

Adopted Budget

City of Portland, Oregon

Fiscal Year 2011-12
Volume One

**Citywide Summaries
and Bureau Budgets**

Mayor Sam Adams

Commissioner Nick Fish

Commissioner Amanda Fritz

Commissioner Randy Leonard

Commissioner Dan Saltzman

Auditor LaVonne Griffin-Valade

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Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Portland, Oregon for its annual Budget for the fiscal year beginning July 1, 2010.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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**City of Portland
Oregon**

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director



User's Guide

The FY 2011-12 Adopted Budget document consists of two volumes. Volume One contains general information and an overview of the Adopted Budget for the City of Portland, as well as the budgets for individual City bureaus and offices. Volume Two provides detailed information about the City's funds and capital projects.

Volume One - Bureau Budgets

- Mayor's Message** A message from Mayor Sam Adams about the challenges, opportunities, and uncertainties he and the four City Commissioners faced in preparing the FY 2011-12 budget. The message highlights the Mayor's budget priorities and the principles adhered to in crafting the budget.
- Overviews**
- City Overview**
The City Overview gives general information about the City of Portland, including its demographics and government management systems.
- Budget Overview**
The Budget Overview presents the total City budget from a number of technical perspectives, discusses significant changes to funds, and outlines the City's overall budget process. It also summarizes key budget decisions and delineates the links between those decisions and City Council goals and strategic issues.
- Financial Overview**
The Financial Overview lays out the City's financial planning process, fiscal structure, and related policies. This section also includes the five-year forecast, a discussion of City debt management, and highlights of key revenue and expenditure trends.
- Budget Notes**
The Budget Notes section lists issues which require further analysis or action, per Council's direction. The notes generally direct bureaus to undertake a particular assignment.
- Financial Summaries** These summaries show Citywide revenues and expenses both in total and by service area, as well as General Fund revenues, expenses, and authorized positions. Tables at the beginning of Volume One summarize the City budget across all funds, list bureau expenses and total City expenses by fund, and detail the City's Capital Improvement Plan (CIP). The Appropriation Schedule, Tax Levy computations, and Urban Renewal Tax Certifications are also included. This section concludes with tables related to the City's debt obligations.

Service Area Information

City bureaus are categorized into service areas based on the nature of their programs and services. Each service area section of the budget document begins with a description of the service area and budget highlights for bureaus in that service area. This is followed by the FY 2011-12 Adopted Budget for each bureau in the service area. The City's seven service areas are:

- Public Safety
- Parks, Recreation, and Culture
- Public Utilities
- Community Development
- Transportation and Parking
- Elected Officials
- City Support Services

Volume Two - City Funds & Capital Projects

Fund Summaries by Service Area

Presented in the same service area order as Volume One, these sections detail the resources and requirements of each City fund. A brief description of each fund's purpose and relevant trends and issues are incorporated with fund financial information.

The figure below lists the funds by managing agency, linking the Volume One bureau presentations with the Volume Two funds information.

Capital Project Details

These sections describe each of the City's capital projects by bureau. Project information is displayed by geographic location and includes expenditure history and five-year forecasts.

Portland Development Commission (PDC) Adopted Budget

As required by the City's Charter, the PDC Adopted Budget is incorporated here by reference. See the PDC website for the PDC Adopted Budget: <http://www.pdc.us/pubs/>.

Questions

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

Funds by Managing Agency

| Managing Agency | Fund | Service Area |
|---|--|-----------------------|
| Bureau of Development Services | | |
| | Development Services Fund | Community Development |
| Bureau of Emergency Communications | | |
| | Emergency Communication Fund | Public Safety |
| Bureau of Environmental Services | | |
| | Environmental Remediation Fund | Public Utilities |
| | Sewer System Construction Fund | Public Utilities |
| | Sewer System Debt Redemption Fund | Public Utilities |
| | Sewer System Operating Fund | Public Utilities |
| | Sewer System Rate Stabilization Fund | Public Utilities |
| Bureau of Fire and Police Disability and Retirement | | |
| | Fire & Police Disability & Retirement Fund | Public Safety |
| | Fire & Police Disability & Retirement Reserve Fund | Public Safety |

Funds by Managing Agency (Continued)

| Managing Agency | Fund | Service Area |
|---|--|------------------------------|
| Bureau of Planning and Sustainability | | |
| | Solid Waste Management Fund | Public Utilities |
| Commissioner of Public Affairs | | |
| | Children's Investment Fund | Community Development |
| Office of Cable Communications and Franchise Management | | |
| | Cable Fund | Community Development |
| Office of Management and Finance | | |
| | Airport Way Debt Service Fund | Community Development |
| | BFRES Facilities GO Bond Construction Fund | Public Safety |
| | Bonded Debt Interest and Sinking Fund | City Support Services |
| | Closed - Business License Surcharge Fund | City Support Services |
| | Central Eastside Industrial District Debt Service Fund | Community Development |
| | CityFleet Operating Fund | City Support Services |
| | Convention and Tourism Fund | Community Development |
| | Convention Center Area Debt Service Fund | Community Development |
| | Enterprise Business Solutions Services Fund | City Support Services |
| | Facilities Services Operating Fund | City Support Services |
| | Fire & Police Supplemental Retirement Reserve Fund | Public Safety |
| | Gateway URA Debt Redemption Fund | Community Development |
| | General Fund | City Funds |
| | General Reserve Fund | City Funds |
| | Governmental Bond Redemption Fund | City Support Services |
| | Grants Fund | City Support Services |
| | Health Insurance Operating Fund | City Support Services |
| | Insurance and Claims Operating Fund | City Support Services |
| | Interstate Corridor Debt Service Fund | Community Development |
| | Lents Town Center URA Debt Redemption Fund | Community Development |
| | North Macadam URA Debt Redemption Fund | Community Development |
| | Pension Debt Redemption Fund | City Support Services |
| | Closed - Portland Police Assoc. Health Insurance Fund | City Support Services |
| | Printing & Distribution Services Operating Fund | City Support Services |
| | Private for Hire Transportation Safety Fund | Transportation & Parking |
| | Property Management License Fund | Community Development |
| | Public Safety GO Bond Fund | Public Safety |
| | River District URA Debt Redemption Fund | Community Development |
| | South Park Blocks Redemption Fund | Community Development |
| | Special Finance and Resource Fund | City Support Services |
| | Special Projects Debt Service Fund | City Support Services |
| | Spectator Facilities Operating Fund | Parks, Recreation, & Culture |
| | Technology Services Fund | City Support Services |
| | Waterfront Renewal Bond Sinking Fund | Community Development |
| | Willamette Industrial URA Debt Service Fund | Community Development |
| | Workers' Comp Self-Insurance Operating Fund | City Support Services |
| Office of the City Auditor | | |
| | Assessment Collection Fund | Community Development |
| | Bancroft Bond Interest & Sinking Fund | Community Development |
| | Campaign Finance Fund | City Support Services |
| | Local Improvement District Construction Fund | Community Development |
| Portland Bureau of Transportation | | |
| | Gas Tax Bond Redemption Fund | Transportation & Parking |
| | Closed - Parking Facilities Debt Redemption Fund | Transportation & Parking |
| | Parking Facilities Fund | Transportation & Parking |
| | Transportation Operating Fund | Transportation & Parking |
| | Transportation Reserve Fund | Transportation & Parking |
| Portland Housing Bureau | | |
| | Headwaters Apartment Complex Fund | Community Development |
| | HOME Grant Fund | Community Development |
| | Community Development Block Grant Fund | Community Development |
| | Housing Investment Fund | Community Development |
| | Tax Increment Financing Reimbursement Fund | Community Development |
| Portland Parks & Recreation | | |
| | Golf Fund | Parks, Recreation, & Culture |
| | Golf Revenue Bond Redemption Fund | Parks, Recreation, & Culture |

Funds by Managing Agency (Continued)

| Managing Agency | Fund | Service Area |
|------------------------|--|------------------------------|
| | Parks Capital Construction and Maintenance Fund | Parks, Recreation, & Culture |
| | Parks Endowment Fund | Parks, Recreation, & Culture |
| | Parks Local Option Levy Fund | Parks, Recreation, & Culture |
| | Portland International Raceway Fund | Parks, Recreation, & Culture |
| | Portland Parks Memorial Trust Fund | Parks, Recreation, & Culture |
| Portland Police Bureau | | |
| | Police Special Revenue Fund | Public Safety |
| Water Bureau | | |
| | Hydroelectric Power Bond Redemption Fund | Public Utilities |
| | Hydroelectric Power Operating Fund | Public Utilities |
| | Hydroelectric Power Renewal and Replacement Fund | Public Utilities |
| | Water Bond Sinking Fund | Public Utilities |
| | Water Construction Fund | Public Utilities |
| | Water Fund | Public Utilities |
| | Water Growth Impact Charge Trust Fund | Public Utilities |

Mayor's Message



Office of Mayor Sam Adams
City of Portland

Introduction

This is the third budget that I have the privilege of presenting as Mayor. The City is beginning its recovery from the worst global recession in more than a generation. Job creation is accelerating, and business activity is increasing. Unemployment is still high, but trending downward. This budget remains focused on our top priority: returning the City to full prosperity and making strategic investments that will result in a stronger, more resilient City. At the same time, the budget continues to support the most vulnerable in our community through investments in housing, homelessness prevention, mental health, and addiction services. And I have increased the City's focus on equity to ensure that every Portlander has access to the most equal of opportunities. Finally, I have surveyed citizens to identify neighborhood nuisances and livability issues, and I will hold City bureaus accountable for addressing them. Taken as a whole, this budget will make Portland's economy stronger and more resilient, our streets safer, our communities more equitable, and our government more responsive.

Early, Decisive Action

Starting in late 2008, it was clear that our City was going to face the worst recession in decades. In addition to declining business license and other local revenues, the City had many ongoing programs and positions that were being funded with one-time revenue, creating a "shadow obligation" for the City to fund in the future. Considering these risks and factors, we started preparing early:

- ◆ As Mayor-elect, I worked with the City Council to make mid-year reductions in fall 2008 in anticipation of declining revenues.
- ◆ In FY 2009-10, we asked bureaus to propose programmatic reductions of up to five percent. And during the year, we continuously monitored and adjusted bureau spending based on the latest available data, allowing us to stay ahead of the financial crisis and avoid deeper, more damaging cuts. In April 2010, I implemented a citywide hiring freeze, directed bureaus to slow down all discretionary spending, and asked bureaus to find additional personnel savings by holding positions vacant.

- ◆ In FY 2010-11, I asked public safety bureaus to prepare two percent reductions, and non-public safety bureaus to prepare four percent reductions. These reductions produced enough savings to balance the General Fund and create one-time resources that were reinvested in the City's highest priorities.

For the FY 2011-12 budget process, even though City revenues were recovering, I asked for modest program and administrative reductions, and asked bureaus to be creative in terms of realignments and efficiencies that could save money without reducing services. The actions in this budget and over the last two years have kept Portland ahead of the recession, and prepared to move into the future.

Mayor's Approach

In building the FY 2011-12 budget, I had five key goals:

1. Return the City to full prosperity and invest in a stronger, more resilient City.
2. Help those hit hardest by the recession and provide support to the most vulnerable in our community.
3. Protect public safety services.
4. Increase the City's focus on equity to ensure that every Portlander has access to the most equal of opportunities.
5. Identify neighborhood nuisances and ensure more responsive City services.

Investing in a Stronger, More Resilient City

For the first time in 15 years, Portland has a tight focus on the key areas where our city and region can outcompete others. Though we have more work to do, Portland is already ahead of the curve when it comes to competing globally, and I am focused on maintaining that advantage. The budget contains the following investments that will strengthen our local economy:

- ◆ \$3.2 million for programs that grow local businesses in neighborhoods and in high-growth, cluster, and traded sector industries, restoring previous reductions to the Portland Development Commission's budget.
 - \$205,000 for International Business Development
 - \$500,000 to continue Neighborhood Main Streets and almost \$250,000 for the new Partners in Prosperity initiative. The budget also includes \$600,000 for technical assistance and \$200,000 for working capital assistance for small businesses.
 - Funding for programs that foster high-growth, export-oriented businesses totals more than \$1.4 million: the Seed Fund is increased by \$500,000; and other cluster initiatives and targeted recruitment funding totals almost \$1 million.
- ◆ \$635,000 to complete the Portland Plan and continue progress on the state mandated Comprehensive Plan.
- ◆ \$235,000 for Cradle to Career, a key initiative aimed at strengthening the education system for all youth.
- ◆ \$500,000 in scholarships for Portland Community College students, an investment in our local talent pool to prepare students for competitive and growing job sectors.

- ◆ \$50,000 to support The Right Brain Initiative and arts integrated learning for K-8 students through the collaboration of teachers and artists.
- ◆ \$100,000 to the Oregon Food Bank as they work to combat our region's record level of hunger and food insecurity.

Helping Those Hit Hardest by the Recession

This budget helps those most in need during this economic crisis, which has been brutal for far too many Portlanders. The adopted budget:

- ◆ Invests General Fund resources in housing, including \$4.9 million for shelter services, rent assistance, and access services, including:
 - \$1.7 million to continue critical emergency and shelter services
 - \$1.9 million to continue rent assistance to prevent homelessness and rapidly rehouse those that have become homeless
 - Nearly \$500,000 for housing access services
 - \$150,000 for an in-depth housing strategy to support the Portland Plan
 - \$250,000 to help homeowners avoid foreclosure and keep their homes
 - \$390,000 to support new programming at the Bud Clark Commons housing resource access center, which opened at the end of FY 2010-11.
- ◆ Provides \$600,000 in ongoing operational funding for the City-County Crisis Assessment and Treatment Center, which will serve individuals experiencing a mental health crisis.
- ◆ Budgets over \$3 million in comprehensive responses to the addiction and mental health issues that impact the livability of our community and the work of our Police staff.
 - Continues funding for the Service Coordination Team (\$1.9 million)
 - Continues funding for the CHIERS van and Hooper sobering station (\$1 million)
 - Extends the Central Precinct mental health staff ride along program (\$100,000)

Protecting Public Safety Services

Public Safety is the most basic of City services. The adopted budget keeps our police sworn staff at full strength, restores a fire bureau medical rescue unit, and continues programs that keep our streets safe. The budget:

- ◆ Ensures that all existing fire stations remain open, keeps the Rescue 11-Lents medical rescue unit running, and restores into operation the Rescue 19-Mt. Tabor medical rescue unit.
- ◆ Provides a 4.2 percent increase in overall public safety general fund spending, including a 6.1 percent increase for police.
- ◆ Maintains Portland Police Bureau sworn staff strength by making \$1 million in administrative cuts.
- ◆ Increases funding for Police Bureau equipment and training by \$2 million so that staff is adequately supported in their work.
- ◆ Continues funding for programs against human trafficking.
- ◆ Allocates \$250,000 to continue progress on the Police Bureau training facility.
- ◆ Funds Parks Teen Programs at current levels to allow continued programming at five locations throughout Portland.

- ◆ Provides \$30,000 for the Police Activities League, to fund programs that engage youth in healthy activities that keep them off of the streets.
- ◆ Grants \$65,000 for the Outside In needle exchange harm reduction program.

Creating a Fair and Equitable Portland

In Portland, inequities exist across racial, geographic, and socio-economic lines. We need to address this, and ensure that all Portlanders have access to equal opportunity. This budget addresses these inequities by providing over \$1 million to create an Office of Equity, and continuing funding for programs that support education and academic achievement:

- ◆ \$373,000 to fund the first phase of the citywide compliance assessment project related to the Americans with Disabilities Act. This package will be overseen by the new Office of Equity.
- ◆ \$279,692 in funding for the East Portland Action Plan.
- ◆ \$500,000 to develop and improve parks east of I-205. Funding will be used as leverage to begin outreach to individuals and business partners so that donors know their contributions are going directly to building new amenities.
- ◆ Funding to implement zoning changes along NE 122nd to encourage the development of 20 minute neighborhoods.
- ◆ \$100,000 to fund a Portland SUN School at David Douglas High School, the Portland high school with the highest percentage of low-income students
- ◆ Continued funding to fill the gap in the school districts' Summer Lunch Program
- ◆ \$75,000 grant to CASH Oregon to fund tax preparation programs for low-income families, helping them capture tax credits and refunds.

Ensuring More Responsive Neighborhood City Services

As part of this year's budget, I directed staff to create a survey asking Portlanders to report specific nuisances, irritations, or infrastructure issues in their neighborhoods and throughout the City. More than 5,000 responded. The budget uses one-time resources to fund some of these high priority annoyances, and I have asked City bureaus to address the most critical needs. Highlights include:

- ◆ Portlanders reported nearly 1,800 potholes in need of repair. Bureau of Transportation staff are currently reviewing all responses to eliminate those already reported or repaired. All remaining potholes on the list will be repaired by the end of the 2011 calendar year.
- ◆ The Bureau of Development Services will address the 130 Priority 1 or 2 complaints received, which include imminent health and safety hazards, serious code violations, environmental protection, and violations adversely impacting quality of life.
- ◆ Nearly 20 percent of respondents requested additional restroom availability within City parks. The Bureau of Parks and Recreation will leave existing restrooms open longer by 30 days in the following parks: Wilshire, Mt Scott, Rose City, Alberta, Berkeley, Glenhaven, Fernhill, Irving, Custer, and Wallace. The Parks Bureau will also add portable ADA accessible restrooms to sites like Linnton/Kingsley, Flavel, Sewallcrest, Portsmouth, Piccolo, Harrison, O'Bryant, Forest Park, and Council Crest for 6 to 9 months.

- ◆ Of the 1,110 graffiti reports, the Office of Neighborhood Involvement will utilize \$447,332 in additional funding proposed for graffiti abatement to address complaints with verifiable locations by the end of the fiscal year.

The City also conducted a separate phone survey, where over 16 percent of respondents cited "more or better community gardens" as a high priority Parks improvement. The adopted budget invests in the construction of up to 10 additional Community Gardens to meet the City's Climate Action goals of 1,000 new garden plots by the end of 2012. These new gardens will create over 300 additional plots.

The budget also includes bureau Service and Performance Improvement plans, which list three key areas each bureau has identified that need improvement, and outlines how those improvements will be realized. This is the third year for this requirement, and bureaus are required to show progress against last year's plan.

Conclusion

I want to commend all the Portlanders who participated in our budget process, through community budget forums, service on a bureau or citywide budget advisory committee, or filling out a Curbsider survey. With your input and feedback, we have been able to focus this budget on the programs and services that matter most to you.

While other cities are raising taxes, laying off key public safety employees, cutting essential services, or reaching into their reserves, the City of Portland is in strong financial shape. We took early, aggressive action when revenues started declining in order to weather the economic storm and emerge a stronger, more vibrant community. This budget continues to make investments in economic development, core City services, and livability.

In these uncertain times, this is a budget that gets to the heart of equity. It is a budget guided by both empathy and common sense. We are looking out for our most vulnerable neighbors-resident, business owner, or student. These basic needs are at the core of this budget.

Thank you,



Sam Adams
Mayor



City Overview

Introduction

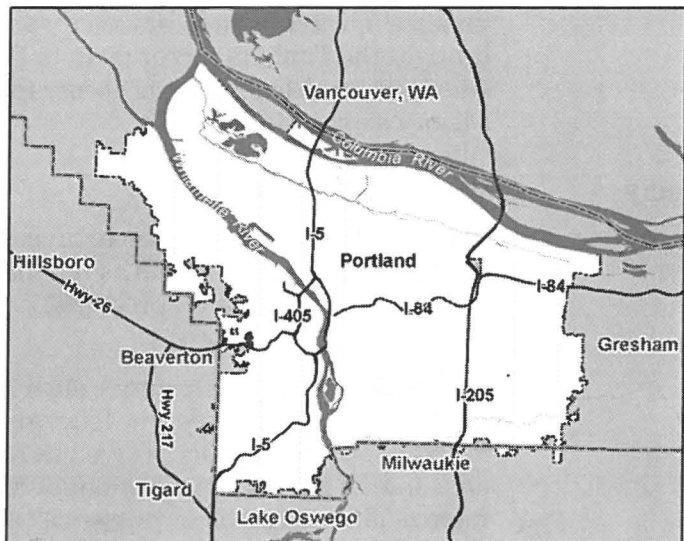
This section of the FY 2011–12 budget document provides general information on the city of Portland, its demographics, and its government management systems. The information will help the reader understand the environment in which decisions are reached during the budget process. This section will also make it easier to examine and understand other sections of this budget document.

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

City of Portland Characteristics

Basic Statistics

The city of Portland, with a population of 583,776 in 2010, 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 two million people. (The Portland/Vancouver/Beaverton Primary Metropolitan Statistical Area includes the Oregon counties of Clackamas, Columbia, Multnomah, Washington, and Yamhill, as well as Clark County in Washington). Portland is the largest city in Oregon, the seat of Multnomah County, and the second largest city in the Pacific Northwest.



City Overview

Overviews

Recreation

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

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.

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

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

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

Visitor Opportunities

Known as the City of Roses, many tourist and business visitors are drawn to Portland's attractions. The Oregon Symphony and Portland Opera, the annual Rose Festival, art and historical museums, the Oregon Museum of Science and Industry (OMSI), the Western Forestry Center, the Classical Chinese and Japanese Gardens, the International Rose Test Garden, and the Oregon Zoo are some of Portland's cultural and recreational highlights.

Portland's professional sports teams include the Trail Blazers of the NBA, the Winter Hawks hockey team, and the Timbers of Major League Soccer. The city's main arena, the Rose Garden, was opened in October 1995 as a private-public joint venture. The renovation of the city's Civic Stadium, now called Jeld-Wen Field, brought the Timbers soccer team to Portland. In early 2009, Portland was awarded an expansion Major League Soccer franchise, and the Timbers began play as a Major League team in 2011.

The Economy

A diverse economy is key to Portland's future.

Overview

Portland's economy has slowly diversified over the past decades. Steady growth in nontraditional sectors, such as the manufacture of electrical equipment, instruments, and related products, has helped Portland's economy adapt to national and global trends.

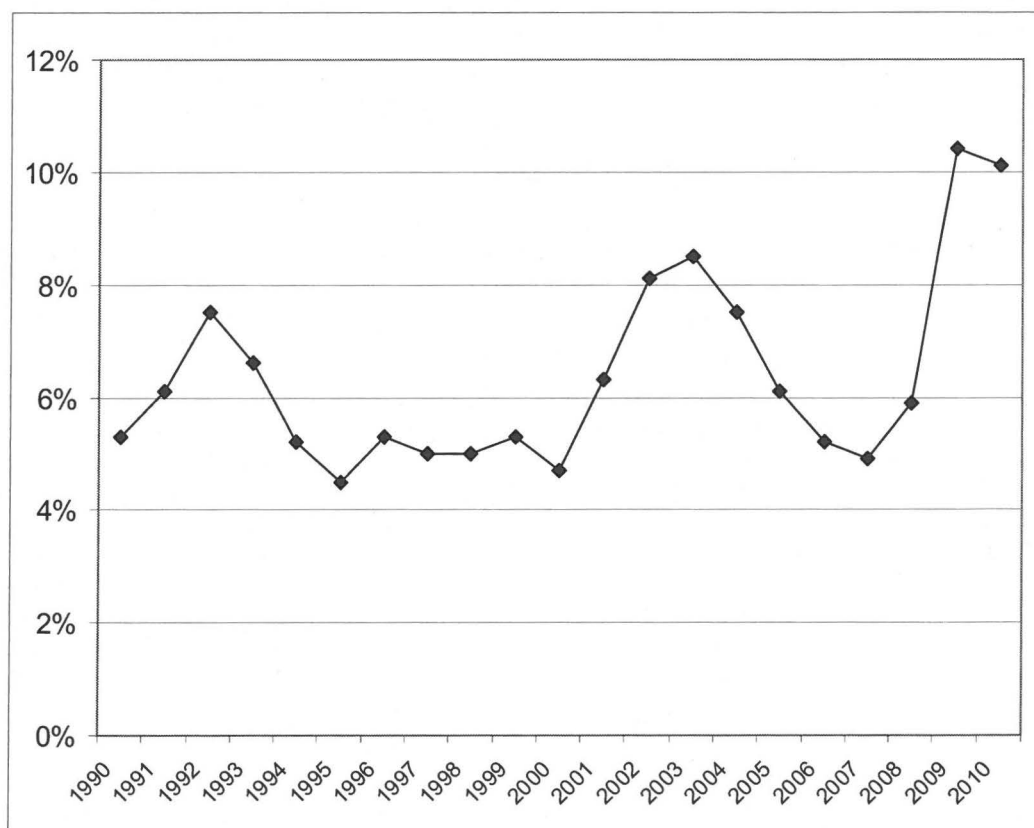
Semiconductor manufacturers, such as Intel and Wacker Siltronic, have established major facilities in the region. Tektronix, Nike, Providence Health & Services, Kaiser Permanente, and Legacy, as well as retailers Safeway, Albertsons, and Fred Meyer are some of the other major nongovernment employers in the Portland metropolitan area. Major public employers include Oregon Health and Science University (OHSU) and Portland State University (PSU).

Recent Trends

Though still far from pre-recession levels, the local area economy has shown mild recovery over the last year.

The lingering effects of the "Great Recession" continue to impact the Portland area economy. Though the city unemployment rate dropped two percentage points over the last two years, it still remained at a historically high level of 8.5% in April 2011. The rate peaked at 11% in January and February of 2010. Home prices have yet to see any of the tepid economic recovery seen in other indicators with prices falling 7.6% over the 12 months ending in March 2011, according to the S&P/Case-Shiller Index for Portland. Inflation also picked up over the first half of 2011. Local figures are not published until August; however, regional data suggest that, following two years of very low inflation, we could be approaching pre-recessionary levels of over three percent for 2011.

Figure 1: Portland Metro Unemployment



The Port of Portland manages shipping facilities and the Portland International Airport.

Shipping and Other Port Facilities

The Port of Portland, the governmental unit responsible for air and marine port facilities, offers outstanding opportunities for expanding export industries, investments, business, and travel. Portland's deep water location on the Columbia River gives it substantial geographic and economic advantages for freight shipping – over 13 million tons of cargo in 2010. The Columbia River shipping channel is maintained at a depth of 43 feet from the Portland harbor to the Pacific Ocean, 103.5 miles downstream. The Portland Harbor is the largest wheat export hub in the country. The Port also owns and operates Portland International Airport (PDX). The airport serves more than 13 million annual passengers via 14 passenger carriers that average 237 scheduled flights daily to 48 nonstop domestic destinations and five international cities including Amsterdam, Calgary, Tokyo, Toronto and Vancouver. PDX is also served by 11 air cargo carriers that move more than 200,000 tons of air freight and mail annually, and offers nonstop air cargo service to Asia. The Port is the largest industrial landowner in the Portland metro area and the state. Within its 10,000 acres of property holdings, the Port oversees four industrial parks that offer businesses fast, efficient access to markets via nearby airports, deep-draft marine terminals, transcontinental rail lines, interstate freeways, and a river system that stretches from the Pacific Ocean to Idaho.

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

Downtown and Surrounding Redevelopment Projects

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

The City of Portland maintains strong historic preservation and multifamily housing programs. The preservation of downtown housing and historic structures has created a unique urban atmosphere. The blend of old and modern facilities enhances downtown livability. This livability is exemplified by the Pearl District, a modern mix of loft apartments, condominiums, small shops, and galleries, built in an area north of downtown formerly used for warehouses and factories.

As a means to build upon the growth in the Pearl District, and recognizing the need for additional development in parts of downtown, several changes are occurring in downtown urban renewal areas. Plans are for the South Park Blocks and Downtown Waterfront urban renewal districts to end (final debt service payments in 2024). As part of the development of the Portland Plan, citizens will have input on potential new urban renewal areas in the downtown core.

Transportation and Land Use

TriMet: Tri-County Metropolitan Transportation District

TriMet provides transit services to about 570 square miles of the metropolitan area. TriMet operates 81 bus lines and a light rail system. In FY 2008-09, TriMet provided nearly 100 million bus, MAX light rail, and Westside Express Service (WES) commuter rail trips. TriMet carries more people than any other U.S. transit system its size. TriMet's rail lines and buses combined to eliminate 205,300 daily car trips or 65 million trips in 2009.

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

The centerpiece of the system is the downtown Portland Transit Mall. The Transit Mall has been revitalized with the addition of light rail and the return of buses along 5th and 6th Avenues in 2009. Fareless Square has become the Free Rail Zone, with free rides on MAX light rail in downtown Portland to the Lloyd District, as well as on the Portland Streetcar in downtown.

Growth of Regional Light Rail System

TriMet continues to expand the light rail system.

TriMet's nationally recognized light rail system MAX extends 52 miles and now serves all three counties in the region. Portland was the first West Coast city to have rail service to its airport. The growth in MAX lines has also added significant economic value to the region. To date, more than \$8 billion has been invested in new development within walking distance of the 85 MAX stations.

Portland Streetcar Expansion

The Portland Streetcar complements bus and light rail transit.

The City completed 2.4 miles of track to open the first modern streetcar line in July 2001. The alignment runs from Northwest Portland through the Pearl District to Portland State University's Urban Plaza. This successful system later added 0.6 miles to RiverPlace, 0.6 miles to SW Moody and Gibbs to connect with the Portland Aerial Tram to OHSU, and 0.4 miles in August 2007 to the South Waterfront District to complete a total system of 4.0 miles.

The City is currently extending the streetcar system across the Willamette River adding 3.3 miles from the Pearl District, across the Broadway Bridge, through the Rose Quarter, Convention Center, Lloyd Center, and Central Eastside to a temporary terminus at OMSI. The Streetcar to OMSI will begin operations in September of 2012. The Streetcar expansion will help stimulate and support new high-density, mixed-use development in the Central City east of the Willamette River. Serving as a catalyst for \$3.5 billion in transit-oriented investment, the streetcar system has helped revitalize Portland's urban core with more than 10,212 new housing units and 5.5 million square feet of office, institutional, retail and hotel construction, all within 2-3 blocks of the streetcar route and in some areas that were formerly home to industrial land in decline.

Metro

Metro is the country's only elected regional government.

Under Oregon land use law, the Portland area is surrounded by an urban growth boundary. Metro, the country's only elected regional government, manages the boundary and growth within it. Balancing growth with the maintenance of natural amenities is one of the region's major challenges. Citizen desire for parks and natural areas was demonstrated through passage of a \$227 million Metro park and natural areas bond measure in 2006. Funds from the bond will preserve natural areas at the regional, local, and neighborhood levels.

The Region and Its Environment

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

Portland works to maintain a high quality of life and a healthy environment. Under the Endangered Species Act, steelhead and salmon within Portland-area watersheds were listed as threatened species. In that context, the City must carefully balance environmental, recreational, and commercial concerns as it develops both banks of the Willamette River through the River Renaissance project.

City Overview

Overviews

Post-Secondary Education

PSU, one of three large state universities in Oregon and the largest in the Portland area, is located on a campus encompassing more than 28 blocks adjacent to the downtown business and commercial district. As part of its nationally recognized University District Plan, PSU opened a new public administration building and urban plaza in 2001, and built a new \$70 million Northwest Center for Engineering, Science, and Technology nearby, which opened in 2006. In 2010, the university unveiled its new LEED-Gold certified Academic and Student Recreation Center which houses the School of Social Work, the Oregon University System Chancellor's Office, the PSU Student Recreation Center, the PSU Bike Hub, and the City of Portland's Archives.

Many fine schools dot the Portland landscape.

The Portland area also hosts many other notable institutions, including public, private, and health-oriented schools. Portland, Mount Hood, and Clackamas community colleges provide excellent and affordable two-year programs for area residents. Private institutions like Lewis & Clark College, Reed College, Concordia College, and the University of Portland have outstanding programs in diverse fields. Three health science institutions are found in Portland: OHSU, National College of Naturopathic Medicine, and Western States Chiropractic College.

