIP reductions

General Fund Support

The FY 2000-01 Adopted Budget includes \$6.4 million in General Fund support as follows:

- ◆ \$4.8 million for ongoing support for street light operating
- ◆ \$707,885 for downtown street cleaning
- ◆ \$466,000 for downtown sidewalk scrubbing, the abandoned auto program and landscape maintenance
- ◆ \$450,000 for street light capital improvements

Parking Facilities Fund – 159

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Parking Fees	5,761,248	7,731,816	8,099,450	7,994,571	8,291,737	8,291,737
Rents and Reimbursements	875,660	901,124	948,174	939,555	1,021,778	1,021,778
	6,636,908	8,632,940	9,047,624	8,934,126	9,313,515	9,313,515
Miscellaneous Revenues						
Bond and Note Sales	4,300,000	28,601,238	8,000,000	0	0	0
Interest Earned	127,334	609,161	814,000	1,300,000	150,000	150,000
Other Miscellaneous	1,871	1,750	0	0	0	0
	4,429,205	29,212,149	8,814,000	1,300,000	150,000	150,000
Total External Revenues	11,066,113	37,845,089	17,861,624	10,234,126	9,463,515	9,463,515
Internal Revenues						
Other Cash Transfers						
General Fund	12,825	12,825	13,056	13,056	13,124	13,124
	12,825	12,825	13,056	13,056	13,124	13,124
Interfund Service Reimbursements						
Buildings	0	171,900	0	26,880	0	0
Commissioner of Public Utilities	0	1,560	1,560	0	1,560	1,560
Communications Services	0	6,180	6,240	6,660	7,800	7,800
Emergency Communications	0	1,560	1,560	1,560	0	0
Environmental Services	0	28,500	32,760	39,360	40,560	40,560
Facilities Services Fund	2,216	128,164	131,152	141,481	156,846	156,846
Finance & Administration	0	0	3,120	3,120	0	0
Fire Bureau	0	4,680	4,680	1,440	0	0
Golf Operating Fund	0	3,120	3,120	3,120	3,120	3,120
Hydropower Operating Fund	0	3,120	3,120	3,120	1,560	1,560
Insurance & Claims Fund	0	0	0	0	2,340	2,340
Parks Bureau	0	22,980	23,400	22,320	21,840	21,840
Parks Capital Improvement Fund	0	7,800	7,800	7,800	0	0
Parks Construction Fund	0	0	0	0	4,680	4,680
Police Bureau	0	265,080	269,880	283,860	283,920	283,920
Printing & Distribution	0	10,920	10,920	9,000	7,800	7,800
Refuse Disposal Fund	0	1,560	3,120	2,400	3,120	3,120
Transportation	28,761	76,297	77,860	79,420	86,366	86,366
Water Bureau	0	58,920	59,280	59,280	59,280	59,280
Workers Compensation Fund	0	0	0	0	2,340	2,340
	30,977	792,341	639,572	690,821	683,132	683,132
Total Internal Revenues	43,802	805,166	652,628	703,877	696,256	696,256
Beginning Fund Balance	3,161,430	6,076,721	30,950,769	30,950,769	3,740,906	3,740,906
TOTAL RESOURCES	\$ 14,271,345	\$ 44,726,976	\$ 49,465,021	\$ 41,888,772	\$ 13,900,677	\$ 13,900,677
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Communications Services	5,468	6,283	6,504	6,504	7,487	7,487
Data Processing Services	629	3,190	3,488	3,488	5,701	5,701
Facilities Services	1,372,158	1,171,660	3,267,271	3,873,330	2,460,425	2,460,425
Insurance	0	44,480	46,081	46,081	44,078	44,078
Printing & Distribution	233	336	0	4,303	569	569
Energy Office	708	1,437	1,738	1,738	1,739	1,739
Finance & Administration	15,775	24,732	27,509	27,509	32,914	32,914
General Services	154,926	292,700	210,063	210,063	196,618	196,618
	1,549,897	1,544,818	3,562,654	4,173,016	2,749,531	2,749,531
Capital Outlay	1,098,917	138,397	5,000,000	0	0	0
Total Bureau Expenses	5,025,124	4,895,514	12,215,762	7,826,677	6,224,488	6,224,488

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	6,590,616	3,740,906	1,565,417	1,565,293
	0	0	6,590,616	3,740,906	1,565,417	1,565,293
General Fund Overhead	84,535	145,552	81,382	43,928	122,056	122,180
Fund Cash Transfers						
Downtown Parking Bond	0	216,976	1,879,401	1,879,401	2,392,413	2,392,413
General Fund	145,790	162,323	178,235	178,235	190,418	190,418
Morrison Park East Bond	385,000	393,000	319,013	319,013	409,100	409,100
Morrison Park West Bond	321,000	335,000	302,750	302,750	342,640	342,640
Old Town Parking Bond	550,000	665,000	657,502	657,502	665,322	665,322
Transportation Operating	1,000,000	5,975,165	26,250,360	26,250,360	1,298,823	1,298,823
Waterfront Renewal Bond	690,000	690,000	690,000	690,000	690,000	690,000
	3,091,790	8,437,464	30,277,261	30,277,261	5,988,716	5,988,716
Debt Retirement	(6,827)	297,677	300,000	0	0	0
Unappropriated Ending Balance						
Unappropriated Ending Balance	6,076,723	30,950,769	0	0	0	0
	6,076,723	30,950,769	0	0	0	0
Total Fund Requirements	9,246,221	39,831,462	37,249,259	34,062,095	7,676,189	7,676,189
TOTAL REQUIREMENTS	\$ 14,271,345	\$ 44,726,976	\$ 49,465,021	\$ 41,888,772	\$ 13,900,677	\$ 13,900,677
LINE ITEM DETAIL – AU 712						
Materials and Services						
External Materials and Services						
521000 Professional Services	2,204,931	3,007,063	3,129,545	3,141,300	3,238,847	1,399,078
522000 Utilities	0	206	0	0	0	0
524000 Repair & Maintenance Services	0	0	0	0	0	1,839,769
529000 Miscellaneous Services	13,599	11,503	11,200	0	7,100	7,100
549000 Miscellaneous	157,780	193,527	512,363	512,361	229,010	229,010
Total External Materials and Services	2,376,310	3,212,299	3,653,108	3,653,661	3,474,957	3,474,957
Internal Materials and Services						
552000 Printing & Distribution	233	336	0	4,303	569	569
553000 Facilities Services	1,372,158	1,171,660	3,267,271	3,873,330	2,460,425	2,460,425
554000 Communications Services	5,468	6,283	6,504	6,504	7,487	7,487
555000 Data Processing Services	629	3,190	3,488	3,488	5,701	5,701
556000 Insurance	0	44,480	46,081	46,081	44,078	44,078
559000 Other Fund Services	171,409	318,869	239,310	239,310	231,271	231,271
Total Internal Materials and Services	1,549,897	1,544,818	3,562,654	4,173,016	2,749,531	2,749,531
Total Materials and Services	3,926,207	4,757,117	7,215,762	7,826,677	6,224,488	6,224,488
Capital Outlay						
562000 Buildings	1,084,010	138,397	5,000,000	0	0	0
564000 Capital Equipment	14,907	0	0	0	0	0
Total Capital Outlay	1,098,917	138,397	5,000,000	0	0	0
TOTAL Bureau Expenses	\$ 5,025,124	\$ 4,895,514	\$ 12,215,762	\$ 7,826,677	\$ 6,224,488	\$ 6,224,488

FUND OVERVIEW

Smart Park Garage System

The Parking Facilities Fund accounts for the operation and maintenance of six of the seven City-owned parking garages (Smart Park system) in downtown Portland. The garage facilities involve 3,860 parking spaces and 68,555 square feet of commercial space. These facilities are: The 3rd & Alder Garage, The 4th & Yamhill Garage, The Naito & Davis Garage, The Tenth & Yamhill Garage, The O'Bryant Square Garage, and The 1st & Jefferson Garage. The seventh City-owned garage is The Portland Building Garage, which is budgeted as a separate program within the Facilities Services Fund.

Primary Purpose

The City’s Smart Park garage system’s primary purpose is to provide convenient and economical short-term parking in the downtown area, thereby enhancing economic vitality and encouraging businesses to locate and remain in the heart of the City.

Support of the City’s Traffic Programs

A portion of the Fund’s net revenues support the City of Portland Office of Transportation’s traffic programs. Beginning in FY 1998-99, the Fund also assumed the bond debt for the construction of the Downtown Streetcar, another transportation initiative aimed at relieving traffic congestion and enhancing the livability of the downtown area.

Management

The Bureau of General Services, Facilities Services Division, manages the Parking Facilities Fund. This includes providing oversight of contractors hired to manage the day to day operations and promotions of the City’s Smart Park garage system. General Services management, in cooperation with the Bureau of Traffic Management, the Portland Development Commission, and the Office of Management and Finance, provides policy direction for the parking system and makes decisions regarding garage system expansions.

Potential New Garages

The Smart Park garage system policy group has identified several Central City sites where short-term parking demands will likely exceed supply. The Pearl District’s remarkable growth has brought strain to the area’s current parking resources. The expansion of Pioneer Place will stimulate a demand for additional parking in the center of downtown. A garage project to better serve the Central City’s west end is being explored as well as the growing parking needs in the North Macadam district. An opportunity to partner with Portland State University may develop in the not too distant future, as plans to meet the University District’s parking needs are explored.

Morrison Park West Bond Redemption Fund – 357

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	21,767	19,840	14,167	14,167	0	0
	21,767	19,840	14,167	14,167	0	0
Total External Revenues	21,767	19,840	14,167	14,167	0	0
Internal Revenues						
Other Cash Transfers						
Parking Facilities Fund	321,000	335,000	302,750	284,880	342,640	342,640
	321,000	335,000	302,750	284,880	342,640	342,640
Total Internal Revenues	321,000	335,000	302,750	284,880	342,640	342,640
Beginning Fund Balance	360,530	361,142	359,876	377,746	333,348	333,348
TOTAL RESOURCES	\$ 703,297	\$ 715,982	\$ 676,793	\$ 676,793	\$ 675,988	\$ 675,988
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	342,155	338,236	343,445	343,445	342,640	342,640
Unappropriated Ending Balance						
Unappropriated Ending Balance	361,142	377,746	0	0	0	0
Unexpendable Reserve	0	0	333,348	333,348	333,348	333,348
	361,142	377,746	333,348	333,348	333,348	333,348
Total Fund Requirements	703,297	715,982	676,793	676,793	675,988	675,988
TOTAL REQUIREMENTS	\$ 703,297	\$ 715,982	\$ 676,793	\$ 676,793	\$ 675,988	\$ 675,988

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing the construction of the Morrison Park West (10th & Yamhill) parking facility. Specifically, this fund accounts for resources derived from fees charged for parking and retail space rental, and the allocation thereof, to pay principal and interest on bonded indebtedness associated with financing the construction of this parking facility.

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Parking Revenue Bonds, 1977 Series A						
12/01/1977 - Due 12/01	4,500,000					
		2000/01	280,000	5.80%	62,640	342,640
		2001/02	295,000	5.80%	45,965	340,965
		2002/03	315,000	5.80%	28,275	343,275
		2003/04	330,000	5.80%	9,570	339,570
TOTAL FUND DEBT SERVICE			\$ 1,220,000		\$ 146,450	\$ 1,366,450
Adjustment			Principal	FY 1998-99 Adjustment	Interest	Total P+I Budgeted
1999-00 Interest Accrual			280,000	(1,354)	62,640	341,286

Morrison Park East Bond Redemption Fund – 358

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Eamed	21,885	23,729	16,570	12,205	0	0
	21,885	23,729	16,570	12,205	0	0
Total External Revenues	21,885	23,729	16,570	12,205	0	0
Internal Revenues						
Other Cash Transfers						
Parking Facilities Fund	385,000	393,000	319,013	319,013	409,100	409,100
	385,000	393,000	319,013	319,013	409,100	409,100
Total Internal Revenues	385,000	393,000	319,013	319,013	409,100	409,100
Beginning Fund Balance	455,934	455,319	460,445	464,810	389,878	389,878
TOTAL RESOURCES	\$ 862,819	\$ 872,048	\$ 796,028	\$ 796,028	\$ 798,978	\$ 798,978
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	407,500	407,238	406,150	406,150	409,100	409,100
Unappropriated Ending Balance						
Unappropriated Ending Balance	455,319	464,810	0	0	0	0
Unexpendable Reserve	0	0	389,878	389,878	389,878	389,878
	455,319	464,810	389,878	389,878	389,878	389,878
Total Fund Requirements	862,819	872,048	796,028	796,028	798,978	798,978
TOTAL REQUIREMENTS	\$ 862,819	\$ 872,048	\$ 796,028	\$ 796,028	\$ 798,978	\$ 798,978

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing the construction of the Morrison Park East (3rd & Alder) parking facility. Specifically, this fund accounts for resources derived from fees charged for parking and retail space rental, and the allocation thereof, to pay principal and interest on bonded indebtedness associated with financing the construction of this parking facility.

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Parking Revenue Bonds, 1977 Series B						
09/01/1977 - Due 09/01	5,500,000					
		2000/01	320,000	5.50%	89,100	409,100
		2001/02	335,000	5.50%	71,088	406,088
		2002/03	355,000	5.50%	52,113	407,113
		2003/04	375,000	5.50%	32,038	407,038
		2004/05	395,000	5.50%	10,863	405,863
TOTAL FUND DEBT SERVICE			\$ 1,780,000		\$ 255,200	\$ 2,035,200
Adjustment			Principal	FY 1998-99 Adjustment	Interest	Total P+I Budgeted
1998-99 Interest Accrual			320,000	(5,867)	89,100	403,233

Parking Facilities Debt Redemption Fund – 360

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	0	623	0	0	0	0
	0	623	0	0	0	0
Total External Revenues	0	623	0	0	0	0
Internal Revenues						
Other Cash Transfers						
Parking Facilities Fund	0	216,976	1,879,401	2,204,401	2,392,413	2,392,413
	0	216,976	1,879,401	2,204,401	2,392,413	2,392,413
Total Internal Revenues	0	216,976	1,879,401	2,204,401	2,392,413	2,392,413
Beginning Fund Balance	0	0	77,887	0	0	0
TOTAL RESOURCES	\$ 0	\$ 217,599	\$ 1,957,288	\$ 2,204,401	\$ 2,392,413	\$ 2,392,413
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	0	216,976	1,957,288	2,204,401	2,392,413	2,392,413
Unappropriated Ending Balance						
Unappropriated Ending Balance	0	623	0	0	0	0
	0	623	0	0	0	0
Total Fund Requirements	0	217,599	1,957,288	2,204,401	2,392,413	2,392,413
TOTAL REQUIREMENTS	\$ 0	\$ 217,599	\$ 1,957,288	\$ 2,204,401	\$ 2,392,413	\$ 2,392,413

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements associated with adding two floors to the top of The Fourth & Yamhill parking facility and the Central City Streetcar project. Specifically, this fund will account for resources derived from parking facilities, and the allocation thereof, to pay principal and interest on bonded indebtedness associated with financing these improvements.

Parking Facilities Debt Redemption Fund – 360

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Limited Tax Revenue Bonds, 1999 Series A (Central City Streetcar)						
04/15/1999 - Due 04/01	29,160,000					
		2000/01	380,000	4.00%	1,322,413	1,702,413
		2001/02	490,000	4.00%	1,307,213	1,797,213
		2002/03	610,000	4.00%	1,287,613	1,897,613
		2003/04	740,000	4.00%	1,263,213	2,003,213
		2004/05	860,000	4.00%	1,233,613	2,093,613
		2005/06	890,000	4.00%	1,199,213	2,089,213
		2006/07	930,000	4.00%	1,163,613	2,093,613
		2007/08	970,000	4.13%	1,126,413	2,096,413
		2008/09	1,000,000	4.25%	1,086,400	2,086,400
		2009/10	1,050,000	4.38%	1,043,900	2,093,900
		2010/11	1,090,000	4.38%	997,963	2,087,963
		2011/12	1,140,000	4.50%	950,275	2,090,275
		2012/13	1,190,000	4.63%	898,975	2,088,975
		2013/14	1,250,000	4.63%	843,938	2,093,938
		2014/15	1,310,000	4.75%	786,125	2,096,125
		2015/16	1,370,000	4.75%	723,900	2,093,900
		2016/17	1,430,000	4.75%	658,825	2,088,825
		2017/18	1,500,000	4.75%	590,900	2,090,900
		2018/19	1,570,000	4.75%	519,650	2,089,650
		2019/20	1,650,000	4.75%	445,075	2,095,075
		2020/21	1,720,000	4.75%	366,700	2,086,700
		2021/22	1,810,000	5.00%	285,000	2,095,000
		2022/23	1,900,000	5.00%	194,500	2,094,500
		2023/24	1,990,000	5.00%	99,500	2,089,500
		TOTAL	28,840,000		20,394,925	49,234,925
Short Term Debt - Fourth and Yamhill Parking Line of Credit						
06/25/1997 - 06/25	4,300,000					
		2000/01	400,000	variable	290,000	690,000
		TOTAL	400,000		290,000	690,000
COMBINED DEBT SERVICE						
	33,460,000					
		2000/01	780,000		1,612,413	2,392,413
		2001/02	490,000		1,307,213	1,797,213
		2002/03	610,000		1,287,613	1,897,613
		2003/04	740,000		1,263,213	2,003,213
		2004/05	860,000		1,233,613	2,093,613
		2005/06	890,000		1,199,213	2,089,213
		2006/07	930,000		1,163,613	2,093,613
		2007/08	970,000		1,126,413	2,096,413
		2008/09	1,000,000		1,086,400	2,086,400
		2009/10	1,050,000		1,043,900	2,093,900
		2010/11	1,090,000		997,963	2,087,963
		2011/12	1,140,000		950,275	2,090,275
		2012/13	1,190,000		898,975	2,088,975
		2013/14	1,250,000		843,938	2,093,938
		2014/15	1,310,000		786,125	2,096,125
		2015/16	1,370,000		723,900	2,093,900
		2016/17	1,430,000		658,825	2,088,825
		2017/18	1,500,000		590,900	2,090,900
		2018/19	1,570,000		519,650	2,089,650
		2019/20	1,650,000		445,075	2,095,075
		2020/21	1,720,000		366,700	2,086,700
		2021/22	1,810,000		285,000	2,095,000
		2022/23	1,900,000		194,500	2,094,500
		2023/24	1,990,000		99,500	2,089,500
TOTAL FUND DEBT SERVICE			\$ 29,240,000		\$ 20,684,925	\$ 49,924,925

Old Town Parking Bond Redemption Fund – 362

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	4,156	8	0	0	0	0
	4,156	8	0	0	0	0
Total External Revenues	4,156	8	0	0	0	0
Internal Revenues						
Other Cash Transfers						
Parking Facilities Fund	550,000	665,000	657,502	657,502	665,322	665,322
	550,000	665,000	657,502	657,502	665,322	665,322
Total Internal Revenues	550,000	665,000	657,502	657,502	665,322	665,322
Beginning Fund Balance	123,494	13,361	9,538	9,538	0	0
TOTAL RESOURCES	\$ 677,650	\$ 678,369	\$ 667,040	\$ 667,040	\$ 665,322	\$ 665,322
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	664,289	667,568	667,040	667,040	665,322	665,322
Unappropriated Ending Balance						
Unappropriated Ending Balance	13,361	10,801	0	0	0	0
	13,361	10,801	0	0	0	0
Total Fund Requirements	677,650	678,369	667,040	667,040	665,322	665,322
TOTAL REQUIREMENTS	\$ 677,650	\$ 678,369	\$ 667,040	\$ 667,040	\$ 665,322	\$ 665,322

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing and refinancing of The Old Town (Front & Davis) parking facility. Specifically, this fund accounts for resources derived from fees charged for parking and retail space rental, and the allocation thereof, to pay principal and interest on bonded indebtedness associated with financing the construction of this parking facility.

The Portland Public Heliport is located on the top level of this parking facility.

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Parking System Revenue Refunding Bonds, Series 1992						
02/01/1992 - Due 10/1	6,810,000					
		2000/01	310,000	5.60%	355,321	665,321
		2001/02	325,000	5.75%	337,298	662,298
		2002/03	350,000	5.90%	317,629	667,629
		2003/04	365,000	6.00%	296,354	661,354
		2004/05	390,000	6.10%	273,509	663,509
		2005/06	410,000	6.20%	248,904	658,904
		2006/07	435,000	6.30%	222,491	657,491
		2007/08	465,000	6.35%	194,025	659,025
		2008/09	495,000	6.40%	163,421	658,421
		2009/10	525,000	6.38%	130,847	655,847
		2010/11	560,000	6.38%	96,263	656,263
		2011/12	595,000	6.38%	59,447	654,447
		2012/13	635,000	6.38%	20,241	655,241
TOTAL FUND DEBT SERVICE			\$ 5,860,000		\$ 2,715,748	\$ 8,575,748

Office of Transportation

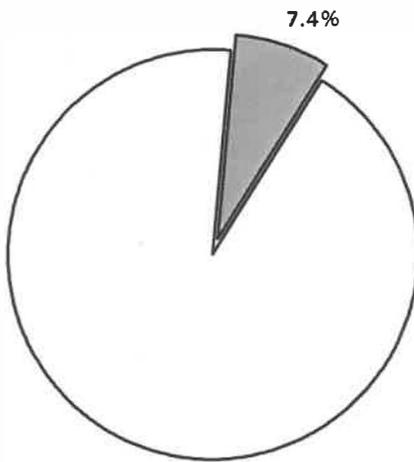
Transportation and Parking Service Area

Charlie Hales, Commissioner-in-Charge

Vic Rhodes, Director

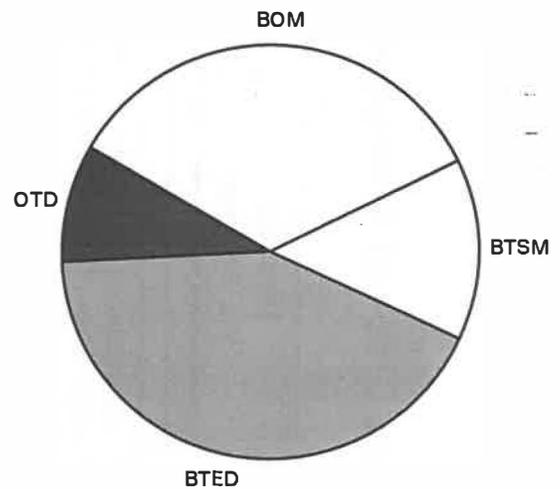
Percent of City Budget

Transp = \$124.7 Million



City Budget = \$1.68 Billion

Bureau Divisions

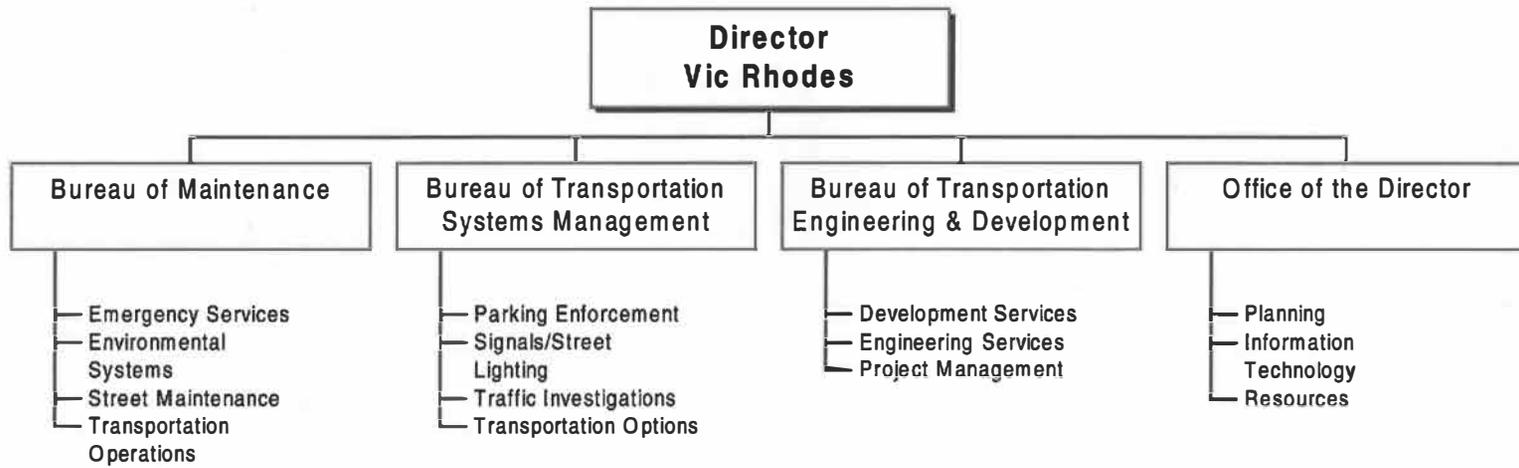


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	72,593,190	74,863,013	2,269,823	-1.4%
Capital	64,916,825	49,885,300	-15,031,525	-26.5%
Allocated Overhead Costs	3,048,945	3,249,914	200,969	1.9%
Total Cost with Allocated Overhead	\$ 140,558,960	\$ 127,998,227	\$ -12,560,733	-12.9%
Authorized Full-Time Positions	714	713	-1	-4.5%

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

Portland Office of Transportation



Bureau Summary

BUREAU MISSION

The Portland Office of Transportation is a community partner in shaping a livable city. We plan, build, manage, and maintain an effective and safe transportation system that provides access and mobility.

BUREAU HIGHLIGHTS

Summary

This year's biennial budget once again highlights the need to secure a stable and on-going funding base for the City's transportation services. Portland Transportation faces resource shortfalls which will make it impossible to continue current service provisions. Over the last three years the shortfall in discretionary revenue has resulted in service reductions totaling approximately \$8 million. Contributing factors to this decline are the failure to raise the gas tax at a state level since 1993, concurrent loss of purchasing power resulting from inflation, expansion in the asset base, increased use of the system, and the aging of the community's transportation infrastructure.

FY 2000-01 Adopted Budget

Resources for FY 2000-01 will fall \$4.4 million short of meeting current service level requirements. An additional shortfall of \$2.3 million is projected for FY 2001-02 for a combined two year total of \$6.7 million or 12% of discretionary revenues. Because reductions of \$4.4 million in the first year would significantly impact the community, Portland Transportation plans to use one-time funds and interagency revenues to reduce the size of the reduction package required to balance the first year. In doing so the shortfall in FY 2001-02 will be increased by a like amount.

One-Time Funds

Ending Fund Balance: Portland Transportation projects a positive ending fund balance of \$1.2 million, significantly above earlier projections. The majority of the increase is due to a statutory change that allows the garnishing of state income tax refunds for the payment of outstanding parking citations. The collections from the large backlog in unpaid parking fines has created a significant one-time increase in revenue from this source.

Contingency Appropriation: Portland Transportation has examined the past five years of spending from the \$2.5 million contingency appropriation and found the highest spending level to be \$1.5 million. Therefore, the contingency appropriation will be reduced to \$1.5 million, creating one-time funding of \$1 million.

Revenues

Solid Waste Funding: The Bureau of Environmental Services (BES) has agreed to provide \$600,000 in solid waste funds for recycling and leaf removal activities in each year of the budget. In the first year this is reduced by \$50,000 to jointly fund a work process and efficiency study between BES and Portland Transportation. Additionally, a reduction of \$132,000 in the drainage interagency agreement from BES will be made in both years to provide rate relief. This results in net resource increases of \$418,000 in FY 2000-01 and \$468,000 in FY 2001-02.

**FY 2000-01
Balancing**

Portland Transportation's financial forecast, adjusted by the above mitigation strategies, results in a FY 2000-01 shortfall of \$1.8 million and \$4.4 million in FY 2001-02. In dealing with budget reductions last year, Portland Transportation crafted the following balancing principles; identify and honor prior commitments, stop "accelerated cost" maintenance backlog growth, reduce/manage inventory growth, reduce travel demand through multi-modal efforts focused on main streets and town centers, and work toward a sustainable level of service.

Before beginning to craft the budget, the Portland Transportation Director's Team made two key decisions largely based on these principles:

1. Declare off limits any reductions affecting maintenance and operation of the arterial and collector systems because these systems provide the backbone of urban mobility. Prior year reductions lead Portland Transportation to believe that any additional reductions would have an adverse affect on all modes of travel.
2. Hold harmless operating programs and capital projects which leverage external resources. The average leverage in the Capital Improvement Program is approximately eight to one. Saving one dollar in Portland Transportation discretionary funds would therefore result in the loss of eight external dollars.

**FY 2000-01
Reductions**

Service reductions for FY 2000-01 include;

- ◆ Development Partnering CIP \$70,000
- ◆ Freight Access CIP \$36,875
- ◆ Curb Ramp/Corner Repair \$150,000
- ◆ Overhead Efficiencies \$400,000
- ◆ PTE, Education, and Travel reductions \$250,000
- ◆ Landslides CIP \$79,620
- ◆ Traffic Calming CIP \$150,000
- ◆ Congestion Management CIP \$50,000

General Fund Support

In FY 2000-01, the General Fund provides ongoing support of \$4.8 million for street light operating and \$707,885 for downtown street cleaning. In addition, there is \$466,000 for partial support for downtown sidewalk scrubbing, the abandoned auto program and landscape maintenance, and \$450,000 for street light capital improvements. The General Fund did not provide support to Portland Transportation for \$250,000 of landscape maintenance, \$225,289 for Endangered Species Act (ESA), or \$134,342 to restore 2.5% cuts to street lighting operating and downtown street cleaning.

**FY 2001-02
Balancing**

The impact of the revenue shortfall on the community in the second year is enormous. Cutting an additional \$4.2 million in services results in a budget which is not indicative of a full service city. With this level of reductions, Portland Transportation will reduce capacity to deal with growth, address neighborhood concerns regarding traffic speed and congestion and implement the Regional 2040 agenda.

General Description

BUREAU OVERVIEW

Portland Transportation includes four bureaus: the Bureau of Maintenance, the Bureau of Transportation System Management, the Bureau of Transportation Engineering & Development, and the Office of the Director. Portland Transportation's FY 2000-01 budget includes \$74,863,013 in operating appropriation and \$49,885,300 in CIP appropriation for a total of \$124,748,313 appropriations. Portland Transportation has a budgeted staff of 713 FTE.

MAJOR ISSUES

This year's biennial budget highlights the need to secure a stable and on-going funding base for the City's transportation services. Portland Transportation faces resource shortfalls which will make it impossible to continue current service provisions. Transportation has been in this position for the last three years and over that period of time the shortfall in discretionary revenue has resulted in service reductions totaling approximately \$8 million.

RECENT TRENDS

Portland Transportation is facing increasingly severe financial strains. The combined effects of age, usage, increasing size, decreasing purchasing power, and declining revenues have resulted in repeated funding shortfalls.

- Age** Portland is no longer a young city. In fact, much of its infrastructure is well beyond middle age. Things are simply beginning to wear out at an accelerated rate as backlogs in maintenance continue to grow.
- Use** The transportation system is being used in ways it was not built to accommodate. In the past 20 years Oregon's population has grown 20%, and the vehicle miles traveled on the system at the same period have increased by 40%. Traffic continually causes our roads to bend, and with repeated bending they eventually break.
- Size** As the City has grown, so has the inventory of things to maintain. In 1979 Portland had 695 traffic signals; today it has 959, a 38% growth. Since 1985, the City has added 417 lane miles to its pavement inventory. Adding bike lanes, parking signs, traffic calming devices, and signs such as Fines Double in School Zones, has increased the demand for maintenance dollars.
- Purchasing Power** Due to inflation, transportation dollars have lost 16% of their purchasing power since 1993. In fact, it would require a 30 cent Oregon state gas tax in 2000 to equal the purchasing power of the 1968 gas tax. Oregon's current tax is 24 cents. Revenue from gas taxes is also in decline as vehicle efficiency has nearly doubled since 1970. In addition, Oregon has one of the lowest vehicle registration fees in the country.

CHANGES FROM PRIOR YEAR

As in previous years, Portland Transportation faces a deficit in meeting current service levels (CSL). Financial difficulties are resulting in reductions in services that significantly impact neighborhoods, businesses, and the citizens' investment in a \$5.3 billion transportation system.

Mitigation Strategies Portland Transportation will use one-time funds and interagency funding to buy down the size of the reduction package required to balance;

- ◆ Ending Fund Balance \$1,162,541
- ◆ Contingency Appropriation \$1,000,000
- ◆ Solid Waste Funding \$418,000

Service Reductions The FY 2000-01 Adopted Budget includes the following service reductions:

- ◆ Street Lighting Operating \$123,922
- ◆ Downtown Street Cleaning \$10,420
- ◆ Landscape Maintenance \$176,493
- ◆ Endangered Species Act \$225,289
- ◆ River District \$10,000
- ◆ OCC/Lloyd/N. Macadam \$10,000
- ◆ Neighborhood Development \$50,000
- ◆ Lloyd District/ Rose Quarter \$30,000
- ◆ NE Comfoot at 47th \$6,875
- ◆ Curb Ramps/ Corner Repair \$150,000
- ◆ Overhead and Management Reduction \$400,000
- ◆ Professional Services and Education Reduction \$250,000
- ◆ Willamette Blvd. Landslides \$79,620
- ◆ SE 41st Woodstock/Steele \$100,000
- ◆ N. Wall \$50,000
- ◆ Signal Communication System \$50,000

Reorganization During FY 1999-2000, Portland Transportation reorganized its organizational structure to more efficiently provide transportation services. Most Capital Improvement Program projects were combined into the Project Management Division. Traffic Signals, Street Lighting, and Electrical Maintenance were combined into the Signals/Street Lighting Program. Transportation Operating and Project Support activities were assigned to the Traffic Investigations and Transportation Options Programs. The Bicycle, Pedestrian, and Parking Management Program activities were assigned to planning, construction, and operating sections. Technology management, analysis and support services were centralized in the Information Technology Program. This reorganization has resulted in the restatement of selected historical program expenditures.

Strategic Direction

VISION AND VALUES

Vision

Portland will continue to be a national model for managing growth. The livability and economic health of the City will be maintained because of decisions made by community leaders and residents. Portland's downtown will continue to be the center of a safe, attractive, and vital City. Neighborhoods and community business districts will be thriving. Housing will be affordable, and family-wage jobs will be available. Residents will have a broad range of safe and convenient transportation options and will frequently walk, bicycle, carpool, or ride public transit as their first choice of transportation. The community as a whole will have an attitude of stewardship in making transportation decisions, and will understand the relationship between transportation, the environment, and livability. Portland will have a competitive economic advantage because congestion is managed and air quality is good.

Values

In the Portland Office of Transportation We Value:

- ◆ Serving public to the best of our collective ability, working cooperatively with the community, other jurisdictions and city bureaus, and contributing to a higher quality of life for future generations.
- ◆ A balanced, multi-modal transportation system that supports a healthy economy and a livable compact community.
- ◆ A well-maintained and safe transportation system.
- ◆ Respect for the natural environment as we plan, build, operate and maintain the transportation system.
- ◆ Using the public right of way to create a quality community by designing and constructing streetscapes that people are proud of and will use.
- ◆ A safe and supportive work environment for all employees; one that encourages innovation, efficiency, responsiveness, stewardship, independent thinking, respect, flexibility, professional growth, teamwork, and reasonable risk-taking.
- ◆ A work force that is diverse, efficient, hard-working, dedicated, productive, well-trained, and one that effectively responds to the unexpected.
- ◆ Efficient and effective use of our financial, capital and human resources.

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals

The Portland Office of Transportation Strategic Plan 1996-00 outlines the office's vision, mission, values and priority issues. To achieve Portland's vision of the future, Portland Transportation will address the following five priority issues:

Growth and Livability

Goal: Ensure that the City's transportation system becomes more multi-modal, supports growth, enhances livability, and improves public safety.

Maintenance and Preservation of the Transportation System

Goal: Maintain and preserve the investment in the transportation infrastructure.

External Communication

Goal : Build effective working relationships with the public, customers, and other partners, and create awareness and understanding of transportation issues among City residents and City employees.

Staff Development and Organizational Efficiency and Effectiveness

Goal : Make Portland Transportation an exemplary organization.

Funding

Goal : Ensure that Portland Transportation has financial resources to maintain the public investment in the infrastructure, and to improve the transportation system to accommodate and manage growth and maintain regional accessibility.

COUNCIL PRIORITIES

Council Issues and Priorities

Portland Transportation continues to work toward the City's policy goals and meet major growth and livability objectives. The office invests in the Central City and adjacent neighborhoods with significant housing and job opportunities. It maintains the citizens' investment in the transportation infrastructure. The office also develops transit, bicycle, and pedestrian improvements to provide the public with transportation choices. These efforts are important to reduce congestion, increase safety, maintain quality of life, and ensure mobility for all citizens and commerce.

Portland Transportation's activities support all of Council's priorities, either directly or indirectly. The office has the most significant impact on the following priorities:

- ◆ Ensure Decent, Affordable Housing.
- ◆ Build a Livable City Through Good Planning and Well-Managed Growth.
- ◆ Promote Economic Vitality and Access to Quality Jobs For All.
- ◆ Maintain a Financially Stable City.
- ◆ Promote the Inclusion of Under-Represented Neighborhoods and Groups in Participation in City Activities and Services.
- ◆ Keep the Central City Vital.
- ◆ Build a Multi-Modal Transportation System.
- ◆ Grow as an International City.
- ◆ Become a More Effective Partner in the Region.
- ◆ Build a sense of Community by Promoting Participation, Connectedness, and Partnerships.
- ◆ Continuously Improve the Delivery of Quality Public Services.

Future Focus

Portland Transportation addresses a number of strategic goals articulated in Portland Future Focus, primarily the following;

- ◆ Manage regional growth to provide effective public services at the lowest possible cost, to improve environmental quality, and to enhance the quality of life.
- ◆ Ensure that each neighborhood is healthy and vigorous.
- ◆ Retain and continue to develop the unique character of Portland as a major metropolitan area.

- ◆ Maintain Portland as the vibrant core of the region's commercial and cultural life.
- ◆ Implement alternatives to the automobile in the region.
- ◆ Encourage the conservation of resources and energy.

Benchmarks

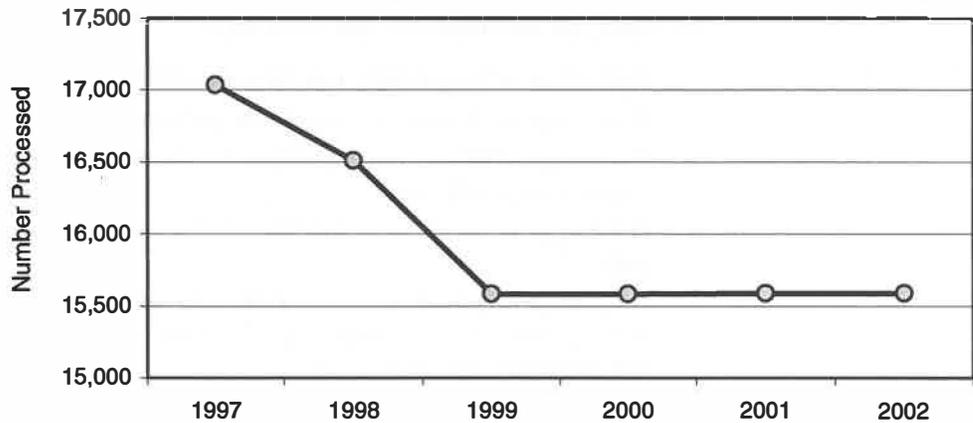
Portland Transportation addresses a number of Portland-Multnomah County Benchmarks, including but not limited to the following;

- ◆ Percentage of people who rate their neighborhood livability high.
- ◆ Percentage of citizens who feel safe and secure.
- ◆ Percentage of streets rated acceptably clean and percentage of citizens who rate their streets acceptably clean.
- ◆ Percentage of population that lives within one-half mile walk of transit service or bike path.
- ◆ Percentage of people who commute (one-way) within 30 minutes between where they live and work & percentage who commute to and from work and use multiple modes of transportation for commuting.
- ◆ Number of days per year the community meets government ambient air quality standards/carbon dioxide emissions as a percentage of 1990 emissions.
- ◆ Percentage of emergency service agencies with emergency plans and emergency response plans in place that are regularly exercised and updated.

Performance Measures

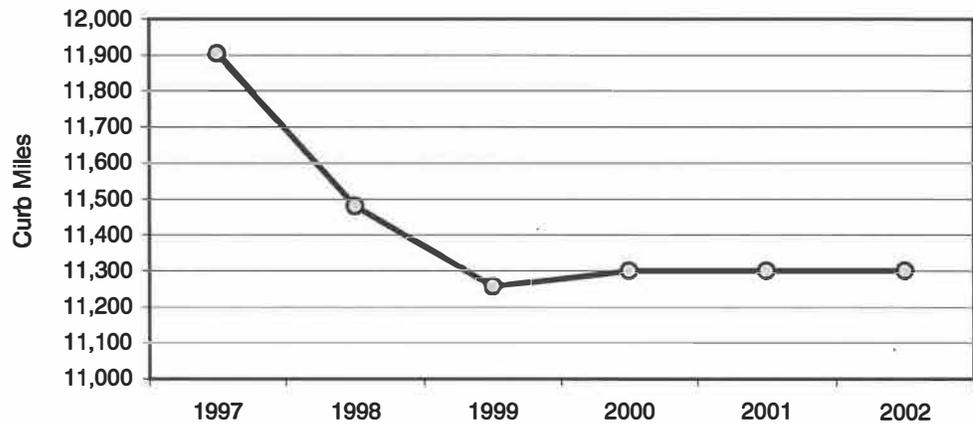
Applications, Permits, and Acquisitions Processed

- ◆ Gross permit level is expected to remain constant.
- ◆ Major telecommunication installations are now complete and work is expected to be primarily maintenance and upgrade activity.



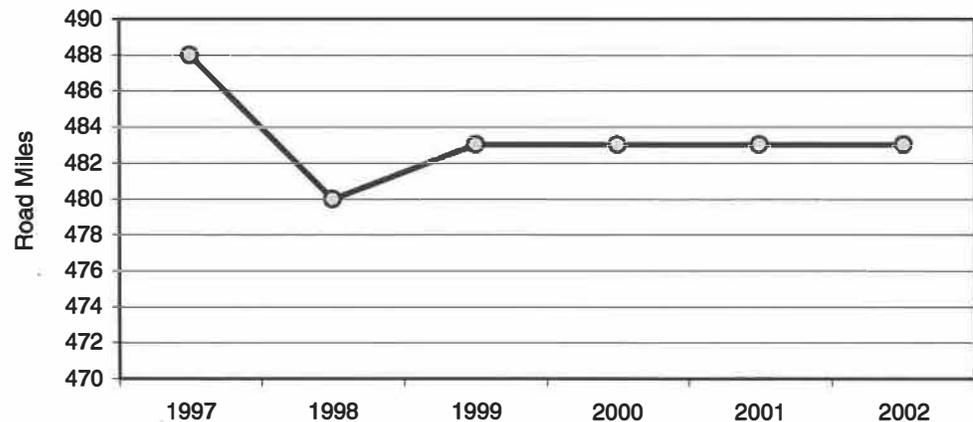
Curb Miles Street Cleaned

- ◆ The curb miles cleaned for residential areas has been reduced to balance the budget. Residential areas are now cleaned 6 times per year.
- ◆ The curb miles for the Central Business District has been maintained at 6 nights per week.



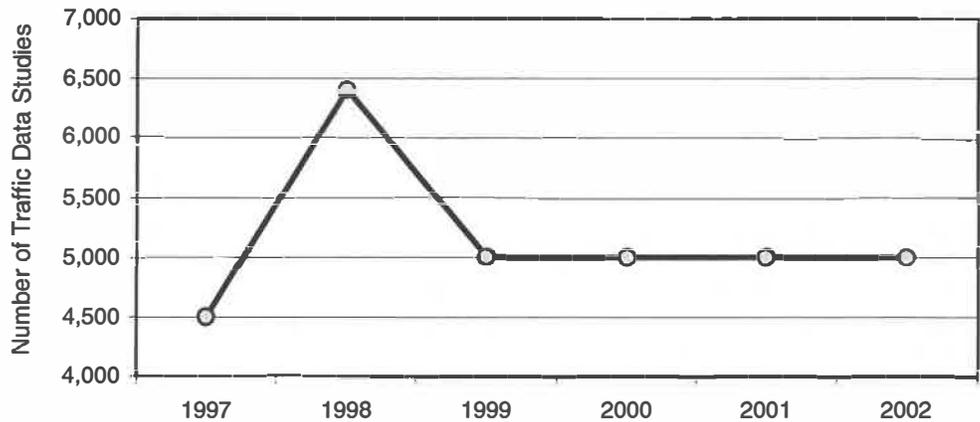
Pavement Backlog

- ◆ Additional funds have been redirected to street preservation to keep the backlog from increasing.

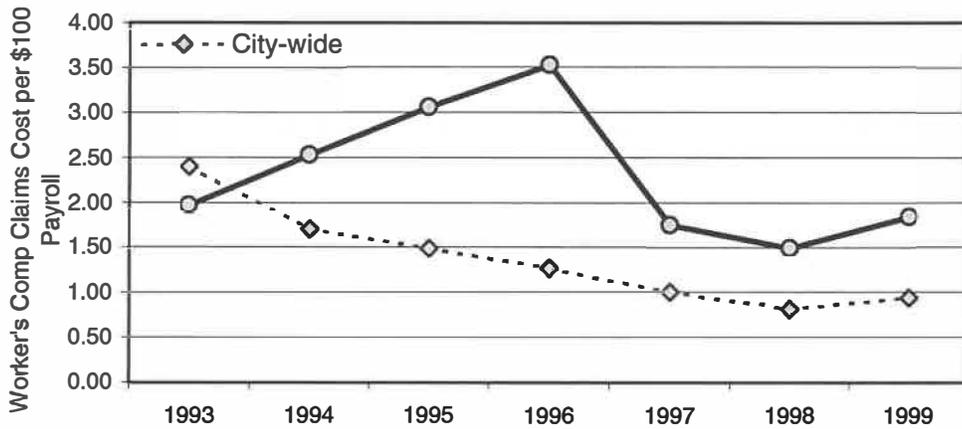


Traffic Data Studies Performed

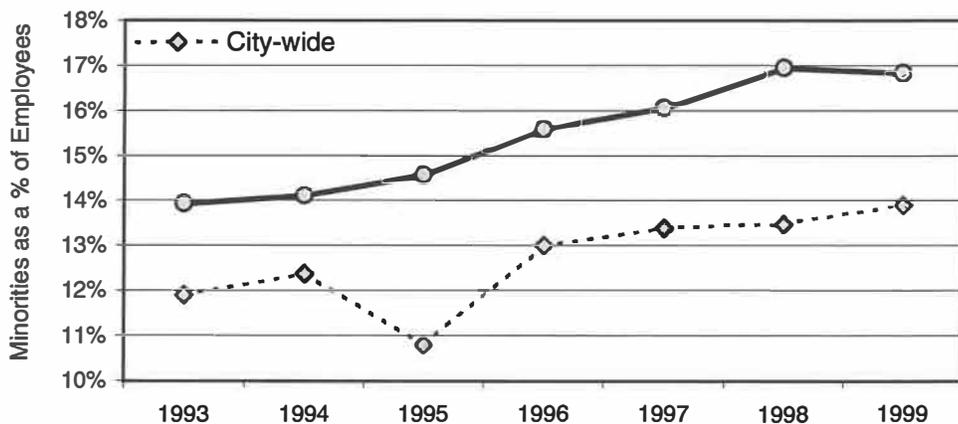
- ◆ Typical data studies include making counts of traffic volumes, speeds and turning movements. Cost savings are realized through efficient use of staff across bureaus.
- ◆ New tasks include inspection of newly installed traffic signs, minor tree pruning to clear traffic signs, and video taping intersection activity for traffic movement.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
OFFICE OF TRANSPORTATION						
Affirmative Action Measures						
Female Employees as a Percent of Total	25.0%	25.7%	26.3%			
Minority Employees as a Percent of Total	15.6%	16.5%	16.4%			
Bureau of Maintenance						
Risk Data						
General Liability Claims per 200,000 Hours Worked	63.34	49.63	43.73			
Worker's Comp Claims per 200,000 Hours Worked	22.96	17.87	20.27			
Fleet Claims per 100,000 Miles Driven	3.36	1.68				
Fleet Claims Cost per 100,000 Miles Driven	\$25,221	\$3,307				
General Liability Claims Cost per \$100 Payroll	\$1.63	\$1.22	\$1.10			
Worker's Comp Claims Cost per \$100 Payroll	\$1.75	\$1.50	\$1.84			
Street Preservation						
Effectiveness						
Paving Backlog (Road Miles)	488	480	483	483	483	483
Traffic Maintenance						
Efficiency						
Traffic Signs Maintained (Cost per Location)	30.39	28.52	31.93	35.67	37.10	37.10
Street Cleaning						
Workload						
Central Business District Sweeping (Curb Miles)	11,904	11,479	11,256	11,300	11,300	11,300
Bureau of Transportation Systems Management						
Risk Data						
General Liability Claims per 200,000 Hours Worked	13.01	15.78	11.64			
Worker's Comp Claims per 200,000 Hours Worked	7.44	10.21	4.85			
Fleet Claims per 100,000 Miles Driven	1.58	1.65				
Fleet Claims Cost per 100,000 Miles Driven	\$2,432	\$7,822				
General Liability Claims Cost per \$100 Payroll	\$0.14	\$0.24	\$1.78			
Worker's Comp Claims Cost per \$100 Payroll	\$1.01	\$0.94	\$0.58			
Traffic Investigations						
Workload						
Traffic Data Studies Performed	4,500	6,400	5,000	5,000	5,000	5,000
Effectiveness						
% of Traffic Requests Responded	35%	45%	50%	50%	75%	75%
Office of Transportation Director						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Worker's Comp Claims per 200,000 Hours Worked	2.63	2.71	5.12			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$0.03	\$0.33	\$0.12			
Transportation Planning						
Workload						
Land Use Cases Reviewed	1,519	1,380	1,350	1,400	1,450	1,500
Effectiveness						
Public Meetings Attended or Conducted	514	509	569	500	500	500
OTD Management and Support						
Efficiency						
Support Staff as a Percentage of Total Staff	5.73%	5.75%	5.59%	6.30%	6.42%	6.42%
Bureau of Transportation Engineering & Development						
Risk Data						
General Liability Claims per 200,000 Hours Worked	8.35	4.43	8.42			
Worker's Comp Claims per 200,000 Hours Worked	2.78	3.69	3.51			
Fleet Claims per 100,000 Miles Driven	0.88	2.63				
Fleet Claims Cost per 100,000 Miles Driven	\$999	\$7,593				
General Liability Claims Cost per \$100 Payroll	\$0.02	\$0.03	\$1.35			
Worker's Comp Claims Cost per \$100 Payroll	\$0.09	\$0.08	\$0.20			
Project Management						
Workload						
Arterial Improvements Design and Contracted (Lane Miles)	15.26	23.97	17.00	16.00	16.00	16.00
Development Services						
Effectiveness						
Applications, Permits and Acquisitions Processed	17,031	16,509	15,583	15,583	15,585	15,586

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	38,798,609	40,286,747	42,062,922	42,093,569	41,966,632
External Materials and Services	14,428,805	14,475,161	16,758,541	18,784,520	18,794,227
Internal Materials and Services	12,262,221	11,992,567	13,230,394	13,759,493	13,689,254
Minor Capital Outlay	1,795,685	462,823	441,438	412,900	412,900
Equipment Cash Transfers	124,644	231,578	99,895	0	0
Total Operating Budget	67,409,964	67,448,876	72,593,190	75,050,482	74,863,013
Capital Improvements	17,254,892	25,243,683	64,916,825	49,951,930	49,885,300
TOTAL BUREAU EXPENDITURES	\$ 84,664,856	\$ 92,692,559	\$ 137,510,015	\$ 125,002,412	\$ 124,748,313
Allocated Overhead	2,438,193	2,951,517	3,048,945	3,278,224	3,249,914
Total Cost with Allocated Overhead	87,103,049	95,644,076	140,558,960	128,280,636	127,998,227
RESOURCES					
General Transportation Discretionary		48,904,776	86,993,318	61,829,459	61,475,360
Discretionary General Fund		11,028,113	6,721,027	6,456,853	6,456,853
Total Discretionary Revenues		59,932,889	93,714,345	68,286,312	67,932,213
Grants & Donations		3,165,589	3,958,795	8,636,813	8,636,813
Contract Revenues		5,349,907	11,780,407	14,671,012	14,671,012
Interagency Revenues		15,671,745	22,806,590	22,661,256	22,761,256
Bureau Program Revenues		8,572,429	5,249,878	10,747,019	10,747,019
Total Non-Discretionary Revenues		32,759,670	43,795,670	56,716,100	56,816,100
TOTAL RESOURCES		\$ 92,692,559	\$ 137,510,015	\$ 125,002,412	\$ 124,748,313
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
DIVISIONS					
Bureau of Maintenance		41,842,165	42,490,364	43,247,538	43,219,573
<i>Positions</i>		428	398	400	400
Bureau of Transportation Systems Management		17,160,487	18,831,658	17,522,158	17,590,244
<i>Positions</i>		118	134	133	133
Bureau of Transportation Engineering & Development		29,308,444	67,153,743	52,863,300	52,615,906
<i>Positions</i>		136	121	121	119
Office of Transportation Director		4,381,463	9,034,250	11,369,416	11,322,590
<i>Positions</i>		34	61	61	61
TOTAL DIVISIONS		\$ 92,692,559	\$ 137,510,015	\$ 125,002,412	\$ 124,748,313
<i>Positions</i>		716	714	715	713
<i>General Fund Discretionary Positions</i>		28	23	23	23

	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
PROGRAMS				
BUREAU OF MAINTENANCE				
Street Preservation	11,828,527	12,921,160	13,147,142	13,147,142
<i>Positions</i>	95	95	95	95
Traffic Maintenance	3,401,850	3,454,142	3,668,853	3,668,853
<i>Positions</i>	60	37	39	39
Street Cleaning	5,287,279	5,713,770	5,929,630	5,929,630
<i>Positions</i>	48	52	52	52
Sidewalk Preservation & Safety	2,278,864	2,336,791	2,303,445	2,303,445
<i>Positions</i>	29	23	23	23
Structural Maintenance	2,031,390	2,274,024	2,335,881	2,335,881
<i>Positions</i>	28	28	28	28
Emergency Services	1,112,647	336,275	325,093	325,093
<i>Positions</i>	2	2	2	2
Environmental Maintenance	6,380,600	6,977,307	7,401,965	7,401,965
<i>Positions</i>	80	83	82	82
Drainage Maintenance	3,154,433	3,604,717	3,612,839	3,612,839
<i>Positions</i>	34	28	28	28
BOM Management and Support	6,366,575	4,872,178	4,522,690	4,494,725
<i>Positions</i>	52	52	51	51
TOTAL PROGRAMS	\$ 41,842,165	\$ 42,490,364	\$ 43,247,538	\$ 43,219,573
<i>Positions</i>	428	398	400	400
BUREAU OF TRANSPORTATION SYSTEMS MANAGEMENT				
Traffic Investigations	1,179,993	2,012,033	1,984,129	1,984,129
<i>Positions</i>	14	23	22	22
Signals/Street Lighting	5,092,564	11,076,126	10,522,809	10,522,809
<i>Positions</i>	9	42	42	42
Parking Enforcement	2,754,090	3,145,752	3,155,383	3,155,383
<i>Positions</i>	53	54	54	54
Transportation Options	1,754,640	941,552	875,007	875,007
<i>Positions</i>	16	7	7	7
BTSM Management and Support	1,354,957	1,656,195	984,830	1,052,916
<i>Positions</i>	8	8	8	8
Project Support	406,262	0	0	0
<i>Positions</i>	5	0	0	0
Traffic Calming	775,378	0	0	0
<i>Positions</i>	5	0	0	0
Street Lighting	3,842,603	0	0	0
<i>Positions</i>	8	0	0	0
TOTAL PROGRAMS	\$ 17,160,487	\$ 18,831,658	\$ 17,522,158	\$ 17,590,244
<i>Positions</i>	118	134	133	133
BUREAU OF TRANSPORTATION ENGINEERING & DEVEL-				
Project Management	12,294,031	50,518,331	32,861,543	32,861,543
<i>Positions</i>	0	16	17	17
Engineering Services	10,498,216	10,629,821	15,169,298	15,094,834
<i>Positions</i>	69	59	59	59
Development Services	3,448,399	3,689,673	3,645,096	3,572,084
<i>Positions</i>	41	38	37	36
BTE&D Management and Support	3,067,798	2,315,918	1,187,363	1,087,445
<i>Positions</i>	26	8	8	7
TOTAL PROGRAMS	\$ 29,308,444	\$ 67,153,743	\$ 52,863,300	\$ 52,615,906
<i>Positions</i>	136	121	121	119
OFFICE OF TRANSPORTATION DIRECTOR				
Transportation Planning	1,674,891	2,817,536	2,092,453	2,152,708
<i>Positions</i>	19	16	16	16
Information Technology	776,959	3,469,197	5,421,608	5,421,608
<i>Positions</i>	0	25	26	26
Resources	1,207,589	1,651,872	1,136,771	1,136,771
<i>Positions</i>	13	14	12	12
OTD Management and Support	722,024	1,095,645	2,718,584	2,611,503

	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
PROGRAMS				
<i>Positions</i>	2	6	7	7
TOTAL PROGRAMS	\$ 4,381,463	\$ 9,034,250	\$ 11,369,416	\$ 11,322,590
<i>Positions</i>	34	61	61	61

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	23,892,014	24,738,958	31,752,232	32,130,853	32,057,966
512000 Part-Time Employees	1,052,148	1,081,101	2,567,710	2,475,926	2,462,872
514000 Overtime	1,161,238	1,161,121	724,741	955,740	955,740
515000 Premium Pay	383,049	392,526	321,091	336,563	336,563
517000 Benefits	11,491,427	11,719,525	13,117,250	12,667,578	12,633,636
518000 Paid Absence	5,346,455	5,362,945	0	0	0
Total Personnel Services	43,326,331	44,456,176	48,483,024	48,566,660	48,446,777
Materials and Services					
External Materials and Services					
521000 Professional Services	3,796,974	5,954,963	5,421,787	7,105,827	7,040,250
522000 Utilities	4,024,876	3,726,882	4,148,335	4,291,839	4,291,839
523000 Equipment Rental	11,762	2,203	7,540	20,573	20,573
524000 Repair & Maintenance Services	1,527,525	1,918,867	2,879,992	2,673,066	2,673,066
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	1,618,535	1,176,304	479,780	361,224	361,224
529000 Miscellaneous Services	900,508	510,901	483,687	327,663	327,663
531000 Office Supplies	62,418	45,424	161,857	153,572	153,572
532000 Operating Supplies	2,417,336	2,762,557	2,463,356	3,119,094	3,119,094
533000 Repair & Maintenance Supplies	5,561,932	5,416,018	5,693,632	6,131,143	6,131,143
534000 Minor Equipment & Tools	655,851	766,073	402,441	459,415	459,415
535000 Clothing & Uniforms	144,849	82,808	85,922	87,700	87,700
539000 Other Commodities External	74,013	(141,595)	(139,033)	(161,811)	(161,811)
541000 Education	213,419	185,333	253,058	277,800	277,800
542000 Local Travel	14,935	21,850	10,689	11,239	11,239
543000 Out-of-Town Travel	68,936	72,983	127,024	77,043	77,043
544000 Space Rental	66,581	69,206	88,470	232,740	232,740
545000 Interest	0	0	0	0	0
546000 Refunds	10,856	34,539	13,700	23,700	23,700
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	167,865	265,522	983,198	578,580	578,580
Total External Materials and Services	21,339,171	22,870,838	23,565,435	25,770,407	25,704,830
Internal Materials and Services					
551000 Fleet Services	6,731,715	6,473,909	6,468,488	6,575,529	6,575,529
552000 Printing & Distribution	389,385	375,288	452,428	457,747	457,747
553000 Facilities Services	1,343,086	1,316,012	1,880,370	1,747,353	1,678,714
554000 Communications Services	835,116	822,054	892,812	890,836	890,836
555000 Data Processing Services	127,877	230,298	296,475	1,011,544	1,011,544
556000 Insurance	1,262,492	1,364,040	1,567,262	1,732,775	1,732,775
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	2,533,693	3,270,213	2,911,116	2,056,891	2,056,891
Total Internal Materials and Services	13,223,364	13,851,814	14,468,951	14,472,675	14,404,036
Total Materials and Services	34,562,535	36,722,652	38,034,386	40,243,082	40,108,866
Capital Outlay					
561000 Land	3,007,495	11,340	325,000	1,552,000	1,552,000
562000 Buildings	0	0	0	846,514	846,514
563000 Improvements	3,331,899	10,961,120	50,178,872	33,381,256	33,381,256
564000 Capital Equipment	298,522	292,762	377,420	412,900	412,900
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	6,637,916	11,265,222	50,881,292	36,192,670	36,192,670
573000 Equipment Cash Transfers	124,644	231,578	99,895	0	0
576000 Minor Equipment Transfers	13,430	16,931	11,418	0	0
TOTAL BUREAU EXPENSES	\$ 84,664,856	\$ 92,692,559	\$ 137,510,015	\$ 125,002,412	\$ 124,748,313

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	FY 1999-00	FY 2000-01	FY 2000-01	FY 2000-01	FY 2000-01
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	3	3	118,760	3	117,022	3	117,022
515	Accountant II	2	2	2	87,696	3	132,413	3	132,413
516	Accountant III	0	0	0	0	1	48,651	1	48,651
530	Accounting Supervisor I	1	1	1	60,365	1	57,200	1	57,200
510	Accounting Technician	1	1	1	32,341	1	28,643	1	28,643
819	Administrative Assistant	6	6	6	341,876	6	339,777	6	339,777
926	Administrative Services Manager	4	4	4	267,448	4	268,018	4	268,018
920	Administrative Supervisor I	1	1	1	51,729	0	0	0	0
922	Administrative Supervisor II	1	1	1	47,013	1	48,464	1	48,464
924	Administrative Supervisor III	1	1	0	0	0	0	0	0
2532	Applications Analyst II	1	1	1	55,486	1	53,887	1	53,887
2533	Applications Analyst III	0	0	6	415,969	4	238,931	4	238,931
2534	Applications Analyst IV	5	5	0	0	1	58,802	1	58,802
1225	Asphalt Raker	11	11	11	388,729	11	390,027	11	390,027
826	Assistant Financial Analyst	1	1	1	41,593	1	43,428	1	43,428
962	Assistant Program Specialist	2	1	2	83,758	1	45,210	1	45,210
3228	Associate Planner	2	2	1	39,680	1	43,306	1	43,306
1311	Automotive Equipment Operator I	58	58	57	2,117,037	57	2,121,513	57	2,121,513
1313	Automotive Equipment Operator II	15	15	15	587,295	15	589,065	15	589,065
1312	Automotive Equipment Operator II	0	0	0	0	7	274,897	7	274,897
928	Bureau Administrative Manager	3	3	1	77,971	0	0	0	0
620	Bureau Human Resources Manager	0	0	0	0	1	67,080	1	67,080
3132	CADD Manager	1	1	0	0	1	56,805	1	56,805
1420	Carpenter	7	7	7	293,587	7	294,518	7	294,518
3171	Chief Engineer	1	1	1	77,845	1	82,347	1	82,347
3173	City Engineer	1	1	1	87,365	1	90,341	1	90,341
114	Clerical Specialist	3	3	3	99,434	1	34,861	1	34,861
3255	Communications Engineer	1	1	1	63,509	1	63,710	1	63,710
1410	Concrete Finisher	12	11	10	419,410	10	420,740	10	420,740
1316	Construction Equip Operator II	16	16	16	666,032	0	0	0	0
1315	Construction Equipment Operator	1	1	1	39,489	17	692,875	17	692,875
2122	Electrical Inspector	0	0	1	48,774	0	0	0	0
1455	Electrical Supervisor	1	1	1	60,365	1	60,570	1	60,570
1453	Electrician	16	16	18	921,515	18	946,576	18	946,576
345	Electronic Pre-Press Operator	1	1	1	34,752	1	39,062	1	39,062
3251	Electronic Tech II Communication	2	2	2	99,707	0	0	0	0
3252	Electronic Tech II Traffic Signl	0	0	0	0	2	94,330	2	94,330
3164	Engineer	4	4	5	321,281	7	453,542	7	453,542
3153	Engineering Associate	10	9	9	434,525	8	384,239	8	384,239
3165	Engineering Surveying Manager	1	1	1	70,384	1	70,550	1	70,550
2032	Environmental Resources Manager	1	1	1	74,073	1	66,248	1	66,248
1229	Environmental Systems Maint Tech	9	9	8	345,173	8	346,242	8	346,242
2210	Field Representative	2	2	0	0	0	0	0	0
2211	Field Representative II	2	2	1	40,725	1	43,722	1	43,722
827	Financial Analyst	4	4	4	226,754	3	152,802	3	152,802
1524	General Mechanic	2	2	3	125,823	3	127,521	3	127,521
3271	Graphics Illustrator II	1	1	1	48,522	1	48,682	1	48,682
610	Human Resources Analyst	0	0	0	0	1	51,896	1	51,896
2542	Information Systems Analyst II	2	2	5	301,897	5	243,647	5	243,647
2544	Information Systems Analyst IV	3	3	1	63,560	1	45,580	1	45,580
2550	Information Systems Manager	2	2	2	151,162	2	151,674	2	151,674
2546	Information Systems Supervisor	3	3	1	70,575	1	70,803	1	70,803
2522	Information Systems Tech I	1	1	0	0	0	0	0	0
2523	Information Systems Tech II	0	0	1	41,832	1	42,519	1	42,519
812	Intergovernmental Program Coord	2	2	2	136,412	2	139,804	2	139,804
2205	Junior Field Representative	4	4	4	116,872	4	125,464	4	125,464
314	Lead Service Dispatcher	1	1	1	37,497	0	0	0	0
2118	Lighting and Signal Inspector	2	2	2	114,526	2	114,906	2	114,906
1960	Maintenance Director	1	1	1	90,924	1	88,646	1	88,646
1208	Maintenance Worker	2	2	1	21,044	0	0	0	0
1200	Maintenance Worker	0	0	0	0	1	32,962	1	32,962
2540	MIS Support Technician	1	1	0	0	0	0	0	0
116	Office Manager	1	1	1	31,692	1	33,093	1	33,093
102	Office Support Specialist II	0	0	0	0	4	120,222	4	120,222
104	Office Support Specialist III	0	0	0	0	6	218,813	5	193,365
1443	Painter	1	1	1	41,941	1	42,074	1	42,074
2240	Parking Enforcement Deputy	38	38	40	1,283,455	41	1,393,938	41	1,393,938
1250	Parking Meter Technician	4	4	4	159,296	4	159,800	4	159,800
1251	Parking Meter Technician, Lead	1	1	1	41,815	1	41,950	1	41,950

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.		No.		No.	
1608	Paving Crew Leader	8	8	8	344,584	0	0	0	0
3229	Planner	4	4	4	183,633	4	185,388	4	185,388
3169	Principal Engineer	6	4	4	328,316	5	408,436	5	408,436
832	Principal Financial Analyst	0	0	0	0	1	66,131	1	66,131
2545	Principal Info Systems Analyst	0	0	3	211,711	4	271,605	4	271,605
966	Program Coordinator	5	5	6	306,285	5	250,790	5	250,790
968	Program Manager I	1	0	0	0	1	60,070	1	60,070
970	Program Manager II	4	4	5	305,868	5	290,669	4	236,417
972	Program Manager IV	3	3	4	318,243	5	399,071	5	399,071
964	Program Specialist	9	8	7	362,529	5	264,640	5	264,640
3152	Public Works Const/Inspect Supvr	1	1	1	70,384	1	70,616	1	70,616
3150	Public Works Inspector	8	9	8	388,342	8	390,872	8	390,872
3151	Public Works Inspector, Senior	7	7	7	381,766	7	374,547	7	374,547
1952	Public Works Manager	5	5	5	327,813	4	261,810	4	261,810
3359	Public Works Project Manager	15	15	16	1,032,921	16	1,038,880	16	1,038,880
1950	Public Works Supervisor	20	20	20	1,121,448	21	1,168,603	21	1,168,603
3217	Right-of-Way Agent	1	1	1	55,926	1	58,405	1	58,405
3219	Right-of-Way Services Manager	1	1	1	70,384	1	70,616	1	70,616
108	Secretarial Assistant	0	0	0	0	1	39,062	1	39,062
222	Secretarial Assistant	1	1	1	33,871	0	0	0	0
221	Secretarial Clerk II	15	15	15	473,987	7	227,987	7	227,987
816	Senior Administrative Specialist	0	0	0	0	1	39,062	1	39,062
930	Senior Bureau Administrative Mgr	0	0	2	155,942	3	240,927	3	240,927
3166	Senior Engineer	10	11	11	663,913	8	516,897	8	516,897
3163	Senior Engineering Associate	25	25	23	1,284,067	21	1,241,929	21	1,241,929
828	Senior Financial Analyst	1	1	1	60,365	0	0	0	0
952	Senior Management Analyst	0	0	0	0	1	57,244	1	57,244
3231	Senior Planner	5	5	5	295,010	5	281,795	5	281,795
1956	Senior Public Works Manager	4	4	4	328,316	3	228,987	3	228,987
848	Senior Risk Specialist	1	1	1	60,365	1	60,570	1	60,570
414	Senior Stores System Manager	1	1	1	60,365	1	60,570	1	60,570
310	Service Dispatcher	0	0	0	0	3	106,953	3	106,953
315	Service Dispatcher	3	3	3	103,059	0	0	0	0
311	Service Dispatcher, Lead	0	0	0	0	1	39,062	1	39,062
1230	Sewer Construction Crew Leader	8	8	8	344,584	8	330,162	8	330,162
1325	Sewer Vacuum Operator	6	6	6	234,918	0	0	0	0
2250	Sidewalk Inspector	4	4	4	170,616	4	176,234	4	176,234
1224	Sign Maker	1	1	1	41,941	1	42,074	1	42,074
410	Storekeeper	5	5	5	184,970	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	0	0	0	5	198,535	5	198,535
408	Storekeeper/Acquisition Spec III	0	0	0	0	2	91,188	2	91,188
411	Stores Supervisor I	2	2	2	84,930	0	0	0	0
1226	Street Maintenance Crew Leader	0	0	0	0	8	329,956	8	329,956
115	Supervising Clerk	3	3	3	104,256	0	0	0	0
3167	Supervising Engineer	0	0	0	0	4	277,414	4	277,414
3120	Surveying Aide I	2	2	2	96,773	2	93,939	2	93,939
3121	Surveying Aide II	9	9	9	314,082	9	313,649	9	313,649
3124	Surveying Supervisor	1	1	1	66,862	1	58,741	1	58,741
3122	Surveyor I	6	6	5	223,540	5	228,319	5	228,319
3123	Surveyor II	1	1	1	47,894	2	96,538	2	96,538
3107	Technician I	17	16	16	580,678	15	554,033	15	554,033
3108	Technician II	20	19	24	1,080,077	24	1,094,741	24	1,094,741
3109	Technician III	15	15	13	712,709	13	708,736	13	715,549
1227	Traffic Crew Leader	0	0	0	0	9	366,258	9	366,258
912	Traffic Management Director	1	1	1	90,924	1	91,229	1	91,229
1440	Traffic Sign Crew Leader	9	9	9	364,035	0	0	0	0
650	Training & Development Analyst	1	1	1	54,433	0	0	0	0
914	Transportation Director	1	1	1	100,592	1	101,088	1	101,088
1218	Utility Worker	140	133	129	4,493,499	0	0	0	0
1210	Utility Worker I	26	26	26	828,334	26	859,095	26	859,095
1211	Utility Worker II	0	0	0	0	130	4,608,174	130	4,608,174
1510	Welder	0	0	0	0	2	84,148	2	84,148
1513	Welder	2	2	2	83,882	0	0	0	0
TOTAL FULL-TIME POSITIONS		730	716	714	\$ 31,752,232	715	\$ 32,130,853	713	\$ 32,057,966

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	127,510,550	0	127,510,550	717.0	FY 2000-01 Current Service Level Estimate
CSL Estimate Adjustments to 97.5% level					
	(123,922)	0	(123,922)	0.0	Street Light O&M
	(10,420)	0	(10,420)	0.0	CDB Street Cleaning
Mayor's Proposed Budget Decisions					
	0	212,000	212,000	0.0	Sidewalk Scrubbing
	0	380,493	380,493	0.0	Abandoned Auto
	0	123,507	123,507	0.0	Landscape Maintenance
	0	(250,000)	(250,000)	0.0	Reduce GTR Expenditures
	0	450,000	450,000	0.0	CRC-Street Lighting Capital
	(122,577)	0	(122,577)	0.0	Professional Services 24.4%
	(799,310)	0	(799,310)	(4.0)	Support and Admin 5.4%
	0	(2,162,541)	(2,162,541)	0.0	Fund Balance & Contingency Reductions
	0	418,000	418,000		BES Solid Waste Leaf Pick Up
	(246,875)	0	(246,875)		Tier 1 cuts
	(376,493)	0	(376,493)		Tier 2 Cuts
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	(124,050)	0	(124,050)	0.0	Administrative Efficiencies
	(61,410)	0	(61,410)	0.0	CIP Adjustments
	(68,639)	0	(68,639)	0.0	Facilities I/A
	(1,933,696)	(828,541)	(2,762,237)	(4.0)	Total FY 2000-01 Decision Packages
			\$ 124,748,313	713.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	123,922	123,922	0.0	Street Light O&M Restoration 2.5%
	0	10,420	10,420	0.0	CDB Street Cleaning Restoration 2.5%
	0	176,493	176,493	0.0	Landscape Maintenance
	0	225,289	225,289	0.0	ESA
			\$ 536,124	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Bureau of Maintenance

OVERVIEW

Organizational Description The Bureau of Maintenance has nine budget programs: Street Preservation, Traffic Maintenance, Street Cleaning, Sidewalk Preservation and Safety, Structural Maintenance, Emergency Services, Environmental Maintenance, Drainage Maintenance, and the Administrative Division.

CHANGES FROM PRIOR YEAR

Service Reductions The FY 2000-01 Adopted Budget for the Bureau of Maintenance includes the following service reductions;

General Fund Reductions:

- ◆ Landscape Maintenance \$176,493
- ◆ Downtown CBD Street Cleaning \$10,420

Transportation Discretionary Funding Reductions:

- ◆ Reduce Curb Ramps/Corner Repair (\$150,000)

Reorganization During FY 1999-2000, Portland Transportation reorganized its organizational structure to more efficiently provide transportation services. Traffic Signals, Street Lighting, and Electrical Maintenance were combined into the Signals/Street Lighting Program in the Bureau of Transportation Systems Management. Technology management, analysis and support services were centralized in the Information Technology Program in the Office of the Director. This reorganization has resulted in the restatement of selected historical program expenditures.

Overview of Programs

STREET PRESERVATION

The City maintains local and arterial streets. The Bureau of Maintenance uses a Pavement Management System (PMS) based on visual inspection and structural testing to identify and prioritize maintenance projects. The PMS helps identify the most cost effective maintenance technique for each street based on its pavement condition. These techniques range from sealing cracks and patching holes to base repair and asphalt overlay.

TRAFFIC MAINTENANCE

This program supports the maintenance of signalized intersections, partially controlled intersections, legends placed on the street surface, painted lines, crosswalks, traffic control signs, parking control signs, parking meters and street name signs. In addition, a portion of City-owned street lights are maintained by the bureau.

STREET CLEANING

On a regular basis, the City of Portland mechanically cleans residential streets, arterial streets, the Central Business District, pedestrian subways, stairways, and bike paths. The Street Cleaning section also responds to emergencies and special events such as Clean Sweeps and Rose Festival activities.

SIDEWALK PRESERVATION & SAFETY

The Sidewalk Preservation and Safety program oversees the maintenance of sidewalks, curbs, and corners. The City Charter assigns the responsibility for the maintenance of sidewalks to the owner of the abutting property; therefore, Transportation inspects the sidewalks and notifies the property owner of needed repairs. In the event timely repairs are not made by the property owner, the Bureau of Maintenance hires a private contractor to make the repairs and bills the property owner for the costs. Non-reimbursed activities include inspections, permits issuance, corner maintenance, and mall maintenance.

The Americans with Disabilities Act (ADA) contains provisions that significantly affect facilities within the public right-of-way. The Sidewalk Preservation and Safety budget continues the ongoing program to upgrade existing corners to ADA standards.

STRUCTURAL MAINTENANCE

This program is responsible for maintaining vehicle and pedestrian structures in the City's right-of-way system. With engineering assistance from the Bureau of Transportation Engineering and Development, the bureau plans and conducts an annual maintenance program that ensures public safety and convenience and controls deterioration of these structures. Within the City of Portland these structures include major and minor bridges, stairways, retaining walls, the harbor wall along the Willamette River, guardrails, tunnels, fencing, and street furniture.

EMERGENCY SERVICES

The Bureau of Maintenance provides around-the-clock response to emergencies, including snow and ice, wind storms, floods, mud slides and other weather conditions; hazardous materials incidents; clean-up following certain police actions; sewer breaks or plugs; and other natural or man-made incidents that inhibit safe transportation or threaten public safety. During emergency operations, the bureau is reorganized, and all personnel are available to make up emergency crews.

ENVIRONMENTAL MAINTENANCE

The Bureau of Maintenance oversees the annual programs for cleaning and inspection of the sewer system, investigation of customer problems, and repair and reconstruction of damaged, broken, or deteriorated sewers. These programs were established in cooperation with the Bureau of Environmental Services, which funds the entire cost of the Environmental Systems Division maintenance program through an interagency agreement.

DRAINAGE MAINTENANCE

The Bureau of Maintenance, in conjunction with the Bureau of Environmental Services (BES), is charged with maintaining the surface storm drainage system within the City of Portland. 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. In order to comply with the regulations and guidelines set forth by a variety of federal, state, and local agencies, a comprehensive program to manage the storm water drainage system and roadside vegetation has been developed. This program is funded in part by an interagency agreement with BES.

BOM MANAGEMENT AND SUPPORT

To maximize the efficiency and effectiveness of the field operations, the Support and Administration program provides specialized administrative and direct support services to the other programs. These services include equipment management; materials handling; communication and radio dispatch; public information; facilities maintenance; personnel administration; loss control and training; finance and accounting; and program management.