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

Figure 2: A Profile of Portland's Citizens

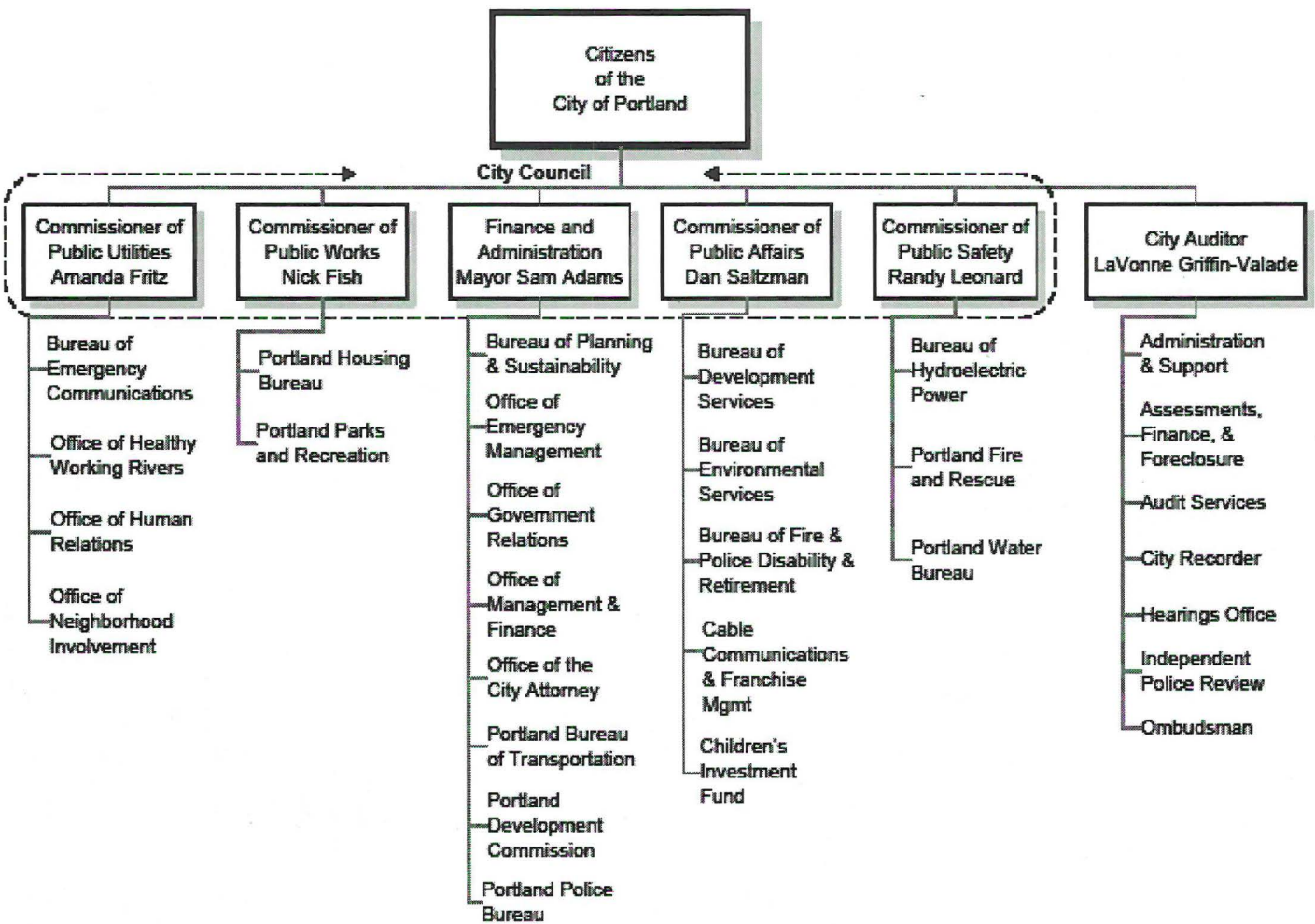
| General Characteristics | 2000 | Percent of Total | 2009 | Percent of Total | Percent Change |
|---|-----------|------------------|-----------|------------------|----------------|
| City Population ¹ | 529,121 | -- | 566,606 | -- | 7.1% |
| Male | 261,565 | 49.4% | 277,939 | 49.1% | 6.3% |
| Female | 267,556 | 50.6% | 288,667 | 50.9% | 7.9% |
| Age Median age (years) | 35.2 | -- | 35.3 | -- | 0.3% |
| Under 5 years | 32,300 | 6.1% | 37,974 | 6.7% | 17.6% |
| 25 years and older | 363,106 | 68.7% | 405,807 | 71.6% | 11.8% |
| 65 years and older | 61,163 | 11.6% | 56,430 | 10.0% | -7.7% |
| Race/Ethnic Distribution | | | | | |
| One Race | 507,166 | 95.9% | 542,157 | 95.7% | 6.9% |
| White | 412,241 | 77.9% | 442,980 | 81.7% | 7.5% |
| Black or African American | 35,115 | 6.6% | 36,917 | 6.8% | 5.1% |
| American Indian & Alaska Native | 5,587 | 1.1% | 3,706 | 0.7% | -33.7% |
| Asian | 33,470 | 6.3% | 36,839 | 6.8% | 10.1% |
| Native Hawaiian & other Pac. Is. | 1,993 | 0.4% | 2,494 | 0.5% | 25.1% |
| Some other race | 18,760 | 3.5% | 19,221 | 3.5% | 2.5% |
| Two or more races | 21,955 | 4.1% | 24,449 | 4.3% | 11.4% |
| Hispanic or Latino (of any race) | 36,058 | 6.8% | 50,824 | 9.0% | 41.0% |
| Household Population | 514,129 | -- | 544,850 | -- | 6.0% |
| Average household size | 2.30 | -- | 2.28 | -- | -0.9% |
| Average family size | 3.00 | -- | 3.19 | -- | 6.3% |
| Social Characteristics | | | | | |
| Population 25 years and over | 363,851 | -- | 405,807 | -- | 11.5% |
| High school graduate or higher | 311,725 | 85.7% | 365,083 | 90.0% | 17.1% |
| Bachelor's degree or higher | 118,698 | 32.6% | 173,623 | 42.8% | 46.3% |
| Civilian veterans (18 years and over) | 49,757 | 11.9% | 34,925 | 7.9% | -29.8% |
| Speak language other than English at home (population 5 years and over) | 84,128 | 16.9% | 92,483 | 17.7% | 9.9% |
| Portland at Work | | | | | |
| Management, professional, and related occupations | 102,760 | 37.2% | 132,081 | 44.4% | 28.5% |
| Service occupations | 41,444 | 15.0% | 46,634 | 15.7% | 12.5% |
| Sales and office occupations | 73,250 | 26.5% | 69,048 | 23.2% | -5.7% |
| Farming, fishing, and forestry | 679 | 0.2% | 1,443 | 0.5% | 112.5% |
| Construction, extraction, and maintenance occupations | 19,405 | 7.0% | 13,025 | 4.4% | -32.9% |
| Production, transportation, and material moving occupations | 38,546 | 14.0% | 33,070 | 11.1% | -14.2% |
| Median Household Income (dollars) ² | \$40,146 | -- | \$50,203 | -- | 25.1% |
| Median Family Income (dollars) ² | \$50,271 | -- | \$61,557 | -- | 22.5% |
| Housing in Portland | | | | | |
| Total Housing Units | 237,307 | -- | 258,001 | -- | 8.7% |
| Owner-occupied housing units | 124,767 | 55.8% | 128,432 | 49.8% | 2.9% |
| Renter-occupied housing units | 98,970 | 44.2% | 110,469 | 42.8% | 11.6% |
| Vacant housing units | 13,570 | 5.7% | 19,100 | 7.4% | 40.8% |
| Median home price ³ | \$163,400 | -- | \$220,000 | -- | 34.6% |

¹ All data is from the US Census Bureau's 2009 American Community Survey, unless noted.

² Source: US Census Bureau, adjusted for inflation.

³ For the Metro Area. Source: local RMLS, May 2011

Figure 3: City of Portland Organization 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. 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). Nonemergency ordinances are passed by a simple majority vote of three of the five Council members.

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

The Mayor and Commissioners act as legislators and administrators.

The Mayor is the formal representative of the City and is responsible for assigning each of the Commissioners responsibility for one of five departments: Finance and Administration, Public Affairs, Public Safety, Public Utilities, and Public Works. The Mayor also decides which bureaus the Commissioners will manage. The Mayor can change these assignments at any time. Traditionally, the Mayor has been the Commissioner of Finance and Administration.

The Mayor and Commissioners act as legislators and administrators. Thus, Council members are responsible for both enacting and enforcing City laws, as well as administering bureaus under their supervision.

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.

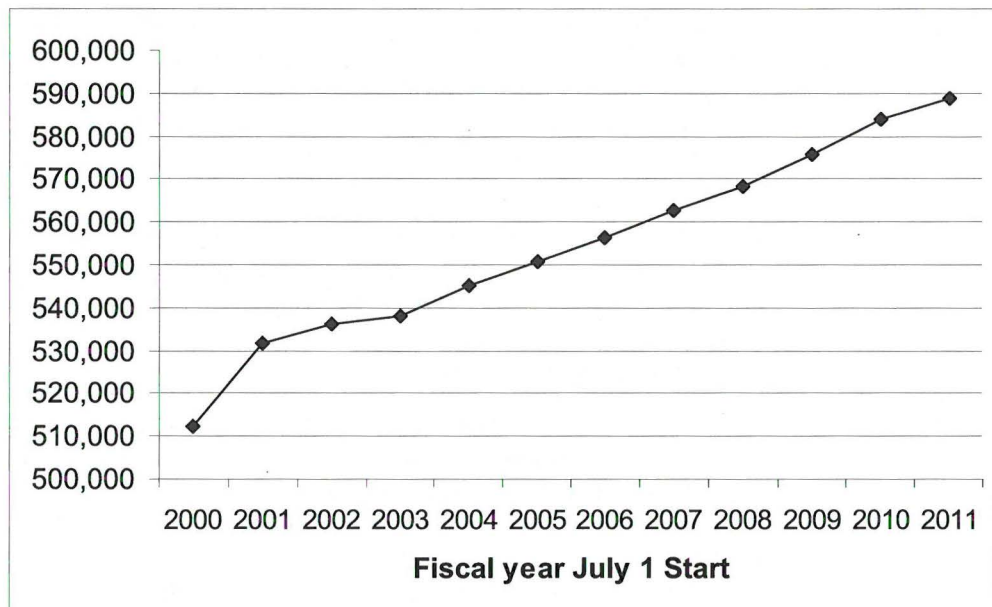
DEMOGRAPHIC DATA

Population

Since 2000, Portland's Population has been growing at 1.19% per annum, which is well below the Metro average of 1.28.

Rapid increases in population 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. From July 1, 1999 to July 1, 2010 Portland's population increased by about 74,166. This is overall increase of about 14.6% over eleven years or about 1.1% annually.

Figure 4: Portland's Population Growth

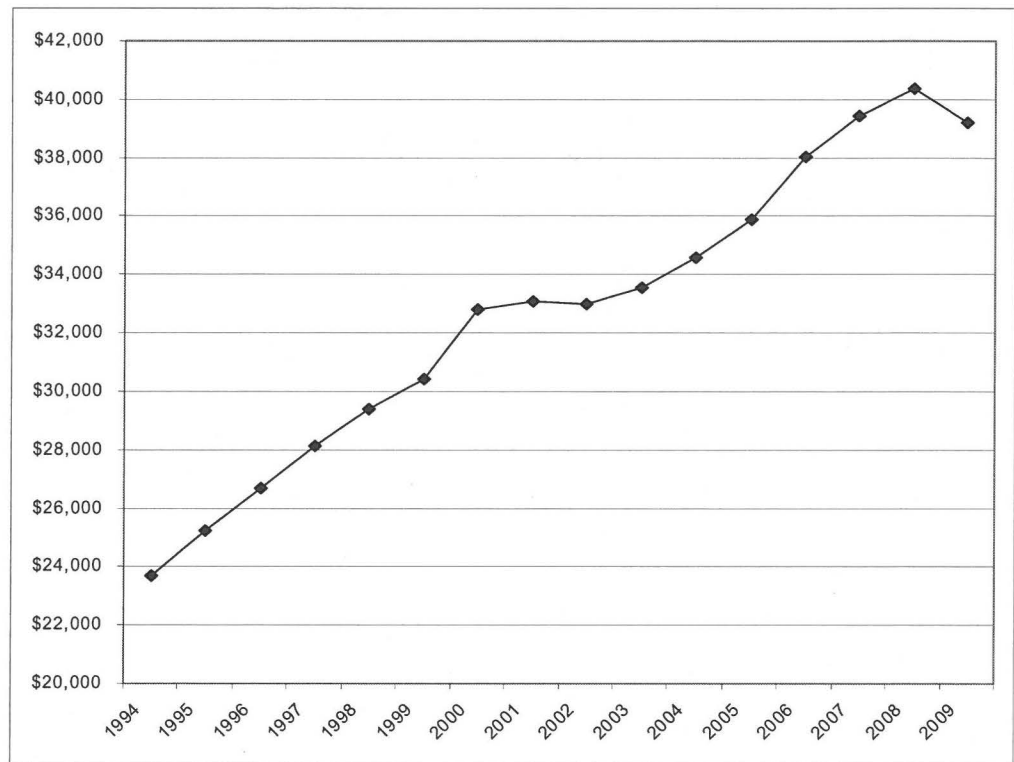


Per Capita Income

Portland's 2009 per capita income of \$39,206 is 5.7% higher than the state average.

Per capita personal income is one measure of a community's ability to pay for government services. Though the data lags somewhat, we are beginning to see the effects of the "Great Recession" on per capita personal income. In 2009, per capita personal income in the Portland-Vancouver-Hillsboro MSA declined for only the second time since records were started in 1969 and by the greatest amount ever, 2.9%. From 1994 to 2008 per capita personal income in the Portland metro area increased by 3.8 percent per year in nominal dollars or by about 1 percent in constant dollars adjusted for inflation.

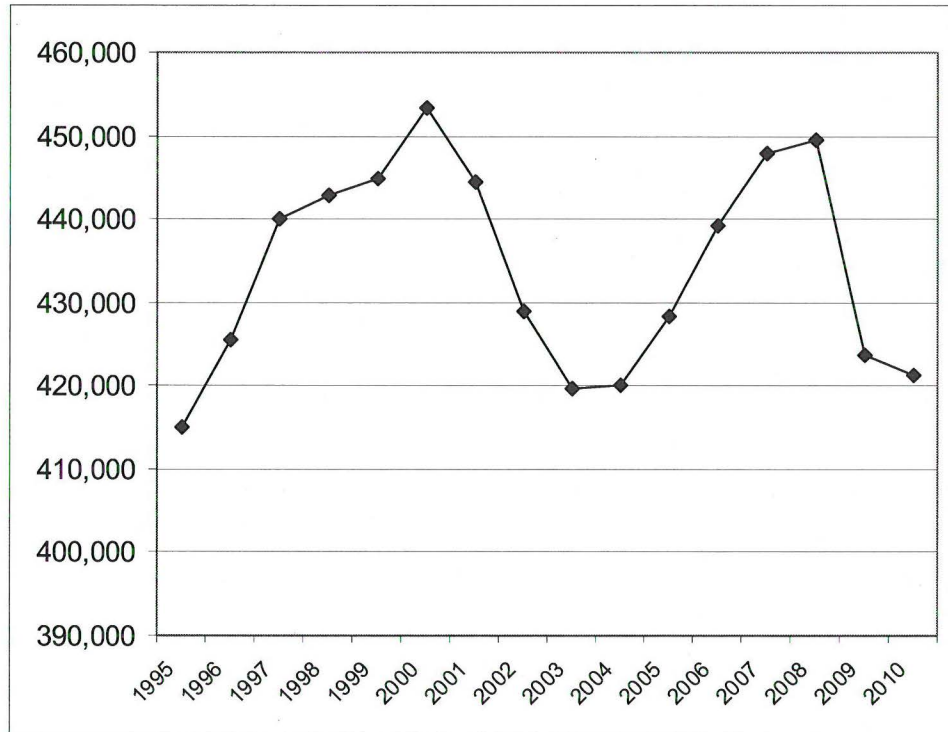
Figure 5: Portland's Per Capita Income



Job Growth

After gaining almost 77,500 jobs during the 1990's (20.6% growth), Multnomah County lost nearly 32,000 during the 2000s, representing a 7% decline. In fact the economic expansion between 2003 and 2008 failed to return to the peak level of employment achieved in 2000. Year-over-year growth returned in August 2010 and remained through at least April 2011, though at only modest levels.

Figure 6: Multnomah County Employment

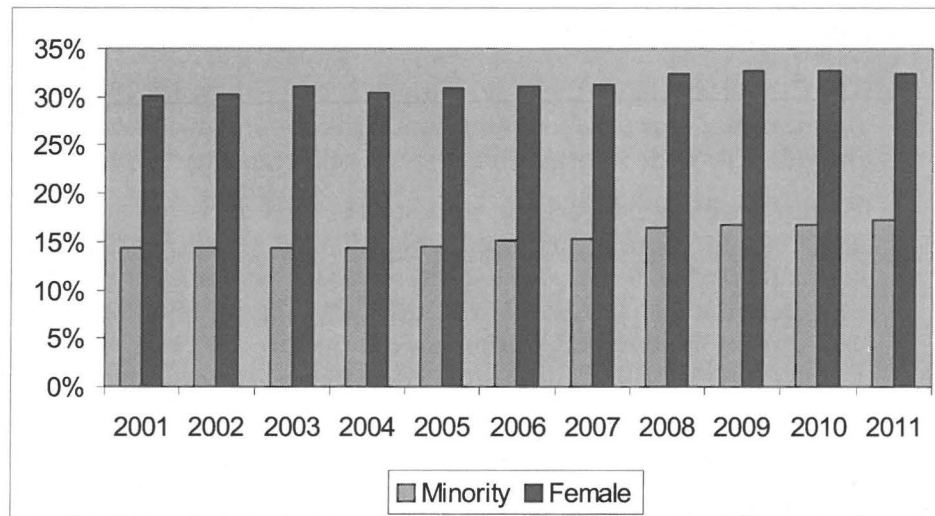


Workforce Diversity

The Council has directed that all City bureaus develop a workforce reflecting the rich cultural diversity of Portland as a community. The figure below indicates that the percentage of all City employees who are women has roughly stabilized at 32.4% in 2011. The percentage of minority employees hovers at 17.2%.

The table below the figure is current as of March 31, 2011. It shows female and minority employment as a percentage of total employment within City bureaus, with a slight increase in racial diversity being reported in 2011.

**Figure 7: Citywide Workforce Diversity History
Women and Minorities as a % of City Employees**



Citywide Workforce Diversity by Bureau—2011

| Bureau | Female Employees as a Percent of Total | Minority Employees as a Percent of Total | Total Employees |
|---------------------------------------|--|--|-----------------|
| Attorney | 67.8% | 13.6% | 59 |
| Auditor | 64.0% | 12.0% | 50 |
| Cable | 55.6% | 44.4% | 9 |
| Comm. Of Public Affairs (Saltzman) | 66.7% | 20.0% | 15 |
| Comm. Of Public Safety (Leonard) | 33.3% | 16.7% | 6 |
| Comm. Of Public Utilities (Fritz) | 75.0% | 25.0% | 8 |
| Comm. Of Public Works (Fish) | 70.0% | 20.0% | 10 |
| Development Services | 43.1% | 15.0% | 160 |
| Emergency Communications | 72.4% | 7.5% | 134 |
| Emergency Management | 58.8% | 11.8% | 17 |
| Environmental Services | 33.0% | 14.7% | 525 |
| Fire & Police Disability & Retirement | 94.1% | 29.4% | 17 |
| Fire & Rescue | 10.3% | 18.2% | 760 |
| Government Relations | 50.0% | 12.5% | 8 |
| Housing | 59.0% | 29.5% | 61 |
| Human Relations | 50.0% | 100.0% | 4 |
| Management & Finance | 42.1% | 25.8% | 648 |
| Mayor Sam Adam's Office | 50.0% | 29.2% | 24 |
| Neighborhood Involvement | 64.9% | 16.2% | 37 |
| Parks and Recreation | 37.0% | 15.0% | 419 |
| Planning & Sustainability | 62.7% | 20.0% | 110 |
| Police | 26.4% | 13.4% | 1,205 |
| Transportation | 26.2% | 17.5% | 707 |
| Water | 31.6% | 17.6% | 601 |
| City Totals | 1,813 | 961 | 5,594 |

Budget Overview

A Guide to the Budget Overview

The City of Portland (the City) budget document for FY 2011-12 serves as a fiscal, programmatic, and policy information guide. The document is organized to provide Citywide information at levels of increasing detail.

Within the Budget Overview, the City's budget decisions and financial information are presented from a variety of perspectives. There is special emphasis on the General Fund as it contains the discretionary resources available to the City, resources that can be allocated to any City program. In most instances, dollar amounts in the Budget Overview are shown in comparison with the Revised Budget for FY 2010-11. In the following pages, you will find information on:

- ◆ The total City budget
- ◆ The General Fund budget
- ◆ Highlights of budget decisions
- ◆ Highlights of the Capital Improvement Plan
- ◆ A description of the budget process

Summary financial tables are located in the Financial Overview section of this document.

Preparing For Financial Challenges

The General Fund financial forecast for FY 2011-12 shows a City that has weathered the worst national recession in decades and is emerging on a path to a stronger, more resilient economy. Job creation is accelerating, business activity is increasing, and exports shipped out of the Port of Portland have already returned to their pre-recession peak. While unemployment is still high, it is trending downward.

The Mayor and Council started preparing early for the recession. In FY 2009-10, they asked bureaus to propose programmatic reductions of up to 5% in anticipation of declining revenues. In FY 2010-11, they asked public safety bureaus to prepare 2% reductions, and non-public safety bureaus to prepare 4% reductions. For this year's budget, they continued to ask for modest program and administrative savings, and asked bureaus to be creative in terms of realignments and efficiencies that could save money without reducing services. The actions in this budget and over the last two years have kept Portland ahead of the recession, and prepared to move into the future.

Council Vision, Mission, Values, and Goals

Vision

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

Mission

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

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

Values

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

Goals

The current goals of the Mayor and the City Council follow. In the coming years, these goals will be updated and realigned to reflect results of the Portland Plan.

Ensure a safe and peaceful community:

- ◆ Protect life
- ◆ Preserve property
- ◆ Promote community responsibility, commitment, and preparedness

Promote economic vitality and opportunity:

- ◆ Support quality education
- ◆ Provide high quality, reasonably priced public utility services
- ◆ Create an attractive location for businesses and jobs

Improve the quality of life in neighborhoods:

- ◆ Ensure growth and development are well managed
- ◆ Provide access to transportation and recreation services
- ◆ Provide affordable housing and reduce neighborhood nuisances

Budget Overview

Overviews

Protect and enhance the natural and built environment:

- ◆ Protect the city's land, water, air, and open spaces
- ◆ Provide safe drinking and waste water services
- ◆ Protect endangered species

Operate and maintain an effective and safe transportation system:

- ◆ Provide multi-modal transportation choices
- ◆ Maintain and improve street conditions
- ◆ Support economic development and neighborhood livability

Deliver efficient, effective, and accountable municipal services:

- ◆ Deliver responsive, competitive government services
- ◆ Maintain healthy City financial condition
- ◆ Manage government to achieve goals

Budget Preparation Process and Direction

In building the budget, the Mayor outlined five key goals:

6. Return the City to full prosperity and invest in a stronger, more resilient City.
7. Help those hit hardest by the recession and provide support to the most vulnerable in our community.
8. Protect public safety services.
9. Increase the City's focus on equity to ensure that every Portlander has access to the most equal of opportunities.
10. Identify neighborhood nuisances and ensure more responsive City services.

Please see the Mayor's message for more detail on these goals and how they were achieved in the FY 2011-12 budget.

Budget Summary

Total City Budget

The total City budget is down by \$84.9 million from the FY 2010-11 Revised Budget.

Total Legal Budget

State of Oregon Local Budget Law requires the City to report its total legal budget. This is defined to include total operating costs and the internal transactions between funds. The total Adopted Budget for FY 2011-12 is \$3.56 billion, which reflects a \$84.9 million (2.3%) decrease from the FY 2010-11 Revised Budget. As shown in Figure 1 below, the decreases are in bureau expenses, debt service, and cash transfers, offset somewhat by increases in contingency and ending balance.

Total Net Budget

Although state budget law requires that all expenditures within and between funds are documented in the legal budget, this overstates actual expenditures for programs because it double counts internal transactions (internal materials and services and fund-level cash transfers). Such transactions occur between City funds, when one City agency provides services to another. Because this technically inflates the budget, the City usually references a net budget.

The net City Budget is \$2.7 million more than the FY 2010-11 Revised Budget.

After eliminating the intracity transfers, the City's net budget in FY 2011-12 is \$2.78 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures. A summary is shown below.

Figure 8: Requirements by Major Object Category

| Major Object Category | Revised FY 2010-11 | Adopted FY 2011-12 | Dollar Change | Percent Change |
|-----------------------------------|-------------------------|-------------------------|----------------------|-------------------|
| Personal Services | \$ 577,551,360 | \$ 598,405,086 | \$ 20,853,726 | 3.6% |
| External Materials & Services | 720,434,585 | 643,486,204 | (76,948,381) | -10.7% |
| Internal Materials & Services | 189,329,929 | 189,326,907 | (3,022) | 0.0% |
| Capital Outlay | 372,818,374 | 305,092,120 | (67,726,254) | -18.2% |
| Total City Bureau Expenses | 1,860,134,248 | 1,736,310,317 | (123,823,931) | -6.7% |
| Contingency | 500,947,364 | 608,315,179 | 107,367,815 | 21.4% |
| Ending Fund Balance | 155,560,015 | 217,123,416 | 61,563,401 | 39.6% |
| Debt Service | 451,881,829 | 409,445,145 | (42,436,684) | -9.4% |
| Cash Transfers | 680,722,478 | 593,154,065 | (87,568,413) | -12.9% |
| Total City Budget | 3,649,245,934 | 3,564,348,122 | (84,897,812) | -2.3% |
| Less Intracity Transfers | (870,052,407) | (782,480,972) | 87,571,435 | -10.1% |
| Total Net City Expenses | \$ 2,779,193,527 | \$ 2,781,867,150 | \$ 2,673,623 | 0.1% |

Resources for the net City budget are summarized in the figure below.

Figure 9: Resources by Major Object Category

| Major Object Category | Revised FY 2010-11 | Adopted FY 2011-12 | Dollar Change | Percent Change |
|------------------------------|-------------------------|-------------------------|---------------------|-------------------|
| Beginning Fund Balance | \$ 628,379,953 | \$ 734,526,424 | \$ 106,146,471 | 16.9% |
| Taxes | 447,566,283 | 452,073,547 | 4,507,264 | 1.0% |
| Licenses & Permits | 143,418,134 | 154,333,950 | 10,915,816 | 7.6% |
| Service Charges & Fees | 496,912,940 | 522,298,691 | 25,385,751 | 5.1% |
| Intergovernmental | 360,857,100 | 277,016,033 | (83,841,067) | -23.2% |
| Miscellaneous Sources | 42,574,132 | 65,099,604 | 22,525,472 | 52.9% |
| Bond & Note Proceeds | 659,484,985 | 576,518,901 | (82,966,084) | -12.6% |
| Intracity Transfers | 870,052,407 | 782,480,972 | (87,571,435) | -10.1% |
| Total City Budget | 3,649,245,934 | 3,564,348,122 | (84,897,812) | -2.3% |
| Less Intracity Transfers | (870,052,407) | (782,480,972) | 87,571,435 | -10.1% |
| Total Net City Budget | \$ 2,779,193,527 | \$ 2,781,867,150 | \$ 2,673,623 | 0.1% |

Major Resources

The largest resource categories in the net City budget are beginning balance, taxes, service charges and fees, intergovernmental revenues, and bond and note proceeds.

Beginning fund balance is increasing by \$106.1 million (16.9%).

Tax revenues are increasing by \$4.5 million (1.0%).

Service charges and fees are up \$25.4 million (5.1%). The FY 2011-12 average effective sewer and stormwater bill increase is 6.0%, and the average effective water rate increase is 12.9%.

Intergovernmental revenues are decreasing by \$83.8 million (23.2%).

Bond and note proceeds are decreasing by \$83.0 million (12.6%).

Figure 10: City Net Budget—Resources

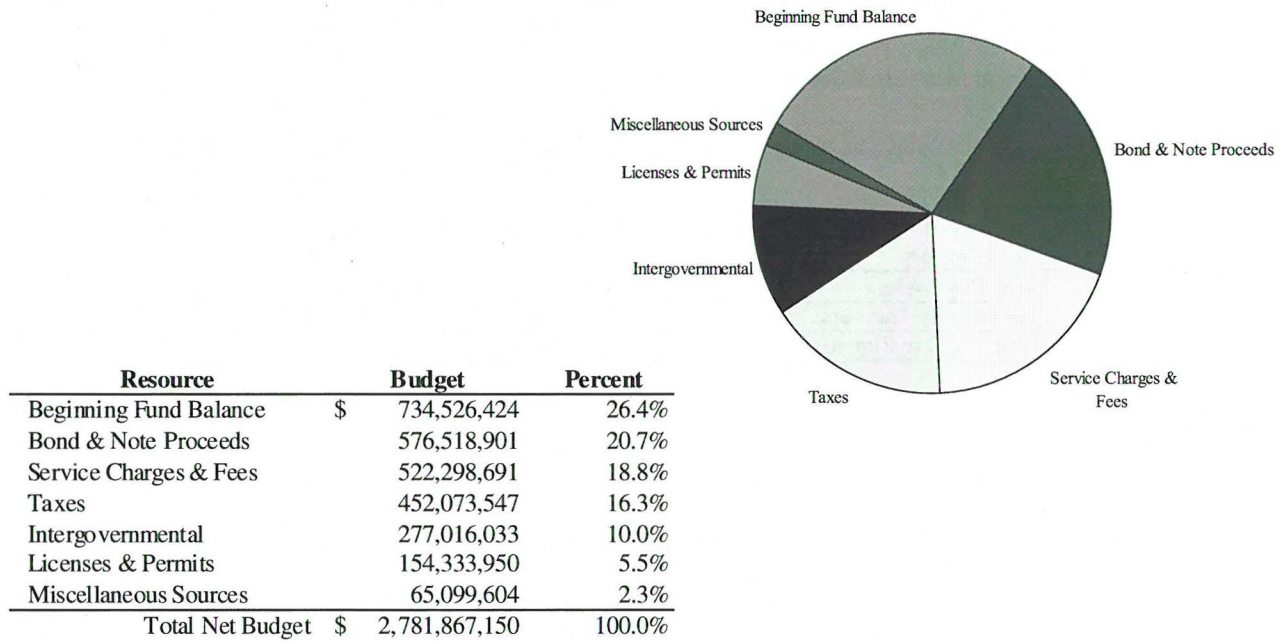
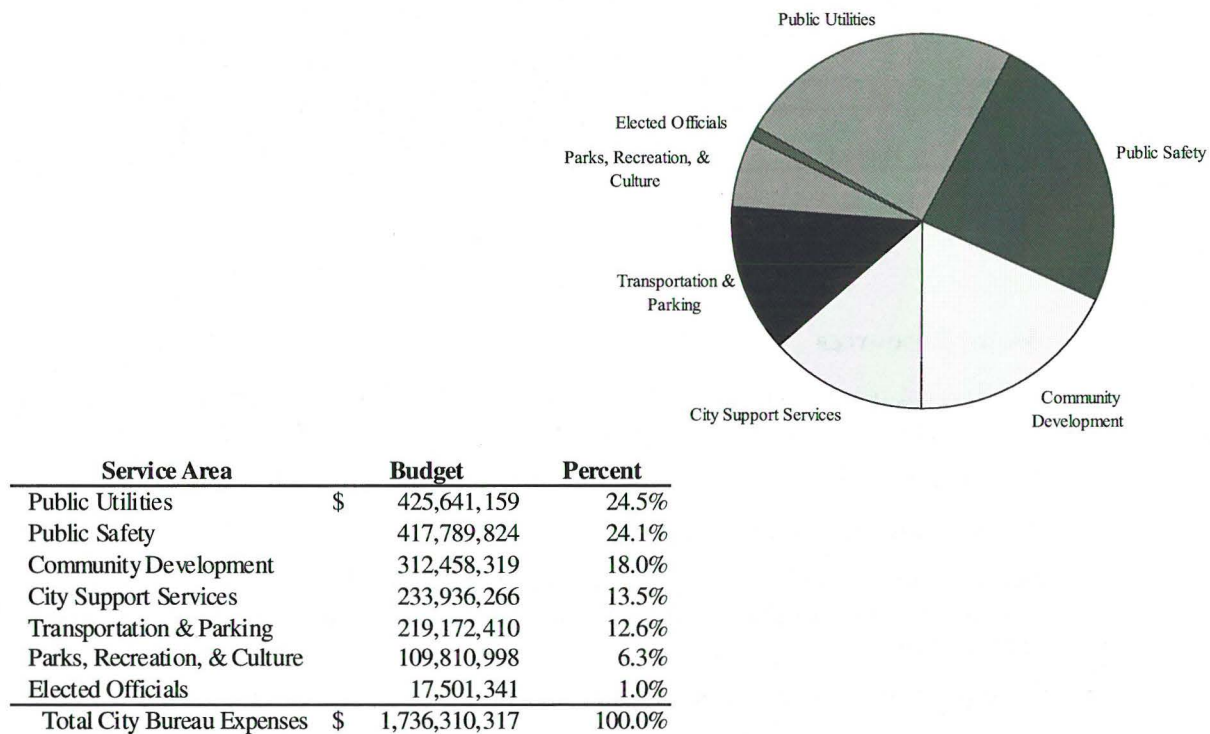


Figure 11: Total City Bureau Expenses—Requirements by Service Area



General Fund Budget General Fund resources are categorized as either discretionary or nondiscretionary. Discretionary resources are those that the City Council can allocate to programs and services in any area. In other words, these resources have few restrictions on how they can be allocated. General Fund discretionary resources are typically used to support such basic City services as police, fire, and parks.