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SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	22,664,233	22,782,221	23,522,139	23,626,639	23,626,639
External Materials and Services	8,030,144	8,228,102	9,894,098	10,455,418	10,455,418
Internal Materials and Services	8,438,984	8,104,057	8,395,739	8,602,376	8,574,411
Minor Capital Outlay	134,311	282,798	53,003	162,900	162,900
Equipment Cash Transfers	50,660	193,524	99,895	0	0
Total Operating Budget	39,318,332	39,590,702	41,964,874	42,847,333	42,819,368
Capital Improvements	3,905,476	2,251,463	525,490	400,205	400,205
TOTAL BUREAU EXPENDITURES	\$ 43,223,808	\$ 41,842,165	\$ 42,490,364	\$ 43,247,538	\$ 43,219,573
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	43,223,808	41,842,165	42,490,364	43,247,538	43,219,573
RESOURCES					
Transportation Operating Fund		41,842,165	42,490,364	43,247,538	43,219,573
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Street Preservation		11,828,527	12,921,160	13,147,142	13,147,142
<i>Positions</i>		95	95	95	95
Traffic Maintenance		3,401,850	3,454,142	3,668,853	3,668,853
<i>Positions</i>		60	37	39	39
Street Cleaning		5,287,279	5,713,770	5,929,630	5,929,630
<i>Positions</i>		48	52	52	52
Sidewalk Preservation & Safety		2,278,864	2,336,791	2,303,445	2,303,445
<i>Positions</i>		29	23	23	23
Structural Maintenance		2,031,390	2,274,024	2,335,881	2,335,881
<i>Positions</i>		28	28	28	28
Emergency Services		1,112,647	336,275	325,093	325,093
<i>Positions</i>		2	2	2	2
Environmental Maintenance		6,380,600	6,977,307	7,401,965	7,401,965
<i>Positions</i>		80	83	82	82
Drainage Maintenance		3,154,433	3,604,717	3,612,839	3,612,839
<i>Positions</i>		34	28	28	28
BOM Management and Support		6,366,575	4,872,178	4,522,690	4,494,725
<i>Positions</i>		52	52	51	51
TOTAL PROGRAMS		\$ 41,842,165	\$ 42,490,364	\$ 43,247,538	\$ 43,219,573
<i>Positions</i>		428	398	400	400

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LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	12,157,148	12,260,807	15,905,258	16,048,981	16,048,981
512000 Part-Time Employees	281,570	331,984	228,578	227,175	227,175
514000 Overtime	908,504	793,270	502,133	605,960	605,960
515000 Premium Pay	293,902	289,887	256,544	254,965	254,965
517000 Benefits	6,192,805	6,168,658	6,629,626	6,489,558	6,489,558
518000 Paid Absence	2,915,316	2,948,166	0	0	0
Total Personnel Services	22,749,245	22,792,772	23,522,139	23,626,639	23,626,639
Materials and Services					
External Materials and Services					
521000 Professional Services	91,019	117,473	91,211	98,500	98,500
522000 Utilities	508,759	506,241	426,896	476,854	476,854
523000 Equipment Rental	10,476	0	4,240	4,240	4,240
524000 Repair & Maintenance Services	1,060,540	1,606,753	2,369,910	2,241,766	2,241,766
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	26,570	21,064	25,200	23,000	23,000
531000 Office Supplies	2,240	3,443	21,709	18,386	18,386
532000 Operating Supplies	1,583,433	1,596,523	1,834,249	2,106,740	2,106,740
533000 Repair & Maintenance Supplies	4,999,344	4,799,639	5,161,576	5,717,344	5,717,344
534000 Minor Equipment & Tools	201,183	308,245	56,165	42,388	42,388
535000 Clothing & Uniforms	120,936	48,668	48,647	41,400	41,400
539000 Other Commodities External	4,461	(192,844)	(155,599)	(170,348)	(170,348)
541000 Education	83,865	52,070	85,159	92,444	92,444
542000 Local Travel	6,357	12,752	2,463	2,840	2,840
543000 Out-of-Town Travel	12,999	20,382	11,627	14,329	14,329
544000 Space Rental	55,924	66,449	84,870	145,740	145,740
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	21,232	90,892	500	0	0
Total External Materials and Services	8,789,338	9,057,750	10,068,823	10,855,623	10,855,623
Internal Materials and Services					
551000 Fleet Services	6,057,415	5,698,057	5,696,600	5,856,929	5,796,674
552000 Printing & Distribution	75,986	70,012	94,414	93,252	93,252
553000 Facilities Services	212,232	113,333	103,421	115,882	115,882
554000 Communications Services	476,206	476,027	536,216	458,810	491,100
555000 Data Processing Services	0	0	0	0	0
556000 Insurance	841,834	981,984	1,166,864	1,255,858	1,255,858
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	855,984	920,488	798,224	821,645	821,645
Total Internal Materials and Services	8,519,657	8,259,901	8,395,739	8,602,376	8,574,411
Total Materials and Services	17,308,995	17,317,651	18,464,562	19,457,999	19,430,034
Capital Outlay					
561000 Land	2,980,597	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	1,253,187	350,765	0	0
564000 Capital Equipment	134,311	282,798	53,003	162,900	162,900
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	3,114,908	1,535,985	403,768	162,900	162,900
573000 Equipment Cash Transfers	50,660	193,524	99,895	0	0
576000 Minor Equipment Transfers	0	2,233	0	0	0
TOTAL DIVISION EXPENSES	\$ 43,223,808	\$ 41,842,165	\$ 42,490,364	\$ 43,247,538	\$ 43,219,573

Bureau of Maintenance AU 159

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00		FY 2000-01		FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	2	2	2	80,445	1	37,066	1	37,066
515	Accountant II	1	1	1	43,848	2	89,981	2	89,981
530	Accounting Supervisor I	1	1	1	60,365	1	57,200	1	57,200
510	Accounting Technician	1	1	1	32,341	1	28,643	1	28,643
819	Administrative Assistant	5	5	5	292,768	5	290,481	5	290,481
926	Administrative Services Manager	2	2	2	133,724	2	134,160	2	134,160
922	Administrative Supervisor II	1	1	1	47,013	1	48,464	1	48,464
1225	Asphalt Raker	11	11	11	388,729	11	390,027	11	390,027
1311	Automotive Equipment Operator I	58	58	54	2,005,614	54	2,009,760	54	2,009,760
1313	Automotive Equipment Operator II	15	15	15	587,295	15	589,065	15	589,065
1312	Automotive Equipment Operator II	0	0	0	0	7	274,897	7	274,897
1420	Carpenter	7	7	7	293,587	7	294,518	7	294,518
114	Clerical Specialist	2	2	2	64,682	0	0	0	0
1410	Concrete Finisher	12	11	10	419,410	10	420,740	10	420,740
1316	Construction Equip Operator II	16	16	16	666,032	0	0	0	0
1315	Construction Equipment Operator	1	1	1	39,489	17	692,875	17	692,875
1455	Electrical Supervisor	1	1	0	0	0	0	0	0
1453	Electrician	16	16	0	0	0	0	0	0
3251	Electronic Tech II Communication	2	2	0	0	0	0	0	0
3153	Engineering Associate	1	1	1	41,920	0	0	0	0
1229	Environmental Systems Maint Tech	9	9	8	345,173	8	346,242	8	346,242
827	Financial Analyst	1	1	1	53,637	1	43,560	1	43,560
1524	General Mechanic	2	2	3	125,823	3	127,521	3	127,521
2542	Information Systems Analyst II	1	1	0	0	0	0	0	0
314	Lead Service Dispatcher	1	1	1	37,497	0	0	0	0
1960	Maintenance Director	1	1	1	90,924	1	88,646	1	88,646
1208	Maintenance Worker	2	2	1	21,044	0	0	0	0
1200	Maintenance Worker	0	0	0	0	1	32,962	1	32,962
102	Office Support Specialist II	0	0	0	0	4	120,222	4	120,222
104	Office Support Specialist III	0	0	0	0	2	73,258	2	73,258
1443	Painter	1	1	1	41,941	1	42,074	1	42,074
1250	Parking Meter Technician	4	4	4	159,296	4	159,800	4	159,800
1251	Parking Meter Technician, Lead	1	1	1	41,815	1	41,950	1	41,950
1608	Paving Crew Leader	8	8	8	344,584	0	0	0	0
3169	Principal Engineer	1	1	1	82,079	1	82,347	1	82,347
966	Program Coordinator	1	1	2	104,004	2	106,267	2	106,267
968	Program Manager I	0	0	0	0	1	60,070	1	60,070
3150	Public Works Inspector	1	1	1	48,774	1	48,939	1	48,939
1952	Public Works Manager	5	5	4	260,951	3	194,730	3	194,730
1950	Public Works Supervisor	20	20	20	1,121,448	21	1,168,603	21	1,168,603
108	Secretarial Assistant	0	0	0	0	1	39,062	1	39,062
222	Secretarial Assistant	1	1	1	33,871	0	0	0	0
221	Secretarial Clerk II	4	4	4	119,766	0	0	0	0
3166	Senior Engineer	0	0	0	0	2	128,734	2	128,734
3163	Senior Engineering Associate	1	1	2	124,234	1	59,196	1	59,196
1956	Senior Public Works Manager	4	4	4	328,316	3	228,987	3	228,987
848	Senior Risk Specialist	1	1	1	60,365	1	60,570	1	60,570
414	Senior Stores System Manager	1	1	1	60,365	1	60,570	1	60,570
315	Service Dispatcher	3	3	3	103,059	0	0	0	0
310	Service Dispatcher	0	0	0	0	3	106,953	3	106,953
311	Service Dispatcher, Lead	0	0	0	0	1	39,062	1	39,062
1230	Sewer Construction Crew Leader	8	8	8	344,584	8	330,162	8	330,162
1325	Sewer Vacuum Operator	6	6	6	234,918	0	0	0	0
2250	Sidewalk Inspector	4	4	4	170,616	4	176,234	4	176,234
1224	Sign Maker	1	1	1	41,941	1	42,074	1	42,074
410	Storekeeper	5	5	5	184,970	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	0	0	0	5	198,535	5	198,535
408	Storekeeper/Acquisition Spec III	0	0	0	0	2	91,188	2	91,188
411	Stores Supervisor I	2	2	2	84,930	0	0	0	0
1226	Street Maintenance Crew Leader	0	0	0	0	8	329,956	8	329,956
3107	Technician I	2	2	2	76,042	3	107,991	3	107,991
3108	Technician II	1	1	1	48,522	1	48,682	1	48,682
3109	Technician III	0	0	1	59,002	1	59,196	1	59,196
1227	Traffic Crew Leader	0	0	0	0	9	366,258	9	366,258
1440	Traffic Sign Crew Leader	9	9	9	364,035	0	0	0	0
650	Training & Development Analyst	1	1	1	54,433	0	0	0	0
1218	Utility Worker	140	133	127	4,422,821	0	0	0	0
1210	Utility Worker I	26	26	26	828,334	26	859,095	26	859,095
1211	Utility Worker II	0	0	0	0	128	4,537,260	128	4,537,260

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FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
1510	Welder	0	0	0	0	2	84,148	2	84,148
1513	Welder	2	2	2	83,882	0	0	0	0
TOTAL FULL-TIME POSITIONS		436	428	398	\$ 15,905,258	400	\$ 16,048,981	400	\$ 16,048,981

Bureau of Transportation Systems Management

OVERVIEW

Organizational Description

The Bureau of Transportation Systems Management has five budget programs: the Traffic Investigation Division, the Signals and Street Lighting Division, the Transportation Options Division, the Parking Enforcement Division, and the Administration Division.

CHANGES FROM PRIOR YEAR

Service Reductions

The FY 2000-01 Adopted Budget for the Bureau of Transportation Systems Management includes the following service reductions:

General Fund Reductions:

- ◆ Street Lighting Operating \$123,922

Transportation Discretionary Fund Reductions:

- ◆ Signal Communication System (\$50,000)

Reorganization

During FY 1999-2000, Portland Transportation reorganized its program structure to more efficiently provide transportation services. Most Capital Improvement Program projects were combined into the Project Management Division in the Bureau of Transportation Engineering & Development. Traffic Signals, Street Lighting, and Electrical Maintenance were combined into the Signals/Street Lighting Program. Transportation Operating and Project Support activities were assigned to the Traffic Investigations and Transportation Options Programs. Bicycle, Pedestrian, and Parking Management Program activities were assigned to planning, construction, and operating sections in the Bureau of Transportation Engineering & Development, the Bureau of Transportation System Management, and the Office of the Director. Technology management, analysis, and support services were centralized in the Information Technology Program in the Office of the Director. This reorganization has resulted in the restatement of selected historical program expenditures.

Overview of Programs

TRAFFIC INVESTIGATIONS

Activities include providing customer service for traffic safety, speeding and excessive traffic volumes; providing traffic control via signs and pavement marking systems; monitoring traffic safety and capacity improvements through study of collected data; installing parking meters, signs and special parking areas; and administering end-of-trip facilities and promotional events to attract more cyclists.

SIGNALS/STREET LIGHTING

Services include operating, maintaining, modifying, and making capital improvements to both the City's traffic signal and street lighting systems; participating in regional traffic control efforts directing drivers to alternate routes to alleviate congestion and improve traffic safety; monitoring external power and maintenance costs, and monitoring utility rate developments.

PARKING ENFORCEMENT

Activities include ensuring obstructions are cleared from intersections, crosswalks and sidewalks; ensuring removal of abandoned or dangerous vehicles; and issuing citations for parking violations.

PROJECT SUPPORT

This program's services are now provided by other Bureau of Transportation Systems Management sections.

BTSM MANAGEMENT AND SUPPORT

Key services include monitoring and addressing bureau operational needs, monitoring and managing resources including personnel and budget, and providing central secretarial support.

TRANSPORTATION OPTIONS

Activities include developing and encouraging alternatives to single-occupancy vehicles, such as carpools, work hour changes, transit use, walking, and cycling; developing school curriculums to educate the public regarding modal choices and safety; and ensuring bike path striping improvements are made.

TRAFFIC CALMING

This program's services are now provided by other Bureau of Transportation Systems Management sections.

STREET LIGHTING

This program is now part of the Signal/ Street Lighting section.

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	7,924,745	8,207,352	8,094,261	8,358,374	8,358,374
External Materials and Services	5,615,606	5,145,864	5,590,132	5,371,453	5,371,453
Internal Materials and Services	1,868,256	1,760,985	1,961,267	1,185,437	1,253,523
Minor Capital Outlay	8,475	0	19,830	10,000	10,000
Equipment Cash Transfers	73,984	38,054	0	0	0
Total Operating Budget	15,491,066	15,152,255	15,665,490	14,925,264	14,993,350
Capital Improvements	3,003,615	2,008,232	3,166,168	2,596,894	2,596,894
TOTAL BUREAU EXPENDITURES	\$ 18,494,681	\$ 17,160,487	\$ 18,831,658	\$ 17,522,158	\$ 17,590,244
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	18,494,681	17,160,487	18,831,658	17,522,158	17,590,244
RESOURCES					
Transportation Operating Fund		17,160,487	18,831,658	17,522,158	17,590,244
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Traffic Investigations		1,179,993	2,012,033	1,984,129	1,984,129
<i>Positions</i>		14	23	22	22
Signals/Street Lighting		5,092,564	11,076,126	10,522,809	10,522,809
<i>Positions</i>		9	42	42	42
Parking Enforcement		2,754,090	3,145,752	3,155,383	3,155,383
<i>Positions</i>		53	54	54	54
Transportation Options		1,754,640	941,552	875,007	875,007
<i>Positions</i>		16	7	7	7
BTSM Management and Support		1,354,957	1,656,195	984,830	1,052,916
<i>Positions</i>		8	8	8	8
Project Support		406,262	0	0	0
<i>Positions</i>		5	0	0	0
Traffic Calming		775,378	0	0	0
<i>Positions</i>		5	0	0	0
Street Lighting		3,842,603	0	0	0
<i>Positions</i>		8	0	0	0
TOTAL PROGRAMS		\$ 17,160,487	\$ 18,831,658	\$ 17,522,158	\$ 17,590,244
<i>Positions</i>		118	134	133	133

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LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	5,019,437	5,173,740	5,953,144	6,089,004	6,089,004
512000 Part-Time Employees	240,265	202,637	346,126	263,729	263,729
514000 Overtime	124,416	131,893	116,174	243,279	243,279
515000 Premium Pay	67,825	74,337	56,150	58,730	58,730
517000 Benefits	2,333,665	2,378,423	2,364,510	2,362,260	2,362,260
518000 Paid Absence	1,087,706	1,069,718	0	0	0
Total Personnel Services	8,873,314	9,030,748	8,836,104	9,017,002	9,017,002
Materials and Services					
External Materials and Services					
521000 Professional Services	255,205	238,695	288,665	435,760	435,760
522000 Utilities	3,508,647	3,216,885	3,772,502	3,808,985	3,808,985
523000 Equipment Rental	1,286	1,103	900	9,933	9,933
524000 Repair & Maintenance Services	183,893	113,409	160,208	106,802	106,802
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	62,069	0	40,046	181,224	181,224
529000 Miscellaneous Services	687,534	280,816	220,600	59,547	59,547
531000 Office Supplies	31,149	7,968	36,002	39,502	39,502
532000 Operating Supplies	515,852	695,620	437,035	617,618	617,618
533000 Repair & Maintenance Supplies	561,208	615,300	480,904	372,304	372,304
534000 Minor Equipment & Tools	154,490	178,717	104,583	114,449	114,449
535000 Clothing & Uniforms	19,091	31,196	29,250	38,930	38,930
539000 Other Commodities External	32,605	9,023	0	0	0
541000 Education	38,234	43,925	38,514	42,145	42,145
542000 Local Travel	1,929	1,022	2,776	2,126	2,126
543000 Out-of-Town Travel	20,577	20,195	32,423	22,682	22,682
544000 Space Rental	4,081	674	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	9,378	9,427	13,000	13,000	13,000
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	20,977	17,385	96,863	15,206	15,206
Total External Materials and Services	6,108,205	5,481,360	5,754,271	5,880,213	5,880,213
Internal Materials and Services					
551000 Fleet Services	547,050	647,240	605,851	619,372	619,372
552000 Printing & Distribution	123,633	85,216	126,931	79,149	79,149
553000 Facilities Services	447,038	452,681	717,146	0	0
554000 Communications Services	165,025	152,056	152,828	157,626	163,778
555000 Data Processing Services	0	0	0	0	0
556000 Insurance	235,904	197,669	209,372	160,123	222,057
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	457,960	227,532	137,721	169,167	169,167
Total Internal Materials and Services	1,976,610	1,762,394	1,949,849	1,185,437	1,253,523
Total Materials and Services	8,084,815	7,243,754	7,704,120	7,065,650	7,133,736
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	1,449,138	833,233	2,047,116	1,429,506	1,429,506
564000 Capital Equipment	0	0	232,900	10,000	10,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	1,449,138	833,233	2,280,016	1,439,506	1,439,506
573000 Equipment Cash Transfers	73,984	38,054	0	0	0
576000 Minor Equipment Transfers	13,430	14,698	11,418	0	0
TOTAL DIVISION EXPENSES	\$ 18,494,681	\$ 17,160,487	\$ 18,831,658	\$ 17,522,158	\$ 17,590,244

Bureau of Transportation Systems Management AU 159

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	1	49,108	1	49,296	1	49,296
924	Administrative Supervisor III	1	1	0	0	0	0	0	0
962	Assistant Program Specialist	0	0	1	40,474	0	0	0	0
1311	Automotive Equipment Operator I	0	0	3	111,423	3	111,753	3	111,753
928	Bureau Administrative Manager	3	3	0	0	0	0	0	0
114	Clerical Specialist	1	1	1	34,752	1	34,861	1	34,861
3255	Communications Engineer	1	1	1	63,509	1	63,710	1	63,710
1455	Electrical Supervisor	0	0	1	60,365	1	60,570	1	60,570
1453	Electrician	0	0	18	921,515	18	946,576	18	946,576
3251	Electronic Tech II Communication	0	0	2	99,707	0	0	0	0
3252	Electronic Tech II Traffic Signl	0	0	0	0	2	94,330	2	94,330
3164	Engineer	2	2	3	191,245	4	257,846	4	257,846
3153	Engineering Associate	5	4	4	191,945	4	191,417	4	191,417
2210	Field Representative	2	2	0	0	0	0	0	0
2211	Field Representative II	2	2	1	40,725	1	43,722	1	43,722
827	Financial Analyst	1	1	1	54,433	1	54,621	1	54,621
2546	Information Systems Supervisor	1	1	0	0	0	0	0	0
2205	Junior Field Representative	4	4	4	116,872	4	125,464	4	125,464
2118	Lighting and Signal Inspector	2	2	2	114,526	2	114,906	2	114,906
116	Office Manager	1	1	1	31,692	1	33,093	1	33,093
2240	Parking Enforcement Deputy	38	38	39	1,231,726	41	1,393,938	41	1,393,938
3169	Principal Engineer	3	2	2	164,158	2	164,694	2	164,694
966	Program Coordinator	2	2	0	0	0	0	0	0
970	Program Manager II	2	2	2	127,018	2	108,997	2	108,997
972	Program Manager IV	0	0	0	0	1	76,828	1	76,828
964	Program Specialist	8	7	7	362,529	5	264,640	5	264,640
1952	Public Works Manager	0	0	1	66,862	1	67,080	1	67,080
3359	Public Works Project Manager	3	3	2	132,556	2	134,326	2	134,326
221	Secretarial Clerk II	6	6	7	207,444	7	227,987	7	227,987
930	Senior Bureau Administrative Mgr	0	0	1	77,971	1	80,309	1	80,309
3166	Senior Engineer	1	1	0	0	0	0	0	0
3163	Senior Engineering Associate	14	14	8	457,363	8	468,655	8	468,655
3231	Senior Planner	2	2	2	118,004	2	104,207	2	104,207
3107	Technician I	6	5	6	225,907	4	148,645	4	148,645
3108	Technician II	4	4	7	323,505	6	275,665	6	275,665
3109	Technician III	5	5	3	174,208	4	228,725	4	228,725
912	Traffic Management Director	1	1	1	90,924	1	91,229	1	91,229
1218	Utility Worker	0	0	2	70,678	0	0	0	0
1211	Utility Worker II	0	0	0	0	2	70,914	2	70,914
TOTAL FULL-TIME POSITIONS		122	118	134	\$ 5,953,144	133	\$ 6,089,004	133	\$ 6,089,004

Bureau of Transportation Engineering & Development

OVERVIEW

Organizational Description

The Bureau of Transportation Engineering and Development has four budget programs; the Project Management Division, the Engineering Services Division, the Development Services Division, and the Administrative Division.

CHANGES FROM PRIOR YEAR

Service Reductions

The FY 2000-01 Adopted Budget for the Bureau of Transportation Engineering and Development includes the following service reductions:

General Fund Reductions:

- ◆ None

Transportation Discretionary Funding Reductions:

- ◆ River District (\$10,000)
- ◆ OCC/Lloyd District/N. Macadam (\$10,000)
- ◆ Neighborhood Development (\$50,000)
- ◆ NE Cornfoot Rd. at 47th (\$6,875)
- ◆ Willamette Blvd Landslides (\$79,620)
- ◆ SE 41st Woodstock/ Steele (\$100,000)
- ◆ N. Wall (\$50,000)

Reorganization

During FY 1999-2000, Portland Transportation reorganized its organizational structure to more efficiently provide transportation services. Most Capital Improvement Program projects were combined into the Project Management Division. Bicycle, Pedestrian, and Parking Management Program activities were assigned to planning, construction, and operating sections. Technology management, analysis and support services were centralized in the Information Technology Program of the Office of the Director. This reorganization has resulted in the restatement of selected historical program expenditures.

Overview of Programs

PROJECT MANAGEMENT

The Project Management Division develops and constructs a variety of transportation projects that are multi-modal and responsive to the requirements of land use and urban design objectives in the community. The projects are organized around the following project types; Town Centers and Main Streets; Neighborhoods; Freight Access; and Special Area Projects.

Town Centers and Main Streets

Project managers develop and construct projects in the high priority areas of the City's Town Centers and Main Streets. Town Centers and Main Streets were developed through the Metro Region 2040 Growth Concept and Regional Plan and have been incorporated into the City of Portland's Comprehensive Plan. Project managers working on Town Centers and Main Streets are experts in urban design and public involvement.

Neighborhoods

Local street and neighborhood projects are the focus of this group. Projects may include the development and construction of local improvements using Local Improvement District financing, traffic calming in neighborhoods and around schools, pedestrian crossings, bicycle lanes and pedestrian improvements. Local street improvements in combination with housing projects are planned to increase housing and retain residents within the city limits.

Freight Access

Commerce, industrial access and Port of Portland related projects are addressed in this program area. Projects are concerned with environmental issues, multi-modal design and new technology.

Special Area Projects

Larger scale projects within tax increment development districts and regional centers are developed and constructed in this program area. Projects include; Central City Streetcar/ Lovejoy Ramp; The River District; Interstate MAX light Rail Transit; Airport Light Rail Transit; North Macadam District; Lloyd/Convention Center District.

LID Redesign Program

Portland Transportation and BES have provided funding to redesign the City's Local Improvement District (LID) process. In past years, the LID program had been one of the primary means for designing and constructing street and sewer improvements within the City of Portland. Recently, a number of issues have challenged the program, including rising costs, increased regulations, and an inefficient and costly formation process. The redesign effort, in close collaboration with City neighborhoods, will generate a set of recommendations for City Council consideration in the summer of 2000, with implementation of these recommendations occurring by the end of 2000.

ENGINEERING SERVICES

The Engineering Services Division provides survey, design, inspection, and construction management and technical support services for a variety of the Office of Transportation's capital improvement projects, as developed through the Project Management Division. The division also ensures safety and serviceability of the City's bridges. The Engineering Services Division is composed of the following five sections; Survey, Bridges and Structures, Construction Inspections, Civil Design, and Traffic Design.

Survey	This section provides surveying services for the bureau's street improvement programs and the Bureau of Environmental Services' sewer programs through service agreements
Bridges and Structures	This section manages the inspection, structural design, and construction management of the City's bridges, tunnels, retaining walls, and stairways. Additionally, this section manages all seismic-related issues for structures in the public right-of-way. In compliance with Federal law, detailed inspections of all City-owned bridges are conducted on a biennial cycle.
Construction Inspections	This section provides quality assurance and inspection services for the bureau's street improvement programs. This section also provides coordination between Office of Transportation projects and area utilities.
Civil Design	This section provides the drafting and engineering design to produce construction contract documents including engineering estimates, plans, and specifications for the bureau's capital improvement program. This section also provides construction management and technical support for City and State or Federally assisted construction improvement projects as well as engineering review and oversight for consultant design projects.
Traffic Design	This section provides traffic engineering support for capital improvement projects and transportation planning studies. This support includes conducting traffic studies, finding remedies to traffic problems, coordinating the design of signing, striping, signal, street lighting features; developing work zone traffic control plans, and overseeing the construction and installation of traffic operations features. This section also provides oversight of traffic engineering consultant work.

DEVELOPMENT SERVICES

The Development Services Division facilitates public and private development of job opportunities which leads to job 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.

The program consists of four sections; Street Systems Management, Development Review, Right-of-Way Acquisition, and Permit Engineering.

Street Systems Management	This section is responsible for leading the Office of Transportation in development activities through coordination of transportation bureau responses to development proposals and facilitating resolution of policy issues. This section also regulates private use of the City's street system through various permitting processes. It also provides assistance to all Portland Transportation bureaus in addressing environmental regulations and hazardous materials issues.
Development Review	This section provides comprehensive land use review services for the Office of Transportation to ensure that land use and development proposals are both consistent with City policy and include necessary improvements to the transportation system. This program also provides development assistance to the general public, professional development community and other City agencies regarding transportation system improvement requirements.

Permit Engineering This section supports development and neighborhood livability by managing developer-funded street improvements for residential and commercial/industrial expansion. Engineering review and construction inspection services are provided to ensure the safety and maintainability of the improvements.

Right-of-Way Acquisition This section is a centralized service provider with the specialized resources necessary to acquire public right-of-way, easements, and property needed for public infrastructure by the Office of Transportation, the Bureau of Water Works, and the Bureau of Environmental Services. This program also manages the street vacation process and negotiates and manages subsurface and air-rights leases of public right-of-way.

BTE&D MANAGEMENT AND SUPPORT

This program provides professional and administrative services to the entire bureau. These services include, but are not limited to, specialized staff support on budget, policy matters, community outreach and communication. In addition, this program manages Transportation System Development Charge operation and administration.

Transportation System Development Charge (SDC) The Transportation SDC was created in October of 1997. The Portland City Code was amended in June 1997 by adding a new Chapter 17.15. This Chapter grants the City authorities to impose a SDC fee to spread the cost of essential capacity increasing capital improvements to new development. The imposed fee will fund 36 capital improvements already identified by City Council and will be built in the period of ten years. This program manages the operation and activities of Transportation SDC.

The Portland Brownfields Showcase Program This section was formed to create a replicable urban model that provides leadership for public, private, and community-wide partnerships to assess and revitalize Brownfields. The Showcase process has been developed with the Policy Committee as a base representing the diverse interests from throughout the community with commitment to revitalizing city Brownfields. This process allows the Portland Brownfields Showcase the opportunity to become a facilitator for multiple site assessments, cleanups, and ultimately revitalization and redevelopment throughout the city.

Bureau of Transportation Engineering & Development AU 159 SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	5,691,785	6,342,322	5,136,355	4,952,372	4,825,435
External Materials and Services	717,414	896,798	259,258	591,973	601,680
Internal Materials and Services	1,518,824	1,704,115	1,675,230	940,044	876,510
Minor Capital Outlay	1,652,899	180,025	110,040	30,000	30,000
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	9,580,922	9,123,260	7,180,883	6,514,389	6,333,625
Capital Improvements	9,360,081	20,311,753	59,770,378	46,348,911	46,282,281
TOTAL BUREAU EXPENDITURES	\$ 18,941,003	\$ 29,435,013	\$ 66,951,261	\$ 52,863,300	\$ 52,615,906
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	18,941,003	29,435,013	66,951,261	52,863,300	52,615,906
RESOURCES					
Transportation Operating Fund		29,435,013	66,951,261	52,863,300	52,615,906
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Project Management		12,294,031	50,518,331	32,861,543	32,861,543
<i>Positions</i>		0	16	17	17
Engineering Services		10,498,216	10,629,821	15,169,298	15,094,834
<i>Positions</i>		69	59	59	59
Development Services		3,448,399	3,689,673	3,645,096	3,572,084
<i>Positions</i>		41	38	37	36
BTE&D Management and Support		3,067,798	2,315,918	1,187,363	1,087,445
<i>Positions</i>		26	8	8	7
TOTAL PROGRAMS		\$ 29,308,444	\$ 67,153,743	\$ 52,863,300	\$ 52,615,906
<i>Positions</i>		136	121	121	119

Bureau of Transportation Engineering & Development AU 159

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	5,050,199	5,461,102	6,243,727	6,428,915	6,356,028
512000 Part-Time Employees	376,020	347,079	1,531,134	1,354,102	1,341,048
514000 Overtime	110,662	213,018	48,114	63,332	63,332
515000 Premium Pay	15,472	24,701	5,797	20,268	20,268
517000 Benefits	2,220,042	2,375,444	2,631,936	2,486,740	2,452,798
518000 Paid Absence	1,003,054	988,977	0	0	0
Total Personnel Services	8,775,449	9,410,321	10,460,708	10,353,357	10,233,474
Materials and Services					
External Materials and Services					
521000 Professional Services	3,221,553	5,352,259	4,767,003	5,444,067	5,378,490
522000 Utilities	7,470	3,756	5,000	6,000	6,000
523000 Equipment Rental	0	1,100	6,400	6,400	6,400
524000 Repair & Maintenance Services	263,694	196,602	13,063	19,959	19,959
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	1,556,466	1,176,304	439,734	180,000	180,000
529000 Miscellaneous Services	101,278	178,135	39,155	43,241	43,241
531000 Office Supplies	24,470	7,736	28,150	41,934	41,934
532000 Operating Supplies	256,083	390,890	74,219	105,619	105,619
533000 Repair & Maintenance Supplies	1,380	1,079	31,864	3,369	3,369
534000 Minor Equipment & Tools	258,131	239,208	45,074	57,778	57,778
535000 Clothing & Uniforms	4,822	2,944	7,830	7,370	7,370
539000 Other Commodities External	30,263	21,962	6,225	8,537	8,537
541000 Education	54,036	55,662	56,382	69,813	69,813
542000 Local Travel	1,412	2,399	2,550	500	500
543000 Out-of-Town Travel	18,535	18,514	43,024	21,487	21,487
544000 Space Rental	6,231	1,465	600	87,000	87,000
545000 Interest	0	0	0	0	0
546000 Refunds	1,478	25,112	700	10,700	10,700
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	44,840	83,344	59,432	362,679	362,679
Total External Materials and Services	5,852,142	7,758,471	5,626,405	6,476,453	6,410,876
Internal Materials and Services					
551000 Fleet Services	126,814	127,999	159,989	157,413	157,413
552000 Printing & Distribution	166,132	174,504	196,662	149,680	149,680
553000 Facilities Services	500,664	561,509	834,982	0	0
554000 Communications Services	164,939	162,934	169,426	145,024	145,024
555000 Data Processing Services	127,877	230,298	0	0	0
556000 Insurance	140,566	141,371	146,461	260,457	198,523
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	1,012,550	1,971,602	1,417,685	940,652	940,652
Total Internal Materials and Services	2,239,542	3,370,217	2,925,205	1,653,226	1,591,292
Total Materials and Services	8,091,684	11,128,688	8,551,610	8,129,679	8,002,168
Capital Outlay					
561000 Land	26,898	11,340	325,000	1,552,000	1,552,000
562000 Buildings	0	0	0	846,514	846,514
563000 Improvements	1,882,761	8,874,700	47,588,993	31,951,750	31,951,750
564000 Capital Equipment	164,211	9,964	24,950	30,000	30,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	2,073,870	8,896,004	47,938,943	34,380,264	34,380,264
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 18,941,003	\$ 29,435,013	\$ 66,951,261	\$ 52,863,300	\$ 52,615,906

Bureau of Transportation Engineering & Development AU 159

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
926	Administrative Services Manager	1	1	0	0	1	66,778	1	66,778
2532	Applications Analyst II	1	1	0	0	0	0	0	0
2534	Applications Analyst IV	4	4	0	0	0	0	0	0
962	Assistant Program Specialist	1	1	1	43,284	1	45,210	1	45,210
3228	Associate Planner	0	0	1	39,680	1	43,306	1	43,306
3132	CADD Manager	1	1	0	0	0	0	0	0
3171	Chief Engineer	1	1	1	77,845	1	82,347	1	82,347
3173	City Engineer	1	1	1	87,365	1	90,341	1	90,341
2122	Electrical Inspector	0	0	1	48,774	0	0	0	0
345	Electronic Pre-Press Operator	1	1	1	34,752	1	39,062	1	39,062
3164	Engineer	2	2	2	130,036	3	195,696	3	195,696
3153	Engineering Associate	4	4	4	200,660	4	192,822	4	192,822
3165	Engineering Surveying Manager	1	1	1	70,384	1	70,550	1	70,550
2032	Environmental Resources Manager	1	1	1	74,073	1	66,248	1	66,248
827	Financial Analyst	1	1	1	64,251	0	0	0	0
2542	Information Systems Analyst II	1	1	0	0	0	0	0	0
2544	Information Systems Analyst IV	3	3	0	0	0	0	0	0
2550	Information Systems Manager	2	2	0	0	0	0	0	0
2546	Information Systems Supervisor	2	2	0	0	0	0	0	0
2522	Information Systems Tech I	1	1	0	0	0	0	0	0
2540	MIS Support Technician	1	1	0	0	0	0	0	0
104	Office Support Specialist III	0	0	0	0	4	145,555	3	120,107
3169	Principal Engineer	2	1	1	82,079	2	161,395	2	161,395
966	Program Coordinator	1	1	2	98,935	1	45,011	1	45,011
970	Program Manager II	1	1	2	115,341	2	117,962	1	63,710
972	Program Manager IV	1	1	1	82,079	1	82,347	1	82,347
3152	Public Works Const/Inspect Supvr	1	1	1	70,384	1	70,616	1	70,616
3150	Public Works Inspector	7	8	7	339,568	7	341,933	7	341,933
3151	Public Works Inspector, Senior	7	7	7	381,766	7	374,547	7	374,547
3359	Public Works Project Manager	8	8	9	576,337	9	586,267	9	586,267
3217	Right-of-Way Agent	1	1	1	55,926	1	58,405	1	58,405
3219	Right-of-Way Services Manager	1	1	1	70,384	1	70,616	1	70,616
221	Secretarial Clerk II	5	5	4	146,777	0	0	0	0
3166	Senior Engineer	9	10	11	663,913	6	388,163	6	388,163
3163	Senior Engineering Associate	10	10	13	702,470	12	714,078	12	714,078
3167	Supervising Engineer	0	0	0	0	4	277,414	4	277,414
3120	Surveying Aide I	2	2	2	96,773	2	93,939	2	93,939
3121	Surveying Aide II	9	9	9	314,082	9	313,649	9	313,649
3124	Surveying Supervisor	1	1	1	66,862	1	58,741	1	58,741
3122	Surveyor I	6	6	5	223,540	5	228,319	5	228,319
3123	Surveyor II	1	1	1	47,894	2	96,538	2	96,538
3107	Technician I	8	8	7	240,708	7	259,251	7	259,251
3108	Technician II	15	14	14	619,214	14	630,994	14	630,994
3109	Technician III	10	10	7	377,591	8	420,815	8	427,628
TOTAL FULL-TIME POSITIONS		136	136	121	\$ 6,243,727	121	\$ 6,428,915	119	\$ 6,356,028

Office of Transportation Director

OVERVIEW

The Office of the Director has four budget programs: the Transportation Planning Division, the Information Technology Division, the Resources Division, and the Administrative Division.

CHANGES FROM PRIOR YEAR

Service Reductions The FY 2000-01 Adopted Budget for the Office of Transportation Director includes the following service reductions:

General Fund Reductions:

- ◆ None

Transportation Discretionary Reduction:

- ◆ Lloyd District/Rose Quarter (\$30,000)
- ◆ Overhead and Management Reduction (\$400,000 office-wide)
- ◆ Professional Services and Education (\$250,000 office-wide)

Reorganization

During FY 1999-2000, Portland Transportation reorganized its organizational structure to more efficiently provide transportation services. Most Capital Improvement Program projects were combined into the Project Management Division of the Bureau of Transportation Engineering & Development. Bicycle, Pedestrian, and Parking Management Program activities were assigned to planning, construction, and operating sections. Technology management, analysis and support services were centralized in the Information Technology Program. This reorganization has resulted in the restatement of selected historical program expenditures.

Overview of Programs

TRANSPORTATION PLANNING

This program provides transportation planning services including coordination of the Transportation System Plan (TSP), development of major regional transportation planning projects, regional transit efforts, and transportation and growth management studies. This program also provides transportation modeling and modal split analysis and forecasting.

INFORMATION TECHNOLOGY

This program provides information technology management, and analysis and support services for the entire Office of Transportation. Services include network administration, workstation support, systems analysis, software development, data base design and administration, and related technology training. This program coordinates the Infrastructure Management System (IMS), an office-wide project which automates and integrates transportation facility information, and Transportation's Geographic Information System (GIS).

RESOURCES

This program provides financial and administrative services for the entire Office of Transportation. Services include coordination of the City's involvement in the regional transportation financing process; analysis and response for urban issues and State and federal legislative issues, and overall management of the Office's capital improvement program. This program also performs financial planning and revenue forecasting; budget development; grants and cost accounting; and processing payroll and accounts payable.

OTD MANAGEMENT AND SUPPORT

This program provides overall administrative guidance and direction for the entire Office of Transportation. Services include coordination of program development opportunities; development and implementation of transportation policies; and participation in regional planning for transportation projects and advocacy for City of Portland interests. This program coordinates personnel administration, loss control, training, and public information efforts through the media and other outreach methods.

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	2,517,846	2,954,852	5,310,167	5,156,184	5,156,184
External Materials and Services	65,641	204,397	1,015,053	2,365,676	2,365,676
Internal Materials and Services	436,157	423,410	1,198,158	3,031,636	2,984,810
Minor Capital Outlay	0	0	258,565	210,000	210,000
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	3,019,644	3,582,659	7,781,943	10,763,496	10,716,670
Capital Improvements	985,720	672,235	1,454,789	605,920	605,920
TOTAL BUREAU EXPENDITURES	\$ 4,005,364	\$ 4,254,894	\$ 9,236,732	\$ 11,369,416	\$ 11,322,590
Allocated Overhead	2,438,193	2,951,517	3,048,945	3,278,224	3,249,914
Total Cost with Allocated Overhead	6,443,557	7,206,411	12,285,677	14,647,640	14,572,504
RESOURCES					
Transportation Operating Fund		4,254,894	9,236,732	11,369,416	11,322,590
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Transportation Planning		1,674,891	2,817,536	2,092,453	2,152,708
<i>Positions</i>		19	16	16	16
Information Technology		776,959	3,469,197	5,421,608	5,421,608
<i>Positions</i>		0	25	26	26
Resources		1,207,589	1,651,872	1,136,771	1,136,771
<i>Positions</i>		13	14	12	12
OTD Management and Support		722,024	1,095,645	2,718,584	2,611,503
<i>Positions</i>		2	6	7	7
TOTAL PROGRAMS		\$ 4,381,463	\$ 9,034,250	\$ 11,369,416	\$ 11,322,590
<i>Positions</i>		34	61	61	61

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,665,230	1,843,309	3,650,103	3,563,953	3,563,953
512000 Part-Time Employees	154,293	199,401	461,872	630,920	630,920
514000 Overtime	17,656	22,940	58,320	43,169	43,169
515000 Premium Pay	5,850	3,601	2,600	2,600	2,600
517000 Benefits	744,915	797,000	1,491,178	1,329,020	1,329,020
518000 Paid Absence	340,379	356,084	0	0	0
Total Personnel Services	2,928,323	3,222,335	5,664,073	5,569,662	5,569,662
Materials and Services					
External Materials and Services					
521000 Professional Services	229,197	246,536	274,908	1,127,500	1,127,500
522000 Utilities	0	0	(56,063)	0	0
523000 Equipment Rental	0	0	(4,000)	0	0
524000 Repair & Maintenance Services	19,398	2,103	336,811	304,539	304,539
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	85,126	30,886	198,732	201,875	201,875
531000 Office Supplies	4,559	26,277	75,996	53,750	53,750
532000 Operating Supplies	61,968	79,524	117,853	289,117	289,117
533000 Repair & Maintenance Supplies	0	0	19,288	38,126	38,126
534000 Minor Equipment & Tools	42,047	39,903	196,619	244,800	244,800
535000 Clothing & Uniforms	0	0	195	0	0
539000 Other Commodities External	6,684	20,264	10,341	0	0
541000 Education	37,284	33,676	73,003	73,398	73,398
542000 Local Travel	5,237	5,677	2,900	5,773	5,773
543000 Out-of-Town Travel	16,825	13,892	39,950	18,545	18,545
544000 Space Rental	345	618	3,000	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	80,816	73,901	826,403	200,695	200,695
Total External Materials and Services	589,486	573,257	2,115,936	2,558,118	2,558,118
Internal Materials and Services					
551000 Fleet Services	436	613	6,048	(58,185)	2,070
552000 Printing & Distribution	23,634	45,556	34,421	135,666	135,666
553000 Facilities Services	183,152	188,489	224,821	1,631,471	1,562,832
554000 Communications Services	28,946	31,037	34,342	129,376	90,934
555000 Data Processing Services	0	0	296,475	1,011,544	1,011,544
556000 Insurance	44,188	43,016	44,565	56,337	56,337
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	207,199	150,591	557,486	125,427	125,427
Total Internal Materials and Services	487,555	459,302	1,198,158	3,031,636	2,984,810
Total Materials and Services	1,077,041	1,032,559	3,314,094	5,589,754	5,542,928
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	191,998	0	0
564000 Capital Equipment	0	0	66,567	210,000	210,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	258,565	210,000	210,000
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 4,005,364	\$ 4,254,894	\$ 9,236,732	\$ 11,369,416	\$ 11,322,590

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.		No.		No.	
514	Accountant I	1	1	1	38,315	2	79,956	2	79,956
515	Accountant II	1	1	1	43,848	1	42,432	1	42,432
516	Accountant III	0	0	0	0	1	48,651	1	48,651
926	Administrative Services Manager	1	1	2	133,724	1	67,080	1	67,080
920	Administrative Supervisor I	1	1	1	51,729	0	0	0	0
2532	Applications Analyst II	0	0	1	55,486	1	53,887	1	53,887
2533	Applications Analyst III	0	0	6	415,969	4	238,931	4	238,931
2534	Applications Analyst IV	1	1	0	0	1	58,802	1	58,802
826	Assistant Financial Analyst	1	1	1	41,593	1	43,428	1	43,428
962	Assistant Program Specialist	1	0	0	0	0	0	0	0
3228	Associate Planner	2	2	0	0	0	0	0	0
928	Bureau Administrative Manager	0	0	1	77,971	0	0	0	0
620	Bureau Human Resources Manager	0	0	0	0	1	67,080	1	67,080
3132	CADD Manager	0	0	0	0	1	56,805	1	56,805
827	Financial Analyst	1	1	1	54,433	1	54,621	1	54,621
3271	Graphics Illustrator II	1	1	1	48,522	1	48,682	1	48,682
610	Human Resources Analyst	0	0	0	0	1	51,896	1	51,896
2542	Information Systems Analyst II	0	0	5	301,897	5	243,647	5	243,647
2544	Information Systems Analyst IV	0	0	1	63,560	1	45,580	1	45,580
2550	Information Systems Manager	0	0	2	151,162	2	151,674	2	151,674
2546	Information Systems Supervisor	0	0	1	70,575	1	70,803	1	70,803
2523	Information Systems Tech II	0	0	1	41,832	1	42,519	1	42,519
812	Intergovernmental Program Coord	2	2	2	136,412	2	139,804	2	139,804
2240	Parking Enforcement Deputy	0	0	1	51,729	0	0	0	0
3229	Planner	4	4	4	183,633	4	185,388	4	185,388
832	Principal Financial Analyst	0	0	0	0	1	66,131	1	66,131
2545	Principal Info Systems Analyst	0	0	3	211,711	4	271,605	4	271,605
966	Program Coordinator	1	1	2	103,346	2	99,512	2	99,512
968	Program Manager I	1	0	0	0	0	0	0	0
970	Program Manager II	1	1	1	63,509	1	63,710	1	63,710
972	Program Manager IV	2	2	3	236,164	3	239,896	3	239,896
964	Program Specialist	1	1	0	0	0	0	0	0
3359	Public Works Project Manager	4	4	5	324,028	5	318,287	5	318,287
816	Senior Administrative Specialist	0	0	0	0	1	39,062	1	39,062
930	Senior Bureau Administrative Mgr	0	0	1	77,971	2	160,618	2	160,618
828	Senior Financial Analyst	1	1	1	60,365	0	0	0	0
952	Senior Management Analyst	0	0	0	0	1	57,244	1	57,244
3231	Senior Planner	3	3	3	177,006	3	177,588	3	177,588
115	Supervising Clerk	3	3	3	104,256	0	0	0	0
3107	Technician I	1	1	1	38,021	1	38,146	1	38,146
3108	Technician II	0	0	2	88,836	3	139,400	3	139,400
3109	Technician III	0	0	2	101,908	0	0	0	0
914	Transportation Director	1	1	1	100,592	1	101,088	1	101,088
TOTAL FULL-TIME POSITIONS		36	34	61	\$ 3,650,103	61	\$ 3,563,953	61	\$ 3,563,953

Transportation Operating Fund – 112

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Property Taxes						
Prior Year Property Taxes	1,441	1,121	0	100	0	0
	1,441	1,121	0	100	0	0
Licenses and Permits						
Construction Permits	961,966	1,289,648	989,706	1,037,821	994,913	994,913
Other Permits	27,788	34,794	48,115	0	48,115	48,115
	989,754	1,324,442	1,037,821	1,037,821	1,043,028	1,043,028
Service Charges and Fees						
Inspection Fees	218,455	206,147	218,954	0	238,812	238,812
Miscellaneous	85,531	57,398	445,055	0	429,684	429,684
Parking Fees	8,805,976	10,046,947	9,814,000	0	11,724,000	11,724,000
Public Works/Utility Charge	1,708,809	5,148,284	2,827,948	14,674,627	8,246,247	8,246,247
	10,818,771	15,458,776	13,305,957	14,674,627	20,638,743	20,638,743
State Sources						
State Cost Sharing	163,671	177,173	159,700	0	159,700	159,700
State Grants	0	6,325	0	0	0	0
State Shared Revenue	21,868,015	22,439,271	22,840,926	23,000,626	22,715,658	22,715,658
	22,031,686	22,622,769	23,000,626	23,000,626	22,875,358	22,875,358
Local Sources						
Local Cost Sharing	4,256,718	5,341,935	10,826,382	28,017,103	14,211,848	14,211,848
Multnomah County Cost Sharing	18,956,750	19,699,425	19,834,597	0	19,644,757	19,644,757
	23,213,468	25,041,360	30,660,979	28,017,103	33,856,605	33,856,605
Miscellaneous Revenues						
Bond and Note Sales	189,177	588,560	0	0	0	0
Collection of Assessment	704,640	897,545	550,000	0	600,000	600,000
Interest Earned	638,212	863,361	500,000	0	900,000	900,000
Other Miscellaneous	203,370	261,249	969,087	2,475,000	1,000,100	900,100
Private Grants/Donations	553,425	363,385	65,776	0	27,769	27,769
Refunds	32,435	34,440	5,000	0	5,000	5,000
Sale of Capital Assets	10,200	0	0	0	0	0
Sales Miscellaneous	247,202	231,969	225,000	0	210,000	210,000
	2,578,661	3,240,509	2,314,863	2,475,000	2,742,869	2,642,869
Total External Revenues	59,633,781	67,688,977	70,320,246	69,205,277	81,156,603	81,056,603
Internal Revenues						
Other Cash Transfers						
Auto Port Fund	1,520,329	0	0	0	0	0
Facilities Services Fund	0	347,000	0	0	0	0
General Fund	5,965,095	11,028,113	6,721,027	6,721,027	6,456,853	6,456,853
Housing & Community Development	34,651	36,639	67,915	67,915	23,153	23,153
Parking Facilities Fund	1,000,000	5,975,165	26,250,360	26,250,360	1,298,823	1,298,823
Sewage System Operating Fund	0	77,945	0	0	0	0
Arena/Coliseum Operating Fund	0	266,287	200,000	200,000	0	0
Capital Improvement Fund	3,000,000	197,500	0	0	0	0
Transportation Reserve	2,925,228	0	0	0	0	0
	14,445,303	17,928,649	33,239,302	33,239,302	7,778,829	7,778,829
Federal Grants Transfers	4,265,074	2,795,879	3,893,019	1,362,557	8,609,044	8,609,044
Interfund Service Reimbursements						
Arena Operating	0	0	85,000	85,000	0	0
Auto Port Operating Fund	184,111	0	0	0	0	0
Buildings	35,615	235,907	260,258	260,258	260,519	260,519
Computer Services Fund	0	0	0	0	144,310	144,310
Environmental Remediation	1,202	0	0	0	0	0
Environmental Services	11,459,808	12,367,758	12,344,766	12,344,766	12,707,160	12,707,160
Facilities Services Fund	1,735	30,485	0	0	0	0
Finance & Administration	17,608	160,306	107,913	0	0	0
Fire Bureau	4,500	6,207	0	0	0	0
Fleet Management	0	40,981	5,000	5,000	5,000	5,000

Transportation Operating Fund – 112

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Golf Operating Fund	0	189	0	0	0	0
Housing & Community Development	33,820	32,432	40,443	40,443	550,000	550,000
LID Construction Fund	1,528,273	1,310,512	8,312,410	4,518,687	7,097,767	7,097,767
Parks Bureau	105,777	53,829	50,000	275,911	40,000	40,000
Parks Capital Improvement Fund	62,124	352	0	0	0	0
Planning	116,562	40,000	100,000	0	10,000	110,000
Police Bureau	0	14,922	0	0	0	0
Portland International Raceway	0	5,111	2,000	2,000	5,000	5,000
Refuse Disposal Fund	0	10,945	0	2,161	600,000	600,000
Water Bureau	1,311,361	1,361,809	1,498,800	1,498,800	1,241,500	1,241,500
	14,862,496	15,671,745	22,806,590	19,033,026	22,661,256	22,761,256
Equipment Cash Transfers						
Environmental Services	80,565	0	0	0	0	0
	80,565	0	0	0	0	0
Total Internal Revenues	33,653,438	36,396,273	59,938,911	53,634,885	39,049,129	39,149,129
Beginning Fund Balance	10,081,983	15,389,469	17,942,946	23,309,522	19,193,547	19,193,547
TOTAL RESOURCES	\$ 103,369,202	\$ 119,474,719	\$ 148,202,103	\$ 146,149,684	\$ 139,399,279	\$ 139,399,279
REQUIREMENTS						
Bureau Expenses						
Personal Services	43,326,331	44,456,176	48,658,895	47,685,717	48,566,660	48,446,777
External Materials and Services	21,569,260	22,835,505	23,475,312	21,868,633	25,770,407	25,704,830
Communications Services	835,116	822,054	892,812	0	890,836	890,836
Data Processing Services	127,877	230,298	296,475	0	1,011,544	1,011,544
Facilities Services	1,343,086	1,316,012	1,880,370	0	1,747,353	1,678,714
Fleet Services	6,731,715	6,473,909	6,468,488	14,449,298	6,575,529	6,575,529
Insurance	1,262,492	1,364,040	1,567,262	0	1,732,775	1,732,775
Printing & Distribution	389,385	375,288	452,428	0	457,747	457,747
City Attorney	73,745	75,000	79,000	0	81,686	81,686
Auto Port Operating	44,031	0	0	0	0	0
Buildings	3,403	993	20,500	0	49,114	49,114
Energy Office	54,700	17,254	16,133	0	16,215	16,215
Environmental Services	386,431	595,895	660,620	0	448,365	448,365
Finance & Administration	39,110	328,793	516,295	0	29,751	29,751
Government Relations	11,333	13,990	13,990	0	13,990	13,990
LID Construction Fund	90,412	26,300	0	0	0	0
Parking Facilities	28,761	76,297	77,860	0	86,366	86,366
Parks Bureau	1,259,867	923,180	906,117	0	906,276	906,276
Parks Construction	0	13,450	0	0	0	0
Planning	350,425	4,328	0	0	200,828	200,828
Police Bureau	46,263	10,191	9,600	0	11,000	11,000
Water Bureau	145,212	1,184,837	737,300	0	213,300	213,300
	13,223,364	13,852,109	14,595,250	14,449,298	14,472,675	14,404,036
Capital Outlay	6,637,916	11,265,222	51,531,508	42,255,837	36,192,670	36,192,670
Equipment Cash Transfers						
Communications Services	0	38,054	0	99,895	0	0
Fleet Operating	124,644	193,524	99,895	0	0	0
	124,644	231,578	99,895	99,895	0	0
Minor Equipment Transfers						
Communications Services	13,430	16,931	11,418	11,418	0	0
	13,430	16,931	11,418	11,418	0	0
Total Bureau Expenses	84,894,945	92,657,521	138,372,278	126,370,798	125,002,412	124,748,313
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	5,330,126	0	4,899,786	5,103,195
Prior Years Encumbered	0	0	(285,640)	0	3,000,000	3,000,000
Compensation Adjustment	0	0	1,100,000	0	1,100,000	1,100,000
	0	0	6,144,486	0	8,999,786	9,203,195
General Fund Overhead	2,438,193	2,951,517	3,048,945	3,048,945	3,278,224	3,249,914

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Fund Cash Transfers						
Buildings Fund	10,000	0	0	0	0	0
Improvement Bond Int & Sinking	601,437	525,910	522,329	522,329	528,189	607,189
Intermediate Debt Fund	11,405	11,340	0	0	0	0
LID Construction Fund	23,816	18,909	14,065	14,065	9,719	9,719
Pension Debt Redemption Fund	0	0	0	0	1,480,949	1,480,949
	646,658	556,159	536,394	536,394	2,018,857	2,097,857
Inventory Increases	0	0	100,000	0	100,000	100,000
Unappropriated Ending Balance						
Unappropriated Ending Balance	15,389,406	23,309,522	0	16,193,547	0	0
	15,389,406	23,309,522	0	16,193,547	0	0
Total Fund Requirements	18,474,257	26,817,198	9,829,825	19,778,886	14,396,867	14,650,966
TOTAL REQUIREMENTS	\$ 103,369,202	\$ 119,474,719	\$ 148,202,103	\$ 146,149,684	\$ 139,399,279	\$ 139,399,279

FUND OVERVIEW

The Transportation Operating Fund accounts for all revenues and expenditures that are related to the operation, maintenance, and acquisition of capital assets for the City of Portland Office of Transportation.

Revenues

All revenues except interest earned on cash balances in the Reserve Fund are received into this fund. Major external revenues are gas taxes, parking fees (meter and citation), intergovernmental revenues received via agreements with State and local governments, and cost recovery revenues (service charges, licenses, and permits.) Internal revenues are from interfund cash transfers and interfund service reimbursements.

Requirements

All transportation operating and capital expenditures including transfers from contingency and charges from other city bureaus are charged to this fund.

CHANGES FROM PRIOR YEAR

The Adopted Budget for the Transportation Operating Fund for FY 2000-01 is \$139,399,279, an \$8.8 million decrease from FY 1999-00. This decrease is primarily due to reduced capital expenditures related to the Central City Streetcar, scheduled to begin operating in FY 2000-01.

Transportation Reserve Fund – 208

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	50,144	29,156	27,000	24,500	25,000	25,000
	50,144	29,156	27,000	24,500	25,000	25,000
Total External Revenues	50,144	29,156	27,000	24,500	25,000	25,000
Internal Revenues						
Beginning Fund Balance	3,416,173	541,089	541,089	541,089	541,089	541,089
TOTAL RESOURCES	\$ 3,466,317	\$ 570,245	\$ 568,089	\$ 565,589	\$ 566,089	\$ 566,089
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	568,089	0	566,089	566,089
	0	0	568,089	0	566,089	566,089
Fund Cash Transfers						
Transportation Operating	2,925,228	0	0	0	0	0
	2,925,228	0	0	0	0	0
Unappropriated Ending Balance						
Unappropriated Ending Balance	541,089	570,245	0	565,589	0	0
	541,089	570,245	0	565,589	0	0
Total Fund Requirements	3,466,317	570,245	568,089	565,589	566,089	566,089
TOTAL REQUIREMENTS	\$ 3,466,317	\$ 570,245	\$ 568,089	\$ 565,589	\$ 566,089	\$ 566,089

FUND OVERVIEW

History

The Transportation Reserve Fund was created in FY 1992-93. It was established in accordance with the Transportation Reserve Policy developed in FY 1991-92. This policy established a reserve fund with counter-cyclical and emergency reserves.

Counter-Cyclical Reserve

The counter-cyclical reserve is available to maintain current service level programs or to buffer the impact of major revenue interruptions, such as those caused by an economic recession. Its funding level is equal to 5% of transportation’s discretionary revenues.

Emergency Reserve

The emergency reserve is available to fund major, one-time unexpected requirements, such as those related to a structural failure or road emergency associated with a natural disaster or event. It will be accessed only when the result of the emergency expenditures would likely result in a negative ending fund balance for the Transportation Operating Fund. Its funding level is equal to 5% of Transportation’s discretionary Adopted Budget appropriations, excluding the operating reserve held as contingency.

Gas Tax Bond Redemption Fund – 308

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Local Sources						
Local Cost Sharing	0	0	0	0	0	0
	0	0	0	0	0	0
Miscellaneous Revenues						
Bond and Note Sales	3,070,000	0	0	0	0	0
Interest Earned	950	(556)	0	0	0	0
Other Miscellaneous	0	0	0	0	0	0
	3,070,950	(556)	0	0	0	0
Total External Revenues	3,070,950	(556)	0	0	0	0
Internal Revenues						
Other Cash Transfers						
Arena/Coliseum Operating Fund	0	264,400	264,558	264,558	264,335	264,335
Transportation Operating Fund	601,437	525,910	522,329	520,833	528,189	607,189
	601,437	790,310	786,887	785,391	792,524	871,524
Interfund Service Reimbursements						
Buildings	0	0	0	0	0	0
Neighborhood Involvement	0	0	0	0	0	0
Water Bureau	0	0	0	0	0	0
	0	0	0	0	0	0
Total Internal Revenues	601,437	790,310	786,887	785,391	792,524	871,524
Beginning Fund Balance	1,101	(1,842)	0	1,496	0	0
TOTAL RESOURCES	\$ 3,673,488	\$ 787,912	\$ 786,887	\$ 786,887	\$ 792,524	\$ 871,524
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
	26,223	0	0	0	0	0
Total Bureau Expenses	26,223	0	0	0	0	0
Fund Requirements						
Debt Retirement	3,649,108	786,416	786,887	786,887	792,524	871,524
Unappropriated Ending Balance						
Unappropriated Ending Balance	(1,843)	1,496	0	0	0	0
	(1,843)	1,496	0	0	0	0
Total Fund Requirements	3,647,265	787,912	786,887	786,887	792,524	871,524
TOTAL REQUIREMENTS	\$ 3,673,488	\$ 787,912	\$ 786,887	\$ 786,887	\$ 792,524	\$ 871,524
LINE ITEM DETAIL – AU 712						
Materials and Services						
External Materials and Services						
549000 Miscellaneous	26,223	0	0	0	0	0
Total External Materials and Services	26,223	0	0	0	0	0
Total Materials and Services	26,223	0	0	0	0	0
TOTAL Bureau Expenses	\$ 26,223	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to the debt financing of Portland Transportation's recycling site acquisition, 15th/16th Street project improvements, and Arena Project improvements. Debt service is paid from gas tax revenues with a contribution by the Arena Operating Fund. Gas tax revenues consist of the City's share of the State and Multnomah County collections which are distributed to the City under contract.

Gas Tax Bond Redemption Fund – 308

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+i
Gas Tax Revenue Bonds, 1996 Series A						
09/01/1996 - Due 6/1	6,580,000					
		2000/01	235,000	4.75%	314,998	549,998
		2001/02	250,000	4.85%	303,835	553,835
		2002/03	260,000	4.95%	291,710	551,710
		2003/04	275,000	5.05%	278,840	553,840
		2004/05	290,000	5.15%	264,953	554,953
		2005/06	305,000	5.25%	250,018	555,018
		2006/07	320,000	5.35%	234,005	554,005
		2007/08	335,000	5.45%	216,885	551,885
		2008/09	355,000	5.50%	198,628	553,628
		2009/10	375,000	5.65%	178,925	553,925
		2010/11	395,000	5.70%	157,738	552,738
		2011/12	415,000	5.75%	135,223	550,223
		2012/13	440,000	5.80%	111,360	551,360
		2013/14	465,000	5.80%	85,840	550,840
		2014/15	495,000	5.80%	58,870	553,870
		2015/16	520,000	5.80%	30,160	550,160
		TOTAL	5,730,000		3,111,985	8,841,985
Gas Tax Revenue Bonds, 1998 Series A						
06/01/1998 - Due 6/1	3,070,000					
		2000/01	110,000	4.00%	132,525	242,525
		2001/02	110,000	4.00%	128,125	238,125
		2002/03	120,000	4.10%	123,725	243,725
		2003/04	120,000	4.20%	118,805	238,805
		2004/05	130,000	4.30%	113,765	243,765
		2005/06	130,000	4.30%	108,175	238,175
		2006/07	140,000	4.40%	102,585	242,585
		2007/08	140,000	4.40%	96,425	236,425
		2008/09	150,000	4.50%	90,265	240,265
		2009/10	160,000	4.60%	83,515	243,515
		2010/11	160,000	4.70%	76,155	236,155
		2011/12	170,000	4.75%	68,635	238,635
		2012/13	180,000	4.80%	60,560	240,560
		2013/14	190,000	4.80%	51,920	241,920
		2014/15	200,000	4.90%	42,800	242,800
		2015/16	200,000	5.00%	33,000	233,000
		2016/17	220,000	5.00%	23,000	243,000
		2017/18	240,000	5.00%	12,000	252,000
		TOTAL	2,870,000		1,465,980	9,942,580
Estimated - Line of Credit						
	Variable					
		2000/01	0	variable	79,000	79,000
			0		79,000	79,000
COMBINED DEBT SERVICE						
	9,650,000					
		2000/01	345,000		526,523	871,523
		2001/02	360,000		431,960	791,960
		2002/03	380,000		415,435	795,435
		2003/04	395,000		397,645	792,645
		2004/05	420,000		378,718	798,718
		2005/06	435,000		358,193	793,193
		2006/07	460,000		336,590	796,590
		2007/08	475,000		313,310	788,310
		2008/09	505,000		288,893	793,893
		2009/10	535,000		262,440	797,440
		2010/11	555,000		233,893	788,893
		2011/12	585,000		203,858	788,858
		2012/13	620,000		171,920	791,920

Gas Tax Bond Redemption Fund – 308

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2013/14	655,000		137,760	792,760
		2014/15	695,000		101,670	796,670
		2015/16	720,000		63,160	783,160
		2016/17	220,000		23,000	243,000
		2017/18	240,000		12,000	252,000
TOTAL FUND DEBT SERVICE			\$ 8,600,000		\$ 4,656,965	\$ 13,256,965

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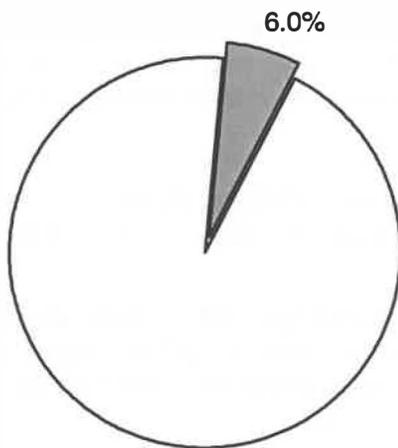
Legislative, Administrative and Support Services

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

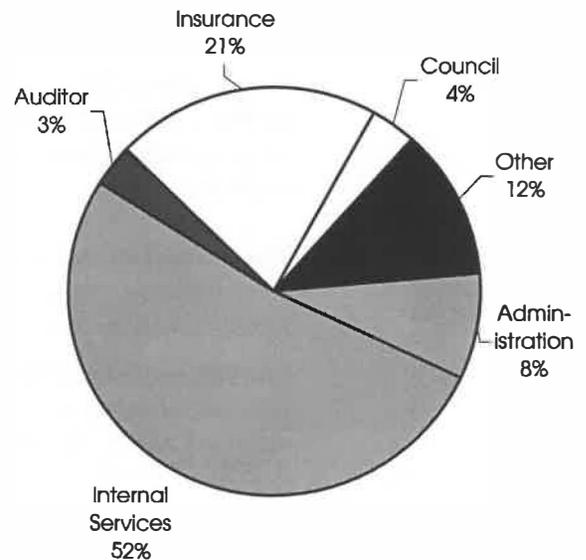
Percent of City Budget

Leg/Admin/Support Services = \$101.4 Million



City Budget = \$1.68 Billion

Bureau Pie Chart



Service Area Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	125,128,656	116,341,417	-8,787,239	-11.1%
Capital	19,495,575	14,489,492	-5,006,083	-28.9%
Allocated Overhead Costs	2,603,889	2,316,768	-287,121	-14.9%
Total Cost with Allocated Overhead	\$ 147,228,120	\$ 133,147,677	\$ -14,080,443	-13.5%
Authorized Full-Time Positions	607	614	7	-3.3%

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

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

Service Area Highlights

DESCRIPTION

The Legislative, Administrative and Support Services service area includes the City's general internal support bureaus, the offices of the Mayor and Commissioners, the Bureau of Licenses, and all Special Appropriations. The general internal support bureaus are the offices of the City Attorney, the City Auditor, Government Relations, and Management and Finance.

MAJOR THEMES

City Attorney

The Adopted Budget will fund an additional paralegal position for six months during the upcoming State legislative session. It will also support completion of the City Code Update Project.

City Auditor

The Auditor's Office reduced its budget while preserving all on-going activities and services. The Adopted Budget will fund several new programs, such as a City Ombudsman, an enterprise records management system (E-Files), and closed captioning of Council sessions.

Future Management and Financial Reorganization

The Council created a new Office of Management and Finance effective May 3, 2000. The reorganization merges the Office of Finance and Administration, the Bureau of General Services, and the Bureau of Purchases.

The Office of Management and Finance's Adopted Budget reflects a reduced current service level and is focused on maintaining critical and basic services and the ability to meet customer needs. The Adopted Budget, for example, reduces BGS operating budgets by 3.75%.

The reductions eliminated six positions and trimmed repair and maintenance, and supplies budgets. In addition, Vehicle Services will lease lower cost vehicles, saving \$15,000, and Printing and Distribution Services will eliminate commercial vended printing and require stricter adherence to addressing standards, saving \$270,000.

Some decision packages were included in the Adopted Budget to enhance City programs and services. A few examples of these are:

- ◆ The Bureau of Purchases plans to expand procurement card oversight to reduce processing time for small purchases and to strengthen controls.
- ◆ \$100,000 is allocated to the Citywide Service Improvement Initiative program in the Bureau of Human Resources.
- ◆ \$270,000 was approved for Communications Services for an 800 MHz software agreement and \$8 million to construct the Integrated Regional Networking Enterprise (IRNE).
- ◆ Facilities Services will complete construction of a childcare facility in the Portland Building using \$495,000 of capital set-aside funds.

Bureau of Licenses

The bureau will continue to develop the Business License Information System (BLIS) and will add 4.5 full-time revenue collecting employees when the system is completed.

The Adopted Budget also will allow Licenses to partner with other City and State agencies to develop a new small business assistance program. The program will ultimately provide Portland's business community with information and access to resources.

**Special
Appropriations**

The ballet and opera will each receive \$200,000 in General Fund support this year as part of a multi-year commitment to each.

The budget creates two new Special Appropriations, Storefront Improvements and Enterprise Zones, both under the auspices of the Portland Development Commission.

Reductions in Special Appropriations have been made where possible. These include City Memberships and Dues, Council Emergency Funds, and the Employee Suggestion Program.

Office of the City Attorney

Legislative, Administrative and Support Services Service Area

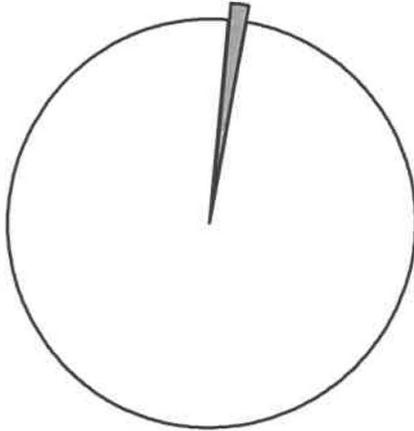
Mayor Vera Katz, Commissioner-in-Charge

Jeffrey L. Rogers, City Attorney

Percent of General Fund

Attorney = \$4.5 Million

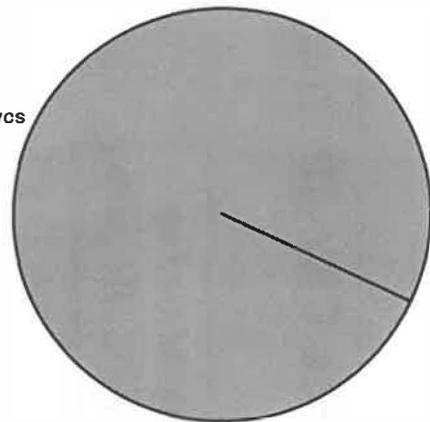
1.3%



General Fund = \$354 Million

Bureau Programs

Legal Svcs



Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	4,370,120	4,502,576	132,456	-1.5%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 4,370,120	\$ 4,502,576	\$ 132,456	-1.5%
Authorized Full-Time Positions	39	40	1	-1.9%

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

Office of the City Attorney



Bureau Summary

BUREAU MISSION

To help the City achieve its policy goals in the public interest by providing excellent, objective, timely, and economical legal advice and advocacy unaffected by politics, personalities, or self-interest.

BUREAU HIGHLIGHTS

Workload

Staff size has been relatively constant over 10 years.

The City of Portland's legal requirements continue to increase while the size of the City Attorney's staff is basically the same as ten years ago. As in recent years, this situation will result in the City spending more on legal services because of the need to hire outside counsel to handle overflow.

The office competes with private law firms in litigation, land use, hiring, and other areas.

During the past year, the City spent about \$1 million dollars on outside counsel. Some of those expenditures were required because of conflicts of interest or the need for very specialized services. However, part of the outside counsel costs resulted from overflow, because the City Attorney's office has not had the capacity to absorb all of the increasing volume of City legal work that must be done. The City sends overflow cases to outside counsel, who are more expensive than the City Attorney's Office.

As confirmed by Risk Management statistics, in the last few years tort cases (as well as other litigation) have become larger and more complex, and are taking longer to resolve. The most difficult and costly cases have been constitutional challenges in federal court to policies and programs put into place by City Council. The second largest exposure comes from tort cases filed against the City, and especially 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 the legal issues that come up in City programs.

Cost Control

Two ways to cut costs: increase paralegal use and decrease outside counsel use.

Reducing Attorney Costs

Two of the most effective ways to control the City's legal costs are to minimize the use of outside counsel and to maximize use of paralegal assistants. The City's legal costs have increased in the past three years as the City has hired outside firms to handle overflow work. Some of that overflow work could also be handled by paralegals.

When the Legislature is in session the City Attorney's Office reviews legislative bills that may impact the City of Portland and its citizens. The Council approved funding in this budget for a Paralegal Assistant to provide support during the upcoming State legislative session. This one-time funding of a position for 6 months will cost \$32,830 and will be funded out of the General Fund.

Internal Cost Control Program

The City Attorney's Office reduced its Materials and Services support in order to make the 5% reductions requested by City Council. The office maintains an effective internal cost control program. Financial management and partnership with other internal City bureaus and service providers help keep expenses low compared to comparable non-City law offices and firms.

Other Cost Control Options

The office staff is rapidly shifting to computer-assisted legal research work. This conversion will ultimately save the office time and money because automated research is being made available at desktops, reducing library expenses and eliminating the costly purchase of some legal subscriptions.

General Description

BUREAU OVERVIEW

The City Attorney's Office provides legal services and programs for its client, the City of Portland. The City Attorney is appointed by the full City Council and provides legal services as needed by all six elected officials and all City bureau managers and officials.

The office provides many types of legal services.

The legal staff handles legal work generated by citizens, the City Council, and City bureaus. Legal requirements include defending the City in court, initiating legal actions when appropriate in the public interest, handling other judicial and quasi-judicial actions, reviewing policies and programs, providing legal advice and counsel, producing formal legal opinions, and performing any other legal services required by the City of Portland.

Legal services are required by City Code, state statutes, regulations, administrative requirements, and federal law. In addition, the Oregon State Bar Association establishes ethical professional requirements that govern office lawyers and the legal work performed for the City and City officials.

At any given time the office is involved in issues including constitutional defense of municipal legislation, personnel and labor law issues, workers' compensation, land use litigation and planning, environmental issues, code enforcement, police and public records issues, fire and safety requirements, utilities and license fees, collections and work related to franchises, contracts, and more.

The work includes training and educating employees and officials on legal issues in an effort to prevent problems.

Consultative legal work encompasses advising, advocating, analyzing and reviewing activities and materials, negotiating actions, and drafting documents and legal instruments, and assisting in policy development and program implementation as requested and needed.

Office attorneys and paralegals work with Council members and their staffs, officials, and bureaus to find legally acceptable ways to achieve public objectives and goals. These actions also assist City-wide programs, such as Fair Contracting/Employment initiatives, transportation goals, housing needs, public safety and community policy objectives.

Legal issues usually arise outside the office's direct control

Legal services are affected by decisions made within City government, including legislative issues, and by other municipalities and government entities. Legal issues usually originate outside the office's direct control. The City Attorney's Office works with Council members and bureau managers to review the legal issues that may be associated with City projects.

Preventive law efforts play an important part in managing the City's legal needs to avoid problems. Attorneys are responsible for working on multiple projects that involve financial resources. Legal advice is sometimes required on short notice. However, the effects of legal advice are usually long term.

CHANGES FROM PRIOR YEAR

Adopted Budget

The Adopted Budget includes a 5% General Fund reduction, more than \$75,000, which the bureau made to comply with Council directed City-wide cost-saving measures. The total City Attorney budget is approximately \$4.5 million, an amount 3% higher than the current budget. Other adjustments, for reclassifications already approved and changes in internal services' costs, added over \$14,000 back to the budget.

Revenues

The Adopted Budget is supported by General Fund discretionary revenues, General Fund overhead revenues, and interagency agreements based upon services provided to other City bureaus. The primary funding source is interagency funding of nearly \$1.9 million. The General Fund discretionary is about \$1.53 million, which represents a 4.3% increase from present levels of funding.

City Code Update Project

The budget also includes \$42,500 in General Fund resources carried over from the prior year to support the City Code Update Project. Because of the lack of resources, this work has been delayed for several years. The current one-time funding will give the office the ability to make some headway on this complex and time consuming project.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals

The office operates to fulfill the following long-term goals:

1. Coordinate all legal services for the City so as to avoid conflicts, ensure consistent quality, and fulfill the City Attorney's legal obligations under the City Charter, City Code, state statute, federal law, and all other requirements.
2. Perform top quality, professional work, unaffected by politics or personalities.
3. Control, and whenever possible avoid, expenditures on outside legal counsel by providing legal services in-house at reduced cost.
4. Pursue aggressive cost controls and expenditure restrictions to decrease costs and promote efficiencies.
5. Identify legal risks and repair legal problems, while nonetheless encouraging prudent risk-taking; when the City encounters legal obstacles, propose alternative legally acceptable ways to accomplish public objectives.
6. Help achieve City and Council goals by actively assisting City officials develop and implement legally sound, effective, and efficient policies and programs.
7. Practice preventive law, helping the City avoid legal problems and resolve disputes fairly, compassionately, and effectively within the public interest.
8. Pursue reorganization, changes in staff assignments, and revise office procedures to best promote and utilize existing resources by reducing administrative requirements and paperwork and directing activities toward improving benchmark performance relative to best practices of law firms and legal departments. Review at end of fiscal year.
9. Expand environmental practices and procedures in using 100% recycled paper and supplies, and recycling. Update annually.
10. Make maximum feasible use of computerized research and other legal tools so as to limit expenditures and be able to perform as well as private firms which oppose the City in litigation.
11. Maintain an office environment and a level of compensation that allows the office to compete with private law firms in hiring and retaining top quality lawyers and staff.

MAJOR INITIATIVES

Initiatives

The office works on virtually all major initiatives in the City. At the outset of every major 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 details of the program in such a way as to meet constitutional and statutory requirements. Third, after being adopted, all major City initiatives are subject to legal challenge, which may involve extended litigation. Fourth, even if the policy is legally sound, the way it is implemented may be challenged long after it is in place.

The nature and amount of legal work is not under the control of the office.

Although the City Attorney's Office works on most major City initiatives, the content of the office's work generally depends on forces beyond its control. As noted, one of those forces is initiatives taken by City Council and bureaus. Other sources of legal work include litigation filed against the City by citizens and businesses, employment and disciplinary matters in bureaus, federal and state mandates, code enforcement matters, land use applications, environmental requirements, applications for workers' compensation, and intergovernmental initiatives.

In some instances, the City Attorney's office goes beyond traditional lawyering and plays a key role on major initiatives. An example is the City's multi-year effort to prohibit discrimination on the basis of sexual orientation in employment, housing, and public accommodations in Portland. This initiative required extensive legal work over many years, including efforts to craft the needed ordinances and programs, as well as extensive litigation in trial and appellate court.

COUNCIL PRIORITIES

Council Issues and Priorities

Because of its role as provider of legal services to all parts of the City, and because all City programs are based on law, 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 in December of 1999.

Virtually all major City initiatives require legal work.

- ◆ Multi-model transportation system.
- ◆ Maintain street networks.
- ◆ Diversify city work force.
- ◆ Dealing with growth and its implications, including how to pay for services.
- ◆ Providing access to jobs for Portland citizens.
- ◆ Neighborhood infrastructure.
- ◆ Public safety.
- ◆ FPD&R and PERS funding.
- ◆ Willamette River Greenway plan.
- ◆ Youth and families.
- ◆ Utility rate reform.
- ◆ 25 year vision.
- ◆ Unified planning strategy.
- ◆ Purchase property to link the Greenway.
- ◆ Enforcement of taxi regulations.

In addition to working with Council and bureaus to further the City's priorities, 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. This 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. In addition, this program provides advice, consultation and research on issues and questions regarding municipal operations and programs.

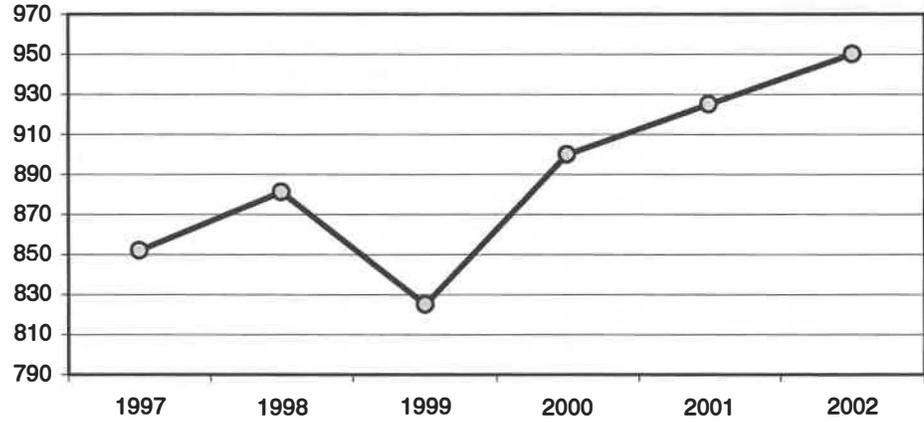
Sources of program funding

The program consists of services partially supported by discretionary General Fund dollars, 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 85% of the City Attorney's costs are for personal services. The office's indirect overhead costs are substantially less than those in private sector law firms and other law offices.

Performance Measures

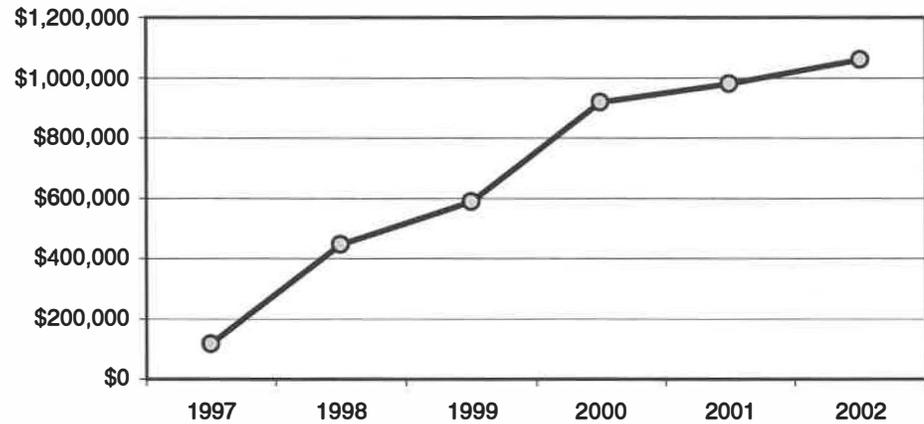
Litigation Cases Handled

- ◆ Complexity and cost of litigation have increased despite efforts to minimize litigation.



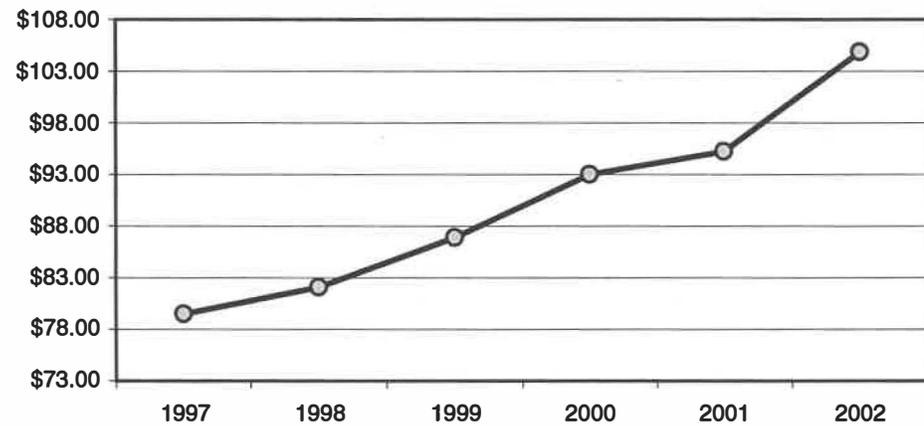
Outside Legal Expense

- ◆ Hiring outside counsel is usually 1.5 to 2.5 times as expensive as handling the work in-house.
- ◆ (Note: The FY 2000 amount does not include outside counsel costs for Civic Stadium negotiations.)



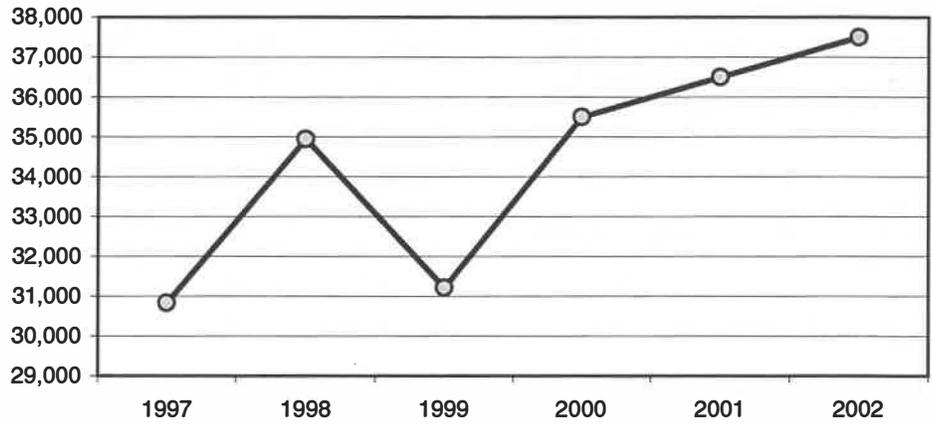
Fully Loaded Hourly Rate

- ◆ A law office's fully loaded hourly rate includes direct expenses for staff and materials necessary to produce legal work, and also both indirect and direct overhead costs.

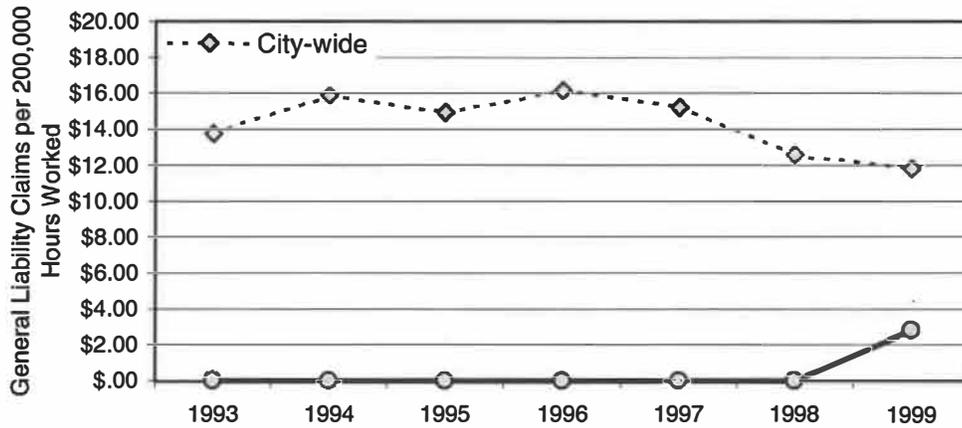


Legal Document Pages

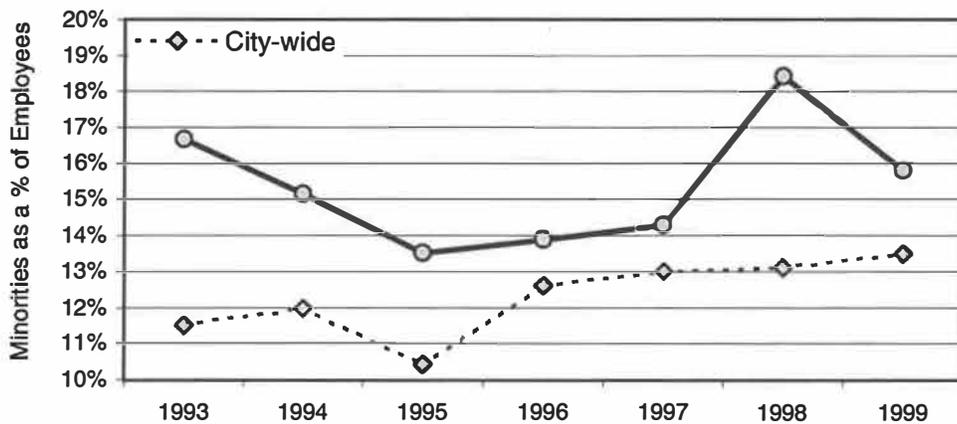
◆ While all legal work is document-intensive, actual printing requirements fluctuate.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
OFFICE OF THE CITY ATTORNEY						
Affirmative Action Measures						
Female Employees as a Percent of Total	68.6%	68.4%	68.4%			
Minority Employees as a Percent of Total	14.3%	18.4%	15.8%			
Office of the City Attorney						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	2.80			
Worker's Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.04			
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Legal Services						
Workload						
Hourly Rate	\$79.49	\$82.08	\$86.89	\$93.00	\$95.25	\$104.84
Legal Document Pages	30,821	34,944	31,200	35,500	36,500	37,500
Litigation Cases	852	881	825	900	925	950
Efficiency						
Outside Legal Expense	\$115,669	\$447,521	\$589,051	\$918,384	\$980,000	\$1,060,000

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	3,275,143	3,553,551	3,704,513	3,744,893	3,744,893
External Materials and Services	267,247	293,721	301,933	314,038	356,538
Internal Materials and Services	354,611	342,824	363,674	401,145	401,145
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	9,200	0	0	0	0
Total Operating Budget	3,906,201	4,190,096	4,370,120	4,460,076	4,502,576
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 3,906,201	\$ 4,190,096	\$ 4,370,120	\$ 4,460,076	\$ 4,502,576
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	3,906,201	4,190,096	4,370,120	4,460,076	4,502,576
RESOURCES					
General Fund Discretionary		1,285,823	1,467,578	1,450,631	1,530,331
Non-Discretionary Revenues					
Grants & Donations		0	0	0	0
Contract Revenues		0	0	0	0
Interagency Revenues		1,893,205	1,776,715	1,884,075	1,884,075
Program Revenue		3,946	0	0	0
Overhead Revenues		1,007,122	1,125,827	1,125,370	1,088,170
Total Non-Discretionary Revenues		2,904,273	2,902,542	3,009,445	2,972,245
TOTAL GENERAL FUND RESOURCES		\$ 4,190,096	\$ 4,370,120	\$ 4,460,076	\$ 4,502,576
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Administration		655,094	0	0	0
<i>Positions</i>		0	0	0	0
Legal Services		3,535,002	4,370,120	4,460,076	4,502,576
<i>Positions</i>		39	39	40	40
TOTAL PROGRAMS		\$ 4,190,096	\$ 4,370,120	\$ 4,460,076	\$ 4,502,576
<i>Positions</i>		39	39	40	40
<i>General Fund Discretionary Positions</i>		13	13	14	14

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,861,536	2,087,613	2,600,274	2,616,844	2,616,844
512000 Part-Time Employees	247,411	205,483	140,810	187,562	187,562
517000 Benefits	802,887	855,355	963,429	940,487	940,487
518000 Paid Absence	363,309	405,100	0	0	0
Total Personnel Services	3,275,143	3,553,551	3,704,513	3,744,893	3,744,893
Materials and Services					
External Materials and Services					
521000 Professional Services	0	0	0	0	0
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	13,978	2,130	20,360	15,025	15,025
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	100,038	119,734	98,746	104,669	104,669
531000 Office Supplies	47,313	53,107	58,493	64,059	64,059
532000 Operating Supplies	90,420	82,902	85,512	92,629	92,629
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	12,576	29,225	29,522	29,522	29,522
542000 Local Travel	506	1,474	1,898	2,044	2,044
543000 Out-of-Town Travel	2,416	5,149	6,090	6,090	6,090
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	0	0	1,312	0	42,500
Total External Materials and Services	267,247	293,721	301,933	314,038	356,538
Internal Materials and Services					
551000 Fleet Services	2,124	2,612	3,105	3,105	3,105
552000 Printing & Distribution	45,548	48,571	50,942	50,194	50,194
553000 Facilities Services	132,240	170,635	183,148	185,540	185,540
554000 Communications Services	46,815	50,476	51,912	47,409	47,409
555000 Data Processing Services	9,018	14,379	16,396	45,432	45,432
556000 Insurance	61,299	56,151	58,171	69,465	69,465
557000 Master Lease	57,567	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	354,611	342,824	363,674	401,145	401,145
Total Materials and Services	621,858	636,545	665,607	715,183	757,683
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	9,200	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 3,906,201	\$ 4,190,096	\$ 4,370,120	\$ 4,460,076	\$ 4,502,576

Office of the City Attorney AU 312

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
920	Administrative Supervisor I	1	1	1	51,729	0	0	0	0
922	Administrative Supervisor II	1	1	1	54,433	0	0	0	0
924	Administrative Supervisor III	0	0	0	0	1	58,032	1	58,032
962	Assistant Program Specialist	0	1	1	44,744	1	47,670	1	47,670
714	Chief Deputy City Attorney	2	2	2	172,756	2	173,335	2	173,335
715	City Attorney	1	1	1	100,755	1	101,088	1	101,088
114	Clerical Specialist	1	2	2	60,340	0	0	0	0
710	Deputy City Attorney I	1	1	0	0	0	0	0	0
711	Deputy City Attorney II	2	3	4	237,138	4	236,038	4	236,038
712	Deputy City Attorney III	4	6	7	529,942	3	215,810	3	215,810
2543	Information Systems Analyst III	1	1	1	54,806	1	55,536	1	55,536
240	Legal Assistant	7	6	6	331,530	6	288,776	6	288,776
102	Office Support Specialist II	0	0	0	0	2	59,690	2	59,690
709	Paralegal Assistant	3	4	3	147,122	4	170,315	4	170,315
970	Program Manager II	1	1	1	63,509	0	0	0	0
971	Program Manager III	0	0	0	0	1	67,694	1	67,694
816	Senior Administrative Specialist	1	0	0	0	0	0	0	0
713	Senior Deputy City Attorney	9	9	9	751,470	13	1,087,710	13	1,087,710
828	Senior Financial Analyst	0	0	0	0	1	55,150	1	55,150
TOTAL FULL-TIME POSITIONS		35	39	39	\$ 2,600,274	40	\$ 2,616,844	40	\$ 2,616,844

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	4,545,295	0	4,545,295	39.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	(37,557)	0	(37,557)	0.0	2.5% reduction: General Fund discretionary.
	(28,974)	0	(28,974)	0.0	2.5% reduction: General Fund overhead.
Mayor's Proposed Budget Decisions					
	(37,557)	0	(37,557)	0.0	Additional 2.5% reduction: GF discretionary.
	(28,974)	0	(28,974)	0.0	Additional 2.5% reduction: GF overhead.
	7,513	0	7,513	0.0	Reclassifications adjustment: GF discretionary.
	5,622	0	5,622	0.0	Reclassifications adjustment: GF overhead.
	0	32,830	32,830	1.0	6 months Paralegal Assistant: GF discretionary.
	577	0	577	0.0	BGS adjustments: GF discretionary.
	432	0	432	0.0	BGS adjustments: GF overhead.
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	42,500	42,500	0.0	Carry over for Code Update project
	19,753	0	19,753	0.0	True-up for General Fund discretionary
	(18,884)	0	(18,884)	0.0	True-up for General Fund overhead
	(118,049)	75,330	(42,719)	1.0	Total FY 2000-01 Decision Packages
			\$ 4,502,576	40.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	65,659	0	65,659	1.0	On-going full-time Paralegal Assistant
			\$ 65,659	1.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

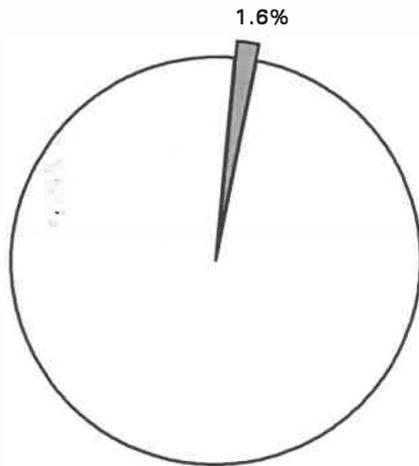
Office of the City Auditor

Legislative, Administrative and Support Services Service Area

Gary Blackmer, City Auditor

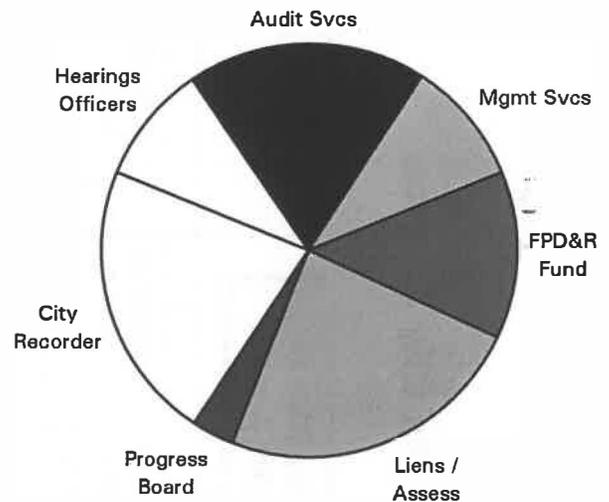
Percent of General Fund

Auditor = \$5.5 Million



General Fund = \$354 Million

Bureau Programs



Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	5,205,262	5,298,481	93,219	-2.7%
Capital	0	205,000	205,000	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 5,205,262	\$ 5,503,481	\$ 298,219	1.1%
Authorized Full-Time Positions	56	58	2	-1.0%

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

Office of the City Auditor



Bureau Summary

BUREAU MISSION

The mission of the City Auditor's Office is to promote open and accountable government by providing independent and impartial reviews, public access to information, and service for City government and the public. To that end, the Auditor's Office performs audits, maintains City records, and provides financial services with integrity, sensitivity, and efficiency.

BUREAU HIGHLIGHTS

- Budget Summary** The City Auditor, Gary Blackmer, took office on January 4, 2000. This is his first opportunity to reshape the budget and propose new activities that will improve the accountability of City government and increase access to citywide information for citizens and current and future City Councils.
- Adopted Budget** In November 1999, the City Auditor proposed to Council a two-year plan for assessing whether some duties should be removed from his office, as well as adding several new capabilities. The FY 2000-02 Adopted Budget for the Auditor's Office supports these changes within the limited City funds available. The budget makes reductions to the Auditor's Office while preserving all its ongoing activities and services provided to citizens, other City bureaus, and agencies. The budget also funds a City Ombudsman program, a half-time auditor position, closed captioning for Council sessions, an enterprise records management system and technician, and an Assistant Risk Specialist position for the Fire and Police Disability and Retirement Fund (FPD&R).
- Each new program will benefit citizens and City bureaus. The Ombudsman program will provide an independent, centralized point to resolve complaints that citizens have regarding City actions. The half-year funding will allow a professional ombudsman to work with City bureaus, the Hearings Office, and the City Council to develop procedures, City Code, and clear responsibilities to serve the public effectively. In FY 2001-02, when the program becomes fully functional, the Ombudsman will be funded for the full year and two assistants will be added.
- The half-time auditor position is the first staff increase in the Audit Services Division in 15 years. This position will allow the Auditor's Office to be more responsive to City needs, such as addressing the increasing number of requests for audits and special reviews.
- The Adopted Budget supports accountability and enhanced access to City government.* The Adopted Budget also provides funding for closed captioning of all City Council sessions for the hearing impaired through a City funding match of a three-year federal grant.
- The budget funds the "E-Files" capital project -- an enterprise records management system. This system can preserve information in an electronic format, reducing future storage costs and increasing accessibility. A technician will be hired halfway through the first fiscal year; the hardware, software, and technical services needed to establish the system are funded with one-time capital set-aside resources.
- The Adopted Budget includes one new Assistant Risk Specialist position to assist in managing the disability claims process for the FPD&R Division. This position is fully funded through an interagency agreement with the FPD&R Fund.

Legislative, Administrative and Support Services Service Area

In addition to the program enhancements, the Auditor's Office has made budget cuts by eliminating one Customer Accounts Specialist position, making a 20% reduction in Professional Services, amounting to \$70,000, and making other reductions in Materials and Services.

General Description

BUREAU OVERVIEW

Organizational Description

The City Auditor is the sixth elected official of the City of Portland. In the Commission form of government, the Auditor provides accountability for the use of public resources, and access to information for all Council members and the public. The Auditor is required by City Charter to be professionally certified and is prohibited from running for any other elected City position while in office. The City Auditor is elected on a non-partisan basis and serves a four-year term.

The City Charter describes the legal authority of the Auditor regarding the following activities: performance of financial and performance audits, supervision of City elections, maintenance of all official records and all other records regarding City business, provision of official certifications, acting as the Secretary of the Fire and Police Disability and Retirement system, and performing some responsibilities concerning Assessments and Liens. In addition, the Hearings Office was assigned to the Auditor's Office in 1990 due to the integrity and impartial nature of the Auditor. These activities are carried out by the following divisions:

Operations

Audit Services

This division conducts independent performance audits and analyses that provide objective information for City officials, management, and the public. The division also manages the contract with the outside firm which conducts the annual audit of the City's financial statements as required by state law.

City Recorder

As Clerk of the Council, the City Recorder Division develops, maintains, and provides accurate documentation of City business and acts as an information clearinghouse for Council, bureaus, and the public. This division provides a centralized point for contracts and payments, maintains and distributes the City Code, is responsible for applying state records retention requirements, and provides for records storage, retrieval, and destruction. The division is responsible for maintaining the City's historical records and provides expertise concerning City records issues.

The Assessments and Liens Division administers the financing of property enhancements.

Assessments and Liens

This division administers the financing of Local Improvement Districts (LIDs) for improvements to streets, sidewalks, sewers, and special projects, such as the Central City Streetcar LID. This division finances both original construction costs and property owner assessment contracts after project completion. The division assists the Office of Planning and Development Review in support of their code enforcement efforts. This division is also responsible for collecting and financing sidewalk assessments for the Bureau of Maintenance and system development charges for the Parks Bureau, the Office of Transportation, and the Bureau of Environmental Services.

Fire and Police Disability and Retirement Fund

The City Auditor serves as Secretary of the Fire and Police Disability and Retirement Fund and is one of the eleven-member Board of Trustees. This division administers all pension and disability matters, including disbursing payments to qualifying police officers and fire fighters.

Hearings Officers

This division conducts two hearings functions: Land Use and City Code. The Land Use Hearings Officer is responsible for holding public hearings and making decisions to allow or deny land use permits. The Code Hearings Officer provides enforcement of the City Code in proceedings initiated by other bureaus and also hears appeals from citizens on code enforcement determinations made by bureaus.

Management Services

The Management Services Division provides leadership and support for all Auditor's Office divisions. Services include budgeting and accounting, human resource functions and payroll matters, purchasing and supplies, and managing all information technology systems. This division monitors problem-solving efforts throughout the office, provides information and expertise, and serves as the contact point for other agencies in the City.

The Auditor is also responsible for overseeing election processes in the City of Portland. Staff in the Management Services Division receive, process, and file all declarations of candidacy for City office, Contributions and Expenditure Reports, initiative, referendum, and recall petitions, and Council originated ballot measures.

The Progress Board measures whether the community is reaching its vision and goals.

Progress Board

The Portland Multnomah Progress Board identifies and reports on indicators (called benchmarks) which collectively gauge whether the community is meeting its goals and vision for the future. Staff maintain trend data on over 60 benchmarks on the Internet and produce an annual report. In addition, Board staff produce special reports analyzing individual benchmarks, as well as provide technical assistance to encourage other organizations to adopt performance-based efforts.

Bureau Management and Direction

Gary Blackmer, the City Auditor, uses his management role to promote open and accountable government by providing independent and impartial reviews, public access to information, and service for City government and the public. The Auditor's Office performs audits, maintains City records, and provides financial services with integrity, sensitivity, and efficiency.

MAJOR ISSUES

Lien Accounting System Replacement

The Auditor's Office interagency agreement with the Bureau of Information Technology has increased by 26%, or \$80,000, over the last two fiscal years. The Auditor's Office will seek solutions that avoid passing the increased costs to customers. The Lien Accounting System is over ten years old and is becoming too expensive to operate in its current configuration. The office plans to investigate alternative software programs, to migrate the system to a different platform, and to make information accessible to customers in a web-based environment during the next two fiscal years.

There are only three major systems operating on the Enterprise Server: the Lien Accounting system, IBIS, and the Police Bureau database. These three programs do not use the full capacity of the Enterprise Server. Once the Lien Accounting system has migrated to a different platform, the costs for the two remaining programs likely will increase dramatically.

Foreclosure

There are approximately \$7 million in inactive, delinquent assessments on property owners for code violations, nuisance fees, and improvements. Although the City of Portland has not foreclosed on properties for over 20 years, some of these accounts may need to be resolved by this means. The City must develop policies and procedures to ensure fair and appropriate foreclosure practices are put in place.

The Auditor's Office will work closely with the City Treasurer, Council, and other bureaus to draft guidelines for moving forward with foreclosures.

Hearings and Review

The Ombudsman program, along with changing workloads and responsibilities in the Hearings Office, has triggered the need for a comprehensive review of the City's hearings and review processes. The Good Neighbor Agreement regarding the Civic Stadium identifies the Hearings Office as the avenue for appeal. The Auditor's Office will conduct a review this year of workload, costs, and division of duties among these functions.

The Auditor's Office will work closely with Council, the City Attorney, and other bureaus to draft proposals that provide citizens, neighborhood associations, and other appropriate entities an avenue of appeal to an independent agency for reviews and recommendations.

CHANGES FROM PRIOR YEAR

The Auditor's Office has made reductions, reorganized some ongoing activities and services, and distributed added resources to new and expanded programs.

Position Changes in LID and the City Recorder Division

The Auditor's Office eliminated one vacant Customer Accounts Specialist in the Assessment and Liens Division due to a decline in activity. Commensurate reductions were also made in their Materials and Services budget, and Professional Services were reduced by over \$70,000.

One Administrative Specialist position will be transferred from its current location in the Assessment and Liens Division to the City Recorder program and reclassified as an Assistant Program Specialist. While in the Assessment and Liens Division, this position was funded with General Fund dollars. In the City Recorder program, this position will better fit the needs of the entire organization. After reviewing all duties and functions handled by current City Recorder staff, duties will be redistributed in a more organized and efficient manner, taking advantage of the additional resources this position will bring. The Auditor's goal is to increase the capacity in the City Recorder program to undertake additional activities in support of City operations.

Ombudsman Position

The Auditor's Office budget contains added funding for an Ombudsman position beginning in January 2001. This position will work with the Council offices, bureau managers, and key staff to clarify the role and responsibilities of the Ombudsman Office and to develop operating guidelines, procedures, and policies. Two additional staff will be funded when the program begins July 1, 2001.

Legislative, Administrative and Support Services Service Area

E-Files

Capital set-aside funds have been approved to purchase and implement an Electronic Records Management System (E-Files). This project not only implements a new electronic system, but will eventually change the way every City employee does business. The Auditor's Office will undertake a massive outreach, education, and support effort to every City employee who creates or accesses archived paper or electronic City records.

A new position is critical to the success of the new E-files system. The budget includes an Information Technician starting in January of 2001. The person in this position will assist in the customization and installation of software and hardware for the E-Files system, modify the retention procedures, and provide Council members' staff with system orientation and training.

Senior Management Auditor

The Auditor's Office budget contains a one half-time Senior Management Auditor position to help with the increased workload of the Audit Services Division. The division has experienced an increase in requests for audit and consulting services from City bureaus and the City Council. An increase in staff is needed in order to continue to provide quality and responsive service to bureaus and the public.

Closed Captioning

At the request of the City Council, the Auditor's Office received funds in the Adopted Budget to provide closed captioning services for official City Council meetings. These funds are to pay the vendor, LNS, for providing these services. The vendor has received a federal grant which will pay for approximately half of the total cost to provide these services. At the end of the three year grant period, the cost to the City will be approximately \$63,000.

Assistant Risk Specialist Position

Funding for one new Assistant Risk Specialist position for the FPD&R Fund is included in the Adopted Budget. This position is needed to assist with the increase in the number and complexity of disability claims.

Future Decision Packages

As part of the Auditor's Office proposed two-year plan, some budget requests were made for the second year. The Auditor requested one new management Auditor position to begin the second year of the budget to meet the increasing workload of audit requests. The funding source for the position will be reexamined. The Auditor also requested \$40,000 for a neighborhood survey that would be able to gather citizen satisfaction information at the neighborhood association level. The survey was not approved due to lack of funds for FY 2000-01, but the Auditor plans to resubmit the request for FY 2001-02.

FUNDING SOURCES**General Fund**

The Auditor's Office receives partial funding from General Fund discretionary resources and the overhead allocation.

Interagency Revenues

The Auditor's Office receives revenue from other City agencies and has a number of interagency service agreements with other funds and bureaus to provide support for specific programs. The Auditor's Office has an interagency service agreement with the LID Construction Fund to pay for all expenses related to the Assessment and Liens Division. The Auditor's Office has an interagency service agreement with the Fire and Police Disability and Retirement Fund to pay for the personnel costs required to manage this program. In addition, the Auditor's Office also has interagency service agreements with the Bureaus of Police, Environmental Services, and Licenses, and the Office of Planning and Development Review (OPDR) to pay for services provided by the Hearings Office.

Intergovernmental Revenues

The Auditor's Office has intergovernmental agreements for support of specific programs and services with Multnomah County, the Port of Portland, Tri-Met, the Portland Public Schools, and the Oregon Department of Transportation. Multnomah County, the Port of Portland, Tri-Met and the Oregon Department of Transportation pay for services provided by the Hearings Office. Multnomah County provides funding for ongoing operations of the Progress Board. The Portland Public Schools pay for services provided by the City Recorder Division.

Other Funding Sources

The Auditor's Office receives revenue from the Planning Bureau permit fees for partial support of the Land Use Appeals process. In addition, the Auditor's Office receives miscellaneous revenues from the sale of the City Code and City Charter.

Strategic Direction

VISION AND VALUES

Citizens will have increased confidence in City government, knowing that an independent Auditor's Office is improving their City services and access to information. The Auditor's Office has the following vision and values:

We value our unique position of independence in the Commission form of government.

We value professionalism in the quality of our work and our interactions with each other, with other bureaus, and with the public.

We value open and accountable government to achieve continuous improvement in City services to the public.

MANAGEMENT GOALS & OBJECTIVES

Management Objectives for FY 2000-01

The Auditor's Office plans to achieve the following objectives in FY 2000-2001:

- ◆ Complete eight audits that help improve the City's public accountability and that identify opportunities for increased efficiency and effectiveness.
- ◆ Continue to work closely with City bureaus and elected officials to help improve the City's performance management and reporting systems.
- ◆ Automate the development of the weekly Council agenda and provide bureau staff with the capability of reviewing Council documentation for the weekly meeting electronically.
- ◆ Establish a website of selected ordinances, historical documents, and photographs in celebration of the City's 150th birthday.
- ◆ Complete Phase 1 of the E-Files proposal with the purchase, implementation, and configuration of the server and storage hardware. Expand the City's Records Retention Schedule to include electronic records.
- ◆ Organize and coordinate the information on the City's Internet and Intranet websites. Maintain and update the website with current information on a weekly basis.
- ◆ Continue to work with the Office of Transportation and Bureau of Environmental Services to reengineer and improve the LID process.
- ◆ Develop and implement a plan to rewrite the current Lien Accounting System software to operate on another platform and migrate the system off the City's Enterprise Server. Develop software that is more user friendly, cost efficient, and accessible to customers in a web based environment.
- ◆ Establish policies, procedures, and recommendations on how the City should proceed with foreclosures.
- ◆ Develop a database for the Land Use Hearings Office.
- ◆ Update the Progress Board benchmarks and publish an annual report.
- ◆ Study at least one benchmark in detail and prepare a report on it.
- ◆ Develop a detailed plan for establishing the Ombudsman Office within the Auditor's Office. Develop guidelines, procedures, and a funding mechanism.

Long-Term Goals

The Auditor's Office plans to achieve these long-term goals during the next five years:

- ◆ Work with other bureaus to transfer duties elsewhere, or into the Auditor's Office, that directly relate to core responsibilities and best serve the public.
- ◆ Gather and objectively report information to help improve City services, to assist Council decision-making, and to better engage citizens and businesses in collaborative problem-solving.
- ◆ Provide an information system for the storage, management, and retrieval of official City records in both paper-based and electronic forms.
- ◆ Provide citizen and bureau access to current and retrospective information on the City Code, City Charter, Council documentation, and other City records through effective use of information technology.
- ◆ Provide a full range of services for assisting citizens in resolving problems with City bureaus.

MAJOR INITIATIVES**Major Shifts in Organization and Priorities**

The City Auditor was sworn into office on January 4, 2000. He has reviewed the roles and responsibilities of the City Auditor, prepared a presentation for City Council, and proposed a two-year plan for significant changes within the Office. The Auditor identified "core functions" that logically fit within the Auditor's Office, "legacy responsibilities" that have carried over for many years, and "proposed" or "possible" activities that might be most appropriately located in the Auditor's Office.

Core Functions

Audit Services is a "core" responsibility of the Auditor's Office. The two-year Adopted Budget provides for a slight increase in audit staff and resources to allow this division to perform additional audits.

Maintaining records of City actions and notifying the public of official proceedings are as critical to accountability as an independent audit. A new major priority is providing crucial Citywide information, both current and historical, in an electronic format. The Adopted Budget includes funds to provide electronic storage and archival services for the City's permanent and semi-permanent records. The Auditor's Office will purchase and implement an E-files system that will allow the City to keep many records in an easily retrievable electronic format. An Information Technician position to assist in the implementation of the new system is also included in the Adopted Budget.

The Auditor's Office also plans on updating many current City Recorder functions to provide citizens with better information on current City activities. The Auditor wants the City Recorder Division to take on the responsibility for providing a unified content for the City's Internet and Intranet sites. The Auditor's Office wants timely, organized information available to citizens electronically, so they can better understand their City services.

The Adopted Budget includes funding for an Ombudsman position slated to start January 1, 2001. This position will work with the Council offices, bureau managers, and key staff to establish the Ombudsman Office. The Ombudsman can ensure citizens know about and have pursued the proper appeal channels, can investigate complaints about City actions, review documents and interview relevant persons, negotiate a settlement, or recommend changes to procedures to make them more fair. The majority of funds for this Office are requested in the second year of the budget process.

Possible Additions The Auditor has identified two possible activities that might be more appropriate under the Auditor's Office, such as the Police Internal Investigations Advisory Committee and the Information and Referral Unit. The Auditor will continue to explore these possible additions but is not anticipating any changes before the next budget cycle.

Possible Transfers of Legacy Responsibilities Because of their duties, the Assessments and Liens Division and the Fire and Police Disability and Retirement Fund staff might be better located elsewhere than the Auditor's Office. The Auditor will continue to investigate the possibility of moving these functions during the next two years.

COUNCIL PRIORITIES

Council Issues and Priorities **Support Quality Education to Produce Well Educated Citizens**

Monitoring and Technical Assistance :The Auditor is a member of the Portland Public School Audit Implementation Steering Committee, that provides expertise on audit and management related issues.

School Success Benchmark: The Portland Multnomah Progress Board is completing a major study of the factors leading to school success, working closely with the Commission on Children, Families, and Communities as well as the Leaders Roundtable.

Maintain a Financially Stable City of Portland

Financial Condition Report: The Audit Services Division regularly produces a financial condition report that identifies warning trends that can affect the City's financial position and ability to sustain its services. The most recent report was published in Spring of 2000.

Maintain and Improve our Parks, Green Spaces, Water, and Air Sheds

Parks Audit: The Audit Services Division is completing a major audit of Parks operations with a primary focus on maintenance issues.

Salmon Study: The Portland Multnomah Progress Board is completing an in-depth study of salmon in the Johnson Creek watershed, identifying the factors and relevant laws and agencies involved in protecting the water quality, stream conditions, the fish, and habitat.

Keep the Central City Vital

Technical Assistance: The Progress Board staff are committed to working closely with the Association for Portland Progress and other sponsors of the 25-Year Vision for Central Portland. Several of the elements of a vital central city are also benchmarks. Board staff have offered assistance in developing additional measures and analyzing data to help assess progress toward the 25-Year Vision.

Become a More Effective Partner in the Region

Progress Board Partnership: The Portland Multnomah Progress Board is comprised of executives from the cities of Gresham and Fairview, Multnomah County, the Portland School District, the Port of Portland, the Housing Authority, Portland State University, Portland Community College, and Metro, as well as several business community representatives and citizens. Through these relationships and common benchmark goals, the Mayor and other City officials have established strong partnerships.

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

City Recorder: Citizen access to City information is a primary responsibility of this division, ensuring that the public is notified of the Council meetings, that they have the opportunity to speak, and that they can research past Council decisions. The Auditor's Office will be placing more information about the City on the Internet.

Neighborhood-Level Citizen Survey: The Audit Services citizen survey does not have a large enough sample size to provide citizens with information precise at the level of the neighborhood association. If funds were approved in the second year of the budget, the resources would be sufficient to allow citizens to talk about the concerns of their immediate neighborhoods and to better engage them in problem-solving and City service delivery.

Elections: Citizens can monitor and participate in government through the electoral process. The Auditor's Office provides citizens, candidates, and the media easy access to current and historical election information through the Internet.

Continuously Improve the Delivery of Quality Public Services

Performance Audits: Only the Audit Services Division has the charter authority and mission of improving the delivery of services throughout the City of Portland. Through its audits, the division has identified management improvements in the City for the past 16 years. The addition of a one half-time senior management auditor will assist with audits. The funding for another management auditor for FY 2001-02 is being examined.

SEA Report :The Audit Services Division produces the annual Service Efforts and Accomplishments Report (SEA). This report gathers and analyzes performance measures from the City's nine largest bureaus to provide objective information to assess improvements in effectiveness and efficiency. The annual SEA report also includes the results of the City Auditor's citizen survey on satisfaction with City services. This report is used in addition to the benchmarks report to provide valuable information for the decision-makers in the City and county government.

Overview of Programs

AUDIT SERVICES

The mission of the Audit Services program is to promote honest, efficient, effective, and fully accountable City government. The program addresses this mission by conducting independent audits and analysis that provide objective information to City officials, management, and the public. The program also prepares the annual Service Efforts and Accomplishments Report which includes the City Auditor's Citizen Survey.

Performance and financial audit reports identify savings and revenue enhancements, strengthen management controls, and improve the efficiency and effectiveness of City government operations. Since 1985, the Audit Services program has issued over 127 reports and identified over \$16 million in measurable financial benefits to the City. Audit recommendations have also resulted in positive changes in the way City programs operate that are not readily measurable. Bureaus have implemented or are in the process of implementing over 85% of report recommendations.

CITY RECORDER

The City Recorder program develops, maintains, and provides accurate and objective documentation of City business and acts as an information clearinghouse for the Council, bureaus, and the public. The City Recorder represents the elected Auditor on the City Home Page Group for planning and maintaining the home page presence for the City on the Internet.

Council Clerk/ Contracts

As Clerk of the Council, the City Recorder Division is responsible for preparing the Council agenda, processing City ordinances and resolutions, and transcribing the official summary minutes of Council meetings. The division maintains the official copy of the Portland City Code and City Charter and coordinates the publishing of the City Code in paper, CD Rom, and online formats. The City Recorder Division also receives accounting documents, contracts, and data from other bureaus and provides this information to the public, other City bureaus, and to various financial institutions as requested. Through this division, the City Auditor gives final approval to all claims for payment against the City, disburses payments, and maintains current files of all City contracts.

Records Management/ Archives

The Archives and Records Management Program of the City Recorder Division assists the Mayor's Office, and City Commissioners in managing their public records legally and efficiently. This division is committed to documenting and preserving evidence of City actions and City government history. The division develops and distributes retention and disposal schedules for all City agencies and negotiates retention periods and policy disclosure status in cooperation with the Oregon State Archives. The division is responsible for semi-current and inactive records storage, confidential destruction, preservation of historical records, and provision of reference and retrieval services for City employees and the public at the Stanley Parr Archives and Records Center (SPARC).

LIENS & ASSESSMENTS

The Assessment and Liens program promotes a livable City by helping to plan and finance local improvement projects, assisting the Office of Planning and Development Review in support of their code enforcement efforts, and providing low-cost financing to property owners for street, sewer, and sidewalk improvements. This program oversees the LID Construction Fund, the Bancroft Bond Fund, and the Assessment Collection Fund.

Program Revenues

The program is entirely funded through fees and charges paid by property owners and, to a limited extent, interagency revenues from the Office of Transportation, the Bureau of Environmental Services, and the Assessment Collection Fund.

In FY 1998-99, over \$16 million in liens receivable was collected for City assessments for street, sewer, and sidewalk improvements, and code enforcement efforts. New accounts created that year totalled 3,320 with a total assessed value over \$7.4 million. There are currently 13,000 active accounts, with a total value of over \$50 million.

Last year the division added Parks Bureau System Development Charges (SDCs) to its portfolio of assessments, which now includes Transportation and Bureau of Environmental Services SDCs; Local Improvement District assessments; Nuisance Abatement, Derelict Building, Code Violation, and Demolition Assessments; Sidewalk Assessments; and the Private Plumbing Loan Program. Also new last year was the use of the LID Program to finance speed bumps, street lighting, and, in part, the Central City Streetcar.

Future Issues

As the City seeks to implement Metro 2040 goals and address a large backlog of infrastructure needs, it is anticipated that there may be even greater reliance on the Local Improvement District process to finance infrastructure development creatively. The Auditor's Office, in cooperation with the City's new LID administrator and other City representatives, continues to participate in the review of the LID program and its reengineering to address efficiency and affordability issues. This process, being led by the Office of Transportation, is intended to be completed by the Fall of 2000.

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, process disability and medical claims, prepare payments for members of the system and their survivors, and manage the Employee Assistance Program for the Fire and Police Bureaus.

Revisions

The revision of this program, authorized by voters in 1989, significantly affected the way this program does business. The revisions emphasized rehabilitation and return to work of disabled personnel, limited claims due to stress, and changed the list of work-related injuries. These changes, particularly those affecting disability eligibility and return to work, require a more active role of staff in investigating and processing claims and greatly increase the need to counsel members on eligibility requirements and program options.

Budgeted Costs This program includes only the personnel costs of managing the Fire and Police Disability and Retirement System. The Auditor's Office is fully reimbursed for these costs through an interagency service agreement. All other costs (Materials and Services, Service Reimbursements, and Capital Outlay) are budgeted directly in the Fire and Police Disability and Retirement Fund.

Change from Prior Year The program budget for FY 2000-01 contains one new Assistant Risk Specialist position. The Auditor's Office will be fully reimbursed for the position through an interagency service agreement with the Fire and Police Disability and Retirement Fund.

HEARINGS OFFICERS

The City's Hearing Officers are a vital and integral part of the Land Use and Code Enforcement processes. The Hearings Officers program encompasses two hearings functions: Land Use and City Code.

Land Use The Land Use Hearings Officer is responsible for holding public hearings and making decisions to allow or deny land use permits. Permits subject to the public hearing process and timelines for decision-making are strictly governed by state law and the City Code. The Land Use Hearings Officer provides a public process for review of land use permit applications and ensures that Land Use applications are reviewed in a fair and open process and that the decisions are legally supportable.

City Code The Code Hearings Officer provides a means of quick, fair, and efficient enforcement of City Code requirements. The appeal functions of the Code Hearings Officer ensure administrative determinations of the various bureaus are legally supportable, fair, and appropriate by allowing parties who feel otherwise an opportunity to obtain an impartial review of those determinations and decisions.

The Code Hearings Officer enforces the City Code in proceedings initiated by the Office of Planning and Development Review (OPDR), the Bureau of Environmental Services (BES), and the Bureau of Fire, Rescue and Emergency Services. The Code Hearings Officer hears appeals from code enforcement determinations made by OPDR, the Police Bureau, the Licenses Bureau, and BES and hears appeals of vehicle tows ordered by the Bureau of Traffic Management, Police, the Bureau of Buildings, the Port of Portland, Tri-Met, and the Oregon Department of Transportation. Drug-Free Zone, Prostitution Free Zone, Park Exclusions, and Adult Care Facility appeals are also heard by this office.

Program Revenues The Hearings Officers program is partially supported by fees, interagency service agreements, and intergovernmental contracts. Fees are charged for the program's services to the Land Use Program of the Bureau of Planning and the Code Enforcement and Neighborhood Improvement Programs of OPDR. Costs for code appeal hearings for the Bureau of Licenses, Police, Environmental Services, the Port of Portland, and Multnomah County are recovered either by interagency service agreements or intergovernmental contracts.

MANAGEMENT SERVICES

The Management Services Division provides leadership and support for all divisions of the Auditor's Office. These functions include budgeting and accounting, human resource and payroll matters, purchasing and supplies, and managing all information technology systems. The division monitors problem-solving efforts throughout the office, provides information and expertise, and serves as a contact point for other agencies in the City.

This program is also responsible for overseeing the election processes in the City. Staff receive, process, and file all declarations of candidacy for City office; Contributions and Expenditure Reports; initiative, referendum, and recall petitions; and Council originated ballot measures.

The division supports all functions of the Auditor's Office and helps ensure good management of the operational programs. This program also coordinates office activities with the other functions of the City government through Citywide policy and management committees.

PROGRESS BOARD

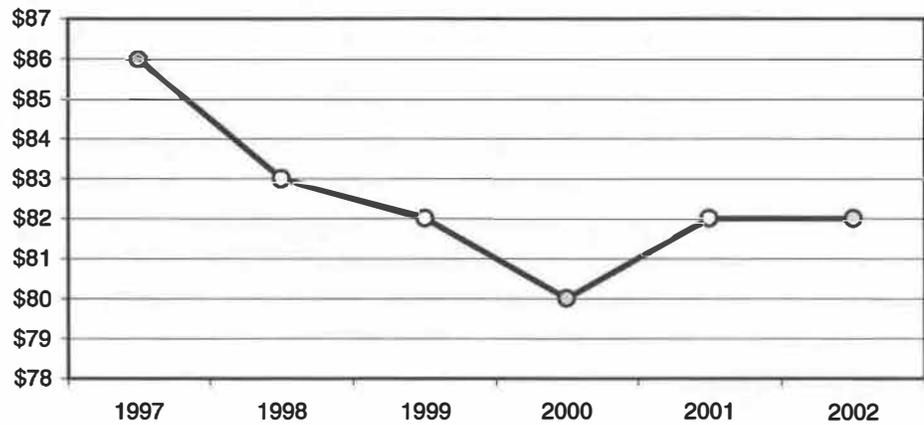
This program provides research and technical assistance to the Portland Multnomah Progress Board. The board's staff maintain trend data on over 65 benchmarks on its website and produce two in-depth benchmark analyses each year.

The Portland Multnomah Progress Board was established in 1994 to identify and report on indicators (called benchmarks) which collectively gauge whether the community is meeting its goals and vision for the future. These benchmarks measure the livability of the community which is being increasingly challenged by population growth, environmental concerns, an underfunded education system, 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 government, business, and community groups to improve their performance as gauged by the benchmarks.

Performance Measures

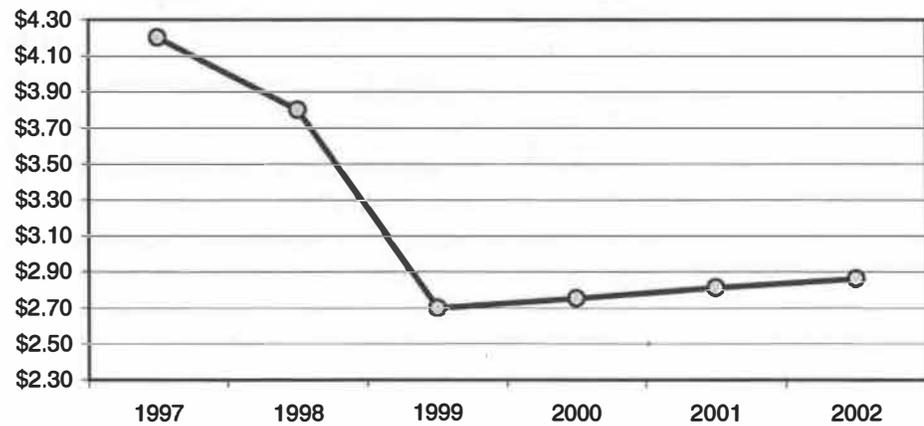
Full cost per Audit Hour

◆ The full costs per Audit Hour have decreased since FY 1997.



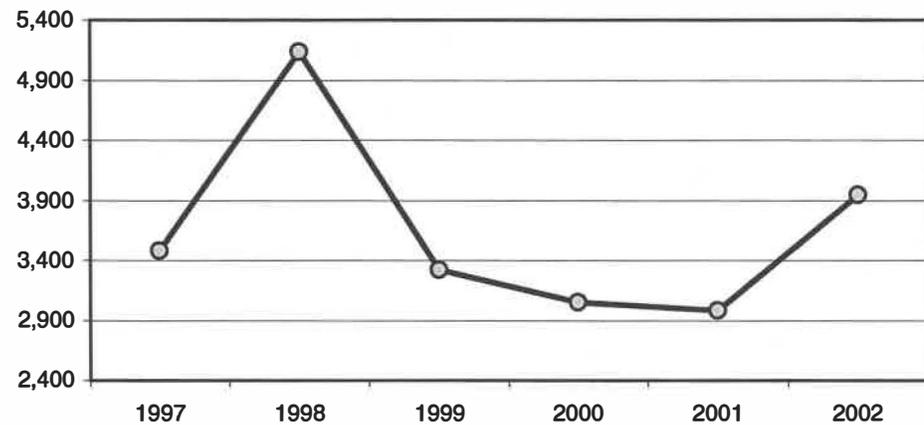
Direct Cost per Retrieval and Delivery of Record

◆ Direct costs have decreased since FY 1996.

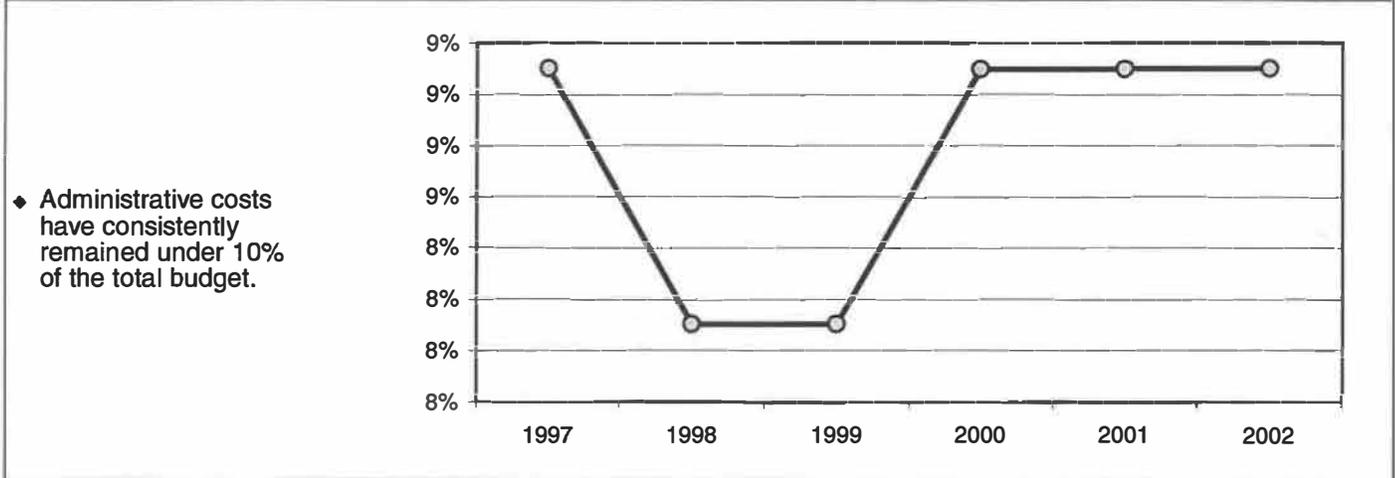


New Liens Recorded

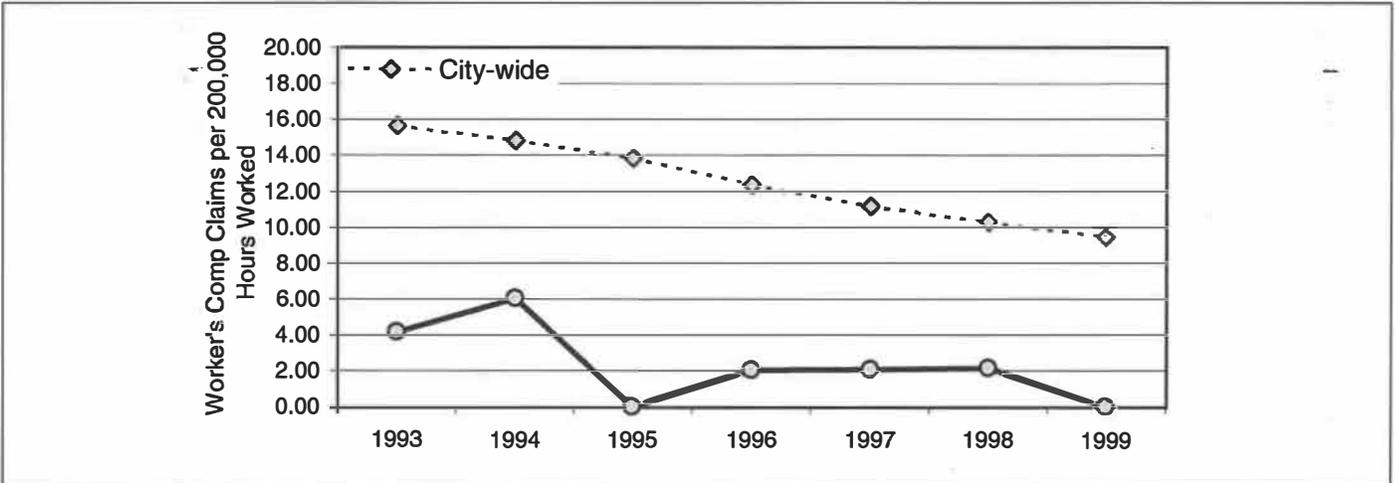
◆ The number of new liens recorded has fluctuated since FY 1997 due to special projects, such as the Central City Streetcar.



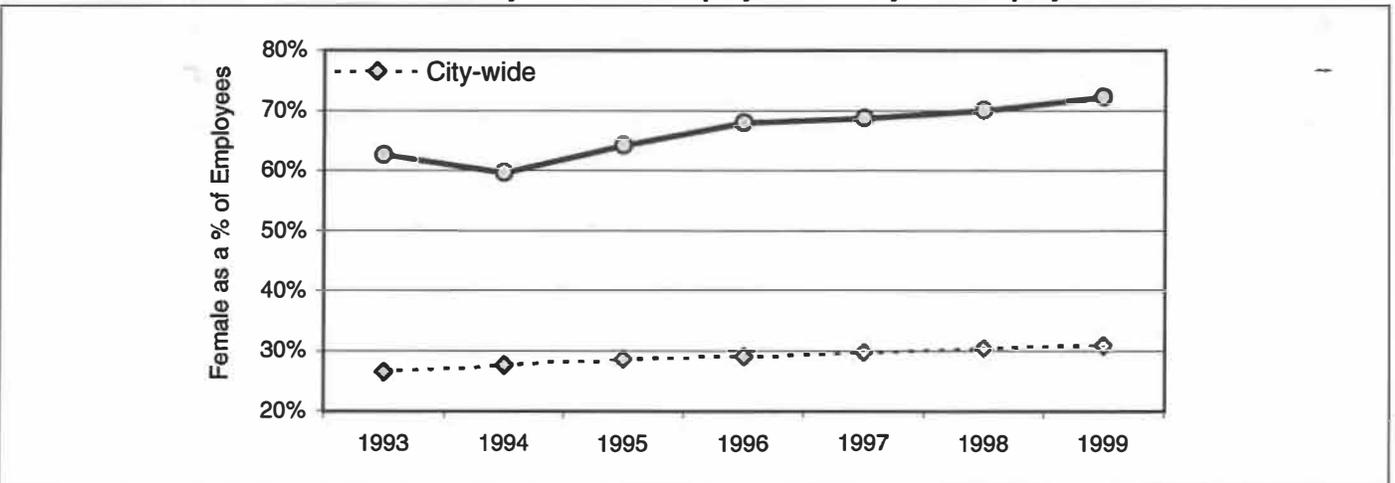
Administrative Costs as a % of Total Budget



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
OFFICE OF THE CITY AUDITOR						
Affirmative Action Measures						
Female Employees as a Percent of Total	68.6%	70.0%	72.2%			
Minority Employees as a Percent of Total	15.7%	16.0%	16.7%			
Office of the City Auditor						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	2.15	0.00			
Worker's Comp Claims per 200,000 Hours Worked	2.08	2.15	0.00			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.07	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$0.04	\$0.69	\$0.00			
Audit Services						
Workload						
Number of reports issued	10	7	9	9	9	9
Effectiveness						
Percent of report recommendations implemented -- Goal is 90%	90%	86%	85%	85%	90%	90%
Efficiency						
Full cost per Audit Hour	\$86	\$83	\$82	\$80	\$82	\$82
City Recorder						
Workload						
Number of checks/deposit advices processed	202,800	203,100	177,755	192,300	196,000	200,000
Record & Center Retrieval Requests	45,000	46,776	44,884	41,000	42,000	42,000
Effectiveness						
Percent of Requests provided within 24 hours -- Goal 100%	99.90%	99.50%	99.70%	99.80%	99.80%	99.80%
Efficiency						
Direct cost per retrieval and delivery of record from Records Center	\$4.20	\$3.80	\$2.70	\$2.75	\$2.81	\$2.86
Liens & Assessments						
Workload						
New Liens Assessed	3,482	5,136	3,320	3,049	2,980	3,943
Effectiveness						
Total # of Liens Delinquent	7,754	7,053	6,884	6,746	6,611	6,479
Efficiency						
# of Delinquent Accounts Per Staff	456	441	430	422	472	463
Fire & Police Disability & Retirement Fund						
Workload						
Performance measurements are reported in the FPD&R budget						
Hearings Officers						
Workload						
Code Proceedings filed	375	290	243	237	240	240
Management Services						
Effectiveness						
Percent of City Auditor performance measures fully achieved -- Goal 100%	98%	98%	99%	100%	100%	100%

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Efficiency						
Administrative Costs under 10% of total budget	9%	8%	8%	9%	9%	9%
Progress Board						
Workload						
Number of Benchmark Audits issued			1	2	2	2
Effectiveness						
Number of organizations that added benchmarks to their accountability systems, assisted by the Progress Board			2	4	4	4

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	3,105,794	3,388,905	3,731,902	3,855,401	3,848,401
External Materials and Services	374,333	368,143	698,333	598,544	598,544
Internal Materials and Services	606,301	659,414	775,027	851,536	851,536
Minor Capital Outlay	0	0	0	205,000	0
Equipment Cash Transfers	4,700	0	0	0	0
Total Operating Budget	4,091,128	4,416,462	5,205,262	5,510,481	5,298,481
Capital Improvements	0	0	0	0	205,000
TOTAL BUREAU EXPENDITURES	\$ 4,091,128	\$ 4,416,462	\$ 5,205,262	\$ 5,510,481	\$ 5,503,481
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	4,091,128	4,416,462	5,205,262	5,510,481	5,503,481
RESOURCES					
General Fund Discretionary		1,245,655	1,349,997	1,661,494	1,472,388
Non-Discretionary Revenues					
Grants & Donations		0	0	0	0
Contract Revenues		19,497	76,594	98,332	98,332
Interagency Revenues		1,820,088	2,201,728	2,188,263	2,188,263
Program Revenue		118,485	160,500	137,500	137,500
Overhead Revenues		1,212,737	1,416,443	1,424,892	1,606,998
Total Non-Discretionary Revenues		3,170,807	3,855,265	3,848,987	4,031,093
TOTAL GENERAL FUND RESOURCES		\$ 4,416,462	\$ 5,205,262	\$ 5,510,481	\$ 5,503,481
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Audit Services		949,697	1,037,241	1,028,744	1,028,744
<i>Positions</i>		9	9	9	9
City Recorder		851,198	876,336	1,207,951	1,207,951
<i>Positions</i>		11	11	12	12
Liens & Assessments		1,176,689	1,446,188	1,308,712	1,308,712
<i>Positions</i>		16	16	14	14
Fire & Police Disability & Retirement Fund		551,806	664,168	722,387	722,387
<i>Positions</i>		8	9	10	10
Hearings Officers		420,624	532,807	517,803	517,803
<i>Positions</i>		5	5	5	5
Management Services		391,441	483,197	539,083	532,083
<i>Positions</i>		4	4	6	6
Progress Board		75,007	165,325	185,801	185,801
<i>Positions</i>		0	2	2	2
TOTAL PROGRAMS		\$ 4,416,462	\$ 5,205,262	\$ 5,510,481	\$ 5,503,481
<i>Positions</i>		53	56	58	58
<i>General Fund Discretionary Positions</i>		13	13	15	15

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,906,964	2,047,558	2,679,137	2,763,952	2,756,952
512000 Part-Time Employees	64,193	107,412	45,482	86,973	86,973
514000 Overtime	652	788	300	800	800
515000 Premium Pay	4,383	1,698	3,250	2,250	2,250
517000 Benefits	799,581	871,391	1,003,733	1,001,426	1,001,426
518000 Paid Absence	330,021	360,058	0	0	0
Total Personnel Services	3,105,794	3,388,905	3,731,902	3,855,401	3,848,401
Materials and Services					
External Materials and Services					
521000 Professional Services	238,812	207,168	383,766	310,506	310,506
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	7,785	7,170	28,356	33,687	33,687
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	43,367	15,127	53,810	65,154	65,154
531000 Office Supplies	11,913	10,830	33,378	35,413	35,413
532000 Operating Supplies	50,152	85,744	149,337	97,992	97,992
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	8,301	22,687	17,052	22,721	22,721
542000 Local Travel	1,468	872	2,006	3,065	3,065
543000 Out-of-Town Travel	6,301	12,497	10,140	13,477	13,477
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	1,902	1,961	1,961
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	6,234	6,048	18,586	14,568	14,568
Total External Materials and Services	374,333	368,143	698,333	598,544	598,544
Internal Materials and Services					
551000 Fleet Services	1,805	1,744	1,760	1,863	1,863
552000 Printing & Distribution	110,355	117,341	104,205	101,947	101,947
553000 Facilities Services	202,955	246,417	298,874	305,091	305,091
554000 Communications Services	42,698	44,544	49,568	45,632	45,632
555000 Data Processing Services	181,952	194,496	263,802	329,388	329,388
556000 Insurance	55,713	54,072	56,018	66,715	66,715
557000 Master Lease	9,948	0	0	0	0
558000 Same Fund Services	875	800	800	900	900
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	606,301	659,414	775,027	851,536	851,536
Total Materials and Services	980,634	1,027,557	1,473,360	1,450,080	1,450,080
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	205,000	205,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	205,000	205,000
573000 Equipment Cash Transfers	4,700	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 4,091,128	\$ 4,416,462	\$ 5,205,262	\$ 5,510,481	\$ 5,503,481

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	0	1	29,641	1	34,694	1	34,694
515	Accountant II	0	1	0	0	0	0	0	0
516	Accountant III	0	0	1	42,238	1	46,675	1	46,675
510	Accounting Technician	1	1	0	0	0	0	0	0
819	Administrative Assistant	1	3	3	128,941	3	132,643	3	132,643
815	Administrative Specialist	5	3	3	85,379	2	60,222	2	60,222
924	Administrative Supervisor III	0	1	0	0	0	0	0	0
3212	Assessment Analyst	1	1	1	44,687	1	44,836	1	44,836
826	Assistant Financial Analyst	0	1	0	0	0	0	0	0
962	Assistant Program Specialist	3	3	2	103,458	3	147,784	3	147,784
844	Assistant Risk Specialist	0	0	1	60,365	2	82,452	2	82,452
928	Bureau Administrative Manager	1	1	1	74,073	1	70,857	1	70,857
3	City Auditor	1	1	1	72,491	1	73,174	1	73,174
859	Claims Technician	0	0	1	32,886	1	33,140	1	33,140
858	Claims Technician, Assistant	0	2	1	28,076	1	32,983	1	32,983
114	Clerical Specialist	2	2	0	0	0	0	0	0
131	Customer Accounts Specialist I	7	6	6	209,016	5	178,255	5	178,255
118	Customer Services Rep	1	1	0	0	0	0	0	0
541	Deputy City Auditor	1	1	1	63,509	1	63,710	1	63,710
538	Director Of Audits	1	1	1	82,079	1	82,347	1	82,347
827	Financial Analyst	0	0	1	38,139	1	42,836	1	42,836
245	Hearings Clerk	3	3	3	123,539	3	122,084	3	122,084
935	Hearings Officer	2	2	2	143,169	2	144,107	2	144,107
2544	Information Systems Analyst IV	1	1	1	62,510	1	64,969	1	64,969
2523	Information Systems Tech II	0	0	0	0	1	19,937	1	12,937
716	Legal Advisor	0	0	1	86,376	1	81,515	1	81,515
536	Management Auditor	2	2	3	142,579	3	132,835	3	132,835
100	Office Support Specialist I	0	0	1	29,302	1	29,994	1	29,994
102	Office Support Specialist II	0	0	2	60,512	2	65,753	2	65,753
104	Office Support Specialist III	0	0	3	97,023	3	109,887	3	109,887
966	Program Coordinator	1	1	2	103,133	2	108,994	2	108,994
968	Program Manager I	1	1	0	0	0	0	0	0
970	Program Manager II	3	2	2	127,018	3	152,187	3	152,187
964	Program Specialist	2	2	2	108,251	2	104,312	2	104,312
846	Risk Specialist	1	0	0	0	0	0	0	0
850	Risk Supervisor	0	0	1	60,365	1	64,619	1	64,619
220	Secretarial Clerk I	2	2	0	0	0	0	0	0
221	Secretarial Clerk II	3	1	0	0	0	0	0	0
816	Senior Administrative Specialist	0	2	2	78,192	2	79,810	2	79,810
828	Senior Financial Analyst	1	0	0	0	0	0	0	0
537	Senior Management Auditor	5	5	6	362,190	6	356,341	6	356,341
TOTAL FULL-TIME POSITIONS		53	53	56	\$ 2,679,137	58	\$ 2,763,952	58	\$ 2,756,952

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	5,264,290	0	5,264,290	55.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(68,943)	0	(68,943)		2.5% Reduction
	(70,216)	0	(70,216)	0.0	5% Support/Admin Reduction
	(4,491)	0	(4,491)	0.0	Increase for BGS I/A Adjustments
	0	205,000	205,000	0.0	E-Files -- CRC Funding
	29,583	0	29,583	1.0	E-Files Technician
	29,640	0	29,640	0.0	Closed Captioning
	56,675	0	56,675	1.0	FPD&R Risk Specialist
	27,643	0	27,643	1.0	Ombudsman (half year)
	41,300	0	41,300	0.0	Management Auditor
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	(7,000)	(7,000)	0.0	Delay E-files Technician
	41,191	198,000	239,191	3.0	Total FY 2000-01 Decision Packages
			\$ 5,503,481	58.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	40,000	0	40,000		Neighborhood Survey
			\$ 40,000	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	95,000	95,000	0.0	Second year E-Files
	6,240	0	6,240	0.0	Second year Closed Captioning
	137,357	0	137,357	2.0	Full Funding of Ombudsman Program
	31,610	0	31,610	0.0	Full Year of E-Files Technican
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	7,000	0	7,000	0.0	Full Funding of E-Files Technician
	182,207	95,000	277,207	2.0	0
			\$ 277,207	2.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0



Office of Government Relations

Legislative, Administrative and Support Services Service Area

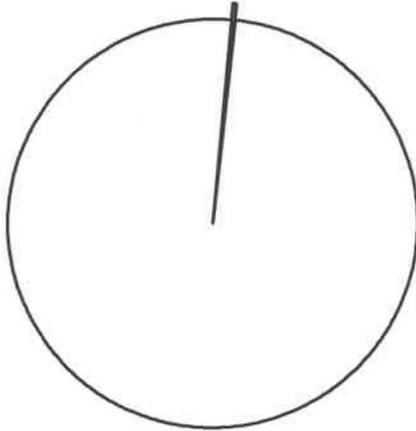
Mayor Vera Katz, Commissioner-in-Charge

Marge Kafoury, Director

Percent of General Fund

Gov Rel = \$697.1 Thousand

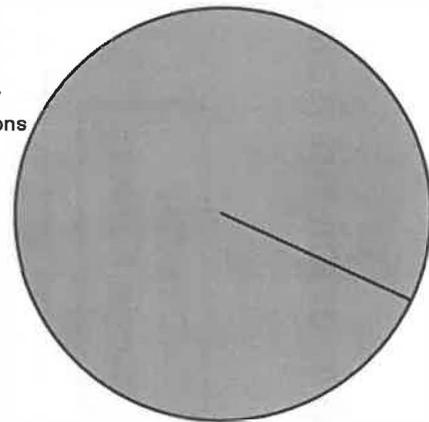
0.2%



General Fund = \$354 Million

Bureau Programs

Gov Relations

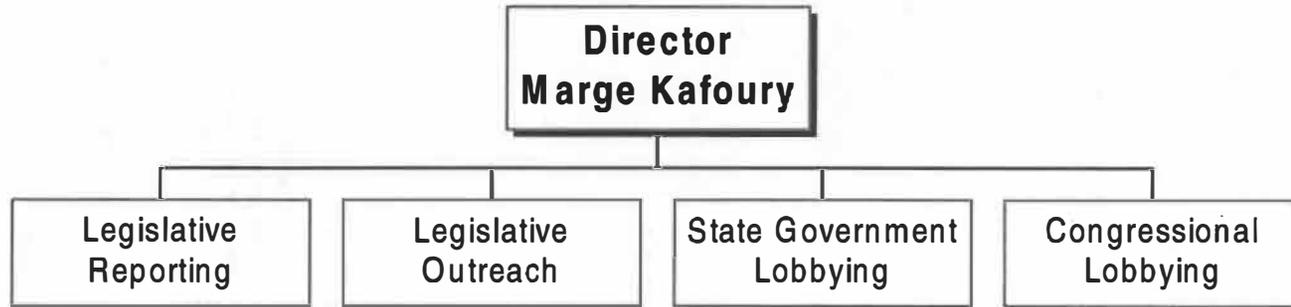


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	674,523	697,074	22,551	-1.2%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 674,523	\$ 697,074	\$ 22,551	-1.2%
Authorized Full-Time Positions	4	5	1	19.5%

Note: Per capita change values are adjusted for inflation and population growth.

Office Of Government Relations



Bureau Summary

BUREAU HIGHLIGHTS

Overview

This budget reflects continued representation of City Council issues by Government Relations in advancing City objectives with local government, State, and Congress. Government Relations continues to administer the City’s Washington, D.C. lobbying contract. Government Relations will continue working with BIT to enhance and improve the Legislative Tracking System, making it user-friendly for bureaus. Government Relations is continuing the Council directed “Outreach” with the Oregon Legislative Delegation throughout the State. The bureau provides information and assistance with grants and appropriations for the City, monitors federal initiatives, and is liaison with national member associations.

Funding

Government Relations is a funded primarily by the General Fund. In addition, the bureau receives interagency funding from Transportation, Environmental Services, and Water.

General Description

BUREAU OVERVIEW

Organizational Description

The Office of Government Relations provides government representation for all City bureaus and offices, the Mayor, and members of the City Council in advancing City objectives with the Congress, State Legislature and other governments. The office also provides assistance to City Council members in achieving their outlined goals and objectives.

CHANGES FROM PRIOR YEAR

This budget reflects a Legislative Session year for Government Relations. The office in Salem will be open, and staff will be spending six+ months in Salem lobbying on the City's behalf. In addition, staff will continue our travel to Washington, D.C. to lobby for increased appropriations to advance the Council's goals. Staff will also continue to travel around the State to further the Council Outreach Program with legislators who do not reside within the City of Portland Legislative Delegation area. Staff will continue regular meetings with the Portland Area delegation as well.

Government Relations will be writing the 2001 Legislative Session Package for Council approval.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals The Office of Government Relations will continue with the Council Outreach Program and endeavor to establish working relationships with other jurisdictions located around the State.

Management Objectives for FY 2000-01 Government Relations will continue working with Oregon's Congressional Delegation on issues relative to the economic vitality of the City of Portland. The Office will also maintain the City's working relationships with legislators in keeping them apprised of City issues and areas of concern throughout the State.

COUNCIL PRIORITIES

Council Issues and Priorities The Office of Government Relations works for the entire City Council. Their goals become the goals of the office.

Government Relations currently works and will continue to work with Congress and the legislature to advance the following Council goals including but not limited to:

- ◆ Affordable Housing
- ◆ Growth Management
- ◆ Support for Education Funding
- ◆ Economic Development
- ◆ Financial Stability for the City
- ◆ Adequate Funding for Police Officers and Public Safety Programs
- ◆ Clean Air and Water Quality
- ◆ Viable Transportation Systems
- ◆ Partner with State Legislators Outside Portland Area
- ◆ Funding for a Vital Central City

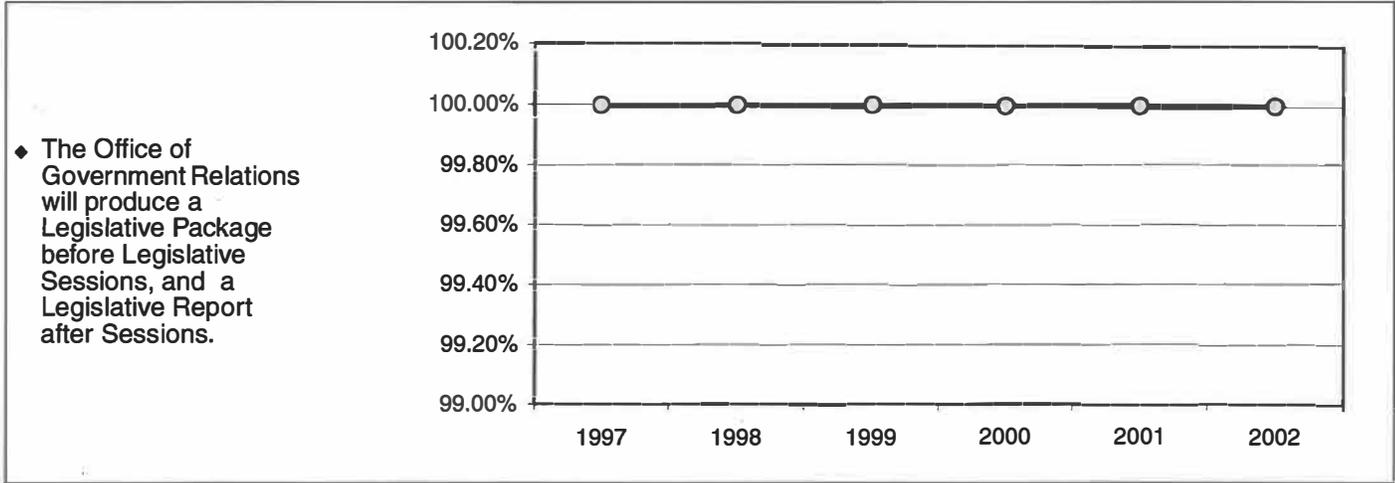
Overview of Programs

GOVERNMENT RELATIONS

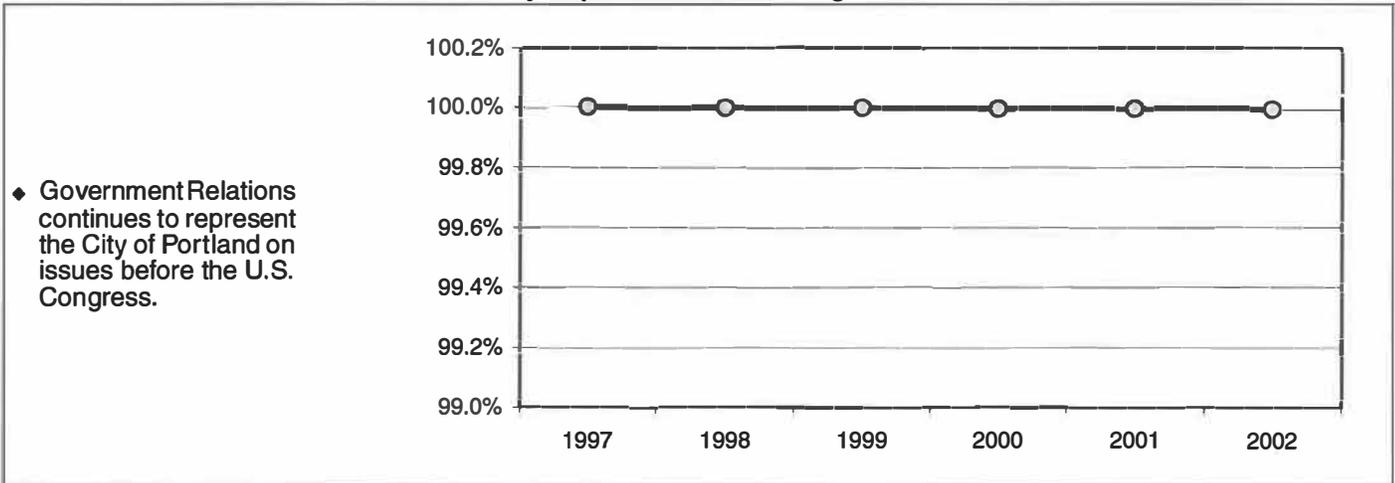
The Office of Government Relations supports government representation for the Mayor and members of the City Council in advancing City objectives with the Congress, State Legislature and local government agencies. The office supports the Council and assists them with their goals and objectives. Government Relations also administers the Washington, D.C. lobbying contract. The contract provides for full staffing and support for visiting City officials. Contractors provide information and assistance with grants and appropriations for the City, monitor federal initiatives, and are a liaison with national member associations.