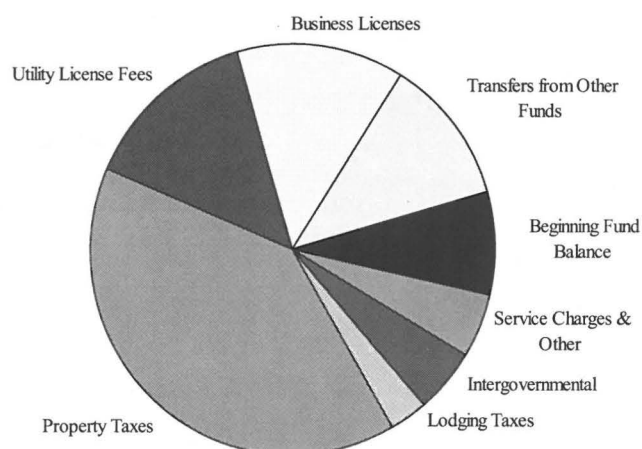
Discretionary resources total \$408.6 million, 81.8% of the General Fund.

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

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

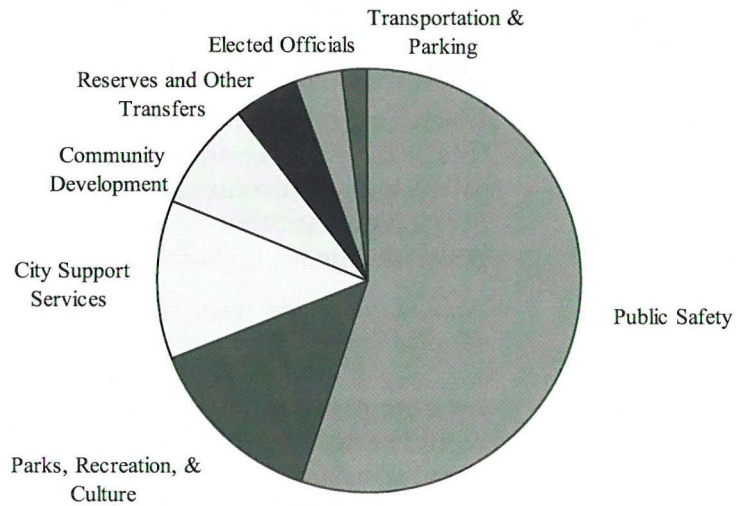
The following charts summarize the City's General Fund budget. General Fund resources are discussed in detail in the Financial Overview, and Table 9 in the Financial Summaries section shows General Fund discretionary and total resources as well as General Fund bureau appropriations backed by discretionary revenue.

Figure 12: General Fund—Resources by Major Category



| Resource | Budget | Percent |
|----------------------------------|-----------------------|---------------|
| Property Taxes | \$ 198,009,386 | 39.6% |
| Utility License Fees | 70,813,350 | 14.2% |
| Business Licenses | 67,386,974 | 13.5% |
| Transfers from Other Funds | 58,741,237 | 11.8% |
| Beginning Fund Balance | 39,382,981 | 7.9% |
| Service Charges & Other | 25,537,604 | 5.1% |
| Intergovernmental | 24,705,316 | 4.9% |
| Lodging Taxes | 15,248,600 | 3.1% |
| Total General Fund Budget | \$ 499,825,448 | 100.0% |

Figure 13: General Fund—Requirements by Service Area



| Service Area | Budget | Percent |
|------------------------------|----------------|---------|
| Public Safety | \$ 274,766,508 | 55.0% |
| Parks, Recreation, & Culture | 69,524,856 | 13.9% |
| City Support Services | 60,938,543 | 12.2% |
| Community Development | 41,239,887 | 8.3% |
| Reserves and Other Transfers | 26,150,055 | 5.2% |
| Elected Officials | 17,501,341 | 3.5% |
| Transportation & Parking | 9,704,258 | 1.9% |
| Total General Fund Budget | \$ 499,825,448 | 100.0% |

Capital Improvement Plan

Overview

The FY 2011-12 Proposed Capital Improvement Plan (CIP) budget totals \$399.9 million, not including the Portland Development Commission. The Citywide CIP for FY 2011-12 through FY 2015-16 is projected to be \$1.7 billion.

FY 2011-12 Highlights

Public Safety

- ◆ Fire & Rescue Facilities GO Bond Program \$3,142,141
- ◆ Public Safety Systems Revitalization Project \$13,705,991
- ◆ Fire Apparatus Replacement \$2,724,000
- ◆ Emergency Coordination Center \$5,305,229

Parks, Recreation, and Culture

- ◆ Heron Lakes Clubhouse \$4,700,000
- ◆ River District Neighborhood Park \$4,000,000
- ◆ Dawson Park Improvements \$500,000

Public Utilities

- ◆ Water Treatment \$19,500,000
- ◆ Terminal Reservoirs \$43,300,000

| | |
|---|--------------|
| ◆ Distribution Mains | \$14,945,000 |
| ◆ Regulatory Compliance | \$16,500,000 |
| ◆ Combined Sewer Overflow Program | \$26,470,000 |
| ◆ Sewer Maintenance and Reliability | \$29,661,000 |
| ◆ Surface Water Management | \$24,499,000 |
| <i>Transportation</i> | |
| ◆ Paving Preservation | \$2,800,000 |
| ◆ Streetcar Eastside Extension & Vehicle Purchase | \$21,669,826 |
| ◆ Moody Parkway | \$20,899,111 |
| ◆ Red Electric Trail | \$389,413 |
| <i>City Support Services</i> | |
| ◆ New Archives Center | \$900,000 |
| ◆ CityFleet Replacement | \$7,304,540 |

The Budget Process

Local Budget Law

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

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

Budgeting in Oregon is an effort shared by citizens and elected and appointed officials. Citizens involved in the budget process work to ensure the services they require and want are adequately funded. City officials are responsible for building a budget that reflects the public interest and is structurally correct.

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

Budget Officer and Budget Committee

To give the public ample opportunity to participate in the budget process, Local Budget Law requires that a Budget Officer be appointed and a Budget Committee formed. The Budget Officer prepares the Proposed Budget under direction of the Mayor. The Budget Committee then reviews and revises the Proposed Budget before it is formally adopted by the governing body. For the City, the Budget Officer is the Chief Administrative Officer, and the Budget Committee consists of the members of the City Council.

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

Budget Overview

Overviews

Preparing the Proposed Budget

Acting as the Budget Officer, the Chief Administrative Officer is responsible for overseeing the preparation of the Mayor's Proposed Budget for presentation to the City Council, sitting as the Budget Committee. The Proposed Budget is the culmination of an extensive process of budget development, analysis, and revision. Bureaus prepare Requested Budgets in accordance with direction given by the Mayor. These are submitted to the Bureau of Financial Services, Financial Planning Division, which then analyzes the requests.

Public Involvement Process

The City engages in a proactive public outreach effort as part of the budget process. In the past, the City has utilized a variety of methods to solicit budget input, including telephone and mass mailed surveys, community forums, and a community budget web site.

In order to ensure that all stakeholders were involved in the budget development process, the Mayor directed bureaus to continue with the Budget Advisory Committee (BAC) process that included management, labor, customers, and internal and external experts. These committees reviewed the bureau's draft budget request, weighed in on the program and service rankings, and provided input on proposed reductions.

This year, the City held two community forums, where specific input was gathered from Portland residents. The feedback Portlanders provided helped Council prioritize services and focus on specific areas for improvement as well as areas that could be cut. The City also conducted an extensive public information and survey process in order to statistically validate the input that was received at the community forums and to gauge public opinion on some high profile policy issues. Small groups, such as neighborhood coalitions and advocacy groups, were also given an opportunity to host Budget 101 sessions with their members, where members could both learn more about the city budgeting process as well as provide feedback and input about City programs. A public hearing was also held on May 19th to gather citizen input on the Proposed Budget.

Finally, the Mayor added a new component to public outreach this year, directing staff to create a survey asking Portlanders to report specific nuisances, irritations, or infrastructure issues in their neighborhoods and throughout the City. More than 5,000 responded. This budget uses one-time resources to fund some of these high priority annoyances, and City bureaus have been directed to address the most critical needs.

Budget Web Site

The City maintains a community-oriented web site that includes a community budget web page: www.portlandonline.com/communitybudget. At the web site, the public can submit questions about the budget and offer budget suggestions. During the budget decision-making process, electronic testimony is accepted from the web site. The web site also contains bureaus' Requested Budgets, financial analyses of the requests, current and historical budget documents, and other financial reports.

Portland Utility Review Board (PURB)

PURB is an appointed body of nine community members who provide independent and representative review of water, sewer, stormwater, and solid waste financial plans, budgets, and rates. PURB operates in an advisory capacity to the City Council. Council expects the PURB to provide common ground between the rate makers and the ratepayers through analysis of financial plans and budgets. The board meets monthly to ensure a comprehensive understanding and assessment of the workings of the City's utilities.

Direct Public Testimony

Community members may directly contact the Mayor and Commissioners with input for the budget. In addition to participating in the budget advisory committees, the PURB, and community budget forums described above, community members also have several opportunities to personally testify on bureau budget requests:

- ◆ Annual Budget Hearings - the City Council, sitting as the Budget Committee, holds one or more public hearings before the budget is approved. The public may testify on any budget topic during these hearings or submit online testimony. The teams of Commissioners and Community Budget Advisors also took public comments at their meetings, and the City held two budget forums, where participants' comments were transcribed and forwarded to Council.
- ◆ Tax Supervising and Conservation Commission Hearing - public testimony is taken during the TSCC hearing on the City's Approved Budget.
- ◆ Adopted Budget Hearing - testimony is taken at the City Council session for the final adoption of the budget.

Each year, the Office of the City Auditor issues a report identifying workload and performance trends for each of the City's public services. Part of the report, entitled Service Efforts and Accomplishments (www.portlandonline.com/auditor), is a nationally-recognized public opinion survey for the City overall and for each of the covered service areas. This report represents another form of public input used by the Council during the budget process.

Approving the Budget

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

Public Process

The Budget Committee meets to accomplish four actions:

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

Budget Overview

Overviews

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

At the first Budget Committee meeting, the Mayor delivers the budget message, explaining the Proposed Budget and significant changes in the City's financial position. After the initial meeting, the Budget Committee may meet as many times as needed to revise and approve the budget. If two or more meetings are held to take comment from the public, the first meeting must meet Local Budget Law publication requirements. Notice of other meetings of the Budget Committee must be provided as required by Oregon public meeting law. All meetings are open to the public.

Output from the Approved Budget Process

The Financial Planning Division summarizes the changes from the Mayor's Proposed Budget to the Approved Budget. This information and copies of the Proposed Budget are sent to TSCC for review and analysis.

Tax Supervising & Conservation Commission Hearing

TSCC is responsible for reviewing, holding hearings, and producing a report on the budgets of every jurisdiction in Multnomah County. They hold a required public hearing, with Council in attendance, on the Approved Budget. The outcome of this hearing is a letter certifying that the budget is in compliance with Local Budget Law. The letter may contain recommendations and/or objections. The City is responsible for addressing any objections or recommendations.

Adopting the Budget

City Council will vote to officially adopt the budget before the start of the new fiscal year. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include technical adjustments and carryover amendments.

Amending the Budget

Changes after budget adoption are completed through the budget monitoring process (BMP), which also includes a supplemental budget. In a BMP, bureaus can request to transfer appropriation. In supplemental budgets, bureaus may ask to increase appropriation. The BMP and supplemental budgets provide Council the opportunity to change the budget three times a year.

Budget Calendar

Below is a summary of the FY 2011-12 budget calendar, adopted in fall 2010.

Figure 14: FY 2011–12 Budget Schedule

| | |
|---|---------------|
| Budget kickoff | November 17 |
| Presentation of General Fund financial forecast to Council | December 8 |
| Bureaus submit Requested Budgets, capital improvement plans, and if required, five-year financial plans | January 31 |
| Financial Planning analysis of five-year plans, CIPs, and Requested Budget due | March 7 |
| Bureaus present Requested Budgets to City Council | Mar 14-Apr 12 |
| Mayor releases Proposed Budget decisions | April 29 |
| Proposed Budget document available | May 17 |
| Budget Committee meetings on the Proposed Budget | May 18-19 |
| Utility Rate Review (two hearings) | May 18 & 25 |
| Budget Committee action to approve budget | May 25 |
| Tax Supervising & Conservation Commission hearing on Approved Budget | June 15 |
| Council action to adopt budget | June 16 |

Financial Overview

City Financial Planning Process

The first step in the budget process involves preparing updated five-year financial forecasts for each major fund. In addition to the General Fund, specific forecasts are prepared for other major City funds, including Transportation, Environment Services, Development Services, and Water.

These forecasts, which project resources and expenditure requirements over a five-year period, identify long-term service and financial issues requiring attention during the budget process. The forecasts 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 horizon. Council reviews these plans during work sessions early in the budget process. At that time, bureau managers are given direction on identified issues that provides guidance for preparing and finalizing budgets.

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

General Fund Financial Forecast

Overview

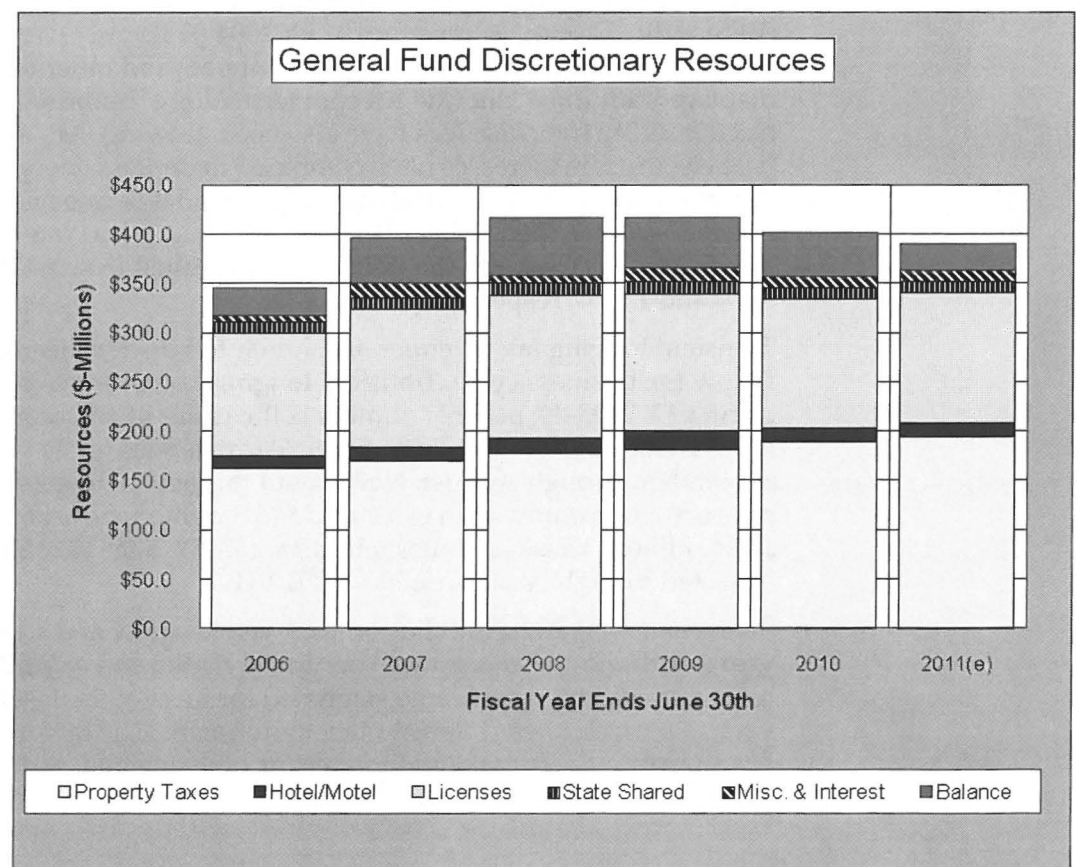
Financial Planning regularly generates five-year estimates of General Fund discretionary resources and requirements for Council. Discretionary resources include revenues plus beginning balance that are allocated by Council without restriction. Discretionary resources include property taxes, utility license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

The Council's financial planning process starts with the preparation of a five-year revenue forecast. The five-year revenue forecast is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund "current appropriation levels" (CAL). Initial revenue and financial forecasts were published in December 2010 and formally reviewed with Council. Both of these forecasts are typically updated prior to the Council's approval of an Adopted Budget. The original December financial forecast has since been updated once:

- ◆ Both the revenue and financial forecasts were updated in late April. The revenue forecast was updated using the most recent financial and economic data. The discretionary beginning balance estimate, a key resource of the General Fund, is updated each quarter and published in the Quarterly General Fund Budget and Economic Tracking Report. This report is electronically distributed within the City and to numerous outside recipients. The report provides current information on the General Fund's financial condition with the updated ending fund balance estimate fed into the financial forecast of General Fund resources. The most recent beginning balance estimate reflects financial information available to OMF through March 31, 2011.

Historical Resources The figure below summarizes General Fund revenue growth over the past five years.

Figure 15: General Fund Discretionary Resources



Financial Overview

Overviews

In spite of the recent downturn, revenue growth over the past five years has averaged about 2.7% per year. The General Fund's beginning fund balance has averaged about \$42.4 million. Prior to FY 2009-10, beginning balances were higher than normal due to under-expenditure of budgets and higher revenues than forecasted. Overall resource growth (revenues plus beginning fund balance) has declined to about 2.4% per year reflecting a strong downturn in both the national and regional economies. The graph clearly shows the strong revenue growth over the period FY 2005-06 to FY 2007-08, followed by flat growth in FY 2008-09, and subsequent declines experienced over the last two years. General Fund discretionary revenue growth for the three-year period ending FY 2007-08 was about 6.3% per year. This was well above what could be considered "trend" growth in the 3% to 4% range. This financial environment, along with only modest inflation will allow the General Fund to modestly expand current appropriation levels and programs.

General Fund business license revenue growth averaged about 7.6% over the five-years ending FY 2008-09. Business license revenues declined in FY 2008-09 to about \$68.8 million from a peak of \$76.5 million realized in FY 2007-08. Business license revenue further declined in FY 2009-10 to \$59.8 million, representing a 21.8% decline since FY 2007-08. These revenues appear to be rebounding slightly in FY 2010-11, as record levels of corporate profits increase tax liabilities.

Utility license and franchise fees have grown steadily, but more slowly, averaging about 2.1% per year over the last five years. Growth has been weaker in this area due in part to the continuing decline in Qwest's franchise fee revenues and Council's action capping the Water Bureau's and Bureau of Environmental Services (BES) utility license fee revenues at FY 2004-05 levels. Qwest's franchise fee revenues are in a long slow decline as wireless and other telecom technologies displace traditional landline telecom technology. Traditional investor-owned electric utility franchise fees have also been growing very slowly. Recession and past electric rate increases have combined to depress energy consumption and revenue growth. NW Natural implemented a large rate and revenue decrease in November 2009. Meanwhile, PGE and PacifiCorp had rate cases before the Oregon Public Utilities Commission (OPUC) that resulted in substantial rate increases of 3.9% and 14.5%, respectively.

Transient lodging tax revenues are similar to business license revenues in that they follow the business cycle. Transient lodging tax revenues peaked at \$19.6 million during FY 2008-09, but this number is the result of an accounting adjustment to revenue recognition that shifts fiscal year revenues to the twelve month period September through August. Netting out this accounting adjustment for FY 2008-09 puts actual revenues at an estimated \$15.3 million, down 6.7% from FY 2007-08's \$16.4 million. These revenues fell further in FY 2009-10 to \$14.2 million, but are expected to slightly increase in FY 2010-11.

State-shared cigarette and liquor tax revenues grew at a 1.1% rate over the last five years, with most of this growth occurring by the end of FY 2008-09. Miscellaneous revenues and interest income stagnated for most of the last five years due, in large part, to a much lower interest rate environment. The low interest rate environment has sharply cut General Fund interest income revenue, and this revenue is expected to continue to decline over the next 12 to 18 months.

Forecast Assumption Slow Economic Recovery

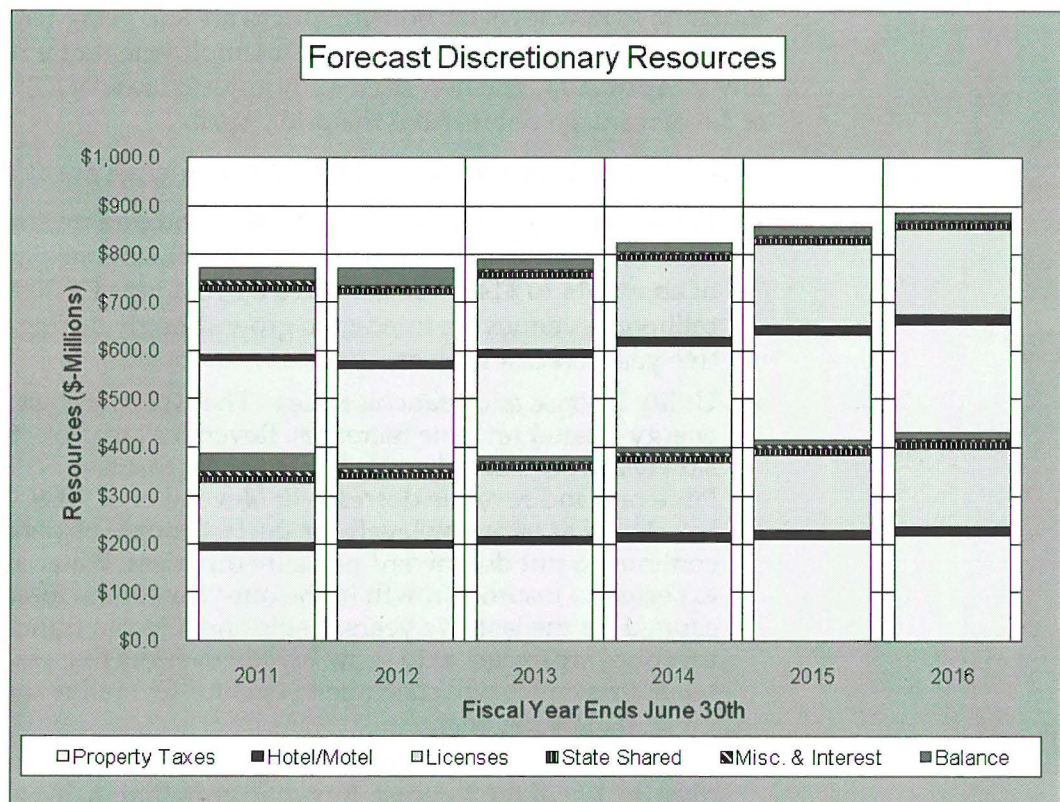
In spite of some recent better economic news, the hangover from the most recent recession persists. Employment growth has been extremely limited, as companies have been willing to eliminate furloughs and increase hours, but have not been willing to bring on new employees in large numbers. Though broad economic measures suggest significant positive momentum, it is important to recognize we are, in many cases, simply bouncing off of historic lows and have a long way to recover to the previous peak. This is particularly the case with the real estate industry, as new lows for housing prices are still being reached, even as permitting activity begins to resume again. The unemployment rate reached a post-recession low in April 2011. The non-seasonally adjusted rate of 8.3% represented a decrease of 1.6 percentage points from the prior April.

Specific revenue projections as of the April forecast are as follows:

- ◆ Transient Lodging Taxes - The transient lodging revenue forecast calls for FY 2011-12 revenues of about \$15.2 million versus an expected FY 2010-11 year-end of about \$14 to \$14.5 million and a current year FY 2009-10 budget of \$14.5 million. Revenues are forecast to grow strongly during the next two years of the five year forecast horizon.
- ◆ Utility License and Franchise Fees - The April forecast projects very modest energy-related revenue increases. Revenues are projected to continue to grow slowly but consistently over the life of the forecast. NW Natural implemented a large rate and revenue decrease in November of 2009. The price of natural gas has stayed at very low levels for the last couple of years, as new supplies continue to put downward pressure on prices. Water and BES license fees are expected to resume growth in the out-years of the forecast after having been capped for the last five years. Cable and telecom franchise and utility license revenues are expected to grow briskly over the five years while Qwest land line related revenues will continue to decline. Overall revenues are projected to grow at 3.2% per year.
- ◆ Property Taxes - Property taxes are expected to grow by about 2.8% annually over the life of the forecast. Revenue growth remains constrained by Measure 50 constitutional mechanics. Among the modest changes in April was a slightly lower property tax forecast, as conditions in the housing market have worsened since December. While General Fund property taxes are generally insulated from market conditions because of voter-approved Measures 5 and 50, changes to the real market values of properties will have an impact at the margins. The result is lower near-term growth in property tax collections.
- ◆ Business License - Revenues peaked at \$76.5 million (inclusive of audit recovery) in FY 2007-08 and then declined to \$68.8 million in FY 2008-09 and \$59.8 million in FY 2009-10. Revenue Bureau staff currently estimates an FY 2010-11 year-end of between \$63 and \$64 million. The forecast for FY 2011-12 has been set at \$67.4 million indicating the expectation of continued growth broadening to smaller firms, in addition to record corporate profits seen with larger companies. Revenues are forecast to grow moderately from this bottom but do not reach the previous cycle's peak until FY 2013-14.

Figure 2 summarizes the current five-year revenue forecast (as of April). Average annual revenue growth is projected at about 4%, but all of the revenue growth occurs in the out-years of the forecast. The critical resource forecast assumption is growth slightly accelerating during FY 2011-12 along with some much needed stabilization of the local housing market by the summer of 2012.

Figure 16: Forecast General Fund Discretionary Resources



December and March Financial Forecast Results

At this point both the state and regional economies are experiencing a modest and protracted economic recovery following the most severe recession in nearly 80 years. When viewed in terms of cyclical revenue impacts (business license and transient lodging tax revenues), this past recession was deeper than the recession of the early 1980s and has already exceeded the length of all post World War II recessions. As noted above, Oregon and metro area unemployment rates remain stubbornly high.

This environment translated initially into a December resource forecast for FY 2011-12 of about \$397.6 million. The December financial forecast showed that sufficient resources would be available in FY 2010-11 and beyond to fund estimated General Fund CAL requirements of \$376 million leaving Council about \$21.6 for one-time projects, additional ongoing spending and future budgets. The increased resources were almost entirely the result of the City realizing a \$16.8 million accrual adjustment, as well as \$3.9 million carried forward by Council from the FY 2009-10 ending balance.

The December financial forecast was updated in late April using more recent current year revenue and expenditure information. The April revenue forecast update increased estimated revenues slightly but these revenues were more than offset by increases in expenses associated with newly agreed to labor contracts. The result was that the City needed to make \$1.5 million in ongoing spending cuts in order to meet current service levels over the five-year forecast horizon. The beginning balance estimate was increased from \$30.1 million to \$36.3 million, largely due to a change to the FY 2009-10 ending balance compared to what was estimated in early December. Though changes from December to April were largely modest in nature, the most significant revenue adjustments were lower near-term property taxes and higher lodging taxes throughout the forecast.

The table below summarizes April financial forecast results showing that \$1.5 million in ongoing CAL reductions were necessary to balance the General Fund over the life of the financial forecast. In addition, an estimated \$17.4 million in new one-time resources were available to the budget process. It is important to note that these results assumed that \$10 million is held in reserve for future spending.

Figure 17: Five-Year Financial Plan

| Budget Category | Fiscal Year | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 |
| Total Resources | \$405.6 | \$408.3 | \$423.9 | \$439.7 | \$454.2 |
| | | | | | |
| Necessary Ongoing Cuts ¹ | -\$1.5 | \$0.0 | \$0.0 | \$0.0 | \$0.0 |
| One-Time Spending | \$17.4 | \$5.0 | \$4.0 | \$3.4 | \$2.5 |
| Total Expenses with Cuts & One-Time Spending | \$395.6 | \$401.4 | \$419.6 | \$437.1 | \$454.2 |
| | | | | | |
| <i>Reserved for Future Spending</i> | <i>\$10.0</i> | <i>\$6.8</i> | <i>\$4.4</i> | <i>\$2.6</i> | <i>\$0.0</i> |

¹ An ongoing cut of \$1.5 million in FY 2011-12 is necessary in order to balance ongoing revenues with ongoing expenses throughout the five-year forecast.

The April financial forecast is based on two key assumptions:

- ◆ An expectation of modest economic growth, below that of a "typical" economic expansion. Of course, the preceding recession was anything but "typical" and economies coming out of financial crises have a harder time finding firm economic footing.
- ◆ The financial forecast assumes all of the City's labor contract costs above cost-of-living increases are borne by the General Fund (i.e., none are absorbed within existing bureau budgets). The most notable of these is with the Police Bureau where costs are expected to be \$2.9 million in FY 2011-12.