Performance Measures

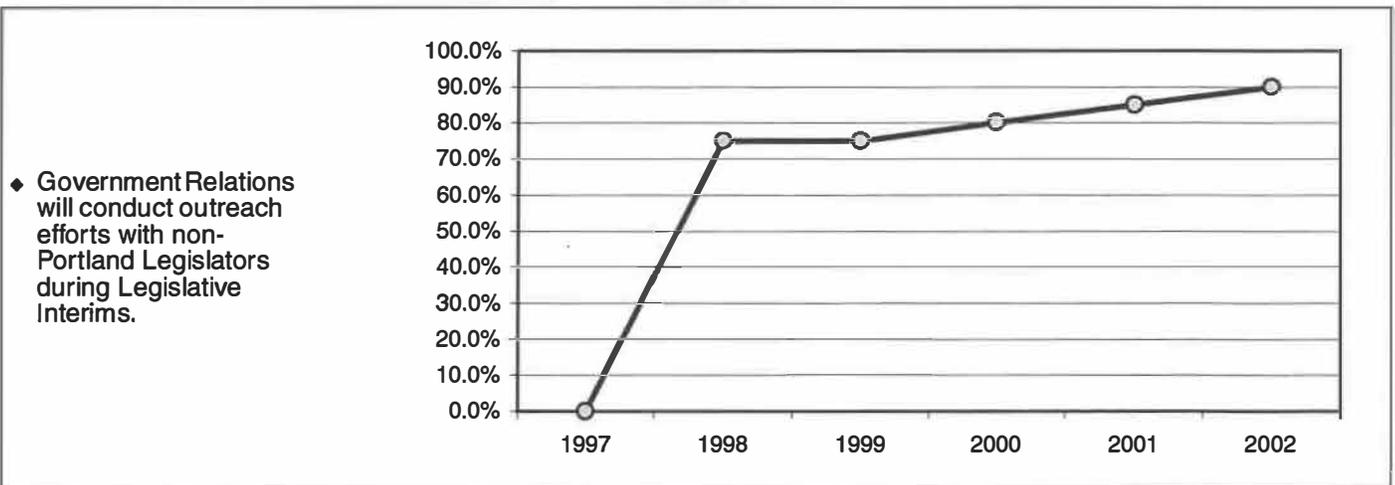
Representation at Legislature



City Representation at Congress

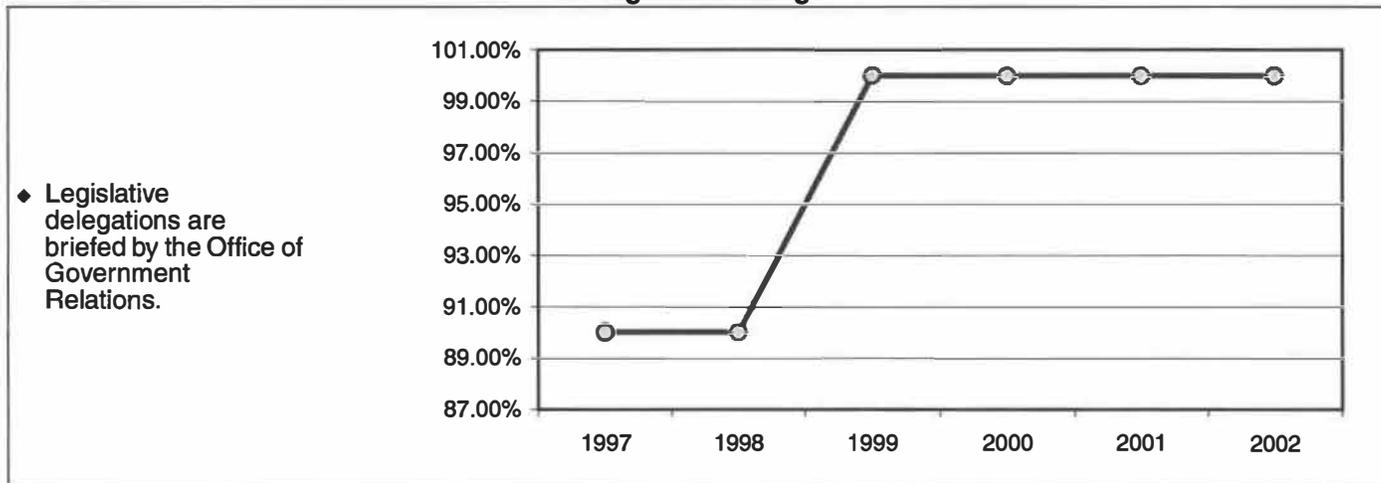


Conference Attendance



Legislative, Administrative and Support Services Service Area

Delegation Briefings



PERFORMANCE MEASURES

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
OFFICE OF GOVERNMENT RELATIONS						
Government Relations						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Worker's Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Government Relations						
Workload						
Legislative Reporting	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Represent City with Congress	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Legislative Outreach	0.0%	75.0%	75.0%	80.0%	85.0%	90.0%
Brief Legislative Delegation on City Issues	90.00%	90.00%	100.00%	100.00%	100.00%	100.00%

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	317,558	377,445	352,567	393,247	393,247
External Materials and Services	184,553	201,580	262,290	183,731	183,731
Internal Materials and Services	40,800	77,409	59,666	120,096	120,096
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	542,911	656,434	674,523	697,074	697,074
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 542,911	\$ 656,434	\$ 674,523	\$ 697,074	\$ 697,074
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	542,911	656,434	674,523	697,074	697,074
RESOURCES					
General Fund Discretionary		266,980	266,450	289,525	299,098
Non-Discretionary Revenues					
Grants & Donations		0	0	0	0
Contract Revenues		0	0	0	0
Interagency Revenues		41,970	41,970	43,390	43,390
Program Revenue		0	0	0	0
Overhead Revenues		347,484	366,103	364,159	354,586
Total Non-Discretionary Revenues		389,454	408,073	407,549	397,976
TOTAL GENERAL FUND RESOURCES		\$ 656,434	\$ 674,523	\$ 697,074	\$ 697,074
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Government Relations		656,434	674,523	697,074	697,074
Positions		4	4	5	5
TOTAL PROGRAMS		\$ 656,434	\$ 674,523	\$ 697,074	\$ 697,074
Positions		4	4	5	5
<i>General Fund Discretionary Positions</i>		2	2	2	2

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	199,238	247,878	258,855	282,968	282,968
512000 Part-Time Employees	0	10,480	0	10,800	10,800
517000 Benefits	82,123	88,187	93,712	99,479	99,479
518000 Paid Absence	36,197	30,900	0	0	0
Total Personnel Services	317,558	377,445	352,567	393,247	393,247
Materials and Services					
External Materials and Services					
521000 Professional Services	142,425	142,000	157,000	150,400	150,400
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	420	2,100	4,000	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	232	105	5,748	0	0
531000 Office Supplies	1,702	3,253	5,500	3,500	3,500
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	12,142	9,739	8,000	367	367
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	1,722	3,844	8,500	3,000	3,000
541000 Education	10	320	8,000	0	0
542000 Local Travel	2,014	8,361	11,500	7,500	7,500
543000 Out-of-Town Travel	10,429	9,916	15,000	11,500	11,500
544000 Space Rental	8,813	8,813	12,000	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	4,644	13,129	27,042	7,464	7,464
Total External Materials and Services	184,553	201,580	262,290	183,731	183,731
Internal Materials and Services					
551000 Fleet Services	0	8,817	0	16,560	16,560
552000 Printing & Distribution	2,393	2,432	4,042	3,729	3,729
553000 Facilities Services	15,100	24,286	26,140	26,487	26,487
554000 Communications Services	8,578	13,270	13,205	12,106	12,106
555000 Data Processing Services	6,166	20,272	7,647	50,510	50,510
556000 Insurance	8,563	8,332	8,632	10,704	10,704
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	40,800	77,409	59,666	120,096	120,096
Total Materials and Services	225,353	278,989	321,956	303,827	303,827
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 542,911	\$ 656,434	\$ 674,523	\$ 697,074	\$ 697,074

Office of Government Relations AU 303

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
230	Administrative Secretary	0	0	0	0	1	16,520	1	16,520
807	Government Relations Assistant	1	1	1	49,130	1	49,296	1	49,296
810	Government Relations Director	1	1	1	90,924	1	91,229	1	91,229
808	Government Relations Lobbyist	2	2	2	118,801	2	125,923	2	125,923
TOTAL FULL-TIME POSITIONS		4	4	4	\$ 258,855	5	\$ 282,968	5	\$ 282,968

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	731,331	0	731,331	5.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(34,404)	0	(34,404)	0.0	5% reduction (Discretionary & Overhead)
	147	0	147	0.0	Adjustment for BGS I/As
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	(34,257)	0	(34,257)	0.0	Total FY 2000-01 Decision Packages
			\$ 697,074	5.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Bureau of Licenses

Legislative, Administrative and Support Services Service Area

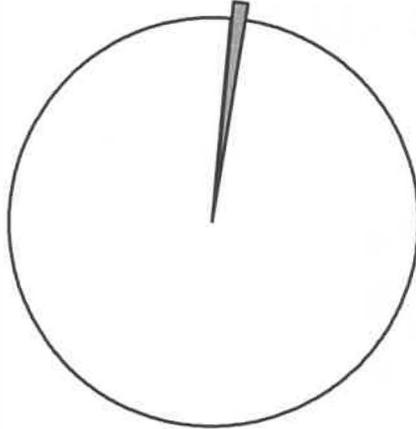
Jim Francesconi, Commissioner-in-Charge

James Wadsworth, Director

Percent of General Fund

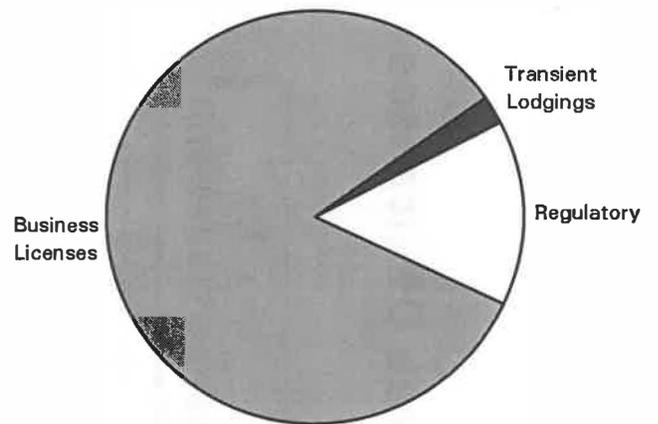
Licenses = \$3.6 Million

1.0%



General Fund = \$354 Million

Bureau Programs

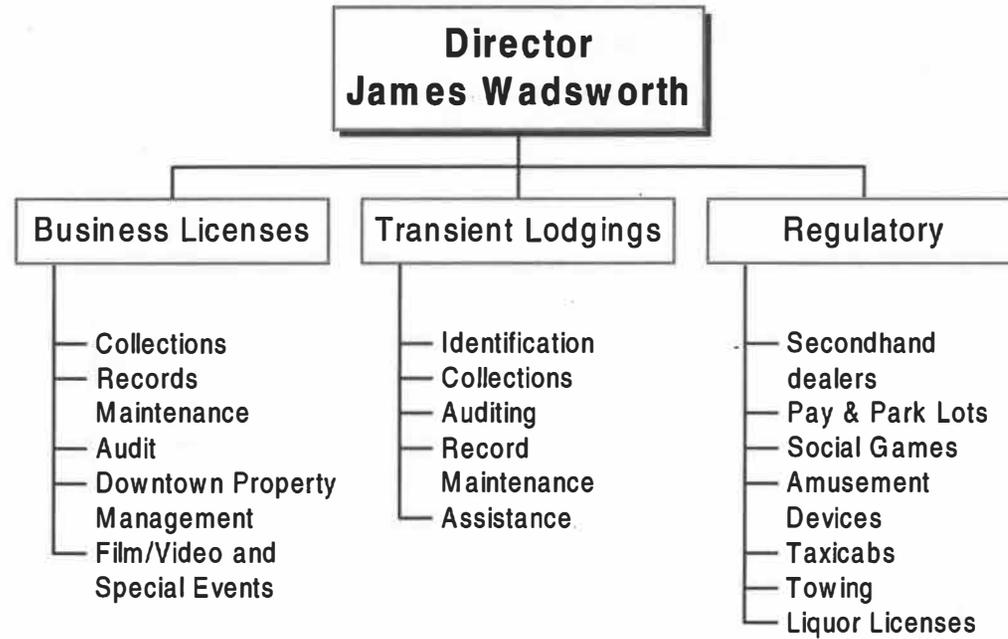


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	3,214,814	3,635,279	420,465	8.1%
Capital	0	0	0	0.0%
Allocated Overhead Costs	459,004	297,737	-161,267	-38.0%
Total Cost with Allocated Overhead	\$ 3,673,818	\$ 3,933,016	\$ 259,198	2.4%
Authorized Full-Time Positions	41	46	5	7.3%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau Of Licenses



Bureau Summary

BUREAU MISSION

A new mission statement was adopted during FY 1999-00 that better reflects the purpose and the impact bureau activities have on the community. It states: "Our mission is to help create an environment in which people in our neighborhoods, businesses, government and other agencies work together through common sense licensing, regulation, and revenue collection to promote public safety, support business, and enhance the livability and economic vitality of Portland and surrounding communities."

BUREAU HIGHLIGHTS

Overview

The major focus of the Bureau of Licenses is to identify, license, collect, and audit a variety of license and regulatory fees and taxes paid by businesses in the city of Portland and Multnomah County. To meet this objective the bureau will continue to expand the effective use of the Business License Information System, Internet, and continue associated process reengineering and resource realignment (SII) to improve productivity, service delivery, and provide additional services to licensees, citizens, and the business community.

Challenges

Enhancing revenue collections while projecting a decrease in revenue growth will present additional challenges to the staff in the bureau. By fully utilizing computer automated functions to perform routine tasks, staff will be able to concentrate on licensing new businesses and on enhancing collection efforts for existing non-paying and delinquent accounts.

In cooperation with the Portland Development Commission, BHCD, OECD, Small Business Association, Portland Community College, Portland State University, and members of the business community, the bureau will develop enhanced small business support through identifying, referencing, and defining links to existing City, State, Federal, and non-profit services and identifying possible new services and service delivery methods.

Revenues

Business License Program

The largest portion of the revenue collected is the consolidated Portland Business License/Multnomah County Business Income Tax.

Transient Lodgings Program

The bureau also collects the Transient Lodgings Tax for distribution to the City, County, and Portland Oregon Visitors Association. This amount in FY 2000-01 is more than last year because of an increase in the Multnomah County portion of the tax, which will be used to renovate Civic Stadium and expand the Oregon Convention Center.

Downtown Property Management Program

The bureau administers the Downtown Business Property Management Program, which provides over \$2.7 million annually for the Downtown Clean and Safe Program managed by the Association for Portland Progress.

Legislative, Administrative and Support Services Service Area

The bureau is collecting fees for the Lloyd Business Improvement District from member businesses for similar services in that district. These funds will also be collected through the Downtown Property Management Program. Other districts are in the organizing or planning stages and may be added in FY 2000-01.

Total Revenue Collection

In FY 2000-01, the bureau will collect approximately \$122.9 million in revenues for the City, Multnomah County, and other agencies.

Coordination & Regulation**Regulatory Programs**

The bureau administers regulatory programs including towing, taxi and other for-hire transportation, pay and park lots, secondhand dealers, amusement devices, social games, and liquor licensing.

A change in the ordinance regulating the Amusement Device Program will result in a loss of \$67,500 in revenue for FY 2000-01. It is anticipated that a change in the Towing Program ordinance will result in an additional \$32,000 in revenues for FY 2000-01. The result is a loss of \$35,500 for the Regulatory Programs.

Film/Video & Special Events

In addition, the bureau coordinates permitting with other bureaus and agencies for special events such as parades and runs, as well as film and video projects that require street closures or other similar types of interruptions within the City limits.

General Description

BUREAU OVERVIEW

Organizational Description

The bureau will collect \$121.8 million in revenue for the City, Multnomah County, and other agencies.

Revenue Collection

The primary mission of the Bureau of Licenses is to identify, collect and audit a variety of business license fees and taxes paid by businesses in the city of Portland and Multnomah County. The largest portion is the consolidated Portland Business License/Multnomah County Business Income Tax. It will generate about \$95.1 million for the two jurisdictions in FY 2000-01.

The bureau also collects the Transient Lodgings Tax, which generates over \$23.9 million for distribution to the City, Multnomah County, and to the Portland Oregon Visitors Association through the Convention and Tourism Fund. The County added a 2.5% tax increase to fund the Convention Center expansion and the Civic Stadium renovation, which the bureau began collecting in April, 2000 increasing revenue collection by approximately \$4 million.

In addition, the bureau administers the Downtown Property Management Program, which provides over \$2.7 million annually for the Downtown Clean and Safe Program.

In FY 2000-01, the bureau will collect \$121.8 million in revenues for the City, Multnomah County, and other agencies.

Event Coordination

In addition, the bureau coordinates with other bureaus and agencies in issuing the permits for special events such as parades and runs, film and video projects and other similar types of events within the City limits that require street closures.

Business Regulation

The bureau also administers regulatory programs which monitor the activities of towing, taxi transportation, pay and park lots, secondhand dealers, amusement devices, social games, and liquor licensing. In FY 2000-01, the bureau anticipates that the Regulatory Program will be self-supporting from program fees and will use no General Fund Discretionary dollars.

Operations

Operationally, the bureau will continue to incorporate information technology to automate many functions and improve the response time, accuracy, and cost effectiveness of customer service. During FY 2000-01 the bureau will be doing the following:

- ◆ Continuing to expand the capabilities of the Business License Information System (BLIS).
- ◆ Utilizing the Internet to enhance filing for tax and fee payers.
- ◆ Continuing efforts to develop electronic filing and funds transfer capabilities through BLIS and e-commerce.
- ◆ Planning and implementing a Web site resource referral service to assist small business owners who are currently doing business or want to start doing business in Portland. Assistance would include service referral to existing services available and how to begin doing business in Portland.

In addition, the formal business process improvement strategy initiated in July, 1998, to meet the bureau's customers' needs, will continue to be a priority.

MAJOR ISSUES

Economic Impact

The biggest challenge facing the Bureau of Licenses in FY 2000-01 will be maintaining or enhancing current levels of revenue while projecting decreasing revenue growth, international fiscal down turns, and mergers. Not only do these factors generally weaken revenue collections, but they also can add confusion and uncertainty within the customer base.

In cooperation with the Portland Development Commission and members of the business community, the bureau will develop enhanced small business support through defining links to existing services and identify possible new services and service delivery methods.

Workload

It is expected that audit, collection, customer service and IT support staff will all face increased workloads in assisting the bureau's customers with complying with requirements of the bureau's various programs as well as continuing enhancement efforts, both computer system and service improvement. However, as processes are streamlined and technology is used to perform repetitive, standard functions as much as possible, staff should have resultant increased internal capacity for customer service and dealing with exceptions.

The bureau will continue to focus on enhancing the Business License Information System and Web page to improve productivity and provide additional services to the business community.

There will be an increase in the Taxi Program enforcement and planned program expansion to regulate Executive Cars as requested by Council. The impact to current staffing will be analyzed.

CHANGES FROM PRIOR YEAR

There are three significant changes from the prior year's budget

Enhance Revenue Collection Capacity

Additional funding has been provided in the budget that will enhance the bureau's revenue collection capacity. This funding will allow additional programming and development of the Business License Information System (BLIS) and the addition of 4.5 full time revenue collecting employees that will be added to coincide with the completion of BLIS development.

Service Improvement Initiative Efforts

The bureau is in the second year of efforts to improve proficiency and better serve its many and varied customers. Management and staff are being trained in applying the principles of performance measurement, project planning and management, process improvement, activity-based costing, and resource and organizational realignment to enhance service delivery and increase interacting with and availability of information to the public and other agencies.

Business Assistance Referral

A recent survey conducted by the bureau indicated that businesses would like to know and readily access services already available to better and more easily operate a business in the City of Portland. In response, the bureau has partnered with other City and State agencies to develop a one-stop resource identification and referral concept to assist all businesses. The project is currently in the definition and planning stage, but the bureau anticipates the business community will start seeing results in FY 2000-01.

FUNDING SOURCES

Funding for the bureau's programs comes from fees collected to regulate specific business activities such as the towing of vehicles requested by the City, the County or the Portland Airport, secondhand dealers, liquor recommendations, and taxicab and other for-hire transportation.

Additional funding is provided by agencies outside the City that contract with the bureau to collect revenues for programs, such as Multnomah County Business Income Tax, Convention & Tourism and the downtown Economic Improvement District.

The balance of funding comes from the General Fund.

Strategic Direction

VISION AND VALUES

Values

The Bureau of Licenses is committed to the following values as a means to accomplish its assigned mission:

- ◆ **Innovation:** Actively seeking better ways to solve problems and provide services.
- ◆ **Flexibility:** Being adaptable to changes in how we do our jobs.
- ◆ **Quality Service:** Being courteous, friendly, caring, accurate, efficient, timely, respectful, and accessible to customers and co-workers.
- ◆ **Diversity:** Being equitable, inclusive, and respectful of different cultures, languages and the unique nature of individuals.
- ◆ **Professionalism:** Having integrity and honesty, and being well trained and competent, helpful, knowledgeable, respectful, hardworking, and conscientious.

MANAGEMENT GOALS & OBJECTIVES

In FY 1999-00, the Bureau of Licenses reviewed how it has been doing business and the internal environment in which it operates. As part of the process, goals were set for the next three years. They are:

- ◆ Resource realignment of staff around functions and define and implement a system to measure bureau "processes", outcomes, successes and improvements.
- ◆ Continue information technology development and complete existing identified systems enhancements and requirements.
- ◆ Identify and implement training plans to create and maintain a highly skilled, knowledgeable workforce.
- ◆ Identify marketing strategies for the Bureau of Licenses services, knowledge, skills and abilities to position the bureau to develop new program, client, and revenue collection opportunities.

Objectives to reach these goals will be developed after the realignment has occurred.

COUNCIL PRIORITIES

Council Issues and Priorities

Small Business Assistance

The bureau is developing a small business support proposal that will involve City bureaus and outside agencies and associations. Currently the bureau is planning a Web page for businesses to access information, services and assistance resources that are currently available. In addition, the bureau is identifying added assistance that can be provided by staff when interacting with customers and performing existing duties. This assistance will be part of the effort to provide increased support to ensure a successful small business environment in the Portland Metropolitan area.

Business Improvement Districts

The bureau will assist in the development and administration of business improvement districts throughout the City. Although still in their design stage, the districts will offer economic development services.

For-Hire Transportation

In order to provide innovative, cost effective, and common sense regulation, the bureau continues to work with representatives of Port of Portland, Portland Oregon Visitors Association, Tri-Met, the taxi/ground transportation industry and citizens to promote service quality standards and ensure public safety. Progress is being made regarding the issue of compliance of the 3-tiered rate structure of shuttles, taxicabs and limited passenger transportation, and luxury sedans, and ensuring reliable, affordable service to any person in every part of town.

Overview of Programs

BUSINESS LICENSES

The Business License Program is the second largest source of General Fund revenue for the City. Receipts are expected to be in excess of \$53 million in FY 2000-01. This program is jointly administered with the Multnomah County Business Income Tax (MCBIT). An additional \$42 million for the County is anticipated to be collected for FY 2000-01.

Under this program, staff identify businesses subject to the Business License law and MCBIT, collect accounts, maintain accurate records, audit accounts for accuracy, and assist businesses in complying with the law. For budget purposes, this program includes the Downtown Property Management Program and the Film/Video and Special Events Coordination.

REGULATORY PROGRAMS

The Regulatory Program involves investigating, monitoring, and issuing various regulatory permits. The nine programs include secondhand dealers, pay and park lots, social games, amusement devices, taxicabs and other for-hire transportation, and towing companies. This program is also responsible for the City's liquor license recommendation process.

Under intergovernmental agreements, this program administers the secondhand dealer program for Multnomah County and contract towing for Portland International Airport and the Multnomah County Sheriff.

TRANSIENT LODGINGS

The Transient Lodgings Tax Program is the fourth largest source of General Fund revenue for the City, with receipts expected to exceed \$10 million in FY 2000-01.

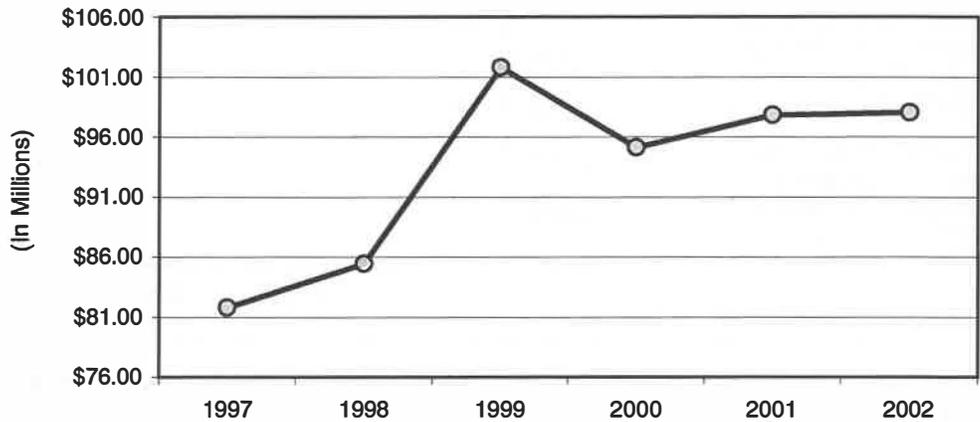
The program includes identifying operators subject to the tax, collecting fees, auditing accounts for accuracy, maintaining records, and providing assistance to operators in payment of the tax. The City continues to collect this tax for Multnomah County within the boundaries of Portland.

This program also provides approximately \$2 million in funding for the Portland Oregon Visitors Association to support tourism activity.

Performance Measures

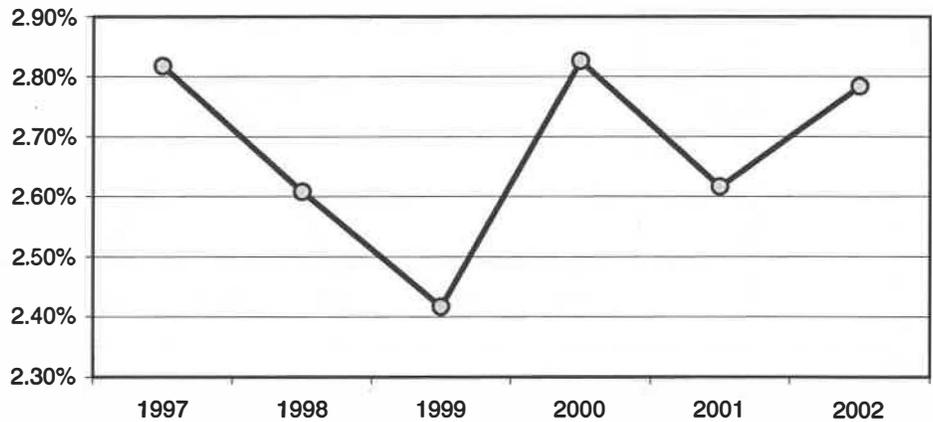
Business Licenses Total Revenue Collected

- ◆ The 1999 increase was due to a one-time only surcharge applied to MCBIT payers to support schools.
- ◆ Portland's local economy grew in past years, although it is expected to start leveling off.



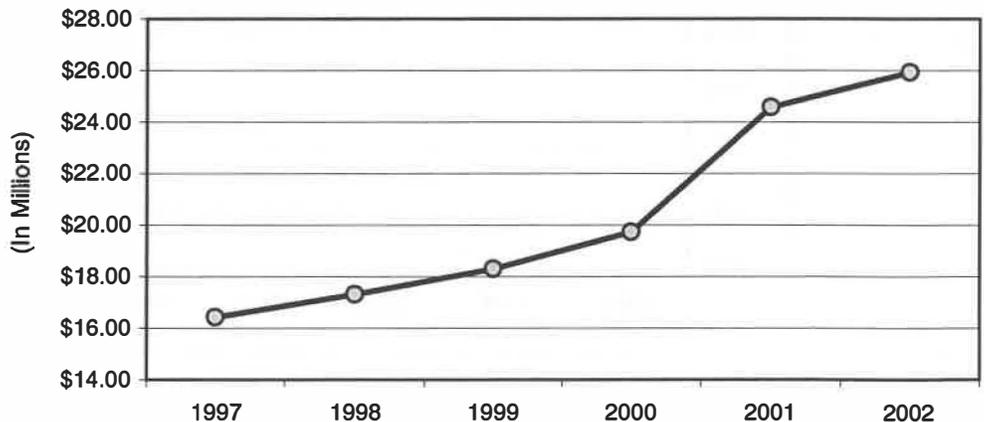
Expenses as a Percent of Revenue

- ◆ Slight increases in various years are indicative of costs associated with Business License Information System application development project.



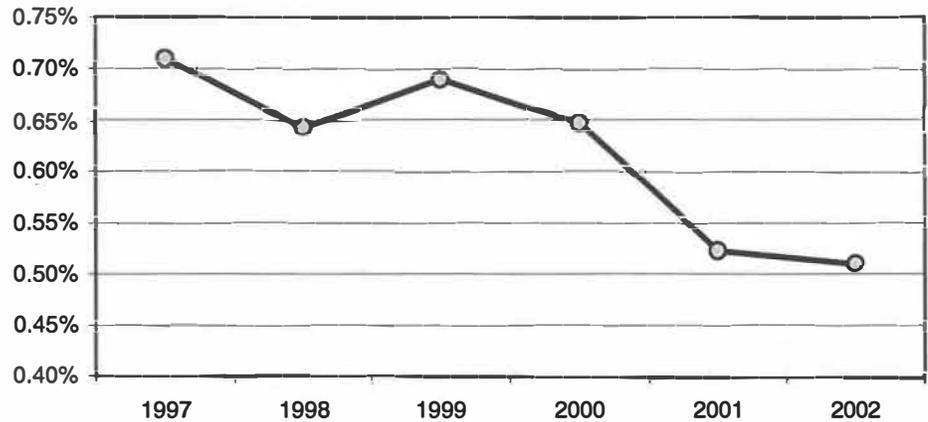
Transient Lodging Tax Collected

- ◆ In April, 2000, Multnomah County will begin collecting a temporary additional 2.5% tax for the expansion of the Convention Center and renovation of Civic Stadium.

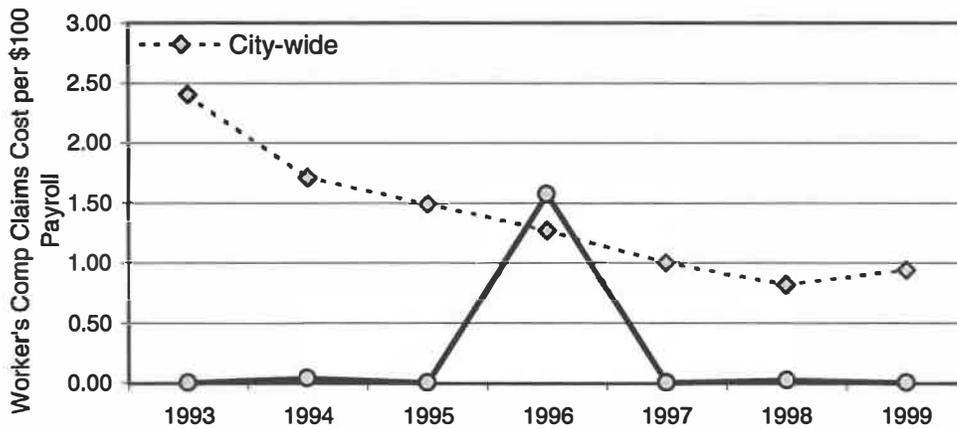


Transient Lodgings - Expenses as % of Revenues

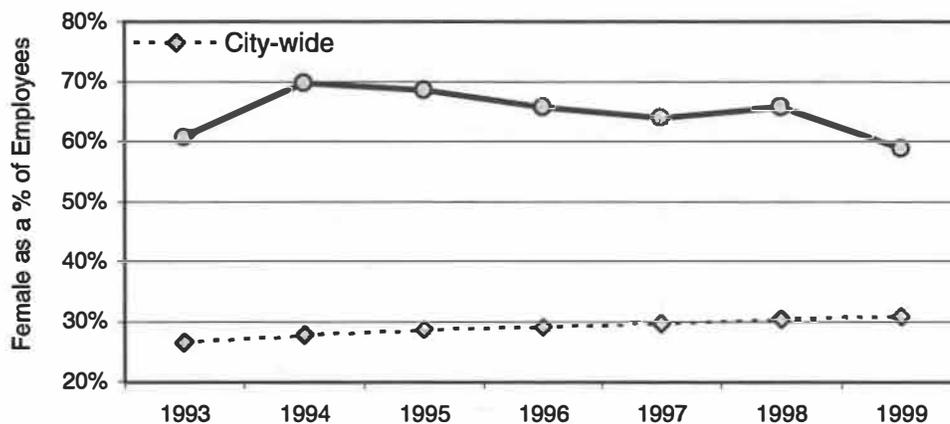
- ◆ Transient Lodging Taxes are collected from approximately 165 hotels and motels in Portland. The taxes are collected quarterly.
- ◆ Multnomah County and Convention & Tourism revenues are included in the calculation.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
BUREAU OF LICENSES						
Affirmative Action Measures						
Female Employees as a Percent of Total	63.9%	65.7%	58.8%			
Minority Employees as a Percent of Total	13.9%	14.3%	14.7%			
Bureau of Licenses						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	2.94			
Worker's Comp Claims per 200,000 Hours Worked	0.00	6.10	0.00			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.35			
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.02	\$0.00			
Business Licenses						
Workload						
Business Licenses - No. of Monetary Transactions	54,991	174,808	225,799	257,410	226,520	228,000
Effectiveness						
Business Licenses -- Total Revenue Collected	\$81.77	\$85.44	\$101.79	\$95.10	\$97.81	\$98.02
Efficiency						
Business Licenses - % Expenses are of revenue	2.82%	2.61%	2.42%	2.83%	2.62%	2.78%
Regulatory Programs						
Workload						
Regulatory Permits - No. of Permits	7,020	6,806	6,705	4,292	5,018	5,018
Effectiveness						
Regulatory - Length of Time Handling Liquor Apps	56	56	42	42	42	42
Efficiency						
Regulatory - % of Expenses per Permit	1.4872%	1.5370%	1.7359%	0.7904%	0.9519%	0.9519%
Transient Lodgings						
Workload						
Transient Lodging - No. of Hotel/Motel Audits Performed	25	27	35	30	30	30
Effectiveness						
Transient Lodging Tax Collected	\$16.42	\$17.30	\$18.29	\$19.73	\$24.56	\$25.91
Efficiency						
Transient Lodging % Expenses are of Revenue	0.71%	0.64%	0.69%	0.65%	0.52%	0.51%

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	2,136,897	2,258,213	2,446,871	2,771,761	2,771,761
External Materials and Services	124,091	242,810	267,127	249,602	269,602
Internal Materials and Services	544,889	478,090	500,816	593,916	593,916
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	2,805,877	2,979,113	3,214,814	3,615,279	3,635,279
Capital Improvements	35,131	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 2,841,008	\$ 2,979,113	\$ 3,214,814	\$ 3,615,279	\$ 3,635,279
Allocated Overhead	580,537	229,013	459,004	381,507	297,737
Total Cost with Allocated Overhead	3,421,545	3,208,126	3,673,818	3,996,786	3,933,016
RESOURCES					
General Fund Discretionary		1,816,529	2,043,086	2,352,769	2,372,769
Non-Discretionary Revenues					
Grants & Donations		0	0	0	0
Contract Revenues		512,886	528,273	627,978	627,978
Interagency Revenues		52,081	52,967	54,662	54,662
Program Revenue		597,617	590,488	579,870	579,870
Total Non-Discretionary Revenues		1,162,584	1,171,728	1,262,510	1,262,510
TOTAL GENERAL FUND RESOURCES		\$ 2,979,113	\$ 3,214,814	\$ 3,615,279	\$ 3,635,279
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Business Licenses		2,484,766	2,582,352	3,008,398	3,028,398
<i>Positions</i>		33	33	39	39
Regulatory Programs		392,072	543,000	521,150	521,150
<i>Positions</i>		7	7	6	6
Transient Lodgings		102,275	89,462	85,731	85,731
<i>Positions</i>		1	1	1	1
Property Management		0	0	0	0
<i>Positions</i>		0	0	0	0
TOTAL PROGRAMS		\$ 2,979,113	\$ 3,214,814	\$ 3,615,279	\$ 3,635,279
<i>Positions</i>		41	41	46	46
<i>General Fund Discretionary Positions</i>		32	32	37	37

Bureau of Licenses AU 316

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,278,969	1,349,200	1,749,355	1,987,253	1,987,253
512000 Part-Time Employees	16,465	53,756	9,315	30,264	30,264
514000 Overtime	2,249	7,006	0	0	0
517000 Benefits	575,569	581,077	688,201	754,244	754,244
518000 Paid Absence	263,645	267,174	0	0	0
Total Personnel Services	2,136,897	2,258,213	2,446,871	2,771,761	2,771,761
Materials and Services					
External Materials and Services					
521000 Professional Services	9,450	25,721	138,568	0	0
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	4,376	3,780	5,500	5,507	5,507
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	25,746	27,170	12,389	186,500	186,500
531000 Office Supplies	32,553	29,457	27,025	13,643	13,643
532000 Operating Supplies	5,756	46,009	24,999	17,852	37,852
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	58,382	65,363	25,200	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	8,219	31,244	18,865	15,550	15,550
542000 Local Travel	6,952	5,218	8,000	8,300	8,300
543000 Out-of-Town Travel	1,421	0	0	0	0
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	6,367	8,848	6,581	2,250	2,250
Total External Materials and Services	159,222	242,810	267,127	249,602	269,602
Internal Materials and Services					
551000 Fleet Services	0	0	0	0	0
552000 Printing & Distribution	65,974	86,633	72,446	74,837	74,837
553000 Facilities Services	128,086	201,184	299,982	307,929	307,929
554000 Communications Services	34,233	37,503	38,078	45,010	45,010
555000 Data Processing Services	216,291	49,477	37,307	48,903	48,903
556000 Insurance	42,147	39,095	40,503	52,254	52,254
557000 Master Lease	53,211	0	0	0	0
558000 Same Fund Services	4,947	2,250	1,750	5,000	5,000
559000 Other Fund Services	0	61,948	10,750	59,983	59,983
Total Internal Materials and Services	544,889	478,090	500,816	593,916	593,916
Total Materials and Services	704,111	720,900	767,943	843,518	863,518
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 2,841,008	\$ 2,979,113	\$ 3,214,814	\$ 3,615,279	\$ 3,635,279

Bureau of Licenses AU 316

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	0	0	0	0	0	0	0
926	Administrative Services Manager	0	0	0	0	1	58,808	1	58,808
815	Administrative Specialist	1	1	1	27,226	0	0	0	0
922	Administrative Supervisor II	0	1	1	54,433	0	0	0	0
2532	Applications Analyst II	0	0	0	0	2	90,896	2	90,896
2534	Applications Analyst IV	0	1	1	62,305	1	53,343	1	53,343
535	Assistant Management Auditor	1	1	1	45,392	0	0	0	0
2220	Assistant Regulatory Specialist	3	3	3	114,504	0	0	0	0
114	Clerical Specialist	8	9	9	229,261	0	0	0	0
2202	Code Specialist II	0	0	0	0	10	377,970	10	377,970
2204	Code Specialist III	0	0	0	0	1	43,722	1	43,722
2207	Code Specialist, Lead	0	0	0	0	1	32,829	1	32,829
2210	Field Representative	6	6	6	226,645	0	0	0	0
2211	Field Representative II	4	4	4	155,543	0	0	0	0
2523	Information Systems Tech II	0	0	0	0	1	43,536	1	43,536
2213	License Bureau Director	1	1	1	86,376	1	86,653	1	86,653
536	Management Auditor	3	3	3	161,141	4	200,200	4	200,200
102	Office Support Specialist II	0	0	0	0	11	319,090	11	319,090
104	Office Support Specialist III	0	0	0	0	2	68,358	2	68,358
2545	Principal Info Systems Analyst	0	1	1	59,941	1	63,478	1	63,478
968	Program Manager I	5	5	5	277,278	4	220,658	4	220,658
964	Program Specialist	1	1	1	54,214	1	54,586	1	54,586
2222	Regulatory Program Administrator	4	4	4	195,096	4	209,416	4	209,416
7494	Sr Community Relation Specialist	0	0	0	0	1	63,710	1	63,710
TOTAL FULL-TIME POSITIONS		38	41	41	\$ 1,749,355	46	\$ 1,987,253	46	\$ 1,987,253

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	3,343,683	0	3,343,683	41.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(104,558)	0	(104,558)	0.0	5% CLS Reduction
	199,060	0	199,060	4.0	New Revenue Positions
	0	109,200	109,200	0.0	BLIS Programming
	0	70,170	70,170	1.0	Small Business Assistance
	(2,276)	0	(2,276)	0.0	Adjustment for BGS I/As
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	20,000	20,000	0.0	Small Business Assistance - Carryover Revenue Received in FY1999-00 from BHCD
	92,226	199,370	291,596	5.0	Total FY 2000-01 Decision Packages
			\$ 3,635,279	46.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	45,065	0	45,065		1 FTE Administrative Specialist
	30,000	0	30,000	0.0	Service Improvement Project
	22,279	0	22,279	0.0	IT Network Upgrade
			\$ 97,344	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0



Office of Management and Finance

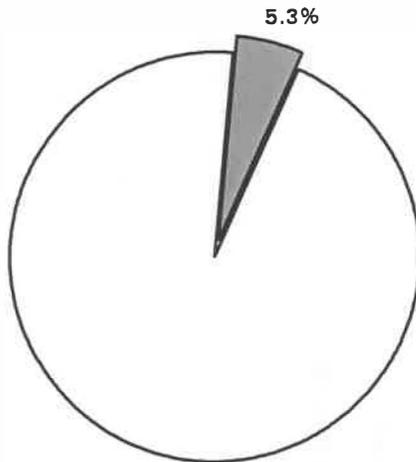
Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

Timothy Grewe, Chief Administrative Officer

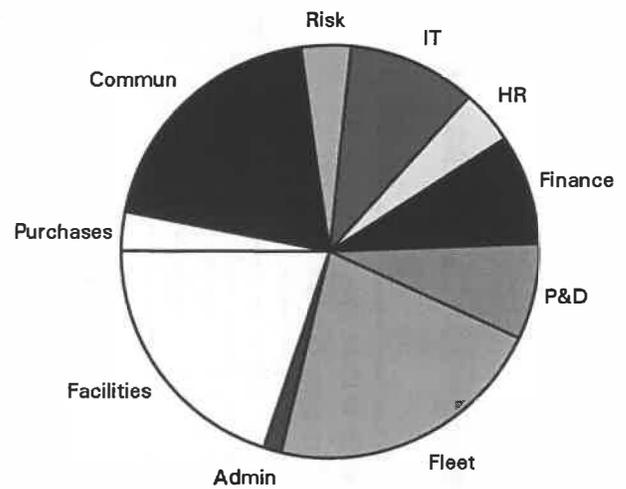
Percent of City Budget

OMF = \$89.4 Million



City Budget = \$1.68 Billion

Bureau Divisions

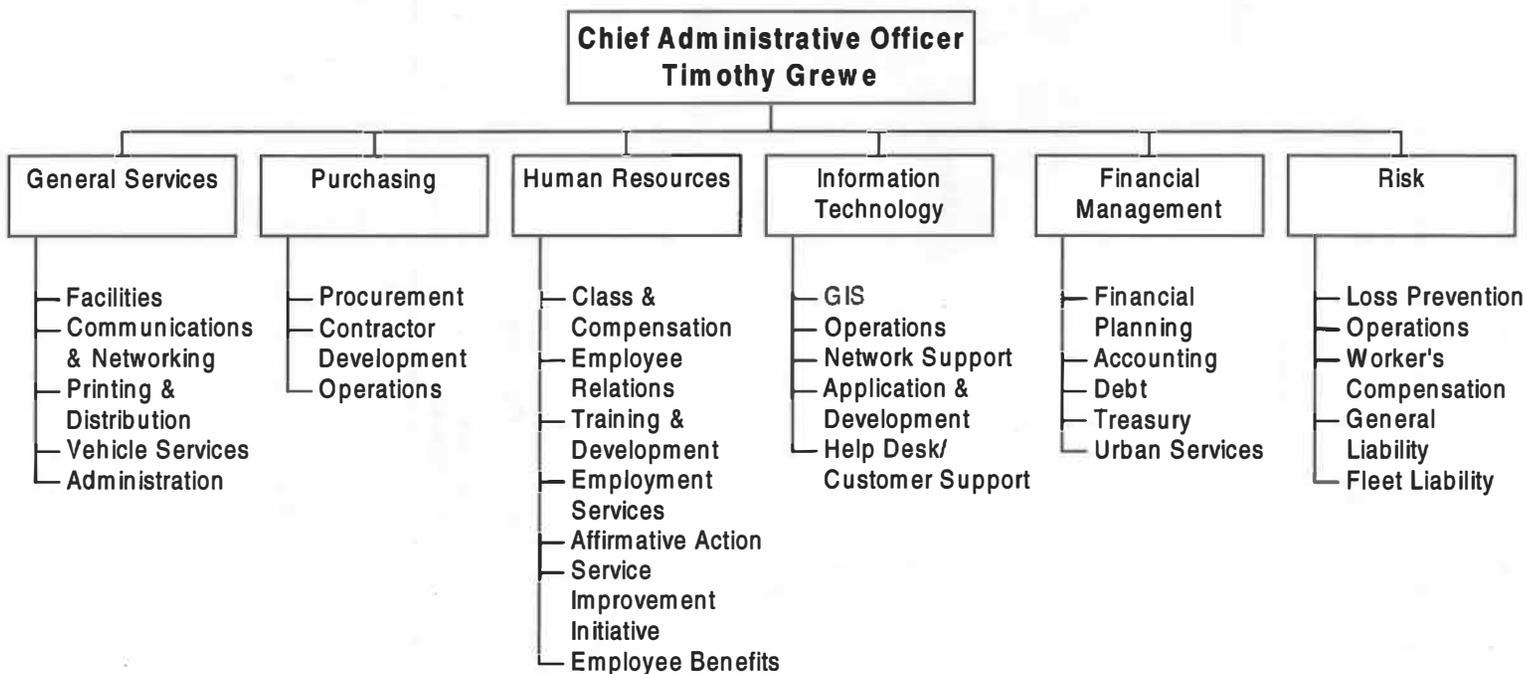


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	84,817,845	76,988,435	-7,829,410	-13.2%
Capital	17,612,575	12,401,492	-5,211,083	-32.7%
Allocated Overhead Costs	2,144,885	2,019,031	-125,854	-10.0%
Total Cost with Allocated Overhead	\$ 104,575,305	\$ 91,408,958	\$ -13,166,347	-16.4%
Authorized Full-Time Positions	423	421	-2	-4.8%

Note: Per capita change values are adjusted for inflation and population growth.

Office of Management and Finance



Bureau Summary

BUREAU HIGHLIGHTS

Council creates the Office of Management and Finance.

The Council approved, effective May 3, 2000, a reorganization which created the Office of Management and Finance (OMF) by consolidating the Office of Finance and Administration, the Bureau of General Services, and the Bureau of Purchases. The reorganization was undertaken to achieve efficiencies and savings in the delivery of City administrative services.

OMF supports Council's strategic goals and strategies through its wide array of services.

The Office of Management and Finance provides leadership and services to the Mayor, Council, and bureaus in the following program areas:

- ◆ Financial Management
 - ❖ Financial planning and budget development.
 - ❖ Investment of the City's funds' debt issuance and management.
 - ❖ Oversight of the Oregon Arena and project leadership in other spectator facility issues.
 - ❖ Review of 2040 growth and ORS 195 service delivery policy issues.
 - ❖ Federal, state, and foundation grant compliance and reporting.
 - ❖ Intergovernmental collaboration in growth and service delivery policy issues.
- ◆ Human Resources
 - ❖ Management of human resources, employee benefits, and affirmative action.
 - ❖ Leadership in developing and implementing a Citywide approach to service improvement and labor-management partnerships.
- ◆ Information Technology
 - ❖ Corporate information technology strategic planning and services, including the Geographical Information System (GIS).
- ◆ Risk Management
 - ❖ Management and administration of the City's self-insured workers' compensation and liability insurance programs.
- ◆ Purchases
 - ❖ Administration of competitive contracting and bidding.
 - ❖ Facilitation of the City's Fair Contracting Employment Strategy implementation.
- ◆ General Services
 - ❖ Operation and maintenance of all communications-related services.
 - ❖ Facility planning, building maintenance, real property management, capital project management, and management of the City's Smart Park garage system.
 - ❖ Acquisition, modification, repair, and disposal of vehicles and equipment owned, leased, and rented by the City.
 - ❖ Copy, mail, duplication, and microfilm services.

**OMF Budget
Changes from FY
1999-00**

The Adopted Budget reflects OMF's focus on maintaining its critical and basic services and its ability to meet evolving customer needs.

FY 2000-01 OMF operating budgets resulted in reductions totaling approximately \$1.7 million. Reductions were made in a number of areas:

- ◆ Eliminating commercial quality printing services.
- ◆ Limiting mail delivery and pick-up to once a day.
- ◆ Eliminating non-essential models and options on vehicles rented and leased.
- ◆ Eliminating the Tuition Reimbursement Program.
- ◆ Reducing OMF employee training and education.
- ◆ Reducing materials and services.
- ◆ A net loss of five positions in the OMF Director's Office, Accounting Division, and the Bureau of Information Technology.

Additionally, approximately \$3.3 million in Bureau of General Services' (BGS) capital projects were removed from the FY 2000-01 budget. This was a result of delaying to FY 2001-02 the remodel of the Bureau of Purchases' space, examining other options for the Emergency Operations Center relocation, and requesting further examination of the Pearl District garage construction.

Restoration of reductions and/or enhancements to services were made by the Council as follows:

- ◆ Addition of a Procurement Card Administrator position.
- ◆ Approval of a software subscription agreement for the 800 MHz system.
- ◆ Approval of the Integrated Regional Network Enterprise (IRNE) capital project.
- ◆ Restoration of most major maintenance and capital replacement components of various BGS rates.
- ◆ Approval of capital projects to maintain, preserve, and enhance City facilities.
- ◆ Increased resources for the Citywide Service Improvement Initiative.
- ◆ A net increase of two new positions for workload assistance and organizational needs in BGS.

General Description

BUREAU OVERVIEW

The Office of Management and Finance is the primary advisor and provider of central services to the City Council and City bureaus in the areas of financial management, human resources management, employee benefits, affirmative action, risk management, information technology management, purchasing, urban services, and general centralized services, such as vehicle, facilities, communications, and printing and distribution services.

OMF was created by the City Council on May 3, 2000 through a reorganization of the Office of Finance and Administration, the Bureau of General Services, and the Bureau of Purchases. The consolidation was undertaken to achieve efficiencies and savings in administrative and support services for the City.

MAJOR ISSUES

There are several major initiatives in the Office of Management and Finance's FY 2000-01 Adopted Budget.

Citywide Administrative Review

Council has directed a review of administrative services Citywide. Council has defined the initial list of services to be reviewed to include accounting, budget, debt, treasury, clerical, payroll, external and internal communications, training, education, outreach, grant administration, license and fee collection, risk management, facilities, fleet, human resources, information technology, legal, printing and distribution, public information and purchasing.

Additionally, the Council has targeted a 5% decrease in current service level budgets for administrative organizations for FY 2001-02, which is in addition to the reductions reflected in the FY 2000-01 Adopted Budget.

The City's Chief Administrative Officer will provide leadership to OMF and have ongoing Citywide authority to review and propose improvements to the Council for all administrative service functions in all bureaus.

New GASB Reporting

The Governmental Accounting Standards Board has promulgated new financial reporting models which become effective beginning in 2001. The change in reporting is mandatory. Failure to comply will most assuredly result in a qualified opinion of the City's financial reports. This would impact the City's Aaa bond rating, thereby significantly increasing borrowing costs. One-time costs are estimated at \$160,000. It is quite likely there will be ongoing costs associated with the new reporting model as well; OMF is unable to determine those costs at the current time. This request was not funded in the Adopted Budget, and OMF will attempt to absorb costs internally.

IBIS Replacement

The need to replace the City's Integrated Business Information System (IBIS) is on the horizon. Replacement is necessary to provide better management information upon which to base decisions and to facilitate the use of emerging technology. There are no solid cost estimates currently, but this is a multi-million dollar investment of which Council needs to be aware.

A comprehensive assessment is first required to develop a business case and plan for replacement of the City's financial management system in order to proactively plan for and budget the replacement costs. The Adopted Budget provides no dollars for conducting the assessment. OMF will look internally for savings that can be applied to the assessment.

Virus Recovery Plan and Clean Site

A Virus Recovery Plan and Virus Clean Site are critical business needs of the City. The frequency and destructiveness of virus events is increasing, as evidenced by post-Melissa activity. Proactive virus prevention and recovery planning is the only way to minimize business disruption. Since funding was not provided in the FY 2000-01 Adopted Budget, OMF will absorb first year costs within its current service level due to the importance of this activity. Ongoing costs will be included in the BIT rate model and collected through their interagency agreements.

Facilities Major Maintenance

The level of major maintenance projects to maintain facilities is lower than recommended levels or planned requirements. The generally accepted benchmark for annual spending on major maintenance projects is between 2-4% of the replacement value of a building. This standard is reflected in the Facilities Services Fund policy establishing the goal that 3% of replacement value of buildings within the portfolio be set aside and spent for major building maintenance each year. It has also been adopted as a performance measure component for the Facilities Services Division as recommended in an April 1999 report by the City Auditor. Because of financial restraints, however, current annual collections average only 1.6% of replacement value.

800 MHz Radio System Major Maintenance

Major maintenance emerges as a similar issue for the City's public safety communications infrastructure. The public safety radio and mobile data systems are approaching their eighth year of operation. These systems, operated and maintained by Communications Services, are recognized by the Motorola Corporation as the most reliable of their kind in the world. These communications systems are essential safety tools of all public responders in the region. However, like a building, the physical structures and major electronic components of the system require annual spending on major maintenance projects and equipment of 2-4% of the replacement value to address large issues in aging plant, ones which will effect operational quality and safety standards. This funding source has never been established.

Integrated Regional Networking Enterprise (IRNE)

Another major issue for OMF is the construction and operation of the Integrated Regional Networking Enterprise (IRNE). The City's leadership in developing and managing the IRNE continues to gain support and momentum. This enterprise represents a major investment designed to remove technological barriers for government participation in the e-commerce economy and reduce costs by sharing infrastructure among partners. The IRNE will provide a physical, high-speed, high-capacity, link among and between government buildings. Once this link is in place, a myriad of public service enhancements can occur.

Initially, costs to users of the system would be more than the costs of continuing to lease voice and data lines and equipment from outside vendors. However, the financial models developed so far show that over a 10-year period the IRNE will save the City money, because the costs for data lines are projected to increase rapidly. While the costs of transport per bit of data will go down, the number of bits will grow rapidly as the City implements data intensive systems, such as GIS and Blueprint 2000, and performs more of its basic everyday business over the Internet. By owning the IRNE, the City will be able to take on this higher level of data traffic with minimal increases in cost. Savings in the cost of transporting data in the future allow the project to save the City money over the 10-year period.

MDT Replacement

The Police Bureau will be upgrading their mobile data terminals (MDTs) with MW520s from Motorola. Both Police and Communications had hoped to put this equipment on a fully funded replacement schedule, meaning 100% of the necessary funds would have been available once the equipment was due for replacement. This replacement schedule would also have been established for the Data 911 terminals in the Fire Bureau. Budget pressures, however, initially reduced the replacement funding to 50% of what was needed. In addition, further reductions were made beyond the 50% level in order to balance the Adopted Budget. These additional reductions were considered a temporary measure, with the intent of restoring funding at the 50% level in FY 2001-2002.

RECENT TRENDS**Program Trends**

The Office of Management and Finance programs reflect the following trends over the period FY 1992-93 through FY 2000-01.

- ◆ The Information Technology Program shows significant growth. This is a result of the City's focus on Information Technology, including: 1) the addition of the Information Technology Strategic Planning function, 2) one-time dollars in support of General Fund bureaus for equipment and training, 3) the addition of GIS, and 4) Year 2000 preparedness efforts over the past two to three years.
- ◆ Risk Management shows growth in FY 1998-99 and the current year as a result of costs associated with benefits redesign consulting services and employee involvement and education.
- ◆ Financial Planning shows a slight increase as a result of one-time budget automation dollars as well as \$100,000 in the second year of the two-year budget (FY 1999-00) for Your City Your Choice.
- ◆ Human Resources reflects slight growth in FY 1998-99 and the current year as a result of one-time dollars for workforce planning and classification-compensation studies.
- ◆ General Services budgets reflect the attraction of more customers and a customer base requesting more services. These increase the budget and need for enhanced staffing. When bureaus add employees for programs, they may need building space, telecommunications equipment, printing services, and vehicles. In addition, as other governments and agencies look to reduce costs they find BGS offers high quality service at a reasonable cost and have made the bureau their provider.
- ◆ Purchases has shown continuing growth from FY 1995-96 through FY 1999-2000 due to the Fair Contracting and Employment Strategy.

Revenue Trends**General Fund Revenues**

General Fund overhead has generally remained flat over the 10 year period. Grants and contracts show an increase due to the FCMS Grant for the City's Service Improvement Initiative and the TGM Grant for the Growth Management Analysis. Bureau program revenues have grown slightly due to increased interest earnings from the Trustee Accounts managed by the Treasury Division. General Fund discretionary resources show an increase in the current year, which is a result of a carryover from FY 1998-99, and one-time discretionary dollars for GIS and Your City Your Choice and the Apprenticeship Program for the current year.

Information Technology Rates

BIT Rates reflect an increase beginning in FY 1998-99. This is in part a result of the City's increased focus on information technology. Additionally, BIT reserves were drawn down to minimize financial impacts to bureaus over the last 3 years as a result of Ballot Measure 47/50. The increase, beginning in FY 1998-99, results from recovering full operating costs through interagencies. BIT has consistently communicated with its customers that it is no longer prudent to continue to draw down fund reserves to subsidize rates.

Risk Management Rates

Health Insurance contributions have increased significantly as a result of nationwide, increasing health costs. Benefits redesign is underway as a result of rising costs.

Workers' Compensation rates are generally showing a decline with a slight increase in FY 1999-200 and beyond.

Insurance and Claims rates continue to increase as a result of the City's claims experience.

It is important to note that Health, Workers' Compensation, and Insurance and Claims rates are actuarial based in order to ensure sound and prudent reserves. The increases are primarily claims driven as opposed to increases being driven by higher operating costs from the Bureau of Risk Management, which have remained generally static over the past several years.

General Services Rates

BGS rates normally average increases at the rate of inflation. Rates for some services for FY 2000-01 have been decreased by 3.75% to reflect reductions made to BGS operating budgets. These decreases were made in a number of ways, such as making mail pick-up and delivery only once a day for City offices, reducing repair and maintenance services and supplies, reducing professional services budgets, and eliminating some positions.

CHANGES FROM PRIOR YEAR

OMF responded to the Council's direction to prepare a budget for FY 2000-01 generally at 97.5% of the FY 1999-00 current service level (CSL), adjusted for inflation. The FY 2000-01 budget will likely impact OMF's ability to continue current levels of service.

OMF focused on critical and basic services.

As a result of the consolidation of the Office of Finance and Administration, the Bureau of General Services, and the Bureau of Purchases, OMF is currently in the process of evaluating operations and services and is rethinking how it is structured and how it does business. An assessment of City human resource systems is underway, and an IT Assessment is planned. Additionally, the Citywide administrative review will assess opportunities for consolidating and restructuring services to gain efficiencies and cost savings.

In developing its FY 2000-01 budget at reduced levels, OMF focused on maintaining its critical and basic services and its ability to meet the evolving needs of its customers.

Summary of Changes

Human Resources Program

Reductions within the Bureau of Human Resources include:

Tuition Reimbursement Program: The impact of this reduction is to eliminate partial reimbursement available to City employees for work and career related college level courses. Employees will be required to pay full tuition, or bureaus may choose to participate in funding.

Service Improvement Initiative: A Support Specialist position currently dedicated to the Citywide Service Improvement Initiative (SII) is eliminated. It is important to note that BHR support staff were recently centralized. The SII position's duties and responsibilities will be absorbed through the efficiencies gained as a result of this reorganization.

Human Resources programs have been adjusted to address classification and compensation issues as well as SII and Affirmative Action efforts.

Professional services dollars are decreased but preserve sufficient capacity to continue existing consulting services as well as to procure some additional services as necessary. Additionally, the reduction in professional services is mitigated by the recent hiring of a Human Resources Coordinator who is responsible for assisting bureaus with their facilitation and process improvement requirements. The training function was recently reassigned from the Coordinator to the Human Resources Director. The reassignment of training enables the HR Coordinator to focus energy on SII activities, while maintaining a collaborative link with the Citywide training function.

While the program is experiencing reductions, the budget maintains the integrity of the program by continuing 2 full-time positions, continuing the primary project consultant's role, and associated materials and services. Council approved a \$100,000 increase to the budget of SII in support of program needs.

Shared Positions: The Adopted Budget also provides for shared reception and bureau director support between the OMF Bureaus of Human Resources and Information Technology, who currently share the fourth floor of The Portland Building.

In addition to the above reductions, resources are being shifted within the bureau to address critical business needs.

Classification and Compensation: The City's classification and compensation system has significant financial and legal ramifications for the City and is a core human resources function. The Class-Comp team was dismantled and merged with Employment and Compensation Services during reductions associated with Ballot Measure 47/50. The dismantling of the team has resulted in an increase in appeals, impairments to the City's ability to attract and retain quality candidates, and an inability to support labor negotiations.

The FY 2000-01 Adopted Budget reestablishes a four person Classification and Compensation Team to address this critical business need. In order to recreate the team within current resources and the reduction environment, staffing realignments were made among the Employment and Compensation, Affirmative Action, Employee Relations, and Administrative Support teams.

Affirmative Action: An assessment of the joint City-County Affirmative Action Program has been underway by both the City and County. The FY 2000-01 Adopted Budget reflects a return to a dedicated City program and realignment of services. It is anticipated that the realignment will better integrate diversity and outreach efforts into the recruitment, retention, and compensation functions and activities of the bureau.

Information Technology Program

Changes in the IT program include:

ITSP: Elimination of a Senior Administrative Specialist in the Information Technology Strategic Planning team results in lost capacity for web site construction and maintenance activities and administrative support for the ITSP and ITEC governance committees.

IT Special Projects: Elimination of a Senior Information Systems Manager will limit BIT's in-house capacity to manage large, complex, unplanned, and unbudgeted projects which arise (e.g., the "1900 Building," City standardization projects, bureau moves, Technology Learning Center, etc.).

Position adjustments and materials and services reductions were taken in BIT to comply with Council direction.

Data Center: Elimination of an Information Systems Manager in the Data Center will require increased oversight of the center by other BIT leadership. The loss of the Information Systems Technician II will shift responsibility for the enterprise server Login security management to other staff.

Reduced Space: BIT is releasing approximately 1600 square feet of space on the third floor of The Portland Building adjacent to the Data Center. Original plans were to reserve the space for future expansion of the Network Operating Center and the development of a virus recovery clean site. Release of the space limits BIT's capacity to address the City's growing network management and virus recovery requirements.

Operations Manager: An Operations Manager is created through the reduction of two senior level manager positions. This action provides more effective management and project integration across all service divisions within BIT, especially in emerging information technologies. Additionally, this position assists BIT in succession planning efforts given upcoming retirements.

GIS: Professional services are reduced to achieve current service level reductions. Professional services dollars are primarily tied to the seven year financial plan for the Enterprise GIS HUB but also serve to meet unexpected or critical demands for technical issues that arise. The reduction will potentially impact GIS's ability to meet unplanned requirements.

Risk Management Program

Reductions were made to various Risk Management programs.

Reductions totalling roughly \$70,000 are made in the defensive driving, hearing conservation, back injury prevention, and ergonomic programs. Additionally, fitness center equipment replacement dollars are reduced, and a position supporting the Wellness program is reclassified from a Senior Administrative Specialist to an Administrative Specialist.

Given the Council's priority for controlling losses, reductions will have a negative impact on City educational and preventative activities.

Financial Management Program

Financial Planning: Reductions include the elimination of part-time/intern dollars, which will impact the division's capacity to take on unanticipated special projects. Printing dollars are reduced primarily as a result of cost savings resulting from increased use of the Internet and Intranet for publishing documents. The cutback of training and education dollars and minor equipment limit the division's ability to provide tools to employees for enhancing performance.

Reductions made in Financial Management will limit enhancements to employee performance and the program's ability to take on special projects.

Accounting: The Accounting Division has been undergoing reorganization to shift its role from one of processing to one of accounting leadership and customer service. The reorganization provided for the establishment of a Program Manager I to focus on the division's customer service. The inability to fill the Program Manager position will impact the division's capacity to do collaborative and creative problem solving, system improvements, and provide training to bureaus.

The cutback of training and education dollars and minor equipment limits the division's ability to provide tools to employees for enhancing performance.

Grants: The reduction in materials and services impacts Grant's ability to provide tools that assist the team in their work, such as training and education and subscriptions to grant related publications, which keep them current.

Urban Services: A Program Specialist position was eliminated. The impact was mitigated by the add back of part-time dollars in support of program activities.

CAO's Office and OMF Administration : The Chief Administrative Officer's (CAO) Special Project team of 3.5 FTE is reduced by two positions. This will severely limit the ability of OMF to manage and/or participate in a variety of special projects, including current and emerging development projects and Council office special projects. Additionally, an administrative support position created in the current year budget has been eliminated from the Administration team.

General Services

The Adopted Budget reduced BGS operating rate budgets by 3.75%. These reductions included cutting six positions and reducing repair and maintenance services and supplies expenditures. Eight positions were added to address increased workload growth and the new Integrated Regional Network Enterprise project.

BGS Administration: The Administration Division eliminated one position, which resulted in a budget reduction of \$77,422. An Accountant position was added to address workload issues.

BGS has undertaken cost saving measures to help the City save money.

Communications and Networking Services: The Communications Services operating budget was reduced by \$265,000, including cutting two positions and making materials and services reductions. In addition, Mobile Data Terminal (MDT) replacement funding for the Fire and Police Bureaus has been reduced to below 50%, and the start of the 50% funding has been delayed to FY 2001-02.

Packages adding an Acquisition Specialist position for the Storesroom, \$270,000 for an 800 MHz software subscription, and approximately \$8 million and three positions for a capital project to construct the Integrated Regional Networking Enterprise (IRNE) were approved. The software subscription will insure the 800 MHz radio system continues to be a very reliable public safety-grade system. The IRNE project will allow the City to migrate all its voice and data traffic onto the network in FY 2001-02 and will save the City money in the long-run since costs will be less than leasing the services.

Vehicle Services: Vehicle Services made \$328,000 in cuts to its operating rate budget by decreasing repair and maintenance supplies and services. The division also reduced its budget and interagency agreements with City bureaus by \$15,000 for a cost savings proposal that limits the level of quality vehicles leased. Two positions were added to address workload needs.

Printing and Distribution Services :Printing and Distribution (P&D) made \$109,600 in cuts to its operating rate budget and eliminated two mail delivery positions. As a result, City bureaus will only have mail pick-up and delivery services once a day.

P&D also reduced its budget and interagency service agreements for three cost saving proposals. These reductions included eliminating the level of quality commercial vended printing (\$200,000), reducing the quality standards of in-house printing work (\$50,000), and requiring addressing standards be met to achieve postage discounts (\$20,000).

Funds for workload assistance were added, with the provision that when positions are needed for additional work contracts P&D will work with the Financial Planning Division on obtaining position authority.

Facilities Services: Facilities Services made approximately \$350,000 in cuts to its operating rate budget, including eliminating two positions and materials and services expenses. Facilities added \$62,000 for the additional operation and maintenance costs for the Police Bureau's new facility for the Mounted Patrol Unit.

Several capital projects were approved that will preserve, maintain, and enhance City facilities and assets. Three projects were deferred or denied. The Emergency Operations Center Relocation project was not approved because of other alternatives being examined. The remodel for the Bureau of Purchases will be considered in FY 2001-02 for capital set-aside funding because of other City needs requiring funding in FY 2000-01. The construction of a new garage in the Pearl District was removed from the budget because of the project needing further examination by the Parking Management Committee.

Purchases:

\$62,0000 was restored for a Procurement Card Administrator.

The Bureau of Purchases made support and administrative services reductions of \$62,000 that included the elimination of one Program Specialist position that supports the external apprentice program. A new Program Specialist position was added to manage the procurement card program and travel contracts and will provide support to other annual contracts and contract-related projects as required.

FUNDING SOURCES

The Office of Management and Finance Adopted Operating Budget of \$89,389,927 is funded by a combination of resources. The capital budget totals \$12,401,492 for General Services projects and purchases.

- ◆ General Fund discretionary is \$5,077,076, or approximately 6% of OMF's total budget.
- ◆ General Fund overhead revenues total \$6,750,624, or 8%.
- ◆ Bureau specific revenue totals \$317,399 and includes revenue associated with voluntary payroll deductions, wage garnishment fees, and interest earnings by Treasury in the maintenance of Trustee Accounts.
- ◆ Interagency revenue totals \$77,244,828, or 86% of FY 2000-01 Adopted appropriation.

Bureau Funding Sources

Purchases

Approximately 88% of the Bureau of Purchases budget is supported by General Fund Overhead and General Fund discretionary resources. The remaining revenues are from interagency agreements and contract revenues.

Risk Management, General Services, Information Technology, Debt, and Treasury recover their operating costs primarily through interagency agreements with their customers.

Risk Management

Risk Management Program costs are supported 100% by interagency revenues from the Health, Workers Compensation, and Insurance and Claims Funds

Information Technology

Eight percent of BIT's budget is currently supported by General Fund discretionary and overhead revenue. As a result of the Cost of Service Study, General Fund support for BIT services are being eliminated and will be recovered through interagency revenues. To minimize the impact to the General Fund as a result of loss of overhead revenue, a two-year phase in will occur.

General Services

The primary funding source for BGS is interagency service agreements with City bureaus and other local governments and agencies. Other major funding sources include parking garage and commercial space revenues and debt sales.

Financial Management

Financial Management is funded through a variety of sources. Although much of the funding is through General Fund overhead and General Fund discretionary revenues, the Debt Management Division is funded 100% by interagencies, and the Treasury Division is funded 91% by interagencies and bureau specific revenue, with 9% General Fund discretionary funding.

It is important to note that as a result of the preparation of the annual Federal Indirect Cost Plan by OMF's Grants team, approximately \$354,000 of allowable grant costs were recovered in FY 1998-99. This recovery more than supports the costs of the centralized grants compliance function.

Human Resources

The Bureau of Human Resources is primarily funded through General Fund overhead and General Fund discretionary revenues.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Management Objectives for FY 2000-01

The City Council reorganized City administrative services in May 2000 by creating the Office of Management and Finance, which merged the Office of Finance and Administration, the Bureau of General Services, and the Bureau of Purchases.

Additionally, the City Council charged the Office of Management and Finance with review and reorganization of the City's finance, human resources, information technology, and purchasing functions Citywide to be reflected in the FY 2001-02 Adopted Budget. Council objectives for the reorganization and administrative review include:

- ◆ A single point of responsibility for ongoing review of administrative service policies, practices, and procedures.
- ◆ Increased accountability.
- ◆ Improved services.
- ◆ Targeted 5% reductions in FY 2001-02, in addition to reductions taken in FY 2000-01. The 5% targeted reduction in FY 2001-02 is to apply to administrative services within all City bureaus, including internal service and service delivery bureaus.

In addition to the Citywide review of administrative services, OMF will provide leadership, management, and support to a host of management objectives in FY 2000-01, which are reflected below.

Program Overviews

Financial Management Program

The goals and objectives for the Financial Management program are:

- ◆ Revisit and refine OMF's approach to service improvement and customer service to ensure ongoing integration with City service improvement efforts.
- ◆ A continuous improvement review of the two-year budget process to facilitate Council decision-making and to streamline the process further.
- ◆ Review, refinement, and implementation of the Your City, Your Choice citizen involvement/outreach effort for the FY 2000-04 budget process.
- ◆ Oversight of the Oregon Arena project to ensure the City's interests and investments are protected.
- ◆ Ongoing management of the Civic Stadium redevelopment project.
- ◆ Continuing emphasis on rebate compliance to ensure arbitrage requirements are successfully met.
- ◆ Continued leadership in maintaining the City's Aaa bond rating.
- ◆ Continued leadership in managing a long-term financing strategy for the Public Employees Retirement System and Fire and Police Disability and Retirement pension liabilities.
- ◆ Complete assessment and analysis for implementation of new financial reporting models promulgated by the Governmental Accounting Standards Board.
- ◆ Provide leadership in assessing the City's current financial management system and developing a business plan for replacement.
- ◆ Develop and implement Citywide accounting policies and procedures in collaboration with the Accounting Advisory Committee and customers.

Human Resources Program

The goals and objectives for the Human Resources Program are:

- ◆ Establish a Compensation and Classification team to improve the City's strategic approach to compensation and classification.
- ◆ Integrate and link Affirmative Action efforts with the recruitment, workforce planning, retention, compensation, and employee development activities to ensure the workforce is reflective of the community.
- ◆ Develop a strategic bargaining strategy, which enables the City to move toward an effective collaborative bargaining approach, which is less time consuming and costly.
- ◆ Continuing improvements to the comprehensive human resources management information system.
- ◆ Develop a proactive workforce planning process, which supports the linkage between bureau objectives, human resource activities, school-to-work programs, succession planning efforts, and internships.
- ◆ Continued leadership in the Leadership Institute to develop the City's managers.
- ◆ Negotiate successor agreements with the Portland Police Association (PPA), the Portland Fire Fighters Association, the Portland Police Commanding Officer's Association, and the Bureau of Emergency Communications bargaining units.
- ◆ Conduct a comprehensive review of the City's recruitment and selection policies and implement recommended changes.
- ◆ Conduct proactive Affirmative Action outreach through job fairs, partnerships with community employment organizations, and management of an outreach applicant pool to promote diversity in the City's workforce.
- ◆ Continue to improve Labor and Management collaboration and service improvement through implementation of the Service Improvement Plan for Action. Implement the goals and strategies contained in the FY 1999-2001 Affirmative Action Plan.
- ◆ Promote, support, and manage the development of City apprenticeship and training programs consistent with the City's Fair Contracting and Employment Strategy.
- ◆ Develop and manage a workforce redeployment program to assist employees in career development and job placement during times of layoff and bumping.
- ◆ Continued coordination, participation in, and support of the Labor-Management Benefits Committee.
- ◆ Continued development and implementation of a Benefits Plan Redesign, including employee communication and involvement.

Information Technology Program

The goals and objectives for the Bureau of Information Technology are:

- ◆ Continued implementation of the Citywide Information Technology Strategic Plan and the Enterprise Geographic Information System.
- ◆ Implementation of a Computer Virus Protection and Recovery Plan.
- ◆ Development of a Disaster Recovery and Business Continuity Plan for Citywide IT operations.
- ◆ Continued refinement, in collaboration with customers, of the BIT Cost of Service Study. Development of a billing/cost accounting application which integrates with the new BIT cost model.
- ◆ Support development of the Wide Area Network.

- ◆ Provide leadership for e-business/e-commerce policy development.
- ◆ Reengineer the BIT Help Desk.
- ◆ Develop a true 7 x 24 enterprise network operation.

Risk Management Program

The goals and objectives for Risk Management are:

- ◆ Continued emphasis on Loss Prevention.

General Service Program

The goals and objectives for General Services programs are:

- ◆ Complete renovation of three fire stations and begin construction of one new station in the summer of 2000.
- ◆ Gain approval to proceed with the Integrated Regional Network Enterprise and finish the downtown core ring.
- ◆ Have the grand opening for the Chinese Classical Garden in the summer of 2000.
- ◆ Bid and finalize contract for Smart Park garage operations.
- ◆ Begin construction of a public parking facility in the Pearl/N. Burnside area.
- ◆ Secure another major customer for the Printing and Distribution Division (PSU/Metro).
- ◆ Begin renovation of three additional fire stations in the fall of 2000. Acquire land for station in the vicinity of NE 82nd and Prescott.
- ◆ Complete expansion of 911 and ComNet Center.
- ◆ Begin construction of a fire station/Boys and Girls Club complex in Lents Neighborhood.
- ◆ Acquire or begin construction of new parking for the Pioneer Place expansion.
- ◆ Maintain fleet at 94% availability.

Purchases Program

The goals and objectives for the Purchases program are:

- ◆ Continued implementation of the Fair Contracting and Employment Strategy.
- ◆ Completion and adoption of appropriate City Code, as well as an updated Purchasing Manual, which will result in a streamlined and better-understood procurement process.
- ◆ Design and implementation of a web based system to advertise and provide bid documents to customers electronically.

COUNCIL PRIORITIES

Council Issues and Priorities

OMF, through its wide array of services, supports Council's strategic goals and strategies.

Future Focus

The Office of Management and Finance provides services to the Mayor, City Council and bureaus in the areas of financial planning and management, human resources, information technology, Citywide service improvement, insurance related activities, communication services, printing and distribution services, vehicle services, facilities services, and procurement and contractor development.

The activities of OMF contribute most directly to the goals of "Credible, Efficient, Responsive, Affordable, and Accessible Delivery of Public Service" and "Financial Stability of the City." OMF systems and processes are under review to ensure contemporary and effective systems and processes are in place which meet the City and bureaus' business needs.

**Portland/Multnomah
Benchmarks**

OMF partners with the Council and City bureaus in delivery of service to Portland's citizens. The activities of OMF contribute most directly to the benchmarks of Economic Prosperity, Government Performance, Neighborhood Livability, Diverse Workforce, Growth, Public Safety, Jobs and Infrastructure, Multi-Modal Transportation, and Access to High Speed Internet.

OMF also shares information with and receives input from citizens through community budget forums, the Public Utility Review Board, and other citizen committees and boards.

OMF participates in a variety of forums with other regional jurisdictions (Metro, the city of Gresham, and Multnomah County, to name a few) on a variety of topics. The City's Chief Administrative Officer regularly attends the metro area managers meeting to share, discuss, and process issues of common interest. Additionally, OMF regularly collaborates with the business community with such agencies as the Chamber of Commerce, the Regional Arts and Culture Council, and the Association for Portland Progress.

BUDGET NOTES**Vehicle Services**

Vehicle Services shall develop policy and procedures to enhance accountability for the purchase of non-standard vehicles and all vehicle leases. Exceptions must be approved by the commissioner-in-charge. The policy and procedures will be completed by September 30, 2000.

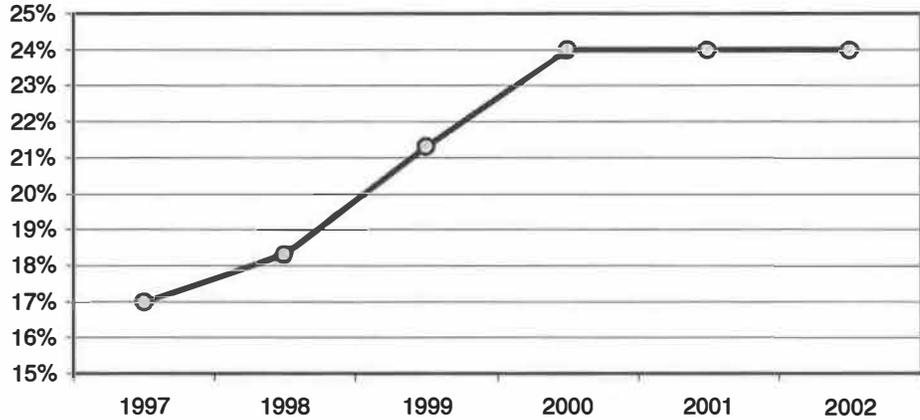
Revenue Bureau

In Year 2 of this budget, the Office of Management and Finance will study possible implementation of a revenue bureau to coordinate the efforts now under the Bureaus of Licenses, Environmental Services, Water and the Auditor.

Performance Measures

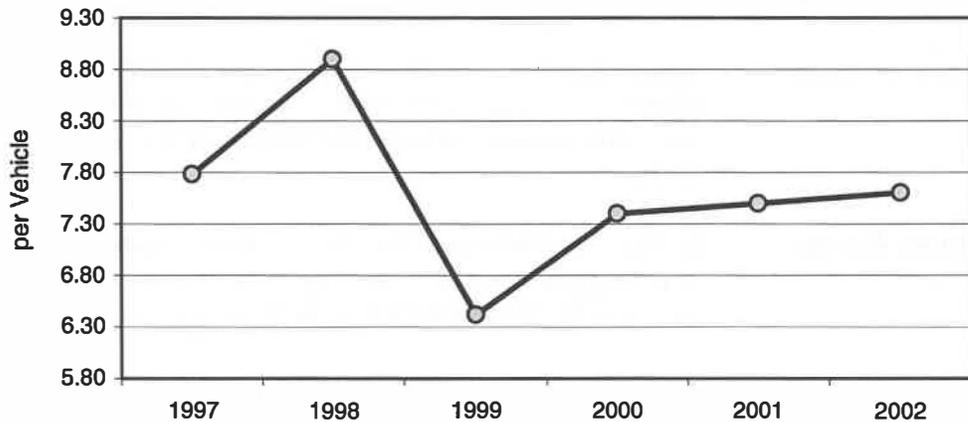
Percentage of Total Hours Worked by Minorities and Women

- ◆ Fair Contracting and Employment Strategy efforts have been implemented Citywide to increase the inclusion of women and minority-owned business enterprises on City projects.



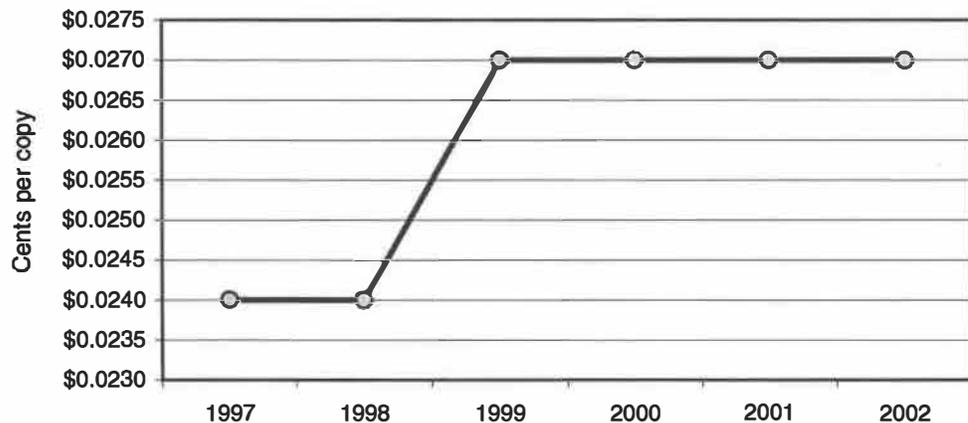
Number of Work Orders per Vehicle

- ◆ Over time, because of more thorough repairs and preventive maintenance, vehicles are becoming more reliable.
- ◆ Vehicle Services' computer system now allows repair orders to be included with Preventive Maintenance Work Orders to reduce the total number of Work Orders.

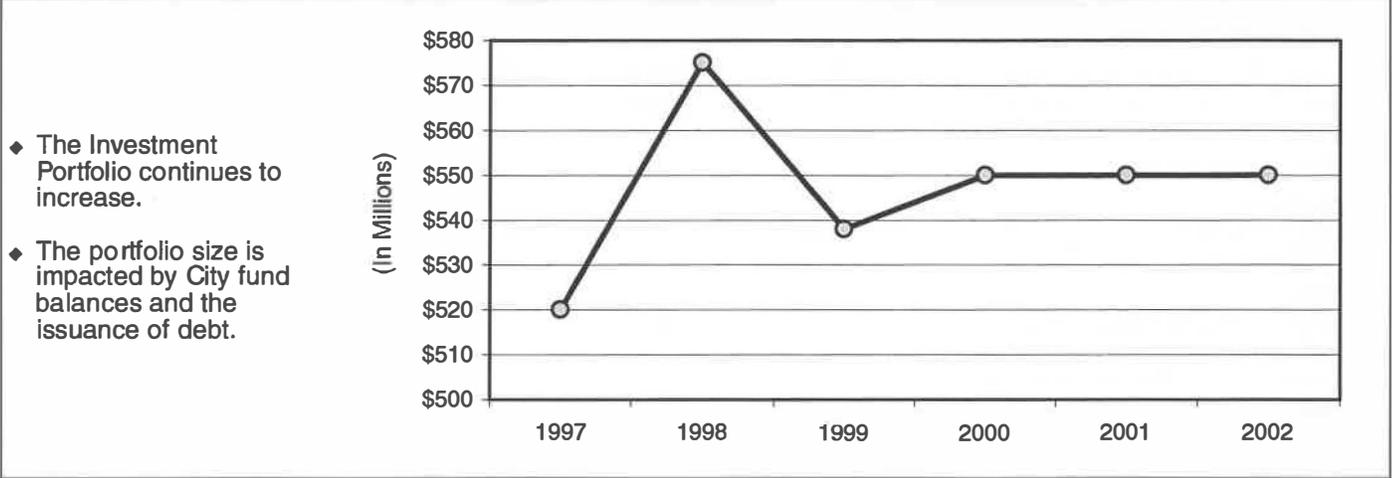


Basic Copy Center Rate

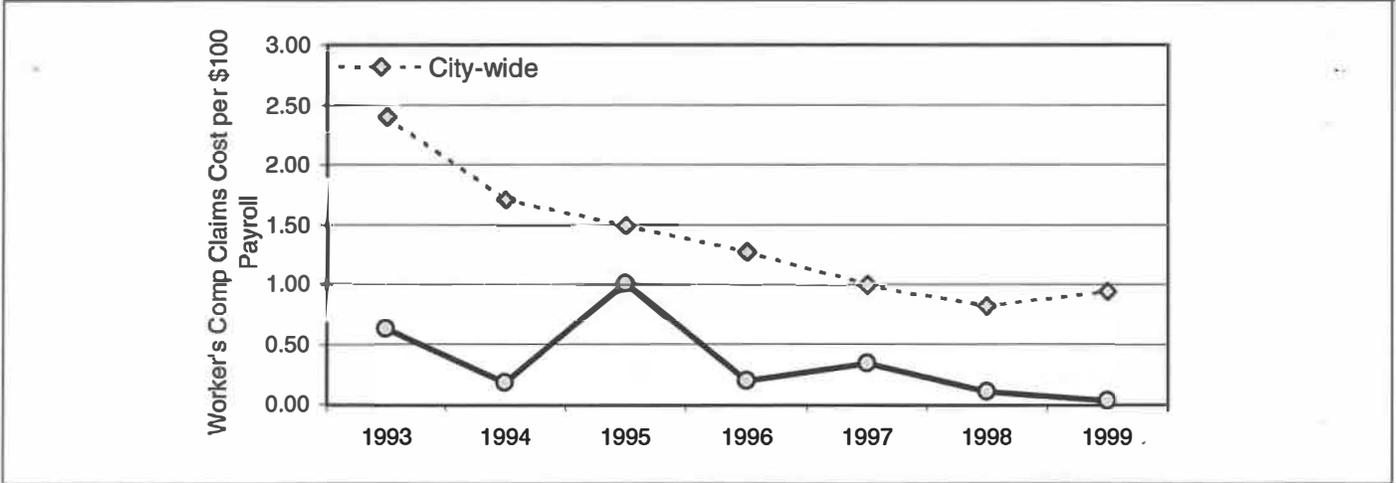
- ◆ Through efficiencies and increased volume, Printing and Distribution has only had one rate increase in the last nine years.
- ◆ Over the nine year period, inflation has averaged 3.9%, and the basic copy center rate has only increased the equivalent of 1.7%



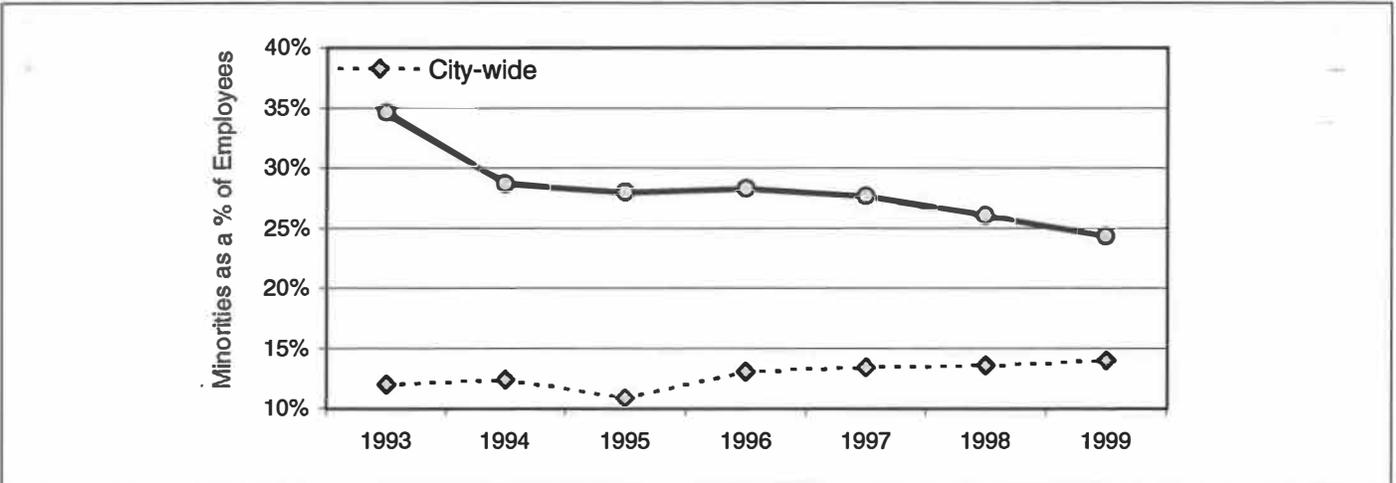
Investment Portfolio Managed



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



Office of Management and Finance

PERFORMANCE MEASURES

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
OFFICE OF MANAGEMENT AND FINANCE						
Affirmative Action Measures						
Female Employees as a Percent of Total	55.0%	55.8%	52.8%			
Minority Employees as a Percent of Total	27.2%	25.6%	23.9%			
Administrative Services Division-General Services						
Administrative Services						
Workload						
Admin Employees as a percent of total BGS Employees	9.0%	9.1%	8.9%	8.5%	8.3%	8.3%
Effectiveness						
Meet with BGS operating division managers regularly to review their satisfaction with BGS Admin's service		100%	100%	100%	100%	100%
Efficiency						
Number of accounting transactions per BGS accountant	8,625	8,830	8,943	9,040	9,125	9,125
Communication Services Division						
Radio Shop						
Workload						
Number of pieces of electronic equipment maintained	5,040	5,072	5,411	5,734	6,150	6,450
Effectiveness						
Percentage of customers surveyed rating services good or very good			98%	100%	100%	100%
Efficiency						
Number of pieces of electronic equipment maintained per technician	400	403	404	573	528	554
800 MHz Operations						
Workload						
Number of communication units accessing system	5,158	5,339	5,748	6,049	6,510	6,990
Effectiveness						
Percentage of time system operated without failure	100.00%	99.99%	99.99%	99.99%	99.99%	99.99%
Efficiency						
Number of communication units per employee	1,011	834	858	680	748	803
Telecommunications						
Workload						
Number of Service Requests Processed	2,877	2,823	3,091	4,572	4,600	4,625
Effectiveness						
Percentage of Customers Surveyed Rating Services Good or Very Good			93%	100%	100%	100%
Efficiency						
Service Requests per Telephone Coordinator	719	941	1,030	1,143	1,150	1,156
Facilities Services Division						
Building Operations						
Effectiveness						
Percent of customers rating services as satisfactory or better				71%	90%	90%
Property Management						
Workload						
Number of Facilities Managed				26	26	28

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Total square footage of facilities managed				2,743,163	2,941,633	3,131,233
Number of facility transactions completed - Purchases, Sales, and Leases				53	53	53
Effectiveness						
Percentage of customers rating services as satisfactory or better				73%	90%	90%
Efficiency						
Average rental rate for City-owned property leased to City bureaus	\$18.37	\$18.68	\$19.17	\$19.57	\$19.98	\$20.68
Average rental rate for privately-owned property leased by City bureaus				\$15.46	\$16.41	\$16.96
Average rental rate for City-owned property leased to the public				\$12.99	\$13.43	\$13.89
Project Management						
Workload						
Number of square feet built per year				161,000	204,070	189,600
Number of square feet renovated per year				84,698	10,915	6,210
Value of capital improvements completed				\$28,095,134	\$28,617,500	\$37,667,000
Value of capital improvements planned				\$28,095,134	\$28,617,500	\$37,667,000
Effectiveness						
Percentage of customers rating services as satisfactory of better				74%	90%	90%
Percentage of projects completed within authorized schedule and budget				100%	100%	100%
PARKING FACILITIES - Average revenue per space	\$2,051	\$1,976	\$2,174	\$2,214	\$2,287	\$2,073
PARKING FACILITIES - Maintain short term parking percentage	87%	88%	84%	83%	85%	85%
Efficiency						
Cost per square foot for new construction				\$179.00	\$67.00	\$69.00
Cost per square foot for renovated space				\$23.00	\$27.00	\$80.00
Facilities Maintenance						
Workload						
Number of facilities maintained				68	65	67
Number of square feet maintained				3,156,573	3,369,043	3,588,643
Effectiveness						
Percentage of customers rating services as satisfactory or better				78%	90%	90%
Percentage of City facilities maintained in good or better condition				100%	100%	100%
Percentage of maintenance service requests resolved within 24 hours				95%	95%	95%
Percentage of maintenance mechanic time devoted to preventive maintenance				35%	35%	35%
Efficiency						
Annual expense for routine maintenance & repair of City-owned buildings, as a percent of aggregate current replacement value				1.2%	1.8%	3.0%
Administrative Support						
Effectiveness						
Percent of customers rating services as satisfactory or better				88%	90%	90%

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Vehicle Services Division						
Maintenance & Repair						
Workload						
Number of Work Orders Issued	18,292	22,333	16,719	19,500	20,000	20,500
Effectiveness						
Percentage availability of all vehicles	96.20%	94.90%	94.34%	94.00%	94.00%	94.00%
Efficiency						
Number of Work Orders per Vehicle	7.78	8.90	6.42	7.40	7.50	7.60
Motor Pool						
Workload						
Number of Motor Pool Trips	2,919	2,861	2,878	2,900	2,900	2,900
Capital Replacement						
Workload						
Number of Vehicles/Equipment in Fleet Services Inventory	2,351	2,508	2,603	2,650	2,675	2,700
Effectiveness						
Number of Employees In Fleet Services	76	76	80	81	83	85
Efficiency						
Percentage of Planned Replacement Vehicles Purchased	35%	68%	87%	85%	85%	85%
Printing & Distribution Services Division						
Copy Services						
Workload						
Total number of copies	29,797,432	29,044,799	32,069,427	24,386,634	25,000,000	26,000,000
Effectiveness						
Average number of copies between service calls			50,000	50,000	50,000	50,000
Efficiency						
Basic Copy Center Rate	\$0.0240	\$0.0240	\$0.0270	\$0.0270	\$0.0270	\$0.0270
Distribution						
Workload						
Total number of pieces mailed	3,590,000	3,775,000	5,300,000	3,700,000	3,500,000	3,600,000
Effectiveness						
Delivery routes completed on time			98%	98%	98%	98%
Efficiency						
Total number of pieces mailed per employee	598,333	629,167	883,333	769,231	770,000	770,000
Duplicating						
Workload						
Total number of work orders completed	25,363	25,797	25,850	26,500	27,000	27,500
Effectiveness						
Work shipped on time	97.2%	97.9%	96.9%	98.0%	98.0%	98.0%
Microfilm						
Workload						
Total number of work orders completed	1,533	1,911	2,226	1,900	1,900	1,900
Effectiveness						
Work shipped on time	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Efficiency						
Total number of work orders completed per employee	767	956	1,113	950	950	950

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Bureau of Financial Management						
Financial Planning and Management						
Workload						
Number of budget documents produced	5	5	5	4	4	4
Investment Portfolio	\$520	\$575	\$538	\$550	\$550	\$550
No. of PURB Meetings	60	60	60	60	60	60
Number of Active Federal Grants	159	146	167	170	170	170
Long-Term Debt Under Issuance	\$0.99	\$1.00	\$1.21	\$1.52	\$1.65	\$1.75
Oregon Arena Management Financial Plans	2	2	1	1	1	1
No. of Invoices Issued		2,600	2,700	2,700	2,700	2,700
Effectiveness						
No. of Grant Audit Findings	5	6	3	1	0	0
Accuracy of Financial Forecast	2.3%	3.0%	3.0%	3.0%	3.0%	3.0%
GFOA Budget Quality Award	1	1	1	1	1	1
Accounts Payable Turnaround Time (Days From Receipt)	1-3 Days	1-3 Days	1-3 Days	1-3 Days	1-3 Days	1-3 Days
GFOA CAFR Compliance Certificate	1	1	1	1	1	1
No. Days After FY End to Issue CAFR	165	165	165	165	165	165
No. of Payroll Checks Without Error	155,000	155,000	163,000	163,000	163,000	163,000
Percent of Invoices Collected Within 60 Days	85%	85%	85%	85%	85%	85%
No. of Grant Audit Findings	5	6	3	1	0	0
Accuracy of Financial Forecast	2.3%	3.0%	3.0%	3.0%	3.0%	3.0%
GFOA Budget Quality Award	1	1	1	1	1	1
Accounts Payable Turnaround Time (Days From Receipt)	1-3 Days	1-3 Days	1-3 Days	1-3 Days	1-3 Days	1-3 Days
GFOA CAFR Compliance Certificate	1	1	1	1	1	1
No. Days After FY End to Issue CAFR	165	165	165	165	165	165
No. of Payroll Checks Without Error	155,000	155,000	163,000	163,000	163,000	163,000
Percent of Invoices Collected Within 60 Days	85%	85%	85%	85%	85%	85%
Efficiency						
City's Bond Rating	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa
Financial Outlooks Issued Within 15 Days of AP End	80%	100%	100%	100%	100%	100%
Number of Overtime hours worked by Financial Planning		1,500	1,000	1,300	1,200	1,200
Bureau of Human Resources						
Human Resources						
Workload						
Personnel Action Notices Processed	9,800	8,095	16,000	16,500	15,000	15,500
Grievances Processed	48	17	80	38	37	40
Hours Spent in Collective Bargaining	2,682	2,000	1,900	2,200	2,500	2,500
Hours Spent in Contract Administration	4,293	5,018	5,200	4,800	5,200	5,200
Number of Classification Actions	300	248	2,231	2,020	300	300
Training Participant Hours	12,073	12,300	12,950	12,050	13,900	13,900
Employment Exams Posted	140	200	208	230	230	242
Service Improvement Consultations/Projects				9	10	10
Effectiveness						
Percent Reduction in Number of Contract Administration Grievances	5.0%	65.0%	0.0%	52.0%	2.6%	0.0%

Office of Management and Finance

PERFORMANCE MEASURES

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Percent of Workforce Classifications Reviewed Annually	20%	25%	55%	49%	25%	25%
Percent of Exam/Class Appeals Resolved Prior to Civil Service Board Action	94%	95%	87%	95%	87%	87%
Percent of Customer Service Surveys on Exams With Ratings of 4 or 5 on a Scale of 1-5	84%	96%	96%	95%	95%	95%
Minority Employees as a Percent of Portland SMSA Availability	84.62%	82.97%	84.14%	85.00%	87.00%	87.00%
Females in Protected Services Category as a Percent of Workforce Availability	89.02%	70.00%	71.95%	73.00%	75.00%	77.00%
Percent of Affirmative Action Plan Implemented	65%	100%	80%	90%	100%	100%
Percent EEO Complaints Investigated	90%	100%	85%	70%	70%	70%
Percent of Training Professional Services Costs Funded Through Participant Fees				87.0%	90.0%	90.0%
No. of Formal Joint Labor-Management Service Improvement Projects				4	5	5
Length of Time to Establish Eligibility Lists	81	50	55	55	50	50
Efficiency						
Average Personal Services Costs Per Classification Action	\$288	\$346	\$85	\$93	\$100	\$100
Personal Services Costs Per Exam Administered	\$4,831	\$3,414	\$3,426	\$3,223	\$3,314	\$3,437
Personal Services Costs Per Training Participant Hour	\$7.35	\$8.00	\$7.02	\$5.07	\$5.09	\$5.50
Avg. Cost Per Direct Service Improvement Initiative Consulting Hour				\$90	\$75	\$75
Bureau of Purchases						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Worker's Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Purchasing Admin						
Workload						
Number of EEO Certifications Processed	3,500	3,500	3,525	3,575	3,600	3,625
Procurement						
Workload						
Requisitions and Formal Bids	1,800	1,900	1,950	2,000	2,050	2,100
Processing Time for Formal Contracts	28	26	13	12	12	11
Percentage of Requisitions to POs in Less Than 15 Days	90%	90%	90%	90%	90%	90%
Contractor Development						
Workload						
Prime Contracts < \$200,000 Awarded to M/W/ESB Contractors	8%	16%	27%	30%	30%	30%
Percentage of Hours Worked by Minorities and Women on City Projects	17%	18%	21%	24%	24%	24%

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Project Manager Training - Number of Students		211	265	275	300	300

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	22,547,110	24,846,202	28,385,897	28,845,942	28,845,942
External Materials and Services	22,337,647	28,823,168	37,064,054	33,380,630	33,783,873
Internal Materials and Services	6,225,924	8,251,551	9,309,731	7,922,650	7,922,650
Minor Capital Outlay	5,159,615	7,484,345	10,058,163	6,435,970	6,435,970
Equipment Cash Transfers	2,500	53,044	0	0	0
Total Operating Budget	56,272,796	69,458,310	84,817,845	76,585,192	76,988,435
Capital Improvements	21,732,291	23,196,413	17,612,575	12,401,492	12,401,492
TOTAL BUREAU EXPENDITURES	\$ 78,005,087	\$ 92,654,723	\$ 102,430,420	\$ 88,986,684	\$ 89,389,927
Allocated Overhead	1,951,876	2,065,464	2,144,885	2,056,513	2,019,031
Total Cost with Allocated Overhead	79,956,963	94,720,187	104,575,305	91,043,197	91,408,958
RESOURCES					
BGS Administration		1,531,724	1,426,900	1,455,745	1,455,745
Communications Fund		9,469,430	13,149,330	17,547,029	17,547,029
Facilities Services Fund		32,757,857	29,129,183	17,730,312	17,730,312
Printing & Distribution Fund		6,356,211	6,886,487	6,880,820	6,689,559
Fleet Services Fund		17,780,111	21,535,966	19,272,847	19,272,847
Information Technology Fund		0	0	8,745,444	8,144,034
Health Fund		0	0	807,231	1,076,846
Worker's Comp Fund		0	0	1,548,045	1,946,344
Insurance & Claims Fund		0	0	1,228,151	1,228,151
Discretionary General Fund		8,236,034	9,808,357	4,226,168	5,077,076
Non-Discretionary Revenues					
Grants & Donations		73,589	76,033	0	0
Contract Revenues		169,140	152,512	379,067	379,067
Interagency Revenues		10,668,665	14,476,937	1,714,894	1,774,894
Bureau Program Revenues		592,808	396,219	317,399	317,399
Overhead Revenues		5,019,154	5,392,496	7,133,532	6,750,624
Total Non-Discretionary Revenues		16,523,356	20,494,197	9,544,892	9,221,984
Total General Fund Resources		24,759,390	30,302,554	13,771,060	14,299,060
TOTAL RESOURCES		\$ 92,654,723	\$ 102,430,420	\$ 88,986,684	\$ 89,389,927
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
DIVISIONS					
Bureau of Purchases		2,418,526	2,911,799	2,761,622	2,829,622
<i>Positions</i>		24	28	28	28
Bureau of Financial Management		18,772,438	23,483,084	7,456,119	7,766,119
<i>Positions</i>		150	158	67	67
Bureau of Information Technology		0	0	8,745,444	8,811,948
<i>Positions</i>		0	0	50	50
Bureau of Human Resources		3,568,426	3,907,671	3,553,319	3,703,319
<i>Positions</i>		35	36	37	37
Bureau of Risk Management		0	0	3,583,427	3,583,427
<i>Positions</i>		0	0	36	36
Facilities Services Division		32,758,490	29,128,933	17,730,312	17,730,312
<i>Positions</i>		31	37	37	37
Communication Services Division		9,469,430	13,149,330	17,547,029	17,547,029
<i>Positions</i>		33	35	37	37
Vehicle Services Division		17,780,111	21,535,966	19,272,847	19,272,847
<i>Positions</i>		80	81	83	83
Printing & Distribution Services Division		6,356,211	6,886,487	6,880,820	6,689,559
<i>Positions</i>		29	31	29	29
Administrative Services Division-General Services		1,531,724	1,426,900	1,455,745	1,455,745
<i>Positions</i>		17	17	17	17
TOTAL DIVISIONS		\$ 92,655,356	\$ 102,430,170	\$ 88,986,684	\$ 89,389,927
<i>Positions</i>		399	423	421	421
<i>General Fund Discretionary Positions</i>		44	44	41	52

Office of Management and Finance

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	13,708,606	15,064,160	19,898,986	20,647,242	20,647,242
512000 Part-Time Employees	335,670	484,686	460,215	318,150	318,150
514000 Overtime	280,257	317,414	257,893	270,162	270,162
515000 Premium Pay	149,286	156,123	100,609	102,280	102,280
517000 Benefits	6,053,938	6,596,219	7,928,236	7,808,960	7,808,960
518000 Paid Absence	2,478,851	2,654,627	0	0	0
Total Personnel Services	23,006,608	25,273,229	28,645,939	29,146,794	29,146,794
Materials and Services					
External Materials and Services					
521000 Professional Services	2,439,714	3,638,234	5,376,214	4,335,218	4,545,218
522000 Utilities	1,301,443	1,522,522	1,621,125	1,898,651	1,898,651
523000 Equipment Rental	1,422,521	1,529,415	1,143,282	1,436,955	1,436,955
524000 Repair & Maintenance Services	3,457,958	4,482,138	6,601,795	6,063,715	6,063,715
525000 Non-Capital Improvement	1,817,947	2,974,841	7,417,804	3,600,159	3,600,159
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	6,853,126	7,961,870	8,389,920	9,076,658	8,953,397
531000 Office Supplies	175,600	240,580	185,473	203,841	203,841
532000 Operating Supplies	2,220,215	3,239,181	3,396,628	3,239,210	3,239,210
533000 Repair & Maintenance Supplies	2,543,094	2,655,406	3,262,160	2,852,720	2,852,720
534000 Minor Equipment & Tools	3,526,257	2,921,469	6,578,996	1,172,743	1,172,743
535000 Clothing & Uniforms	35,855	33,115	55,056	55,300	55,300
539000 Other Commodities External	42,675	45,276	40,193	27,613	27,613
541000 Education	262,874	400,133	460,126	435,023	435,023
542000 Local Travel	17,106	16,229	26,891	26,700	26,700
543000 Out-of-Town Travel	117,418	140,808	212,712	167,873	167,873
544000 Space Rental	2,001,326	1,497,938	952,567	921,974	921,974
545000 Interest	0	0	0	0	0
546000 Refunds	70	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	732,156	829,637	2,981,254	1,722,906	2,039,410
Total External Materials and Services	28,967,355	34,128,792	48,702,196	37,237,259	37,640,502
Internal Materials and Services					
551000 Fleet Services	133,200	139,442	173,224	172,126	172,126
552000 Printing & Distribution	461,889	494,498	560,529	530,897	530,897
553000 Facilities Services	1,879,995	2,535,476	2,639,257	2,900,383	2,900,383
554000 Communications Services	636,890	505,028	632,694	721,765	721,765
555000 Data Processing Services	1,378,543	1,725,929	1,946,824	1,288,750	1,391,372
556000 Insurance	516,860	495,903	513,755	703,510	703,510
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	143,528	596,932	1,301,891	383,086	280,464
559000 Other Fund Services	1,399,385	1,873,521	1,745,558	2,092,133	2,092,133
Total Internal Materials and Services	6,550,290	8,366,729	9,513,732	8,792,650	8,792,650
Total Materials and Services	35,517,645	42,495,521	58,215,928	46,029,909	46,433,152
Capital Outlay					
561000 Land	300,763	(300,763)	0	0	0
562000 Buildings	13,654,828	17,400,197	4,465,390	956,160	956,160
563000 Improvements	14,174	45,825	0	0	0
564000 Capital Equipment	5,407,697	7,687,370	11,103,163	12,853,821	12,853,821
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	19,377,462	24,832,629	15,568,553	13,809,981	13,809,981
573000 Equipment Cash Transfers	95,501	53,044	0	0	0
576000 Minor Equipment Transfers	7,871	300	0	0	0
TOTAL BUREAU EXPENSES	\$ 78,005,087	\$ 92,654,723	\$ 102,430,420	\$ 88,986,684	\$ 89,389,927

Office of Management and Finance

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.		No.		No.	
514	Accountant I	8	7	9	326,643	10	376,826	10	376,826
515	Accountant II	9	9	11	313,744	12	518,364	12	518,364
516	Accountant III	0	0	0	0	6	285,515	6	285,515
533	Accounting Manager	1	1	1	82,079	1	82,347	1	82,347
531	Accounting Supervisor II	4	3	2	117,108	3	174,513	3	174,513
510	Accounting Technician	12	12	10	338,029	2	62,073	2	62,073
511	Accounts Payable Audit Clerk	1	1	1	33,012	0	0	0	0
819	Administrative Assistant	3	2	4	168,131	4	172,334	4	172,334
926	Administrative Services Manager	1	1	4	263,532	4	263,689	4	263,689
815	Administrative Specialist	5	5	5	151,144	7	185,013	7	185,013
920	Administrative Supervisor I	4	3	3	155,187	4	199,436	4	199,436
924	Administrative Supervisor III	2	3	1	54,821	1	57,252	1	57,252
2531	Applications Analyst I	0	0	0	0	1	40,943	1	40,943
2532	Applications Analyst II	3	3	4	178,226	2	99,771	2	99,771
2533	Applications Analyst III	0	0	2	119,325	3	175,188	3	175,188
2534	Applications Analyst IV	6	8	4	242,850	5	308,895	5	308,895
3134	Architect	2	1	1	65,374	0	0	0	0
826	Assistant Financial Analyst	2	4	4	248,870	3	151,308	3	151,308
962	Assistant Program Specialist	2	2	3	133,362	4	187,635	4	187,635
844	Assistant Risk Specialist	3	4	4	181,461	4	180,276	4	180,276
1052	Assistant Trades Supervisor	0	0	2	90,517	2	96,385	2	96,385
1516	Auto Body Restorer	5	5	5	209,705	5	214,450	5	214,450
430	Auto Parts Specialist	4	4	0	147,976	0	0	0	0
1232	Auto Servicer	1	1	0	0	0	0	0	0
512	Billing Accountant	1	1	0	41,124	0	0	0	0
928	Bureau Administrative Manager	1	2	4	290,349	4	286,821	4	286,821
620	Bureau Human Resources Manager	0	0	0	0	1	67,673	1	67,673
929	Bureau Operations Manager	0	0	1	69,703	1	73,801	1	73,801
944	City Economist	1	1	1	77,971	1	78,194	1	78,194
860	City Treasurer	1	1	1	77,971	1	75,015	1	75,015
859	Claims Technician	2	2	2	65,772	3	111,629	3	111,629
858	Claims Technician, Assistant	3	3	3	111,297	2	60,709	2	60,709
114	Clerical Specialist	14	17	12	428,526	0	0	0	0
3258	Commun & Networking Svcs Mgr	0	0	0	0	1	82,347	1	82,347
3255	Communications Engineer	0	0	0	0	4	190,863	4	190,863
2512	Data Processing Analyst/Operator	2	2	0	0	0	0	0	0
2516	Data Processing Operations Mgr.	1	1	1	75,581	0	0	0	0
2510	Data Processing Operations Tech.	4	3	0	0	0	0	0	0
834	Debt Manager	1	1	1	78,981	1	78,088	1	78,088
127	Delivery Driver	3	3	3	105,560	0	0	0	0
975	Deputy Director	0	0	0	0	1	86,653	1	86,653
337	Distribution Technician	0	0	0	29,137	3	101,827	3	101,827
339	Distribution Technician, Lead	0	0	0	0	1	37,232	1	37,232
942	Economist I	3	3	2	120,730	2	121,140	2	121,140
943	Economist II	1	1	1	70,384	1	70,616	1	70,616
346	Electronic Pre-Press Oper Lead	0	0	0	0	1	44,595	1	44,595
345	Electronic Pre-Press Operator	0	0	0	0	2	72,726	2	72,726
3250	Electronic Tech I Traffic Signal	2	3	0	122,112	0	0	0	0
3251	Electronic Tech II Communication	6	5	6	285,474	6	305,202	6	305,202
3248	Electronics Technician Assistant	3	5	5	169,939	4	147,426	4	147,426
3249	Electronics Technician I: Commun	0	0	3	0	3	130,390	3	130,390
630	Employee Relations Manager	1	1	1	68,717	1	71,289	1	71,289
625	Employment & Compensation Mgr	1	1	1	74,073	1	74,318	1	74,318
3164	Engineer	1	1	1	65,018	1	65,229	1	65,229
1136	Facilities & Maintenance Manager	2	2	2	148,146	2	148,637	2	148,637
1115	Facilities Maintenance Tech	12	12	13	545,233	12	509,981	12	509,981
1116	Facilities Maintenance Tech Lead	2	2	2	88,074	2	89,232	2	89,232
1140	Facilities Services Manager	0	0	0	0	1	82,347	1	82,347
837	Finance & Admin Director	1	1	1	100,755	1	101,088	1	101,088
827	Financial Analyst	3	3	2	97,852	2	90,319	2	90,319
836	Financial Management Director	1	0	1	90,924	1	91,229	1	91,229
838	General Services Director	1	1	1	90,924	1	91,229	1	91,229
610	Human Resources Analyst	2	3	3	137,326	1	46,259	1	46,259
614	Human Resources Coordinator	4	4	6	339,506	6	344,542	6	344,542
640	Human Resources Director	1	1	1	90,144	1	88,088	1	88,088
1520	Industrial Machinist	1	1	1	41,941	1	42,890	1	42,890
2541	Information Systems Analyst I	0	0	4	193,499	4	192,364	4	192,364
2542	Information Systems Analyst II	8	8	6	236,276	7	333,225	7	333,225
2543	Information Systems Analyst III	0	0	3	159,778	3	167,461	3	167,461

Office of Management and Finance

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
2544	Information Systems Analyst IV	2	3	5	304,483	3	166,910	3	166,910
2550	Information Systems Manager	0	2	0	0	1	73,861	1	73,861
2546	Information Systems Supervisor	4	4	0	0	1	56,380	1	56,380
2522	Information Systems Tech I	5	5	1	0	2	73,741	2	73,741
2523	Information Systems Tech II	0	0	5	228,948	3	139,372	3	139,372
2554	Information Technology Director	1	1	1	90,924	1	91,229	1	91,229
870	Investment Officer	1	1	1	71,832	1	78,229	1	78,229
125	Mail Clerk I	1	1	1	21,033	0	0	0	0
126	Mail Clerk II	1	1	1	32,341	0	0	0	0
129	Mail Supervisor	1	0	0	0	0	0	0	0
1200	Maintenance Worker	0	0	1	0	1	14,910	1	14,910
1208	Maintenance Worker	1	1	0	21,043	0	6,390	0	6,390
951	Management Analyst	0	0	2	0	0	0	0	0
2540	MIS Support Technician	1	1	0	38,462	0	0	0	0
1530	Motorcycle Mechanic	1	1	1	41,941	1	42,890	1	42,890
116	Office Manager	0	0	0	0	0	0	0	0
100	Office Support Specialist I	0	0	1	0	2	57,741	2	57,741
102	Office Support Specialist II	0	0	5	28,000	27	833,401	27	833,401
104	Office Support Specialist III	0	0	4	105,000	5	176,073	5	176,073
106	Office Support Specialist, Lead	0	0	0	0	1	39,061	1	39,061
1444	Painter, Lead	1	1	0	0	0	0	0	0
833	Principal Debt Analyst	1	2	1	65,416	1	70,616	1	70,616
832	Principal Financial Analyst	2	3	3	190,118	3	193,055	3	193,055
2545	Principal Info Systems Analyst	0	0	9	615,420	13	877,052	13	877,052
953	Principal Management Analyst	1	1	2	127,781	0	0	0	0
341	Print & Dist Cust Svc Rep Lead	0	0	0	0	1	42,445	1	42,445
340	Print & Distrib Cust Svc Rep	0	0	0	0	2	76,994	2	76,994
419	Procurement Assistant	3	3	4	128,264	4	145,378	4	145,378
424	Procurement Director	1	1	1	79,120	1	82,347	1	82,347
423	Procurement Manager	0	2	2	137,297	2	139,921	2	139,921
420	Procurement Specialist	1	1	1	56,400	1	44,116	1	44,116
421	Procurement Specialist, Senior	5	5	5	218,224	5	260,795	5	260,795
966	Program Coordinator	1	5	7	423,797	9	487,547	9	487,547
968	Program Manager I	3	2	3	120,633	3	170,834	3	170,834
970	Program Manager II	4	6	9	471,835	10	589,595	10	589,595
972	Program Manager IV	4	5	4	396,148	2	156,629	2	156,629
973	Program Manager V	0	0	1	90,924	1	91,229	1	91,229
964	Program Specialist	3	5	8	402,441	7	349,580	7	349,580
354	Reproduction Operator III	4	3	0	132,804	0	0	0	0
349	Reproduction Technician	2	2	2	0	0	0	0	0
350	Reprographic Operator I	5	7	8	250,845	8	250,633	8	250,633
351	Reprographic Operator II	6	7	8	301,599	4	151,964	4	151,964
353	Reprographic Operator III	0	0	3	0	2	89,190	2	89,190
853	Risk Management Director	1	1	1	86,376	1	86,653	1	86,653
846	Risk Specialist	6	5	3	156,559	3	161,155	3	161,155
850	Risk Supervisor	4	3	3	203,328	3	201,240	3	201,240
222	Secretarial Assistant	2	1	1	31,845	0	0	0	0
108	Secretarial Assistant	0	0	0	0	1	35,008	1	35,008
220	Secretarial Clerk I	9	7	2	110,544	0	0	0	0
221	Secretarial Clerk II	7	11	9	351,938	1	41,427	1	41,427
816	Senior Administrative Specialist	8	11	10	373,431	5	190,544	5	190,544
3256	Senior Communications Engineer	1	2	2	136,407	1	70,036	1	70,036
831	Senior Debt Analyst	2	1	2	115,953	2	115,087	2	115,087
828	Senior Financial Analyst	8	7	7	429,739	7	395,273	7	395,273
612	Senior Human Resources Analyst	10	9	7	363,678	10	497,842	10	497,842
2552	Senior Information Systems Mgr	3	4	5	325,789	5	344,858	5	344,858
952	Senior Management Analyst	0	0	3	52,628	4	221,333	4	221,333
1956	Senior Public Works Manager	1	1	0	82,079	0	0	0	0
848	Senior Risk Specialist	2	2	4	241,460	4	236,612	4	236,612
1056	Senior Trades Supervisor	2	3	1	60,364	1	60,570	1	60,570
1134	Sr Facilities & Maint Supervisor	1	0	0	0	0	0	0	0
407	Storekeeper II Auto Parts Spec	0	0	4	0	5	200,969	5	200,969
406	Storekeeper/Acquisition Spec II	0	0	0	0	1	38,293	1	38,293
408	Storekeeper/Acquisition Spec III	0	0	1	0	1	45,594	1	45,594
411	Stores Supervisor I	1	1	1	85,920	0	0	0	0
413	Stores System Manager	1	1	1	57,304	1	57,491	1	57,491
115	Supervising Clerk	2	2	2	68,049	0	0	0	0
3108	Technician II	2	2	1	41,492	0	0	0	0

Office of Management and Finance

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
3109	Technician III	4	4	4	188,752	0	0	0	0
305	Telecommunications Coordinator	3	3	0	0	0	0	0	0
1058	Trades Manager	1	1	1	62,838	1	67,080	1	67,080
1054	Trades Supervisor	8	9	9	443,409	8	446,353	8	446,353
650	Training & Development Analyst	2	2	1	47,479	0	0	0	0
1533	Vehicle & Equip Mechanic Lead	2	2	2	88,074	2	90,064	2	90,064
1532	Vehicle & Equipment Mechanic	40	44	46	1,920,725	47	1,981,510	47	1,981,510
1060	Vehicle Services Manager	0	0	1	0	1	85,717	1	85,717
1513	Welder	3	3	3	125,823	3	127,359	3	127,359
1511	Welder, Lead	1	1	1	44,037	1	44,179	1	44,179
TOTAL FULL-TIME POSITIONS		371	399	423	\$ 19,898,986	421	\$ 20,647,242	421	\$ 20,647,242

Administrative Services Division-General Services

OVERVIEW

Overall Management of BGS Operating Divisions The Administrative Services Division of the Bureau of General Services has management responsibility over all of the BGS divisions and provides them with financial planning and forecasting, budget preparation, accounting, and personnel services.

CHANGES FROM PRIOR YEAR

For FY 2000-01, the division added an accounting position. In order to provide customers with savings, the division cut a Management Analyst position.

Administration Division resources reflect more revenue coming into the division than there are expenditures. This is due to a fund level cash transfer from the General Fund to the Pension Debt Redemption Fund to pay for the division's portion of PERS debt.

Administrative Services Division-General Services AU 346

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	1,028,180	1,083,798	1,167,870	1,198,587	1,198,587
External Materials and Services	24,686	65,679	103,586	107,860	107,860
Internal Materials and Services	202,695	377,994	155,444	149,298	149,298
Minor Capital Outlay	0	4,253	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	1,255,561	1,531,724	1,426,900	1,455,745	1,455,745
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 1,255,561	\$ 1,531,724	\$ 1,426,900	\$ 1,455,745	\$ 1,455,745
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	1,255,561	1,531,724	1,426,900	1,455,745	1,455,745
RESOURCES					
General Fund Discretionary		0	0	0	0
Non-Discretionary Revenues					
Grants & Donations		0	0	0	0
Contract Revenues		0	0	0	0
Interagency Revenues		1,530,769	1,426,900	1,490,691	1,490,691
Program Revenue		953	0	0	0
Total Non-Discretionary Revenues		1,531,722	1,426,900	1,490,691	1,490,691
TOTAL GENERAL FUND RESOURCES		\$ 1,531,722	\$ 1,426,900	\$ 1,490,691	\$ 1,490,691
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Administrative Services		1,531,724	1,426,900	1,455,745	1,455,745
Positions		17	17	17	17
TOTAL PROGRAMS		\$ 1,531,724	\$ 1,426,900	\$ 1,455,745	\$ 1,455,745
Positions		17	17	17	17

Administrative Services Division-General Services AU 346

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	631,509	664,044	837,095	881,546	881,546
512000 Part-Time Employees	0	18,444	0	0	0
514000 Overtime	702	251	0	3,000	3,000
515000 Premium Pay	0	50	0	0	0
517000 Benefits	276,023	280,459	330,775	314,041	314,041
518000 Paid Absence	119,946	120,550	0	0	0
Total Personnel Services	1,028,180	1,083,798	1,167,870	1,198,587	1,198,587
Materials and Services					
External Materials and Services					
521000 Professional Services	225	20,851	18,000	20,000	20,000
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	1,210	1,235	2,400	1,300	1,300
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	667	1,706	5,000	2,000	2,000
531000 Office Supplies	4,535	4,914	4,900	5,300	5,300
532000 Operating Supplies	4,620	3,768	7,900	3,800	3,800
533000 Repair & Maintenance Supplies	7	0	0	0	0
534000 Minor Equipment & Tools	4,456	15,721	14,290	9,500	9,500
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	521	879	0	0	0
541000 Education	3,468	9,944	7,000	5,000	5,000
542000 Local Travel	1,771	1,642	2,500	2,000	2,000
543000 Out-of-Town Travel	403	2,137	3,000	2,000	2,000
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	2,803	2,882	38,596	56,960	56,960
Total External Materials and Services	24,686	65,679	103,586	107,860	107,860
Internal Materials and Services					
551000 Fleet Services	1,941	4,698	6,417	6,210	6,210
552000 Printing & Distribution	13,297	11,413	14,103	12,119	12,119
553000 Facilities Services	113,799	315,555	82,629	92,447	92,447
554000 Communications Services	11,873	14,337	14,248	15,031	15,031
555000 Data Processing Services	11,122	20,470	26,111	9,672	9,672
556000 Insurance	50,663	11,521	11,936	13,819	13,819
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	202,695	377,994	155,444	149,298	149,298
Total Materials and Services	227,381	443,673	259,030	257,158	257,158
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	4,253	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	4,253	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 1,255,561	\$ 1,531,724	\$ 1,426,900	\$ 1,455,745	\$ 1,455,745

Administrative Services Division-General Services AU 346

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	2	2	2	76,492	2	77,044	2	77,044
515	Accountant II	3	2	4	41,883	5	210,147	5	210,147
510	Accounting Technician	2	2	0	97,023	0	0	0	0
926	Administrative Services Manager	0	0	1	65,023	0	0	0	0
920	Administrative Supervisor I	1	1	1	51,729	1	51,896	1	51,896
924	Administrative Supervisor III	2	2	0	0	0	0	0	0
826	Assistant Financial Analyst	2	4	3	197,338	3	151,308	3	151,308
928	Bureau Administrative Manager	0	0	0	0	1	65,967	1	65,967
620	Bureau Human Resources Manager	0	0	0	0	1	67,673	1	67,673
838	General Services Director	1	1	1	90,924	1	91,229	1	91,229
951	Management Analyst	0	0	2	0	0	0	0	0
953	Principal Management Analyst	0	0	1	60,919	0	0	0	0
972	Program Manager IV	1	1	0	82,079	0	0	0	0
221	Secretarial Clerk II	1	1	0	24,869	0	0	0	0
828	Senior Financial Analyst	1	1	0	48,816	0	0	0	0
952	Senior Management Analyst	0	0	2	0	3	166,282	3	166,282
TOTAL FULL-TIME POSITIONS		16	17	17	\$ 837,095	17	\$ 881,546	17	\$ 881,546

Administrative Services Division-General Services AU 346

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	1,569,148	0	1,569,148	17.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	0	0	0	1.0	Accountant Position (w/in target rates)
	(77,422)	0	(77,422)	(1.0)	5% Budget Reduction -- Management Analyst
	(34,946)	0	(34,946)	0.0	PERS Adjustment
	(1,035)	0	(1,035)	0.0	BGS I/A Adjustment
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	(113,403)	0	(113,403)	0.0	Total FY 2000-01 Decision Packages
			\$ 1,455,745	17.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Communication Services Division

OVERVIEW

Organizational Description

The Communications Services Division of the Bureau of General Services operates and maintains all of the following communications-related services for the City, such as:

- ◆ Telecommunications, including voice, video, and data services.
- ◆ Radio services covering installations, maintenance, and repair.
- ◆ 800 MHz radio system, including maintenance of the infrastructure on which the system operates.
- ◆ Other electronic services, including the provision and maintenance of sirens, radar guns, and video systems.

Operations

Communications Services information systems analysts, technicians, and engineers provide their expertise, guidance, and leadership to other City bureaus in helping them manage their expanding communications systems and implement the latest technologies to support improvements in their operations. In addition to City services, Communications also provides support to a growing number of other jurisdictions in the metropolitan area, primarily for use of the 800 MHz system and regional infrastructure planning.

CHANGES FROM PRIOR YEAR

The Communications Services Division has taken a proactive approach to meet the challenges of the continued expansion of the 800 MHz radio system, the fast pace of change in technology and service level expectations, increased demands for higher level engineering services, and pressures for converging voice, video, and data telecommunications services. In addition, Communication Services reduced selected service levels to provide savings to customer bureaus.

800 MHz Software Subscription Agreement

Communication Services will enter into a software subscription agreement with Motorola. This agreement is intended to safeguard the entire 800 MHz Smartzone radio communications system software. The agreement will entitle the City to receive new releases of system software on a periodic basis. The releases contain improvements and enhancements for current generation systems software as well as new capabilities.

Management Information System Improvements

The Radio Shop will begin using Comm Anywhere for work order processing. Comm Anywhere should be more user friendly and offer greater functionality in terms of data analysis and reporting capacity than the existing order processing system. Telecommunications will continue making improvements in both their work order and billing systems. Included in those changes will be more emphasis on system improvements, from a customer standpoint, to provide customers with data in a format that meets their needs.

Integrated Regional Network Enterprise

Communications Service will become actively engaged in construction of the IRNE. The IRNE is a telecommunications strategy that will provide better telecommunications service to the City. It will place converged voice and data facilities at each City location capable of carrying high-bandwidth traffic at low cost. The IRNE network will be more reliable, support higher speeds, and cost less than comparable services that the City could purchase

from other providers. The financial forecast shows a cost-neutral scenario to build and operate the network, and projects close to \$3 million of cost avoidance over the last five years of the ten-year forecast period. Rates for services will be competitive with the best available in the private sector but will guarantee funding for equipment replacement, network enhancements, network upgrades, and contingency expenditures.

Overview of Programs

DIVISION ADMINISTRATION

Administration is responsible for providing customer service to all City of Portland bureaus and outside customers of radio and telecommunications services. It provides general administration of the division. In addition to these responsibilities, it provides and maintains inventories for the other programs.

RADIO SHOP

This section installs, maintains, and repairs all of the City's electronic and communications equipment, video equipment, and fiber optic systems. This work is done both on the customer's site, with 24-hour on-call personnel, and in the electronics maintenance shop co-located with the 911 Emergency Communications Center.

800 MHZ OPERATIONS

This section monitors and controls the operations of the regional 800 MHz trunking radio system. The staff maintains the backbone equipment, which includes microwave towers that transmit and receive radio signals, and the system's electronic hardware and software that control the complicated network infrastructure.

ENGINEERING

The Engineering section provides expert level design, construction management, project management, and quality assurance to projects for radio and telecommunications customers of the division. Engineering also provides communications consulting services to the other bureaus of the City. This includes radio communications, wireless and wireline data transmission, microwave, remote control, television surveillance, fire cable network, fiber optics, telemetry, and audio systems. Other responsibilities include managing the City's relationship with the Federal Communication Commission and the Association of Public Safety Communications officers with respect to radio frequency licenses.

TELECOMMUNICATIONS

This section provides voice, video, and data service, including telephone, cellular phones, pagers, and data network backbones, to other bureaus. It controls large Citywide contracts for telephone services, data networking, network management, wiring, and other telecommunications-related services and products. Telecommunications also provides consultation and design of networks and telephone systems; day-to-day coordination of service requests; and purchase, installation, and maintenance of telecommunication equipment and circuits.

CASH TRANSFERS

This program coordinates the purchase of new electronic equipment requested by City bureaus and outside agencies and manages the transfer of funds for payment of the equipment.

REPLACEMENT EQUIPMENT

This program receives and holds funds for the future replacement of existing electronic equipment.

Communication Services Division AU 360

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	1,639,319	1,968,295	2,318,125	2,575,781	2,575,781
External Materials and Services	4,835,748	5,530,955	7,589,531	5,729,197	5,729,197
Internal Materials and Services	853,993	920,260	872,984	944,051	944,051
Minor Capital Outlay	679,042	246,911	683,544	85,000	85,000
Equipment Cash Transfers	0	53,044	0	0	0
Total Operating Budget	8,008,102	8,719,465	11,464,184	9,334,029	9,334,029
Capital Improvements	221,015	749,965	1,685,146	8,213,000	8,213,000
TOTAL BUREAU EXPENDITURES	\$ 8,229,117	\$ 9,469,430	\$ 13,149,330	\$ 17,547,029	\$ 17,547,029
Allocated Overhead	200,112	227,065	255,455	283,086	275,475
Total Cost with Allocated Overhead	8,429,229	9,696,495	13,404,785	17,830,115	17,822,504
RESOURCES					
Communications Services Operating Fund		9,469,430	13,149,330	17,547,029	17,547,029
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Division Administration		728,602	811,329	1,074,688	1,074,688
<i>Positions</i>		6	6	5	5
Radio Shop		1,655,302	1,702,692	1,428,492	1,428,492
<i>Positions</i>		14	10	11	11
800 MHz Operations		1,544,604	2,798,874	1,661,344	1,661,344
<i>Positions</i>		7	9	8	8
Engineering		126,416	354,449	191,232	191,232
<i>Positions</i>		0	1	2	2
Telecommunications		4,794,350	4,977,957	13,147,873	13,147,873
<i>Positions</i>		7	9	12	12
Cash Transfers		551,943	2,206,894	43,400	43,400
<i>Positions</i>		0	0	0	0
Replacement Equipment		68,213	297,135	0	0
<i>Positions</i>		0	0	0	0
TOTAL PROGRAMS		\$ 9,469,430	\$ 13,149,330	\$ 17,547,029	\$ 17,547,029
<i>Positions</i>		33	35	37	37

Communication Services Division AU 360

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,006,318	1,191,871	1,592,913	1,885,380	1,885,380
512000 Part-Time Employees	12,596	33,575	12,000	40,000	40,000
514000 Overtime	22,706	24,156	34,000	36,000	36,000
515000 Premium Pay	32,286	31,833	34,500	35,000	35,000
517000 Benefits	425,814	523,658	644,712	778,550	778,550
518000 Paid Absence	148,543	196,335	0	0	0
Total Personnel Services	1,648,263	2,001,428	2,318,125	2,774,930	2,774,930
Materials and Services					
External Materials and Services					
521000 Professional Services	54,009	288,898	305,500	394,500	394,500
522000 Utilities	26,654	25,536	41,900	33,500	33,500
523000 Equipment Rental	14,640	21,922	27,900	24,400	24,400
524000 Repair & Maintenance Services	574,415	642,182	641,300	620,300	620,300
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	2,811,511	3,521,422	3,812,276	5,252,915	5,252,915
531000 Office Supplies	10,094	10,223	13,000	12,000	12,000
532000 Operating Supplies	25,482	19,708	33,500	26,500	26,500
533000 Repair & Maintenance Supplies	348,771	320,908	481,446	304,000	304,000
534000 Minor Equipment & Tools	919,693	1,030,497	2,629,205	402,400	402,400
535000 Clothing & Uniforms	2,519	5,022	9,600	10,400	10,400
539000 Other Commodities External	0	0	0	0	0
541000 Education	40,707	39,874	57,300	74,100	74,100
542000 Local Travel	955	5,221	4,750	5,100	5,100
543000 Out-of-Town Travel	31,924	41,528	71,000	56,000	56,000
544000 Space Rental	60,434	58,566	85,000	85,582	85,582
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	1,733	15,262	16,000	23,500	23,500
Total External Materials and Services	4,923,541	6,046,769	8,229,677	7,325,197	7,325,197
Internal Materials and Services					
551000 Fleet Services	50,222	48,030	56,741	50,913	50,913
552000 Printing & Distribution	25,908	25,587	23,043	12,598	12,598
553000 Facilities Services	406,467	406,138	334,996	381,133	381,133
554000 Communications Services	0	0	0	0	0
555000 Data Processing Services	32,263	44,313	43,643	38,705	38,705
556000 Insurance	47,731	46,586	48,263	61,225	61,225
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	309,303	362,841	366,298	399,477	399,477
Total Internal Materials and Services	871,894	933,495	872,984	944,051	944,051
Total Materials and Services	5,795,435	6,980,264	9,102,661	8,269,248	8,269,248
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	779,618	434,694	1,728,544	6,502,851	6,502,851
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	779,618	434,694	1,728,544	6,502,851	6,502,851
573000 Equipment Cash Transfers	0	53,044	0	0	0
576000 Minor Equipment Transfers	5,801	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 8,229,117	\$ 9,469,430	\$ 13,149,330	\$ 17,547,029	\$ 17,547,029

Communication Services Division AU 360

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
114	Clerical Specialist	1	2	0	58,038	0	0	0	0
3258	Commun & Networking Svcs Mgr	0	0	0	0	1	82,347	1	82,347
3255	Communications Engineer	0	0	0	0	4	190,863	4	190,863
3250	Electronic Tech I Traffic Signal	2	3	0	122,112	0	0	0	0
3251	Electronic Tech II Communication	6	5	6	285,474	6	305,202	6	305,202
3248	Electronics Technician Assistant	3	5	5	169,939	4	147,426	4	147,426
3249	Electronics Technician I: Commun	0	0	3	0	3	130,390	3	130,390
1136	Facilities & Maintenance Manager	1	1	1	74,073	1	74,319	1	74,319
2541	Information Systems Analyst I	0	0	3	150,660	3	147,620	3	147,620
2542	Information Systems Analyst II	1	0	1	0	1	51,398	1	51,398
2550	Information Systems Manager	0	0	0	0	1	73,861	1	73,861
102	Office Support Specialist II	0	0	2	0	2	58,323	2	58,323
104	Office Support Specialist III	0	0	1	0	1	34,861	1	34,861
966	Program Coordinator	1	1	1	54,502	1	57,491	1	57,491
972	Program Manager IV	1	2	2	157,726	1	79,048	1	79,048
964	Program Specialist	0	2	2	102,677	2	106,227	2	106,227
220	Secretarial Clerk I	2	0	0	0	0	0	0	0
221	Secretarial Clerk II	0	1	0	26,206	0	0	0	0
3256	Senior Communications Engineer	1	2	2	136,407	1	70,036	1	70,036
2552	Senior Information Systems Mgr	0	0	1	0	1	78,862	1	78,862
1056	Senior Trades Supervisor	1	1	1	60,364	1	60,570	1	60,570
406	Storekeeper/Acquisition Spec II	0	0	0	0	1	38,293	1	38,293
408	Storekeeper/Acquisition Spec III	0	0	1	0	1	45,594	1	45,594
411	Stores Supervisor I	1	1	0	43,455	0	0	0	0
3108	Technician II	1	1	0	0	0	0	0	0
3109	Technician III	2	2	2	97,044	0	0	0	0
305	Telecommunications Coordinator	3	3	0	0	0	0	0	0
1054	Trades Supervisor	0	1	1	54,236	1	52,649	1	52,649
TOTAL FULL-TIME POSITIONS		27	33	35	\$ 1,592,913	37	\$ 1,885,380	37	\$ 1,885,380

Communication Services Division AU 360

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	9,272,758	0	9,272,758	35.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	56,270	0	56,270	1.0	Acquisition Specialist Position
	(264,999)	0	(264,999)	(2.0)	5% Budget Reduction
	270,000	0	270,000	0.0	Motorola Software Subscription Agreement
	0	8,213,000	8,213,000	3.0	Integrated Regional Network Enterprise (IRNE)
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	61,271	8,213,000	8,274,271	2.0	Total FY 2000-01 Decision Packages
			\$ 17,547,029	37.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	200,000	0	200,000		800 MHz Major Maintenance
			\$ 200,000	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	(19,333)	0	(19,333)	0.0	IRNE (Tenative Figures)
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	(19,333)	0	(19,333)	0.0	0
			\$ (19,333)	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Facilities Services Division

OVERVIEW

Facilities Services

The Facilities Services Division of the Bureau of General Services handles the facility requirements for all City operations, with the exception of buildings owned and operated by the utility bureaus (Water and Environmental Services), and the Parks and Fire, Rescue and Emergency Services bureaus.

These requirements include:

- ◆ Facility planning,
- ◆ Remodeling and new construction,
- ◆ Real property management, and
- ◆ Building maintenance.

The Facilities Services Division works to keep City buildings sound and well maintained.

This division is 100% supported by interagency charges. These charges occur in two separate ways:

1. The rental rates charged to the occupants of the Portland Building, City Hall, various police facilities, and the Communication Center cover full maintenance and operations for these buildings, including preventive maintenance, utilities, repair, security, and major maintenance.
2. The division has service agreements with other bureaus to provide a variety of facility services. When the division serves as project manager on projects, a portion of the project budget is allocated for project management and is covered by project costs.

During the fiscal year, the Facilities Services Division continues a series of projects to keep City's programs operating efficiently in sound, well-maintained buildings and to protect the City's investment in its building assets.

Program highlights include projects to support public safety, projects to preserve the usefulness of existing facilities through major maintenance and repairs, and projects to save money for long-term City operations.

Facilities Services, in partnership with the Fire Bureau, manages the new Fire, Rescue and Emergency Services Facility Bond Construction Fund set up to account for the proceeds from the general obligation bond sales approved by voters in November of 1998.

CHANGES FROM PRIOR YEAR

1900 Building

Construction has been completed at the Development Building, located at 1900 SW 4th Ave. This building will house various City bureaus: the Office of Planning and Development Review, the Bureau of Planning, the License Bureau, the Hearings Office, and the Portland Development Commission. This building improves service to the public and locates nearly all City offices downtown in City-owned buildings.

The Portland Building During last fiscal year, the re-occupancy plan for The Portland Building was completed, returning bureaus from leased space to the building. With this re-occupancy, the building spaces were renovated to meet modern technological, ergonomic furniture, and efficient space standards. In conjunction, many of the building lobbies were also renovated with a consistent design. The lobbies on floors 4, 7, 8, 9, 10, 11, and 12 have been upgraded to the new standards. Savings from this re-occupancy are now being achieved through an increased population in the building and a near-elimination of rent costs from non City-owned buildings.

Fire and Rescue FY 2001-2002 will be years two and three of the ten-year GO bond program to upgrade 20 existing Fire and Rescue stations and build 11 new stations. Planning is now nearing completion, and during these two fiscal years construction will be underway on 4 to 6 new stations and twelve renovations. Facilities Services is working closely with the Portland Fire Bureau staff to assure that citizens are assured emergency coverage during this improvement program.

Service Level Reductions The Facilities Services Division of the Bureau of General Services reduced its buildings' operations and maintenance budget. These budget reduction measures will generate savings Citywide.

These measures include:

- ◆ Reductions in maintenance mechanic hours and contracted services and supplies.
- ◆ Reductions in contracted security services in The Portland Building (TPB) through strategic restructuring of the TPB Security Plan.
- ◆ Reductions in utilities expenses in The Portland Building and City Hall through energy efficient management practices.

Overview of Programs

PROPERTY MANAGEMENT

This section provides management of the City's real properties.

Property Management services include:

- ◆ Evaluating real property transactions;
- ◆ Negotiating for acquisition and disposal of real property;
- ◆ Managing the City's commercial property leases and rentals; and
- ◆ Evaluating unassigned or surplus property and complete disposition of those properties.

PROJECT MANAGEMENT

This section provides construction planning and management to most City bureaus.

Project Management services include:

- ◆ Construction cost estimation;
- ◆ Consultant selection and management;
- ◆ Capital improvement project planning;
- ◆ Coordination of moves;
- ◆ Construction supervision; and
- ◆ Record keeping of contract documents.

BUILDING OPERATIONS

This section provides overall building operations oversight for the buildings within the Facilities Services Division portfolio.

Buildings Operation services include:

- ◆ Customer service desk and work order management;
- ◆ Security contract management and policy development;
- ◆ Recycling services and waste management;
- ◆ Employee Identification program administration, including "smart ID" programming;
- ◆ Meeting room scheduling, meeting room set-ups, and meeting room services and accessories;
- ◆ Scheduling and coordinating special events, including private parties and receptions;
- ◆ Janitorial contract administration and compliance;
- ◆ Elevator program management, including monitoring, maintenance contract, and capital projects; and
- ◆ Landscape services for building grounds.

FACILITIES MAINTENANCE

This section provides maintenance services to buildings within the Facilities Services Division portfolio.

Facilities Maintenance services include:

- ◆ Preventive Maintenance of building systems, including HVAC, electrical, and plumbing systems;
- ◆ Management of capital projects associated with building systems;
- ◆ Operation of a 24-hour, seven-day-a-week building maintenance and repair program, responding to occupant concerns. (Approximately 1,200 demand work orders are accomplished annually.); and
- ◆ Conducting an annual building Inspection Program to protect the City's building infrastructure.

ADMINISTRATIVE SUPPORT

This section provides overall management and administrative support to the other programs in the Facilities Services Division.

Administrative Support services include:

- ◆ Division management and strategic direction;
- ◆ Information technology services, including management of the Span-FM and Paragon software systems;
- ◆ IT support for PC users; and
- ◆ Budget and capital program oversight.

Facilities Services Division AU 732

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	1,501,677	1,621,778	2,225,591	2,502,187	2,502,187
External Materials and Services	5,248,417	7,638,060	9,970,589	10,530,104	10,530,104
Internal Materials and Services	819,715	1,046,566	1,005,324	1,176,529	1,176,529
Minor Capital Outlay	0	5,638	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	7,569,809	10,312,042	13,201,504	14,208,820	14,208,820
Capital Improvements	21,511,276	22,446,448	15,927,429	3,521,492	3,521,492
TOTAL BUREAU EXPENDITURES	\$ 29,081,085	\$ 32,758,490	\$ 29,128,933	\$ 17,730,312	\$ 17,730,312
Allocated Overhead	634,209	633,036	783,032	718,519	706,480
Total Cost with Allocated Overhead	29,715,294	33,391,526	29,911,965	18,448,831	18,436,792
RESOURCES					
Facilities Services Fund		32,758,490	29,128,933	17,730,312	17,730,312
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Building Operations		0	0	314,035	314,035
<i>Positions</i>		0	0	5	5
Property Management		343,929	155,633	159,780	159,780
<i>Positions</i>		1	2	2	2
Project Management		22,789,633	19,235,494	7,337,307	7,337,307
<i>Positions</i>		9	12	9	9
Facilities Maintenance		8,652,610	8,940,039	9,164,582	9,164,582
<i>Positions</i>		16	19	19	19
Administrative Support		972,318	797,767	754,608	754,608
<i>Positions</i>		5	4	2	2
TOTAL PROGRAMS		\$ 32,758,490	\$ 29,128,933	\$ 17,730,312	\$ 17,730,312
<i>Positions</i>		31	37	37	37

Facilities Services Division AU 732

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,113,006	1,187,941	1,742,236	1,839,315	1,839,315
512000 Part-Time Employees	453	2,910	0	0	0
514000 Overtime	72,237	55,388	42,621	43,516	43,516
515000 Premium Pay	23,693	23,837	17,169	17,529	17,529
517000 Benefits	502,969	514,307	683,607	703,530	703,530
518000 Paid Absence	239,873	231,289	0	0	0
Total Personnel Services	1,952,231	2,015,672	2,485,633	2,603,890	2,603,890
Materials and Services					
External Materials and Services					
521000 Professional Services	1,204,833	1,306,724	1,532,863	1,262,543	1,262,543
522000 Utilities	1,184,347	1,397,698	1,480,125	1,762,051	1,762,051
523000 Equipment Rental	0	277	0	0	0
524000 Repair & Maintenance Services	1,818,591	2,513,201	4,283,119	3,941,004	3,941,004
525000 Non-Capital Improvement	1,817,947	2,974,841	7,417,804	3,600,159	3,600,159
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	862,507	1,501,937	1,007,573	65,350	65,350
531000 Office Supplies	6,745	8,539	4,838	8,250	8,250
532000 Operating Supplies	66,541	116,906	83,220	127,263	127,263
533000 Repair & Maintenance Supplies	272,969	266,958	207,392	247,094	247,094
534000 Minor Equipment & Tools	2,072,478	479,966	2,467,330	80,648	80,648
535000 Clothing & Uniforms	1,257	1,554	1,356	1,400	1,400
539000 Other Commodities External	5,092	4,908	0	0	0
541000 Education	10,175	22,062	15,408	20,895	20,895
542000 Local Travel	563	1,034	3,655	2,920	2,920
543000 Out-of-Town Travel	801	3,380	999	971	971
544000 Space Rental	1,933,006	1,420,417	850,567	821,192	821,192
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	532,480	407,468	1,612,336	848,993	848,993
Total External Materials and Services	11,790,332	12,427,870	20,968,585	12,790,733	12,790,733
Internal Materials and Services					
551000 Fleet Services	40,629	45,897	49,291	56,941	56,941
552000 Printing & Distribution	43,081	30,962	52,344	51,836	51,836
553000 Facilities Services	0	0	0	0	0
554000 Communications Services	333,467	168,189	277,832	317,501	317,501
555000 Data Processing Services	33,782	64,203	68,968	58,421	58,421
556000 Insurance	95,327	89,419	92,638	116,140	116,140
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	581,964	749,839	668,252	778,690	778,690
Total Internal Materials and Services	1,128,250	1,148,509	1,209,325	1,379,529	1,379,529
Total Materials and Services	12,918,582	13,576,379	22,177,910	14,170,262	14,170,262
Capital Outlay					
561000 Land	300,763	(300,763)	0	0	0
562000 Buildings	13,654,828	17,400,197	4,465,390	956,160	956,160
563000 Improvements	14,174	45,825	0	0	0
564000 Capital Equipment	147,506	20,880	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	14,117,271	17,166,139	4,465,390	956,160	956,160
573000 Equipment Cash Transfers	93,001	0	0	0	0
576000 Minor Equipment Transfers	0	300	0	0	0
TOTAL DIVISION EXPENSES	\$ 29,081,085	\$ 32,758,490	\$ 29,128,933	\$ 17,730,312	\$ 17,730,312

Facilities Services Division AU 732

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	0	1	42,764	1	44,578	1	44,578
815	Administrative Specialist	1	1	0	0	0	0	0	0
3134	Architect	2	1	1	65,374	0	0	0	0
962	Assistant Program Specialist	0	0	1	41,580	1	44,092	1	44,092
1052	Assistant Trades Supervisor	0	0	2	90,517	2	96,385	2	96,385
3164	Engineer	1	1	1	65,018	1	65,229	1	65,229
1136	Facilities & Maintenance Manager	1	1	1	74,073	1	74,318	1	74,318
1115	Facilities Maintenance Tech	12	12	13	545,233	12	509,981	12	509,981
1116	Facilities Maintenance Tech Lead	2	2	2	88,074	2	89,232	2	89,232
1140	Facilities Services Manager	0	0	0	0	1	82,347	1	82,347
2542	Information Systems Analyst II	0	0	0	0	1	46,194	1	46,194
102	Office Support Specialist II	0	0	0	0	2	53,251	2	53,251
966	Program Coordinator	0	1	1	51,084	1	53,343	1	53,343
968	Program Manager I	0	0	0	0	1	52,856	1	52,856
970	Program Manager II	1	5	7	346,997	9	525,885	9	525,885
972	Program Manager IV	1	1	1	82,079	0	0	0	0
221	Secretarial Clerk II	0	2	2	58,475	1	41,427	1	41,427
1134	Sr Facilities & Maint Supervisor	1	0	0	0	0	0	0	0
3108	Technician II	1	1	1	41,492	0	0	0	0
3109	Technician III	2	2	2	91,708	0	0	0	0
1054	Trades Supervisor	1	1	1	57,768	1	60,197	1	60,197
TOTAL FULL-TIME POSITIONS		27	31	37	\$ 1,742,236	37	\$ 1,839,315	37	\$ 1,839,315

Facilities Services Division AU 732

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	17,451,250	0	17,451,250	37.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	0
Mayor's Proposed Budget Decisions					
	3,638,705	0	3,638,705	0.0	Capital Projects
	14,520	0	14,520	1.0	Office Specialist 2 position
	(248,900)	0	(248,900)	0.0	Delay Purchasing Remodel
	(787,000)	0	(787,000)	0.0	Cut EOC Relocation
	(2,256,772)	0	(2,256,772)	0.0	Cut Pearl District Garage
	(350,879)	0	(350,879)	(1.0)	5% Budget Reduction
	14,000	0	14,000	0.0	Mounted Patrol Facilities Operations &
	255,248	0	255,248	0.0	Major Maintenance Restorations
	0	0	0	0.0	I/A Adjustments
	140	0	140	0.0	Bureau Service Level Adjustments
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	279,062	0	279,062	0.0	Total FY 2000-01 Decision Packages
			\$ 17,730,312	37.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0	1.0	Project Manager (in rates)
			\$ 0	1.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	0
			\$ 0	0.0	0

Bureau of Financial Management

OVERVIEW

This program is composed of the Divisions of Financial Planning and Accounting and includes the Grants Compliance, Public Finance and Treasury, Spectator Facilities, and Urban Services teams.

Major program activities include:

- ◆ Operating budget development.
- ◆ Financial planning and operational review of the City's utilities -- water, sewer, and transportation -- in concert with the City's Public Utility Review Board.
- ◆ Long-range financial forecasting for the City's General Fund and related funds.
- ◆ Capital budget planning, development, and management of the Capital Review Committee.
- ◆ Management of the City's corporate accounting systems and processes, including preparation of the Comprehensive Annual Financial Report.
- ◆ Debt issuance and compliance.
- ◆ Preservation of the City's Aaa credit rating.
- ◆ Oversight of the Oregon Arena and leadership in the Civic Stadium redevelopment project.
- ◆ Management of the City's approximately \$600 million investment portfolio.
- ◆ Collaboration with regional jurisdictions in 2040 growth and ORS 195 service delivery policy issues.
- ◆ Federal, state, and foundation grant management, including oversight of the Federal Single Audit and Davis-Bacon.

CHANGES FROM PRIOR YEAR

Starting with the FY 2000-01 Adopted Budget, bureau expenses for Risk Management and the Bureau of Information Technology are reflected in their operating funds instead of AU 307. The bureau expenses for the Revised Budget and for prior years appear in the Bureau of Financial Management Program to reflect that the programs were formerly budgeted in AU 307.

Bureau of Financial Management AU 307

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	4,443,296	4,473,069	4,972,492	4,933,576	4,933,576
External Materials and Services	628,543	792,835	1,586,198	1,181,815	1,491,815
Internal Materials and Services	1,538,943	1,885,255	2,030,839	1,340,728	1,340,728
Minor Capital Outlay	0	38,274	5,730	0	0
Equipment Cash Transfers	1,200	0	0	0	0
Total Operating Budget	6,611,982	7,189,433	8,595,259	7,456,119	7,766,119
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 6,611,982	\$ 7,189,433	\$ 8,595,259	\$ 7,456,119	\$ 7,766,119
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	6,611,982	7,189,433	8,595,259	7,456,119	7,766,119
RESOURCES					
General Fund Discretionary		7,891,833	7,890,160	3,541,625	4,282,847
Non-Discretionary Revenues					
Grants & Donations		54,836	0	0	0
Contract Revenues		159,140	142,512	159,485	159,485
Interagency Revenues		1,298,055	1,767,162	1,536,923	1,596,923
Program Revenue		499,124	296,219	317,399	317,399
Bond & Note Proceeds		0	100,000	0	0
Overhead Revenues		5,019,154	5,392,496	5,273,967	5,060,472
Total Non-Discretionary Revenues		7,030,309	7,698,389	7,287,774	7,134,279
TOTAL GENERAL FUND RESOURCES		\$ 14,922,142	\$ 15,588,549	\$ 10,829,399	\$ 11,417,126
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Financial Planning and Management		7,139,875	8,251,515	7,169,497	7,479,497
<i>Positions</i>		<i>66</i>	<i>70</i>	<i>66</i>	<i>66</i>
Information Technology Planning and Operations		8,362,053	10,879,826	206,366	206,366
<i>Positions</i>		<i>48</i>	<i>51</i>	<i>1</i>	<i>1</i>
Risk Management		3,270,510	4,351,743	80,256	80,256
<i>Positions</i>		<i>37</i>	<i>37</i>	<i>0</i>	<i>0</i>
TOTAL PROGRAMS		\$ 18,772,438	\$ 23,483,084	\$ 7,456,119	\$ 7,766,119
<i>Positions</i>		<i>150</i>	<i>158</i>	<i>67</i>	<i>67</i>

Bureau of Financial Management AU 307

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	2,659,822	2,684,595	3,483,098	3,508,904	3,508,904
512000 Part-Time Employees	118,474	135,909	118,381	96,905	96,905
514000 Overtime	6,435	23,467	55,853	56,129	56,129
515000 Premium Pay	4,233	4,812	700	700	700
517000 Benefits	1,147,835	1,134,290	1,314,460	1,270,938	1,270,938
518000 Paid Absence	506,497	489,996	0	0	0
Total Personnel Services	4,443,296	4,473,069	4,972,492	4,933,576	4,933,576
Materials and Services					
External Materials and Services					
521000 Professional Services	300,800	339,562	341,720	200,197	260,197
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	14,760	14,760	22,000	22,682	22,682
524000 Repair & Maintenance Services	4,425	3,038	46,252	41,661	41,661
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	58,516	156,359	71,464	167,391	167,391
531000 Office Supplies	38,363	29,907	49,335	67,817	67,817
532000 Operating Supplies	21,282	39,810	295,006	52,546	52,546
533000 Repair & Maintenance Supplies	79	0	122	126	126
534000 Minor Equipment & Tools	83,444	41,188	66,892	108,966	108,966
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	(43)	248	1,822	1,878	1,878
541000 Education	34,821	65,314	124,148	104,011	104,011
542000 Local Travel	1,920	984	2,675	2,757	2,757
543000 Out-of-Town Travel	24,902	34,099	44,482	35,956	35,956
544000 Space Rental	(1,035)	25	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	46,309	67,541	520,280	375,827	625,827
Total External Materials and Services	628,543	792,835	1,586,198	1,181,815	1,491,815
Internal Materials and Services					
551000 Fleet Services	636	769	150	155	155
552000 Printing & Distribution	129,990	125,210	155,377	137,514	137,514
553000 Facilities Services	327,679	490,029	331,376	349,267	349,267
554000 Communications Services	59,440	65,099	65,594	72,245	72,245
555000 Data Processing Services	893,116	1,020,743	1,171,387	518,199	518,199
556000 Insurance	54,692	52,046	54,989	65,723	65,723
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	73,390	131,359	251,966	197,625	197,625
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	1,538,943	1,885,255	2,030,839	1,340,728	1,340,728
Total Materials and Services	2,167,486	2,678,090	3,617,037	2,522,543	2,832,543
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	38,274	5,730	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	38,274	5,730	0	0
573000 Equipment Cash Transfers	1,200	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 6,611,982	\$ 7,189,433	\$ 8,595,259	\$ 7,456,119	\$ 7,766,119

Bureau of Financial Management AU 307

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	6	5	7	242,982	8	299,782	8	299,782
515	Accountant II	6	7	6	271,861	6	262,457	6	262,457
516	Accountant III	0	0	0	0	6	285,515	6	285,515
533	Accounting Manager	1	1	1	82,079	1	82,347	1	82,347
531	Accounting Supervisor II	4	3	2	117,108	3	174,513	3	174,513
510	Accounting Technician	10	10	10	241,006	2	62,073	2	62,073
511	Accounts Payable Audit Clerk	1	1	1	33,012	0	0	0	0
926	Administrative Services Manager	1	1	2	119,078	2	117,021	2	117,021
920	Administrative Supervisor I	0	0	1	51,729	1	51,896	1	51,896
2531	Applications Analyst I	0	0	0	0	1	40,943	1	40,943
2534	Applications Analyst IV	0	0	1	58,380	1	59,794	1	59,794
826	Assistant Financial Analyst	0	0	1	51,532	0	0	0	0
944	City Economist	1	1	1	77,971	1	78,194	1	78,194
860	City Treasurer	1	1	1	77,971	1	75,015	1	75,015
114	Clerical Specialist	5	5	4	129,364	0	0	0	0
834	Debt Manager	1	1	1	78,981	1	78,088	1	78,088
942	Economist I	3	3	2	120,730	2	121,140	2	121,140
943	Economist II	1	1	1	70,384	1	70,616	1	70,616
837	Finance & Admin Director	1	1	1	75,566	1	75,816	1	75,816
827	Financial Analyst	3	3	2	97,852	2	90,319	2	90,319
836	Financial Management Director	1	0	1	90,924	1	91,229	1	91,229
870	Investment Officer	1	1	1	71,832	1	78,229	1	78,229
100	Office Support Specialist I	0	0	0	0	1	29,994	1	29,994
102	Office Support Specialist II	0	0	0	0	6	197,732	6	197,732
104	Office Support Specialist III	0	0	0	0	1	36,629	1	36,629
833	Principal Debt Analyst	1	2	1	65,416	1	70,616	1	70,616
832	Principal Financial Analyst	2	3	3	190,118	3	193,055	3	193,055
953	Principal Management Analyst	1	1	1	66,862	0	0	0	0
968	Program Manager I	1	1	2	60,366	1	57,408	1	57,408
970	Program Manager II	1	1	2	124,838	1	63,710	1	63,710
973	Program Manager V	0	0	1	68,193	1	68,422	1	68,422
964	Program Specialist	1	1	1	52,091	0	0	0	0
220	Secretarial Clerk I	2	2	1	29,302	0	0	0	0
221	Secretarial Clerk II	2	2	4	103,819	0	0	0	0
816	Senior Administrative Specialist	2	1	1	25,403	1	30,941	1	30,941
831	Senior Debt Analyst	2	1	2	115,953	2	115,087	2	115,087
828	Senior Financial Analyst	7	6	7	380,923	7	395,273	7	395,273
952	Senior Management Analyst	0	0	1	39,471	1	55,051	1	55,051
650	Training & Development Analyst	1	1	0	0	0	0	0	0
TOTAL FULL-TIME POSITIONS		69	66	72	\$ 3,483,097	67	\$ 3,508,905	67	\$ 3,508,905

Bureau of Human Resources

OVERVIEW

The Bureau of Human Resources, Affirmative Action, and the Citywide Service Improvement Program comprise the Human Resources Program. Major objectives of the program include:

- ◆ Leadership in development and implementation of a Citywide Human Resources Strategy.
- ◆ Formulation of cooperative labor-management strategies.
- ◆ Recruitment and selection of qualified candidates for City positions.
- ◆ Development and administration of a Citywide employee development program.
- ◆ Maintenance of a contemporary and effective classification and compensation system.
- ◆ Outreach efforts to ensure a work force representative of the community.
- ◆ Awareness training which promotes an organizational culture which values diversity and provides equal opportunity.
- ◆ Leadership in building labor and management partnerships and projects directed toward improved organizational performance, in collaboration with the City Council, City managers, and labor.