Future financial uncertainties that may upset the forecast include:

- ◆ The Multnomah County Library is currently funded, in part, from a local option property tax levy that is expiring next year. The County will refer to voters a measure that will in all likelihood either renew the current levy at a higher rate or establish a permanent levy. While voter approval of either scenario would result in lower property taxes to the City, the establishment of a permanent district would have a much larger impact - a decrease of at least \$5 million to the General Fund is likely.
- ◆ While the forecast is built on the expectation of slow economic growth, it does not assume that the U.S. will fall back into a recession. Should the economy deteriorate rapidly, especially in the near-term, the City could realize lower revenue, particularly in business licenses. It should be noted that this is also a risk on the upside, as a stabilizing housing market and sharper increases in job growth could help push revenues above forecasted levels.
- ◆ Commodities prices have stoked fears of rampant inflation. Absent underlying wage pressure, which in the current labor market is nonexistent, presumably limits the potential of a wage-price spiral. However, should prices escalate for a sustained period, there would be substantial increases in expenses above the current forecast. Ultimately, because a large majority of the forecast is based on inflation expectations, the exposure to the forecast from deviations in inflation could significantly move in either direction.
- ◆ The process of collecting business license taxes was changed in FY 2009-10 to a system in which total collections are net of refunds and after adjustments for the buildup of credits. Forecasts may tend to be less accurate than in the recent past because there is little or no historical data available to generate forecasts on net revenue.

The primary downside risks to the budget and five-year financial plan include a return to recession locally and the potential loss of property tax revenue due to compression from a newly formed county library district. Subsequent revenue forecasts, particularly for business licenses and property taxes, could show lower revenues making it difficult for Council to fund the ongoing CAL levels.

Changes In Fund Balance - All Funds

The following table shows the beginning fund balance, change in fund balance, and ending fund balance for each fund within the City. Please note that most funds do not budget ending fund balance. Anticipated unspent funds are typically budgeted in contingency. Please also note that reserves for debt service are displayed as ending fund balance in the following table, but are broken out separately in the fund detail pages of Volume 2.

Figure 18: Changes in Fund Balance

| Fund | Beginning Balance | Change in Fund Balance | Ending Balance |
|---|-------------------|------------------------|----------------|
| General Fund | 39,382,981 | (39,382,981) | - |
| Transportation Operating Fund | 21,201,037 | (21,201,037) | - |
| Assessment Collection Fund | 78,893 | (78,893) | - |
| Emergency Communication Fund | 3,966,248 | (3,966,248) | - |
| Development Services Fund | 515,338 | (515,338) | - |
| Cable Fund | 4,811,493 | (2,639,324) | 2,172,169 |
| Private for Hire Transportation Safety Fund | 219,882 | 1,154 | 221,036 |
| General Reserve Fund | 46,969,304 | (46,969,304) | - |
| Special Finance and Resource Fund | 19,000 | (19,000) | - |
| Transportation Reserve Fund | 2,507,292 | (2,507,292) | - |
| Housing Investment Fund | 1,390,915 | (1,390,915) | - |
| Parks Local Option Levy Fund | 4,146,375 | (4,146,375) | - |
| Children's Investment Fund | 3,281,937 | (3,281,937) | - |
| Grants Fund | 99,105 | (99,105) | - |
| Portland Parks Memorial Trust Fund | 1,931,353 | (1,931,353) | - |
| Police Special Revenue Fund | 1,175,000 | (1,175,000) | - |
| River District URA Debt Redemption Fund | 8,241,096 | (3,506,146) | 4,734,950 |
| Bonded Debt Interest and Sinking Fund | 75,000 | (75,000) | - |
| Waterfront Renewal Bond Sinking Fund | 6,718,271 | (171,830) | 6,546,441 |
| Interstate Corridor Debt Service Fund | 5,816,917 | (3,281,585) | 2,535,332 |
| Pension Debt Redemption Fund | 753,523 | (3,523) | 750,000 |
| South Park Blocks Redemption Fund | 8,443,334 | (69,988) | 8,373,346 |
| Airport Way Debt Service Fund | 1,315,150 | (147,772) | 1,167,378 |
| Gas Tax Bond Redemption Fund | 4,553 | (4,553) | - |
| Lents Town Center URA Debt Redemption Fund | 3,802,869 | (770,277) | 3,032,592 |
| Central Eastside Ind District Debt Service Fund | 2,410,000 | (4,137) | 2,405,863 |
| Bancroft Bond Interest and Sinking Fund | 11,217,983 | 922,656 | 12,140,639 |
| Convention Center Area Debt Service Fund | 2,298,456 | (2,298,456) | - |
| North Macadam URA Debt Redemption Fund | 4,965,650 | - | 4,965,650 |
| Special Projects Debt Service Fund | - | 4,000 | 4,000 |
| Gateway URA Debt Redemption Fund | 249,550 | (249,550) | - |
| Willamette Industrial URA Debt Service Fund | 190,000 | (190,000) | - |
| BFRES Facilities GO Bond Construction Fund | 3,343,513 | (3,343,513) | - |
| Local Improvement District Construction Fund | 4,726,233 | (4,726,233) | - |
| Parks Capital Construction & Maintenance Fund | 4,888,233 | (4,888,233) | - |
| Public Safety GO Bond Fund | 19,358,949 | (19,358,949) | - |
| Parks Endowment Fund | 180,625 | (18,003) | 162,622 |
| Sewer System Operating Fund | 42,200,000 | (42,000,000) | 200,000 |
| Hydroelectric Power Operating Fund | 195,161 | (195,161) | - |
| Water Fund | 45,268,099 | (45,268,099) | - |
| Golf Fund | 1,560,541 | (1,560,541) | - |
| Portland International Raceway Fund | 718,471 | (718,471) | - |
| Solid Waste Management Fund | 2,390,139 | (821,781) | 1,568,358 |
| Parking Facilities Fund | 8,143,982 | (8,143,982) | - |
| Spectator Facilities Operating Fund | 6,990,105 | (6,990,105) | - |
| Environmental Remediation Fund | 1,500,000 | (1,500,000) | - |
| Sewer System Debt Redemption Fund | 30,770,500 | 18,005,541 | 48,776,041 |
| Golf Revenue Bond Redemption Fund | 636,605 | 4,456 | 641,061 |
| Hydroelectric Power Bond Redemption Fund | 4,451,694 | 82,635 | 4,534,329 |
| Water Bond Sinking Fund | 15,936,928 | 12,620,000 | 28,556,928 |
| Sewer System Construction Fund | 100,000,000 | (100,000,000) | - |
| Water Construction Fund | 72,034,535 | 11,564,632 | 83,599,167 |
| Sewer System Rate Stabilization Fund | 4,875,000 | (4,875,000) | - |
| Hydroelectric Power Renewal Replacement Fund | 9,481,050 | (9,481,050) | - |
| Health Insurance Operating Fund | 18,689,380 | (18,689,380) | - |
| Facilities Services Operating Fund | 30,860,250 | (30,860,250) | - |
| CityFleet Operating Fund | 17,596,186 | (17,596,186) | - |
| Printing & Distribution Services Operating Fund | 1,638,685 | (1,638,685) | - |
| Insurance and Claims Operating Fund | 20,028,736 | (20,028,736) | - |
| Workers' Comp Self Insurance Operating Fund | 18,303,000 | (18,303,000) | - |
| Technology Services Fund | 37,473,128 | (37,473,128) | - |
| EBS Services Fund | 4,289,349 | (4,289,349) | - |
| Fire & Police Disability & Retirement Fund | 17,005,428 | (17,005,428) | - |
| Fire & Police Disability & Retirement Res Fund | 750,000 | (750,000) | - |
| Fire & Police Supplemental Retirement Res Fund | 43,414 | (7,900) | 35,514 |

Financial Outlook—Major Funds

In addition to the General Fund, the Financial Overview includes the outlook for the City's other major funds: the Sewer System Operating Fund, the Transportation Operating Fund, and the Water Fund. The following table shows the actual expenditures or budgets for the General Fund, the three other major funds, and the sum of all other funds for FY 2009-10, FY 2010-11, and FY 2011-12.

None of the major funds budget an unappropriated ending balance; each of the funds manages its reserves differently. The General Fund's 10% reserves are maintained in the General Reserve Fund. For the Bureau of Environmental Services, the combined ending fund balances of the Sewer System Operating Fund and the Sewer System Rate Stabilization Fund must be equal to or greater than 10% of each year's operating expenses, as defined by bond covenants. BES generally maintains 1% reserves in contingency in its operating fund and 9% in its rate stabilization fund. The Bureau of Transportation maintains a Transportation Reserve Fund but has been unable to fund it at the desired 10% level of discretionary revenues. The Water Bureau's policy is to keep a minimum of \$15 million in operating reserves in Water Fund contingency, representing about 45 days of operating budget expenditures, and a further minimum of \$5 million in Water Construction Fund contingency. Water's actual financial reserves at any point are typically larger than these amounts, and vary with the timing of bond sales, the dates for scheduled debt service payments, season of the year, weather, and other factors.

Five-year financial plans are prepared by each of the City's major non-General Fund bureaus. These financial plans provide a multi-year framework within which revenues, expenditures, and capital financing options are presented. This multi-year perspective 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.

The FY 2011-12 budget is based upon bureaus' financial plans which were developed using information available through December 2010. The following is a brief overview of the updated financial outlook for the City's three major non-General Fund bureaus. For each fund, the chart shows total fund expenditures.

Figure 19: Summary of Major Funds

| | General Fund | Sewer System Operating Fund | Transportation Operating Fund | Water Fund | All Other Funds | Total |
|----------------------------------|---------------|-----------------------------|-------------------------------|---------------|-----------------|------------------|
| FY 2009-10 Actual | | | | | | |
| Beginning Balance | \$ 69,120,652 | 37,539,065 | \$ 9,435,675 | \$ 30,653,419 | \$ 510,628,316 | \$ 657,377,127 |
| External Revenues | 381,728,033 | 226,618,508 | 87,718,617 | 109,862,702 | 1,051,226,555 | \$ 1,857,154,415 |
| Internal Revenues | 71,189,249 | 204,487,352 | 67,429,884 | 78,651,814 | 336,710,359 | \$ 758,468,658 |
| Total Resources | 522,037,934 | 468,644,925 | 164,584,176 | 219,167,935 | 1,898,565,230 | \$ 3,273,000,200 |
| Bureau Expenses | 418,298,973 | 282,212,210 | 139,748,397 | 126,402,642 | 588,211,440 | \$ 1,554,873,662 |
| Fund-level Expenses | 69,025,986 | 144,462,466 | 18,985,340 | 42,995,936 | 820,964,239 | \$ 1,096,433,967 |
| Ending Fund Balance | 34,712,975 | 41,970,249 | 5,850,439 | 49,769,357 | 489,389,551 | \$ 621,692,571 |
| Total Requirements | 522,037,934 | 468,644,925 | 164,584,176 | 219,167,935 | 1,898,565,230 | \$ 3,273,000,200 |
| FY 2010-11 Revised Budget | | | | | | |
| Beginning Balance | \$ 18,321,994 | \$ 42,200,000 | \$ 16,613,921 | \$ 47,295,512 | \$ 503,948,526 | \$ 628,379,953 |
| External Revenues | 379,656,735 | 245,195,226 | 111,941,368 | 116,842,560 | 1,297,174,435 | \$ 2,150,810,324 |
| Internal Revenues | 69,765,016 | 284,849,874 | 44,715,196 | 82,712,381 | 388,009,940 | \$ 870,052,407 |
| Total Resources | 467,743,745 | 572,245,100 | 173,270,485 | 246,850,453 | 2,189,132,901 | \$ 3,649,242,684 |
| Bureau Expenses | 421,040,071 | 343,589,099 | 133,989,872 | 137,561,977 | 823,949,979 | \$ 1,860,130,998 |
| Fund-level Expenses | 38,593,487 | 185,680,194 | 12,679,712 | 66,487,860 | 829,163,054 | \$ 1,132,604,307 |
| Contingency | 8,110,187 | 42,775,807 | 26,600,901 | 42,800,616 | 380,659,853 | \$ 500,947,364 |
| Ending Fund Balance | - | 200,000 | - | - | 155,360,015 | \$ 155,560,015 |
| Total Requirements | 467,743,745 | 572,245,100 | 173,270,485 | 246,850,453 | 2,189,132,901 | \$ 3,649,242,684 |
| FY 2011-12 Adopted Budget | | | | | | |
| Beginning Balance | \$ 39,382,981 | \$ 42,200,000 | \$ 21,201,037 | \$ 45,268,099 | \$ 586,474,307 | \$ 734,526,424 |
| External Revenues | 383,703,702 | 256,903,556 | 103,077,220 | 128,949,153 | 1,174,707,095 | \$ 2,047,340,726 |
| Internal Revenues | 76,738,765 | 130,641,578 | 56,904,341 | 139,957,696 | 378,238,592 | \$ 782,480,972 |
| Total Resources | 499,825,448 | 429,745,134 | 181,182,598 | 314,174,948 | 2,139,419,994 | \$ 3,564,348,122 |
| Bureau Expenses | 443,197,952 | 214,316,050 | 157,844,927 | 198,844,861 | 722,106,527 | \$ 1,736,310,317 |
| Fund-level Expenses | 40,832,961 | 185,578,637 | 13,215,309 | 62,973,937 | 699,998,366 | \$ 1,002,599,210 |
| Contingency | 15,794,535 | 29,650,447 | 10,122,362 | 52,356,150 | 500,391,685 | \$ 608,315,179 |
| Ending Fund Balance | - | 200,000 | - | - | 216,923,416 | \$ 217,123,416 |
| Total Requirements | 499,825,448 | 429,745,134 | 181,182,598 | 314,174,948 | 2,139,419,994 | \$ 3,564,348,122 |

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Bureau of Environmental Services

BES operating programs continue to emphasize water quality through efforts at pollution prevention, analytical services,

drainage system maintenance, and watershed improvement programs. Capital costs continue to be the prime driver behind forecast rate increases. The largest category of capital improvement costs is the combined sewer overflow (CSO) program, followed by maintenance and reliability projects, and sewage treatment systems projects.

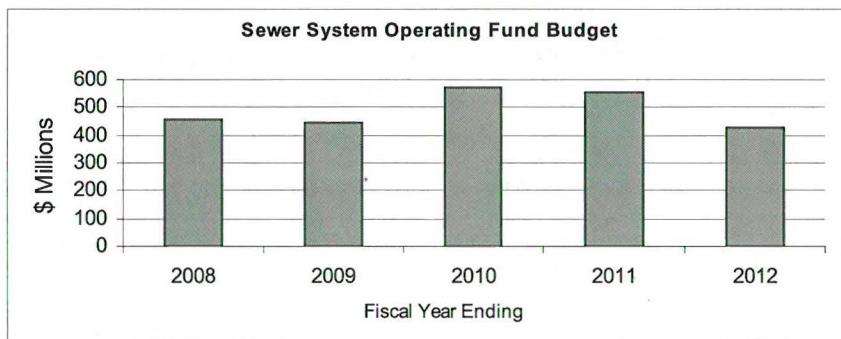
BES's estimated annual revenue requirement increases \$87.9 million over the forecast period from FY 2012-16. The five-year financial plan forecast is an increase of 6.0% in the FY 2011-12 average single-family monthly sewer and stormwater bill from \$53.33 to \$56.53.

Operating Plan: Five-year operating budget reductions are projected for the Portland Harbor Superfund program, electrical savings at the Swan Island pump station and from a new co-generation plant at the Columbia Boulevard Treatment Plant, and from the Clean River Rewards program. Five-year increases to the operating budget include additional resources for sewer pipe inspection and repair of sewer laterals, increased CSO flows, improvements for asset management, and resources to reduce the City's stormwater footprint and enhance watershed health.

Capital Plan: CIP expenditures are projected to total \$539.8 million over the forecast interval (including inflation). The pattern of expenditures is influenced primarily by the timing of the Eastside CSO project. These expenditures are funded by sewer system revenue bonds, but also include substantial cash contributions (\$91.1 million over the five-year forecast interval) made possible by coverage requirements on sewer system revenue bonds.

Annual Operating and CIP Budgets: The BES operating budget for FY 2011-12 is \$292.5 million including expenditures of \$109.0 million for operating programs, \$7.0 million for General Fund overhead, \$12.8 million for utility license fees, \$148.3 million for debt payments on bonds that have funded the capital program and \$15.4 million for cash transfers to other funds for future capital funding.

The capital budget for FY 2011-12 is \$112.1 million including expenditures of \$26.5 million for the CSO program, \$29.7 million for system maintenance and reliability, \$27.9 million for treatment systems, \$3.6 million for systems development, and \$24.5 million for surface water management projects.



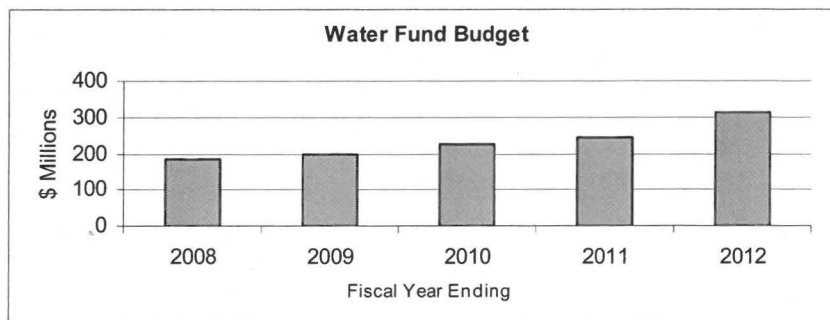
Water Bureau

The preliminary 5-year financial plan for the Water Bureau projected an average effective retail rate increase of 13.9% for FY 2011-12. City

Council approved a retail rate increase of 12.9% for FY 2011-12. The primary factors contributing to the FY 2011-12 retail rate increase include funding related to the Long Term 2 Enhanced Surface Water Treatment Rule (LT2) compliance mandate, deferred rate increases, and lower retail water demand. Future-year rate increases are estimated at about 13% per year for the next four years. The average single-family residential water bill will experience a total bill increase of 12.9% for FY 2011-12.

Operating Budget: The operating budget of \$76.5 million for FY 2011-12 is an increase of \$0.7 million from the FY 2010-11 Adopted Budget of \$75.8 million.

Capital Budget: The FY 2011-12 CIP budget of \$122.3 million reflects an increase of \$61.7 million from the FY 2010-11 Revised CIP Budget. The increase in the FY 2011-12 CIP budget is due primarily projects required for compliance with Federal Safe Drinking Water regulations. The Water Bureau will continue design work on a water treatment system and water storage facilities to comply with the LT2 rule.



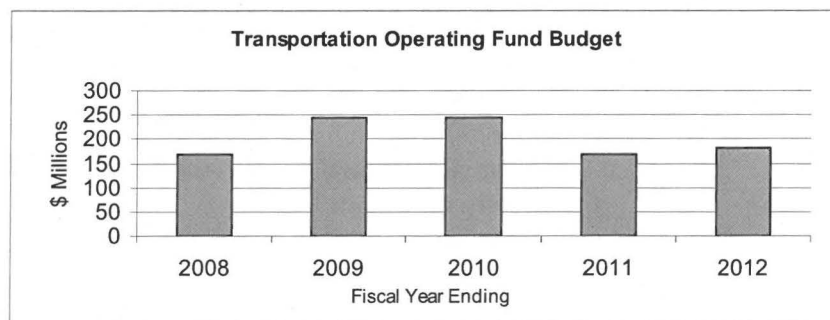
Office of Transportation

The 2009 Oregon State Legislature passed HB 2001, the "Jobs and Transportation Act". This legislation continues to provide

additional resources allowing The Portland Bureau of Transportation (PBOT) an opportunity to address some of its deferred capital maintenance and provide for capital projects that will improve transportation safety and provide multi-modal improvements.

In FY 2011-12, the bureau will receive \$9.7 million in General Fund one time resources for: streetlight operations and maintenance, various traffic safety capital improvements, and other transportation operations.

Total Budget: The FY 2011-12 Adopted Budget is \$258.8 million, reflecting 20% decrease from the FY 2010-11 Revised Budget. This reflects the decreased personal services and external materials and services support tied to completed capital projects.



Capital Budget: The capital budget is approximately \$102.7 million for FY 2011-12; a \$33 million increase from the FY 2010-11 Adopted Budget. This is primarily due to decreases the Centers and Main Streets and the Freight and Industrial Area program areas where several projects were completed.

City Debt Management

Figure 20: Debt Ratings

The City of Portland issues a variety of debt instruments to raise capital for construction projects and 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 & Poor's Corporation. Bond ratings are based on an independent analysis by financial market professionals and indicate the credit-worthiness of City's

debt obligations. "Aaa" is the highest possible rating, and is based on 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 rating by Moody's of the City's First Lien Water System Revenue Bonds has also been Aaa since May 2010. The City's limited tax revenue bonds are rated Aa1 by Moody's. The underlying ratings for most other types of City revenue bonds are between "Aa3" and "Aa1" by Moody's and "AA" by Standard & Poor's. Many of the City's revenue bonds are insured and had carried the triple-A rating of the bond insurer. However, with turmoil in the bond insurance industry, including widespread downgrades by the rating agencies, the effective rating for a significant portion of the City's insured bonds is the underlying rating, which currently is higher than the insured rating.

| Definition | Moody's | Standard & Poor's | Fitch |
|---|----------------------|---------------------|---------------------|
| <i>Prime, Maximum Safety</i> Highest rating assigned Very strong | Aaa | AAA | AAA |
| <i>High Grade, High Quality</i> Very strong security. Only slightly below best rating. | Aa1 Aa2 Aa3 | AA+ AA AA- | AA+ AA AA- |
| <i>Upper Medium Grade</i> Average security but more subject to adverse financial and economic developments | A1 A2 A3 | A+ A A- | A+ A A- |
| <i>Lower Medium Grade</i> Adequate capacity to secure debt. Adverse developments may affect ability to meet debt service requirements. | Baa1 Baa2 Baa3 | BBB+ BBB BBB- | BBB+ BBB BBB- |
| <i>Non-Investment Grade - Speculative</i> | Ba1 Ba2 Ba3 | BB+ BB BB- | BB+ BB BB- |
| <i>Highly Speculative</i> | B1 B2 B3 | B+ B B- | B+ B B- |
| <i>Substantial Risk - In Poor Standing</i> | Caa1 Caa2 Caa3 | CCC+ CCC CCC- | CCC+ CCC CCC- |
| <i>Extremely Speculative</i> May be in default | Ca C | -- -- | -- -- |
| <i>Default</i> | -- -- -- | -- -- D | DDD DDD D |

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2011.

General Obligation (GO) Debt

General Obligation (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 has \$78.5 million of voter-approved GO debt outstanding for park system improvement, emergency facilities and public safety infrastructure.

Revenue Bonds

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

- ◆ \$1.63 billion of sewer system revenue bonds
- ◆ \$426.3 million of urban renewal bonds
- ◆ \$394.8 million of water revenue bonds
- ◆ \$13.1 million of hydroelectric power revenue bonds
- ◆ \$8.5 million of gas tax revenue bonds
- ◆ \$1.5 million of golf revenue bonds

General Fund-Backed Debt

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

- ◆ \$271.4 million of limited tax pension obligation bonds, of which approximately \$100.8 million is attributed to General Fund bureaus and approximately \$170.6 to non-General Fund bureaus
- ◆ \$116.1 million of limited tax revenue bonds for projects related to an intergovernmental agreement known as the Visitor Development Initiative, which includes outstanding bonds for the Convention Center Expansion project (\$90.1 million), Civic Stadium Improvement project (\$24.7 million), and Portland Center for Performing Arts improvements (\$1.3 million). While ultimately secured by the General Fund, these bonds are expected to be repaid with revenues generated from surcharges on the transient lodging tax and the motor vehicle rental tax levied by Multnomah County and, for the Civic Stadium bonds, from revenues generated from Spectator Facilities operations.
- ◆ \$71.6 million of limited tax revenue bonds for building improvements and equipment acquisition
- ◆ \$17.0 million of arena limited tax revenue bonds. Proceeds of these bonds were used to refund bonds originally issued for public improvements relating to the Oregon Arena Project. These arena limited tax revenue refunding bonds are ultimately secured by the City's General Fund. However, the City expects to pay the debt service on these bonds from revenues received from the Oregon Arena Project.
- ◆ \$19.0 million of limited tax revenue bonds issued to refund bonds originally issued to pay for the Portland Streetcar project. These bonds are expected to be repaid from parking revenues, but are additionally secured by the General Fund.
- ◆ \$10.9 million of limited tax revenue bonds for improvements to the Portland Transit Mall. These bonds are expected to be repaid with revenues from the City's parking meters.

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- ◆ \$18.8 million of limited tax housing revenue bonds
- ◆ \$57.4 million of limited tax improvement bonds
- ◆ \$2.2 million of bonds issued for improvements in the South Waterfront area of the City
- ◆ \$103.9 million of principal on urban renewal lines of credit. It is expected these interim financing obligations will be retired with the proceeds of long-term urban renewal and redevelopment bonds.
- ◆ \$15.7 million of principal on lines of credit used to provide short-term and interim financing for local improvement district projects and the City's share of improvements to PGE Park for Major League Soccer.

Debt Limitation

Under Oregon law (ORS 287.004), the City's general obligation debt limit is equal to 3% of the City's real market valuation (\$86.4 billion), or about \$2.6 billion. Certain self-supporting bonds are exempted from this limitation. The City's debt policies are more restrictive, specifying that general obligation debt can be no more than 0.75% of real market value, or approximately \$647.8 million for FY 2010-11. Currently the City has \$78.5 million of outstanding general obligation debt that is subject to these debt limitations.

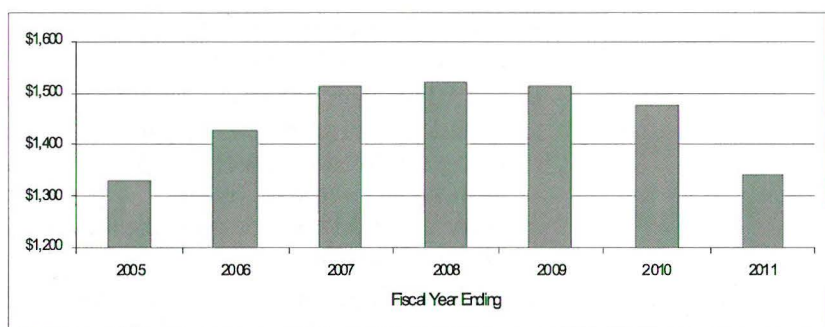
Figure 21: Debt Limitation Criteria

| | |
|--|------------------|
| FY 2010-11 Real Market Value | \$86,374,680,444 |
| 3% of Real Market Value | \$2,591,240,413 |
| City outstanding debt subject to limit | \$78,530,000 |
| Percent of limitation outstanding | 3.03% |
| Debt margin | \$2,512,710,413 |

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

Figure 22: Gross Bonded Debt per Capita

The City periodically assesses opportunities to refund bonds for economic savings. Additionally, there are times when existing



bond covenants or other financial structures impinge on prudent and sound financial management. In such cases, the City may choose to refund debt for restructuring purposes.

The City's debt management policies prescribe the circumstances under which the City may refinance outstanding debt. In order to issue advance refunding bonds (i.e., bonds in which the call or maturity date of the refunded bonds is more than 90 days from the date of issuance of the refunding bonds), net present value savings must equal at least 5% of the proceeds of the refunding bonds. Exceptions to this policy can be made with the approval of the Debt Manager and the Director of the Bureau of Financial Services. Notwithstanding City policy, Oregon law requires that advance refunding bonds issued for the purpose of obtaining debt service savings, must attain present value savings of at least 3% of the proceeds of the bonds. The City may issue current refunding bonds (bonds in which the call or maturity date of the refunded bonds is 90 days or less from the date of issuance of the refunding bonds) when net present value savings equal or exceed \$100,000. Savings requirements for current or advance refundings undertaken to restructure debt may be waived by the Debt Manager and the Chief Administrative Officer if such a restructuring is in the City's overall best financial interests.

In FY 2010-11 the City issued two series of refunding bonds to provide economic savings. The City issued the South Park Blocks Urban Renewal and Redevelopment Refunding Bonds, 2011 Series A to refund the South Park Blocks Urban Renewal and Redevelopment Bonds, 2000 Series B and the Oregon Convention Center Urban Renewal and Redevelopment Refunding Bonds, 2011 Series A to refund the Oregon Convention Center Urban Renewal and Redevelopment Bonds, 2000 Series B.

In addition to the refunding bonds, the City issued about \$82.8 million of First Lien Water System Revenue Bonds to pay for improvements to the Water System; \$407.9 million of Second Lien Sewer System Revenue Bonds to finance sewer system improvements and takeout a \$160 million line of credit; 29.7 million of Central Eastside Urban Renewal and Redevelopment Bonds to takeout the outstanding balance of an interim line of credit; \$64.9 million of North Macadam Urban Renewal and Redevelopment Bonds to takeout the outstanding balance on the interim line of credit; \$25.8 million of General Obligation Public Safety Bonds to finance the first phase of public safety infrastructure improvements authorized by Ballot Measure 26-117 in the November 2010 election.

In FY 2010-11, the City borrowed approximately \$43.9 million on various lines of credit and state loans to fund capital projects including clean water, local improvement and urban renewal.

Anticipated Debt Issuance in FY 2011-12

The City anticipates issuing the following debt obligations during FY 2011-12 (amounts are approximate):

- ◆ \$210 million in Sewer System Revenue Bonds to finance improvements to the sewer system
- ◆ \$161 million in Water System Revenue Bonds to finance improvements to the water system
- ◆ \$32 million in urban renewal refunding bonds for the Downtown Waterfront urban renewal area
- ◆ \$45 million in urban renewal bonds for the Interstate Corridor urban renewal area
- ◆ \$32 million in urban renewal bonds for the Oregon Convention Center urban renewal area

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- ◆ \$35 million in urban renewal bonds for the River District urban renewal area
- ◆ \$78 million in limited tax revenue refunding bonds to refund bonds originally issued to expand the Oregon Convention Center

The City will likely incur additional indebtedness during FY 2011-12 for other capital needs. The amounts and specific types of debt instruments to be issued will be determined throughout the fiscal year.

Tax Expenditures

The City of Portland offers a number of limited property tax abatement programs that serve as financial and policy tools designed to carry out housing goals, especially those that call for assisting low- and moderate- income households through the preservation or construction of housing or through programs which increase homeownership. The programs also advance important urban development, transportation, and growth management goals which are carried out by providing incentives for new housing development in certain locations.

The Portland Housing Bureau reports annually on current abatements and the estimated tax impacts. This report can be found on their website. The most recent report, issued in December 2010, covers tax year 2010-11. In that year 13,791 units received exemptions. The forgone revenue associated with these exemptions is \$4.9 million for the City and \$10.2 million for all other taxing jurisdictions.

The City's Financial Structure

Portland's Fund Structure

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

Types of Funds

The City's funds are divided into three classifications: governmental funds, proprietary funds, and fiduciary funds. Governmental funds are used to account for governmental activities. Proprietary funds include enterprise, or business-type activities, and internal service funds. Fiduciary funds are used for resources held for the benefit of parties outside City government where the City acts as an agent or trustee without commingling resources with general city programs.

Major Governmental Funds

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

Transportation Operating Fund: This operating fund supports the Portland Bureau of Transportation and receives transportation-related revenues such as gas tax revenues as well as a transfer from the General Fund.

Non-Major Governmental Funds

Special Revenue Funds: Special revenue funds receive money from specific sources and are restricted to expenditure for specified purposes. Reserve funds hold resources for future use in countering recessionary trends and mitigating mid-year economic downturns or other financial emergencies.

Debt Service Funds: Debt service funds account for the accumulation of resources for, and 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 ensures compliance with security covenants as well as state and federal regulations.