Bureau of Human Resources AU 307

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	1,952,215	2,135,326	2,377,108	2,479,217	2,479,217
External Materials and Services	625,069	769,811	920,916	518,369	668,369
Internal Materials and Services	565,768	575,808	609,647	555,733	555,733
Minor Capital Outlay	16,288	95,509	0	0	0
Equipment Cash Transfers	1,300	0	0	0	0
Total Operating Budget	3,160,640	3,576,454	3,907,671	3,553,319	3,703,319
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 3,160,640	\$ 3,576,454	\$ 3,907,671	\$ 3,553,319	\$ 3,703,319
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	3,160,640	3,576,454	3,907,671	3,553,319	3,703,319
RESOURCES					
General Fund Discretionary		0	0	0	0
Non-Discretionary Revenues					
Grants & Donations		18,753	76,033	0	0
Contract Revenues		10,000	10,000	0	0
Interagency Revenues		0	0	52,312	52,312
Program Revenue		29,306	0	0	0
Total Non-Discretionary Revenues		58,059	86,033	52,312	52,312
TOTAL GENERAL FUND RESOURCES		\$ 58,059	\$ 86,033	\$ 52,312	\$ 52,312
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
PERSONNEL		0	0	11,076	11,076
<i>Positions</i>		0	0	0	0
Human Resources		3,311,863	3,529,275	3,237,884	3,387,884
<i>Positions</i>		33	33	35	35
Citywide Service Improvement Initiative		256,563	378,396	304,359	304,359
<i>Positions</i>		2	3	2	2
TOTAL PROGRAMS		\$ 3,568,426	\$ 3,907,671	\$ 3,553,319	\$ 3,703,319
<i>Positions</i>		35	36	37	37

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,200,661	1,311,722	1,719,232	1,796,546	1,796,546
512000 Part-Time Employees	40,515	29,194	9,953	17,685	17,685
514000 Overtime	77	768	2,541	3,250	3,250
515000 Premium Pay	185	0	0	0	0
517000 Benefits	504,887	550,221	645,382	661,736	661,736
518000 Paid Absence	205,890	243,421	0	0	0
Total Personnel Services	1,952,215	2,135,326	2,377,108	2,479,217	2,479,217
Materials and Services					
External Materials and Services					
521000 Professional Services	340,733	402,782	594,956	191,464	341,464
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	8,722	9,216	17,377	18,201	18,201
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	90,182	113,336	91,854	100,396	100,396
531000 Office Supplies	36,955	128,130	33,039	35,129	35,129
532000 Operating Supplies	1,094	0	1,875	3,029	3,029
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	12,246	10,113	26,050	26,438	26,438
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	80,075	60,393	75,277	44,261	44,261
542000 Local Travel	764	142	850	787	787
543000 Out-of-Town Travel	15,560	8,167	14,795	10,956	10,956
544000 Space Rental	3	0	500	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	70	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	38,665	37,532	64,343	87,708	87,708
Total External Materials and Services	625,069	769,811	920,916	518,369	668,369
Internal Materials and Services					
551000 Fleet Services	3,611	2,814	5,820	5,408	5,408
552000 Printing & Distribution	89,290	109,805	124,119	123,538	123,538
553000 Facilities Services	246,454	205,221	238,558	179,991	179,991
554000 Communications Services	39,412	42,415	49,185	52,968	52,968
555000 Data Processing Services	132,140	156,754	163,113	158,694	158,694
556000 Insurance	29,772	27,555	28,352	34,571	34,571
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	25,089	31,244	500	563	563
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	565,768	575,808	609,647	555,733	555,733
Total Materials and Services	1,190,837	1,345,619	1,530,563	1,074,102	1,224,102
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	16,288	95,509	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	16,288	95,509	0	0	0
573000 Equipment Cash Transfers	1,300	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 3,160,640	\$ 3,576,454	\$ 3,907,671	\$ 3,553,319	\$ 3,703,319

Bureau's of Financial Management and Human Resources AU 307 FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	0	0	0	7,169	0	0	0	0
926	Administrative Services Manager	0	0	0	16,593	1	79,588	1	79,588
920	Administrative Supervisor I	0	0	0	0	1	43,748	1	43,748
924	Administrative Supervisor III	0	1	1	54,821	1	57,252	1	57,252
962	Assistant Program Specialist	0	0	0	0	1	46,634	1	46,634
114	Clerical Specialist	4	5	6	179,635	0	0	0	0
630	Employee Relations Manager	1	1	1	68,717	1	71,289	1	71,289
625	Employment & Compensation Mgr	1	1	1	74,073	1	74,318	1	74,318
837	Finance & Admin Director	0	0	0	25,189	0	25,272	0	25,272
610	Human Resources Analyst	2	3	3	137,326	1	46,259	1	46,259
614	Human Resources Coordinator	4	4	6	339,506	6	344,542	6	344,542
640	Human Resources Director	1	1	1	90,144	1	88,088	1	88,088
102	Office Support Specialist II	0	0	0	0	9	277,336	9	277,336
973	Program Manager V	0	0	0	22,731	0	22,807	0	22,807
108	Secretarial Assistant	0	0	0	0	1	35,008	1	35,008
222	Secretarial Assistant	1	1	1	31,845	0	0	0	0
221	Secretarial Clerk II	1	1	2	46,995	0	0	0	0
816	Senior Administrative Specialist	3	5	4	166,877	2	86,562	2	86,562
612	Senior Human Resources Analyst	10	9	7	363,678	10	497,842	10	497,842
952	Senior Management Analyst	0	0	0	13,157	0	0	0	0
115	Supervising Clerk	1	1	1	33,297	0	0	0	0
650	Training & Development Analyst	1	1	1	47,479	0	0	0	0
TOTAL FULL-TIME POSITIONS		31	35	36	\$ 1,719,232	37	\$ 1,796,545	37	\$ 1,796,545

Bureau's of Financial Management and Human Resources AU 307

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	11,731,746	0	11,731,746	104.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	(206,025)	0	(206,025)	0.0	2.5% reduction
	100,000	0	100,000	0.0	Service Improvement Initiative add back
	(14,873)	0	(14,873)	0.0	BGS I/A reductions
	0	(224,466)	(224,466)	0.0	BIT Transfer - technical organization realignment
	(376,944)	0	(376,944)	0.0	GIS Transfer - technical organizational realignment
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	60,000	60,000	0.0	PERS debt issuance costs
	0	150,000	150,000	0.0	Carryover non-rep/COPPEA class comp studies
	0	250,000	250,000	0.0	Carryover OM&F reorganization
	(497,842)	235,534	(262,308)	0.0	Total FY 2000-01 Decision Packages
			\$ 11,469,438	104.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Bureau of Information Technology

OVERVIEW

The Information Technology Program coordinates four major technology programs: the Bureau of Information Technology (BIT), the Corporate Geographic Information Systems (CGIS) Program, the Information Technology Strategic (ITSP) Team, and the OMF-operated Technology Learning Center.

The objectives of the program are to:

- ◆ Develop, implement, operate, and maintain quality and cost effective departmental and Citywide information systems based on process analysis and application of appropriate technology to meet the City's business needs.
- ◆ Support users in the productive use of information technology through training, troubleshooting, and service restoration.
- ◆ Development of Citywide strategies to improve application of technology both to improve citizen access to information and services as well as to improve the internal effectiveness of City operations.

CHANGES FROM PRIOR YEAR

Starting with the FY 2000-01 Adopted Budget, bureau expenses for Risk Management and the Bureau of Information Technology are reflected in their operating funds instead of AU 307. The bureau expenses for the Revised Budget and for prior years appear in the Bureau of Financial Management Program to reflect that the programs were formerly budgeted in AU 307.

Bureau of Information Technology AU 550

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	2,687,296	3,637,743	4,296,334	3,994,411	3,994,411
External Materials and Services	1,352,004	3,346,965	4,695,852	3,619,291	3,685,795
Internal Materials and Services	361,444	1,191,246	1,640,141	1,036,272	1,036,272
Minor Capital Outlay	0	151,259	0	95,470	95,470
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	4,400,744	8,327,213	10,632,327	8,745,444	8,811,948
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 4,400,744	\$ 8,327,213	\$ 10,632,327	\$ 8,745,444	\$ 8,811,948
Allocated Overhead	202,684	305,643	203,091	181,259	186,453
Total Cost with Allocated Overhead	4,603,428	8,632,856	10,835,418	8,926,703	8,998,401
RESOURCES					
Computer Services		8,327,213	10,632,327	8,745,444	8,811,948
Discretionary General Fund		0	0	0	0
TOTAL RESOURCES		\$ 8,327,213	\$ 10,632,327	\$ 8,745,444	\$ 8,811,948
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Corporate GIS		0	0	2,918,425	2,918,425
<i>Positions</i>		0	0	9	9
Computer Services		0	0	5,827,019	5,893,523
<i>Positions</i>		0	0	41	41
TOTAL PROGRAMS		\$ 0	\$ 0	\$ 8,745,444	\$ 8,811,948
<i>Positions</i>		0	0	50	50

Bureau of Information Technology AU 550

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,620,684	2,214,342	2,902,291	2,886,315	2,886,315
512000 Part-Time Employees	90,491	162,083	239,725	71,530	71,530
514000 Overtime	39,133	32,092	14,500	10,956	10,956
515000 Premium Pay	10,104	19,460	5,840	5,551	5,551
517000 Benefits	679,282	902,132	1,133,978	1,020,059	1,020,059
518000 Paid Absence	247,602	307,634	0	0	0
Total Personnel Services	2,687,296	3,637,743	4,296,334	3,994,411	3,994,411
Materials and Services					
External Materials and Services					
521000 Professional Services	0	637,239	1,461,000	1,557,030	1,557,030
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	167,929	314,137	314,148	314,148	314,148
524000 Repair & Maintenance Services	172,841	154,480	204,942	187,330	187,330
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	842,494	61,945	47,885	45,668	45,668
531000 Office Supplies	4,531	5,044	9,000	7,800	7,800
532000 Operating Supplies	34,457	904,953	824,135	849,572	849,572
533000 Repair & Maintenance Supplies	29,534	0	0	0	0
534000 Minor Equipment & Tools	31,590	968,901	1,084,105	289,527	289,527
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	405	0	0	0
541000 Education	39,711	135,915	88,676	106,331	106,331
542000 Local Travel	540	414	0	80	80
543000 Out-of-Town Travel	12,589	6,691	25,200	17,046	17,046
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	15,788	156,841	636,761	244,759	311,263
Total External Materials and Services	1,352,004	3,346,965	4,695,852	3,619,291	3,685,795
Internal Materials and Services					
551000 Fleet Services	460	1,641	1,930	1,415	1,415
552000 Printing & Distribution	13,152	16,092	22,249	21,251	21,251
553000 Facilities Services	219,360	538,396	431,852	489,981	489,981
554000 Communications Services	68,425	80,806	77,736	109,700	109,700
555000 Data Processing Services	9,248	18,061	9,931	27,890	130,512
556000 Insurance	29,446	32,933	32,727	47,847	47,847
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	3,745	343,011	955,803	102,622	0
559000 Other Fund Services	17,608	160,306	107,913	235,566	235,566
Total Internal Materials and Services	361,444	1,191,246	1,640,141	1,036,272	1,036,272
Total Materials and Services	1,713,448	4,538,211	6,335,993	4,655,563	4,722,067
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	151,259	0	95,470	95,470
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	151,259	0	95,470	95,470
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 4,400,744	\$ 8,327,213	\$ 10,632,327	\$ 8,745,444	\$ 8,811,948

Bureau of Information Technology AU 550

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	0	0	1	40,000	1	38,584	1	38,584
815	Administrative Specialist	2	0	2	60,563	3	63,199	3	63,199
2532	Applications Analyst II	3	3	4	178,226	2	99,771	2	99,771
2533	Applications Analyst III	0	0	2	119,325	3	175,188	3	175,188
2534	Applications Analyst IV	6	8	3	184,470	4	249,101	4	249,101
928	Bureau Administrative Manager	1	1	3	216,813	2	147,076	2	147,076
2512	Data Processing Analyst/Operator	2	2	0	0	0	0	0	0
2516	Data Processing Operations Mgr.	1	1	1	75,581	0	0	0	0
2510	Data Processing Operations Tech.	3	3	0	0	0	0	0	0
975	Deputy Director	0	0	0	0	1	86,653	1	86,653
2541	Information Systems Analyst I	0	0	1	42,839	1	44,744	1	44,744
2542	Information Systems Analyst II	5	6	4	189,437	4	190,185	4	190,185
2543	Information Systems Analyst III	0	0	2	102,118	2	107,141	2	107,141
2544	Information Systems Analyst IV	2	3	5	304,483	3	166,910	3	166,910
2550	Information Systems Manager	0	2	0	0	0	0	0	0
2546	Information Systems Supervisor	4	4	0	0	1	56,380	1	56,380
2522	Information Systems Tech I	5	5	0	0	1	36,072	1	36,072
2523	Information Systems Tech II	0	0	5	228,948	3	139,372	3	139,372
2554	Information Technology Director	1	1	1	90,924	1	91,229	1	91,229
2540	MIS Support Technician	1	1	0	0	0	0	0	0
2545	Principal Info Systems Analyst	0	0	9	615,420	13	877,052	13	877,052
966	Program Coordinator	0	0	1	47,244	1	51,662	1	51,662
816	Senior Administrative Specialist	1	3	2	80,112	0	0	0	0
2552	Senior Information Systems Mgr	3	4	4	325,789	4	265,996	4	265,996
TOTAL FULL-TIME POSITIONS		40	47	50	\$ 2,902,292	50	\$ 2,886,315	50	\$ 2,886,315

Bureau of Information Technology AU 550

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	8,210,538	0	8,210,538	50.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	0	224,466	224,466		Technical organization realignment-BIT transfer in
	376,944	0	376,944		Technical organization realignment-GIS transfer in
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	376,944	224,466	601,410	0.0	Total FY 2000-01 Decision Packages
			\$ 8,811,948	50.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Printing & Distribution Services Division

OVERVIEW

Operations

The Printing and Distribution Services Division of the Bureau of General Services provides services to all City bureaus, Multnomah County, the State of Oregon, and other governmental agencies. These services include traditional printing and bindery; electronic printing and pre-press; inserting and addressing; microfilming, blueprinting, purchasing and maintaining copy machines; xerographing; mail processing; and delivering of interoffice and U.S. mail and supplies. While a majority of the services are provided by in-house personnel, approximately 30% of the reproduction work is performed by outside vendors.

Competitiveness

Printing & Distribution Services will see the third consecutive year where the basic copy center rate has not increased, and some rates have increased below the rate of inflation -- a fact which has been very beneficial for the division's customers. This favorable history has been made possible, in part, by the Gainshare Program which has contributed to a significant increase in productivity. This has allowed the division to add to its customer base with additional outside users via the competitive bid process. The division's digital printing service continues to serve an increasing number of customers, providing them with higher productivity and a higher quality product.

CHANGES FROM PRIOR YEAR

Printing and Distribution Services has made service level reductions in order to generate savings for customers.

P&D is undertaking efforts to save the City money.

Printing and Distribution Services reduced interoffice mail pickup and delivery to one stop per day in order to generate savings for customer bureaus.

Printing and Distribution Services also reduced interagency agreements with its customers by including three proposals designed to generate cost savings. These cost-saving proposals include:

1. Eliminating commercial quality vended printing.
2. Lowering in-house quality printing standards and the number of available choices.
3. Improving addressing of out-going mail.

Overview of Programs

COPY SERVICES

The Copy Services program provides copy machines, paper, supplies, vendor maintenance, and key operator service for City bureaus and other government agencies. The program assists customers in assessing the type of machine they need and can afford. Copy Services also works with customers to manage copying costs.

DISTRIBUTION

The Distribution program provides City bureaus and other organizations interoffice and U.S. Mail delivery, printing deliveries, U.S. Mail processing, postage and postage barcoding of U.S. Mail, and special deliveries and/or moves as requested.

DUPLICATING

The Duplicating program provides traditional duplicating services, both vended and in-house, to City bureaus, Multnomah County, the State of Oregon, and other governmental agencies. It also provides inserting and addressing, photographic and graphics services, electronic printing, printing on demand, and digital pre-press services to these agencies.

MICROFILM

The Microfilm program provides 16 mm and 35 mm filming, processing, jacketing, indexing, and duplicating services. The program also provides secure, off-site storage for archived film.

OPERATIONS

This section provides overall management and administrative support to the other programs in the Printing and Distribution Services Division.

The Operations Program provides the following services:

- ◆ Information technology,
- ◆ Accounting and billing services,
- ◆ Division-wide management,
- ◆ Secretarial support, and
- ◆ Management information services.

Printing & Distribution Services Division AU 354

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	1,561,234	1,618,780	1,737,187	1,731,702	1,731,702
External Materials and Services	3,050,699	3,502,588	4,076,876	4,147,800	3,956,539
Internal Materials and Services	429,271	505,016	658,924	646,318	646,318
Minor Capital Outlay	394,777	729,827	413,500	355,000	355,000
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	5,435,981	6,356,211	6,886,487	6,880,820	6,689,559
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 5,435,981	\$ 6,356,211	\$ 6,886,487	\$ 6,880,820	\$ 6,689,559
Allocated Overhead	174,675	252,099	265,930	230,425	222,758
Total Cost with Allocated Overhead	5,610,656	6,608,310	7,152,417	7,111,245	6,912,317
RESOURCES					
Print/Dist Services Operating Fund		6,356,211	6,886,487	6,880,820	6,689,559
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Copy Services		875,569	631,526	314,872	314,872
<i>Positions</i>		1	1	1	1
Distribution		1,837,861	1,758,136	1,787,946	1,787,946
<i>Positions</i>		5	5	3	3
Duplicating		2,638,796	3,378,945	3,703,799	3,512,538
<i>Positions</i>		20	22	20	20
Microfilm		144,254	132,417	161,812	161,812
<i>Positions</i>		0	0	2	2
Operations		788,730	977,963	912,391	912,391
<i>Positions</i>		3	3	3	3
Non-Budget		0	0	0	0
<i>Positions</i>		0	0	0	0
Non-Budget		71,001	7,500	0	0
<i>Positions</i>		0	0	0	0
TOTAL PROGRAMS		\$ 6,356,211	\$ 6,886,487	\$ 6,880,820	\$ 6,689,559
<i>Positions</i>		29	31	29	29

Printing & Distribution Services Division AU 354

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	818,490	861,182	1,126,099	1,134,555	1,134,555
512000 Part-Time Employees	60,426	77,203	60,500	60,700	60,700
514000 Overtime	70,279	57,748	53,000	71,000	71,000
515000 Premium Pay	38,788	35,531	10,000	9,500	9,500
517000 Benefits	408,106	421,081	487,588	455,947	455,947
518000 Paid Absence	165,145	166,035	0	0	0
Total Personnel Services	1,561,234	1,618,780	1,737,187	1,731,702	1,731,702
Materials and Services					
External Materials and Services					
521000 Professional Services	0	6,875	500	2,000	2,000
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	3,139	1,872	4,000	3,000	3,000
524000 Repair & Maintenance Services	404,803	370,688	475,488	439,000	439,000
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	1,834,316	2,293,598	2,868,796	3,060,600	2,869,339
531000 Office Supplies	3,020	1,806	3,000	3,000	3,000
532000 Operating Supplies	624,350	644,722	607,492	565,000	565,000
533000 Repair & Maintenance Supplies	596	3,637	2,700	5,000	5,000
534000 Minor Equipment & Tools	154,050	153,664	69,500	31,000	31,000
535000 Clothing & Uniforms	2,482	2,449	2,500	1,500	1,500
539000 Other Commodities External	400	228	0	0	0
541000 Education	3,878	7,865	25,000	21,000	21,000
542000 Local Travel	3,716	3,442	2,000	2,500	2,500
543000 Out-of-Town Travel	3,588	7,525	12,400	11,500	11,500
544000 Space Rental	1,130	1,384	1,500	2,700	2,700
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	11,231	2,833	2,000	0	0
Total External Materials and Services	3,050,699	3,502,588	4,076,876	4,147,800	3,956,539
Internal Materials and Services					
551000 Fleet Services	29,325	28,014	41,928	39,941	39,941
552000 Printing & Distribution	0	0	0	0	0
553000 Facilities Services	120,663	127,876	214,894	185,259	185,259
554000 Communications Services	28,248	27,768	27,765	32,663	32,663
555000 Data Processing Services	65,979	115,946	148,854	166,013	166,013
556000 Insurance	37,139	37,410	38,757	42,611	42,611
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	147,917	168,002	186,726	179,831	179,831
Total Internal Materials and Services	429,271	505,016	658,924	646,318	646,318
Total Materials and Services	3,479,970	4,007,604	4,735,800	4,794,118	4,602,857
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	394,777	729,827	413,500	355,000	355,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	394,777	729,827	413,500	355,000	355,000
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 5,435,981	\$ 6,356,211	\$ 6,886,487	\$ 6,880,820	\$ 6,689,559

Printing & Distribution Services Division AU 354

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00		FY 2000-01		FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
515	Accountant II	0	0	1	0	1	45,760	1	45,760
512	Billing Accountant	1	1	0	41,124	0	0	0	0
127	Delivery Driver	3	3	3	105,560	0	0	0	0
337	Distribution Technician	0	0	0	29,137	3	101,827	3	101,827
339	Distribution Technician, Lead	0	0	0	0	1	37,232	1	37,232
346	Electronic Pre-Press Oper Lead	0	0	0	0	1	44,595	1	44,595
345	Electronic Pre-Press Operator	0	0	0	0	2	72,726	2	72,726
125	Mail Clerk I	1	1	1	21,033	0	0	0	0
126	Mail Clerk II	1	1	1	32,341	0	0	0	0
129	Mail Supervisor	1	0	0	0	0	0	0	0
102	Office Support Specialist II	0	0	1	0	1	33,093	1	33,093
341	Print & Dist Cust Svc Rep Lead	0	0	0	0	1	42,445	1	42,445
340	Print & Distrib Cust Svc Rep	0	0	0	0	2	76,994	2	76,994
966	Program Coordinator	0	0	0	47,823	1	49,945	1	49,945
968	Program Manager I	1	0	1	60,267	1	60,570	1	60,570
972	Program Manager IV	1	1	1	74,264	1	77,581	1	77,581
354	Reproduction Operator III	4	3	0	132,804	0	0	0	0
349	Reproduction Technician	2	2	2	0	0	0	0	0
350	Reprographic Operator I	5	7	8	250,845	8	250,633	8	250,633
351	Reprographic Operator II	6	7	8	301,599	4	151,964	4	151,964
353	Reprographic Operator III	0	0	3	0	2	89,190	2	89,190
220	Secretarial Clerk I	1	1	0	29,302	0	0	0	0
1056	Senior Trades Supervisor	0	1	0	0	0	0	0	0
1054	Trades Supervisor	1	1	1	0	0	0	0	0
TOTAL FULL-TIME POSITIONS		28	29	31	\$ 1,126,099	29	\$ 1,134,555	29	\$ 1,134,555

Printing & Distribution Services Division AU 354

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	6,863,089	0	6,863,089	31.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	(50,000)	0	(50,000)	0.0	Decrease available print options
	(20,000)	0	(20,000)	0.0	Partial Elimination of Commercial Quality Vended
	(98,339)	0	(98,339)	(2.0)	5% Budget Reduction -- Reduce mail delivery
	58,470	0	58,470	0.0	I/A Adjustments
	30,000	0	30,000	0.0	Restore Capital Replacement
	117,600	0	117,600	0.0	Temporary workload assistance
	(20,000)	0	(20,000)	0.0	Improved Addressing Reduction
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	(191,261)	0	(191,261)	0.0	Remainder of Mayor's Reductions
	(173,530)	0	(173,530)	(2.0)	Total FY 2000-01 Decision Packages
			\$ 6,689,559	29.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0	2.0	Positions in response to Growth
			\$ 0	2.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Bureau of Purchases

OVERVIEW

The Bureau of Purchases administers competitive bidding and contract processing in compliance with necessary laws to acquire goods and services for City bureaus and is responsible for the implementation of the Fair Contracting and Employment Strategy as approved by City Council on February 26, 1997. The strategy includes, but is not limited to the following:

- ◆ Implementation of the Sheltered Market Program;
- ◆ Technical assistance for small firms;
- ◆ Implementation of good faith effort requirements;
- ◆ Outreach to Minority, Women-owned, and Emerging Small Business (M/W/ESB) firms;
- ◆ Equal Employment Opportunity (EEO) certification;
- ◆ Administration of the Workforce Training and Hiring program, and
- ◆ Provision of contract compliance and monitoring.

These procurement and fair contracting programs impact most bureaus and departments on a daily basis.

CHANGES FROM PRIOR YEAR

Personnel Requirements

Personnel has been reduced by one full-time employee, a Program Specialist. Council approved the addition of one Program Specialist to administer the City's procurement card program for fiscal year 2000-01 (see description below). The result was no change in total personnel for fiscal year 2000-01.

Programs

The addition of an administrator for the procurement card program will result in increased process savings, increased rebate dollars and will insure oversight to preserve the integrity of the system.

Procurement Card Administration

One add package, requesting the addition of a procurement card administrator, is included in the 2000-01 Adopted Budget. The addition of an program administrator will result in improved program oversight to preserve the integrity of the program and minimize liability to the City. Further, increased management and growth of the program will result in increased process savings and increased rebate dollars.

The Council authorized the implementation of a procurement card (P-Card) trial and development of a procurement card plan for the City of Portland in May 1996. The City P-card program was implemented in August 1997. No administrative staff was requested or added with the Council approval and implementation of the P-card program.

P-Card use by City of Portland Bureaus has risen from a total of \$4,993 per month in August 1997 to \$504,834 in August 1999. For calendar year 1999, the total of P-Card transactions was \$5,866,114. Currently, 490 cards are in use city wide in 18 Bureaus.

Use of the P-Card during the last two years has demonstrated a system that:

- ◆ Streamlines the procurement process;
- ◆ Results in a 25 - 37% reduction in the administrative hours needed to process small transactions;

- ◆ Allows vendors to the City to receive payment within two days rather than thirty days, and still take advantage of a thirty-day payment cycle.
- ◆ Allows the City to take cash discounts for purchases and still take advantage of a thirty-day payment cycle;
- ◆ Increases transaction security ;
- ◆ Allows highly detailed and customized reporting of transactions ;
- ◆ Provides for a potential annual rebate of up to .25% of the purchase volume;
- ◆ Allows consistent monitoring of City expenditures with this instrument.

Cost Savings of Increased Procurement Card Use

With the addition of a full-time program administrator, a very conservative estimate of possible citywide savings is \$200,000 - \$500,000 annually. This estimate is based on the savings per transaction, which can occur with additional P-card users. In addition to the immediate impact on City staff, the City would realize an increased rebate from the credit card vender from \$12,000 (current rebate) to \$25,000 a year.

Overview of Programs

PROCUREMENT

- Procuring the City's Needs** The Procurement Division of the Bureau of Purchases administers the City's competitive bidding and contracting programs. The Procurement staff, working with the Contractor Development Division, is responsible for procuring all of the City bureaus' construction and operations needs, including materials, equipment, and services.
- Training and Support** As an added service, the Procurement staff provides expert or "consulting" services to the bureaus on their contract process for Professional, Technical and Expert Service (PTE) contracts. At the request of the bureaus, Purchasing may be responsible for the entire PTE contracting process or assist the bureau at any stage.
- Program Goals** Procurement program goals revolve around making the process more effective and streamlined:
- ◆ Shorten contract processing cycle time;
 - ◆ Standardize forms and boilerplate;
 - ◆ Provide more training and direct one-on-one support.

CONTRACTOR DEVELOPMENT

- Implementation of Fair Contracting and Employment** City Council has designated the Contractor Development Division as the lead team responsible for facilitating implementation of the City's Fair Contracting and Employment Strategy. The Strategy's focus is the improvement of contracting and employment opportunities for minority-owned, women-owned, and emerging small businesses, as well as women and minorities in the construction trades.
- Apprenticeship and Training Plan** In cooperation with the Bureau of Human Resources, the Division has developed an apprenticeship and training plan to increase opportunities for training and diversity in the city's own workforce. The Division provides assistance to participating city bureaus on how to initiate apprenticeship and trainee programs and administers an apprenticeship fund for new training positions.
- Project Manager Training** The Division also coordinates a citywide Project Manager/ Inspector Training Program to provide more consistent practices and equitable treatment of contractors throughout the City's many construction bureaus.
- Management of Citywide Programs** Working with the Procurement Division team and bureaus throughout the City, the Division manages several core programs. These include the Good Faith Efforts requirements, the Sheltered Market Program, the Regional Mentoring Program, the Workforce Training and Hiring Program, and the Technical Assistance program.

Program Goals

Contractor Development Division program goals are designed to enhance City outreach to its citizen vendors and contractors, and to enhance inclusion of all citizens in the procurement process:

- ◆ Ensure that minority-owned, women-owned and emerging small businesses receive an equitable share of city contracts and dollars, based on their availability in the community;
- ◆ Build the capacity of small firms to bid as prime contractors and subcontractors on City projects;
- ◆ Provide greater opportunities for minorities and women to participate in training and employment in the construction industry;
- ◆ Offer a comprehensive, citywide training program that will equip front line construction staff to professionally represent the City to all customers.

PURCHASING ADMIN**Providing the Tools Needed to Get the Job Done**

The Operations Division brings the Bureau's central support functions into a single work team. The team's tasks include budget preparation, facilities management, computer and network support, database administration, reception and clerical staff duties, and bureau communication systems.

Administration of City Wide Programs

In addition to central bureau support, the Operations Division administers the City's procurement card and travel contracts as well as the City's Equal Employment Opportunity (EEO) Program.

Program Goals

The Operations Division program goals for FY2000-01 center on the move into e-commerce:

- ◆ Providing public web-based distribution of plans and specifications;
- ◆ Providing the ability to submit contract compliance data electronically; and
- ◆ Coordination of on-line review of bid specifications by buyers and project managers.

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	1,422,805	1,586,037	1,804,599	1,863,911	1,863,911
External Materials and Services	533,003	549,227	803,555	512,833	580,833
Internal Materials and Services	275,044	283,262	303,645	384,878	384,878
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	2,230,852	2,418,526	2,911,799	2,761,622	2,829,622
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 2,230,852	\$ 2,418,526	\$ 2,911,799	\$ 2,761,622	\$ 2,829,622
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	2,230,852	2,418,526	2,911,799	2,761,622	2,829,622
RESOURCES					
General Fund Discretionary		666,183	855,983	706,640	794,229
Non-Discretionary Revenues					
Grants & Donations		18,090	23,910	0	0
Contract Revenues		2,000	5,000	219,582	219,582
Interagency Revenues		117,848	121,823	125,659	125,659
Program Revenue		128,922	197,040	0	0
Overhead Revenues		1,485,483	1,708,043	1,709,741	1,690,152
Total Non-Discretionary Revenues		1,752,343	2,055,816	2,054,982	2,035,393
TOTAL GENERAL FUND RESOURCES		\$ 2,418,526	\$ 2,911,799	\$ 2,761,622	\$ 2,829,622
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Purchasing Admin		2,563	826,236	1,042,690	1,110,690
<i>Positions</i>		4	6	7	7
Procurement		1,376,286	813,015	725,782	725,782
<i>Positions</i>		11	11	11	11
Contractor Development		1,039,677	1,272,548	993,150	993,150
<i>Positions</i>		9	11	10	10
TOTAL PROGRAMS		\$ 2,418,526	\$ 2,911,799	\$ 2,761,622	\$ 2,829,622
<i>Positions</i>		24	28	28	28

Bureau of Purchases AU 319

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	893,986	995,549	1,320,487	1,373,395	1,373,395
512000 Part-Time Employees	1,114	3,982	0	0	0
514000 Overtime	0	79	0	0	0
515000 Premium Pay	291	1,006	0	0	0
517000 Benefits	367,157	415,546	484,112	490,516	490,516
518000 Paid Absence	160,257	169,875	0	0	0
Total Personnel Services	1,422,805	1,586,037	1,804,599	1,863,911	1,863,911
Materials and Services					
External Materials and Services					
521000 Professional Services	308,107	334,162	423,809	276,163	276,163
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	3,561	40,182	45,150	45,000	45,000
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	92,817	8,054	217,479	100,510	168,510
531000 Office Supplies	49,000	31,801	25,000	25,000	25,000
532000 Operating Supplies	72	5,958	13,000	10,000	10,000
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	3,765	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	36,472	38,056	38,371	25,735	25,735
541000 Education	9,457	16,737	12,614	8,175	8,175
542000 Local Travel	2,175	300	650	450	450
543000 Out-of-Town Travel	12,382	17,466	11,450	7,800	7,800
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	18,960	52,746	16,032	14,000	14,000
Total External Materials and Services	533,003	549,227	803,555	512,833	580,833
Internal Materials and Services					
551000 Fleet Services	3,891	5,782	5,175	5,175	5,175
552000 Printing & Distribution	58,936	61,407	65,013	66,410	66,410
553000 Facilities Services	99,415	89,142	94,877	95,622	95,622
554000 Communications Services	23,844	27,741	30,248	31,578	31,578
555000 Data Processing Services	58,474	62,177	72,209	65,411	65,411
556000 Insurance	22,045	26,493	27,446	38,406	38,406
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	6,500	10,520	8,677	82,276	82,276
559000 Other Fund Services	1,939	0	0	0	0
Total Internal Materials and Services	275,044	283,262	303,645	384,878	384,878
Total Materials and Services	808,047	832,489	1,107,200	897,711	965,711
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 2,230,852	\$ 2,418,526	\$ 2,911,799	\$ 2,761,622	\$ 2,829,622

Bureau of Purchases AU 319

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	1	46,905	1	49,009	1	49,009
962	Assistant Program Specialist	2	2	1	50,460	1	52,312	1	52,312
114	Clerical Specialist	2	3	0	0	0	0	0	0
2510	Data Processing Operations Tech.	1	0	0	0	0	0	0	0
116	Office Manager	0	0	0	0	0	0	0	0
102	Office Support Specialist II	0	0	1	28,000	1	27,165	1	27,165
104	Office Support Specialist III	0	0	3	105,000	3	104,583	3	104,583
419	Procurement Assistant	3	3	4	128,264	4	145,378	4	145,378
424	Procurement Director	1	1	1	79,120	1	82,347	1	82,347
423	Procurement Manager	0	2	2	137,297	2	139,921	2	139,921
420	Procurement Specialist	1	1	1	56,400	1	44,116	1	44,116
421	Procurement Specialist, Senior	5	5	5	218,224	5	260,795	5	260,795
966	Program Coordinator	0	3	4	223,144	4	224,416	4	224,416
970	Program Manager II	2	0	0	0	0	0	0	0
964	Program Specialist	2	2	5	247,673	5	243,353	5	243,353
222	Secretarial Assistant	1	0	0	0	0	0	0	0
221	Secretarial Clerk II	0	1	0	0	0	0	0	0
TOTAL FULL-TIME POSITIONS		21	24	28	\$ 1,320,487	28	\$ 1,373,395	28	\$ 1,373,395

Bureau of Purchases AU 319

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	2,806,378	0	2,806,378	28.0	FY 2000-01 Current Service Level Estimate
CSL Estimate Adjustments to 97.5% level	(62,078)	0	(62,078)	0.0	0
Mayor's Proposed Budget Decisions	(62,000)	0	(62,000)	(1.0)	Support & Admin Cuts
	62,000	0	62,000	1.0	Procurement Card Administrator
	(2,267)	0	(2,267)		BGS I/As
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	68,000	68,000	0.0	Carryover for Apprenticeship Program
	(44,756)	68,000	23,244	0.0	Total FY 2000-01 Decision Packages
			\$ 2,829,622	28.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	262,000	262,000	0.0	Capital Review Committee - 13th floor remodel
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	262,000	262,000	0.0	0
			\$ 262,000	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Bureau of Risk Management

OVERVIEW

Risk Management manages and administers the City's insurance activities in the areas of Workers' Compensation and General and Fleet Liability. Additionally, it provides leadership and support to bureaus in loss prevention.

CHANGES FROM PRIOR YEAR

Starting with the FY 2000-01 Adopted Budget, bureau expenses for Risk Management and the Bureau of Information Technology are reflected in their operating funds instead of AU 307. The bureau expenses for the Revised Budget and for prior years appear in the Bureau of Financial Management Program to reflect that the programs were formerly budgeted in AU 307.

Bureau of Risk Management AU 465, 577, 572

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	1,924,296	2,076,078	2,319,269	2,299,401	2,299,401
External Materials and Services	462,626	608,737	894,949	629,519	629,519
Internal Materials and Services	415,562	545,319	1,041,280	654,507	654,507
Minor Capital Outlay	0	17,630	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	2,802,484	3,247,764	4,255,498	3,583,427	3,583,427
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 2,802,484	\$ 3,247,764	\$ 4,255,498	\$ 3,583,427	\$ 3,583,427
Allocated Overhead	123,901	143,094	144,911	146,028	148,153
Total Cost with Allocated Overhead	2,926,385	3,390,858	4,400,409	3,729,455	3,731,580
RESOURCES					
Risk Management		3,247,764	4,255,498	3,583,427	3,583,427
Discretionary General Fund		0	0	0	0
TOTAL RESOURCES		\$ 3,247,764	\$ 4,255,498	\$ 3,583,427	\$ 3,583,427
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Health Insurance		0	0	807,231	807,231
<i>Positions</i>		0	0	7	7
Workers Compensation Admin/Claims		0	0	1,548,045	1,548,045
<i>Positions</i>		0	0	15	15
Insurance & Claims Administration/Claims		0	0	1,228,151	1,228,151
<i>Positions</i>		0	0	14	14
TOTAL PROGRAMS		\$ 0	\$ 0	\$ 3,583,427	\$ 3,583,427
<i>Positions</i>		0	0	36	36

Bureau of Risk Management AU 465, 577, 572

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,189,019	1,296,956	1,649,971	1,657,040	1,657,040
512000 Part-Time Employees	11,601	6,985	2,656	14,330	14,330
514000 Overtime	0	0	4,178	4,311	4,311
515000 Premium Pay	6,066	6,578	0	0	0
517000 Benefits	514,163	552,696	662,464	623,720	623,720
518000 Paid Absence	203,447	212,863	0	0	0
Total Personnel Services	1,924,296	2,076,078	2,319,269	2,299,401	2,299,401
Materials and Services					
External Materials and Services					
521000 Professional Services	225,051	304,111	688,366	423,821	423,821
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	5,236	3,599	8,634	8,902	8,902
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	80,116	118,771	72,093	74,328	74,328
531000 Office Supplies	11,756	13,053	23,661	24,395	24,395
532000 Operating Supplies	64	57	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	68,902	72,191	20,624	21,264	21,264
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	15,086	21,641	16,853	13,900	13,900
542000 Local Travel	4,702	3,050	9,511	9,806	9,806
543000 Out-of-Town Travel	5,969	17,171	14,801	11,444	11,444
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	45,744	55,093	40,406	41,659	41,659
Total External Materials and Services	462,626	608,737	894,949	629,519	629,519
Internal Materials and Services					
551000 Fleet Services	2,485	1,797	5,772	5,968	5,968
552000 Printing & Distribution	65,950	89,970	83,470	85,395	85,395
553000 Facilities Services	151,099	157,911	624,105	172,787	172,787
554000 Communications Services	36,045	39,971	50,308	51,553	51,553
555000 Data Processing Services	98,057	149,660	162,923	203,497	203,497
556000 Insurance	27,122	25,212	26,637	33,125	33,125
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	34,804	80,798	84,945	0	0
559000 Other Fund Services	0	0	3,120	102,182	102,182
Total Internal Materials and Services	415,562	545,319	1,041,280	654,507	654,507
Total Materials and Services	878,188	1,154,056	1,936,229	1,284,026	1,284,026
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	17,630	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	17,630	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 2,802,484	\$ 3,247,764	\$ 4,255,498	\$ 3,583,427	\$ 3,583,427

Bureau of Risk Management AU 465, 577, 572

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
815	Administrative Specialist	2	4	3	90,581	4	121,814	4	121,814
920	Administrative Supervisor I	3	2	1	51,729	1	51,896	1	51,896
844	Assistant Risk Specialist	3	4	4	181,461	4	180,276	4	180,276
928	Bureau Administrative Manager	0	1	1	73,536	1	73,778	1	73,778
859	Claims Technician	2	2	2	65,772	3	111,629	3	111,629
858	Claims Technician, Assistant	3	3	3	111,297	2	60,709	2	60,709
114	Clerical Specialist	2	2	2	61,489	0	0	0	0
2542	Information Systems Analyst II	2	2	1	46,839	1	45,448	1	45,448
2543	Information Systems Analyst III	0	0	1	57,660	1	60,320	1	60,320
102	Office Support Specialist II	0	0	0	0	5	153,408	5	153,408
106	Office Support Specialist, Lead	0	0	0	0	1	39,061	1	39,061
853	Risk Management Director	1	1	1	86,376	1	86,653	1	86,653
846	Risk Specialist	6	5	3	156,559	3	161,155	3	161,155
850	Risk Supervisor	4	3	3	203,328	3	201,240	3	201,240
220	Secretarial Clerk I	1	1	1	26,210	0	0	0	0
221	Secretarial Clerk II	2	2	2	59,883	0	0	0	0
816	Senior Administrative Specialist	2	2	3	101,039	2	73,041	2	73,041
848	Senior Risk Specialist	2	2	4	241,460	4	236,612	4	236,612
115	Supervising Clerk	1	1	1	34,752	0	0	0	0
TOTAL FULL-TIME POSITIONS		36	37	36	\$ 1,649,971	36	\$ 1,657,040	36	\$ 1,657,040

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	6,421,715	0	6,421,715	36.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	0	0	0		None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	Total FY 2000-01 Decision Packages
			\$ 6,421,715	36.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Vehicle Services Division

OVERVIEW

Organizational Description

The Vehicle Services Division of the Bureau of General Services acquires, modifies, services, repairs, and disposes of vehicles and equipment owned, leased, and rented by the City. The division operates eight garages throughout the City to provide the services. In addition, work is completed in the field and at private vendors in the area. A downtown Motor Pool is operated to provide vehicles on a convenient, short-term basis. A modern Body and Paint garage and a full-service Fabrication Shop are operated to provide efficient service to the complicated fleet of municipal vehicles.

Operations

Several changes in operations over the past ten years have impacted expenditures. First, the number of City-operated vehicles has grown by over 700 units in the last ten years, increasing capital and operating expenditures. Second, the City has purchased increasingly sophisticated vehicles designed to make customer bureaus' operations more efficient. These vehicles are more expensive to purchase and require more expensive repair components and test equipment, increasing the expenditures for Vehicle Services. Third, new legislation requires more expensive test equipment and labor time to comply with increasingly restrictive DEQ regulations.

Vehicle Services has controlled expenditures and limited growth in personnel by recognizing and employing new efficiencies, relying on technology, and adhering to responsible replacement schedules for vehicles. These actions have allowed Vehicle Services to maintain a high level of vehicle availability while continuing to improve service.

CHANGES FROM PRIOR YEAR

Sophisticated improvements in computer controls for vehicle operations have resulted in complicated and expensive repairs. Drivers, however, experience options and assistance beyond the limitations of a few years ago. Employee training and test equipment will continue to reflect advantages of new diagnostic computers to assist in troubleshooting problems with the City's complex vehicles.

Management Information System Improvements

A central database is in the process of being developed to reduce the paper-flow to customers and provide them electronically with much of the billing details they are currently receiving. Included in the database will be information associated with their assigned equipment, fuel usage, and work order activity.

Citywide Savings

In response to spending reductions for next year, Vehicle Services made some adjustments in services. While the quality of most services will remain at the level required by customers, turnaround time for repairs and maintenance services will be a little longer than in the past. This change will be monitored to minimize significant impacts on the City's ability to provide essential services.

Vehicle Emissions Testing

To comply with new state DEQ requirements of Enhanced Vehicle Exhaust Emissions Certifications, Vehicle Services has implemented a new program. All of the City vehicles covered by the new regulations will be tested and certified to the new standards. New equipment has been purchased and installed, employees have been trained, mechanics have been authorized to provide official certification, and stations have been inspected and approved by the state. Compliance with the new program will increase the downtime and costs associated with City vehicles.

Expanded Vehicle Pool

In response to customers needs for vehicles on a temporary basis, Vehicle Services is expanding the pool of vehicles available to all City customers. Vehicles are currently rented and leased from outside providers for various periods of time to meet specific customer requirements. The City will provide more options, at lower costs, than currently available.

Overview of Programs

OPERATIONS

This section provides managing, planning, coordinating, budgeting, and related functions for the division. Purchase of new and replacement vehicles, management of the repair parts activity, coordination of personnel services, and the computerized information system are also responsibilities of this section.

MAINTENANCE & REPAIR

This section provides for preparation of new vehicles and equipment, scheduled preventive maintenance, and unscheduled repairs of City vehicles. Work is performed in City garages, in the field, and at private vendors.

FUEL MANAGEMENT

This section provides fuel for City vehicles and equipment. Fuel is provided from City-operated facilities and commercial vendors.

BODY AND PAINT

This section assists in the preparation of new vehicles, completes body restoration of vehicles damaged in collisions, and paints vehicles and equipment when necessary.

FABRICATION

This section provides metal work for City vehicles and equipment. Welding, machining, bending, cutting, and other metal fabrication services are used for vehicle repairs and modifications.

MOTOR POOL

This section maintains a fleet of vehicles for short-term use. The modern cars and mini-vans in the motor pool are not assigned and are available to all City employees.

LEASE EQUIPMENT

This section provides leased vehicles for extended usage when a purchase is not the most cost-effective alternative or when a variety of undercover vehicles are needed for police activity. Rentals of large passenger vans, buses, and other unusual vehicles are provided for short-term usage as required by special occasions and seasonal programs.

CAPITAL REPLACEMENT

This section tracks funds designated for the purchase of replacement vehicles. Funds are added through the collections in established rates and are reduced as the expenditures are completed.

NEW EQUIPMENT/CASH TRANSFERS

This section tracks all funds designated for the purchase of new vehicles requested by customers. Funds are added to this section, as approved, and reduced from this section as the expenditures are completed.

POLICE UNDERCOVER ACCOUNT

This section tracks funds designated for the use of undercover vehicles assigned to the Bureau of Police.

Vehicle Services Division AU 562

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	4,386,792	4,645,298	5,167,322	5,267,169	5,267,169
External Materials and Services	5,550,939	6,021,037	6,422,002	6,403,842	6,403,842
Internal Materials and Services	763,489	918,732	991,253	1,034,336	1,034,336
Minor Capital Outlay	4,069,508	6,195,044	8,955,389	5,900,500	5,900,500
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	14,770,728	17,780,111	21,535,966	18,605,847	18,605,847
Capital Improvements	0	0	0	667,000	667,000
TOTAL BUREAU EXPENDITURES	\$ 14,770,728	\$ 17,780,111	\$ 21,535,966	\$ 19,272,847	\$ 19,272,847
Allocated Overhead	616,295	504,527	492,466	497,196	479,712
Total Cost with Allocated Overhead	15,387,023	18,284,638	22,028,432	19,770,043	19,752,559
RESOURCES					
Fleet Services Operating Fund		17,780,111	21,535,966	19,272,847	19,272,847
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Operations		1,012,150	1,019,654	1,072,828	1,072,828
<i>Positions</i>		9	9	9	9
Maintenance & Repair		6,498,672	7,667,577	8,055,066	8,055,066
<i>Positions</i>		53	54	55	55
Fuel Management		1,325,247	1,394,715	1,440,146	1,440,146
<i>Positions</i>		1	1	1	1
Body and Paint		760,952	900,625	905,691	905,691
<i>Positions</i>		8	6	6	6
Fabrication		534,022	660,334	664,368	664,368
<i>Positions</i>		6	6	6	6
Motor Pool		227,625	482,835	467,172	467,172
<i>Positions</i>		1	1	1	1
Lease Equipment		1,195,124	811,529	1,128,740	1,128,740
<i>Positions</i>		0	1	1	1
Capital Replacement		5,857,001	8,271,024	5,538,836	5,538,836
<i>Positions</i>		2	3	5	5
New Equipment/Cash Transfers		369,250	327,673	0	0
<i>Positions</i>		0	0	0	0
Police Undercover Account		68	0	0	0
<i>Positions</i>		0	0	0	0
TOTAL PROGRAMS		\$ 17,780,111	\$ 21,535,966	\$ 19,272,847	\$ 19,272,847
<i>Positions</i>		80	81	83	83

Vehicle Services Division AU 562

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	2,575,111	2,655,958	3,525,564	3,684,246	3,684,246
512000 Part-Time Employees	0	14,401	17,000	17,000	17,000
514000 Overtime	68,688	123,465	51,200	42,000	42,000
515000 Premium Pay	33,640	33,016	32,400	34,000	34,000
517000 Benefits	1,227,702	1,301,829	1,541,158	1,489,923	1,489,923
518000 Paid Absence	481,651	516,629	0	0	0
Total Personnel Services	4,386,792	4,645,298	5,167,322	5,267,169	5,267,169
Materials and Services					
External Materials and Services					
521000 Professional Services	5,956	4,548	9,500	7,500	7,500
522000 Utilities	90,442	99,288	99,100	103,100	103,100
523000 Equipment Rental	1,222,053	1,176,447	775,234	1,072,725	1,072,725
524000 Repair & Maintenance Services	464,154	744,317	877,133	761,017	761,017
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	180,000	184,742	195,500	207,500	207,500
531000 Office Supplies	10,601	7,163	19,700	15,150	15,150
532000 Operating Supplies	1,442,253	1,503,299	1,530,500	1,601,500	1,601,500
533000 Repair & Maintenance Supplies	1,891,138	2,063,903	2,570,500	2,296,500	2,296,500
534000 Minor Equipment & Tools	155,803	145,463	201,000	203,000	203,000
535000 Clothing & Uniforms	29,597	24,090	41,600	42,000	42,000
539000 Other Commodities External	233	552	0	0	0
541000 Education	25,496	20,388	37,850	37,350	37,350
542000 Local Travel	0	0	300	300	300
543000 Out-of-Town Travel	9,300	2,644	14,585	14,200	14,200
544000 Space Rental	7,788	17,546	15,000	12,500	12,500
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	16,125	26,647	34,500	29,500	29,500
Total External Materials and Services	5,550,939	6,021,037	6,422,002	6,403,842	6,403,842
Internal Materials and Services					
551000 Fleet Services	0	0	0	0	0
552000 Printing & Distribution	22,285	24,052	20,811	20,236	20,236
553000 Facilities Services	195,059	205,208	285,970	953,896	953,896
554000 Communications Services	36,136	38,702	39,778	38,526	38,526
555000 Data Processing Services	44,362	73,602	79,435	42,248	42,248
556000 Insurance	122,923	146,728	152,010	250,043	250,043
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	340,654	430,440	413,249	396,387	396,387
Total Internal Materials and Services	761,419	918,732	991,253	1,701,336	1,701,336
Total Materials and Services	6,312,358	6,939,769	7,413,255	8,105,178	8,105,178
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	4,069,508	6,195,044	8,955,389	5,900,500	5,900,500
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	4,069,508	6,195,044	8,955,389	5,900,500	5,900,500
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	2,070	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 14,770,728	\$ 17,780,111	\$ 21,535,966	\$ 19,272,847	\$ 19,272,847

Vehicle Services Division AU 562

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	1	38,462	1	40,163	1	40,163
926	Administrative Services Manager	0	0	1	62,838	1	67,080	1	67,080
962	Assistant Program Specialist	0	0	1	41,322	1	44,597	1	44,597
1516	Auto Body Restorer	5	5	5	209,705	5	214,450	5	214,450
430	Auto Parts Specialist	4	4	0	147,976	0	0	0	0
1232	Auto Servicer	1	1	0	0	0	0	0	0
929	Bureau Operations Manager	0	0	1	69,703	1	73,801	1	73,801
1520	Industrial Machinist	1	1	1	41,941	1	42,890	1	42,890
2522	Information Systems Tech I	0	0	1	0	1	37,669	1	37,669
1200	Maintenance Worker	0	0	1	0	1	14,910	1	14,910
1208	Maintenance Worker	1	1	0	21,043	0	6,390	0	6,390
2540	MIS Support Technician	0	0	0	38,462	0	0	0	0
1530	Motorcycle Mechanic	1	1	1	41,941	1	42,890	1	42,890
100	Office Support Specialist I	0	0	1	0	1	27,747	1	27,747
102	Office Support Specialist II	0	0	1	0	1	33,093	1	33,093
1444	Painter, Lead	1	1	0	0	0	0	0	0
966	Program Coordinator	0	0	0	0	1	50,690	1	50,690
968	Program Manager I	1	1	0	0	0	0	0	0
220	Secretarial Clerk I	3	3	0	25,730	0	0	0	0
221	Secretarial Clerk II	1	1	0	31,691	0	0	0	0
1956	Senior Public Works Manager	1	1	0	82,079	0	0	0	0
1056	Senior Trades Supervisor	1	1	0	0	0	0	0	0
407	Storekeeper II Auto Parts Spec	0	0	4	0	5	200,969	5	200,969
411	Stores Supervisor I	0	0	1	42,465	0	0	0	0
413	Stores System Manager	1	1	1	57,304	1	57,491	1	57,491
1058	Trades Manager	1	1	1	62,838	1	67,080	1	67,080
1054	Trades Supervisor	6	6	6	331,405	6	333,507	6	333,507
1533	Vehicle & Equip Mechanic Lead	2	2	2	88,074	2	90,064	2	90,064
1532	Vehicle & Equipment Mechanic	40	44	46	1,920,725	47	1,981,510	47	1,981,510
1060	Vehicle Services Manager	0	0	1	0	1	85,717	1	85,717
1513	Welder	3	3	3	125,823	3	127,359	3	127,359
1511	Welder, Lead	1	1	1	44,037	1	44,179	1	44,179
TOTAL FULL-TIME POSITIONS		76	80	81	\$ 3,525,564	83	\$ 3,684,246	83	\$ 3,684,246

Vehicle Services Division AU 562

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	18,822,791	0	18,822,791	81.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	134,421	0	134,421	2.0	Positions in Response to Growth
	0	667,000	667,000		Kerby Garage CIP
	(15,000)	0	(15,000)		Limiting "High-Class" Vehicles Leased
	(328,174)	0	(328,174)		5% Budget Reduction
	(8,191)	0	(8,191)		BGS I/A Adjustment
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	(216,944)	667,000	450,056	2.0	Total FY 2000-01 Decision Packages
			\$ 19,272,847	83.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Capital Improvement Fund – 503

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Bond and Note Sales	9,982,901	891,300	1,020,000	1,020,000	0	0
Interest Earned	17,796	58,492	0	0	6,880	6,880
	10,000,697	949,792	1,020,000	1,020,000	6,880	6,880
Total External Revenues	10,000,697	949,792	1,020,000	1,020,000	6,880	6,880
Internal Revenues						
Other Cash Transfers						
General Fund	331,900	0	0	0	0	0
	331,900	0	0	0	0	0
Total Internal Revenues	331,900	0	0	0	0	0
Beginning Fund Balance	9,676	1,914,788	204,133	204,133	137,640	137,640
TOTAL RESOURCES	\$ 10,342,273	\$ 2,864,580	\$ 1,224,133	\$ 1,224,133	\$ 144,520	\$ 144,520
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
	1,901,739	903,538	20,000	20,000	0	0
Total Bureau Expenses	1,901,739	903,538	20,000	20,000	0	0
Fund Requirements						
Fund Cash Transfers						
General Fund	2,676,752	1,379,242	1,000,000	1,000,000	0	0
Intermediate Debt Fund	45,320	205,972	52,475	52,475	50,720	50,720
LID Construction Fund	803,676	0	0	0	0	0
Transportation Operating	3,000,000	197,500	0	0	0	0
	6,525,748	1,782,714	1,052,475	1,052,475	50,720	50,720
Unappropriated Ending Balance	1,914,786	178,328	151,658	151,658	93,800	93,800
Unappropriated Ending Balance	1,914,786	178,328	151,658	151,658	93,800	93,800
Total Fund Requirements	8,440,534	1,961,042	1,204,133	1,204,133	144,520	144,520
TOTAL REQUIREMENTS	\$ 10,342,273	\$ 2,864,580	\$ 1,224,133	\$ 1,224,133	\$ 144,520	\$ 144,520
LINE ITEM DETAIL – AU 760						
Materials and Services						
External Materials and Services						
529000 Miscellaneous Services	1,870,208	891,300	0	0	0	0
549000 Miscellaneous	31,531	12,238	20,000	20,000	0	0
Total External Materials and Services	1,901,739	903,538	20,000	20,000	0	0
Total Materials and Services	1,901,739	903,538	20,000	20,000	0	0
TOTAL Bureau Expenses	\$ 1,901,739	\$ 903,538	\$ 20,000	\$ 20,000	\$ 0	\$ 0

FUND OVERVIEW

The Capital Improvement Fund serves as a staging area for proceeds from bond and note sales recorded in the General Long-term Debt Account Group. The proceeds, used for the acquisition of equipment and facilities necessary to provide essential City services, are recorded in this fund and then are distributed to the appropriate agency.

Federal Grants Fund – 252

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Federal Sources						
Federal Grants	16,710,958	20,204,814	30,438,675	0	27,811,690	27,776,690
Unaccrued Prior Years Grants	1,060,954	496,250	0	0	0	0
	17,771,912	20,701,064	30,438,675	0	27,811,690	27,776,690
State Sources						
State Grants	968,473	642,198	676,009	0	24,098	24,098
	968,473	642,198	676,009	0	24,098	24,098
Local Sources						
Local Cost Sharing	8,838	0	10,000	0	0	0
	8,838	0	10,000	0	0	0
Miscellaneous Revenues						
Bond and Note Sales	0	66,885,000	0	0	0	0
Interest Earned	98,040	67,413	0	0	0	0
Other Miscellaneous	18,501	81,059	23,000	0	0	0
Private Grants/Donations	136,377	36,520	200,530	0	144,000	144,000
	252,918	67,069,992	223,530	0	144,000	144,000
Total External Revenues	19,002,141	88,413,254	31,348,214	0	27,979,788	27,944,788
Internal Revenues						
TOTAL RESOURCES	\$ 19,002,141	\$ 88,413,254	\$ 31,348,214	\$ 0	\$ 27,979,788	\$ 27,944,788
REQUIREMENTS						
Bureau Expenses						
External Materials and Services	0	67,115,077	1,002,836	0	0	0
Total Bureau Expenses	0	67,115,077	1,002,836	0	0	0
Fund Requirements						
Federal Grants Transfers						
Bureau of Buildings	5,818	3,817	0	0	0	0
Bureau of Planning	19,634	134,180	96,008	0	0	0
Community Development	2,281,682	2,901,194	4,924,947	0	3,870,422	3,870,422
Energy Office	273,351	269,498	583,498	0	318,500	318,500
Environmental Services	1,633,351	5,093,455	1,172,760	0	410,826	410,826
Finance & Administration	11,968	73,589	76,033	0	0	0
Fire Bureau	82,629	86,603	262,506	0	0	0
General Fund Revenue/Balance	(67,328)	0	0	0	0	0
Mayor	0	7,960	0	0	0	0
Neighborhood Involvement	0	33,000	24,196	0	12,098	12,098
Parks Bureau	2,015,674	647,037	249,878	0	0	0
Parks Construction	0	0	28,726	0	2,549,218	2,514,218
Police Bureau	3,909,702	7,714,748	14,668,961	0	8,253,459	8,253,459
Portland Parks Trust	41,257	0	0	0	0	0
Purchases	0	18,090	23,910	0	0	0
Sewage Construction Operating	2,834,877	977,424	3,789,684	0	3,609,004	3,609,004
Special Appropriations	411,139	384,925	176,006	0	0	0
Transportation	4,265,076	2,795,880	3,893,019	0	8,609,044	8,609,044
Water Bureau	86,463	86,026	337,500	0	337,500	337,500
	17,805,293	21,227,426	30,307,632	0	27,970,071	27,935,071
Fund Cash Transfers						
General Fund	100,605	70,751	37,746	0	9,717	9,717
	100,605	70,751	37,746	0	9,717	9,717
Unappropriated Ending Balance						
Federal Grant Carryover	1,096,243	0	0	0	0	0
	1,096,243	0	0	0	0	0
Total Fund Requirements	19,002,141	21,298,177	30,345,378	0	27,979,788	27,944,788
TOTAL REQUIREMENTS	\$ 19,002,141	\$ 88,413,254	\$ 31,348,214	\$ 0	\$ 27,979,788	\$ 27,944,788

LINE ITEM DETAIL – AU 245

Materials and Services

External Materials and Services							
529000	Miscellaneous Services	0	67,038,308	1,002,836	0	0	0
549000	Miscellaneous	0	76,769	0	0	0	0
Total External Materials and Services		0	67,115,077	1,002,836	0	0	0
Total Materials and Services		0	67,115,077	1,002,836	0	0	0
TOTAL Bureau Expenses		\$ 0	\$ 67,115,077	\$ 1,002,836	\$ 0	\$ 0	\$ 0

FUND OVERVIEW

The Federal and State Grants Fund serves as the centralized grants clearing fund for all Federal, State, and foundation grants received by the City of Portland with the exception of two entitlement grants (HOME and Community Development Block Grant), which are each budgeted in a separate fund. Revenues are received in the fund and transferred to operating bureaus or paid directly to the Portland Development Commission as expenses are incurred.

Health Insurance Fund – 701

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Health Care Charges	16,887,675	19,802,103	21,935,002	23,379,931	25,229,101	25,229,101
	16,887,675	19,802,103	21,935,002	23,379,931	25,229,101	25,229,101
Miscellaneous Revenues						
Interest Earned	1,787,830	1,789,437	1,431,183	1,455,851	1,701,050	1,701,050
Other Miscellaneous	3,476,551	2,149,253	2,331,846	2,700,399	2,325,258	2,325,258
	5,264,381	3,938,690	3,763,029	4,156,250	4,026,308	4,026,308
Total External Revenues	22,152,056	23,740,793	25,698,031	27,536,181	29,255,409	29,255,409
Internal Revenues						
Other Cash Transfers						
Supp Retire Program Trust Fund	0	0	0	0	0	269,615
	0	0	0	0	0	269,615
Total Internal Revenues	0	0	0	0	0	269,615
Beginning Fund Balance	28,562,942	32,185,715	33,522,831	33,522,831	32,637,520	32,637,520
TOTAL RESOURCES	\$ 50,714,998	\$ 55,926,508	\$ 59,220,862	\$ 61,059,012	\$ 61,892,929	\$ 62,162,544
REQUIREMENTS						
Bureau Expenses						
Personal Services	0	0	0	0	378,645	378,645
External Materials and Services	18,020,523	21,482,451	25,719,037	27,163,967	30,176,310	30,176,310
Communications Services	0	0	0	0	9,795	9,795
Data Processing Services	0	0	0	0	114,309	114,309
Facilities Services	0	0	0	0	32,830	32,830
Fleet Services	0	0	0	0	239	239
Insurance	0	0	0	0	6,294	6,294
Printing & Distribution	0	0	0	0	24,134	24,134
Finance & Administration	421,290	762,498	1,067,773	1,067,773	32,972	32,972
	421,290	762,498	1,067,773	1,067,773	220,573	220,573
Total Bureau Expenses	18,441,813	22,244,949	26,786,810	28,231,740	30,775,528	30,775,528
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	32,258,088	32,630,019	30,908,736	31,173,384
Compensation Adjustment	0	0	7,501	7,501	13,930	13,930
	0	0	32,265,589	32,637,520	30,922,666	31,187,314
General Fund Overhead	87,470	158,728	168,463	189,752	182,569	187,536
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	12,166	12,166
	0	0	0	0	12,166	12,166
Unappropriated Ending Balance						
Unappropriated Ending Balance	32,185,715	33,522,831	0	0	0	0
	32,185,715	33,522,831	0	0	0	0
Total Fund Requirements	32,273,185	33,681,559	32,434,052	32,827,272	31,117,401	31,387,016
TOTAL REQUIREMENTS	\$ 50,714,998	\$ 55,926,508	\$ 59,220,862	\$ 61,059,012	\$ 61,892,929	\$ 62,162,544
LINE ITEM DETAIL – AU 465						
Personnel Services						
511000 Full-Time Employees	0	0	0	0	268,244	268,244
514000 Overtime	0	0	0	0	2,165	2,165
517000 Benefits	0	0	0	0	108,236	108,236
Total Personnel Services	0	0	0	0	378,645	378,645
Materials and Services						
External Materials and Services						
521000 Professional Services	883,519	941,974	1,111,974	1,111,974	1,318,710	1,318,710
524000 Repair & Maintenance Services	0	0	0	0	987	987
529000 Miscellaneous Services	17,068,408	19,219,198	24,607,063	26,051,993	28,825,769	28,825,769

531000	Office Supplies	0	0	0	0	4,342	4,342
541000	Education	0	0	0	0	674	674
542000	Local Travel	0	0	0	0	133	133
543000	Out-of-Town Travel	0	0	0	0	3,839	3,839
549000	Miscellaneous	68,596	1,321,279	0	0	21,856	21,856
Total External Materials and Services		18,020,523	21,482,451	25,719,037	27,163,967	30,176,310	30,176,310
Internal Materials and Services							
551000	Fleet Services	0	0	0	0	239	239
552000	Printing & Distribution	0	0	0	0	24,134	24,134
553000	Facilities Services	0	0	0	0	32,830	32,830
554000	Communications Services	0	0	0	0	9,795	9,795
555000	Data Processing Services	0	0	0	0	114,309	114,309
556000	Insurance	0	0	0	0	6,294	6,294
559000	Other Fund Services	421,290	762,498	1,067,773	1,067,773	32,972	32,972
Total Internal Materials and Services		421,290	762,498	1,067,773	1,067,773	220,573	220,573
Total Materials and Services		18,441,813	22,244,949	26,786,810	28,231,740	30,396,883	30,396,883
TOTAL Bureau Expenses		\$ 18,441,813	\$ 22,244,949	\$ 26,786,810	\$ 28,231,740	\$ 30,775,528	\$ 30,775,528

FUND OVERVIEW

Fund Purpose

The Health Insurance Fund is administered by the Bureau of Risk Management of the Office of Finance and Administration (OF&A). The fund pays medical claims for City employees, dependents, retirees, and others participants in the City's self-insured medical plans.

Expenditures

The Labor-Management Committee provides oversight and guidance to Risk in management of the City's benefit costs.

Health 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. Medical Expense Reimbursement Program and Dependent Care Assistance Program (MERP and DCAP) expenses are passed through the fund as well, but are supported by contributions from plan participants.

Benefits administration staff and associated materials and services are budgeted in OF&A and are reimbursed through an interagency agreement between the Health Fund and OF&A General Fund.

Reserves

The fund's reserve requirements must be sufficient to pay all expenses. The reserves include the Incurred But Not Reported (IBNR) claims reserve and the large claims reserve (claims in excess of \$100,000 in a plan year). The IBNR requirement is calculated by multiplying monthly claims by a factor of 2.5. The IBNR reserve requirement for FY 2000-01 is nearly \$4.9 million, and the large claims reserve is about \$3.1 million.

All interest accrued to the Health Fund is dedicated to meeting fund obligations.

Information Technology Fund – 711

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Local Sources						
Local Cost Sharing	0	0	102,656	102,656	109,215	109,215
	0	0	102,656	102,656	109,215	109,215
Miscellaneous Revenues						
Bond and Note Sales	0	0	6,700,000	5,659,999	0	0
Interest Earned	114,134	96,454	70,000	109,315	100,000	100,000
Other Miscellaneous	33,958	13,676	358,701	338,030	278,162	278,162
	148,092	110,130	7,128,701	6,107,344	378,162	378,162
Total External Revenues	148,092	110,130	7,231,357	6,210,000	487,377	487,377
Internal Revenues						
Other Cash Transfers						
General Fund	88,620	435,620	240,140	240,140	690,030	690,030
	88,620	435,620	240,140	240,140	690,030	690,030
Interfund Service Reimbursements						
City Attorney	9,018	14,379	16,396	16,396	45,432	45,432
City Auditor	181,952	194,496	267,226	267,226	329,388	329,388
Buildings	58,513	111,405	461,887	461,887	392,215	392,215
Cable Commission	1,659	3,341	3,392	3,392	7,451	7,451
Cable Commission/Access	2,490	3,922	5,089	5,089	11,176	11,176
Commissioner of Public Affairs	6,913	7,282	6,730	6,730	18,969	18,969
Commissioner of Public Safety	6,781	7,467	6,806	6,806	23,396	23,396
Commissioner of Public Utilities	6,944	7,808	7,263	7,263	19,712	19,712
Commissioner of Public Works	6,865	7,962	7,390	7,390	21,343	21,343
Communications Services	32,264	44,314	43,643	43,643	38,705	38,705
Community Development	15,938	20,931	23,316	23,316	46,207	46,207
Convention and Tourism	0	0	0	0	0	0
Emergency Communications	60,881	76,343	80,084	80,084	146,954	146,954
Energy Office	4,076	5,986	11,254	11,254	18,695	18,695
Environmental Remediation	0	0	0	0	1,476	1,476
Environmental Services	137,541	239,485	287,627	287,627	967,671	967,671
Facilities Services Fund	33,783	64,202	68,968	68,968	58,421	58,421
Finance & Administration	1,132,562	1,345,220	2,556,907	2,556,907	676,893	676,893
Fire Bureau	53,966	117,165	127,698	127,698	359,583	359,583
Fleet Management	44,362	73,603	79,435	79,435	42,248	42,248
FPD&R	4,916	7,172	8,123	8,123	16,467	16,467
General Services	11,123	20,469	26,111	26,111	9,672	9,672
Golf Operating Fund	5,943	6,788	7,425	7,425	16,646	16,646
Government Relations	6,167	20,272	7,647	7,647	50,510	50,510
Health Insurance	0	0	0	0	114,309	114,309
Hydropower Operating Fund	338	393	430	430	2,933	2,933
Insurance & Claims Fund	0	0	0	0	44,248	44,248
Licenses	216,290	49,477	61,619	61,619	48,903	48,903
Mayor	20,376	25,133	28,469	28,469	63,331	63,331
Neighborhood Involvement	6,962	28,038	16,925	16,925	71,927	71,927
Parking Facilities Fund	629	3,189	3,488	3,488	5,701	5,701
Parks Bureau	70,091	112,126	131,115	131,115	290,359	290,359
Parks Capital Improvement Fund	0	0	0	0	0	0
Parks Construction Fund	0	0	0	0	12,679	12,679
Planning	110,602	131,083	142,287	142,287	213,407	213,407
Police Bureau	347,924	592,179	648,669	648,669	839,065	839,065
Portland International Raceway	722	881	964	964	2,562	2,562
Printing & Distribution	65,979	115,945	148,854	148,854	166,013	166,013
Public Safety Capital	0	0	0	0	1,979	1,979
Purchase & Stores	58,474	62,177	72,397	72,397	65,411	65,411
Refuse Disposal Fund	0	0	623	623	10,960	10,960
Special Appropriations	0	0	25	25	0	0
Transportation	127,877	230,297	296,475	296,475	1,011,544	1,011,544
Water Bureau	907,306	990,309	963,187	963,187	879,614	879,614

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Workers Compensation Fund	0	0	0	0	44,940	44,940
	3,758,227	4,741,239	6,625,944	6,625,944	7,209,115	7,209,115
Intra-Fund Service Reimbursement	0	0	0	0	130,512	130,512
Total Internal Revenues	3,846,847	5,176,859	6,866,084	6,866,084	8,029,657	8,029,657
Beginning Fund Balance	1,602,832	1,545,970	1,516,399	1,516,399	3,833,241	3,833,241
TOTAL RESOURCES	\$ 5,597,771	\$ 6,832,959	\$ 15,613,840	\$ 14,592,483	\$ 12,350,275	\$ 12,350,275

REQUIREMENTS

Bureau Expenses						
Personal Services	0	0	0	0	3,994,411	3,994,411
External Materials and Services	(3,017)	0	1,283,051	729,422	3,685,795	3,685,795
Communications Services	0	0	0	0	109,700	109,700
Data Processing Services	0	0	0	0	27,890	130,512
Facilities Services	0	0	0	0	489,981	489,981
Fleet Services	0	0	0	0	1,415	1,415
Insurance	0	0	0	0	47,847	47,847
Printing & Distribution	0	0	0	0	21,251	21,251
Finance & Administration	3,335,966	4,611,985	6,181,523	6,181,523	91,256	91,256
Transportation	0	0	0	0	144,310	144,310
Same Fund Services	0	0	0	0	102,622	0
	3,335,966	4,611,985	6,181,523	6,181,523	1,036,272	1,036,272
Capital Outlay	279,580	30,746	3,024,753	3,024,753	95,470	95,470
Total Bureau Expenses	3,612,529	4,642,731	10,489,327	9,935,698	8,811,948	8,811,948
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	3,832,316	4,209,351	1,649,355	1,644,161
Compensation Adjustment	0	0	0	0	55,000	55,000
	0	0	3,832,316	4,209,351	1,704,355	1,699,161
General Fund Overhead	202,684	305,643	203,091	0	181,259	186,453
Fund Cash Transfers						
Communication Services	0	150,000	0	0	0	0
Facilities Services	0	175,700	0	0	0	0
General Fund	0	0	0	203,091	0	0
Pension Debt Redemption Fund	0	0	0	0	118,138	118,138
	0	325,700	0	203,091	118,138	118,138
Debt Retirement	236,587	42,486	1,089,106	39,031	1,534,575	1,534,575
Unappropriated Ending Balance						
Unappropriated Ending Balance	1,545,971	1,516,399	0	0	0	0
	1,545,971	1,516,399	0	0	0	0
Total Fund Requirements	1,985,242	2,190,228	5,124,513	4,451,473	3,538,327	3,538,327
TOTAL REQUIREMENTS	\$ 5,597,771	\$ 6,832,959	\$ 15,613,840	\$ 14,387,171	\$ 12,350,275	\$ 12,350,275

LINE ITEM DETAIL – AU 550

Personnel Services						
511000 Full-Time Employees	0	0	0	0	2,886,315	2,886,315
512000 Part-Time Employees	0	0	0	0	71,530	71,530
514000 Overtime	0	0	0	0	10,956	10,956
515000 Premium Pay	0	0	0	0	5,551	5,551
517000 Benefits	0	0	0	0	1,020,059	1,020,059
Total Personnel Services	0	0	0	0	3,994,411	3,994,411
Materials and Services						
External Materials and Services						
521000 Professional Services	0	0	0	0	1,557,030	1,557,030
523000 Equipment Rental	0	0	0	0	314,148	314,148
524000 Repair & Maintenance Services	0	0	0	0	187,330	187,330
529000 Miscellaneous Services	0	0	0	0	45,668	45,668
531000 Office Supplies	0	0	0	0	7,800	7,800
532000 Operating Supplies	0	0	0	0	849,572	849,572

534000	Minor Equipment & Tools	0	0	0	0	289,527	289,527
541000	Education	0	0	0	0	106,331	106,331
542000	Local Travel	0	0	0	0	80	80
543000	Out-of-Town Travel	0	0	0	0	17,046	17,046
549000	Miscellaneous	(3,017)	0	1,283,051	729,422	311,263	311,263
Total External Materials and Services		(3,017)	0	1,283,051	729,422	3,685,795	3,685,795
Internal Materials and Services							
551000	Fleet Services	0	0	0	0	1,415	1,415
552000	Printing & Distribution	0	0	0	0	21,251	21,251
553000	Facilities Services	0	0	0	0	489,981	489,981
554000	Communications Services	0	0	0	0	109,700	109,700
555000	Data Processing Services	0	0	0	0	27,890	130,512
556000	Insurance	0	0	0	0	47,847	47,847
558000	Same Fund Services	0	0	0	0	102,622	0
559000	Other Fund Services	3,335,966	4,611,985	6,181,523	6,181,523	235,566	235,566
Total Internal Materials and Services		3,335,966	4,611,985	6,181,523	6,181,523	1,036,272	1,036,272
Total Materials and Services		3,332,949	4,611,985	7,464,574	6,910,945	4,722,067	4,722,067
Capital Outlay							
564000	Capital Equipment	279,580	30,746	3,024,753	3,024,753	95,470	95,470
Total Capital Outlay		279,580	30,746	3,024,753	3,024,753	95,470	95,470
TOTAL Bureau Expenses		\$ 3,612,529	\$ 4,642,731	\$ 10,489,327	\$ 9,935,698	\$ 8,811,948	\$ 8,811,948

FUND OVERVIEW

Fund Purpose

The Information Services Fund receives revenues and records expenditures associated with the management, operation, and delivery of a variety of information technology services to City bureaus. In addition, the fund supports the facilitation of multi-year funding of major information technology initiatives. The fund is primarily supported by revenues from City bureaus. BIT underwent an eight month customer driven Cost of Service Study. The outcome of the process was a revised model which is equitable, easily understood and simple to administer.

In FY 2000-01, the major initiative is the implementation of a Citywide Geographic Information System (GIS) HUB. The HUB is a system which allows Citywide ease of access and sharing of GIS information that currently resides in bureau based GIS systems. The HUB also provides a future platform for access by the public and regional agencies.

Services

The Bureau of Information Technology is undergoing a continuous improvement process to ensure it is a leader and premier provider of information technology services.

The Information Technology Fund supports the following activities:

- ◆ Implementation of the City's corporate strategic plan for Information and Telecommunications;
- ◆ Management of Citywide integrated information networks linking multiple, independent City organizations;
- ◆ Development, implementation, operation, and maintenance of quality and cost effective departmental and Citywide information systems based on process analysis and application of appropriate technology to meet the City's business needs;
- ◆ Provision of support to users in the productive use of information technology through training, troubleshooting, and service restoration;
- ◆ Development of Citywide strategies for improved application of technology to improve citizen access to information and services, as well as to improve the internal effectiveness of City operations; and

- ◆ Continued SMART building backbone requirements.

Information Technology staff and associated materials and services are budgeted in OF&A and are reimbursed through an interagency agreement between the Fund and OF&A General Fund. In accordance with recommendations of the Cost of Service Study Committee, the pass through of BIT to the General Fund will be eliminated at the Approved Budget Stage. All operational costs will reside in the Fund as opposed to the General Fund.

Major objectives of the Bureau of Information Technology in FY 2000-01 include:

- ◆ Continued implementation of the Citywide Information Technology Strategic Plan and the Enterprise Geographic Information System.
- ◆ Implementation of a Computer Virus Protection and Recovery Plan.
- ◆ Development of a Disaster Recovery and Business Continuity Plan for Citywide IT operations.
- ◆ Continued refinement, in collaboration with customers, of the BIT Cost of Service Study. Development of a billing/cost accounting application which integrates with the new BIT cost model.
- ◆ Support development of the Wide Area Network.
- ◆ Provide leadership for E-business/E-commerce policy development.
- ◆ Re-engineer the BIT Help Desk.
- ◆ Develop a true 7x24 enterprise network operation.

Funding

The Cost of Service Study recommended the elimination of General Fund appropriation to the Fund. The elimination will be phased in over a two-year period to minimize the impact to the General Fund. The FY 2000-01 budget includes approximately \$250,000 supported by General Fund discretionary dollars and overhead cost recovery. Continued implementation of the Citywide Information Technology Strategic Plan and the Enterprise Geographic Information System.

Information Technology Fund – 711

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
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Limited Tax Revenue Bonds, 1996 Series B (Information Systems Portion Only)						
06/01/1996 - Due 6/1	503,010					
		2000/01	32,649	4.60%	1,502	34,150
		TOTAL	32,649		1,502	34,150
Limited Tax Revenue Bonds, 1999 Series B (Information Systems Portion Only)						
04/15/1998 - Due 6/1	5,560,000					
		2000/01	1,120,000	5.00%	416,926	1,536,926
		2001/02	810,000	5.25%	238,300	1,048,300
		2002/03	820,000	5.25%	195,775	1,015,775
		2003/04	995,000	5.50%	152,725	1,147,725
		2004/05	1,450,000	5.50%	98,000	1,548,000
		2005/06	365,000	5.00%	18,250	383,250
		TOTAL	5,560,000		1,119,976	6,679,976
COMBINED DEBT SERVICE	6,063,010					

Insurance and Claims Operating Fund – 708

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	46	0	0	0	0	0
	46	0	0	0	0	0
Miscellaneous Revenues						
Interest Earned	354,271	343,225	290,643	290,643	401,014	401,014
Other Miscellaneous	116,306	132,911	53,093	53,093	53,102	53,102
	470,577	476,136	343,736	343,736	454,116	454,116
Total External Revenues	470,623	476,136	343,736	343,736	454,116	454,116
Internal Revenues						
Interfund Service Reimbursements						
City Attorney	30,797	30,131	31,215	31,215	41,465	41,465
City Auditor	29,650	30,732	31,838	31,838	39,947	39,947
Buildings	473,436	432,948	493,826	448,535	536,361	536,361
Cable Commission	1,612	1,684	1,744	1,744	5,363	5,363
Cable Commission/Access	2,418	2,525	2,616	2,616	8,044	8,044
Commissioner of Public Affairs	6,147	5,808	6,017	6,017	7,598	7,598
Commissioner of Public Safety	6,262	6,252	6,478	6,478	7,372	7,372
Commissioner of Public Utilities	6,672	5,741	5,948	5,948	6,798	6,798
Commissioner of Public Works	5,221	3,403	3,525	3,525	7,934	7,934
Communications Services	30,629	31,514	32,649	32,649	38,363	38,363
Community Development	12,550	11,471	11,884	11,884	16,514	16,514
Computer Services Fund	0	0	0	0	29,174	29,174
Emergency Communications	146,433	178,247	184,664	184,664	210,580	210,580
Energy Office	5,015	5,426	5,621	5,621	8,118	8,118
Environmental Services	299,974	478,146	524,615	524,615	629,895	629,895
Facilities Services Fund	73,491	73,521	76,168	76,168	97,200	97,200
Finance & Administration	17,068	74,700	77,389	77,389	61,154	61,154
Fire Bureau	407,934	449,031	465,196	465,196	476,094	476,094
Fleet Management	41,834	46,498	48,172	48,172	60,434	60,434
General Services	39,742	1,717	1,779	1,779	2,492	2,492
Golf Operating Fund	30,239	37,253	38,595	38,595	39,836	39,836
Government Relations	4,144	4,332	4,488	4,488	6,056	6,056
Health Insurance	0	0	0	0	3,838	3,838
Hypower Operating Fund	35,316	34,616	35,862	35,862	29,112	29,112
Licenses	22,931	20,672	21,417	21,417	32,247	32,247
Mayor	14,563	17,419	18,046	18,046	17,426	17,426
Neighborhood Involvement	18,432	19,658	20,366	20,366	29,905	29,905
Parking Facilities Fund	0	44,480	46,081	46,081	44,078	44,078
Parks Bureau	267,428	284,727	335,398	335,398	399,760	399,760
Planning	66,866	69,393	26,600	71,891	129,994	129,994
Police Bureau	1,857,959	1,956,402	2,106,821	2,106,821	2,706,608	2,706,608
Portland International Raceway	19,658	15,858	16,429	16,429	20,682	20,682
Printing & Distribution	19,794	21,970	22,761	22,761	26,297	26,297
Purchase & Stores	10,588	13,502	13,988	13,988	22,098	22,098
Transportation	673,959	804,235	924,999	924,999	1,096,550	1,096,550
Water Bureau	361,613	356,730	442,846	442,846	545,925	545,925
Workers Compensation Fund	0	0	0	0	8,685	8,685
	5,094,375	5,570,742	6,086,041	6,086,041	7,449,997	7,449,997
Intra-Fund Service Reimbursement	0	0	0	0	7,675	7,675
Total Internal Revenues	5,094,375	5,570,742	6,086,041	6,086,041	7,457,672	7,457,672
Beginning Fund Balance	6,982,811	6,477,841	7,182,444	7,182,444	7,291,157	7,291,157
TOTAL RESOURCES	\$ 12,547,809	\$ 12,524,719	\$ 13,612,221	\$ 13,612,221	\$ 15,202,945	\$ 15,202,945

REQUIREMENTS

Bureau Expenses

Personal Services	0	0	0	0	943,962	943,962
External Materials and Services	3,956,225	3,152,926	3,225,957	3,873,497	4,326,436	4,326,436
Communications Services	0	0	0	0	19,590	19,590
Data Processing Services	0	0	0	0	44,248	44,248

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Facilities Services	0	0	0	0	65,659	65,659
Fleet Services	0	0	0	0	2,283	2,283
Insurance	0	0	0	0	12,587	12,587
Printing & Distribution	0	0	0	0	30,653	30,653
City Attorney	864,313	864,720	893,488	893,488	922,134	922,134
Finance & Administration	1,125,528	1,181,535	1,394,415	1,394,415	23,072	23,072
Parking Facilities	0	0	0	0	2,340	2,340
	1,989,841	2,046,255	2,287,903	2,287,903	1,122,566	1,122,566
Total Bureau Expenses	5,946,066	5,199,181	5,513,860	6,161,400	6,392,964	6,392,964
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	7,936,690	7,291,157	8,600,580	8,598,455
Compensation Adjustment	0	0	16,760	0	34,622	34,622
	0	0	7,953,450	7,291,157	8,635,202	8,633,077
General Fund Overhead	123,901	143,094	144,911	159,664	146,028	148,153
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	28,751	28,751
	0	0	0	0	28,751	28,751
Unappropriated Ending Balance						
Unappropriated Ending Balance	6,477,842	7,182,444	0	0	0	0
	6,477,842	7,182,444	0	0	0	0
Total Fund Requirements	6,601,743	7,325,538	8,098,361	7,450,821	8,809,981	8,809,981
TOTAL REQUIREMENTS	\$ 12,547,809	\$ 12,524,719	\$ 13,612,221	\$ 13,612,221	\$ 15,202,945	\$ 15,202,945
LINE ITEM DETAIL – AU 572						
Personnel Services						
511000 Full-Time Employees	0	0	0	0	685,148	685,148
512000 Part-Time Employees	0	0	0	0	7,165	7,165
514000 Overtime	0	0	0	0	1,073	1,073
517000 Benefits	0	0	0	0	250,576	250,576
Total Personnel Services	0	0	0	0	943,962	943,962
Materials and Services						
External Materials and Services						
521000 Professional Services	306,506	578,279	102,000	102,000	121,843	121,843
524000 Repair & Maintenance Services	0	0	0	0	3,958	3,958
529000 Miscellaneous Services	3,649,719	2,574,647	3,123,957	3,771,497	4,164,099	4,164,099
531000 Office Supplies	0	0	0	0	6,426	6,426
534000 Minor Equipment & Tools	0	0	0	0	10,632	10,632
541000 Education	0	0	0	0	5,260	5,260
542000 Local Travel	0	0	0	0	2,329	2,329
543000 Out-of-Town Travel	0	0	0	0	3,183	3,183
549000 Miscellaneous	0	0	0	0	8,706	8,706
Total External Materials and Services	3,956,225	3,152,926	3,225,957	3,873,497	4,326,436	4,326,436
Internal Materials and Services						
551000 Fleet Services	0	0	0	0	2,283	2,283
552000 Printing & Distribution	0	0	0	0	30,653	30,653
553000 Facilities Services	0	0	0	0	65,659	65,659
554000 Communications Services	0	0	0	0	19,590	19,590
555000 Data Processing Services	0	0	0	0	44,248	44,248
556000 Insurance	0	0	0	0	12,587	12,587
559000 Other Fund Services	1,989,841	2,046,255	2,287,903	2,287,903	947,546	947,546
Total Internal Materials and Services	1,989,841	2,046,255	2,287,903	2,287,903	1,122,566	1,122,566
Total Materials and Services	5,946,066	5,199,181	5,513,860	6,161,400	5,449,002	5,449,002
TOTAL Bureau Expenses	\$ 5,946,066	\$ 5,199,181	\$ 5,513,860	\$ 6,161,400	\$ 6,392,964	\$ 6,392,964

FUND OVERVIEW

Fund Purpose

The Insurance and Claims Fund provides for fleet, general liability and Bureau of Labor and Industries (BOLI) claims administration, management of the City's commercial insurance portfolio, and Citywide leadership in loss control.

Insurance and Claims staff and related materials and services reside in the Office of Finance and Administration (OF&A) appropriation unit in the General Fund. OF&A is reimbursed for these expenditures by the Insurance and Claims Fund through an interagency agreement. The fund's primary resource is interagency revenue from City bureaus.

Expenditures

Interagency increases reflect the actuarial forecast of liability funding requirements.

Fund expenditures are primarily for claims payments, which are budgeted at almost \$4.8 million for FY 2000-01. This change represents an increase of approximately 26.9% over FY 1999-00. Projected claims are based upon an independent actuarial study completed for the period ending June 30, 1999. Overall, interagency charges are increasing by 22.5% over FY 1999-00.

Reserves

The reserve requirement assumed within the FY 2000-01 budget is based on the latest actuarial study, which provides a range for the recommended reserve levels needed to cover outstanding incurred liabilities. The range of estimates is produced by calculating reserves at various *confidence levels* (e.g., probability that actual losses will not exceed the reserve level). In addition to the range based on the various confidence levels, reserves are stated at a discounted level, which takes into account that the fund earns interest on fund balances. The liability reserve requirement is about \$11.3 million pursuant to the June 30, 1999 actuarial estimate at the discounted *expected* confidence level.

Governmental Bond Redemption Fund – 702

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Bond and Note Sales	4,292,946	0	5,700,000	5,700,000	0	0
Interest Eamed	34	19	0	0	0	0
Other Miscellaneous	24,512	0	10,843	10,843	4,836	4,836
	4,317,492	19	5,710,843	5,710,843	4,836	4,836
Total External Revenues	4,317,492	19	5,710,843	5,710,843	4,836	4,836
Internal Revenues						
Other Cash Transfers						
Facilities Services Fund	0	693	0	0	0	0
General Fund	119,061	2,109,417	2,992,291	2,992,291	3,805,857	3,805,857
Parks Construction Fund	0	0	760,000	760,000	200,000	200,000
Special Revenue and Finance	0	0	1,000,000	1,000,000	0	0
Arena/Coliseum Operating Fund	678,840	0	0	0	0	0
Capital Improvement Fund	45,320	205,972	52,475	52,475	50,720	50,720
Housing Investment Fund	0	6,725,493	10,000	257,000	4,047,000	4,047,000
Transportation Operating Fund	11,406	11,340	0	0	0	0
	854,627	9,052,915	4,814,766	5,061,766	8,103,577	8,103,577
Interfund Service Reimbursements						
City Attorney	57,567	0	0	0	0	0
City Auditor	9,948	0	0	0	0	0
Fire Bureau	511,606	0	0	0	0	0
Licenses	53,211	59,448	0	0	49,138	49,138
Neighborhood Involvement	8,946	0	0	0	0	0
Parks Bureau	76,274	15,777	15,673	15,673	29,074	29,074
Planning	77,747	0	0	0	0	0
Police Bureau	392,112	0	0	0	0	0
	1,187,411	75,225	15,673	15,673	78,212	78,212
Total Internal Revenues	2,042,038	9,128,140	4,830,439	5,077,439	8,181,789	8,181,789
Beginning Fund Balance	36,991	37,027	37,045	46,771	0	0
TOTAL RESOURCES	\$ 6,396,521	\$ 9,165,186	\$ 10,578,327	\$ 10,835,053	\$ 8,186,625	\$ 8,186,625
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
	29,095	4,876	125,000	125,000	0	0
Total Bureau Expenses	29,095	4,876	125,000	125,000	0	0
Fund Requirements						
Debt Retirement						
	6,330,398	9,113,539	10,416,282	10,788,008	8,186,625	8,186,625
Unappropriated Ending Balance						
Unappropriated Ending Balance	37,028	46,771	37,045	37,045	0	0
	37,028	46,771	37,045	37,045	0	0
Total Fund Requirements	6,367,426	9,160,310	10,453,327	10,825,053	8,186,625	8,186,625
TOTAL REQUIREMENTS	\$ 6,396,521	\$ 9,165,186	\$ 10,578,327	\$ 10,950,053	\$ 8,186,625	\$ 8,186,625
LINE ITEM DETAIL – AU 782						
Materials and Services						
External Materials and Services						
549000 Miscellaneous	29,095	4,876	125,000	125,000	0	0
Total External Materials and Services	29,095	4,876	125,000	125,000	0	0
Total Materials and Services	29,095	4,876	125,000	125,000	0	0
TOTAL Bureau Expenses	\$ 29,095	\$ 4,876	\$ 125,000	\$ 125,000	\$ 0	\$ 0

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing the acquisition of equipment and facilities necessary for providing essential City services. Specifically, this fund accounts for resources, and allocation thereof, to pay principal and interest on outstanding indebtedness in the General Long-term Debt Account Group. Primarily, this fund pays principal and interest on capital lease and note obligations.

Governmental Bond Redemption Fund – 702

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+i
Full Faith and Credit, 1993 Series B (General Fund Portion Only)						
10/15/1993 - Due 4/1	875,962					
		2000/01	45,000	4.00%	5,720	50,720
		2001/02	45,000	4.10%	5,721	50,721
		2002/03	50,000	4.15%	2,075	52,075
TOTAL FULL FAITH & CREDIT		TOTAL	140,000		13,516	153,516
State of Oregon Energy Loan - Multnomah Arts Center						
	100,902					
		2000/01	7,586	7.50%	5,218	12,804
		2001/02	8,175	7.50%	4,629	12,804
		2002/03	8,816	7.50%	3,988	12,804
		2003/04	9,489	7.50%	3,315	12,804
		2004/05	10,231	7.50%	2,573	12,804
		2005/06	11,025	7.50%	1,779	12,804
		2006/07	11,882	7.50%	922	12,804
		2007/08	6,789	7.50%	120	6,909
		TOTAL	73,993		22,544	96,537
State of Oregon Energy Loan - Buckman Field House						
	8,047					
		2000/01	860	8.00%	320	1,180
		2001/02	929	8.00%	251	1,180
		2002/03	1,004	8.00%	176	1,180
		2003/04	1,084	8.00%	96	1,180
		2004/05	117	8.00%	9	127
		TOTAL	3,995		852	6,027
TOTAL - State of Oregon Energy Loans						
	108,950					
		2000/01	8,446		5,538	13,984
		2001/02	9,104		4,880	13,984
		2002/03	9,819		4,165	13,984
		2003/04	10,573		3,411	13,984
		2004/05	10,348		2,583	12,931
		2005/06	11,025		1,779	12,804
		2006/07	11,882		922	12,804
		2007/08	6,789		120	6,909
TOTAL ENERGY LOAN			77,988		23,396	101,384
Limited Tax Revenue Bonds, 1996 Series B (General Fund Portion Only)						
06/01/1996 - Due 6/1	2,999,580					
		2000/01	189,466	4.60%	8,715	198,181
		TOTAL	189,466		8,715	198,181
Limited Tax Revenue Bonds, 1998 Series B (General Fund Portion Only)						
06/15/1998 - Due 6/1	8,499,490					
		2000/01	1,365,120	3.90%	250,779	1,615,898
		2001/02	1,567,903	4.00%	197,539	1,765,442
		2002/03	705,686	4.05%	134,823	840,509
		2003/04	110,000	4.10%	106,243	216,243
		2004/05	115,000	4.20%	101,733	216,733
		2005/06	120,000	4.25%	96,903	216,903
		2006/07	125,000	4.30%	91,803	216,803
		2007/08	130,000	4.35%	86,428	216,428
		2008/09	140,000	4.40%	80,773	220,773
		2009/10	145,000	4.45%	74,613	219,613
		2010/11	150,000	4.55%	68,160	218,160
		2011/12	155,000	4.65%	61,335	216,335
		2012/13	165,000	4.75%	54,128	219,128
		2013/14	170,000	4.80%	46,290	216,290
		2014/15	180,000	4.85%	38,130	218,130
		2015/16	190,000	4.90%	29,400	219,400

Governmental Bond Redemption Fund – 702

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2016/17	200,000	4.90%	20,090	220,090
		2017/18	210,000	4.90%	10,290	220,290
		TOTAL	5,943,709		1,549,455	7,493,164
Limited Tax Revenue Bonds, 1999 Series B (General Fund Portion Only)						
11/01/1999 - Due 4/1	10,135,000					
		2000/01	860,000	5.00%	776,532	1,636,532
		2001/02	1,130,000	5.25%	505,140	1,635,140
		2002/03	1,190,000	5.25%	445,815	1,635,815
		2003/04	1,200,000	5.50%	383,340	1,583,340
		2004/05	1,090,000	5.50%	317,340	1,407,340
		2005/06	210,000	5.00%	257,390	467,390
		2006/07	220,000	5.00%	246,890	466,890
		2007/08	235,000	5.00%	235,890	470,890
		2008/09	245,000	5.10%	224,140	469,140
		2009/10	260,000	5.25%	211,645	471,645
		2010/11	270,000	5.30%	197,995	467,995
		2011/12	285,000	5.40%	183,685	468,685
		2012/13	300,000	5.50%	168,295	468,295
		2013/14	315,000	5.63%	151,795	466,795
		2014/15	335,000	5.70%	134,076	469,076
		2015/16	355,000	5.75%	114,981	469,981
		2016/17	375,000	5.75%	94,569	469,569
		2017/18	395,000	5.75%	73,006	468,006
		2018/19	420,000	5.75%	50,294	470,294
		2019/20	445,000	5.88%	26,144	471,144
		TOTAL	10,135,000		4,798,962	14,933,962
TOTAL - Limited Tax Revenue Bonds						
	21,634,070					
		2000/01	2,414,586		1,036,026	3,450,611
		2001/02	2,697,903		702,679	3,400,582
		2002/03	1,895,686		580,638	2,476,324
		2003/04	1,310,000		489,583	1,799,583
		2004/05	1,205,000		419,073	1,624,073
		2005/06	330,000		354,293	684,293
		2006/07	345,000		338,693	683,693
		2007/08	365,000		322,318	687,318
		2008/09	385,000		304,913	689,913
		2009/10	405,000		286,258	691,258
		2010/11	420,000		266,155	686,155
		2011/12	440,000		245,020	685,020
		2012/13	465,000		222,423	687,423
		2013/14	485,000		198,085	683,085
		2014/15	515,000		172,206	687,206
		2015/16	545,000		144,381	689,381
		2016/17	575,000		114,659	689,659
		2017/18	605,000		83,296	688,296
		2018/19	420,000		50,294	470,294
		2019/20	445,000		26,144	471,144
		TOTAL LIMITED TAX REVENUE	16,268,174		6,357,132	22,625,307
Estimated Short-term Line of Credit Repayment						
		2000/01	392,680		32,320	425,000
		TOTAL	392,680		32,320	425,000
COMBINED DEBT SERVICE						
	22,618,982					
		2000/01	2,468,032		1,047,283	3,515,315
		2001/02	2,752,007		713,280	3,465,287
		2002/03	1,955,505		586,877	2,542,383
		2003/04	1,320,573		492,993	1,813,567

Governmental Bond Redemption Fund – 702

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2004/05	1,215,348		421,655	1,637,003
		2005/06	341,025		356,072	697,097
		2006/07	356,882		339,614	696,496
		2007/08	371,789		322,437	694,226
		2008/09	385,000		304,913	689,913
		2009/10	405,000		286,258	691,258
		2010/11	420,000		266,155	686,155
		2011/12	440,000		245,020	685,020
		2012/13	465,000		222,423	687,423
		2013/14	485,000		198,085	683,085
		2014/15	515,000		172,206	687,206
		2015/16	545,000		144,381	689,381
		2016/17	575,000		114,659	689,659
		2017/18	605,000		83,296	688,296
		2018/19	420,000		50,294	470,294
		2019/20	445,000		26,144	471,144
TOTAL FUND DEBT SERVICE			\$ 16,486,162		\$ 6,394,045	\$ 22,880,207

Pension Debt Redemption Fund – 305

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	0	0	0	0	1,286,360	1,286,360
Other Miscellaneous	0	0	0	0	221,115	221,115
	0	0	0	0	1,507,475	1,507,475
Total External Revenues	0	0	0	0	1,507,475	1,507,475
Internal Revenues						
Other Cash Transfers						
Buildings Fund	0	0	0	0	384,514	384,514
Communication Services Fund	0	0	0	0	64,857	64,857
Computer Services Fund	0	0	0	0	118,138	118,138
Emergency Communications Fund	0	0	0	0	76,616	76,616
Facilities Services Fund	0	0	0	0	65,521	65,521
Fleet Services Fund	0	0	0	0	153,969	153,969
General Fund	0	0	0	0	3,023,112	3,023,112
Golf Fund	0	0	0	0	65,913	65,913
Health Insurance Fund	0	0	0	0	12,166	12,166
Hydropower Operating Fund	0	0	0	0	8,067	8,067
Insurance & Claims Fund	0	0	0	0	28,751	28,751
LID Construction Fund	0	0	0	0	27,426	27,426
Parks Construction Fund	0	0	0	0	610	610
Portland International Raceway	0	0	0	0	12,689	12,689
Printing & Distribution	0	0	0	0	52,177	52,177
Refuse Disposal Fund	0	0	0	0	20,468	20,468
Sewage System Operating Fund	0	0	0	0	1,052,489	1,052,489
Special Revenue and Finance	0	0	12,778,184	12,778,184	0	0
Arena/Coliseum Operating Fund	0	0	0	0	6,026	6,026
Environmental Remediation Fund	0	0	0	0	473	473
FPD&R Fund	0	0	0	0	16,415	16,415
Parks Bond Construction Fund	0	0	0	0	36,515	36,515
Transportation Operating Fund	0	0	0	0	1,480,949	1,480,949
Water Fund	0	0	0	0	1,093,124	1,093,124
Workers Compensation Fund	0	0	0	0	26,893	26,893
	0	0	12,778,184	12,778,184	7,827,878	7,827,878
Total Internal Revenues	0	0	12,778,184	12,778,184	7,827,878	7,827,878
Beginning Fund Balance	0	0	0	0	29,415,507	29,415,507
TOTAL RESOURCES	\$ 0	\$ 0	\$ 12,778,184	\$ 12,778,184	\$ 38,750,860	\$ 38,750,860
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
	0	0	0	395,000	605,104	605,104
Total Bureau Expenses	0	0	0	395,000	605,104	605,104
Fund Requirements						
Debt Retirement						
	0	0	12,778,184	12,383,184	20,784,522	20,784,522
Unappropriated Ending Balance						
Unexpendable Reserve						
	0	0	0	0	17,361,234	17,361,234
	0	0	0	0	17,361,234	17,361,234
Total Fund Requirements	0	0	12,778,184	12,383,184	38,145,756	38,145,756
TOTAL REQUIREMENTS	\$ 0	\$ 0	\$ 12,778,184	\$ 12,778,184	\$ 38,750,860	\$ 38,750,860
LINE ITEM DETAIL – AU 283						
Materials and Services						
External Materials and Services						
549000 Miscellaneous	0	0	0	395,000	605,104	605,104
Total External Materials and Services	0	0	0	395,000	605,104	605,104
Total Materials and Services	0	0	0	395,000	605,104	605,104
TOTAL Bureau Expenses	\$ 0	\$ 0	\$ 0	\$ 395,000	\$ 605,104	\$ 605,104

FUND OVERVIEW

This fund, created in FY 1999-00, is used to achieve a proper matching of revenues and expenditures related to the financing of the City's unfunded actuarial accrued pension liability as of December 31, 1997. Specifically, this fund will account for the allocation of resources to pay principal and interest on the Limited Tax Pension Obligation Revenue Bonds, 1999 Series C, D and E.

Pension Debt Redemption Fund – 305

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Limited Tax Pension Obligation Revenue Bonds, 1999 Series C						
11/10/1999 - Due 6/1	150,848,346					
		2000/01	0		8,503,282	8,503,282
		2001/02	0		8,503,282	8,503,282
		2002/03	0		8,503,282	8,503,282
		2003/04	0		8,503,282	8,503,282
		2004/05	0		8,503,282	8,503,282
		2005/06	0		8,503,282	8,503,282
		2006/07	2,570,000	7.27%	8,503,282	11,073,282
		2007/08	4,755,000	7.32%	8,316,443	13,071,443
		2008/09	5,990,000	7.37%	7,968,377	13,958,377
		2009/10	3,030,000	7.42%	7,526,914	10,556,914
		2010/11	0		7,302,088	7,302,088
		2011/12	0		7,302,088	7,302,088
		2012/13	0		7,302,088	7,302,088
		2013/14	0		7,302,088	7,302,088
		2014/15	0		7,302,088	7,302,088
		2015/16	0		7,302,088	7,302,088
		2016/17	0		7,302,088	7,302,088
		2017/18	0		7,302,088	7,302,088
		2018/19	0		7,302,088	7,302,088
		2019/20	27,935,000	7.70%	7,302,088	35,237,088
		2020/21	31,495,000	7.70%	5,150,814	36,645,814
		2021/22	35,390,000	7.70%	2,725,384	38,115,384
		2022/23	6,345,175	7.70%	33,294,825	39,640,000
		2023/24	6,105,423	7.93%	35,119,578	41,225,000
		2024/25	5,874,733	7.93%	37,000,268	42,875,000
		2025/26	5,652,228	7.93%	38,937,772	44,590,000
		2026/27	5,438,274	7.93%	40,931,726	46,370,000
		2027/28	5,232,955	7.93%	42,997,045	48,230,000
		2028/29	5,034,559	7.93%	45,120,441	50,155,000
		TOTAL	150,848,346		437,633,444	588,481,790
Limited Tax Pension Obligation Revenue Bonds, 1999 Series D & E						
Periodic Auction Reset Securities (PARS)						
11/10/1999 - Due 6/1	150,000,000					
		2000/01	0	variable	12,281,239	12,281,239
		2001/02	0	variable	8,925,000	8,925,000
		2002/03	0	variable	8,925,000	8,925,000
		2003/04	0	variable	8,925,000	8,925,000
		2004/05	0	variable	8,925,000	8,925,000
		2005/06	0	variable	8,925,000	8,925,000
		2006/07	0	variable	8,925,000	8,925,000
		2007/08	0	variable	8,925,000	8,925,000
		2008/09	0	variable	8,925,000	8,925,000
		2009/10	4,325,000	variable	8,925,000	13,250,000
		2010/11	8,775,000	variable	8,667,663	17,442,663
		2011/12	10,300,000	variable	8,145,550	18,445,550
		2012/13	11,950,000	variable	7,532,700	19,482,700
		2013/14	13,725,000	variable	6,821,675	20,546,675
		2014/15	15,650,000	variable	6,005,037	21,655,037
		2015/16	17,750,000	variable	5,073,862	22,823,862
		2016/17	20,000,000	variable	4,017,738	24,017,738
		2017/18	22,450,000	variable	2,827,738	25,277,738
		2018/19	25,075,000	variable	1,491,963	26,566,963
		TOTAL	150,000,000		143,190,164	293,190,164
COMBINED DEBT SERVICE						
	300,848,346					
		2000/01	0		20,784,521	20,784,521
		2001/02	0		17,428,282	17,428,282
		2002/03	0		17,428,282	17,428,282

Pension Debt Redemption Fund – 305

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2003/04	0		17,428,282	17,428,282
		2004/05	0		17,428,282	17,428,282
		2005/06	0		17,428,282	17,428,282
		2006/07	2,570,000		17,428,282	19,998,282
		2007/08	4,755,000		17,241,443	21,996,443
		2008/09	5,990,000		16,893,377	22,883,377
		2009/10	7,355,000		16,451,914	23,806,914
		2010/11	8,775,000		15,969,751	24,744,751
		2011/12	10,300,000		15,447,638	25,747,638
		2012/13	11,950,000		14,834,788	26,784,788
		2013/14	13,725,000		14,123,763	27,848,763
		2014/15	15,650,000		13,307,125	28,957,125
		2015/16	17,750,000		12,375,950	30,125,950
		2016/17	20,000,000		11,319,826	31,319,826
		2017/18	22,450,000		10,129,826	32,579,826
		2018/19	25,075,000		8,794,051	33,869,051
		2019/20	27,935,000		7,302,088	35,237,088
		2020/21	31,495,000		5,150,814	36,645,814
		2021/22	35,390,000		2,725,384	38,115,384
		2022/23	6,345,175		33,294,825	39,640,000
		2023/24	6,105,423		35,119,578	41,225,000
		2024/25	5,874,733		37,000,268	42,875,000
		2025/26	5,652,228		38,937,772	44,590,000
		2026/27	5,438,274		40,931,726	46,370,000
		2027/28	5,232,955		42,997,045	48,230,000
		2028/29	5,034,559		45,120,441	50,155,000
TOTAL FUND DEBT SERVICE			\$ 300,848,346		\$ 580,823,608	\$ 881,671,953

Special Finance and Resource Fund – 207

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Bond and Note Sales	0	0	437,190,000	458,028,881	238,174,574	238,174,574
	0	0	437,190,000	458,028,881	238,174,574	238,174,574
Total External Revenues	0	0	437,190,000	458,028,881	238,174,574	238,174,574
Internal Revenues						
Beginning Fund Balance	0	0	0	0	123,087	123,087
TOTAL RESOURCES	\$ 0	\$ 0	\$ 437,190,000	\$ 458,028,881	\$ 238,297,661	\$ 238,297,661
REQUIREMENTS						
Bureau Expenses						
External Materials and Services	0	0	381,746,427	338,236,308	211,297,661	211,237,661
Printing & Distribution	0	0	0	9,000	0	0
Finance & Administration	0	0	0	140,000	0	60,000
	0	0	0	149,000	0	60,000
Total Bureau Expenses	0	0	381,746,427	338,385,308	211,297,661	211,297,661
Fund Requirements						
Fund Cash Transfers						
Airport Way Debt Service	0	0	33,365,389	34,565,389	0	0
Central Eastside UR Debt	0	0	0	0	1,500,000	1,500,000
Convention Center UR Debt	0	0	8,300,000	8,300,000	0	0
Intermediate Debt Fund	0	0	1,000,000	1,000,000	0	0
Pension Debt Redemption Fund	0	0	12,778,184	12,778,184	0	0
South Park Renewal Debt	0	0	0	0	10,900,000	10,900,000
Waterfront Renewal Bond	0	0	0	0	14,600,000	14,600,000
	0	0	55,443,573	56,643,573	27,000,000	27,000,000
Total Fund Requirements	0	0	55,443,573	56,643,573	27,000,000	27,000,000
TOTAL REQUIREMENTS	\$ 0	\$ 0	\$ 437,190,000	\$ 395,028,881	\$ 238,297,661	\$ 238,297,661
LINE ITEM DETAIL – AU 238						
Materials and Services						
External Materials and Services						
529000 Miscellaneous Services	0	0	376,939,873	333,337,451	207,760,058	207,760,058
549000 Miscellaneous	0	0	4,806,554	4,898,857	3,537,603	3,477,603
Total External Materials and Services	0	0	381,746,427	338,236,308	211,297,661	211,237,661
Internal Materials and Services						
552000 Printing & Distribution	0	0	0	9,000	0	0
559000 Other Fund Services	0	0	0	140,000	0	60,000
Total Internal Materials and Services	0	0	0	149,000	0	60,000
Total Materials and Services	0	0	381,746,427	338,385,308	211,297,661	211,297,661
TOTAL Bureau Expenses	\$ 0	\$ 0	\$ 381,746,427	\$ 338,385,308	\$ 211,297,661	\$ 211,297,661

FUND OVERVIEW

This fund created in FY 1999-00 as a result of a Government Finance Officers Association (GFOA) recommendation for the City to record both the revenue and the liability associated with the financing of Urban Renewal projects. In the past, the City would record the liability and the Portland Development Commission (PDC) would record the revenue. Because PDC is a separate governmental unit, this method was found to be inconsistent with common practice. As a result, the city created this fund to serve as a staging area for urban renewal bond proceeds, where both the liability and revenue are recorded with a transfer of funds to PDC.

In addition, this fund serves as a staging area for bond proceeds associated with other special projects. In FY 1999-00 the bonds issued for the unfunded pension liability, the grant to Portland Public Schools, and the financing of the East Permanent Housing Facility all flowed through this fund. For FY 2000-01, it is expected that in addition to urban renewal, a portion of the proposed Convention Center Expansion will flow through this fund.

Workers' Compensation Operating Fund – 709

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	778,523	710,867	543,018	543,018	656,101	656,101
Other Miscellaneous	110,373	110,292	138,595	132,280	140,928	140,928
	888,896	821,159	681,613	675,298	797,029	797,029
Total External Revenues	888,896	821,159	681,613	675,298	797,029	797,029
Internal Revenues						
Interfund Service Reimbursements						
City Attorney	30,502	26,020	26,956	26,956	28,000	28,000
City Auditor	26,063	23,340	24,180	24,180	26,768	26,768
Buildings	86,290	93,961	114,263	97,344	128,335	128,335
Cable Commission	1,690	1,551	1,607	1,607	1,920	1,920
Cable Commission/Access	2,535	2,327	2,410	2,410	2,880	2,880
Commissioner of Public Affairs	6,612	5,263	5,453	5,453	5,774	5,774
Commissioner of Public Safety	6,392	5,487	5,685	5,685	5,459	5,459
Commissioner of Public Utilities	6,912	5,181	5,367	5,367	5,193	5,193
Commissioner of Public Works	5,469	3,120	3,232	3,232	6,081	6,081
Communications Services	17,102	15,072	15,614	15,614	22,862	22,862
Community Development	12,309	9,780	10,132	10,132	11,806	11,806
Computer Services Fund	0	0	0	0	18,673	18,673
Emergency Communications	115,979	86,071	89,169	89,169	95,888	95,888
Energy Office	5,274	4,941	5,119	5,119	6,177	6,177
Environmental Services	154,843	158,606	164,316	164,316	187,318	187,318
Facilities Services Fund	21,837	15,898	16,470	16,470	18,940	18,940
Finance & Administration	69,964	63,046	65,316	65,316	39,140	39,140
Fire Bureau	329,338	383,525	418,298	418,298	318,873	318,873
Fleet Management	81,089	100,230	103,838	103,838	189,609	189,609
General Services	10,921	9,804	10,157	10,157	11,327	11,327
Golf Operating Fund	24,514	26,899	27,867	27,867	33,526	33,526
Government Relations	4,419	4,000	4,144	4,144	4,648	4,648
Health Insurance	0	0	0	0	2,456	2,456
Hydropower Operating Fund	2,593	2,307	2,390	2,390	2,733	2,733
Insurance & Claims Fund	0	0	0	0	4,912	4,912
Licenses	19,216	18,423	19,086	19,086	20,007	20,007
Mayor	13,234	11,764	12,188	12,188	11,112	11,112
Neighborhood Involvement	20,426	19,463	20,164	20,164	23,528	23,528
Parks Bureau	427,194	266,169	320,878	320,878	356,175	356,175
Planning	35,144	32,663	16,920	33,839	25,080	25,080
Police Bureau	114,181	142,608	147,742	147,742	261,245	261,245
Portland International Raceway	4,448	3,598	3,728	3,728	4,659	4,659
Printing & Distribution	17,345	15,440	15,996	15,996	16,314	16,314
Purchase & Stores	11,457	12,991	13,458	13,458	16,308	16,308
Transportation	588,537	559,807	642,263	642,263	636,225	636,225
Water Bureau	424,825	371,165	434,848	434,848	441,198	441,198
	2,698,654	2,500,520	2,769,254	2,769,254	2,991,149	2,991,149
Intra-Fund Service Reimbursement	0	0	0	0	5,559	5,559
Total Internal Revenues	2,698,654	2,500,520	2,769,254	2,769,254	2,996,708	2,996,708
Beginning Fund Balance	13,381,518	13,643,804	13,119,719	13,119,719	11,929,134	11,929,134
TOTAL RESOURCES	\$ 16,969,068	\$ 16,965,483	\$ 16,570,586	\$ 16,564,271	\$ 15,722,871	\$ 15,722,871

REQUIREMENTS

Bureau Expenses

Personal Services	0	0	0	0	976,794	976,794
External Materials and Services	1,739,315	2,125,515	2,495,577	2,374,439	2,861,098	2,861,098
Communications Services	0	0	0	0	22,168	22,168
Data Processing Services	0	0	0	0	44,940	44,940
Facilities Services	0	0	0	0	74,298	74,298
Fleet Services	0	0	0	0	3,446	3,446
Insurance	0	0	0	0	14,244	14,244
Printing & Distribution	0	0	0	0	30,608	30,608

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
City Attorney	308,150	317,680	331,342	331,342	342,073	342,073
Finance & Administration	1,237,008	1,274,694	1,793,520	1,806,354	41,458	41,458
Parking Facilities	0	0	0	0	2,340	2,340
	1,545,158	1,592,374	2,124,862	2,137,696	575,575	575,575
Total Bureau Expenses	3,284,473	3,717,889	4,620,439	4,512,135	4,413,467	4,413,467
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	11,815,986	11,929,134	11,121,255	11,125,215
Compensation Adjustment	0	0	16,755	0	35,837	35,837
	0	0	11,832,741	11,929,134	11,157,092	11,161,052
General Fund Overhead	40,793	127,875	117,406	123,002	125,419	121,459
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	26,893	26,893
	0	0	0	0	26,893	26,893
Unappropriated Ending Balance						
Unappropriated Ending Balance	13,643,802	13,119,719	0	0	0	0
	13,643,802	13,119,719	0	0	0	0
Total Fund Requirements	13,684,595	13,247,594	11,950,147	12,052,136	11,309,404	11,309,404
TOTAL REQUIREMENTS	\$ 16,969,068	\$ 16,965,483	\$ 16,570,586	\$ 16,564,271	\$ 15,722,871	\$ 15,722,871
LINE ITEM DETAIL – AU 577						
Personnel Services						
511000 Full-Time Employees	0	0	0	0	703,648	703,648
512000 Part-Time Employees	0	0	0	0	7,165	7,165
514000 Overtime	0	0	0	0	1,073	1,073
517000 Benefits	0	0	0	0	264,908	264,908
Total Personnel Services	0	0	0	0	976,794	976,794
Materials and Services						
External Materials and Services						
521000 Professional Services	142,012	131,010	89,000	89,000	338,110	338,110
524000 Repair & Maintenance Services	0	0	0	0	3,957	3,957
529000 Miscellaneous Services	1,597,303	1,994,505	2,406,577	2,285,439	2,463,943	2,463,943
531000 Office Supplies	0	0	0	0	13,627	13,627
534000 Minor Equipment & Tools	0	0	0	0	10,632	10,632
541000 Education	0	0	0	0	7,966	7,966
542000 Local Travel	0	0	0	0	7,344	7,344
543000 Out-of-Town Travel	0	0	0	0	4,422	4,422
549000 Miscellaneous	0	0	0	0	11,097	11,097
Total External Materials and Services	1,739,315	2,125,515	2,495,577	2,374,439	2,861,098	2,861,098
Internal Materials and Services						
551000 Fleet Services	0	0	0	0	3,446	3,446
552000 Printing & Distribution	0	0	0	0	30,608	30,608
553000 Facilities Services	0	0	0	0	74,298	74,298
554000 Communications Services	0	0	0	0	22,168	22,168
555000 Data Processing Services	0	0	0	0	44,940	44,940
556000 Insurance	0	0	0	0	14,244	14,244
559000 Other Fund Services	1,545,158	1,592,374	2,124,862	2,137,696	385,871	385,871
Total Internal Materials and Services	1,545,158	1,592,374	2,124,862	2,137,696	575,575	575,575
Total Materials and Services	3,284,473	3,717,889	4,620,439	4,512,135	3,436,673	3,436,673
TOTAL Bureau Expenses	\$ 3,284,473	\$ 3,717,889	\$ 4,620,439	\$ 4,512,135	\$ 4,413,467	\$ 4,413,467

FUND OVERVIEW

Fund Purpose

The Workers' Compensation Fund supports management of the Workers' Compensation self-insurance program and loss control services to minimize occupational injury and illness. The Employee Assistance Program (EAP) and the Health and Wellness Program are included in this appropriation unit. Staff and related materials and services for the fund are budgeted in the Office of Finance and Administration (OF&A) appropriation unit in the General Fund, and the Workers' Compensation Fund reimburses the General Fund through an interagency agreement.

Revenues and Expenditures

Interagency increases reflect the actuarial forecast of Workers' Compensation funding requirements.

Interagency increases Fund expenditures are primarily for claims payments, which are budgeted at more than \$2.7 million for FY 2000-01, a 1.7% increase over the current budget year. Projected claims are based upon the independent actuarial study completed for the period ending June 30, 1999. The Fund's primary revenue is interagency charges to City bureaus. Overall interagency charges increased 8.2% from FY 1999-00.

Reserves

The reserve requirement assumed within the FY 2000-01 budget is based on the latest actuarial study. The actuarial report gives a range for the recommended reserve levels needed to cover outstanding incurred liabilities. This range of estimates is produced by calculating reserves at various confidence levels (e.g., the probability that actual losses will not exceed the reserve level). In addition to the range based on various confidence levels, reserves are stated at a discounted level which takes into account the fact that the fund earns interest on fund balances. The reserve requirement is about \$9.0 million per the June 30, 1999 actuarial estimate at the discounted 75% confidence level.

Communications Services Operating Fund – 707

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	1,223,160	1,435,199	1,360,152	1,360,152	1,831,345	1,831,345
Rents and Reimbursements	70,325	69,508	70,386	70,386	70,386	70,386
	<u>1,293,485</u>	<u>1,504,707</u>	<u>1,430,538</u>	<u>1,430,538</u>	<u>1,901,731</u>	<u>1,901,731</u>
State Sources						
State Cost Sharing	304	0	0	0	0	0
	<u>304</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Local Sources						
Local Cost Sharing	27,849	0	0	0	0	0
Multnomah County Cost Sharing	51	0	0	0	0	0
	<u>27,900</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Miscellaneous Revenues						
Bond and Note Sales	0	0	0	0	8,018,000	8,018,000
Interest Earned	293,436	332,460	200,000	300,000	280,000	280,000
Other Miscellaneous	2,950	135,365	19,500	21,000	2,000	2,000
Refunds	287	0	0	0	0	0
Sale of Capital Assets	5,410	0	0	0	0	0
Sales Miscellaneous	232,242	204,652	2,000	100,000	2,000	2,000
	<u>534,325</u>	<u>672,477</u>	<u>221,500</u>	<u>421,000</u>	<u>8,302,000</u>	<u>8,302,000</u>
Total External Revenues	1,856,014	2,177,184	1,652,038	1,851,538	10,203,731	10,203,731
Internal Revenues						
Other Cash Transfers						
Computer Services Fund	0	150,000	0	0	0	0
Facilities Services Fund	25,000	55,000	0	0	0	0
General Fund	0	82,500	0	0	0	0
Printing & Distribution	10,000	10,000	0	0	0	0
	<u>35,000</u>	<u>297,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Interfund Service Reimbursements						
Arena Operating	0	120	350	0	478	478
City Attorney	46,814	50,476	51,912	51,912	47,409	47,409
City Auditor	42,699	44,544	49,568	49,568	45,632	45,632
Auto Port Operating Fund	608	0	0	0	0	0
Buildings	267,488	277,614	359,809	359,809	398,330	398,330
Cable Commission	31,631	5,184	4,583	4,583	4,069	4,069
Cable Commission/Access	40,763	5,431	10,504	10,504	11,181	11,181
Commissioner of Public Affairs	8,994	10,710	9,949	9,949	9,573	9,573
Commissioner of Public Safety	7,130	7,847	7,560	7,560	7,203	7,203
Commissioner of Public Utilities	8,941	9,846	10,842	10,842	8,944	8,944
Commissioner of Public Works	9,324	9,860	10,213	10,213	9,689	9,689
Community Development	12,744	20,950	14,361	14,361	15,478	15,478
Computer Services Fund	0	0	0	0	109,700	109,700
Emergency Communications	403,923	386,558	483,358	483,358	484,572	484,572
Energy Office	7,438	8,673	8,742	8,742	9,257	9,257
Environmental Services	765,596	779,485	765,505	765,505	777,197	777,197
Facilities Services Fund	333,468	168,189	277,832	277,832	317,501	317,501
Finance & Administration	203,321	228,288	242,823	243,173	125,213	125,213
Fire Bureau	761,471	818,573	833,911	833,911	944,560	919,560
Fleet Management	36,137	38,703	39,778	39,778	38,526	38,526
FPD&R	8,572	13,245	10,648	10,648	12,969	12,969
General Services	11,873	14,337	14,248	14,248	15,031	15,031
Golf Operating Fund	8,449	9,605	11,348	11,348	14,666	14,666
Government Relations	8,578	13,270	13,205	13,205	12,106	12,106
Health Insurance	0	0	0	0	9,795	9,795
Hydropower Operating Fund	8,110	4,909	6,593	6,593	6,488	6,488
Insurance & Claims Fund	0	0	0	0	19,590	19,590
Licenses	34,232	37,502	38,078	38,078	45,010	45,010
Mayor	22,835	24,978	24,617	24,617	26,815	26,815
Neighborhood Involvement	33,305	39,128	37,327	37,327	39,979	39,979

Communications Services Operating Fund – 707

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Parking Facilities Fund	5,469	6,283	6,504	6,504	7,487	7,487
Parks Bureau	328,874	408,406	444,311	444,311	455,997	455,997
Parks Capital Improvement Fund	55,645	45,666	20,046	21,289	0	0
Parks Construction Fund	0	0	1,243	0	766	766
Planning	70,925	90,583	39,538	39,538	55,288	55,288
Police Bureau	2,228,499	2,768,106	2,740,854	2,781,179	2,989,432	2,889,432
Portland International Raceway	14,509	11,834	12,171	12,171	11,434	11,434
Portland Parks Trust	304	314	325	325	375	375
Printing & Distribution	28,248	27,770	27,765	27,765	32,663	32,663
Public Safety Capital	1	0	0	0	0	0
Purchase & Stores	23,844	27,742	30,248	30,248	31,578	31,578
Purchases & Stores Stock	1,545	1,450	0	0	0	0
Refuse Disposal Fund	10,683	11,046	12,305	12,305	13,068	13,068
Transportation	835,113	822,057	892,812	892,812	890,836	890,836
Water Bureau	835,013	1,191,099	1,043,889	1,043,889	1,225,056	1,225,056
Workers Compensation Fund	0	0	0	0	22,168	22,168
	7,563,116	8,440,381	8,609,675	8,650,000	9,303,109	9,178,109
Equipment Cash Transfers						
Emergency Communications	17,493	0	261,834	0	0	0
Facilities Services Fund	93,001	0	0	0	0	0
Police Bureau	10,000	0	0	0	0	0
Transportation	0	38,054	0	0	0	0
	120,494	38,054	261,834	0	0	0
Minor Equipment and Tools						
Transportation	13,430	16,931	19,712	20,880	0	0
Environmental Services	9,250	3,982	9,232	0	0	0
Fire Bureau	77,580	33,369	2,221	2,221	0	0
Parks Bureau	9,797	35,867	0	0	0	0
Police Bureau	300,638	394,104	1,688,115	1,742,347	0	0
Water Bureau	35,153	15,968	45,800	75,800	43,400	43,400
	445,848	500,221	1,765,080	1,841,248	43,400	43,400
Total Internal Revenues	8,164,458	9,276,156	10,636,589	10,491,248	9,346,509	9,221,509
Beginning Fund Balance	4,574,892	5,468,214	6,746,344	6,746,344	5,432,519	5,432,519
TOTAL RESOURCES	\$ 14,595,364	\$ 16,921,554	\$ 19,034,971	\$ 19,089,130	\$ 24,982,759	\$ 24,857,759
REQUIREMENTS						
Bureau Expenses						
Personal Services	1,648,263	2,001,428	2,318,125	2,245,259	2,774,930	2,774,930
External Materials and Services	4,995,591	6,061,236	8,229,677	8,070,000	7,325,197	7,325,197
Data Processing Services	32,263	44,313	43,643	43,000	38,705	38,705
Facilities Services	406,467	406,138	334,996	370,000	381,133	381,133
Fleet Services	50,222	48,030	56,741	55,000	50,913	50,913
Insurance	47,731	46,586	48,263	48,263	61,225	61,225
Printing & Distribution	25,908	25,587	23,043	20,000	12,598	12,598
Auto Port Operating	2,104	0	0	0	0	0
Finance & Administration	6,236	8,549	3,500	3,500	4,400	4,400
General Services	300,963	348,112	356,558	356,558	387,277	387,277
Parking Facilities	0	6,180	6,240	6,240	7,800	7,800
	871,894	933,495	872,984	902,561	944,051	944,051
Capital Outlay	779,618	434,694	1,728,544	1,608,439	6,502,851	6,502,851
Equipment Cash Transfers						
Fleet Operating	0	53,044	0	0	0	0
	0	53,044	0	0	0	0
Minor Equipment Transfers						
Fleet Operating	5,801	0	0	0	0	0
	5,801	0	0	0	0	0
Total Bureau Expenses	8,301,167	9,483,897	13,149,330	12,826,259	17,547,029	17,547,029

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	5,032,400	0	6,569,775	6,452,386
Compensation Adjustment	0	0	22,889	0	91,424	91,424
	0	0	5,055,289	0	6,661,199	6,543,810
General Fund Overhead	200,112	227,065	255,455	255,455	283,086	275,475
Fund Cash Transfers						
Facilities Services	130,000	0	0	0	0	0
Pension Debt Redemption Fund	0	0	0	0	64,857	64,857
	130,000	0	0	0	64,857	64,857
Debt Retirement	495,877	464,248	574,897	574,897	426,588	426,588
Unappropriated Ending Balance						
Unappropriated Ending Balance	5,468,208	6,746,344	0	5,432,519	0	0
	5,468,208	6,746,344	0	5,432,519	0	0
Total Fund Requirements	6,294,197	7,437,657	5,885,641	6,262,871	7,435,730	7,310,730
TOTAL REQUIREMENTS	\$ 14,595,364	\$ 16,921,554	\$ 19,034,971	\$ 19,089,130	\$ 24,982,759	\$ 24,857,759

FUND OVERVIEW

The Communications Services Operating Fund operates and maintains the City's telecommunications, radios, 800 MHz radio system, and other electronic systems such as 9-1-1 dispatch, sirens, radar guns, and video systems. These systems provide service to all City bureaus and agencies as well as to a growing number of other jurisdictions in the metropolitan area. Fund activities are carried out by the Communications Services Division of the Bureau of General Services.

Revenues

The fund's major source of revenue is service reimbursement transfers from other City bureaus. Purchase of new equipment for use by other bureaus is supported through cash transfers. In addition, non-City customers, most of whom use the 800 MHz radio system, provide funding in return for use of the radio system and maintenance of radio equipment.

Communications Services Operating Fund – 707

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Full Faith and Credit, 1993 Series B (Communication Portion Only)						
08/15/1993 - Due 4/1	4,120,000					
		2000/01	190,000	4.00%	145,325	335,325
		2001/02	200,000	4.10%	137,725	337,725
		2002/03	210,000	4.15%	129,525	339,525
		2003/04	215,000	4.25%	120,810	335,810
		2004/05	225,000	4.35%	111,673	336,673
		2005/06	235,000	4.45%	101,885	336,885
		2006/07	245,000	4.55%	91,428	336,428
		2007/08	260,000	4.55%	80,280	340,280
		2008/09	270,000	4.63%	68,450	338,450
		2009/10	280,000	4.63%	55,963	335,963
		2010/11	295,000	4.63%	43,013	338,013
		2011/12	310,000	4.63%	29,369	339,369
		2012/13	325,000	4.63%	15,031	340,031
		TOTAL	3,260,000		1,130,475	4,390,475
Limited Tax Revenue Bonds, 1996 Series A (Communication Portion Only)						
06/01/1996 - Due 6/1	1,001,462					
		2000/01	47,957	4.60%	43,306	91,262
		2001/02	50,073	4.70%	41,100	91,172
		2002/03	52,591	4.80%	38,746	91,337
		2003/04	55,133	4.90%	36,222	91,354
		2004/05	57,518	5.00%	33,520	91,039
		2005/06	60,476	5.10%	30,644	91,120
		2006/07	63,645	5.20%	27,560	91,205
		2007/08	66,845	5.25%	24,251	91,096
		2008/09	70,439	5.25%	20,741	91,180
		2009/10	74,059	5.25%	17,043	91,102
		2010/11	77,888	5.25%	13,155	91,043
		2011/12	82,110	5.38%	9,066	91,176
		2012/13	86,560	5.38%	4,725	91,284
		TOTAL	845,292		340,079	1,185,371
COMBINED DEBT SERVICE						
	5,121,462					
		2000/01	237,957		188,631	426,587
		2001/02	250,073		178,825	428,897
		2002/03	262,591		168,271	430,862
		2003/04	270,133		157,032	427,164
		2004/05	282,518		145,193	427,711
		2005/06	295,476		132,529	428,005
		2006/07	308,645		118,988	427,632
		2007/08	326,845		104,531	431,376
		2008/09	340,439		89,191	429,630
		2009/10	354,059		73,006	427,064
		2010/11	372,888		56,168	429,056
		2011/12	392,110		38,435	430,545
		2012/13	411,560		19,756	431,315
TOTAL FUND DEBT SERVICE			\$ 4,105,292		\$ 1,470,554	\$ 5,575,846

Print/Dist Services Operating Fund – 706

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	193,811	240,679	80,250	191,406	254,406	254,406
	193,811	240,679	80,250	191,406	254,406	254,406
State Sources						
State Cost Sharing	0	0	0	68,291	175,000	175,000
	0	0	0	68,291	175,000	175,000
Local Sources						
Local Cost Sharing	107,758	298,050	1,311,446	157,861	187,945	187,945
Multnomah County Cost Sharing	971,158	1,038,326	300,000	989,825	1,023,417	1,023,417
	1,078,916	1,336,376	1,611,446	1,147,686	1,211,362	1,211,362
Miscellaneous Revenues						
Interest Earned	51,935	49,019	40,000	39,698	45,000	45,000
Other Miscellaneous	6,044	16,499	0	15	190,321	190,321
	57,979	65,518	40,000	39,713	235,321	235,321
Total External Revenues	1,330,706	1,642,573	1,731,696	1,447,096	1,876,089	1,876,089
Internal Revenues						
Interfund Service Reimbursements						
Arena Operating	0	4,539	1,000	980	520	520
City Attorney	45,546	48,571	50,942	49,910	50,194	50,194
City Auditor	110,357	117,338	104,205	102,095	101,947	101,947
Buildings	354,423	403,615	578,414	566,699	587,813	587,813
Cable Commission	870	954	2,558	2,506	1,800	1,800
Cable Commission/Access	6,934	9,829	10,427	10,216	10,734	10,734
Commissioner of Public Affairs	5,226	9,421	7,462	7,311	6,677	6,677
Commissioner of Public Safety	10,380	9,447	7,587	7,433	6,901	6,901
Commissioner of Public Utilities	12,527	14,149	9,879	9,679	9,371	9,371
Commissioner of Public Works	6,100	7,771	8,195	8,029	7,199	7,199
Communications Services	25,907	25,585	23,043	22,576	12,598	12,598
Community Development	22,855	27,321	30,134	29,524	29,435	29,435
Computer Services Fund	0	0	0	0	21,251	21,251
Emergency Communications	31,970	32,769	37,033	36,283	36,174	36,174
Energy Office	10,961	22,188	17,062	16,716	18,334	18,334
Environmental Services	574,512	555,592	658,086	644,758	669,592	639,930
Facilities Services Fund	43,080	30,960	52,344	51,284	51,836	51,836
Finance & Administration	298,383	341,069	385,215	377,413	261,052	261,052
Fire Bureau	106,259	173,764	148,687	145,676	172,663	172,663
Fleet Management	22,282	24,051	20,811	20,390	20,236	20,236
FPD&R	22,954	27,983	30,184	29,573	31,844	31,844
General Services	13,297	11,412	14,103	13,817	12,119	12,119
Golf Operating Fund	1,113	3,002	4,470	4,379	4,740	4,740
Government Relations	2,393	2,432	4,042	3,960	3,729	3,729
Health Insurance	0	0	0	0	24,134	24,134
Hydropower Operating Fund	2,842	2,140	3,695	3,620	3,150	3,150
Insurance & Claims Fund	0	0	0	0	30,653	30,653
Licenses	65,974	86,632	72,446	70,979	74,837	74,837
Mayor	24,338	27,643	29,854	29,249	28,306	28,306
Metropolitan Human Rights Comm	0	0	0	0	0	0
Neighborhood Involvement	77,485	76,951	66,537	65,189	65,396	65,396
Parking Facilities Fund	233	336	0	0	569	569
Parks Bureau	475,566	760,115	697,220	683,099	709,721	709,721
Parks Capital Improvement Fund	42,909	55,646	23,625	23,147	0	0
Parks Construction Fund	0	1,659	7,057	6,914	22,026	22,026
Planning	273,846	264,696	126,029	123,477	123,835	123,835
Police Bureau	378,746	478,884	465,978	456,541	445,510	445,510
Portland International Raceway	539	530	1,385	1,357	1,435	1,435
Portland Parks Trust	605	221	0	0	0	0
Purchase & Stores	58,934	61,406	65,013	63,696	66,410	66,410
Refuse Disposal Fund	45,046	42,965	96,443	94,490	191,922	191,922

Print/Dist Services Operating Fund – 706

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Sewage Construction Fund	3,964	4,758	0	0	4,897	4,897
Special Appropriations	17,787	21,075	11,342	11,112	7,000	7,000
Transportation	389,376	375,287	452,428	443,265	457,747	457,747
Water Bureau	728,247	887,802	1,014,797	994,244	997,319	997,319
Workers Compensation Fund	0	0	0	0	30,608	30,608
	4,314,766	5,052,508	5,339,732	5,231,586	5,414,234	5,384,572
Equipment Cash Transfers						
City Attorney	1,200	0	0	0	0	0
City Auditor	4,700	0	0	0	0	0
Buildings	12,500	6,030	0	0	0	0
Commissioner of Public Affairs	0	3,500	0	0	0	0
Emergency Communications	0	0	4,000	4,000	0	0
Environmental Services	12,300	0	0	0	0	0
Finance & Administration	2,500	0	0	0	0	0
Neighborhood Involvement	8,376	0	0	0	0	0
Parks Bond Construction	5,758	0	0	0	0	0
Parks Bureau	1,300	0	0	0	0	0
Planning	0	9,000	0	0	0	0
Police Bureau	12,500	7,000	0	6,750	0	0
Special Appropriations	2,344	0	0	0	0	0
Water Bureau	5,000	9,360	0	0	6,000	6,000
	68,478	34,890	4,000	10,750	6,000	6,000
Minor Equipment and Tools						
Fleet Management	2,070	0	0	0	0	0
Environmental Services	3,700	1,050	0	0	0	0
Facilities Services Fund	0	300	0	0	0	0
Fire Bureau	0	4,063	0	0	0	0
Neighborhood Involvement	1,850	4,995	0	0	0	0
Parks Bureau	0	4,000	500	500	0	0
Police Bureau	6,220	3,300	0	0	0	0
Water Bureau	0	0	3,000	3,000	0	0
	13,840	17,708	3,500	3,500	0	0
Total Internal Revenues	4,397,084	5,105,106	5,347,232	5,245,836	5,420,234	5,390,572
Beginning Fund Balance	869,593	976,724	1,106,093	1,106,093	909,947	909,947
TOTAL RESOURCES	\$ 6,597,383	\$ 7,724,403	\$ 8,185,021	\$ 7,799,025	\$ 8,206,270	\$ 8,176,608

REQUIREMENTS

Bureau Expenses

Personal Services	1,561,234	1,618,780	1,737,187	1,709,187	1,731,702	1,731,702
External Materials and Services	3,050,699	3,502,588	4,076,876	3,873,917	4,147,800	3,956,539
Communications Services	28,248	27,768	27,765	27,278	32,663	32,663
Data Processing Services	65,979	115,946	148,854	146,241	166,013	166,013
Facilities Services	120,663	127,876	214,894	211,122	185,259	185,259
Fleet Services	29,325	28,014	41,928	41,191	39,941	39,941
Insurance	37,139	37,410	38,757	15,715	42,611	42,611
Auto Port Operating	10,080	0	0	0	0	0
Finance & Administration	583	607	641	630	650	650
General Services	137,254	156,475	175,165	172,090	171,381	171,381
Parking Facilities	0	10,920	10,920	0	7,800	7,800
	429,271	505,016	658,924	614,267	646,318	646,318
Capital Outlay	394,777	729,827	413,500	581,744	355,000	355,000
Total Bureau Expenses	5,435,981	6,356,211	6,886,487	6,779,115	6,880,820	6,689,559

Fund Requirements

General Operating Contingency						
General Operating Contingency	0	0	1,009,374	0	1,002,912	1,172,178
Compensation Adjustment	0	0	23,230	0	39,936	39,936
	0	0	1,032,604	0	1,042,848	1,212,114
General Fund Overhead	174,675	252,099	265,930	109,963	230,425	222,758

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Fund Cash Transfers						
Communication Services	10,000	10,000	0	0	0	0
Pension Debt Redemption Fund	0	0	0	0	52,177	52,177
	10,000	10,000	0	0	52,177	52,177
Unappropriated Ending Balance						
Unappropriated Ending Balance	976,727	1,106,093	0	909,947	0	0
	976,727	1,106,093	0	909,947	0	0
Total Fund Requirements	1,161,402	1,368,192	1,298,534	1,019,910	1,325,450	1,487,049
TOTAL REQUIREMENTS	\$ 6,597,383	\$ 7,724,403	\$ 8,185,021	\$ 7,799,025	\$ 8,206,270	\$ 8,176,608

FUND OVERVIEW

The Printing and Distribution Fund was established to account for all revenues and expenditures of the Printing and Distribution Services Division. The division provides support services to all City bureaus, Multnomah County, and other governmental agencies. These services include traditional printing and binding; electronic printing and pre-press services; microfilming; copy machines and xerography; mail processing, inserting, and addressing; and delivery of interoffice mail and supplies.

Revenues

The main source of revenue is from service reimbursement transfers from other City bureaus and funds which are projected to be about \$5.4 million for FY 2000-01. Revenues also realized from Multnomah County are projected to be \$1.0 million for FY 2000-01. Replacement funds are collected from City bureaus are deposited into the fund, and all replacement equipment is purchased out of the fund.

Facilities Services Fund – 704

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	64,511	83,181	0	0	0	0
Parking Fees	221,951	236,090	231,000	231,000	249,747	249,747
Rents and Reimbursements	161,480	817,735	1,071,480	1,644,000	1,542,450	1,542,450
	447,942	1,137,006	1,302,480	1,875,000	1,792,197	1,792,197
State Sources						
State Cost Sharing	115,237	160,274	150,948	151,000	156,012	156,012
	115,237	160,274	150,948	151,000	156,012	156,012
Local Sources						
Local Cost Sharing	1,717	0	1,470,698	1,471,000	751,969	751,969
Multnomah County Cost Sharing	676,279	754,801	708,805	709,000	729,157	729,157
	677,996	754,801	2,179,503	2,180,000	1,481,126	1,481,126
Miscellaneous Revenues						
Bond and Note Sales	28,956,048	0	3,332,000	3,332,000	0	0
Interest Earned	910,860	1,301,134	115,000	400,000	89,055	89,055
Other Miscellaneous	195,588	243,251	90,700	91,000	0	0
Private Grants/Donations	40,000	0	0	0	0	0
Refunds	37	0	0	0	0	0
Sale of Capital Assets	0	3,489	0	0	0	0
Sales Miscellaneous	0	4,254	0	0	0	0
	30,102,533	1,552,128	3,537,700	3,823,000	89,055	89,055
Total External Revenues	31,343,708	3,604,209	7,170,631	8,029,000	3,518,390	3,518,390
Internal Revenues						
Other Cash Transfers						
BFRES Facilities Bond Const Fund	0	0	1,328,000	0	0	0
Communication Services Fund	130,000	0	0	0	0	0
Computer Services Fund	0	175,700	0	0	0	0
General Fund	3,455,533	3,311,545	3,262,686	3,262,000	3,269,890	3,269,890
	3,585,533	3,487,245	4,590,686	3,262,000	3,269,890	3,269,890
Interfund Service Reimbursements						
Arena Operating	1,185	3,156	6,219	6,219	7,800	7,800
City Attorney	132,240	170,636	183,148	183,148	185,540	185,540
City Auditor	202,955	246,416	298,874	304,874	305,091	305,091
Auto Port Operating Fund	440,041	0	0	0	0	0
BFRES Facilities GO Bond Const	0	118,761	1,023,560	1,023,560	1,542,000	1,542,000
Buildings	560,414	606,639	2,232,804	2,232,805	2,249,873	2,249,873
Cable Commission	10,845	10,158	11,283	11,283	11,429	11,429
Cable Commission/Access	14,873	15,526	17,378	17,378	17,527	17,527
Commissioner of Public Affairs	48,767	48,807	50,861	50,861	51,350	51,350
Commissioner of Public Safety	48,785	43,931	47,200	47,200	47,714	47,714
Commissioner of Public Utilities	48,876	47,222	50,472	50,472	51,121	51,121
Commissioner of Public Works	48,772	44,864	46,707	46,707	47,223	47,223
Communications Services	406,466	406,137	334,996	334,996	381,133	381,133
Community Development	197	34,893	163,966	83,065	99,225	99,225
Computer Services Fund	0	0	0	0	489,981	489,981
Emergency Communications	236,801	274,217	267,048	267,048	313,907	313,907
Energy Office	31,520	33,492	34,113	34,113	32,173	32,173
Environmental Remediation	143,616	101,018	118,955	118,955	121,587	121,587
Environmental Services	1,898,335	1,247,510	1,195,829	1,195,829	1,147,360	1,147,360
Finance & Administration	944,591	1,391,554	1,564,891	1,625,891	529,258	529,258
Fire Bureau	55,175	40,729	40,416	40,416	40,002	40,002
Fleet Management	195,059	205,207	285,970	285,970	953,896	953,896
General Services	113,799	315,554	82,629	82,629	92,447	92,447
Golf Operating Fund	0	6	0	0	0	0
Government Relations	15,100	24,286	26,140	26,140	26,487	26,487
Health Insurance	0	0	0	0	32,830	32,830
Insurance & Claims Fund	0	0	0	0	65,659	65,659
Licenses	128,086	201,184	299,982	299,982	307,929	307,929

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
Mayor	49,859	105,368	110,432	110,432	109,374	109,374
Neighborhood Involvement	88,214	135,729	104,981	0	106,642	106,642
Parking Facilities Fund	1,372,160	1,171,662	3,267,271	3,379,635	2,460,425	2,460,425
Parks Bureau	344,889	354,049	373,525	373,525	388,516	388,516
Parks Capital Improvement Fund	130	45	0	0	0	0
Planning	361,001	480,132	499,645	499,644	540,226	540,226
Police Bureau	4,669,476	5,891,593	5,133,877	5,133,877	5,239,353	5,239,353
Printing & Distribution	120,663	127,876	214,894	214,894	185,259	185,259
Purchase & Stores	99,416	89,141	94,877	94,877	95,622	95,622
Refuse Disposal Fund	18,947	31,293	24,763	24,763	40,512	40,512
Special Appropriations	1,663	1,706	1,779	1,779	1,619	1,619
Transportation	1,343,084	1,316,008	1,880,370	1,880,370	1,747,353	1,678,714
Water Bureau	1,443,358	1,310,387	2,175,914	2,227,663	1,518,346	1,518,346
Workers Compensation Fund	0	0	0	0	74,298	74,298
	15,639,358	16,646,892	22,265,769	22,311,000	21,658,087	21,589,448
Equipment Cash Transfers						
City Attorney	8,000	0	0	0	0	0
Emergency Communications	0	30,647	128,000	128,000	0	0
Fire Facilities Bond Constrc'tn	0	0	0	1,328,000	1,328,000	1,328,000
Police Bureau	300,000	40,300	0	0	0	0
	308,000	70,947	128,000	1,456,000	1,328,000	1,328,000
Total Internal Revenues	19,532,891	20,205,084	26,984,455	27,029,000	26,255,977	26,187,338
Beginning Fund Balance	16,442,382	29,998,773	10,847,886	10,848,000	6,247,000	6,247,000
TOTAL RESOURCES	\$ 67,318,981	\$ 53,808,066	\$ 45,002,972	\$ 45,906,000	\$ 36,021,367	\$ 35,952,728
REQUIREMENTS						
Bureau Expenses						
Personal Services	1,952,231	2,015,672	2,485,633	2,254,000	2,603,890	2,603,890
External Materials and Services	11,816,161	12,425,144	20,968,585	9,560,000	12,790,733	12,790,733
Communications Services	333,467	168,189	277,832	277,832	317,501	317,501
Data Processing Services	33,782	64,203	69,218	69,218	58,421	58,421
Fleet Services	40,629	45,897	49,291	49,291	56,941	56,941
Insurance	95,327	89,419	92,638	108,208	116,140	116,140
Printing & Distribution	43,081	30,962	52,344	52,094	51,836	51,836
Auto Port Operating	125,842	0	0	0	0	0
Energy Office	6,512	6,335	8,936	8,936	6,386	6,386
Finance & Administration	41,818	62,298	68,952	68,952	73,924	73,924
General Services	346,156	439,884	374,055	374,055	442,578	442,578
Parking Facilities	2,216	128,164	131,152	131,152	156,846	156,846
Parks Bureau	57,685	84,766	85,157	85,157	98,956	98,956
Transportation	1,735	30,485	0	5,900	0	0
	1,128,250	1,150,602	1,209,575	1,230,795	1,379,529	1,379,529
Capital Outlay	14,117,271	17,166,139	4,465,390	15,775,205	956,160	956,160
Equipment Cash Transfers						
Communications Services	93,001	0	0	0	0	0
	93,001	0	0	0	0	0
Minor Equipment Transfers						
Printing & Distribution	0	300	0	0	0	0
	0	300	0	0	0	0
Total Bureau Expenses	29,106,914	32,757,857	29,129,183	28,820,000	17,730,312	17,730,312
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	4,622,393	6,247,000	7,088,296	7,031,696
Compensation Adjustment	0	0	28,450	0	82,820	82,820
	0	0	4,650,843	6,247,000	7,171,116	7,114,516
General Fund Overhead	634,209	633,036	783,032	871,000	718,519	706,480
Fund Cash Transfers						
Communication Services	25,000	55,000	0	0	0	0
General Fund	0	152,533	0	0	0	0

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Intermediate Debt Fund	0	693	0	0	0	0
Pension Debt Redemption Fund	0	0	0	0	65,521	65,521
Transportation Construction	0	0	471,296	0	0	0
Transportation Operating	0	347,000	0	0	0	0
	25,000	555,226	471,296	0	65,521	65,521
Debt Retirement	7,554,075	9,014,061	9,968,618	9,968,000	10,335,899	10,335,899
Unappropriated Ending Balance						
Unappropriated Ending Balance	29,998,783	10,847,886	0	0	0	0
	29,998,783	10,847,886	0	0	0	0
Total Fund Requirements	38,212,067	21,050,209	15,873,789	17,086,000	18,291,055	18,222,416
TOTAL REQUIREMENTS	\$ 67,318,981	\$ 53,808,066	\$ 45,002,972	\$ 45,906,000	\$ 36,021,367	\$ 35,952,728

FUND OVERVIEW

The Facilities Services Fund was created in FY 1990-91 to account for all of the facilities related programs and capital projects managed by the Bureau of General Services. The fund is self-sufficient and, therefore, requires no General Fund discretionary support.

Revenues

The main revenue source of the fund is service reimbursement revenue for office and building space rental and for other services such as building operations and maintenance, interior space remodels and reconfigurations, janitorial services, property management, and capital project management. Cash transfers from other funds cover the cost of budgeted capital improvement projects. Space rental charges to other governments are another significant revenue source. Finally, debt sales have been used in the past as a resource for capital projects. The resulting principal and interest obligations were then included in rental rates.

Facilities Services Fund – 704

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+i
Full Faith and Credit, 1993 Series A						
08/15/1993 - Due 4/1	33,445,000					
		2000/01	3,050,000	4.30%	1,097,485	4,147,485
		2001/02	3,170,000	4.40%	966,335	4,136,335
		2002/03	3,315,000	4.55%	826,855	4,141,855
		2003/04	3,465,000	4.65%	676,023	4,141,023
		2004/05	3,630,000	4.75%	514,900	4,144,900
		2005/06	2,295,000	4.75%	342,475	2,637,475
		2006/07	2,400,000	4.75%	233,463	2,633,463
		2007/08	2,515,000	4.75%	119,463	2,634,463
		TOTAL	23,840,000		4,776,998	28,616,998
Full Faith and Credit, 1993 Series B (Facilities Portion Only)						
08/15/1993 - Due 4/1	6,879,038					
		2000/01	380,000	4.00%	200,316	580,316
		2001/02	395,000	4.10%	185,116	580,116
		2002/03	410,000	4.15%	168,921	578,921
		2003/04	430,000	4.25%	151,906	581,906
		2004/05	450,000	4.35%	133,631	583,631
		2005/06	470,000	4.45%	114,056	584,056
		2006/07	485,000	4.55%	93,141	578,141
		2007/08	510,000	4.55%	71,074	581,074
		2008/09	535,000	4.63%	47,869	582,869
		2009/10	115,000	4.63%	23,125	138,125
		2010/11	120,000	4.63%	17,806	137,806
		2011/12	130,000	4.63%	12,256	142,256
		2012/13	135,000	4.63%	6,244	141,244
		TOTAL	4,565,000		1,225,463	5,790,463
TOTAL - Full Faith and Credit						
	68,729,038					
		2000/01	3,430,000		1,297,801	4,727,801
		2001/02	3,565,000		1,151,451	4,716,451
		2002/03	3,725,000		995,776	4,720,776
		2003/04	3,895,000		827,929	4,722,929
		2004/05	4,080,000		648,531	4,728,531
		2005/06	2,765,000		456,531	3,221,531
		2006/07	2,885,000		326,604	3,211,604
		2007/08	3,025,000		190,536	3,215,536
		2008/09	535,000		47,869	582,869
		2009/10	115,000		23,125	138,125
		2010/11	120,000		17,806	137,806
		2011/12	130,000		12,256	142,256
		2012/13	135,000		6,244	141,244
TOTAL FULL FAITH AND CREDIT			28,405,000		6,002,460	34,407,460
Limited Tax Revenue Bonds, 1996 Series B (Facilities Portion Only)						
06/01/1996 - Due 6/1	703,452					
		2000/01	47,886	4.60%	2,203	50,088
		TOTAL	47,886		2,203	50,088
Limited Tax Revenue Bonds, 1996 Series A						
06/01/1996 - Due 6/1	29,128,538					
		2000/01	1,117,043	4.60%	1,343,953	2,460,996
		2001/02	1,129,927	4.70%	1,292,569	2,422,496
		2002/03	1,187,409	4.80%	1,239,463	2,426,872
		2003/04	1,244,867	4.90%	1,182,467	2,427,334
		2004/05	1,297,482	5.00%	1,121,468	2,418,950
		2005/06	1,364,524	5.10%	1,056,594	2,421,118
		2006/07	1,436,355	5.20%	987,004	2,423,359
		2007/08	1,508,155	5.25%	912,313	2,420,468
		2008/09	1,589,561	5.25%	833,135	2,422,696

Facilities Services Fund – 704

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2009/10	1,670,941	5.25%	749,683	2,420,624
		2010/11	1,757,112	5.25%	661,959	2,419,070
		2011/12	1,852,890	5.38%	569,710	2,422,600
		2012/13	1,953,440	5.38%	470,045	2,423,486
		2013/14	2,055,000	5.60%	365,120	2,420,120
		2014/15	2,170,000	5.60%	250,040	2,420,040
		2015/16	2,295,000	5.60%	128,520	2,423,520
		TOTAL	25,629,708		13,164,044	38,793,751
Limited Tax Revenue Bonds, 1998 Series A (Facilities Portion Only)						
04/15/1998 - Due 6/1	28,900,000					
		2000/01	1,040,000	4.10%	1,316,725	2,356,725
		2001/02	1,080,000	4.20%	1,274,085	2,354,085
		2002/03	1,130,000	4.25%	1,228,725	2,358,725
		2003/04	1,170,000	4.30%	1,180,700	2,350,700
		2004/05	1,230,000	4.40%	1,130,390	2,360,390
		2005/06	1,280,000	4.45%	1,076,270	2,356,270
		2006/07	1,340,000	4.50%	1,019,310	2,359,310
		2007/08	1,400,000	4.55%	959,010	2,359,010
		2008/09	1,460,000	4.60%	895,310	2,355,310
		2009/10	1,530,000	4.70%	828,150	2,358,150
		2010/11	1,600,000	4.80%	756,240	2,356,240
		2011/12	1,680,000	4.90%	679,440	2,359,440
		2012/13	1,760,000	4.95%	597,120	2,357,120
		2013/14	1,850,000	5.00%	510,000	2,360,000
		2014/15	1,940,000	5.00%	417,500	2,357,500
		2015/16	2,030,000	5.00%	320,500	2,350,500
		2016/17	2,140,000	5.00%	219,000	2,359,000
		2017/18	2,240,000	5.00%	112,000	2,352,000
		TOTAL	27,900,000		14,520,475	42,420,475
Limited Tax Revenue Bonds, 1998 Series B (Facilities Portion Only)						
06/15/1998 - Due 6/1	250,510					
		2000/01	49,880	3.90%	6,229	56,109
		2001/02	52,097	4.00%	4,284	56,381
		2002/03	54,314	4.05%	2,200	56,514
		TOTAL	156,291		12,712	169,004
Limited Tax Revenue Bonds, 1999 Series B (Facilities Portion Only)						
04/15/1998 - Due 6/1	2,935,000					
		2000/01	295,000	4.10%	216,591	511,591
		2001/02	375,000	4.20%	138,138	513,138
		2002/03	390,000	4.25%	118,450	508,450
		2003/04	410,000	4.30%	97,975	507,975
		2004/05	435,000	4.40%	75,425	510,425
		2005/06	460,000	4.45%	51,500	511,500
		2006/07	485,000	4.50%	28,500	513,500
		2007/08	85,000	4.55%	4,250	89,250
		TOTAL	2,935,000		730,828	3,665,828
TOTAL - Limited Tax Revenue Bonds						
	61,917,499					
		1999/00	-		-	-
		2000/01	2,549,809		2,885,700	5,435,509
		2001/02	2,637,024		2,709,075	5,346,100
		2002/03	2,761,723		2,588,837	5,350,561
		2003/04	2,824,867		2,461,142	5,286,009
		2004/05	2,962,482		2,327,283	5,289,765
		2005/06	3,104,524		2,184,364	5,288,888
		2006/07	3,261,355		2,034,814	5,296,169
		2007/08	2,993,155		1,875,573	4,868,728
		2008/09	3,049,561		1,728,445	4,778,006
		2009/10	3,200,941		1,577,833	4,778,774

Facilities Services Fund – 704

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2010/11	3,357,112		1,418,199	4,775,310
		2011/12	3,532,890		1,249,150	4,782,040
		2012/13	3,713,440		1,067,165	4,780,606
		2013/14	3,905,000		875,120	4,780,120
		2014/15	4,110,000		667,540	4,777,540
		2015/16	4,325,000		449,020	4,774,020
		2016/17	2,140,000		219,000	2,359,000
		2017/18	2,240,000		112,000	2,352,000
TOTAL LIMITED TAX REVENUE			56,668,885		28,430,262	85,099,146
COMBINED DEBT SERVICE	130,646,537					
		2000/01	5,979,809		4,183,502	10,163,311
		2001/02	6,202,024		3,860,526	10,062,551
		2002/03	6,486,723		3,584,614	10,071,337
		2003/04	6,719,867		3,289,071	10,008,938
		2004/05	7,042,482		2,975,815	10,018,296
		2005/06	5,869,524		2,640,896	8,510,420
		2006/07	6,146,355		2,361,417	8,507,773
		2007/08	6,018,155		2,066,109	8,084,264
		2008/09	3,584,561		1,776,314	5,360,875
		2009/10	3,315,941		1,600,958	4,916,899
		2010/11	3,477,112		1,436,005	4,913,117
		2011/12	3,662,890		1,261,407	4,924,296
		2012/13	3,848,440		1,073,409	4,921,850
		2013/14	3,905,000		875,120	4,780,120
		2014/15	4,110,000		667,540	4,777,540
		2015/16	4,325,000		449,020	4,774,020
		2016/17	2,140,000		219,000	2,359,000
		2017/18	2,240,000		112,000	2,352,000
TOTAL FUND DEBT SERVICE			\$ 85,073,885		\$ 34,432,722	\$ 119,506,606

Fleet Services Operating Fund – 705

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	63,732	73,122	0	0	0	0
Public Works/Utility Charge	56,625	23,995	5,000	85,000	5,000	5,000
	120,357	97,117	5,000	85,000	5,000	5,000
Miscellaneous Revenues						
Interest Earned	886,159	833,881	300,000	650,000	600,000	600,000
Other Miscellaneous	12,024	31,619	1,000	1,000	1,000	1,000
Refunds	4,762	2,873	0	100	0	0
Sale of Capital Assets	575,748	404,063	300,000	600,000	300,000	300,000
Sales Miscellaneous	4,886	2,943	1,000	4,000	1,000	1,000
	1,483,579	1,275,379	602,000	1,255,100	902,000	902,000
Total External Revenues	1,603,936	1,372,496	607,000	1,340,100	907,000	907,000
Internal Revenues						
Interfund Service Reimbursements						
Arena Operating	0	76	0	0	0	0
City Attorney	2,124	2,611	3,105	2,100	3,105	3,105
City Auditor	1,806	1,743	1,760	1,700	1,863	1,863
Buildings	321,980	329,784	375,205	350,000	375,489	375,489
Cable Commission	116	53	518	400	414	414
Cable Commission/Access	119	35	415	300	311	311
Commissioner of Public Affairs	117	122	311	300	311	311
Commissioner of Public Safety	3,103	2,460	2,588	2,500	2,691	2,691
Commissioner of Public Utilities	0	62	0	0	0	0
Commissioner of Public Works	31	1,163	311	300	311	311
Communications Services	50,219	48,030	56,741	55,000	50,913	50,913
Community Development	4,212	4,045	3,623	3,000	3,623	3,623
Computer Services Fund	0	0	0	0	1,415	1,415
Emergency Communications	5,990	5,254	6,942	6,000	6,975	6,975
Energy Office	451	421	259	250	311	311
Environmental Services	332,411	380,410	368,749	410,000	371,884	371,884
Facilities Services Fund	40,630	45,896	49,291	49,000	56,941	56,941
Finance & Administration	7,192	7,018	13,672	9,000	5,563	5,563
Fire Bureau	377,115	512,304	533,025	590,000	628,761	628,761
General Services	1,941	4,698	6,417	6,400	6,210	6,210
Golf Operating Fund	78,753	87,482	95,989	95,000	109,956	109,956
Government Relations	0	8,817	0	6,134	16,560	16,560
Health Insurance	0	0	0	0	239	239
Hydropower Operating Fund	6,757	6,934	8,742	8,700	4,788	4,788
Insurance & Claims Fund	0	0	0	0	2,283	2,283
Mayor	5,818	4,851	3,021	5,200	9,051	9,051
Neighborhood Involvement	351	374	1,035	1,000	1,035	1,035
Parks Bureau	1,099,311	1,221,613	1,265,278	1,250,000	1,357,254	1,357,254
Parks Capital Improvement Fund	10,629	7,501	12,450	12,000	0	0
Parks Construction Fund	0	0	1,604	1,200	1,553	1,553
Planning	10,830	10,982	7,547	6,000	8,280	8,280
Police Bureau	4,058,013	5,195,745	5,415,717	5,600,000	5,624,508	5,624,508
Portland International Raceway	5,643	6,816	5,475	5,400	5,301	5,301
Printing & Distribution	29,325	28,014	41,928	38,000	39,941	39,941
Purchase & Stores	3,891	5,782	5,175	5,100	5,175	5,175
Refuse Disposal Fund	1,729	2,448	9,489	7,913	8,564	8,564
Special Appropriations	104	43	207	100	207	207
Transportation	6,731,718	6,473,904	6,468,488	5,922,000	6,575,529	6,575,529
Water Bureau	1,403,600	1,586,268	1,790,409	1,650,000	1,688,765	1,688,765
Workers Compensation Fund	0	0	0	0	3,446	3,446
	14,596,029	15,993,759	16,555,486	16,099,997	16,979,526	16,979,526
Equipment Cash Transfers						
Buildings	33,000	67,340	0	0	0	0
Communications Services	0	53,044	0	0	0	0
Fire Bureau	0	152,000	0	0	0	0

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Parks Bureau	334,630	174,489	0	0	0	0
Police Bureau	538,358	621,130	227,778	227,778	0	0
Transportation	124,644	193,524	99,895	99,895	0	0
	1,030,632	1,261,527	327,673	327,673	0	0
Minor Equipment and Tools						
Communications Services	5,801	0	0	0	0	0
Police Bureau	0	33,194	0	0	0	0
	5,801	33,194	0	0	0	0
Total Internal Revenues	15,632,462	17,288,480	16,883,159	16,427,670	16,979,526	16,979,526
Beginning Fund Balance	16,095,139	14,746,781	14,932,235	14,932,235	12,764,585	12,764,585
TOTAL RESOURCES	\$ 33,331,537	\$ 33,407,757	\$ 32,422,394	\$ 32,700,005	\$ 30,651,111	\$ 30,651,111
REQUIREMENTS						
Bureau Expenses						
Personal Services	4,386,792	4,645,298	5,167,322	5,064,000	5,267,169	5,267,169
External Materials and Services	5,634,823	6,132,966	6,422,002	6,358,000	6,403,842	6,403,842
Communications Services	36,136	38,702	39,778	41,805	38,526	38,526
Data Processing Services	44,362	73,602	79,435	79,000	42,248	42,248
Facilities Services	195,059	205,208	285,970	225,000	953,896	953,896
Insurance	122,923	146,728	152,010	152,010	250,043	250,043
Printing & Distribution	22,285	24,052	20,811	26,000	20,236	20,236
Energy Office	7,041	11,521	7,520	7,520	6,192	6,192
Finance & Administration	7,265	8,894	10,606	10,606	10,518	10,518
General Services	246,308	292,600	310,059	310,059	291,887	291,887
Transportation	0	40,981	5,000	10,000	5,000	5,000
Water Bureau	80,040	76,444	80,064	80,000	82,790	82,790
	761,419	918,732	991,253	942,000	1,701,336	1,701,336
Capital Outlay	4,069,508	6,195,044	8,955,389	7,000,000	5,900,500	5,900,500
Minor Equipment Transfers						
Printing & Distribution	2,070	0	0	0	0	0
	2,070	0	0	0	0	0
Total Bureau Expenses	14,854,612	17,892,040	21,535,966	19,364,000	19,272,847	19,272,847
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	1,486,523	0	1,501,703	1,519,187
Compensation Adjustment	0	0	59,339	0	174,390	174,390
	0	0	1,545,862	0	1,676,093	1,693,577
General Fund Overhead	616,295	504,527	492,466	492,466	497,196	479,712
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	153,969	153,969
	0	0	0	0	153,969	153,969
Debt Retirement	132,844	78,954	78,954	78,954	78,954	78,954
Unappropriated Ending Balance						
Unappropriated Ending Balance	14,746,774	14,932,236	8,769,146	12,764,585	8,972,052	8,972,052
Equity Transfer	2,981,012	0	0	0	0	0
	17,727,786	14,932,236	8,769,146	12,764,585	8,972,052	8,972,052
Total Fund Requirements	18,476,925	15,515,717	10,886,428	13,336,005	11,378,264	11,378,264
TOTAL REQUIREMENTS	\$ 33,331,537	\$ 33,407,757	\$ 32,422,394	\$ 32,700,005	\$ 30,651,111	\$ 30,651,111

FUND OVERVIEW

The Fleet Services Operating Fund accounts for the revenues and expenses of Vehicle Services Division operations, including new and replacement vehicle and equipment purchases and maintenance and repair, rentals, and leases. Growth in the number of vehicles operated by the City, as well as growth in the complexity of vehicles and equipment, has increased the size and number of transactions flowing through the fund.