Capital Projects Funds: These funds account for major capital acquisition or construction projects such as those funded by general obligation bonds and those in local improvement districts and parks. Revenues are received when the City issues bonds and notes for capital projects. Revenues are also received from other sources of income to the City.

Permanent Funds: The City occasionally creates accounts for gifts or bequests that are legally restricted to the extent that only earnings, and not principal, may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.

Proprietary Funds

Enterprise Funds: Enterprise funds, such as the Water Fund and the Sewer System Operating Fund, support business-type activities that charge a fee to external users for goods and services.

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

Fiduciary Funds

The City has three funds for the retirement or disability costs of police and fire personnel. Revenues for the primary fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948. Other City employees are covered by the Public Employees Retirement System (PERS), which is administered by the State of Oregon.

Portland Development Commission

The Portland Development Commission (PDC) is the City of Portland's urban renewal and economic development agency. PDC is a semi-autonomous organization that interacts with various City programs. Revenue for PDC is provided through a combination of tax increment revenues, federal grants, program income, contracts, private funding, and transfers from the General Fund. PDC's budget is published as separate budget document.

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How Funds Interact

City funds interact in a variety of ways. One fund may reimburse another fund for goods or services. Cash transfers may also result from the exchange of resources between funds to cover operating and capital expenses; for example, a transfer from the General Fund to the Transportation Operating Fund to support the operations and maintenance of street lights. Transfers between funds result in the budgeting of dollars in both funds.

Budgetary Controls

City Council maintains oversight of the City's financial condition through three formal reviews of the annual budget, various informal reviews, and work sessions. Formal comparisons between historical and actual expenditures and revenues are completed three times per year under the direction of the Financial Planning Division, and reported to Council.

Adjustments to bureau budgets generally occur during one of these trimester reporting processes, through grant acceptance ordinances, or through an over-expenditure ordinance in late June. The trimester reports allow the Council to closely review the Citywide impact of budget adjustments and ensures that Council's directives are followed.

The City has a system for monitoring the financial condition of its General Fund. A Quarterly Financial Tracking Report is issued four times per year. The report provides Council, bureau managers, and the public with information on the status of General Fund revenues and expenditures in comparison to the budget, while also summarizing the current economic conditions.

Basis of Accounting and Accounting Structure

Governmental accounting, governed by state statutes 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.

Types of Accounting

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

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

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Governmental funds include the General Fund as well as major and non-major Special Revenue, Debt Service, Capital Projects, and Permanent funds.

Revenues are recognized as soon as they become both measurable and available. Federal and state grants revenues are recorded to the extent that revenues are earned as eligible expenditures are incurred. Expenditures are recorded when a liability is incurred with these exceptions: claims and judgments, interfund transactions for services which are recorded on the accrual basis, interest expenditures on general long-term debt that are recorded when due, earned but unpaid vacations that are recorded as expenditures to the extent they are expected to be liquidated with expendable, available financial resources.

Basis of Budgeting

The City budgets on a modified accrual basis. Any unexpended appropriation balances lapse at the end of the fiscal year.

Financial Reporting

The Comprehensive Annual Financial Report (CAFR) of the City presents a picture of the City's finances both on a Citywide and individual fund basis. The CAFR is prepared in accordance with GAAP. It reconciles differences between the budgetary basis, presented in the annual Adopted Budget, and the other presentations used in preparing the CAFR.

The City has earned GFOA's Certificate of Achievement for the past 27 years.

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 27 years. GFOA is a national organization, composed of professionals in the field of public financial management. The group has established stringent criteria for the awards program to ensure quality and 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 as required by state law and as recommended by the American Institute of Certified Public Accountants (AICPA). The AICPA requires that an annual audit of the fiscal affairs of the City be performed by an independent auditor in accordance with Government Auditing Standards, issued by the Comptroller General of the United States, and with the minimum standards for audits of Oregon municipal corporations. Under the City Charter, the FPDR Funds and the PDC are required to have separate financial audits.

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

Summaries of Financial Policies

The City has formal financial policies, adopted by City Council, as a component of sound government financial management. These policies provide direction to City leaders in making budgetary and financial management decisions. The complete set of policies and their associated linked procedures are on the City's website under Portland Policy Documents, Finance Section. The policies were updated and adopted by City Council in May 2008, with an effective date of July 1, 2008. A summary of these policies, numbered as part of the Portland Policy Documents, follows.

Comprehensive Financial Management Policies Overview

The City of Portland is accountable to the community for the use of public dollars. Municipal resources will be used wisely to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. Financial management policies serve as the blueprint to achieve the fiscal stability required to meet the City's goals and objectives.

The objectives for comprehensive financial management policies are to:

- ◆ Guide City Council and City management policy decisions that have significant fiscal impact
- ◆ Support planning for long-term needs
- ◆ Maintain and protect City assets and infrastructure
- ◆ Set forth operating principles that minimize the financial risk in providing City services
- ◆ Optimize the efficiency and effectiveness of services to reduce costs and improve service quality
- ◆ Employ balanced and fair revenue policies that provide adequate funding for desired programs
- ◆ Maintain financial stability and sufficient financial capacity for present and future needs
- ◆ Promote sound financial management by providing accurate and timely information on the City's financial condition
- ◆ Maintain and enhance the City's credit ratings and prevent default on any municipal financial obligations
- ◆ Ensure the legal use of financial resources through an effective system of internal controls
- ◆ Promote cooperation and coordination within the City, with other governments and with the private sector in the financing and delivery of services
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Financial Planning

The City of Portland will prepare long-range financial plans to guide City Council in adopting the City budget and to assist Council in ensuring the delivery of needed services through all types of economic cycles. The plans help Council and the community evaluate the financial impact of all programs within the context of regional and local economic conditions. The plans will also assist in coordinating funding needs among enterprise, special revenue, and General Fund functions and needs.

Financial planning and budgeting will be based on the following principles:

- ◆ Revenue estimates will be prepared on a conservative basis to minimize the possibility that economic fluctuations could jeopardize ongoing service delivery during the fiscal year.
- ◆ Expenditure estimates will anticipate needs that are reasonably predictable.
- ◆ Forecasts will rely on a common set of basic economic assumptions that will be established, updated, and distributed by the Financial Planning Division of OMF Bureau of Financial Services.

The Financial Planning Division will prepare an annual City financial assessment report. This report will include a comprehensive overview of the City's financial condition. Five-year financial plans will be prepared annually for the General Fund, General Fund bureaus, major enterprise funds, special revenue funds, and internal service funds. General Fund bureaus will forecast and monitor their own revenues and expenditures. Enterprise and special revenue fund forecasts will identify any impact on rates.

Each bureau that has major capital assets will develop and maintain five-year capital improvement plans. The City will annually prepare a Citywide five-year Capital Improvement Plan that includes prioritized bureau needs for capital replacement, additions, and major maintenance.

The City will preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating and maintenance costs associated with new or additional capital improvements or major equipment. The City will annually prepare a Citywide Capital Asset Management Report for Council consideration, and the report will be delivered to Council prior to the annual budget discussions. At least 25% of General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be allocated to infrastructure maintenance or replacement in the fall budget monitoring process.

Budget Policies

The City will develop and implement a budget process that will:

- ◆ Make prudent use of public resources
- ◆ Include financial forecast information to ensure that the City is planning adequately for current and future needs
- ◆ Involve community members, elected officials, employees, and other key stakeholders
- ◆ Provide performance measurement data to assist in assessing program effectiveness
- ◆ Comply with City Charter, City Code, and State of Oregon Local Budget Law

The Mayor will develop and present a proposed City budget to the Council for consideration and adoption. The OMF Bureau of Financial Services Financial Planning Division will issue guidelines and rules for the preparation and review of bureau budget requests to the Mayor including a proposed annual budget process and calendar. The Financial Planning Division will maintain a system for financial monitoring and control of the City's budget during the fiscal year and will also review ordinances and significant administrative decisions submitted for Council actions throughout the fiscal year.

For the fall budget monitoring process, General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be added to General Fund contingency, except for those funds allocated to infrastructure maintenance or replacement and the Portland Bureau of Transportation. Funds that had been reserved to pay for General Fund encumbrances but are not needed for this purpose will also be added to General Fund contingency. These funds will be included as a resource in the annual budget process for the upcoming fiscal year.

Financial Overview

Overviews

The budget will comply with the following operating principles:

- ◆ In each fund, resources shall be equal to or exceed requirements resulting in a balanced budget.
- ◆ One-time funds are General Fund resources designed to be used for projects and purchases that can be accomplished within the fiscal year, although Council has increasingly relied on them to fund ongoing needs in recent years.
- ◆ Unless otherwise stated explicitly by the Council, the City will not dedicate discretionary revenues for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
- ◆ The City will budget only the amount of revenue that is needed to fund projected expenditures within the fiscal year.
- ◆ The City will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. The City will coordinate its service delivery with other applicable public and private service providers.
- ◆ City operations will be run on a self-supporting basis where doing so will increase efficiency in service delivery or recover the full cost of providing the service by a user fee or charge.
- ◆ The City will budget a contingency account for each operating fund adequate to address reasonable but unforeseen requirements within the fiscal year.

Financial Reporting

The City shall maintain a system of financial monitoring, control, and reporting for all operations, funds, and agencies to provide effective means of ensuring that overall City goals and objectives will be met and to assure the City's citizens, partners, and investors that the City is well managed and fiscally sound.

The City will maintain its accounting records and report on its financial condition and results of operations in accordance with state and federal law and regulations, Generally Accepted Accounting Principles (GAAP), and standards established by the Governmental Accounting Standard Board (GASB). Budget reporting will be in accordance with Oregon Local Budget Law.

A qualified independent firm of certified public accountants will perform an annual financial and compliance audit of the City's financial statements. The firm's opinions will be presented in the City's Comprehensive Annual Financial Report (CAFR), in the single audit report as required by the Single Audit Act of 1984, and in the independent auditor's Report on Compliance and on Internal Control over Financial Reporting.

Revenue Policies

The City will maximize and diversify its revenue base to raise sufficient revenue to support essential City services and to maintain services during periods of declining economic activity. City services providing private benefits should be paid for by fees and charges as much as possible to maximize flexibility in the use of City general revenue sources to meet the cost for services of broader public benefit. The City's overall revenue structure will be designed to recapture some of the financial benefits resulting from City economic and community development investments. Revenue collection efforts that produce positive net income for City service delivery will be the highest budget priority.

Charges for services that benefit specific users should recover full costs, including all direct costs, bureau overhead, General Fund overhead, loss of interest, and depreciation on capital plant and equipment.

The City will use and obtain resources as efficiently as possible according to the following principles:

- ◆ Use the resources that it already collects.
- ◆ Collect the resources to which it is already entitled.
- ◆ Seek new resources, consistent with its financial policies and City goals.
- ◆ Strive to keep a total revenue mix that encourages growth and keeps Portland competitive in the metropolitan area.
- ◆ Enforce its authority to collect revenue due the City, including litigation if necessary.

Bureaus shall conservatively estimate revenue and shall retain all excess bureau-generated revenue. Overall bureau revenue shortfall requiring additional discretionary General Fund resources will result in a bureau current appropriation level reduction.

Reserve Funds

Reserve funds will be established and maintained to ensure the continued delivery of City services to address emergencies, address a temporary revenue shortfall, or provide stability during economic cycles. Sufficient reserve funds will be managed to provide adequate cash flow, stabilize the City's interest rates, and provide continuity in service delivery.

The City shall maintain adequate cash reserves in each fund to maintain a positive cash position at any time during a fiscal year and at year-end.

The level of the General Reserve Fund shall be 10 percent of the General Fund revenues less any short-term borrowing receipts and intrafund revenue. There are two parts to the General Reserve Fund: one-half is designated as the emergency reserve and one-half as the countercyclical reserve. The Council will begin to restore the reserves used under this policy within 24 months after their first use. The Financial Planning Division of the OMF Bureau of Financial Services will manage and monitor the General Reserve Fund and report on the current and projected level of the reserve funds during each budget process.

Cost Allocation

The City will establish and maintain a consistent methodology for allocating the costs of the City's central service functions and activities that benefit or are used by several City organizations. The goal is to provide stable, predictable, and equitable costs and rates to organizations that pay for these services.

The two primary methods used to allocate central services costs to City organizations are the General Fund overhead (GFOH) model and interagency agreements. Business service activities that recover costs through rates and interagency agreements will periodically compare the cost of their fees and rates with other comparable agencies and/or businesses, and report these findings to their customers.

Financial Overview

Overviews

Costs will be allocated for general central support services or activities budgeted in the General Fund. Bureaus and operations that are budgeted in the General Fund do not pay GFOH. The amount to be recovered through the GFOH model shall include all costs of the bureau or activity less all internal and external revenue. The Financial Planning Division of the OMF Bureau of Financial Services will provide each paying agency with its projected GFOH costs in a timely manner so the costs can be included in each agency's budget request.

The Financial Planning Division will annually review the updated GFOH model to ensure that it meets the goal of providing a stable, predictable, and equitable allocation of GFOH costs. Every five years, Financial Planning will conduct a comprehensive review of the GFOH model to identify any needed changes. The results of this review and any recommendations will be provided to the Council.

Costs for services or activities provided to customers that can be defined on a per unit basis based on actual consumption will be allocated through rates. Designated business service activities will recover their costs by charging rates. Those bureaus recovering costs through the use of rates shall do so through the use of interagency agreements between the providing bureau and the receiving bureau. The amount to be recovered by those bureaus through rates shall include all direct and indirect costs of the bureau less any external revenue.

The system of interagency agreements involves budgeting, billing, and service description components. The Chief Administrative Officer issues procedures for interagency agreements that describe the types of agreements, the required elements, budgeting, rate setting, billing, and dispute resolution.

Cash Management

The City will manage its cash assets to ensure accurate records, reduce the chance of loss or theft, and allow the City to maximize interest income. The Treasury Division will ensure the accurate and timely accounting, investment, and security of all cash assets, and will develop, maintain, and constantly seek to improve cash management systems. All cash received by City bureaus will be deposited to Treasury accounts in accordance with Accounting Administrative Rules. Only the City Treasurer is authorized to establish bank accounts for the City.

Electronic Payment Processing

The City will ensure that its banking services, systems, and procedures, including electronic payment processing, are easy for the public to use, provide a cost-effective service, and maintain security for transactions.

The Treasury Division will establish and maintain all City banking-related services, including those related to payment card or automated clearinghouse (ACH) processing. Payment cards refer to credit and debit cards. Electronic payment processing refers to the use of credit, debit, or ACH methods of payment.

Bureaus will use the City's e-Commerce platform (also known as the City's payment processing gateway, or PPG) for all electronic payment card services.

Bureaus that provide electronic payment processing options will be responsible for all direct and indirect costs associated with providing the service.

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| Treasury Holding Accounts | <p>The Treasury Division will maintain Treasury Holding Accounts (formerly called Trustee Accounts) for use by, and as a service to, City bureaus. Treasury Holding Accounts (THAs) may be established by a bureau only for the exclusive purpose of holding non-City funds that cannot otherwise be recognized as bureau revenue within the City's financial system. THAs will be non-interest bearing accounts unless otherwise required by law.</p> |
| Debt Management | <p>The primary objectives of the City's Debt Management policy are to maintain the City's Aaa bond rating issued by Moody's, to ensure prudent debt decisions, and to reduce the overall cost of debt management. The policy also places limits on the City's debt, centralizes the management function, and requires completion of various reports critical to maintaining the City's financial health. These guidelines are used both in constructing the debt portions of the budget and in gauging debt-related decisions.</p> <p>The City Debt Manager will be responsible for the implementation of this policy.</p> <p>The Debt Management policy provides additional detail on comprehensive capital planning and financing, limitations on City indebtedness, structure and term of City indebtedness, short-term debt and interim financing, improvement district assessment contract financing, urban renewal financing, conduit financings, financing proposals, selection of finance consultants and service providers, method of sale, refunding of City indebtedness, use of credit enhancement, credit ratings, rebate reporting, covenant compliance, ongoing disclosure, and derivative products.</p> |
| Interest Rate Exchange Agreement | <p>The primary objective of the Interest Rate Exchange Agreement policy is to ensure that the City Council, City management and other decision makers adhere to sound financial and risk management practices when evaluating and entering into interest rate exchange agreements.</p> <p>The City will use interest rate exchange agreements (swaps) and related financial instruments as appropriate interest rate management tools for the purpose of increasing the City's financial flexibility and providing opportunities for interest rate savings. Swaps are designed to reduce the amount or duration of interest rate risk or produce a lower cost of borrowing when used in combination with the issuance of bonds. Swaps are appropriate to use when they achieve specific financial objectives consistent with this policy and the Debt Management policy.</p> <p>The City Debt Manager, in consultation with the City Treasurer and City Controller and subject to the approval of the Chief Financial Officer, will be responsible for determining if and when it is in the City's best financial interests to enter into a swap or related financial instruments covered in this policy.</p> <p>The Interest Rate Exchange Agreement policy provides additional detail on the authority for entering into swap agreements, permitted financial instruments, risk analysis, procurement and execution, credit rating designations, terms of swap agreements, and monitoring and reporting requirements.</p> |
| Investment Policies | <p>The primary objective of the Investment policy is to establish a conservative set of investment criteria that will prudently protect the City's principal sums, enable the City to generate a fair rate of return from its investment activities, and provide ample liquidity to meet the City's daily cash requirements.</p> |

The City Treasurer will be responsible for the implementation of this policy. Consistent with the Oregon Revised Statutes governing the investment of public funds, the City Council will adopt a City investment policy annually.

The Investment policy provides additional detail on authorized investments, authorized investment institutions and dealers, risk analysis, diversification, distribution of portfolio maturities, internal controls, and reporting.

Summaries of Planning Policies

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

Comprehensive Plan The 1980 Comprehensive Plan for the City includes goals, policies, objectives, and a plan map, to guide future development and redevelopment of the city. The goals and policies of the Comprehensive Plan provide the context and guidance for future City programs, major capital projects, and other funding decisions. The Comprehensive Plan establishes policies for how and where development occurs in the city. It includes policies that address such issues as public involvement, land use, environmental protection, transportation, and affordable housing. The Bureau of Planning and Sustainability is continuing those efforts in FY 2011-12.

Community Policing Resolution 34670, approved by Council in 1990, adopted the original five-year plan for the Police Bureau transition to a community policing philosophy. The plan included community policing goals and objectives and called for 200 additional positions to implement community policing.

In 1994, Council further committed to the community policing philosophy with the passage of Resolution 35264, which adopted the Community Policing Strategic Plan. The plan is updated every five years and defines the bureau's community policing mission, goals and objectives, strategies, and performance measures. The current Community Policing Strategic Plan covers 2007-2012.

Regional Transportation Resolution #34690, approved by Council in 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 Westside rail line extending to Hillsboro opened in August 1998.

In 2001 the Airport MAX rail service began running between downtown Portland and the Portland International Airport, and in May 2004, the north-south Interstate light rail line opened, extending from the Rose Quarter in inner Northeast Portland to the Expo Center in North Portland.

In 2001 the City began operation of a new streetcar system that runs north and south through the central city. The street car has since been extended to SW Lowell; continued work on the Portland - Milwaukie Light rail is included in the FY 2010-15 Five Year Capital Improvement Plan and Adopted Budget.

Regional Water Supply Plan (RWSP) and Regional Water Providers Consortium (RWPC)

The RWSP provides a comprehensive, integrated framework of technical information, resource strategies, and actions to meet the water supply needs of the cities, counties, and water districts in the Portland metropolitan area through the year 2050. The Oregon part of the metropolitan region is made up of three counties and 25 cities with a population of approximately 1.3 million. The RWSP was updated in 2004 by the entities which make up the Regional Water Providers Consortium.

The Consortium has a five-year strategic plan which was updated in September 2008. In addition, the Regional Water Supply Plan was also updated. These two plans direct the Consortium to focus on conservation program implementation, emergency planning and preparedness, water issue coordination, and planning decision support tools for water providers through the use of conservation, demand forecasting, and integration models. Part of this effort included negotiation of new wholesale water sales agreements between the City and its major wholesale water customers.

Environmental Services Policy

The budget for the Bureau of Environmental Services reflects a number of policies, with many intended to comply with federal and state requirements.

Endangered Species Act

The City complies with federal ESA requirements to protect and restore salmon and steelhead species.

In 1998 and 1999, NOAA-Fisheries (then called the National Marine Fisheries Service) issued final rules to list the Lower Columbia steelhead and chinook salmon as threatened species under the Endangered Species Act. To respond, the BES budget includes funding to develop and implement comprehensive watershed plans for the Willamette River watershed as well as the Fanno/Tryon Creek, Johnson Creek, and Columbia Slough sub-watersheds. The plans will provide background information and recommendations to improve watershed health that will support the City's fish recovery efforts.

Combined Sewer Overflow Program

The CSO capital program continues with eastside tunnel construction in FY 2011-12

The budget provides for compliance with three administrative orders issued by the State Environmental Quality Commission relating to overflows from the combined sewer portion of the collection system. Terms of those orders require the City to eliminate discharges that violate applicable water quality standards. Such work must be completed by December 1, 2011 and is expected to cost approximately \$1.4 billion in current dollars.

Sustainable Development

In 2000, City Council created the Office of Sustainable Development (OSD) by merging the former Energy Office and Bureau of Refuse Disposal. In January, 2009, City Council merged OSD with the Bureau of Planning, creating the Bureau of Planning and Sustainability (BPS). BPS implements the Portland Energy Policy, adopted by Council in 1990, and the Local Action Plan on Global Warming, adopted by both the City and Multnomah County in 2001. The bureau is also responsible for implementing the Green Building Initiative, which Council adopted in 1999, and supports and staffs the joint City-County Sustainable Development Commission, which was created to carry out the Sustainable City Principles adopted in 1994.

Solid Waste

Council adopted Ordinance #162497 in 1990 to establish residential garbage collection franchise areas, expand neighborhood-based recycling programs, and assess a garbage collection franchise fee. In 1996, a commercial recycling program was implemented. In FY 2001-02, the City Council approved renewal of the franchise contracts with private haulers for the residential solid waste and recycling collection services. Residential franchise fees are set at 5% of haulers' gross revenue. The FY 2010-11 Adopted Budget includes a \$1.00 per ton increase over the FY 2009-10; the revised residential haulers' rate is \$6.80 per ton.

Economic Development Strategy

PDC economic and urban development activities are guided by two primary plans: the City of Portland's five-year Economic Development Strategy and the PDC 2010 - 2015 Strategic Plan.

In July 2009, PDC endorsed and Council adopted the City of Portland Economic Development Strategy - A Five Year Plan for Promoting Economic Growth and Job Creation. In doing so, the City Council adopted Portland's first economic development strategy in more than 15 years. The goal of the strategy is to build the most sustainable economy in the world and create 10,000 jobs in five years. Key objectives of the strategy are to:

- ◆ Maximize Portland's competitiveness
- ◆ Drive urban innovation
- ◆ Stimulate neighborhood business vitality

At the center of PDC's recently adopted 2010 - 2015 Strategic Plan are three goals that focus and drive the work of the Urban Development Department:

- ◆ Healthy neighborhoods
- ◆ A vibrant Central City
- ◆ Strong economic growth and competitiveness.

Housing Policies

The City Council adopted Ordinance 180547 on October 25, 2006, and later amended it on May 12, 2007 to include language in the Affordable Housing Policy of the City of Portland which states that 30% of Tax Increment Financing (TIF) over the life of an Urban Renewal District shall be dedicated to the development, preservation and rehabilitation of housing affordable to households with incomes below 80% median family income.

City Council's Comprehensive Plan includes a Housing Policy, known as Goal 4, which sets forth Portland's policies and objectives for housing supply, safety, quality, opportunity, and affordability. The Council also updated and adopted the Consolidated Plan 2005-10 in 2005. The Consolidated Plan describes the city's housing needs, and contains certain principles and priorities to guide expenditure of federal housing and community development funds to address those needs.

In 2004, the City completed and published Home Again: A 10-Year Plan to End Homelessness. The plan focuses resources on programs and activities designed to end chronic homelessness, reduce the duration of homelessness, and improve coordination among the various public and private agencies that fund and administer programs. Affordable housing for people at 0-30% of median family income, along with necessary services, is a critical component of the 10-year plan, which calls for 1,600 new units of permanent supportive housing for chronically homeless people and an additional 600 new units for homeless families by 2015.

The City has a five-year goal to create 1,791 new affordable housing units.

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

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

In FY 2010-11, the newly-formed Portland Housing Bureau developed a new Strategic Plan and brought forward a five-year Consolidated Plan for adoption by Council. These documents, together with the Portland Plan being developed by the Bureau of Planning and Sustainability, set goals for City-funded housing programs going forward.

Budget Notes

Purpose

Budget notes convey Council direction on a particular topic. They typically instruct a City bureau or office to take specific actions during the fiscal year. Sometimes they are also used to formally express Council intent, even if no specific action is directed. Budget notes are part of the budget adoption ordinance and have the same legal authority as any other ordinance.

City Support Services

Office of Management and Finance (PSSRP and BTS)

The Public Safety Systems Revitalization Project (PSSRP), in consultation with Bureau of Technology Services staff, shall begin crafting sustainment plans for the projects remaining in PSSRP's portfolio, including the human and financial resources necessary for the successful and continuous operation and maintenance of those projects. PSSRP shall report back to Council by January 1, 2012 with initial operations and maintenance estimates for the remaining projects. In addition, PSSRP shall continuously update the plans as the projects become more fully developed and more information about operation and maintenance needs are available.

Office of Management and Finance (Enterprise Business Solution)

The Office of Management and Finance will work with City bureaus to document efficiencies resulting from the effective use of SAP and how those efficiencies improved service delivery. The first priority for any identified savings will be to reinvest those resources to fund future automation projects that will further increase operational efficiency.

Office of Management and Finance (General Fund Target Adjustments for FY 2012-13)

Council directs the Office of Management and Finance to increase General Fund current appropriation level targets for the following bureaus in FY 2012-13:

- ◆ Bureau of Emergency Communications - \$1,052,692 for additional costs to operate and maintain the new Computer Aided Dispatch system.
- ◆ Multiple bureaus - Out-year increases in all approved labor contracts.
- ◆ Portland Police Bureau - \$1,785,000 for ten consecutive years for the repayment of a \$15,000,000 bond to support the construction of a public safety training center. OMF, Portland Police Bureau, and Portland Parks & Recreation are directed to return to Council in the Fall BMP with the refined project timeline, cost estimates, comprehensive financing strategies, and a report on the prospects for private/public partnerships for this project.

Office of Management and Finance (Capital Budgeting Process)

Council directs the Office of Management and Finance to establish a taskforce to review the citywide Capital Improvement Project (CIP) budget documents and processes. The taskforce will generate recommendations to improve the public transparency and accountability of the documents and process. The taskforce will include members of the Financial Planning Division, Public Utility Review Board, one representative each from the major infrastructure bureaus' Budget Advisory Committees, the Auditor's Office, one representative from the Public Involvement Advisory Council, and appropriate representatives from the major infrastructure bureaus which include Portland Water Bureau, Bureau of Environmental Services, Portland Bureau of Transportation, Portland Parks and Recreation and the Office of Management and Finance. A report is due back to Council by November 1, 2011, so that changes can be incorporated into the FY 2012-13 budget process.

Office of Management and Finance (ADA Compliance)

Council directs Commissioner Fritz to provide the oversight of the compliance activities related to the Americans with Disabilities Act. The budgeted appropriation for these activities will remain within the Office of Management & Finance - Facilities Services.

Office of Management and Finance (Financial Policies)

Council directs the Office of Management and Finance to develop a citywide financial policy outlining guidelines for what should and should not be included in the rates of rate-dependent City bureaus, with a particular focus on the Portland Water Bureau and Bureau of Environmental Services rates.

Office of Management and Finance (Overhead Model)

Council directs the Office of Management and Finance to update the General Fund Overhead Model. Updates to the model may include adjustments to cost pools, bureau metrics, and allocation methodologies. A report to Council outlining the changes to the model will be delivered to Council during the FY 2011-12 Fall Budget Monitoring Process. Upon receipt of the report, Council may authorize General Fund target adjustments for FY 2012-13 as recommended in the report.

Community Development**Office of Cable Communications and Franchise Management**

Council directs Financial Planning to add sustainable levels of funding to the FY 2012-13 forecast to replace the one-time funds (i.e. litigation and audit funds) of the Office of Cable Communication and Franchise Management. Financial Planning and the Office of Cable Communication and Franchise Management will provide adequate accountability to separate its materials and services to prevent the comingling of these funds.

Office of Management and Finance (Office of Equity)

The Office of Equity will be established in FY 2011-12 and funded with a combination of \$525,000 in new ongoing General Fund Discretionary resources and \$617,937 of existing resources currently budgeted in the Office of Human Relations. An ordinance establishing the new office, and a work plan, must be approved by Council before the \$525,000 of new resources can be expended on staff, materials and services, and related costs. However, up to \$100,000 of the new funding may be used to assist with the development of the structure and operations of the new office. Beginning in FY 2012-13, the Office of Equity will be considered for funding through the General Fund overhead model, with the General Fund Overhead Committee making a recommendation to Council in the FY 2011-12 Fall Budget Monitoring Process. Any overhead metrics necessary for the new office will be approved by the General Fund Overhead Committee.

Public Safety

Portland Fire and Rescue (Staffing Study)

The Office of Management & Finance working with Portland Fire and Rescue (PF&R) shall hire an independent expert consultant to prepare a report for Council consideration comparing PF&R staffing and deployment levels to like metropolitan fire and rescue departments. Particularly, the report shall address efficient and innovative methods of recognized service delivery.

The report shall also provide data to assist Council in determining whether the new response vehicles being purchased with funds from the 2010 Fire Bond shall be staffed utilizing existing or new personnel. The report shall be prepared and presented to Council within six months of the budget adoption in a Council Work Session.

Transportation and Parking

Portland Bureau of Transportation (Utility License Fee Payment)

The annual Utility License Fee (ULF) payment to the Portland Bureau of Transportation (PBOT) will be held constant at \$2.2 million dollars starting in FY 2011-12 and continuing through the five-year forecast. ULF revenues received by the City over and above the April 2011 forecast will be diverted to PBOT up to the original \$4.3 million cap.

Public Utilities

Bureau of Environmental Services (Maintenance Services Interagency)

The City Auditor's December 2010 audit of the \$19 million interagency agreement, in which the Bureau of Transportation provides sewer maintenance services for the Bureau of Environmental Services, suggests the possibility of a first-year savings to ratepayers of \$1.7 million and \$1 million a year following if those maintenance services are performed in-house at the Bureau of Environmental Services.

City Council directs the Bureau of Environmental Services, the Bureau of Transportation, and the Office of Management and Finance to retain an independent consultant during the 2011 calendar year that will recommend efficiencies to the interagency agreement.

Office of Management and Finance (PURB Review)

Council directs the Office of Management and Finance to work with the Portland Water Bureau, Bureau of Environmental Services, and the Bureau of Planning and Sustainability, to develop a process for the members of the Portland Utility Review Board to review mid-year budget monitoring process changes.

Portland Water Bureau (Monthly Billing)

Council directs the Portland Water Bureau to adjust its billing system and business processes so that the majority of its water and waste water customers are billed monthly. If the change will result in additional costs that impact future rates, the Water Bureau should report those costs to Council and receive authorization before implementation.

Portland Water Bureau (LT2)

Council directs the Portland Water Bureau to comply with the Federal Environmental Protection Agency's Long Term 2 (LT2) enhanced treatment rule regarding open reservoirs and to pursue a variance with the Oregon Health Authority Drinking Water Program for treating Bull Run Watershed for *Cryptosporidium* under the LT2 rule. Council directs the Portland Water Bureau and Portland Parks and Recreation to conduct an open public process to plan desired uses of the reservoirs if it is decided to have them taken off-line.



Financial Summaries

Introduction

The Financial Summaries section of Volume One contains a variety of tables intended to help the reader view the FY 2011–12 Adopted Budget as a whole, consolidating budget figures across all the City's funds and bureaus.

The tables in this section only include the City's General Fund funding for the Portland Development Commission (PDC). PDC is a semi-autonomous agency that operates under City charter but is budgeted separately and has other funding sources.

Summary Tables

Total City Budget

Table 1, *Total City Budget - Revenues and Expenses*, offers the broadest picture of the City budget. The table includes FY 2008-09 Actuals, FY 2009-10 Actuals, the FY 2010-11 Revised Budget reflecting through accounting period 11 (May 31, 2011), and the FY 2011–12 Adopted Budget. Table 1 shows the budget broken out into major revenue and expense classes. There are two types of major expenses classes: bureau expenses and fund expenses. Bureau expenses are the types of operating and capital expenditures that result from the provision of programs or services by the City's bureaus. Categories of bureau expenses are personal services, external materials and services, internal materials and services, and capital outlay. Fund expenses are financial requirements for a fund to meet its obligations such as contingencies, debt service, and interfund transfers.

The Citywide totals in Table 1 and elsewhere show the sum of the various funds and a net budget figure. The net budget subtracts the double count caused by interfund transfers and internal materials and services.

Appropriation Schedule

Table 2, the *Appropriation Schedule*, is a legally required summary of budgeted expenditures by bureau by fund. Appropriations are divided into bureau program expenses and fund expenses. Fund requirements are divided into contingency, interfund cash transfers, and debt service.

Bureau Expenses

Table 3, *Summary of Bureau Expenses by Fund*, shows the amount budgeted for each major bureau program expense category. The total column of Table 3 is equal to the first column in Table 2.

Bureau Revenues

Table 4, *Summary of Bureau Revenues by Fund*, provides a more detailed view of the major revenue types received by each bureau.

Total Expenses by Fiscal Year

Table 5, *Total Revenues and Expenses by Fund by Fiscal Year*, shows the total budget for all bureaus in the budget year, current year, and two prior years.

Guide to Financial Summaries

Financial Summaries

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| Tax Levy Computation | Table 6, <i>Tax Levy Computation</i> , outlines City property tax levy calculations. It includes Measure 5 and Measure 47/50 tax base, operating property tax revenues, and pension obligation bond debt service property tax revenues. The table states total requirements for each tax supported fund less nontax revenues, which leaves the amount the fund receives in current year tax revenues. This amount is then factored up for delinquencies and any applicable Measure 5 and 50 losses. The result is a certified property tax levy for each fund. |
| Urban Renewal Certification | Table 7, <i>Urban Renewal Certification</i> , shows estimated FY 2011–12 tax increment collections for the City's urban renewal districts. |
| Authorized Positions | Table 8, <i>Summary of Authorized Positions</i> , is a summary of the positions authorized by Council through the budget process. The figures include regular part-time positions, limited term positions, and regular full-time positions. |
| General Fund Revenues and Expenses | <p>Table 9, <i>General Fund Revenues and Expenses</i>, summarizes the budget for the General Fund, one of the City's largest, most visible, and most flexible funds. It shows the different sources of revenue, the budgets for individual bureaus within the General Fund, and the fund level expenses. The table compares the FY 2010-11 Revised Budget to the FY 2011–12 Adopted Budget.</p> <p>Table 9 also shows what portion of a bureau's budget is supported with discretionary General Fund resources. Some General Fund revenues, known as nondiscretionary resources, are restricted to certain purposes by contract or policy. For instance, TriMet (the regional transit authority) contracts with the Police Bureau for police services. Those dollars, provided by TriMet, can only be spent by the Police Bureau for activities related to that contract. Similarly, Portland Parks & Recreation generates fee income from its recreation programs that the City Council has decided to dedicate for parks and recreation functions.</p> <p>The major types of nondiscretionary resources are grants and donations, contract revenues, interagency service agreements between City bureaus, fee revenue, and overhead recovery revenues. Overhead recovery from non-General Funds cover these funds' share of the cost of services provided by central administrative bureaus within the General Fund.</p> <p>A bureau's discretionary budget does not include nondiscretionary resources, and thus represents the bureau's allocation of those dollars over which the City Council exercises discretion, such as property taxes, business license revenue, or utility license fees.</p> |
| Service Area Summary | Table 10, <i>Operating and Capital Budget by Service Area</i> , summarizes the operating and capital expenditures included in bureau budgets for each fiscal year by service area and bureau or fund. It does not include fund requirements, such as contingencies, debt retirement, or interfund transfers. |
| Capital Budget by Bureau | Table 11, <i>Capital Budget by Bureau</i> , summarizes the Citywide Capital Improvement Plan (CIP) Budget for each bureau. |
| Capital Budget by Geographic Area | Table 12, <i>Capital Budget by Geographic Area</i> , shows CIP budgets by geographic area for each bureau. Some capital projects overlap districts and are reflected in the geographic areas of east, west, or citywide. |

Historical Funds

Table 13, *Historical Funds and Appropriations*, shows information for City funds and General Fund special appropriations that have been closed during the past three fiscal years. This information is required by Local Budget Law.

Debt Summaries

Tables 14 through 18 provide summary information about the City's debt:

- ◆ Table 14, *Summary of Indebtedness - Debt Outstanding*, compares the City's total outstanding debt for FY 2009-10 and FY 2010-11 and the projected debt outstanding for FY 2011-12.
- ◆ Table 15, *Summary of Indebtedness - Debt Service*, shows the amount of debt payments (both principal and interest) the City expects to make in FY 2011-12.
- ◆ Table 16, *Principal Over the Life of the Debt*, shows the amount of debt principal paid off each fiscal year for all City debt.
- ◆ Table 17, *Interest Over the Life of the Debt*, shows the amount of interest paid each fiscal year on the City's debt.
- ◆ Table 18, *Summary of Defeased Indebtedness*, provides information on bonds the City has refunded, but have not yet been paid off by the escrow accounts established for that purpose.

Total City Budget - Revenues and Expenses

Table 1

Financial Summaries

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.

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 405,407,671 | 440,508,008 | 447,566,283 | 452,073,547 | 452,073,547 |
| Licenses & Permits | 158,844,256 | 149,901,654 | 143,418,134 | 154,333,950 | 154,333,950 |
| Charges for Services | 449,085,404 | 458,754,032 | 496,912,940 | 519,631,089 | 522,298,691 |
| Intergovernmental | 120,305,150 | 188,464,502 | 360,857,100 | 280,548,502 | 277,016,033 |
| Bond & Note | 306,709,783 | 558,408,068 | 659,484,985 | 573,908,512 | 576,518,901 |
| Miscellaneous | 70,794,457 | 61,118,150 | 42,574,132 | 65,993,230 | 65,099,604 |
| Total External Revenues | 1,511,146,721 | 1,857,154,416 | 2,150,813,574 | 2,046,488,830 | 2,047,340,726 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 0 | 0 | 0 | 0 | 0 |
| Fund Transfers - Revenue | 554,350,977 | 587,630,509 | 680,722,478 | 592,306,780 | 593,154,065 |
| Interagency Revenue | 178,436,836 | 170,838,149 | 189,329,929 | 188,238,776 | 189,326,907 |
| Total Internal Revenues | 732,787,813 | 758,468,658 | 870,052,407 | 780,545,556 | 782,480,972 |
| Beginning Fund Balance | 836,240,412 | 657,377,127 | 628,379,953 | 750,859,791 | 734,526,424 |
| Total Resources | 3,080,174,946 | 3,273,000,200 | 3,649,245,934 | 3,577,894,177 | 3,564,348,122 |
| Less Intracity Transfers | (732,787,813) | (758,468,658) | (870,052,407) | (780,545,556) | (782,480,972) |
| Total NET Budget | 2,347,387,133 | 2,514,531,542 | 2,779,193,527 | 2,797,348,621 | 2,781,867,150 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 540,910,069 | 547,949,863 | 577,551,360 | 597,923,239 | 598,405,086 |
| External Materials and Services | 570,311,159 | 570,758,683 | 720,434,585 | 631,001,810 | 643,486,204 |
| Internal Materials and Services | 178,436,836 | 170,838,149 | 189,329,929 | 188,238,776 | 189,326,907 |
| Capital Outlay | 186,005,681 | 265,326,967 | 372,818,374 | 309,494,428 | 305,092,120 |
| Total Bureau Expenditures | 1,475,663,745 | 1,554,873,662 | 1,860,134,248 | 1,726,658,253 | 1,736,310,317 |
| Fund Expenditures | | | | | |
| Debt Service | 392,783,099 | 508,803,382 | 451,881,829 | 416,119,141 | 409,445,145 |
| Contingency | 0 | 0 | 500,947,364 | 625,780,732 | 608,315,179 |
| Fund Transfers - Expense | 554,350,977 | 587,630,585 | 680,722,478 | 592,306,780 | 593,154,065 |
| Total Fund Expenditures | 947,134,076 | 1,096,433,967 | 1,633,551,671 | 1,634,206,653 | 1,610,914,389 |
| Ending Fund Balance | 657,377,125 | 621,692,571 | 155,560,015 | 217,029,271 | 217,123,416 |
| Total Requirements | 3,080,174,946 | 3,273,000,200 | 3,649,245,934 | 3,577,894,177 | 3,564,348,122 |
| Less Intracity Transfers | (732,787,813) | (758,468,734) | (870,052,407) | (780,545,556) | (782,480,972) |
| Total NET Budget | 2,347,387,133 | 2,514,531,466 | 2,779,193,527 | 2,797,348,621 | 2,781,867,150 |

FY 2009-10 Net City Budget is out of balance due to unbalanced cash transfers in the Comprehensive Annual Financial Report (CAFR)

Table 2

Appropriation Schedule - FY 2011-12

Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

| | Bureau Program Expenses | Fund Requirements | | | Total Appropriation |
|--|-------------------------|--------------------|--------------------------|--------------------|---------------------|
| | | Contingency | Interfund Cash Transfers | Debt Service | |
| Bureau of Development Services | | | | | |
| Development Services Fund | 27,943,607 | 1,336,640 | 2,172,972 | 755,372 | 32,208,591 |
| Total Bureau of Development Services | 27,943,607 | 1,336,640 | 2,172,972 | 755,372 | 32,208,591 |
| Bureau of Emergency Communications | | | | | |
| Emergency Communication Fund | 18,439,715 | 2,641,966 | 614,394 | 1,330,111 | 23,026,186 |
| Total Bureau of Emergency Communications | 18,439,715 | 2,641,966 | 614,394 | 1,330,111 | 23,026,186 |
| Bureau of Environmental Services | | | | | |
| Environmental Remediation Fund | 5,453,199 | 1,502,293 | 135,448 | 928 | 7,091,868 |
| Grants Fund | 1,347,781 | 0 | 0 | 0 | 1,347,781 |
| Sewer System Construction Fund | 0 | 218,150,000 | 108,000,000 | 400,000 | 326,550,000 |
| Sewer System Debt Redemption Fund | 0 | 0 | 0 | 148,474,459 | 148,474,459 |
| Sewer System Operating Fund | 214,316,050 | 29,650,447 | 183,405,038 | 2,173,599 | 429,545,134 |
| Sewer System Rate Stabilization Fund | 0 | 6,735,000 | 20,000,000 | 0 | 26,735,000 |
| Total Bureau of Environmental Services | 221,117,030 | 256,037,740 | 311,540,486 | 151,048,986 | 939,744,242 |
| Bureau of Fire & Police Disability & Retirement | | | | | |
| Fire & Police Disability & Retirement Fund | 114,525,035 | 9,864,815 | 337,008 | 27,012,042 | 151,738,900 |
| Fire & Police Disability & Retirement Res Fund | 0 | 0 | 750,000 | 0 | 750,000 |
| Total Bureau of Fire & Police Disability & Retirement | 114,525,035 | 9,864,815 | 1,087,008 | 27,012,042 | 152,488,900 |
| Bureau of Planning and Sustainability | | | | | |
| General Fund | 9,509,734 | 0 | 0 | 0 | 9,509,734 |
| Grants Fund | 14,524,407 | 0 | 0 | 0 | 14,524,407 |
| Solid Waste Management Fund | 4,986,314 | 0 | 148,316 | 40,208 | 5,174,838 |
| Total Bureau of Planning and Sustainability | 29,020,455 | 0 | 148,316 | 40,208 | 29,208,979 |
| Cable Communications and Franchise Management | | | | | |
| Cable Fund | 7,354,809 | 1,015,158 | 28,549 | 0 | 8,398,516 |
| General Fund | 1,977,593 | 0 | 0 | 0 | 1,977,593 |
| Total Cable Communications and Franchise Management | 9,332,402 | 1,015,158 | 28,549 | 0 | 10,376,109 |
| Commissioner of Public Affairs | | | | | |
| Children's Investment Fund | 15,474,011 | 6,011 | 25,000 | 0 | 15,505,022 |
| General Fund | 1,567,377 | 0 | 0 | 0 | 1,567,377 |
| Total Commissioner of Public Affairs | 17,041,388 | 6,011 | 25,000 | 0 | 17,072,399 |
| Commissioner of Public Safety | | | | | |
| General Fund | 777,571 | 0 | 0 | 0 | 777,571 |
| Total Commissioner of Public Safety | 777,571 | 0 | 0 | 0 | 777,571 |
| Commissioner of Public Utilities | | | | | |
| General Fund | 896,340 | 0 | 0 | 0 | 896,340 |
| Total Commissioner of Public Utilities | 896,340 | 0 | 0 | 0 | 896,340 |
| Commissioner of Public Works | | | | | |
| General Fund | 922,590 | 0 | 0 | 0 | 922,590 |
| Total Commissioner of Public Works | 922,590 | 0 | 0 | 0 | 922,590 |
| Office of Government Relations | | | | | |
| General Fund | 1,319,876 | 0 | 0 | 0 | 1,319,876 |
| Total Office of Government Relations | 1,319,876 | 0 | 0 | 0 | 1,319,876 |

Appropriation Schedule - FY 2011-12

Table 2

Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

| | Bureau Program Expenses | Fund Requirements | | | Total Appropriation |
|---|-------------------------|--------------------|--------------------------|--------------------|---------------------|
| | | Contingency | Interfund Cash Transfers | Debt Service | |
| Office of Human Relations | | | | | |
| General Fund | 617,937 | 0 | 0 | 0 | 617,937 |
| Total Office of Human Relations | 617,937 | 0 | 0 | 0 | 617,937 |
| Office of Management and Finance | | | | | |
| Airport Way Debt Service Fund | 0 | 0 | 0 | 5,591,500 | 5,591,500 |
| BFRES Facilities GO Bond Construction Fund | 2,456,509 | 836,866 | 69,171 | 0 | 3,362,546 |
| Bonded Debt Interest and Sinking Fund | 0 | 0 | 0 | 10,677,890 | 10,677,890 |
| Central Eastside Ind District Debt Service Fund | 0 | 0 | 0 | 5,220,079 | 5,220,079 |
| CityFleet Operating Fund | 28,363,223 | 17,458,873 | 923,206 | 302,469 | 47,047,771 |
| Convention and Tourism Fund | 3,034,531 | 0 | 18,189 | 0 | 3,052,720 |
| Convention Center Area Debt Service Fund | 0 | 0 | 0 | 12,390,436 | 12,390,436 |
| EBS Services Fund | 7,953,575 | 4,418,446 | 175,818 | 4,393,763 | 16,941,602 |
| Emergency Communication Fund | 150,772 | 0 | 500,000 | 0 | 650,772 |
| Facilities Services Operating Fund | 27,332,836 | 31,699,041 | 1,460,588 | 5,810,510 | 66,302,975 |
| Fire & Police Supplemental Retirement Res Fund | 8,200 | 0 | 0 | 0 | 8,200 |
| Gateway URA Debt Redemption Fund | 0 | 0 | 0 | 3,506,504 | 3,506,504 |
| General Fund | 55,290,157 | 15,794,535 | 34,797,267 | 5,950,694 | 111,832,653 |
| General Reserve Fund | 0 | 49,355,438 | 0 | 0 | 49,355,438 |
| Governmental Bond Redemption Fund | 0 | 0 | 0 | 1,273,149 | 1,273,149 |
| Health Insurance Operating Fund | 43,892,192 | 17,438,533 | 499,985 | 26,660 | 61,857,370 |
| Insurance and Claims Operating Fund | 9,504,772 | 21,029,076 | 467,795 | 56,480 | 31,058,123 |
| Interstate Corridor Debt Service Fund | 0 | 0 | 0 | 16,790,920 | 16,790,920 |
| Lents Town Center URA Debt Redemption Fund | 0 | 0 | 0 | 10,444,631 | 10,444,631 |
| North Macadam URA Debt Redemption Fund | 0 | 0 | 0 | 13,745,392 | 13,745,392 |
| Pension Debt Redemption Fund | 142,000 | 0 | 0 | 3,469,755 | 3,611,755 |
| Printing & Distribution Services Operating Fund | 6,896,574 | 948,610 | 833,687 | 102,501 | 8,781,372 |
| Private for Hire Transportation Safety Fund | 0 | 0 | 46 | 0 | 46 |
| Property Management License Fund | 5,032,686 | 0 | 0 | 0 | 5,032,686 |
| Public Safety GO Bond Fund | 5,492,083 | 7,084,094 | 0 | 0 | 12,576,177 |
| River District URA Debt Redemption Fund | 0 | 0 | 0 | 32,209,994 | 32,209,994 |
| South Park Blocks Redemption Fund | 0 | 0 | 0 | 7,173,432 | 7,173,432 |
| Special Finance and Resource Fund | 111,670,742 | 0 | 19,000 | 649,258 | 112,339,000 |
| Special Projects Debt Service Fund | 0 | 0 | 0 | 6,642,243 | 6,642,243 |
| Spectator Facilities Operating Fund | 2,340,780 | 5,726,513 | 205,015 | 6,957,030 | 15,229,338 |
| Technology Services Fund | 48,156,344 | 27,934,565 | 9,931,675 | 1,880,681 | 87,903,265 |
| Waterfront Renewal Bond Sinking Fund | 0 | 0 | 0 | 10,196,237 | 10,196,237 |
| Willamette Industrial URA Debt Service Fund | 0 | 0 | 0 | 1,394,914 | 1,394,914 |
| Workers' Comp Self Insurance Operating Fund | 4,297,427 | 17,774,199 | 224,061 | 52,831 | 22,348,518 |
| Total Office of Management and Finance | 362,015,403 | 217,498,789 | 50,125,503 | 166,909,953 | 796,549,648 |
| Office of Neighborhood Involvement | | | | | |
| General Fund | 7,079,728 | 0 | 0 | 0 | 7,079,728 |
| Total Office of Neighborhood Involvement | 7,079,728 | 0 | 0 | 0 | 7,079,728 |
| Office of the City Attorney | | | | | |
| General Fund | 9,578,419 | 0 | 0 | 0 | 9,578,419 |
| Total Office of the City Attorney | 9,578,419 | 0 | 0 | 0 | 9,578,419 |

Table 2

Appropriation Schedule - FY 2011-12

Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

| | Fund Requirements | | | | |
|---|-------------------------|-------------|--------------------------|--------------|---------------------|
| | Bureau Program Expenses | Contingency | Interfund Cash Transfers | Debt Service | Total Appropriation |
| Office of the City Auditor | | | | | |
| Assessment Collection Fund | 1,532 | 78,320 | 41 | 0 | 79,893 |
| Bancroft Bond Interest and Sinking Fund | 0 | 0 | 0 | 7,338,193 | 7,338,193 |
| General Fund | 9,140,697 | 0 | 0 | 0 | 9,140,697 |
| Local Improvement District Construction Fund | 1,417,330 | 4,113,232 | 17,481,581 | 4,190,986 | 27,203,129 |
| Total Office of the City Auditor | 10,559,559 | 4,191,552 | 17,481,622 | 11,529,179 | 43,761,912 |
| Office of the Mayor | | | | | |
| General Fund | 4,196,766 | 0 | 0 | 0 | 4,196,766 |
| Total Office of the Mayor | 4,196,766 | 0 | 0 | 0 | 4,196,766 |
| Portland Bureau of Transportation | | | | | |
| Gas Tax Bond Redemption Fund | 0 | 0 | 0 | 1,080,710 | 1,080,710 |
| Grants Fund | 53,811,617 | 0 | 0 | 0 | 53,811,617 |
| Parking Facilities Fund | 7,515,866 | 6,686,668 | 4,193,329 | 1,875,375 | 20,271,238 |
| Transportation Operating Fund | 157,844,927 | 10,122,362 | 6,430,163 | 6,785,146 | 181,182,598 |
| Transportation Reserve Fund | 0 | 2,516,292 | 0 | 0 | 2,516,292 |
| Total Portland Bureau of Transportation | 219,172,410 | 19,325,322 | 10,623,492 | 9,741,231 | 258,862,455 |
| Portland Development Commission | | | | | |
| General Fund | 5,788,326 | 0 | 0 | 0 | 5,788,326 |
| Total Portland Development Commission | 5,788,326 | 0 | 0 | 0 | 5,788,326 |
| Portland Fire and Rescue | | | | | |
| General Fund | 95,300,759 | 0 | 0 | 0 | 95,300,759 |
| Grants Fund | 91,222 | 0 | 0 | 0 | 91,222 |
| Public Safety GO Bond Fund | 2,724,000 | 4,397,000 | 0 | 0 | 7,121,000 |
| Total Portland Fire and Rescue | 98,115,981 | 4,397,000 | 0 | 0 | 102,512,981 |
| Portland Housing Bureau | | | | | |
| Community Development Block Grant Fund | 12,748,352 | 0 | 0 | 400,000 | 13,148,352 |
| General Fund | 11,751,046 | 0 | 0 | 0 | 11,751,046 |
| Grants Fund | 4,180,545 | 0 | 0 | 0 | 4,180,545 |
| Headwaters Apartment Complex Fund | 25,552 | 0 | 1,828 | 786,748 | 814,128 |
| HOME Grant Fund | 7,212,931 | 0 | 0 | 0 | 7,212,931 |
| Housing Investment Fund | 9,189,304 | 795,249 | 67,666 | 0 | 10,052,219 |
| Tax Increment Financing Reimbursement Fund | 54,191,179 | 0 | 73,744 | 0 | 54,264,923 |
| Total Portland Housing Bureau | 99,298,909 | 795,249 | 143,238 | 1,186,748 | 101,424,144 |
| Portland Office of Emergency Management | | | | | |
| General Fund | 1,769,727 | 0 | 0 | 0 | 1,769,727 |
| Grants Fund | 7,965,781 | 0 | 0 | 0 | 7,965,781 |
| Total Portland Office of Emergency Management | 9,735,508 | 0 | 0 | 0 | 9,735,508 |
| Portland Parks and Recreation | | | | | |
| General Fund | 60,774,937 | 0 | 0 | 85,000 | 60,859,937 |
| Golf Fund | 11,758,564 | 1,773,736 | 1,075,787 | 129,484 | 14,737,571 |
| Golf Revenue Bond Redemption Fund | 0 | 0 | 0 | 806,669 | 806,669 |
| Grants Fund | 876,323 | 0 | 0 | 0 | 876,323 |
| Parks Capital Construction & Maintenance Fund | 22,117,095 | 2,212,137 | 327,760 | 1,284,314 | 25,941,306 |
| Parks Endowment Fund | 18,923 | 0 | 0 | 0 | 18,923 |
| Parks Local Option Levy Fund | 962,618 | 3,197,449 | 18,450 | 0 | 4,178,517 |

Appropriation Schedule - FY 2011-12

Table 2

Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

| | Bureau Program Expenses | Fund Requirements | | | Total Appropriation |
|--|-------------------------|--------------------|--------------------------|--------------------|----------------------|
| | | Contingency | Interfund Cash Transfers | Debt Service | |
| Portland International Raceway Fund | 1,440,996 | 738,945 | 44,327 | 297,816 | 2,522,084 |
| Portland Parks Memorial Trust Fund | 2,492,070 | 492,572 | 0 | 0 | 2,984,642 |
| Total Portland Parks and Recreation | 100,441,526 | 8,414,839 | 1,466,324 | 2,603,283 | 112,925,972 |
| Portland Police Bureau | | | | | |
| General Fund | 164,938,372 | 0 | 0 | 0 | 164,938,372 |
| Grants Fund | 2,047,640 | 0 | 0 | 0 | 2,047,640 |
| Police Special Revenue Fund | 1,850,009 | 0 | 4,991 | 0 | 1,855,000 |
| Total Portland Police Bureau | 168,836,021 | 0 | 4,991 | 0 | 168,841,012 |
| Portland Water Bureau | | | | | |
| Hydroelectric Power Bond Redemption Fund | 0 | 0 | 0 | 2,711,765 | 2,711,765 |
| Hydroelectric Power Operating Fund | 692,954 | 190,928 | 390,794 | 15,847 | 1,290,523 |
| Hydroelectric Power Renewal Replacement Fund | 0 | 9,665,050 | 125,000 | 0 | 9,790,050 |
| Water Bond Sinking Fund | 0 | 0 | 0 | 31,576,394 | 31,576,394 |
| Water Construction Fund | 0 | 20,577,970 | 137,186,465 | 0 | 157,764,435 |
| Water Fund | 198,844,861 | 52,356,150 | 59,989,911 | 2,984,026 | 314,174,948 |
| Total Portland Water Bureau | 199,537,815 | 82,790,098 | 197,692,170 | 37,288,032 | 517,308,115 |
| Total Citywide Appropriation | 1,736,310,317 | 608,315,179 | 593,154,065 | 409,445,145 | 3,347,224,706 |

Table 3

Summary of Bureau Expenses by Fund - FY 2011-12

Financial Summaries

This table summarizes the major categories of expenditures included in bureau program budgets by fund and by bureau.

| | Personal Services | External Mat'l & Svcs | Internal Mat'l & Svcs | Capital Outlay | Total Bureau Expenses |
|--|-------------------|-----------------------|-----------------------|-------------------|-----------------------|
| Bureau of Development Services | | | | | |
| Development Services Fund | 19,015,310 | 2,296,626 | 6,631,671 | 0 | 27,943,607 |
| Total Bureau of Development Services | 19,015,310 | 2,296,626 | 6,631,671 | 0 | 27,943,607 |
| Bureau of Emergency Communications | | | | | |
| Emergency Communication Fund | 14,076,415 | 314,818 | 4,048,482 | 0 | 18,439,715 |
| Total Bureau of Emergency Communications | 14,076,415 | 314,818 | 4,048,482 | 0 | 18,439,715 |
| Bureau of Environmental Services | | | | | |
| Environmental Remediation Fund | 493,596 | 3,956,209 | 1,003,394 | 0 | 5,453,199 |
| Grants Fund | 57,500 | 258,612 | 54,500 | 977,169 | 1,347,781 |
| Sewer System Operating Fund | 56,629,091 | 33,034,350 | 39,150,412 | 85,502,197 | 214,316,050 |
| Total Bureau of Environmental Services | 57,180,187 | 37,249,171 | 40,208,306 | 86,479,366 | 221,117,030 |
| Bureau of Fire & Police Disability & Retirement | | | | | |
| Fire & Police Disability & Retirement Fund | 1,718,200 | 106,606,111 | 5,925,724 | 275,000 | 114,525,035 |
| Total Bureau of Fire & Police Disability & Retirement | 1,718,200 | 106,606,111 | 5,925,724 | 275,000 | 114,525,035 |
| Bureau of Planning and Sustainability | | | | | |
| General Fund | 7,171,233 | 1,401,038 | 937,463 | 0 | 9,509,734 |
| Grants Fund | 1,757,374 | 12,462,289 | 304,744 | 0 | 14,524,407 |
| Solid Waste Management Fund | 1,943,651 | 1,594,142 | 1,448,521 | 0 | 4,986,314 |
| Total Bureau of Planning and Sustainability | 10,872,258 | 15,457,469 | 2,690,728 | 0 | 29,020,455 |
| Cable Communications and Franchise Management | | | | | |
| Cable Fund | 436,703 | 6,826,585 | 91,521 | 0 | 7,354,809 |
| General Fund | 582,493 | 933,868 | 461,232 | 0 | 1,977,593 |
| Total Cable Communications and Franchise Management | 1,019,196 | 7,760,453 | 552,753 | 0 | 9,332,402 |
| Commissioner of Public Affairs | | | | | |
| Children's Investment Fund | 448,184 | 14,911,058 | 114,769 | 0 | 15,474,011 |
| General Fund | 1,049,850 | 367,817 | 149,710 | 0 | 1,567,377 |
| Total Commissioner of Public Affairs | 1,498,034 | 15,278,875 | 264,479 | 0 | 17,041,388 |
| Commissioner of Public Safety | | | | | |
| General Fund | 656,431 | 9,331 | 111,809 | 0 | 777,571 |
| Total Commissioner of Public Safety | 656,431 | 9,331 | 111,809 | 0 | 777,571 |
| Commissioner of Public Utilities | | | | | |
| General Fund | 757,300 | 12,881 | 126,159 | 0 | 896,340 |
| Total Commissioner of Public Utilities | 757,300 | 12,881 | 126,159 | 0 | 896,340 |
| Commissioner of Public Works | | | | | |
| General Fund | 784,606 | 13,378 | 124,606 | 0 | 922,590 |
| Total Commissioner of Public Works | 784,606 | 13,378 | 124,606 | 0 | 922,590 |
| Office of Government Relations | | | | | |
| General Fund | 841,004 | 346,866 | 132,006 | 0 | 1,319,876 |
| Total Office of Government Relations | 841,004 | 346,866 | 132,006 | 0 | 1,319,876 |
| Office of Human Relations | | | | | |
| General Fund | 422,473 | 156,713 | 38,751 | 0 | 617,937 |
| Total Office of Human Relations | 422,473 | 156,713 | 38,751 | 0 | 617,937 |

Summary of Bureau Expenses by Fund - FY 2011-12

Table 3

Financial Summaries

This table summarizes the major categories of expenditures included in bureau program budgets by fund and by bureau.