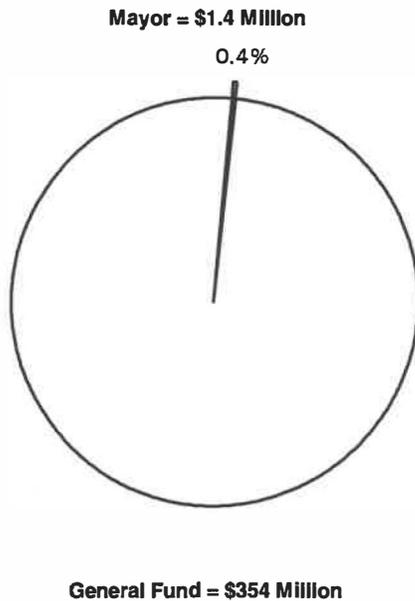
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Office of the Mayor

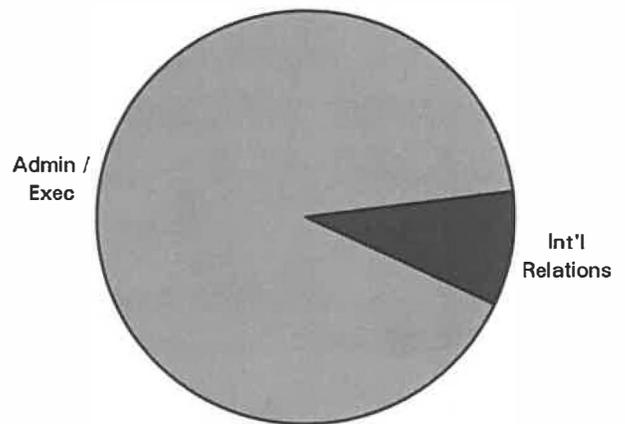
Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

Percent of General Fund



Bureau Programs



Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	1,356,165	1,368,801	12,636	-3.5%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 1,356,165	\$ 1,368,801	\$ 12,636	-3.5%
Authorized Full-Time Positions	16	16	0	-4.4%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau Summary

BUREAU MISSION

The office of the Mayor strives for excellence in implementing the Mayor's vision and supporting her leadership.

BUREAU HIGHLIGHTS

The Mayor is charged with the responsibility to exercise a careful supervision over the general affairs of the City. In doing so, some of the Mayor's duties include preparing a proposed City budget each year, chairing Council meetings, and assigning bureau oversight to Council members.

General Description

BUREAU OVERVIEW

As a member of the City Council, Mayor Katz oversees various bureaus. These include:

- ◆ The Office of the City Attorney,
- ◆ The Office of Management and Finance,
- ◆ The Bureau of Police,
- ◆ The Bureau of Planning,
- ◆ The Office of Governmental Relations, and
- ◆ The Portland Development Commission.

Being the general representative of the City, the Mayor also maintains liaison responsibilities for various organizations. These include:

- ◆ Co-chairing the Portland Multnomah Progress Board,
- ◆ The Police Internal Investigations Auditing Committee,
- ◆ The Portland/Oregon Visitors Association, and
- ◆ The METRO Policy Advisory Committee (MPAC).

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

The Katz administration envisions a safe and prosperous Portland, with a superior quality of life, a responsive and accountable government, and an involved citizenry. In pursuing this vision, Mayor Katz has the following goals and objectives:

- ◆ 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 address them. Lead and facilitate Portland's efforts to internationalize our community and region.
- ◆ 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 office resources with foresight and efficiency to assist the office in accomplishing its objectives and aid communication both within the office and to 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 efficiently run in response 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. In working toward this effort, 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 increased 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 broadly 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 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	1,000,791	1,061,352	1,090,896	1,066,214	1,066,214
External Materials and Services	162,293	84,899	37,142	37,172	37,172
Internal Materials and Services	152,050	218,081	228,127	265,415	265,415
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	1,315,134	1,364,332	1,356,165	1,368,801	1,368,801
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 1,315,134	\$ 1,364,332	\$ 1,356,165	\$ 1,368,801	\$ 1,368,801
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	1,315,134	1,364,332	1,356,165	1,368,801	1,368,801
RESOURCES					
General Fund Discretionary		569,546	514,870	564,787	584,184
Non-Discretionary Revenues					
Grants & Donations		7,960	0	0	0
Contract Revenues		0	0	0	0
Interagency Revenues		0	0	0	0
Program Revenue		50,631	65,648	66,100	66,100
Overhead Revenues		736,195	775,647	737,914	718,517
Total Non-Discretionary Revenues		794,786	841,295	804,014	784,617
TOTAL GENERAL FUND RESOURCES		\$ 1,364,332	\$ 1,356,165	\$ 1,368,801	\$ 1,368,801
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Administrative/Executive		1,223,293	1,230,195	1,248,144	1,248,144
<i>Positions</i>		14	14	14	14
International Relations		141,039	125,970	120,657	120,657
<i>Positions</i>		2	2	2	2
TOTAL PROGRAMS		\$ 1,364,332	\$ 1,356,165	\$ 1,368,801	\$ 1,368,801
<i>Positions</i>		16	16	16	16
<i>General Fund Discretionary Positions</i>		7	6	6	6

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	624,374	692,882	784,370	781,820	781,820
512000 Part-Time Employees	46,094	15,612	0	16,297	16,297
517000 Benefits	253,035	268,467	306,526	268,097	268,097
518000 Paid Absence	77,288	84,391	0	0	0
Total Personnel Services	1,000,791	1,061,352	1,090,896	1,066,214	1,066,214
Materials and Services					
External Materials and Services					
521000 Professional Services	15,240	3,419	3,500	3,609	3,609
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	6,103	697	1,413	1,057	1,057
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	104,362	20,492	8,640	8,908	8,908
531000 Office Supplies	4,615	4,960	4,750	4,897	4,897
532000 Operating Supplies	0	519	1,000	516	516
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	1,141	25,869	1,500	1,047	1,047
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	3,399	5,510	3,580	3,691	3,691
541000 Education	745	40	400	412	412
542000 Local Travel	0	0	0	0	0
543000 Out-of-Town Travel	5,736	3,700	4,500	4,640	4,640
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	20,952	19,693	7,859	8,395	8,395
Total External Materials and Services	162,293	84,899	37,142	37,172	37,172
Internal Materials and Services					
551000 Fleet Services	5,818	4,851	3,021	9,051	9,051
552000 Printing & Distribution	24,338	27,643	29,854	28,306	28,306
553000 Facilities Services	49,859	105,368	110,432	109,374	109,374
554000 Communications Services	22,835	24,977	24,617	26,815	26,815
555000 Data Processing Services	20,376	25,133	28,469	63,331	63,331
556000 Insurance	27,797	29,183	30,234	28,538	28,538
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	1,027	926	1,500	0	0
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	152,050	218,081	228,127	265,415	265,415
Total Materials and Services	314,343	302,980	265,269	302,587	302,587
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 1,315,134	\$ 1,364,332	\$ 1,356,165	\$ 1,368,801	\$ 1,368,801

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
230	Administrative Secretary	3	1	1	32,949	2	61,646	2	61,646
821	Commissioners Assistant I	5	4	11	526,625	11	526,194	11	526,194
822	Commissioners Assistant II	3	6	0	0	0	0	0	0
823	Commissioners Assistant III	1	1	0	0	0	0	0	0
7492	Community Relations Specialist	1	0	0	0	0	0	0	0
824	Executive Assistant	1	1	1	74,073	1	74,318	1	74,318
1	Mayor	1	1	1	92,224	1	92,518	1	92,518
900	Staff Assistant	1	2	2	58,499	1	27,144	1	27,144
TOTAL FULL-TIME POSITIONS		16	16	16	\$ 784,370	16	\$ 781,820	16	\$ 781,820

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	1,407,346	0	1,407,346	16.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(33,531)	0	(33,531)		2.5% Reduction
	(4,871)	0	(4,871)		5% Support/Admin Reduction
	(143)	0	(143)		Decrease for BGS I/A Adjustments
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	(38,545)	0	(38,545)	0.0	Total FY 2000-01 Decision Packages
			\$ 1,368,801	16.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

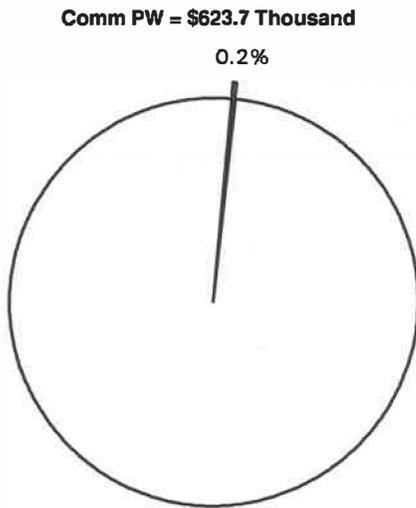


Commissioner of Public Works

Legislative, Administrative and Support Services Service Area

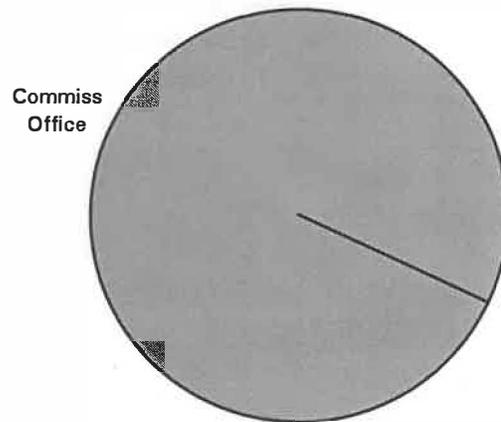
Erik Sten, Commissioner-in-Charge

Percent of General Fund



General Fund = \$354 Million

Bureau Programs



Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	632,414	623,693	-8,721	-5.7%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 632,414	\$ 623,693	\$ -8,721	-5.7%
Authorized Full-Time Positions	8	8	0	-4.4%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau Summary

BUREAU HIGHLIGHTS

The Commissioner of Public Works is an elected official and is responsible for overseeing various City bureaus. Commissioner Sten also serves as the City's liaison to several boards and commissions.

Commissioner Sten's goals reflect his priorities:

- ◆ To expand housing preservation and production capacity,
- ◆ To complete the Regional Water Supply Plan,
- ◆ To support strategies promoting community environmental health,
- ◆ To support positive labor-management relations,
- ◆ To pursue consumer interest strategies, and
- ◆ To represent the City in energy and telecommunications deregulation.

General Description

BUREAU OVERVIEW

The Commissioner of Public Works is responsible for overseeing several City bureaus. These include:

- ◆ The Bureau of Housing and Community Development,
- ◆ The Bureau of Water Works,
- ◆ The Portland Energy Office, and
- ◆ The Office of Cable Communications and Franchise Management.

The Commissioner also serves as the City's liaison to several organizations. These include:

- ◆ The Mt. Hood Cable Regulatory Commission,
- ◆ The Portland Cable Access Board,
- ◆ The Regional Water Consortium Board,
- ◆ The Water Quality Advisory Committee,
- ◆ The Housing Authority of Portland,
- ◆ The Housing and Community Development Commission, and
- ◆ The Willamette Restoration Initiative Board.

Commissioner Sten also manages the Endangered Species Act Program (ESA). This is the City's response to the recent listing of local steelhead and salmon species as "threatened" under the ESA.

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 civic leadership responsibilities.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

As a member of the City Council, the Commissioner of Public Works supports existing and emerging initiatives to protect and enhance the quality of life for the citizens of Portland. The Commissioner's office aggressively pursues the development and implementation of policies that protect sustainable resources in the community. Commissioner Sten has the following priorities in the pursuit of such efforts: Housing, Energy, and Environmental Quality

Goal #1: Expand Housing Production Capacity

The objectives for this goal are as follows:

- ◆ Create additional land assembly capacity and expand land available for housing development.
- ◆ Promote the development of regional affordable housing strategies and funding sources.
- ◆ Actively seek cooperation from the state legislature in developing regional approaches, and promote federal efforts to encourage regional efforts to address affordable housing issues.
- ◆ Create a regular mechanism to review City regulations for impacts on affordable housing development.
- ◆ Create additional mechanisms to preserve affordable housing in our community.
- ◆ Adopt clear home-ownership goals for the City.
- ◆ Encourage more transit-oriented housing developments.
- ◆ Enhance housing and service opportunities for City residents who are homeless.
- ◆ Implement the Community Investment Strategy to strengthen relationships with financial institutions.
- ◆ Move forward with a strategy to secure continued, permanent financing for the Housing Investment Fund (HIF).

Goal #2: Pursue Completion of the Regional Water Supply Plan

The objectives for this goal are as follows:

- ◆ Continue participation in the Regional Water Consortium.
- ◆ Continue negotiations of wholesale water contract renewals.
- ◆ Continue to pursue federal protection of the Little Sandy Watershed.
- ◆ Increase emphasis on water conservation.

Goal #3: Represent City Interests in Energy and Telecommunications Deregulations

The objectives for this goal are as follows:

- ◆ Continue to pursue advantageous energy marketing options for City residents.
- ◆ Develop and implement strategies to respond to any deregulation legislation from the 2001 Oregon Legislative Assembly.
- ◆ Continue to monitor deregulation legislation at the federal level and coordinate the City response.

- ◆ Continue to advocate for a national nondiscriminatory cable access policy.
- ◆ Negotiate franchises with telecommunications companies that will allow them to provide advanced telecommunications services to City residents and businesses.

Goal #4: Support Strategies to Promote the Environmental Health of Our Community

The objectives for this goal are as follows:

- ◆ Respond to the Endangered Species Act (ESA) listing of local steelhead and salmon species as "threatened" by designing a strategic plan to assist with recovery.
- ◆ Implement an integrated management strategy to address water supply, hydropower, and endangered fish species protection issues in the Sandy Basin.
- ◆ Promote "sustainable" development standards for affordable housing projects.

Goal #5: Continue Support for Positive Labor-Management Relations

The objectives for this goal are as follows:

- ◆ Continue participation in labor-management activities in the Water Bureau.
- ◆ Continue participation in the Service Improvement Initiative.

Goal #6: Pursue Consumer Interest Strategies

The objectives for this goal are as follows:

- ◆ Address citizen concerns about water, sewer, and stormwater rates.
- ◆ Make water and sewer bills more affordable and more directly tied to actual water use.
- ◆ Increase the fairness of stormwater charges and give customers a greater ability to control the size of their bill by developing incentives for conservation and stormwater management.
- ◆ Pursue open Internet cable access.

Goal #7: Support Community Outreach Efforts

The objectives for this goal are as follows:

- ◆ Continue the monthly cable show: "Thinking City with Erik Sten".
- ◆ Evaluate data collected as part of the follow-up to the 1999 Constituent Satisfaction Survey and conduct the survey annually.
- ◆ Improve the webpage.
- ◆ Continue the successful intern program.

Goal #8: Address Internal Operations

The objectives for this goal are as follows:

- ◆ Conduct performance evaluations of all office staff and bureau managers.
- ◆ Maintain and upgrade the office filing system.

**Community,
Regional, and City
Partnerships**

**Internal Office
Objectives**

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	470,386	475,100	532,833	518,012	518,012
External Materials and Services	11,733	20,943	20,008	5,901	5,901
Internal Materials and Services	81,782	86,143	79,573	99,780	99,780
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	563,901	582,186	632,414	623,693	623,693
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 563,901	\$ 582,186	\$ 632,414	\$ 623,693	\$ 623,693
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	563,901	582,186	632,414	623,693	623,693
RESOURCES					
General Fund Discretionary		264,034	297,334	267,869	277,221
Non-Discretionary Revenues					
Grants & Donations		0	0	0	0
Contract Revenues		0	0	0	0
Interagency Revenues		0	0	0	0
Program Revenue		116	0	0	0
Overhead Revenues		318,036	335,080	355,824	346,472
Total Non-Discretionary Revenues		318,152	335,080	355,824	346,472
TOTAL GENERAL FUND RESOURCES		\$ 582,186	\$ 632,414	\$ 623,693	\$ 623,693
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Commissioner's Office		582,186	632,414	623,693	623,693
<i>Positions</i>		<i>8</i>	<i>8</i>	<i>8</i>	<i>8</i>
TOTAL PROGRAMS		\$ 582,186	\$ 632,414	\$ 623,693	\$ 623,693
<i>Positions</i>		<i>8</i>	<i>8</i>	<i>8</i>	<i>8</i>
<i>General Fund Discretionary Positions</i>		<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>

Commissioner of Public Works AU 190

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	287,026	319,599	392,420	382,818	382,818
512000 Part-Time Employees	30,302	1,879	0	0	0
517000 Benefits	117,240	119,647	140,413	135,194	135,194
518000 Paid Absence	35,818	33,975	0	0	0
Total Personnel Services	470,386	475,100	532,833	518,012	518,012
Materials and Services					
External Materials and Services					
521000 Professional Services	0	0	0	0	0
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	945	250	150	150
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	8,935	1,044	1,000	0	0
531000 Office Supplies	622	1,638	1,500	1,000	1,000
532000 Operating Supplies	0	0	1,259	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	12,173	9,000	500	500
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	2,129	2,467	3,500	3,500	3,500
541000 Education	(285)	705	1,000	201	201
542000 Local Travel	38	0	0	0	0
543000 Out-of-Town Travel	0	1,971	2,499	550	550
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	294	0	0	0	0
Total External Materials and Services	11,733	20,943	20,008	5,901	5,901
Internal Materials and Services					
551000 Fleet Services	31	1,163	311	311	311
552000 Printing & Distribution	6,100	7,771	8,195	7,199	7,199
553000 Facilities Services	48,772	44,864	46,707	47,223	47,223
554000 Communications Services	9,324	9,860	10,213	9,689	9,689
555000 Data Processing Services	6,865	7,962	7,390	21,343	21,343
556000 Insurance	10,690	6,523	6,757	14,015	14,015
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	8,000	0	0	0
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	81,782	86,143	79,573	99,780	99,780
Total Materials and Services	93,515	107,086	99,581	105,681	105,681
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 563,901	\$ 582,186	\$ 632,414	\$ 623,693	\$ 623,693

Commissioner of Public Works AU 190

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	0	0	0	0	0	0	0
230	Administrative Secretary	1	1	1	32,362	1	33,530	1	33,530
2	Commissioner	1	1	1	77,657	1	77,917	1	77,917
821	Commissioners Assistant I	1	0	0	0	1	36,036	1	36,036
822	Commissioners Assistant II	3	5	5	223,378	4	176,117	4	176,117
824	Executive Assistant	1	1	1	59,023	1	59,218	1	59,218
TOTAL FULL-TIME POSITIONS		8	8	8	\$ 392,420	8	\$ 382,818	8	\$ 382,818

Commissioner of Public Works AU 190

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

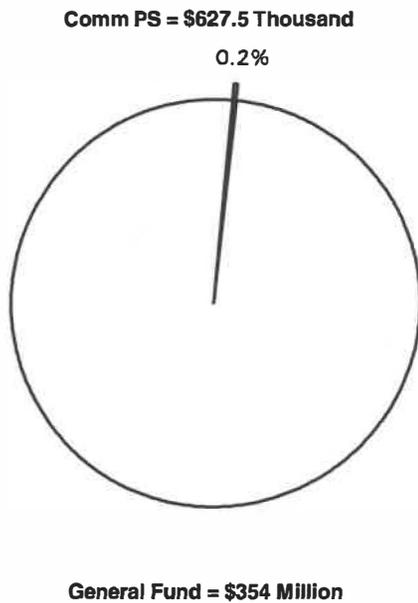
ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	644,717	0	644,717	8.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(16,118)	0	(16,118)		2.5% Reduction
	(4,817)	0	(4,817)		5% Support/Admin Reduction
	(89)	0	(89)		Reduction for BGS I/A Adjustments
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	(21,024)	0	(21,024)	0.0	Total FY 2000-01 Decision Packages
			\$ 623,693	8.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Commissioner of Public Safety

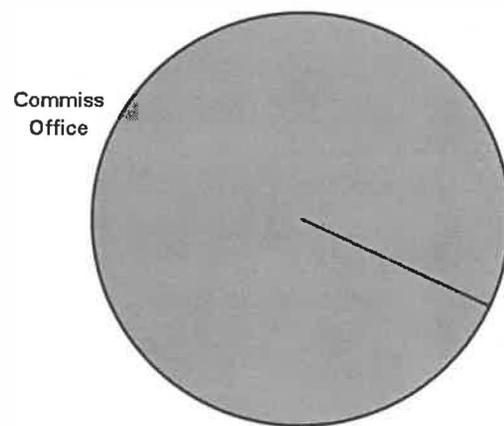
Legislative, Administrative and Support Services Service Area

Charlie Hales, Commissioner-in-Charge

Percent of General Fund



Bureau Programs



Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	624,399	627,535	3,136	-3.9%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 624,399	\$ 627,535	\$ 3,136	-3.9%
Authorized Full-Time Positions	6	6	0	-4.4%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau Summary

BUREAU HIGHLIGHTS

The Commissioner of Public Safety is an elected official and is responsible for overseeing various City bureaus. The Commissioner also serves as the City's liaison to several boards and commissions.

General Description

BUREAU OVERVIEW

As a member of the City Council, the Commissioner of Public Safety is responsible for overseeing various City bureaus. These include:

- ◆ The Portland Office of Transportation,
- ◆ The Office of Planning and Development Review, and
- ◆ The Regional Arts and Culture Council.

Commissioner Hales also serves as the City's liaison to several inter-governmental organizations. His assignments include:

- ◆ The Portland Historic Landmarks Commission,
- ◆ The Design Commission,
- ◆ The Metro Joint Policy Advisory Committee on Transportation,
- ◆ Portland Streetcar Inc., and
- ◆ The League of Oregon Cities (president and board member).

The office of the Commissioner of Public Safety consists of one administrative program. This program includes all personnel and material resources to fulfill the policy setting, legislative, and bureau management responsibilities of the Commissioner as outlined in Chapter 2 of the Portland Charter.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

The office of Commissioner Hales improves the quality of life in Portland. The Commissioner works on programs and initiatives to ensure the City maintains a livable community and a unique sense of place. The office of Commissioner Hales pursues these objectives through the following efforts:

- ◆ Manage and oversee the bureaus assigned to the Commissioner of Public Safety.
- ◆ Increase involvement of citizens, businesses, and community groups through a variety of public participation strategies.
- ◆ Increase productivity and efficiency in the delivery of City services through the consolidation of government services, cost reductions, and coordination of service delivery.
- ◆ Fund and implement a comprehensive plan for funding City capital needs.
- ◆ Promote diversity actively in the City's workforce and the community.
- ◆ Work to implement the Council's top priority goals for 1998-2000, such as:
 - ◆ Creating a safe and peaceful community,
 - ◆ Working to ensure quality education, and
 - ◆ Promoting community economic development.

Commissioner Hales, through direction of the Office of Transportation, leads the City's efforts to expand the availability of transportation options for our citizens. The Office of Transportation also works to provide well-maintained streets and rights-of-way, street lighting, bike paths and pedestrian corridors; to manage traffic congestion; and to obtain a stable, long-term source of transportation funding. Included in this effort is the work of the office on the Airport and Interstate Light Rail Projects, the Central City Streetcar, and bicycle and pedestrian plans.

The office of the Commissioner of Public Safety, through its direction of the Office of Planning and Development Review, seeks to maintain a large inventory of well-built and well-maintained buildings, both housing stock and commercial and industrial buildings. The City's permitting bureaus continue to set record numbers in permit activities. Implementation of Blueprint 2000, approved by the City Council, will streamline the City's permitting process.

Commissioner Hales supports and is the public advocate for the Regional Arts and Culture Council (RACC), a non-profit citizens group chartered by the regions' governments that receives the majority of its funding from the City of Portland. RACC administers grants to artists and arts organizations, manages the City's sophisticated public art program, and coordinates the art and cultural programs in local schools.

Commissioner of Public Safety AU 191

SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	462,213	485,499	505,679	490,093	490,093
External Materials and Services	15,142	26,450	34,816	36,706	36,706
Internal Materials and Services	88,833	82,891	83,904	100,736	100,736
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	566,188	594,840	624,399	627,535	627,535
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 566,188	\$ 594,840	\$ 624,399	\$ 627,535	\$ 627,535
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	566,188	594,840	624,399	627,535	627,535
RESOURCES					
General Fund Discretionary		276,804	289,319	271,206	280,572
Non-Discretionary Revenues					
Grants & Donations		0	0	0	0
Contract Revenues		0	0	0	0
Interagency Revenues		0	0	0	0
Program Revenue		0	0	0	0
Overhead Revenues		318,036	335,080	356,329	346,963
Total Non-Discretionary Revenues		318,036	335,080	356,329	346,963
TOTAL GENERAL FUND RESOURCES		\$ 594,840	\$ 624,399	\$ 627,535	\$ 627,535
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Commissioner's Office		594,840	624,399	627,535	627,535
Positions		6	6	6	6
TOTAL PROGRAMS		\$ 594,840	\$ 624,399	\$ 627,535	\$ 627,535
Positions		6	6	6	6
<i>General Fund Discretionary Positions</i>		3	3	3	3

Commissioner of Public Safety AU 191

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	298,534	318,501	355,943	355,118	355,118
512000 Part-Time Employees	3,667	11,436	18,832	10,791	10,791
517000 Benefits	115,866	116,067	130,904	124,184	124,184
518000 Paid Absence	44,146	39,495	0	0	0
Total Personnel Services	462,213	485,499	505,679	490,093	490,093
Materials and Services					
External Materials and Services					
521000 Professional Services	3,740	3,925	11,000	11,341	11,341
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	822	793	2,000	2,062	2,062
531000 Office Supplies	980	856	1,000	1,031	1,031
532000 Operating Supplies	872	435	1,400	1,443	1,443
533000 Repair & Maintenance Supplies	0	280	1,000	1,031	1,031
534000 Minor Equipment & Tools	1,945	535	3,000	3,904	3,904
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	1,429	1,832	2,500	2,577	2,577
541000 Education	2,140	2,075	3,000	3,093	3,093
542000 Local Travel	0	0	0	0	0
543000 Out-of-Town Travel	1,351	9,747	6,500	6,702	6,702
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	1,863	5,972	3,416	3,522	3,522
Total External Materials and Services	15,142	26,450	34,816	36,706	36,706
Internal Materials and Services					
551000 Fleet Services	3,103	2,460	2,588	2,691	2,691
552000 Printing & Distribution	10,380	9,447	7,587	6,901	6,901
553000 Facilities Services	48,785	43,931	47,200	47,714	47,714
554000 Communications Services	7,130	7,847	7,560	7,203	7,203
555000 Data Processing Services	6,781	7,467	6,806	23,396	23,396
556000 Insurance	12,654	11,739	12,163	12,831	12,831
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	88,833	82,891	83,904	100,736	100,736
Total Materials and Services	103,975	109,341	118,720	137,442	137,442
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 566,188	\$ 594,840	\$ 624,399	\$ 627,535	\$ 627,535

Commissioner of Public Safety AU 191

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
2	Commissioner	1	1	1	77,657	1	77,917	1	77,917
822	Commissioners Assistant II	4	4	4	204,234	4	208,956	4	208,956
824	Executive Assistant	1	1	1	74,052	1	68,245	1	68,245
TOTAL FULL-TIME POSITIONS		6	6	6	\$ 355,943	6	\$ 355,118	6	\$ 355,118

Commissioner of Public Safety AU 191

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

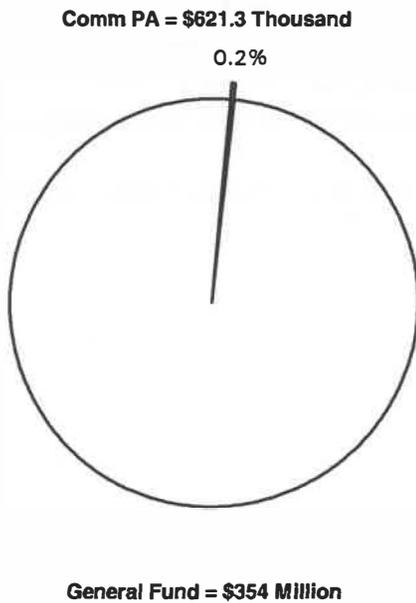
ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	647,873	0	647,873	6.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(16,197)	0	(16,197)		2.5% Reduction
	(4,217)	0	(4,217)		5% Support/Admin Reduction
	76	0	76		Increase for BGS I/A Adjustments
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	(20,338)	0	(20,338)	0.0	Total FY 2000-01 Decision Packages
			\$ 627,535	6.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Commissioner of Public Affairs

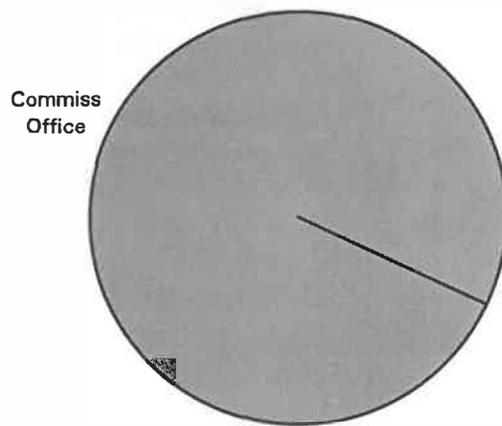
Legislative, Administrative and Support Services Service Area

Dan Saltzman, Commissioner-in-Charge

Percent of General Fund



Bureau Programs



Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	627,061	621,294	-5,767	-5.2%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 627,061	\$ 621,294	\$ -5,767	-5.2%
Authorized Full-Time Positions	7	7	0	-4.4%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau Summary

BUREAU HIGHLIGHTS

Commissioner Dan Saltzman is responsible for overseeing the Bureau of Environmental Services, the Bureau of Emergency Communications, the Office of Neighborhood Involvement, and the Sustainable Portland Commission.

Commissioner Saltzman's top priorities are:

- ◆ Leading the way toward a more sustainable environment through the Green Building Initiative and formation of the Green Building Investment Fund.
- ◆ Enacting administrative reforms to reduce the cost of government.
- ◆ Implementing the Clean River Plan to clean up the Willamette River.
- ◆ Providing the most comprehensive and efficient 911 system for the safety of our citizens.
- ◆ Assisting the neighborhood associations to become a more cohesive system for neighborhood involvement.

General Description

BUREAU OVERVIEW

As a member of the City Council, the Commissioner of Public Affairs is responsible for overseeing various City bureaus. These include:

- ◆ The Bureau of Environmental Services,
- ◆ The Bureau of Emergency Communications (BOEC), and
- ◆ The Office of Neighborhood Involvement.

Commissioner Saltzman also serves as the City's liaison to many organizations. These include:

- ◆ The BOEC Users Group,
- ◆ Elders in Action,
- ◆ The Metro Solid Waste Advisory Committee,
- ◆ The Metro Policy Advisory Committee,
- ◆ The Metropolitan Exposition and Recreation Commission,
- ◆ Multnomah County Animal Control,
- ◆ The Public Safety Coordinating Council, and
- ◆ The Sustainable Portland Commission.

The office of the Commissioner of Public Affairs provides policy development and administration services. These functions are combined into one program which includes all personnel and material resources to fulfill the policy, legislative, and bureau management responsibilities of the Commissioner as outlined in Chapter 2 of the Portland City Charter.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Commissioner Saltzman's goals reflect support for reducing administrative costs of City government; support for environmental quality and sustainability; and support for responsible planning, community partnerships and involvement, and public safety.

Family Friendly Policies

GOAL #1: Encourage Family Support Strategies and Promote Portland as the Country's Most Family Friendly City

The objectives of this goal are as follows:

- ◆ Identify and promote the principles of a family friendly city.
- ◆ Identify options for a more sustainable funding system for domestic violence beds.
- ◆ Continue to work with Multnomah County to establish the Child Abuse Center.

Environmental Quality

GOAL #2: Promote Sustainability through the Green Building Initiative

Work with the Sustainable Portland Commission and other community members to implement the City's adopted Green Building Initiative, which includes:

- ◆ Greening of City government operations.
- ◆ Design of green building principles.
- ◆ Design the Green Investment Fund and bring it into operation.
- ◆ Establish an on-going funding mechanism and a five-year financial plan.
- ◆ Work with businesses and the community to develop public and private sector opportunities to promote resource efficient, healthy, environmentally friendly building and site development.

GOAL #3: Promote Sustainability through the Clean River Plan

The objectives of this goal are as follows:

- ◆ Provide a strategy for Portland to implement inflow reductions to the combined sewer through green solutions.
- ◆ Implement green solution projects.

Community Involvement

GOAL #4: Support Community Involvement Strategies in the Office of Neighborhood Involvement

With the Office of Neighborhood Involvement, the Commissioner seeks to:

- ◆ Provide quality services to neighborhood coalitions and associations and to other City bureaus.
- ◆ Continue service delivery to citizens and strengthen neighborhood associations as a primary tool for citizen involvement.
- ◆ Link neighborhood associations with the other community involvement programs.
- ◆ Advocate for human rights through the Metropolitan Human Relations Center and the International Refugee Center.

- ◆ Strengthen ONT's centralized programs and increase its value to the neighborhood network.

Public Safety**GOAL # 5: Work with the Bureau of Emergency Communications (BOEC) to Promote Public Safety by Providing the Most Effective and Responsive 911 System Possible**

The objectives of this goal are as follows:

- ◆ Work with the BOEC User jurisdictions to review policies that affect them.
- ◆ Support the staff in providing an effective and responsive 911 system.
- ◆ Assess opportunities for a child care facility for BOEC, other City of Portland employees in east Portland, and Tri-Met.

BUDGET NOTES**Green Buildings**

Commissioner Saltzman's office will lead bureaus in the effort to change the City Code enhancing implementation of the green building, or sustainability approach to facilities, capital development and other City operations.

The General Fund five-year financial plan will incorporate capturing a portion of the capital set-aside increment in year two of the biennium budget. (This may be a percentage of the total or begin with a portion of the presently unallocated amount.) This increment may be used to support green building projects within City government.

Ten percent of the annual Housing Investment Fund resources will be targeted to maximize green investments in affordable housing. Commissioner Sten, working with Commissioner Saltzman, will pilot this approach in the Fall RFP and propose to the Council a permanent approach to creating green buildings using the housing fund.

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	466,911	493,181	506,999	488,889	488,889
External Materials and Services	45,323	35,521	33,279	32,153	32,153
Internal Materials and Services	82,776	87,413	86,783	100,252	100,252
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	3,500	0	0	0
Total Operating Budget	595,010	619,615	627,061	621,294	621,294
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 595,010	\$ 619,615	\$ 627,061	\$ 621,294	\$ 621,294
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	595,010	619,615	627,061	621,294	621,294
RESOURCES					
General Fund Discretionary		301,579	291,981	265,722	275,068
Non-Discretionary Revenues					
Grants & Donations		0	0	0	0
Contract Revenues		0	0	0	0
Interagency Revenues		0	0	0	0
Program Revenue		0	0	0	0
Overhead Revenues		318,036	335,080	355,572	346,226
Total Non-Discretionary Revenues		318,036	335,080	355,572	346,226
TOTAL GENERAL FUND RESOURCES		\$ 619,615	\$ 627,061	\$ 621,294	\$ 621,294
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Commissioner's Office		619,615	627,061	621,294	621,294
<i>Positions</i>		7	7	7	7
TOTAL PROGRAMS		\$ 619,615	\$ 627,061	\$ 621,294	\$ 621,294
<i>Positions</i>		7	7	7	7
<i>General Fund Discretionary Positions</i>		3	3	3	3

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LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	301,573	317,563	329,155	342,908	342,908
512000 Part-Time Employees	18,566	18,741	39,820	21,029	21,029
517000 Benefits	116,972	117,642	138,024	124,952	124,952
518000 Paid Absence	29,800	39,235	0	0	0
Total Personnel Services	466,911	493,181	506,999	488,889	488,889
Materials and Services					
External Materials and Services					
521000 Professional Services	34,909	8,865	18,500	16,916	16,916
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	80	308	1,000	1,031	1,031
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	1,174	7,993	2,500	2,578	2,578
532000 Operating Supplies	0	0	2,500	2,577	2,577
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	342	10,075	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	5,409	3,336	3,379	3,484	3,484
541000 Education	80	3,838	2,400	2,474	2,474
542000 Local Travel	0	29	1,000	1,031	1,031
543000 Out-of-Town Travel	3,329	1,077	2,000	2,062	2,062
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	0	0	0	0	0
Total External Materials and Services	45,323	35,521	33,279	32,153	32,153
Internal Materials and Services					
551000 Fleet Services	117	122	311	311	311
552000 Printing & Distribution	5,226	9,421	7,462	6,677	6,677
553000 Facilities Services	48,767	48,807	50,861	51,350	51,350
554000 Communications Services	8,994	10,710	9,949	9,573	9,573
555000 Data Processing Services	6,913	7,282	6,730	18,969	18,969
556000 Insurance	12,759	11,071	11,470	13,372	13,372
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	82,776	87,413	86,783	100,252	100,252
Total Materials and Services	128,099	122,934	120,062	132,405	132,405
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	3,500	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 595,010	\$ 619,615	\$ 627,061	\$ 621,294	\$ 621,294

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FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
230	Administrative Secretary	1	1	1	33,117	0	0	0	0
2	Commissioner	1	1	1	77,657	1	77,917	1	77,917
821	Commissioners Assistant I	1	3	0	0	1	38,584	1	38,584
822	Commissioners Assistant II	3	1	2	78,453	1	49,982	1	49,982
823	Commissioners Assistant III	0	0	1	50,199	1	50,357	1	50,357
824	Executive Assistant	1	1	1	64,242	1	69,992	1	69,992
900	Staff Assistant	0	0	1	25,487	2	56,076	2	56,076
TOTAL FULL-TIME POSITIONS		7	7	7	\$ 329,155	7	\$ 342,908	7	\$ 342,908

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	643,944	0	643,944	7.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	(16,099)	0	(16,099)		2.5% Reduction
	(6,591)	0	(6,591)		5% Support/Admin Reduction
	40	0	40		Increase for BGS I/A Adjustments
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	(22,650)	0	(22,650)	0.0	Total FY 2000-01 Decision Packages
			\$ 621,294	7.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

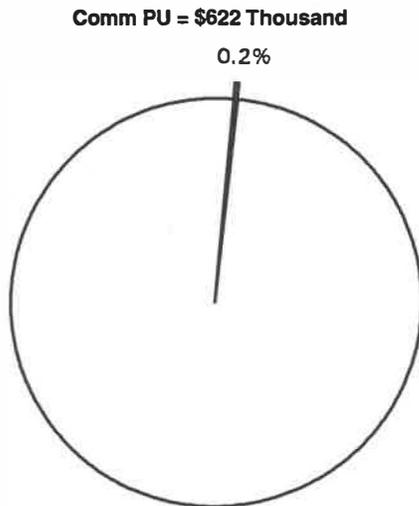


Commissioner of Public Utilities

Legislative, Administrative and Support Services Service Area

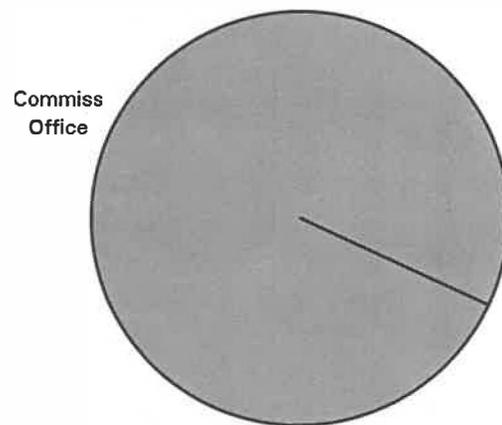
Jim Francesconi, Commissioner-in-Charge

Percent of General Fund



General Fund = \$354 Million

Bureau Programs



Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	654,589	622,036	-32,553	-9.1%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 654,589	\$ 622,036	\$ -32,553	-9.1%
Authorized Full-Time Positions	7	7	0	-4.4%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau Summary

BUREAU HIGHLIGHTS

The Commissioner of Public Utilities is an elected official and is responsible for overseeing various City bureaus. Commissioner Francesconi also serves as the City's liaison to several boards and commissions.

The office of the Commissioner of Public Utilities supports the Commissioner in carrying out his duties. Commissioner Francesconi is committed to developing creative partnerships with the community, the private sector, the schools, and non profit organizations to build understanding and to achieve the best possible solutions to the challenges and opportunities facing the City.

General Description

BUREAU OVERVIEW

The Commissioner of Public Utilities is responsible for overseeing several City bureaus. These include:

- ◆ The Bureau of Parks and Recreation,
- ◆ The Bureau of Fire, Rescue and Emergency Services, and
- ◆ The Bureau of Licenses

The Commissioner also serves as the City's liaison to several organizations. These include:

- ◆ The Business License Board of Appeals,
- ◆ Citywide Asian Long-Horned Beetle Eradication Efforts,
- ◆ The Mayor's Business Roundtable,
- ◆ Pioneer Courthouse Square,
- ◆ The Pittock Mansion Advisory Committee,
- ◆ The Regional Drug Initiative,
- ◆ The Rose Festival Association,
- ◆ The Taxicab Board of Review,
- ◆ The Towing Board of Review,
- ◆ The EMS Policy Board,
- ◆ The Fire Code Board of Appeals, and
- ◆ The Urban Forestry Commission.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Commissioner Francesconi's goals reflect his lifelong concern for children and families and include support of schools, parks, open space, and economic vitality. That is what makes great neighborhoods and a great City. The Commissioner's goals are:

- ◆ Build Partnerships with the Schools
 - ◆ Continue support of 11 SUN Schools which offer after-school and evening activities for more than 5,000 children and their parents.
 - ◆ Expand the SUN Schools program into additional schools where the need is greatest.
 - ◆ Begin a campaign to encourage employers to adopt schools and offer endowment funds, volunteers and mentors, and service learning opportunities.
 - ◆ Find additional ways to support the schools through new and innovative partnerships.
- ◆ Create More Parks, Natural Areas, and Exciting Public Spaces
 - ◆ Continue to find ways to purchase parks and natural areas, especially in neighborhoods where the City is park deficient.
 - ◆ Add four additional large community parks in growth areas.
 - ◆ Rehabilitate and build several new community centers.
 - ◆ Make additional key connections on the Willamette Greenway Trail.
 - ◆ Increase public access to the Willamette River without damaging valuable fish and wildlife habitat.
- ◆ Maintain Economic Vitality for the City
 - ◆ Continue efforts to strengthen Portland State University, especially in the areas of engineering and fine arts, and make it a world-class school.
 - ◆ Continue working to strengthen neighborhood business districts.
 - ◆ Work to create more minority-owned businesses.
 - ◆ Continue small business workshops to help new and minority business owners connect with financial resources and gain valuable information about business practices.
- ◆ Better Management at the City
 - ◆ Work to make City bureaus more efficient.
 - ◆ Develop management efficiencies for the Bureau of Parks and Recreation based on the recent performance audit of Portland Parks.
 - ◆ Continue cost reduction efforts in the Fire Bureau without reducing service levels.
 - ◆ Monitor newly combined City administrative functions in the Office of Management and Finance to make sure it helps the City perform more efficiently and reduces costs.

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SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	498,945	475,254	511,388	496,766	496,766
External Materials and Services	14,397	25,148	51,870	22,571	22,571
Internal Materials and Services	93,753	91,569	91,331	102,699	102,699
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	607,095	591,971	654,589	622,036	622,036
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 607,095	\$ 591,971	\$ 654,589	\$ 622,036	\$ 622,036
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	607,095	591,971	654,589	622,036	622,036
RESOURCES					
General Fund Discretionary		273,587	319,509	266,464	275,810
Non-Discretionary Revenues					
Grants & Donations		0	0	0	0
Contract Revenues		0	0	0	0
Interagency Revenues		0	0	0	0
Program Revenue		348	0	0	0
Overhead Revenues		318,036	335,080	355,572	346,226
Total Non-Discretionary Revenues		318,384	335,080	355,572	346,226
TOTAL GENERAL FUND RESOURCES		\$ 591,971	\$ 654,589	\$ 622,036	\$ 622,036
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
PROGRAMS					
Commissioner's Office		591,971	654,589	622,036	622,036
Positions		7	7	7	7
TOTAL PROGRAMS		\$ 591,971	\$ 654,589	\$ 622,036	\$ 622,036
Positions		7	7	7	7
<i>General Fund Discretionary Positions</i>		3	3	3	3

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	320,137	302,162	371,723	364,178	364,178
512000 Part-Time Employees	6,314	0	0	0	0
517000 Benefits	130,429	123,431	139,665	132,588	132,588
518000 Paid Absence	42,065	49,661	0	0	0
Total Personnel Services	498,945	475,254	511,388	496,766	496,766
Materials and Services					
External Materials and Services					
521000 Professional Services	4,079	14,094	32,500	2,578	2,578
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	0	1,610	1,660	1,660
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	748	400	1,000	1,031	1,031
531000 Office Supplies	3,087	2,080	4,500	4,640	4,640
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	305	635	1,370	1,412	1,412
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	1,472	1,204	1,050	1,083	1,083
541000 Education	1,666	1,652	1,168	1,204	1,204
542000 Local Travel	1,534	1,538	1,560	1,608	1,608
543000 Out-of-Town Travel	1,151	1,181	3,230	3,330	3,330
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	355	2,364	3,882	4,025	4,025
Total External Materials and Services	14,397	25,148	51,870	22,571	22,571
Internal Materials and Services					
551000 Fleet Services	0	62	0	0	0
552000 Printing & Distribution	12,527	14,149	9,879	9,371	9,371
553000 Facilities Services	48,876	47,222	50,472	51,121	51,121
554000 Communications Services	8,941	9,846	10,842	8,944	8,944
555000 Data Processing Services	6,945	7,808	7,263	19,712	19,712
556000 Insurance	13,584	10,922	11,315	11,991	11,991
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	2,880	1,560	1,560	1,560	1,560
Total Internal Materials and Services	93,753	91,569	91,331	102,699	102,699
Total Materials and Services	108,150	116,717	143,201	125,270	125,270
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 607,095	\$ 591,971	\$ 654,589	\$ 622,036	\$ 622,036

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FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
2	Commissioner	1	1	1	75,230	1	77,917	1	77,917
821	Commissioners Assistant I	3	3	5	230,806	2	86,408	2	86,408
822	Commissioners Assistant II	1	1	0	0	1	49,798	1	49,798
823	Commissioners Assistant III	1	1	0	0	1	57,899	1	57,899
7452	Community Service Aide II	0	0	0	0	1	25,480	1	25,480
824	Executive Assistant	1	1	1	65,687	1	66,676	1	66,676
TOTAL FULL-TIME POSITIONS		7	7	7	\$ 371,723	7	\$ 364,178	7	\$ 364,178

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	643,691	0	643,691	7.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(16,093)	0	(16,093)		2.5% Reduction
	(5,605)	0	(5,605)		5% Support/Admin Reduction
	43	0	43		Increase for BGS I/A Adjustments
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	(21,655)	0	(21,655)	0.0	Total FY 2000-01 Decision Packages
			\$ 622,036	7.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

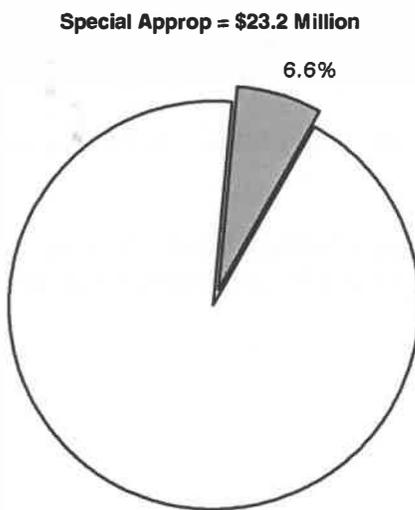
Special Appropriations

Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

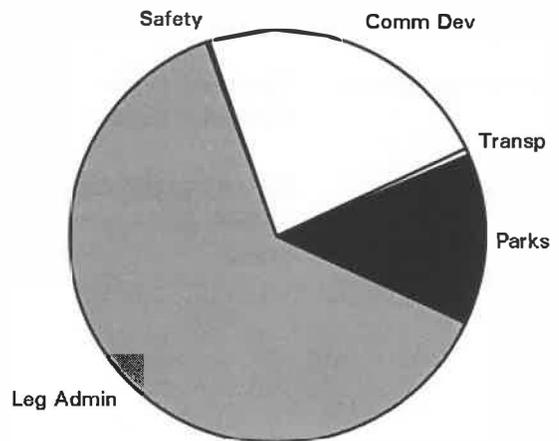
Timothy Grewe, Director

Percent of General Fund



General Fund = \$354 Million

Bureau Divisions



Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	22,951,464	21,356,213	-1,595,251	-11.0%
Capital	1,883,000	1,883,000	0	-4.4%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 24,834,464	\$ 23,239,213	\$ -1,595,251	-10.5%
Authorized Full-Time Positions	0	0	0	0.0%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau Summary

BUREAU HIGHLIGHTS

- Description** Special Appropriations are primarily used for General Fund expenditures on services or projects which are not specific to any particular bureau's operating budget and which provide Citywide benefit. The duration of a Special Appropriation can be a limited term or ongoing. During the course of any fiscal year, a particular bureau may be identified to provide the service, and the appropriation will be transferred to that bureau.
- Proposed FY 2000-01 Special Appropriations total approximately \$23.2 million.
- Resources** Resources for Special Appropriations in FY 2000-01 include:
- ◆ \$23.1 million in discretionary General Fund resources, and \$65,000 in Innovations Loan Fund repayments.
- New Appropriations** There are two new Special Appropriations for FY 2000-01: Storefront Improvements and Enterprise Zones.
- Closed Special Appropriations** Eleven Special Appropriations have been discontinued for FY 2000-01. They have closed because grants or one-time funding have expired. See detail in changes from prior year, below.

General Description

BUREAU OVERVIEW

Description Special appropriations are primarily used for General Fund expenditures on services or projects which are not specific to any particular bureau's operating budget and which provide Citywide benefit. The duration of a special appropriation can be a limited term or ongoing. During the course of any fiscal year, a particular bureau may be identified to provide the service of the special appropriation.

Note: If the historical actual expenditure of a special appropriation is reported as \$0, it could represent that the appropriation was transferred to the bureau performing that service, and the actual expenditure was reported in that bureau.

Adopted FY 2000-01 special appropriations total \$23.2 million.

MAJOR ISSUES

Three Special Appropriations show significant increases from the previous year. Compensation Adjustments rise \$4.3 million as a result of labor settlements and increases in the cost of living in excess of forecasts. Business License Refunds increase \$372,000, and 2040 Implementation increases \$478,000.

CHANGES FROM PRIOR YEAR

New Appropriations There are two new special appropriations for FY 2000-01: Storefront Improvements and Enterprise Zones, both under the auspices of the Portland Development Commission.

Discontinued Appropriations Several special appropriations are no longer used or have expired, and the appropriation for the specified service is being discontinued.

- ◆ **Portland Area Public Schools:** \$4.3 million one-time funding to Portland area public schools for summer school and for implementation of audit findings and general efficiencies.
- ◆ **Endangered Species Act :**\$724,089 for support of General Fund bureaus' work related to the Endangered Species Act.
- ◆ **Millennium Celebration:** \$50,000 for a Citywide year 2000 celebration.
- ◆ **Oregon Historical Society:** \$35,000 in one time funding.
- ◆ **Regional Drug Initiative 99:** Grant expired.
- ◆ **Cultural Tourism:** \$200,000 in one time funding.
- ◆ **Oregon Bureau of Labor and Industries:** \$19,555 put into BHCD budget directly from now on.
- ◆ **Fair Housing of Oregon:** \$11,510 put into BHCD budget directly.
- ◆ **Civil Rights Mediation:** \$50,000 in one time funding.

Legislative, Administrative and Support Services Service Area

- ◆ **2040 PDC: \$1,043,400 in one time funding.**
- ◆ **ITSP Computers: \$54,000 in one time funding.**

Overview of Programs

PUBLIC SAFETY SERVICE AREA

Public Safety Coordinating Council

Description (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 - Federal Grants

Description (Center Codes 40105299 (Portland), 40105399 (Gresham))

The federal grant funds pass through special appropriations to the Regional Drug Initiative (RDI) as an administrative function. This special appropriation is completely offset by federal funds and does not impact the General Fund requirements. This grant has expired, and the Special Appropriation has been discontinued

Regional Drug Initiative - City Funding

Description (Center Code 40105006)

This special appropriation is the City's contribution toward the cost of a multi-jurisdictional partnership in the metropolitan area to fight illegal drug activity. Federal grant funds from the Office of Substance Abuse Prevention are administered through a special appropriation listed in the Legislative/Administrative Service Area. The City's contribution goes toward education and community involvement projects that do not qualify for the RDI grant.

PARKS & RECREATION SERVICE AREA

Cultural Tourism

Description (Center Code 40101001)

This special appropriation provides support for facilities development and remodeling of the Portland Art Museum as part of an initiative to attract significant artistic and cultural events to the City. FY 1999-00 was the last year of a five year commitment to provide \$200,000 annual General Fund support. This Special Appropriation has ended and will be discontinued.

Oregon Historical Society

Description (Center Code 40101004)

This appropriation has supported various activities of the Oregon Historical Society. It supported the City's use of the OHS library and the society's planning for the Year 2000 Citywide celebration. FY 1999-00 was the second year of a two year commitment to provide \$35,000 General Fund support. This Special Appropriation has ended and will be discontinued.

Regional Arts Council/RACC

Description (Center Code 40101002)

This special appropriation is for an independent non-profit agency, the Regional Arts and Cultural Council (RACC), formerly the Metropolitan Arts Commission. City funding enables the Council to manage public arts programs, art in education, and neighborhood art programs and to support symphony in the park on an ongoing basis. One-time appropriations include \$200,000 for year three of a five year commitment to the ballet, and \$200,000 for year two of a five year commitment to the opera.

MERC/PCPA**Description (Center Code 40110036)**

As per City/Metro Facilities Consolidation Committee's recommendation, this special appropriation supports the Portland Center for Performing Arts' tenant relief and expanded marketing efforts.

School Surplus Property**Description (Center Code 40105034)**

This special appropriation represented a carryover of unexpended balance which was used in FY 1999-00. In FY 1998-99, this special appropriation provided one-time support of \$7,050,000 to the Portland Public Schools, through the purchase of excess school properties which were added to the parks system. The unexpended balance of this Special Appropriation has been carried over into FY 2000-01

Endangered Species Act**Description (Center Code 40110200)**

This special appropriation provided \$724,089 support to General Fund bureaus for their efforts in response to the requirements of the Endangered Species Act. The Bureau of Planning is coordinating the City's response and actions beginning FY 2000-01; through FY 1999-00 the Bureau of Environmental Services was coordinating the response work. This Special Appropriation has ended and will be discontinued.

COMMUNITY DEVELOPMENT SERVICE AREA**Portland Area Schools****Description (Center Code 40105025)**

This special appropriation provided one-time General Fund support for summer school and operational or management efficiencies in Portland area schools. This Special Appropriation has ended and will be discontinued.

Workforce Development**Description (Center Code 40110048)**

This special appropriation continues 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. Administration of this program changed from PDC to BHCD in FY 1998-99.

PDC - 2040 Development**Description (Center Codes 40110026 (Planning), 40110055 (Implementation))**

These special appropriations support infrastructure projects that meet the City's 2040 growth goals and plans. The Special Appropriation for the planning portion (40110026) has ended and will be discontinued

Block By Block Weatherization**Description (Center Code 40133001)**

This program provides attic insulation and installation of effective, low cost energy conservation measures by local contractors to more than 1,300 low-income families per year. This appropriation is primarily grant funded.

Downtown Services	<p>Description (Center Code 40115001)</p> <p>This special appropriation began in FY 1991-92 and pays for services to keep downtown Portland a safe and attractive center for people and businesses. Services include a park bicycle patrol, enhanced security for Pioneer Courthouse Square, public rest-room cleaning, and maintenance of flowers along the transit mall and light rail corridor. This appropriation is in addition to the Clean & Safe assessment the City also pays.</p>
Clean & Safe	<p>Description (Center Code 40106001)</p> <p>This special appropriation funds the City's share of the Downtown Economic Improvement District (EID), based on the management of commercial building space in the district. These charges to downtown property managers support guides, marketing strategy, enhanced security, and street cleaning services downtown.</p>
PDC - Business Development	<p>Description (Center Code 40110047)</p> <p>This special appropriation supports the expansion and retention of businesses located in Portland in order to create and retain jobs. The program focuses on northeast and outer southeast Portland.</p>
PDC - Business Districts Development	<p>Description (Center Code 40110050)</p> <p>This appropriation enables facilitation and technical assistance in the formation and improvement of local business districts. Local business districts form to enhance the neighborhood and commercial environment in which they operate. Funding for this program is administered through the Portland Development Commission.</p>
PDC - Waterfront Development Activities	<p>Description (Center Code 40110052)</p> <p>This special appropriation supports the expansion and retention of businesses located in Portland in order to create and retain jobs. The program focuses on areas near the downtown waterfront business district.</p>
PDC - Targeted Industry Jobs	<p>Description (Center Code 40110051)</p> <p>This special appropriation funds the establishment of training, employment, job strategies, and infrastructure targeted to outer southeast City residents. This will create a system similar to the model being used in northeast Portland.</p>
PDC - Business Retention	<p>Description (Center Code 40110054)</p> <p>This special appropriation targets activities that will encourage businesses to remain or locate in Portland.</p>
Civil Rights Mediation	<p>Description (Center Code 40105031)</p> <p>This program provided services that support Portland's Civil Rights ordinance. This Special Appropriation has ended and will be discontinued</p>

Civil Rights Enforcement

Description (Center Code 40103012)

This special appropriation provided funding for contracts with the Oregon State Bureau of Labor and Industry (BOLI) and the Fair Housing Council to coordinate the enforcement of the City's civil rights ordinance. It is managed by BHCD. The BOLI and Fair Housing of Oregon parts of the special appropriation have been transferred into the BHCD budget, and will be discontinued.

TRANSPORTATION SERVICE AREA

Employee Transit Program

Description (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

Description (Center Code 40111001)

This special appropriation covers refunds required when businesses overpay business license fees.

Membership and Dues

Description (Center Code 40111001)

This special appropriation covers the City's memberships and dues as a municipality. Fees for FY 2000-01 are projected to be as follows: League of Oregon Cities, \$83,409; US Conference of Mayors, \$14,710; National League of Cities, \$15,165; METRO, \$16,798; Metro Annexations Service, \$30,000; Public Technology Inc., \$15,000; Growth Management Caucus and Performance Measure Consortium, \$8,100.

Leaders Roundtable

Description (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.

Innovations Loan Fund

Description (Center Code 40105014)

This special appropriation enables the City to encourage, recognize, and implement innovative and entrepreneurial projects at the bureau level.

Employee Suggestion Program

Description (Center Code 40105015)

This program recognizes and encourages innovative suggestions from City employees that will save the City money.

Management Council

Description (Center Code 40110005)

This is an annual appropriation for development activities and meetings of the City's bureau managers.

Council Emergency Fund

Description (Center Code 40110006)

This is an annual appropriation for use by the Mayor and commissioners as specified by City Charter 2-105a 14 & 2-108.

IRS Rebate	Description (Center Code 40100031) This special appropriation funds a rebate to the US Internal Revenue Service owed by the City of Portland.
DCTU Training	Description (Center Code 40110042) This special appropriation resulted from labor negotiations. It is a four year appropriation, beginning in FY 1997-98, that provides training for the District Council Trade Union (DCTU) represented employees.
ITSP Computers	Description (Center Code 40110044) This special appropriation provided funding for replacement of computer hardware Citywide in order for City employees to maintain an acceptable and compatible level of technological capability. This appropriation represented a carryover of unexpended appropriation from FY 1998-99. This Special Appropriation has ended and will be discontinued.
Unemployment Insurance	Description (Center Code 40110003) This special appropriation provides for the General Fund share of the cost of the City's unemployment insurance claims.
Compensation Adjustments	Description (Center Code 40110004) This special appropriation is a set-aside for General Fund adjustments to salaries and benefits for City employees, based on projections of inflation. These funds are distributed to bureaus during the Spring Budget Monitoring Process each fiscal year.
Millennium Celebration	Description (Center Code 40105035) This special appropriation provided support for a millennium celebration. This Special Appropriation has ended and will be discontinued.

Special Appropriations AU 401

SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	175,608	9,810	0	0	0
External Materials and Services	15,438,433	16,148,744	22,031,022	20,823,457	21,153,695
Internal Materials and Services	118,660	169,361	920,442	202,518	202,518
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	2,344	0	0	0	0
Total Operating Budget	15,735,045	16,327,915	22,951,464	21,025,975	21,356,213
Capital Improvements	0	5,117,000	1,883,000	0	1,883,000
TOTAL BUREAU EXPENDITURES	\$ 15,735,045	\$ 21,444,915	\$ 24,834,464	\$ 21,025,975	\$ 23,239,213
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	15,735,045	21,444,915	24,834,464	21,025,975	23,239,213
RESOURCES					
General Fund Discretionary		21,052,539	24,603,458	20,960,975	23,174,213
Non-Discretionary Revenues					
Grants & Donations		384,925	176,006	0	0
Contract Revenues		0	0	0	0
Interagency Revenues		30,000	55,000	65,000	65,000
Program Revenue		0	0	0	0
Total Non-Discretionary Revenues		414,925	231,006	65,000	65,000
TOTAL GENERAL FUND RESOURCES		\$ 21,467,464	\$ 24,834,464	\$ 21,025,975	\$ 23,239,213
<p>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.</p>					
DIVISIONS					
Public Safety Service Area		410,575	231,636	55,918	55,918
<i>Positions</i>		0	0	0	0
Parks & Recreation Service Area		3,254,944	4,290,796	3,074,543	3,074,543
<i>Positions</i>		0	0	0	0
Community Development Service Area		9,343,886	9,990,186	3,522,113	5,466,613
<i>Positions</i>		0	0	0	0
Transportation Service Area		110,039	139,888	140,612	140,612
<i>Positions</i>		0	0	0	0
Legislative & Administration Service Area		8,325,471	10,181,958	14,232,789	14,501,527
<i>Positions</i>		0	0	0	0
TOTAL DIVISIONS		\$ 21,444,915	\$ 24,834,464	\$ 21,025,975	\$ 23,239,213
<i>Positions</i>		0	0	0	0
<i>General Fund Discretionary Positions</i>		0	0	0	0

Special Appropriations AU 401

BUREAU PROGRAMS BY DIVISION

	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
PROGRAMS				
PUBLIC SAFETY SERVICE AREA				
Regional Drug Initiative-City Contribution	25,650	27,710	27,853	27,853
<i>Positions</i>	0	0	0	0
Justice Council	0	27,920	28,065	28,065
<i>Positions</i>	0	0	0	0
Regional Drug Initiative	384,925	176,006	0	0
<i>Positions</i>	0	0	0	0
TOTAL PROGRAMS	\$ 410,575	\$ 231,636	\$ 55,918	\$ 55,918
<i>Positions</i>	0	0	0	0
PARKS & RECREATION SERVICE AREA				
MERC/PCPA	620,000	670,084	600,000	600,000
<i>Positions</i>	0	0	0	0
Endangered Species Act	57,000	724,089	0	0
<i>Positions</i>	0	0	0	0
Cultural Tourism	200,000	200,000	0	0
<i>Positions</i>	0	0	0	0
Oregon Historical Society	35,000	35,000	0	0
<i>Positions</i>	0	0	0	0
Regional Arts & Culture Commission	2,342,944	2,661,623	2,474,543	2,474,543
<i>Positions</i>	0	0	0	0
Neighborsafe	0	0	0	0
<i>Positions</i>	0	0	0	0
TOTAL PROGRAMS	\$ 3,254,944	\$ 4,290,796	\$ 3,074,543	\$ 3,074,543
<i>Positions</i>	0	0	0	0
COMMUNITY DEVELOPMENT SERVICE AREA				
PDC-Enterprise Zones	0	0	0	50,000
<i>Positions</i>	0	0	0	0
PDC - 2040	1,016,189	1,043,400	0	0
<i>Positions</i>	0	0	0	0
Outer Southeast	0	0	0	0
<i>Positions</i>	0	0	0	0
PDC NE Workforce Center	97,966	105,833	106,381	106,381
<i>Positions</i>	0	0	0	0
PDC Business Retention	0	100,000	100,523	100,523
<i>Positions</i>	0	0	0	0
PDC Waterfront Dev. Activities	443,208	479,657	469,778	469,778
<i>Positions</i>	0	0	0	0
PDC Targeted Industry Jobs	110,381	119,244	116,788	116,788
<i>Positions</i>	0	0	0	0
PDC Business Districts	50,000	54,015	50,327	50,327
<i>Positions</i>	0	0	0	0
PDC OSE Lents Program	467,566	0	0	0
<i>Positions</i>	0	0	0	0
PDC Business Development	432,164	466,866	457,251	457,251
<i>Positions</i>	0	0	0	0
OMSI	0	0	0	0
<i>Positions</i>	0	0	0	0
Neighborhood Seed Fund	134,000	0	0	0
<i>Positions</i>	0	0	0	0
PDC 2040 Implementation	0	521,648	1,000,000	1,000,000
<i>Positions</i>	0	0	0	0
Civil Rights Mediation	39,891	50,000	0	0
<i>Positions</i>	0	0	0	0
PDC-Storefront Improvements	0	0	200,000	200,000
<i>Positions</i>	0	0	0	0
Block by Block Weatherization	188,458	203,899	204,806	204,806
<i>Positions</i>	0	0	0	0
Downtown Services	925,631	848,845	783,375	783,375
<i>Positions</i>	0	0	0	0
Willamette Greenway Plan	0	0	0	0
<i>Positions</i>	0	0	0	0
Civil Rights Fair Housing Council	0	45,456	14,466	25,966
<i>Positions</i>	0	0	0	0

Special Appropriations AU 401

BUREAU PROGRAMS BY DIVISION

	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
PROGRAMS				
Portland Area Schools	150,000	4,050,000	0	0
<i>Positions</i>	0	0	0	0
Graffiti Removal	0	0	0	0
<i>Positions</i>	0	0	0	0
North Macadam	155,700	0	0	0
<i>Positions</i>	0	0	0	0
Schools Land Acquisition	5,117,000	1,883,000	0	1,883,000
<i>Positions</i>	0	0	0	0
Clean & Safe (EID)	15,732	18,323	18,418	18,418
<i>Positions</i>	0	0	0	0
TOTAL PROGRAMS	\$ 9,343,886	\$ 9,990,186	\$ 3,522,113	\$ 5,466,613
<i>Positions</i>	0	0	0	0
TRANSPORTATION SERVICE AREA				
Employee Transit Program	110,039	139,888	140,612	140,612
<i>Positions</i>	0	0	0	0
TOTAL PROGRAMS	\$ 110,039	\$ 139,888	\$ 140,612	\$ 140,612
<i>Positions</i>	0	0	0	0
LEGISLATIVE & ADMINISTRATION SERVICE AREA				
Targeted Severance Program	9,810	0	0	0
<i>Positions</i>	0	0	0	0
Safety Net Severance Program	0	0	0	0
<i>Positions</i>	0	0	0	0
IRS Rebate	0	93,600	0	84,100
<i>Positions</i>	0	0	0	0
DCTU	0	450,000	300,000	300,000
<i>Positions</i>	0	0	0	0
ITSP Capital	0	54,000	0	0
<i>Positions</i>	0	0	0	0
City Membership and Dues	227,116	281,723	183,182	183,182
<i>Positions</i>	0	0	0	0
Business License Refunds	7,865,566	4,685,438	5,057,122	5,060,972
<i>Positions</i>	0	0	0	0
Unemployment Insurance	200,476	200,000	200,000	200,000
<i>Positions</i>	0	0	0	0
Management Council	5,453	5,528	5,557	5,557
<i>Positions</i>	0	0	0	0
Compensation Adjustments	0	4,132,208	8,386,740	8,386,740
<i>Positions</i>	0	0	0	0
Leaders Roundtable	10,000	10,137	10,190	10,190
<i>Positions</i>	0	0	0	0
Innovations Fund	0	180,788	70,471	251,259
<i>Positions</i>	0	0	0	0
Employee Suggestion Program	50	31,440	14,527	14,527
<i>Positions</i>	0	0	0	0
Millenium Celebration	0	50,000	0	0
<i>Positions</i>	0	0	0	0
Council Emergency Funds	7,000	7,096	5,000	5,000
<i>Positions</i>	0	0	0	0
TOTAL PROGRAMS	\$ 8,325,471	\$ 10,181,958	\$ 14,232,789	\$ 14,501,527
<i>Positions</i>	0	0	0	0

Special Appropriations AU 401

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	153,672	0	0	0	0
517000 Benefits	21,936	9,810	0	0	0
Total Personnel Services	175,608	9,810	0	0	0
Materials and Services					
External Materials and Services					
521000 Professional Services	89,485	176,887	38,850	0	0
522000 Utilities	6,650	6,068	758	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	5,782,216	6,020,045	9,420,317	4,512,329	4,573,829
531000 Office Supplies	9,611	10,575	7,994	1,000	1,000
532000 Operating Supplies	0	0	54,000	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	25	979	451,000	300,500	300,500
542000 Local Travel	0	162	106	0	0
543000 Out-of-Town Travel	6,608	7,000	1,994	0	0
544000 Space Rental	10,575	11,740	2,886	0	0
545000 Interest	14,119	8,269	10,000	10,000	10,000
546000 Refunds	4,401,202	7,857,297	4,675,438	5,047,122	5,050,972
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	5,117,942	2,049,722	7,617,679	10,952,506	11,217,394
Total External Materials and Services	15,438,433	16,148,744	22,281,022	20,823,457	21,153,695
Internal Materials and Services					
551000 Fleet Services	104	43	207	207	207
552000 Printing & Distribution	17,788	21,074	11,342	7,000	7,000
553000 Facilities Services	1,663	1,706	1,779	1,619	1,619
554000 Communications Services	0	0	0	0	0
555000 Data Processing Services	0	0	25	0	0
556000 Insurance	0	0	0	0	0
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	99,105	146,538	183,000	193,692	193,692
559000 Other Fund Services	0	0	724,089	0	0
Total Internal Materials and Services	118,660	169,361	920,442	202,518	202,518
Total Materials and Services	15,557,093	16,318,105	23,201,464	21,025,975	21,356,213
Capital Outlay					
561000 Land	0	5,117,000	1,633,000	0	1,883,000
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	5,117,000	1,633,000	0	1,883,000
573000 Equipment Cash Transfers	2,344	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 15,735,045	\$ 21,444,915	\$ 24,834,464	\$ 21,025,975	\$ 23,239,213

Special Appropriations AU 401

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	20,461,134	0	20,461,134	0.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	none
Mayor's Proposed Budget Decisions					
	200,000	0	200,000		RACC - Opera, 2nd yr of 5 yr commitment ✓
	(100,000)	0	(100,000)		City Memberships & dues
	(17,076)	0	(17,076)		Employee Suggestion Program
	(2,133)	0	(2,133)		Council Emergency Fund
	0	263,450	263,450		2040 Implementation
	20,600	0	20,600		APP Parks maintenance
	50,000	0	50,000		PDC - Enterprise Zone
	0	200,000	200,000		PDC - Storefront Improvements
Approved Budget Additions and Reductions	0	0	0	0.0	none
Adopted Budget Additions and Reductions					
	0	84,100	84,100	0.0	Carryover S/A IRS Rebate
	0	180,788	180,788	0.0	Carryover S/A Innovations Loan Fund
	0	1,883,000	1,883,000	0.0	Carryover S/A Schools Surplus Property
	0	3,850	3,850	0.0	Carryover S/A Business License Refunds
	0	11,500	11,500	0.0	Carryover S/A Civil Rights
	151,391	2,626,688	2,778,079	0.0	Total FY 2000-01 Decision Packages
			\$ 23,239,213	0.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	12,273,390	1,085,000	13,358,390		23 various requests not funded
			\$ 13,358,390	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	200,000	200,000	0.0	RACC - delay Stabilization 1 year
Approved Budget Additions and Reductions	0	0	0	0.0	none
Adopted Budget Additions and Reductions	0	0	0	0.0	none
	0	200,000	200,000	0.0	0
			\$ 200,000	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	220,000	1,004,000	1,224,000	0.0	13 various requests not funded
			\$ 1,224,000	0.0	0