| | Personal Services | External Mat'l & Svcs | Internal Mat'l & Svcs | Capital Outlay | Total Bureau Expenses |
|---|-------------------|-----------------------|-----------------------|-------------------|-----------------------|
| Office of Management and Finance | | | | | |
| BFRES Facilities GO Bond Construction Fund | 0 | 160,606 | 241,036 | 2,054,867 | 2,456,509 |
| CityFleet Operating Fund | 6,716,627 | 11,726,617 | 1,588,033 | 8,331,946 | 28,363,223 |
| Convention and Tourism Fund | 0 | 2,871,475 | 163,056 | 0 | 3,034,531 |
| EBS Services Fund | 2,210,737 | 1,294,806 | 4,448,032 | 0 | 7,953,575 |
| Emergency Communication Fund | 0 | 150,772 | 0 | 0 | 150,772 |
| Facilities Services Operating Fund | 3,582,569 | 18,957,795 | 3,140,986 | 1,651,486 | 27,332,836 |
| Fire & Police Supplemental Retirement Res Fund | 0 | 8,200 | 0 | 0 | 8,200 |
| General Fund | 28,514,294 | 20,242,961 | 6,532,902 | 0 | 55,290,157 |
| Health Insurance Operating Fund | 1,105,888 | 42,244,911 | 541,393 | 0 | 43,892,192 |
| Insurance and Claims Operating Fund | 1,150,449 | 5,799,164 | 2,373,159 | 182,000 | 9,504,772 |
| Pension Debt Redemption Fund | 0 | 0 | 142,000 | 0 | 142,000 |
| Printing & Distribution Services Operating Fund | 1,943,626 | 3,855,459 | 726,239 | 371,250 | 6,896,574 |
| Property Management License Fund | 0 | 4,949,777 | 82,909 | 0 | 5,032,686 |
| Public Safety GO Bond Fund | 181,153 | 877,330 | 433,600 | 4,000,000 | 5,492,083 |
| Special Finance and Resource Fund | 0 | 111,670,742 | 0 | 0 | 111,670,742 |
| Spectator Facilities Operating Fund | 0 | 1,695,000 | 645,780 | 0 | 2,340,780 |
| Technology Services Fund | 26,102,359 | 15,713,707 | 3,924,002 | 2,416,276 | 48,156,344 |
| Workers' Comp Self Insurance Operating Fund | 1,005,579 | 2,443,846 | 666,002 | 182,000 | 4,297,427 |
| Total Office of Management and Finance | 72,513,281 | 244,663,168 | 25,649,129 | 19,189,825 | 362,015,403 |
| Office of Neighborhood Involvement | | | | | |
| General Fund | 3,427,123 | 3,160,397 | 492,208 | 0 | 7,079,728 |
| Total Office of Neighborhood Involvement | 3,427,123 | 3,160,397 | 492,208 | 0 | 7,079,728 |
| Office of the City Attorney | | | | | |
| General Fund | 8,049,019 | 751,946 | 777,454 | 0 | 9,578,419 |
| Total Office of the City Attorney | 8,049,019 | 751,946 | 777,454 | 0 | 9,578,419 |
| Office of the City Auditor | | | | | |
| Assessment Collection Fund | 0 | 0 | 1,532 | 0 | 1,532 |
| General Fund | 4,939,032 | 1,751,966 | 2,449,699 | 0 | 9,140,697 |
| Local Improvement District Construction Fund | 0 | 5,000 | 1,412,330 | 0 | 1,417,330 |
| Total Office of the City Auditor | 4,939,032 | 1,756,966 | 3,863,561 | 0 | 10,559,559 |
| Office of the Mayor | | | | | |
| General Fund | 2,433,829 | 1,421,819 | 341,118 | 0 | 4,196,766 |
| Total Office of the Mayor | 2,433,829 | 1,421,819 | 341,118 | 0 | 4,196,766 |
| Portland Bureau of Transportation | | | | | |
| Grants Fund | 6,112,480 | 2,872,781 | 5,367,925 | 39,458,431 | 53,811,617 |
| Parking Facilities Fund | 132,348 | 2,845,000 | 3,538,518 | 1,000,000 | 7,515,866 |
| Transportation Operating Fund | 65,606,240 | 34,890,312 | 21,457,254 | 35,891,121 | 157,844,927 |
| Total Portland Bureau of Transportation | 71,851,068 | 40,608,093 | 30,363,697 | 76,349,552 | 219,172,410 |
| Portland Development Commission | | | | | |
| General Fund | 0 | 5,788,326 | 0 | 0 | 5,788,326 |
| Total Portland Development Commission | 0 | 5,788,326 | 0 | 0 | 5,788,326 |

Table 3

Summary of Bureau Expenses by Fund - FY 2011-12

Financial Summaries

This table summarizes the major categories of expenditures included in bureau program budgets by fund and by bureau.

| | Personal Services | External Mat'l & Svcs | Internal Mat'l & Svcs | Capital Outlay | Total Bureau Expenses |
|--|--------------------|-----------------------|-----------------------|--------------------|-----------------------|
| Portland Fire and Rescue | | | | | |
| General Fund | 84,145,529 | 5,324,297 | 5,830,933 | 0 | 95,300,759 |
| Grants Fund | 0 | 64,145 | 0 | 27,077 | 91,222 |
| Public Safety GO Bond Fund | 0 | 0 | 0 | 2,724,000 | 2,724,000 |
| Total Portland Fire and Rescue | 84,145,529 | 5,388,442 | 5,830,933 | 2,751,077 | 98,115,981 |
| Portland Housing Bureau | | | | | |
| Community Development Block Grant Fund | 1,775,863 | 10,846,394 | 126,095 | 0 | 12,748,352 |
| General Fund | 346,993 | 11,396,038 | 8,015 | 0 | 11,751,046 |
| Grants Fund | 621,228 | 3,559,317 | 0 | 0 | 4,180,545 |
| Headwaters Apartment Complex Fund | 0 | 25,552 | 0 | 0 | 25,552 |
| HOME Grant Fund | 384,077 | 6,828,854 | 0 | 0 | 7,212,931 |
| Housing Investment Fund | 727,370 | 8,461,934 | 0 | 0 | 9,189,304 |
| Tax Increment Financing Reimbursement Fund | 1,953,074 | 51,203,210 | 1,034,895 | 0 | 54,191,179 |
| Total Portland Housing Bureau | 5,808,605 | 92,321,299 | 1,169,005 | 0 | 99,298,909 |
| Portland Office of Emergency Management | | | | | |
| General Fund | 1,168,637 | 145,737 | 455,353 | 0 | 1,769,727 |
| Grants Fund | 1,308,771 | 6,657,010 | 0 | 0 | 7,965,781 |
| Total Portland Office of Emergency Management | 2,477,408 | 6,802,747 | 455,353 | 0 | 9,735,508 |
| Portland Parks and Recreation | | | | | |
| General Fund | 39,655,970 | 13,955,741 | 7,163,226 | 0 | 60,774,937 |
| Golf Fund | 3,067,561 | 3,467,750 | 463,253 | 4,760,000 | 11,758,564 |
| Grants Fund | 375,266 | 54,887 | 1,170 | 445,000 | 876,323 |
| Parks Capital Construction & Maintenance Fund | 1,696,021 | 4,495,908 | 167,111 | 15,758,055 | 22,117,095 |
| Parks Endowment Fund | 0 | 17,823 | 1,100 | 0 | 18,923 |
| Parks Local Option Levy Fund | 384,311 | 0 | 578,307 | 0 | 962,618 |
| Portland International Raceway Fund | 783,997 | 570,685 | 86,314 | 0 | 1,440,996 |
| Portland Parks Memorial Trust Fund | 592,356 | 1,722,615 | 158,074 | 19,025 | 2,492,070 |
| Total Portland Parks and Recreation | 46,555,482 | 24,285,409 | 8,618,555 | 20,982,080 | 100,441,526 |
| Portland Police Bureau | | | | | |
| General Fund | 125,102,749 | 8,791,775 | 30,793,848 | 250,000 | 164,938,372 |
| Grants Fund | 913,859 | 1,133,781 | 0 | 0 | 2,047,640 |
| Police Special Revenue Fund | 0 | 1,850,009 | 0 | 0 | 1,850,009 |
| Total Portland Police Bureau | 126,016,608 | 11,775,565 | 30,793,848 | 250,000 | 168,836,021 |
| Portland Water Bureau | | | | | |
| Hydroelectric Power Operating Fund | 262,380 | 195,900 | 234,674 | 0 | 692,954 |
| Water Fund | 61,084,308 | 19,063,435 | 19,881,898 | 98,815,220 | 198,844,861 |
| Total Portland Water Bureau | 61,346,688 | 19,259,335 | 20,116,572 | 98,815,220 | 199,537,815 |
| Total Citywide Bureau Expenses | 598,405,086 | 643,486,204 | 189,326,907 | 305,092,120 | 1,736,310,317 |

Summary of Revenues by Fund - FY 2011-12

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

| | Property & Transient Lodging Taxes | Service Charges, Licenses, & Permits | Other External Revenue | Intracity Transfers | Beginning Balances | Total Revenues |
|--|---|---|------------------------------|------------------------|-----------------------|--------------------|
| Bureau of Development Services | | | | | | |
| Development Services Fund | 0 | 23,512,915 | 4,632,878 | 3,547,460 | 515,338 | 32,208,591 |
| Total Bureau of Development Services | 0 | 23,512,915 | 4,632,878 | 3,547,460 | 515,338 | 32,208,591 |
| Bureau of Emergency Communications | | | | | | |
| Emergency Communication Fund | 0 | 200,000 | 6,775,278 | 12,735,432 | 3,315,476 | 23,026,186 |
| Total Bureau of Emergency Communications | 0 | 200,000 | 6,775,278 | 12,735,432 | 3,315,476 | 23,026,186 |
| Bureau of Environmental Services | | | | | | |
| Environmental Remediation Fund | 0 | 5,206,868 | 15,000 | 370,000 | 1,500,000 | 7,091,868 |
| Grants Fund | 0 | 0 | 1,347,781 | 0 | 0 | 1,347,781 |
| Sewer System Construction Fund | 0 | 350,000 | 210,500,000 | 15,700,000 | 100,000,000 | 326,550,000 |
| Sewer System Debt Redemption Fund | 0 | 0 | 18,200,000 | 148,280,000 | 30,770,500 | 197,250,500 |
| Sewer System Operating Fund | 0 | 256,026,556 | 877,000 | 130,641,578 | 42,200,000 | 429,745,134 |
| Sewer System Rate Stabilization Fund | 0 | 0 | 21,860,000 | 0 | 4,875,000 | 26,735,000 |
| Total Bureau of Environmental Services | 0 | 261,583,424 | 252,799,781 | 294,991,578 | 179,345,500 | 988,720,283 |
| Bureau of Fire & Police Disability & Retirement | | | | | | |
| Fire & Police Disability & Retirement Fund | 105,700,575 | 0 | 28,136,927 | 895,970 | 17,005,428 | 151,738,900 |
| Fire & Police Disability & Retirement Res Fund | 0 | 0 | 0 | 0 | 750,000 | 750,000 |
| Total Bureau of Fire & Police Disability & Retirement | 105,700,575 | 0 | 28,136,927 | 895,970 | 17,755,428 | 152,488,900 |
| Bureau of Planning and Sustainability | | | | | | |
| General Fund | 0 | 0 | 9,397,390 | 112,344 | 0 | 9,509,734 |
| Grants Fund | 0 | 0 | 14,524,407 | 0 | 0 | 14,524,407 |
| Solid Waste Management Fund | 0 | 4,200,847 | 76,423 | 75,787 | 2,390,139 | 6,743,196 |
| Total Bureau of Planning and Sustainability | 0 | 4,200,847 | 23,998,220 | 188,131 | 2,390,139 | 30,777,337 |
| Cable Communications and Franchise Management | | | | | | |
| Cable Fund | 0 | 5,343,985 | 58,000 | 357,207 | 4,811,493 | 10,570,685 |
| General Fund | 0 | 41,000 | 1,926,593 | 10,000 | 0 | 1,977,593 |
| Total Cable Communications and Franchise Management | 0 | 5,384,985 | 1,984,593 | 367,207 | 4,811,493 | 12,548,278 |
| Commissioner of Public Affairs | | | | | | |
| Children's Investment Fund | 12,167,402 | 0 | 50,000 | 5,683 | 3,281,937 | 15,505,022 |
| General Fund | 0 | 0 | 1,567,377 | 0 | 0 | 1,567,377 |
| Total Commissioner of Public Affairs | 12,167,402 | 0 | 1,617,377 | 5,683 | 3,281,937 | 17,072,399 |
| Commissioner of Public Safety | | | | | | |
| General Fund | 0 | 0 | 777,571 | 0 | 0 | 777,571 |
| Total Commissioner of Public Safety | 0 | 0 | 777,571 | 0 | 0 | 777,571 |
| Commissioner of Public Utilities | | | | | | |
| General Fund | 0 | 0 | 802,704 | 93,636 | 0 | 896,340 |
| Total Commissioner of Public Utilities | 0 | 0 | 802,704 | 93,636 | 0 | 896,340 |
| Commissioner of Public Works | | | | | | |
| General Fund | 0 | 0 | 822,590 | 100,000 | 0 | 922,590 |
| Total Commissioner of Public Works | 0 | 0 | 822,590 | 100,000 | 0 | 922,590 |
| Office of Government Relations | | | | | | |
| General Fund | 0 | 0 | 1,235,547 | 84,329 | 0 | 1,319,876 |
| Total Office of Government Relations | 0 | 0 | 1,235,547 | 84,329 | 0 | 1,319,876 |

Table 4

Summary of Revenues by Fund - FY 2011-12

Financial Summaries

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

| | Property & Transient Lodging Taxes | Service Charges, Licenses, & Permits | Other External Revenue | Intracity Transfers | Beginning Balances | Total Revenues |
|---|---|---|------------------------------|------------------------|-----------------------|--------------------|
| Office of Human Relations | | | | | | |
| General Fund | 0 | 0 | 617,937 | 0 | 0 | 617,937 |
| Total Office of Human Relations | 0 | 0 | 617,937 | 0 | 0 | 617,937 |
| Office of Management and Finance | | | | | | |
| Airport Way Debt Service Fund | 5,395,991 | 0 | 47,737 | 0 | 1,315,150 | 6,758,878 |
| BFRES Facilities GO Bond Construction Fund | 0 | 0 | 19,033 | 0 | 3,343,513 | 3,362,546 |
| Bonded Debt Interest and Sinking Fund | 10,572,890 | 0 | 30,000 | 0 | 75,000 | 10,677,890 |
| Central Eastside Ind District Debt Service Fund | 5,166,303 | 0 | 35,639 | 14,000 | 2,410,000 | 7,625,942 |
| CityFleet Operating Fund | 0 | 0 | 850,000 | 28,601,585 | 17,596,186 | 47,047,771 |
| Convention and Tourism Fund | 3,049,720 | 0 | 3,000 | 0 | 0 | 3,052,720 |
| Convention Center Area Debt Service Fund | 10,042,772 | 0 | 49,208 | 0 | 2,298,456 | 12,390,436 |
| EBS Services Fund | 0 | 0 | 140,000 | 12,512,253 | 4,289,349 | 16,941,602 |
| Emergency Communication Fund | 0 | 0 | 0 | 0 | 650,772 | 650,772 |
| Facilities Services Operating Fund | 0 | 957,285 | 6,024,004 | 28,461,436 | 30,860,250 | 66,302,975 |
| Fire & Police Supplemental Retirement Res Fund | 0 | 0 | 300 | 0 | 43,414 | 43,714 |
| Gateway URA Debt Redemption Fund | 3,248,427 | 0 | 8,527 | 0 | 249,550 | 3,506,504 |
| General Fund | 213,257,986 | 121,737,076 | (323,089,090) | 60,543,700 | 39,382,981 | 111,832,653 |
| General Reserve Fund | 0 | 0 | 533,900 | 1,852,234 | 46,969,304 | 49,355,438 |
| Governmental Bond Redemption Fund | 0 | 0 | 0 | 1,273,149 | 0 | 1,273,149 |
| Health Insurance Operating Fund | 0 | 39,071,924 | 4,096,066 | 0 | 18,689,380 | 61,857,370 |
| Insurance and Claims Operating Fund | 0 | 0 | 296,519 | 10,732,868 | 20,028,736 | 31,058,123 |
| Interstate Corridor Debt Service Fund | 13,429,581 | 0 | 79,754 | 0 | 5,816,917 | 19,326,252 |
| Lents Town Center URA Debt Redemption Fund | 9,627,853 | 0 | 46,501 | 0 | 3,802,869 | 13,477,223 |
| North Macadam URA Debt Redemption Fund | 13,669,749 | 0 | 70,643 | 5,000 | 4,965,650 | 18,711,042 |
| Pension Debt Redemption Fund | 0 | 0 | 521,566 | 3,086,666 | 753,523 | 4,361,755 |
| Printing & Distribution Services Operating Fund | 0 | 108,676 | 1,106,655 | 5,927,356 | 1,638,685 | 8,781,372 |
| Private for Hire Transportation Safety Fund | 0 | 0 | 1,200 | 0 | 219,882 | 221,082 |
| Property Management License Fund | 0 | 5,028,886 | 3,800 | 0 | 0 | 5,032,686 |
| Public Safety GO Bond Fund | 0 | 0 | 84,898 | 253,330 | 12,237,949 | 12,576,177 |
| River District URA Debt Redemption Fund | 28,596,243 | 0 | 107,605 | 0 | 8,241,096 | 36,944,944 |
| South Park Blocks Redemption Fund | 6,971,607 | 0 | 131,837 | 0 | 8,443,334 | 15,546,778 |
| Special Finance and Resource Fund | 0 | 0 | 112,320,000 | 0 | 19,000 | 112,339,000 |
| Special Projects Debt Service Fund | 0 | 0 | 6,646,243 | 0 | 0 | 6,646,243 |
| Spectator Facilities Operating Fund | 0 | 6,360,870 | 1,878,259 | 104 | 6,990,105 | 15,229,338 |
| Technology Services Fund | 0 | 155,547 | 5,854,840 | 44,419,750 | 37,473,128 | 87,903,265 |
| Waterfront Renewal Bond Sinking Fund | 9,942,547 | 0 | 81,860 | 0 | 6,718,271 | 16,742,678 |
| Willamette Industrial URA Debt Service Fund | 1,201,759 | 0 | 3,155 | 0 | 190,000 | 1,394,914 |
| Workers' Comp Self Insurance Operating Fund | 0 | 0 | 315,173 | 3,730,345 | 18,303,000 | 22,348,518 |
| Total Office of Management and Finance | 334,173,428 | 173,420,264 | (181,701,168) | 201,413,776 | 304,015,450 | 831,321,750 |
| Office of Neighborhood Involvement | | | | | | |
| General Fund | 0 | 145,025 | 6,891,773 | 42,930 | 0 | 7,079,728 |
| Total Office of Neighborhood Involvement | 0 | 145,025 | 6,891,773 | 42,930 | 0 | 7,079,728 |

Summary of Revenues by Fund - FY 2011-12

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

| | Property & Transient Lodging Taxes | Service Charges, Licenses, & Permits | Other External Revenue | Intracity Transfers | Beginning Balances | Total Revenues |
|--|---|---|------------------------------|------------------------|-----------------------|--------------------|
| Office of the City Attorney | | | | | | |
| General Fund | 0 | 0 | 4,528,826 | 5,049,593 | 0 | 9,578,419 |
| Total Office of the City Attorney | 0 | 0 | 4,528,826 | 5,049,593 | 0 | 9,578,419 |
| Office of the City Auditor | | | | | | |
| Assessment Collection Fund | 0 | 0 | 1,000 | 0 | 78,893 | 79,893 |
| Bancroft Bond Interest and Sinking Fund | 0 | 0 | 8,260,849 | 0 | 11,217,983 | 19,478,832 |
| General Fund | 0 | 373,385 | 7,909,108 | 858,204 | 0 | 9,140,697 |
| Local Improvement District Construction Fund | 0 | 773,500 | 21,680,374 | 23,022 | 4,726,233 | 27,203,129 |
| Total Office of the City Auditor | 0 | 1,146,885 | 37,851,331 | 881,226 | 16,023,109 | 55,902,551 |
| Office of the Mayor | | | | | | |
| General Fund | 0 | 0 | 3,452,941 | 743,825 | 0 | 4,196,766 |
| Total Office of the Mayor | 0 | 0 | 3,452,941 | 743,825 | 0 | 4,196,766 |
| Portland Bureau of Transportation | | | | | | |
| Gas Tax Bond Redemption Fund | 0 | 0 | 0 | 1,076,157 | 4,553 | 1,080,710 |
| Grants Fund | 0 | 0 | 53,811,617 | 0 | 0 | 53,811,617 |
| Parking Facilities Fund | 0 | 11,350,000 | 63,000 | 714,256 | 8,143,982 | 20,271,238 |
| Transportation Operating Fund | 0 | 32,242,049 | 70,835,171 | 56,904,341 | 21,201,037 | 181,182,598 |
| Transportation Reserve Fund | 0 | 0 | 9,000 | 0 | 2,507,292 | 2,516,292 |
| Total Portland Bureau of Transportation | 0 | 43,592,049 | 124,718,788 | 58,694,754 | 31,856,864 | 258,862,455 |
| Portland Development Commission | | | | | | |
| General Fund | 0 | 0 | 5,788,326 | 0 | 0 | 5,788,326 |
| Total Portland Development Commission | 0 | 0 | 5,788,326 | 0 | 0 | 5,788,326 |
| Portland Fire and Rescue | | | | | | |
| General Fund | 0 | 2,490,000 | 89,952,137 | 2,858,622 | 0 | 95,300,759 |
| Grants Fund | 0 | 0 | 91,222 | 0 | 0 | 91,222 |
| Public Safety GO Bond Fund | 0 | 0 | 0 | 0 | 7,121,000 | 7,121,000 |
| Total Portland Fire and Rescue | 0 | 2,490,000 | 90,043,359 | 2,858,622 | 7,121,000 | 102,512,981 |
| Portland Housing Bureau | | | | | | |
| Community Development Block Grant Fund | 0 | 0 | 13,148,352 | 0 | 0 | 13,148,352 |
| General Fund | 0 | 0 | 11,751,046 | 0 | 0 | 11,751,046 |
| Grants Fund | 0 | 0 | 4,081,440 | 0 | 99,105 | 4,180,545 |
| Headwaters Apartment Complex Fund | 0 | 0 | 814,128 | 0 | 0 | 814,128 |
| HOME Grant Fund | 0 | 0 | 7,212,931 | 0 | 0 | 7,212,931 |
| Housing Investment Fund | 0 | 260,800 | 8,396,649 | 3,855 | 1,390,915 | 10,052,219 |
| Tax Increment Financing Reimbursement Fund | 0 | 0 | 54,264,923 | 0 | 0 | 54,264,923 |
| Total Portland Housing Bureau | 0 | 260,800 | 99,669,469 | 3,855 | 1,490,020 | 101,424,144 |
| Portland Office of Emergency Management | | | | | | |
| General Fund | 0 | 0 | 1,752,727 | 17,000 | 0 | 1,769,727 |
| Grants Fund | 0 | 0 | 7,965,781 | 0 | 0 | 7,965,781 |
| Total Portland Office of Emergency Management | 0 | 0 | 9,718,508 | 17,000 | 0 | 9,735,508 |
| Portland Parks and Recreation | | | | | | |
| General Fund | 0 | 14,585,439 | 43,611,007 | 2,663,491 | 0 | 60,859,937 |
| Golf Fund | 0 | 8,456,683 | 4,718,355 | 1,992 | 1,560,541 | 14,737,571 |
| Golf Revenue Bond Redemption Fund | 0 | 0 | 4,456 | 806,669 | 636,605 | 1,447,730 |

Table 4**Summary of Revenues by Fund - FY 2011-12****Financial Summaries**

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

| | Property & Transient Lodging Taxes | Service Charges, Licenses, & Permits | Other External Revenue | Intracity Transfers | Beginning Balances | Total Revenues |
|---|---|---|------------------------------|------------------------|-----------------------|----------------------|
| Grants Fund | 0 | 0 | 876,323 | 0 | 0 | 876,323 |
| Parks Capital Construction & Maintenance Fund | 0 | 4,226,234 | 15,140,116 | 1,686,723 | 4,888,233 | 25,941,306 |
| Parks Endowment Fund | 0 | 0 | 920 | 0 | 180,625 | 181,545 |
| Parks Local Option Levy Fund | 32,142 | 0 | 0 | 0 | 4,146,375 | 4,178,517 |
| Portland International Raceway Fund | 0 | 1,794,925 | 8,400 | 288 | 718,471 | 2,522,084 |
| Portland Parks Memorial Trust Fund | 0 | 222,502 | 740,662 | 90,125 | 1,931,353 | 2,984,642 |
| Total Portland Parks and Recreation | 32,142 | 29,285,783 | 65,100,239 | 5,249,288 | 14,062,203 | 113,729,655 |
| Portland Police Bureau | | | | | | |
| General Fund | 0 | 2,523,192 | 158,854,089 | 3,561,091 | 0 | 164,938,372 |
| Grants Fund | 0 | 0 | 2,047,640 | 0 | 0 | 2,047,640 |
| Police Special Revenue Fund | 0 | 0 | 680,000 | 0 | 1,175,000 | 1,855,000 |
| Total Portland Police Bureau | 0 | 2,523,192 | 161,581,729 | 3,561,091 | 1,175,000 | 168,841,012 |
| Portland Water Bureau | | | | | | |
| Hydroelectric Power Bond Redemption Fund | 0 | 0 | 2,794,400 | 0 | 4,451,694 | 7,246,094 |
| Hydroelectric Power Operating Fund | 0 | 0 | 906,250 | 189,112 | 195,161 | 1,290,523 |
| Hydroelectric Power Renewal Replacement Fund | 0 | 0 | 309,000 | 0 | 9,481,050 | 9,790,050 |
| Water Bond Sinking Fund | 0 | 0 | 12,753,188 | 31,443,206 | 15,936,928 | 60,133,322 |
| Water Construction Fund | 0 | 1,000,000 | 148,963,495 | 19,365,572 | 72,034,535 | 241,363,602 |
| Water Fund | 0 | 127,886,472 | 1,062,681 | 139,957,696 | 45,268,099 | 314,174,948 |
| Total Portland Water Bureau | 0 | 128,886,472 | 166,789,014 | 190,955,586 | 147,367,467 | 633,998,539 |
| Total Citywide Resources | 452,073,547 | 676,632,641 | 918,634,538 | 782,480,972 | 734,526,424 | 3,564,348,122 |

Total Revenues and Expenses by Fund by Fiscal Year

Table 5

Financial Summaries

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 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Bureau of Development Services | | | | | |
| Development Services Fund | 44,933,951 | 30,937,464 | 34,990,865 | 31,836,264 | 32,208,591 |
| Total Bureau of Development Services | 44,933,951 | 30,937,464 | 34,990,865 | 31,836,264 | 32,208,591 |
| Bureau of Emergency Communications | | | | | |
| Emergency Communication Fund | 20,763,425 | 19,968,137 | 19,016,958 | 23,026,186 | 23,026,186 |
| Grants Fund | 1,431 | 6,580 | 100,245 | 0 | 0 |
| Total Bureau of Emergency Communications | 20,764,856 | 19,974,717 | 19,117,203 | 23,026,186 | 23,026,186 |
| Bureau of Environmental Services | | | | | |
| Environmental Remediation Fund | 5,639,439 | 7,169,451 | 6,791,051 | 7,220,000 | 7,091,868 |
| Grants Fund | 623,605 | (136,813) | 1,433,554 | 1,347,781 | 1,347,781 |
| Sewer System Construction Fund | 241,501,451 | 241,793,406 | 324,337,789 | 326,550,000 | 326,550,000 |
| Sewer System Debt Redemption Fund | 123,991,760 | 122,799,545 | 181,509,339 | 197,250,500 | 197,250,500 |
| Sewer System Operating Fund | 444,678,586 | 468,644,925 | 572,245,100 | 428,871,705 | 429,745,134 |
| Sewer System Rate Stabilization Fund | 78,615,053 | 69,540,996 | 52,550,000 | 26,735,000 | 26,735,000 |
| Total Bureau of Environmental Services | 895,049,894 | 909,811,511 | 1,138,866,833 | 987,974,986 | 988,720,283 |
| Bureau of Fire & Police Disability & Retirement | | | | | |
| Fire & Police Disability & Retirement Fund | 136,204,832 | 143,433,543 | 151,807,312 | 151,738,900 | 151,738,900 |
| Fire & Police Disability & Retirement Res Fund | 1,500,000 | 750,000 | 750,000 | 750,000 | 750,000 |
| Total Bureau of Fire & Police Disability & Retirement | 137,704,832 | 144,183,543 | 152,557,312 | 152,488,900 | 152,488,900 |
| Bureau of Planning and Sustainability | | | | | |
| General Fund | 11,015,928 | 13,396,833 | 9,948,097 | 9,741,770 | 9,509,734 |
| Grants Fund | 42,852 | 1,609,647 | 24,413,550 | 14,524,407 | 14,524,407 |
| Solid Waste Management Fund | 0 | 8,426,281 | 7,688,460 | 6,743,196 | 6,743,196 |
| Total Bureau of Planning and Sustainability | 11,058,780 | 23,432,761 | 42,050,107 | 31,009,373 | 30,777,337 |
| Cable Communications and Franchise Management | | | | | |
| Cable Fund | 10,043,752 | 10,795,158 | 11,028,413 | 10,521,935 | 10,570,685 |
| General Fund | 1,995,552 | 1,951,837 | 1,912,089 | 1,928,843 | 1,977,593 |
| Total Cable Communications and Franchise Management | 12,039,304 | 12,746,994 | 12,940,502 | 12,450,778 | 12,548,278 |
| Commissioner of Public Affairs | | | | | |
| Children's Investment Fund | 16,478,848 | 20,209,990 | 17,621,823 | 15,455,022 | 15,505,022 |
| General Fund | 954,975 | 1,783,845 | 2,585,428 | 1,567,377 | 1,567,377 |
| Grants Fund | 0 | 0 | 225,000 | 0 | 0 |
| Total Commissioner of Public Affairs | 17,433,823 | 21,993,835 | 20,432,251 | 17,022,399 | 17,072,399 |
| Commissioner of Public Safety | | | | | |
| General Fund | 690,150 | 722,952 | 750,716 | 777,571 | 777,571 |
| Total Commissioner of Public Safety | 690,150 | 722,952 | 750,716 | 777,571 | 777,571 |
| Commissioner of Public Utilities | | | | | |
| General Fund | 812,459 | 806,782 | 852,706 | 896,340 | 896,340 |
| Grants Fund | 0 | 2,500 | 0 | 0 | 0 |
| Total Commissioner of Public Utilities | 812,459 | 809,282 | 852,706 | 896,340 | 896,340 |

Table 5

Total Revenues and Expenses by Fund by Fiscal Year

Financial Summaries

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 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Commissioner of Public Works | | | | | |
| General Fund | 771,886 | 816,447 | 920,148 | 922,590 | 922,590 |
| Total Commissioner of Public Works | 771,886 | 816,447 | 920,148 | 922,590 | 922,590 |
| Office of Government Relations | | | | | |
| General Fund | 1,207,673 | 1,156,883 | 1,202,964 | 1,319,876 | 1,319,876 |
| Total Office of Government Relations | 1,207,673 | 1,156,883 | 1,202,964 | 1,319,876 | 1,319,876 |
| Office of Human Relations | | | | | |
| General Fund | 414,715 | 666,231 | 551,509 | 617,937 | 617,937 |
| Total Office of Human Relations | 414,715 | 666,231 | 551,509 | 617,937 | 617,937 |
| Office of Management and Finance | | | | | |
| Airport Way Debt Service Fund | 6,999,621 | 7,118,692 | 7,392,494 | 6,758,878 | 6,758,878 |
| BFRES Facilities GO Bond Construction Fund | 19,904,788 | 11,314,530 | 6,470,091 | 3,362,546 | 3,362,546 |
| Bonded Debt Interest and Sinking Fund | 8,376,599 | 46,367,405 | 8,462,209 | 10,677,890 | 10,677,890 |
| Central Eastside Ind District Debt Service Fund | 4,976,723 | 6,338,572 | 7,782,460 | 7,625,942 | 7,625,942 |
| CityFleet Operating Fund | 45,347,838 | 43,394,133 | 49,400,569 | 45,892,967 | 47,047,771 |
| Closed - Business License Surcharge Fund | 1,816,074 | 12,854 | 0 | 0 | 0 |
| Closed - Parking Facilities Debt Redemption Fund | 25,281,970 | 0 | 0 | 0 | 0 |
| Closed - Portland Police Assoc Health Insurnc Fd | 2,020,028 | 0 | 0 | 0 | 0 |
| Convention and Tourism Fund | 4,237,312 | 3,302,854 | 3,842,090 | 3,052,720 | 3,052,720 |
| Convention Center Area Debt Service Fund | 11,206,025 | 12,371,489 | 13,331,585 | 12,390,436 | 12,390,436 |
| EBS Services Fund | 5,184,438 | 28,009,529 | 15,390,870 | 16,637,092 | 16,941,602 |
| Emergency Communication Fund | 2,128,082 | 13,510,420 | 8,150,525 | 1,236,772 | 650,772 |
| Facilities Services Operating Fund | 55,412,224 | 55,392,152 | 58,948,327 | 64,542,063 | 66,302,975 |
| Fire & Police Supplemental Retirement Res Fund | 66,927 | 59,726 | 51,753 | 43,714 | 43,714 |
| Gateway URA Debt Redemption Fund | 2,573,042 | 2,975,895 | 3,556,228 | 3,506,504 | 3,506,504 |
| General Fund | 177,786,164 | 152,824,845 | 91,075,060 | 111,270,829 | 111,832,653 |
| General Reserve Fund | 64,083,692 | 64,458,965 | 49,983,595 | 49,355,438 | 49,355,438 |
| Governmental Bond Redemption Fund | 3,224,520 | 10,435,487 | 4,943,469 | 1,273,149 | 1,273,149 |
| Grants Fund | 51,689 | 23,386,229 | 23,035,234 | 0 | 0 |
| Health Insurance Operating Fund | 52,808,752 | 57,356,554 | 56,159,390 | 61,857,370 | 61,857,370 |
| Insurance and Claims Operating Fund | 27,249,864 | 30,955,659 | 32,729,982 | 31,058,123 | 31,058,123 |
| Interstate Corridor Debt Service Fund | 10,350,106 | 12,161,511 | 23,482,271 | 19,326,252 | 19,326,252 |
| Lents Town Center URA Debt Redemption Fund | 7,898,412 | 34,008,888 | 13,826,396 | 13,477,223 | 13,477,223 |
| NorthMacadamURADebtRedemptionFund | 9,190,752 | 11,678,908 | 16,319,402 | 18,711,042 | 18,711,042 |
| Parking Facilities Fund | 22,674,447 | 0 | 0 | 0 | 0 |
| Pension Debt Redemption Fund | 19,026,553 | 7,025,363 | 3,400,068 | 4,361,755 | 4,361,755 |
| Printing & Distribution Services Operating Fund | 9,330,869 | 9,071,080 | 9,529,494 | 8,809,372 | 8,781,372 |
| Private for Hire Transportation Safety Fund | 259,587 | 221,204 | 220,487 | 221,082 | 221,082 |
| Property Management License Fund | 4,531,566 | 4,757,681 | 4,969,552 | 5,032,686 | 5,032,686 |
| Public Safety GO Bond Fund | 0 | 0 | 39,343,822 | 31,787,416 | 12,576,177 |

Total Revenues and Expenses by Fund by Fiscal Year

Table 5

Financial Summaries

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 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| River District URA Debt Redemption Fund | 29,236,777 | 33,358,448 | 38,596,492 | 36,944,944 | 36,944,944 |
| South Park Blocks Redemption Fund | 40,773,065 | 16,106,796 | 15,979,206 | 15,546,778 | 15,546,778 |
| Special Finance and Resource Fund | 105,212,782 | 89,601,872 | 120,169,351 | 112,339,000 | 112,339,000 |
| Special Projects Debt Service Fund | 6,189,363 | 6,436,941 | 6,449,843 | 13,292,486 | 6,646,243 |
| Spectator Facilities Operating Fund | 16,080,920 | 18,371,947 | 26,052,008 | 15,129,338 | 15,229,338 |
| Technology Services Fund | 97,959,782 | 93,198,381 | 90,543,160 | 87,249,726 | 87,903,265 |
| Waterfront Renewal Bond Sinking Fund | 17,739,894 | 17,529,932 | 17,130,738 | 16,742,678 | 16,742,678 |
| Willamette Industrial URA Debt Service Fund | 697,385 | 812,471 | 1,202,457 | 1,394,914 | 1,394,914 |
| Workers' Comp Self Insurance Operating Fund | 22,848,108 | 23,391,762 | 23,157,492 | 22,348,518 | 22,348,518 |
| Total Office of Management and Finance | 940,736,740 | 947,319,173 | 891,078,170 | 853,257,643 | 831,321,750 |
| Office of Neighborhood Involvement | | | | | |
| General Fund | 6,017,166 | 7,333,576 | 6,769,839 | 7,079,728 | 7,079,728 |
| Grants Fund | 0 | 0 | 50,000 | 0 | 0 |
| Total Office of Neighborhood Involvement | 6,017,166 | 7,333,576 | 6,819,839 | 7,079,728 | 7,079,728 |
| Office of Sustainable Development | | | | | |
| General Fund | 2,873,078 | 0 | 0 | 0 | 0 |
| Grants Fund | 441,960 | (1,238,877) | 0 | 0 | 0 |
| Solid Waste Management Fund | 8,663,949 | 0 | 0 | 0 | 0 |
| Total Office of Sustainable Development | 11,978,987 | (1,238,877) | 0 | 0 | 0 |
| Office of the City Attorney | | | | | |
| General Fund | 8,016,265 | 8,415,443 | 8,844,159 | 9,578,419 | 9,578,419 |
| Total Office of the City Attorney | 8,016,265 | 8,415,443 | 8,844,159 | 9,578,419 | 9,578,419 |
| Office of the City Auditor | | | | | |
| Assessment Collection Fund | 79,892 | 80,406 | 81,924 | 79,893 | 79,893 |
| Bancroft Bond Interest and Sinking Fund | 21,455,865 | 22,057,890 | 24,641,895 | 19,478,832 | 19,478,832 |
| Closed - Campaign Finance Fund | 1,646,461 | 1,291,011 | 545,896 | 0 | 0 |
| General Fund | 7,799,810 | 7,771,333 | 9,313,086 | 9,287,736 | 9,140,697 |
| Local Improvement District Construction Fund | 11,753,020 | 58,791,219 | 15,515,063 | 27,203,129 | 27,203,129 |
| Total Office of the City Auditor | 42,735,048 | 89,991,859 | 50,097,864 | 56,049,590 | 55,902,551 |
| Office of the Mayor | | | | | |
| General Fund | 2,395,678 | 2,971,314 | 4,491,807 | 4,196,766 | 4,196,766 |
| Total Office of the Mayor | 2,395,678 | 2,971,314 | 4,491,807 | 4,196,766 | 4,196,766 |
| Portland Bureau of Transportation | | | | | |
| Gas Tax Bond Redemption Fund | 3,499,600 | 1,096,824 | 1,091,035 | 1,085,263 | 1,080,710 |
| Grants Fund | 1,497,549 | 49,331,381 | 124,070,720 | 53,696,617 | 53,811,617 |
| Parking Facilities Fund | 0 | 22,773,300 | 20,696,495 | 20,271,238 | 20,271,238 |
| Transportation Operating Fund | 139,293,812 | 164,584,176 | 173,270,485 | 181,180,409 | 181,182,598 |
| Transportation Reserve Fund | 1,137,878 | 2,498,292 | 2,540,000 | 2,516,292 | 2,516,292 |
| Total Portland Bureau of Transportation | 145,428,839 | 240,283,973 | 321,668,735 | 258,749,819 | 258,862,455 |
| Portland Development Commission | | | | | |
| General Fund | 0 | 0 | 4,075,126 | 5,788,326 | 5,788,326 |
| Grants Fund | 0 | 20,171 | 0 | 0 | 0 |
| Total Portland Development Commission | 0 | 20,171 | 4,075,126 | 5,788,326 | 5,788,326 |
| Portland Fire and Rescue | | | | | |
| General Fund | 86,135,450 | 89,658,856 | 95,348,897 | 95,277,759 | 95,300,759 |

Table 5

Total Revenues and Expenses by Fund by Fiscal Year

Financial Summaries

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 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Grants Fund | 57,050 | 818,666 | 592,107 | 91,222 | 91,222 |
| Public Safety GO Bond Fund | 0 | 0 | 7,293,000 | 7,293,000 | 7,121,000 |
| Total Portland Fire and Rescue | 86,192,500 | 90,477,521 | 103,234,004 | 102,661,981 | 102,512,981 |
| Portland Housing Bureau | | | | | |
| Community Development Block Grant Fund | 10,965,509 | 14,058,463 | 16,226,715 | 9,947,702 | 13,148,352 |
| General Fund | 14,283,529 | 12,219,233 | 10,643,564 | 11,099,071 | 11,751,046 |
| Grants Fund | 1,031,605 | 5,277,976 | 10,908,341 | 3,988,642 | 4,180,545 |
| Headwaters Apartment Complex Fund | 0 | 0 | 1,012,294 | 1,364,828 | 814,128 |
| HOME Grant Fund | 3,661,335 | 8,331,585 | 6,000,213 | 5,177,900 | 7,212,931 |
| Housing Investment Fund | 22,240,152 | 17,303,370 | 11,695,900 | 7,086,822 | 10,052,219 |
| Tax Increment Financing Reimbursement Fund | 0 | 1,193,009 | 52,530,434 | 52,234,079 | 54,264,923 |
| Total Portland Housing Bureau | 52,182,130 | 58,383,636 | 109,017,461 | 90,899,044 | 101,424,144 |
| Portland Office of Emergency Management | | | | | |
| General Fund | 1,540,713 | 1,632,718 | 1,684,672 | 1,769,727 | 1,769,727 |
| Grants Fund | 1,410,344 | (1,233,703) | 5,945,058 | 7,942,364 | 7,965,781 |
| Total Portland Office of Emergency Management | 2,951,057 | 399,015 | 7,629,730 | 9,712,091 | 9,735,508 |
| Portland Parks and Recreation | | | | | |
| General Fund | 56,837,966 | 57,138,977 | 59,701,881 | 60,798,605 | 60,859,937 |
| Golf Fund | 9,754,562 | 9,565,865 | 9,378,238 | 14,737,571 | 14,737,571 |
| Golf Revenue Bond Redemption Fund | 1,456,271 | 1,443,974 | 1,447,385 | 1,447,730 | 1,447,730 |
| Grants Fund | 181,693 | 928,890 | 3,408,344 | 876,323 | 876,323 |
| Parks Capital Construction & Maintenance Fund | 35,492,269 | 21,935,173 | 19,204,790 | 29,278,072 | 25,941,306 |
| Parks Endowment Fund | 185,540 | 185,399 | 183,134 | 181,545 | 181,545 |
| Parks Local Option Levy Fund | 19,415,495 | 7,711,665 | 5,829,553 | 4,178,517 | 4,178,517 |
| Portland International Raceway Fund | 2,372,217 | 2,496,143 | 2,564,923 | 2,522,084 | 2,522,084 |
| Portland Parks Memorial Trust Fund | 3,138,513 | 3,024,806 | 2,989,854 | 2,979,317 | 2,984,642 |
| Total Portland Parks and Recreation | 128,834,526 | 104,430,891 | 104,708,102 | 116,999,764 | 113,729,655 |
| Portland Police Bureau | | | | | |
| General Fund | 153,358,313 | 160,769,831 | 157,071,997 | 164,938,372 | 164,938,372 |
| Grants Fund | 603,810 | 1,282,237 | 5,506,374 | 2,047,640 | 2,047,640 |
| Police Special Revenue Fund | 16,833 | 1,508,440 | 1,722,903 | 1,855,000 | 1,855,000 |
| Total Portland Police Bureau | 153,978,956 | 163,560,508 | 164,301,274 | 168,841,012 | 168,841,012 |
| Portland Water Bureau | | | | | |
| Closed - Water Growth Impact Charge Trust Fund | 1,912,526 | 0 | 0 | 0 | 0 |
| Grants Fund | 124,014 | (324,122) | 1,038,400 | 0 | 0 |
| Hydroelectric Power Bond Redemption Fund | 7,302,040 | 7,136,865 | 7,146,800 | 7,246,094 | 7,246,094 |
| Hydroelectric Power Operating Fund | 1,617,223 | 1,263,360 | 1,172,206 | 1,290,523 | 1,290,523 |
| Hydroelectric Power Renewal Replacement Fund | 9,130,318 | 9,357,058 | 9,747,308 | 9,790,050 | 9,790,050 |
| Water Bond Sinking Fund | 26,663,406 | 40,908,913 | 44,902,410 | 60,127,322 | 60,133,322 |
| Water Construction Fund | 109,806,284 | 115,889,368 | 137,188,970 | 241,314,546 | 241,363,602 |

Total Revenues and Expenses by Fund by Fiscal Year

Table 5

Financial Summaries

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 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Water Fund | 199,288,920 | 219,167,935 | 246,850,453 | 313,968,259 | 314,174,948 |
| Total Portland Water Bureau | 355,844,731 | 393,399,377 | 448,046,547 | 633,736,794 | 633,998,539 |
| Total Citywide | 3,080,174,946 | 3,273,000,200 | 3,649,245,934 | 3,577,894,177 | 3,564,348,122 |

Table 6

Tax Levy Computation

Financial Summaries

This table shows the calculation of the City's property tax levies in the format prescribed by state law.

| | Total | General Fund | Bonded Debt | Fire & Police Disability & Retirement | Parks Local Option Levy | Children's Local Option Levy |
|--|--------------------|--------------------|-------------------|---|----------------------------|---------------------------------|
| Fiscal Year 2011-12 | | | | | | |
| Total Budget Requirements | 681,925,777 | 499,825,448 | 10,677,890 | 151,738,900 | 4,178,517 | 15,505,022 |
| Less: Budgeted Resources, Except Taxes to Be Levied | (362,727,782) | (306,737,935) | (205,000) | (47,938,325) | (4,178,517) | (3,668,005) |
| Equals: Taxes Necessary To Balance | 319,197,995 | 193,087,513 | 10,472,890 | 103,800,575 | 0 | 11,837,017 |
| Add: Taxes Estimated Not to Be Received due to Delinquency & Discount | 19,178,679 | 11,585,251 | 669,483 | 6,228,035 | 0 | 695,911 |
| Equals: Estimated (Measure 50) Levy Receivable | 338,376,674 | 204,672,764 | 11,142,373 | 110,028,610 | 0 | 12,532,928 |
| Add: Estimated Measure 5 Levy Compression | 18,324,919 | 7,879,901 | 0 | 4,236,101 | 0 | 6,208,916 |
| Taxes to Be Levied | 356,701,593 | 212,552,665 | 11,142,373 | 114,264,711 | 0 | 18,741,844 |
| Legal Basis of Taxes to Be Levied | | | | | | |
| Fixed Tax Rate Levy-Subject to \$10 Limit | 231,294,509 | 212,552,665 | 0 | 0 | 0 | 18,741,844 |
| Local Option Operating Tax | 0 | 0 | 0 | 0 | | 0 |
| Local Option Capital Construction Tax | 0 | 0 | 0 | 0 | | 0 |
| Levy for Gap Bonds | 0 | 0 | 0 | 0 | | 0 |
| Levy for Pension & Disability Obligations | 114,264,711 | 0 | 0 | 114,264,711 | 0 | 0 |
| Levy for Bonded Indebtedness | 11,142,373 | 0 | 11,142,373 | 0 | 0 | 0 |
| Taxes To Be Levied | 356,701,593 | 212,552,665 | 11,142,373 | 114,264,711 | 0 | 18,741,844 |
| Fiscal Year 2010-11 | | | | | | |
| Total Budget Requirements | 636,599,643 | 451,812,997 | 8,462,209 | 151,805,634 | 5,829,553 | 18,689,250 |
| Less: Budgeted Resources Except Taxes to Be Levied | (320,100,710) | (264,478,578) | (295,000) | (44,275,344) | (5,829,553) | (5,222,235) |
| Equals: Taxes Necessary to Balance | 316,498,933 | 187,334,419 | 8,167,209 | 107,530,290 | 0 | 13,467,015 |
| Add: Taxes Estimated Not to Be Received due to Delinquency & Discount | 20,527,321 | 12,169,755 | 530,564 | 6,985,461 | 0 | 841,542 |
| Equals: Estimated (Measure 50) Levy Receivable | 337,026,254 | 199,504,174 | 8,697,773 | 114,515,751 | 0 | 14,308,557 |
| Add: Estimated Measure 5 Levy Compression | 14,664,459 | 6,986,796 | 0 | 4,010,433 | 0 | 3,667,229 |
| Taxes to Be Levied | 351,690,713 | 206,490,970 | 8,697,773 | 118,526,184 | 0 | 17,975,786 |
| Legal Basis of Taxes to Be Levied | | | | | | |
| Permanent Rate Limit Levy-Subject to \$10 Limit | 224,466,756 | 206,490,970 | 0 | 0 | 0 | 17,975,786 |
| Local Option Operating Tax | 0 | 0 | 0 | 0 | | 0 |
| Local Option Capital Construction Tax | 0 | 0 | 0 | 0 | | 0 |
| Levy for Gap Bonds | 0 | 0 | 0 | 0 | | 0 |
| Levy for Pension & Disability Obligations | 118,526,184 | 0 | 0 | 118,526,184 | 0 | 0 |
| Levy for Bonded Indebtedness | 8,697,773 | 0 | 8,697,773 | 0 | 0 | 0 |
| Taxes to Be Levied | 351,690,713 | 206,490,970 | 8,697,773 | 118,526,184 | 0 | 17,975,786 |

Urban Renewal Certification

Table 7

Financial Summaries

This table shows the amount of tax increment collections planned for the City's urban renewal districts.

Part 1: Option One Plans (Reduced Rate)

| Plan Area Name | Increment Value to Use | | 100% from Division of Tax | Special Levy Amount |
|----------------|------------------------|--|---------------------------|---------------------|
| | | | | |

Part 2: Option Three Plans (Standard Rate)

| Plan Area Name | Increment Value to Use | | Amount from Division of Tax | Special Levy Amount |
|--------------------------|------------------------|----|-----------------------------|---------------------|
| Airport Way | | OR | \$2,540,000 | \$3,589,189 |
| Oregon Convention Center | | OR | \$5,740,000 | \$5,608,713 |
| Downtown Waterfront | | OR | \$7,710,000 | \$3,557,465 |
| South Park Blocks | | OR | \$5,660,000 | \$2,244,633 |

Part 3: Other Standard Rate Plans

| Plan Area Name | Increment Value to Use | | 100% from Division of Tax | Special Levy Amount |
|-------------------------|------------------------|----|---------------------------|---------------------|
| Lents Town Center | | OR | Yes | \$10,966,101 |
| Gateway Regional Center | | OR | Yes | \$3,699,950 |
| River District | \$1,592,116,769 | | | \$33,086,511 |
| North Macadam | | OR | Yes | \$15,569,810 |
| Interstate Corridor | | OR | Yes | \$15,296,261 |

Part 4: Other Reduced Rate Plans

| Plan Area Name | Increment Value to Use | | 100% from Division of Tax | Estimated Division of Tax |
|--------------------------------------|------------------------|----|---------------------------|---------------------------|
| Central Eastside Industrial District | | OR | Yes | \$5,791,495 |
| Willamette Industrial Area | | OR | Yes | \$1,368,801 |

Notice to Assessor of Permanent Increase in Frozen Value

| | |
|----------------|---------------------|
| Plan Area Name | New frozen value \$ |
| Plan Area Name | New frozen value \$ |

Table 8

Summary of Authorized Positions

Financial Summaries

This table summarizes the number of regular permanent or limited term full-time and part-time positions authorized in each bureau. Temporary part-time positions are not included.

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Adopted FY 2011-12 | Change |
|---|----------------------|----------------------|-----------------------|-----------------------|----------------|
| Bureau of Development Services | | 303.93 | 163.70 | 178.53 | 14.83 |
| Bureau of Emergency Communications | | 144.42 | 145.75 | 145.00 | (0.75) |
| Bureau of Environmental Services | | 540.75 | 548.10 | 538.60 | (9.50) |
| Bureau of Fire & Police Disability & Retirement | | 17.70 | 16.70 | 16.70 | 0.00 |
| Bureau of Planning and Sustainability | | 119.56 | 113.58 | 109.60 | (3.98) |
| Cable Communications and Franchise Management | | 9.00 | 8.80 | 8.80 | 0.00 |
| Commissioner of Public Affairs | | 15.50 | 14.80 | 14.80 | 0.00 |
| Commissioner of Public Safety | | 6.90 | 6.39 | 6.39 | 0.00 |
| Commissioner of Public Utilities | | 10.00 | 9.00 | 9.00 | 0.00 |
| Commissioner of Public Works | | 8.00 | 8.80 | 8.80 | 0.00 |
| Office of Government Relations | | 7.00 | 7.50 | 8.00 | 0.50 |
| Office of Human Relations | | 4.00 | 4.00 | 4.00 | 0.00 |
| Office of Management and Finance | | 673.93 | 672.58 | 683.23 | 10.65 |
| Office of Neighborhood Involvement | | 39.60 | 36.75 | 38.65 | 1.90 |
| Office of the City Attorney | | 60.50 | 59.60 | 57.05 | (2.55) |
| Office of the City Auditor | | 50.50 | 50.00 | 48.62 | (1.38) |
| Office of the Mayor | | 25.00 | 25.60 | 25.40 | (0.20) |
| Portland Bureau of Transportation | | 743.48 | 750.73 | 761.18 | 10.45 |
| Portland Fire and Rescue | | 750.15 | 743.47 | 747.97 | 4.50 |
| Portland Housing Bureau | | 34.00 | 67.00 | 57.00 | (10.00) |
| Portland Office of Emergency Management | | 14.82 | 18.90 | 18.73 | (0.17) |
| Portland Parks and Recreation | | 446.66 | 444.52 | 440.89 | (3.63) |
| Portland Police Bureau | | 1,252.88 | 1,238.57 | 1,230.90 | (7.67) |
| Portland Water Bureau | | 642.25 | 641.15 | 627.75 | (13.40) |
| Total Full-Time Equivalents | | 5,920.53 | 5,795.98 | 5,785.59 | (10.39) |

General Fund Revenues and Expenses

Table 9

Financial Summaries

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 2010-11 | Adopted FY 2011-12 | Revised FY 2010-11 | Adopted FY 2011-12 |
| Resources | | | | |
| Property Taxes | 191,959,956 | 198,009,386 | 191,959,956 | 198,009,386 |
| Lodging Taxes | 14,524,258 | 15,248,600 | 14,524,258 | 15,248,600 |
| Business Licenses | 57,831,084 | 67,386,974 | 57,831,084 | 67,386,974 |
| Utility License Fees | 70,250,023 | 70,813,350 | 70,250,023 | 70,813,350 |
| Overhead, Service Reimbursements | 0 | 0 | 44,734,747 | 49,476,992 |
| Service Charges, Permits & Fees | 65,000 | 0 | 22,739,064 | 21,692,321 |
| Other Intergovernmental Revenues | 2,562,265 | 2,659,989 | 13,576,837 | 12,064,368 |
| State Shared Cigarette & Liquor | 12,867,392 | 12,389,324 | 12,867,392 | 12,389,324 |
| Interest Income | 1,148,805 | 1,081,911 | 2,179,696 | 2,232,069 |
| Cash Transfers | 7,122,001 | 1,591,449 | 7,923,791 | 9,515,869 |
| Miscellaneous Revenues | 50,000 | 50,000 | 2,328,243 | 1,613,214 |
| Bond and Note Proceeds | 8,506,660 | 0 | 8,506,660 | 0 |
| Beginning Fund Balance | 18,321,994 | 39,382,981 | 18,321,994 | 39,382,981 |
| General Fund Resources | 385,209,438 | 408,613,964 | 467,743,745 | 499,825,448 |
| Expenses | | | | |
| Bureau of Planning & Sustainability | 8,109,046 | 8,257,385 | 9,948,097 | 9,509,734 |
| Bureau of Police | 144,523,941 | 153,396,631 | 157,071,997 | 164,938,372 |
| Commissioner of Public Affairs | 1,400,687 | 1,057,317 | 2,585,428 | 1,567,377 |
| Commissioner of Public Safety | 318,943 | 327,198 | 750,716 | 777,571 |
| Commissioner of Public Utilities | 317,366 | 335,644 | 852,706 | 896,340 |
| Commissioner of Public Works | 340,105 | 342,509 | 920,148 | 922,590 |
| Office of Cable Communications & Franchise Mgmt | 1,789,943 | 1,926,593 | 1,912,089 | 1,977,593 |
| Office of the City Attorney | 1,781,135 | 1,722,115 | 8,844,159 | 9,578,419 |
| Office of the City Auditor | 4,152,903 | 4,161,907 | 9,313,086 | 9,140,697 |
| Office of Government Relations | 483,718 | 566,117 | 1,202,964 | 1,319,876 |
| Office of Human Relations | 551,509 | 617,937 | 551,509 | 617,937 |
| Office of Management & Finance | 14,469,517 | 13,798,059 | 37,449,129 | 46,859,276 |
| Office of the Mayor | 2,610,245 | 2,156,115 | 4,491,807 | 4,196,766 |
| Office of Neighborhood Involvement | 6,131,164 | 6,436,186 | 6,764,839 | 7,079,728 |
| Portland Development Commission | 4,075,126 | 5,788,326 | 4,075,126 | 5,788,326 |
| Portland Fire & Rescue | 90,035,371 | 88,995,796 | 95,348,897 | 95,300,759 |
| Portland Housing Bureau | 10,020,258 | 10,962,493 | 10,638,564 | 11,751,046 |
| Portland Office of Emergency Management | 670,170 | 671,186 | 1,684,672 | 1,769,727 |
| Portland Parks & Recreation | 41,091,826 | 42,962,510 | 59,456,881 | 60,774,937 |
| Special Appropriations | 7,021,702 | 9,468,254 | 7,177,257 | 8,430,881 |
| Bureau Expenditures | 339,894,675 | 353,950,278 | 421,040,071 | 443,197,952 |
| Total Bureau Expenses | 339,894,675 | 353,950,278 | 421,040,071 | 443,197,952 |
| Contingency - Operating & Reserve | 8,110,187 | 15,792,573 | 8,110,187 | 15,794,535 |
| Overhead Recovery True-Up | 940,130 | (1,077,826) | 0 | 0 |
| Debt Service | 5,485,124 | 5,950,694 | 5,485,124 | 6,035,694 |
| Transfers to Other Funds | 30,779,322 | 33,998,245 | 33,108,363 | 34,797,267 |
| General Fund Expenditures | 385,209,438 | 408,613,964 | 467,743,745 | 499,825,448 |

Table 10

Operating and Capital Budget by Service Area

Financial Summaries

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 service, or interfund transfers.

| | Revised FY 2010-11 | | | Adopted FY 2011-12 | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Operating Budget | Capital Improvements | Total Expenditures | Operating Budget | Capital Improvements | Total Expenditures |
| Public Safety | | | | | | |
| BFRes Facilities GO Bond Construction | \$113,854 | \$4,554,244 | \$4,668,098 | \$114,368 | \$2,342,141 | \$2,456,509 |
| Bureau of Emergency Communications | 17,304,900 | 6,272,253 | 23,577,153 | 18,439,715 | 150,772 | 18,590,487 |
| Office of Emergency Management | 7,629,730 | 0 | 7,629,730 | 9,735,508 | 0 | 9,735,508 |
| Portland Fire and Rescue | 93,942,878 | 1,998,126 | 95,941,004 | 95,391,981 | 0 | 95,391,981 |
| Fire & Police Disability & Retirement | 108,848,314 | 20,000 | 108,868,314 | 114,293,235 | 240,000 | 114,533,235 |
| Portland Police Bureau | 162,578,371 | 0 | 162,578,371 | 166,986,012 | 0 | 166,986,012 |
| Police Special Revenue | 1,621,175 | 0 | 1,621,175 | 1,850,009 | 0 | 1,850,009 |
| Public Safety GO Bond | 64,600 | 7,394,688 | 7,459,288 | 127,600 | 8,088,483 | 8,216,083 |
| Special Appropriations | 0 | 0 | 0 | 30,000 | 0 | 30,000 |
| Total Public Safety | \$392,103,822 | \$20,239,311 | \$412,343,133 | \$406,968,428 | \$10,821,396 | \$417,789,824 |
| Parks, Recreation, and Culture | | | | | | |
| Golf | \$6,690,412 | \$96,000 | \$6,786,412 | \$7,058,564 | \$4,700,000 | \$11,758,564 |
| Portland Parks and Recreation | 60,322,638 | 2,542,587 | 62,865,225 | 61,016,260 | 635,000 | 61,651,260 |
| Parks Construction | 2,342,045 | 12,097,586 | 14,439,631 | 1,577,382 | 20,539,713 | 22,117,095 |
| Parks Endowment | 20,512 | 0 | 20,512 | 18,923 | 0 | 18,923 |
| Parks Local Option Levy | 960,952 | 0 | 960,952 | 962,618 | 0 | 962,618 |
| Parks Memorial Trust | 2,284,416 | 0 | 2,284,416 | 2,492,070 | 0 | 2,492,070 |
| Portland International Raceway | 1,461,783 | 0 | 1,461,783 | 1,440,996 | 0 | 1,440,996 |
| Special Appropriations | 867,019 | 0 | 867,019 | 7,028,692 | 0 | 7,028,692 |
| Spectator Facilities | 12,296,667 | 0 | 12,296,667 | 2,340,780 | 0 | 2,340,780 |
| Total Parks, Recreation, and Culture | \$87,246,444 | \$14,736,173 | \$101,982,617 | \$83,936,285 | \$25,874,713 | \$109,810,998 |
| Public Utilities | | | | | | |
| Bureau of Environmental Services | \$105,776,181 | \$239,246,472 | \$345,022,653 | \$103,513,831 | \$112,150,000 | \$215,663,831 |
| Portland Water Bureau | 77,146,377 | 61,454,000 | 138,600,377 | 76,509,861 | 122,335,000 | 198,844,861 |
| Environmental Remediation | 5,846,619 | 0 | 5,846,619 | 5,453,199 | 0 | 5,453,199 |
| Hydroelectric Power Operating | 680,007 | 0 | 680,007 | 692,954 | 0 | 692,954 |
| Solid Waste Management | 5,528,297 | 0 | 5,528,297 | 4,986,314 | 0 | 4,986,314 |
| Total Public Utilities | \$194,977,481 | \$300,700,472 | \$495,677,953 | \$191,156,159 | \$234,485,000 | \$425,641,159 |
| Community Development | | | | | | |
| Assessment Collection | \$1,321 | \$0 | \$1,321 | \$1,532 | \$0 | \$1,532 |
| Cable Comm and Franchise Mgmt | 7,484,364 | 0 | 7,484,364 | 9,332,402 | 0 | 9,332,402 |
| Children's Investment | 16,233,771 | 0 | 16,233,771 | 15,474,011 | 0 | 15,474,011 |
| Convention and Tourism | 3,550,154 | 0 | 3,550,154 | 3,034,531 | 0 | 3,034,531 |
| Development Services | 28,415,336 | 0 | 28,415,336 | 27,943,607 | 0 | 27,943,607 |
| HOME Grant | 5,926,168 | 0 | 5,926,168 | 7,212,931 | 0 | 7,212,931 |
| Bureau of Housing | 21,546,905 | 0 | 21,546,905 | 15,931,591 | 0 | 15,931,591 |
| Headwater Apartment Complex | 137,000 | 0 | 137,000 | 25,552 | 0 | 25,552 |
| Housing & Community Development | 14,817,839 | 0 | 14,817,839 | 12,748,352 | 0 | 12,748,352 |
| Housing Investment | 8,108,134 | 0 | 8,108,134 | 9,189,304 | 0 | 9,189,304 |
| Office of Human Relations | 551,509 | 0 | 551,509 | 617,937 | 0 | 617,937 |
| Local Improvement District Construction | 2,093,940 | 0 | 2,093,940 | 1,417,330 | 0 | 1,417,330 |
| Office of Neighborhood Involvement | 6,804,839 | 10,000 | 6,814,839 | 7,079,728 | 0 | 7,079,728 |
| Bureau of Planning and Sustainability | 34,361,647 | 0 | 34,361,647 | 24,034,141 | 0 | 24,034,141 |

Operating and Capital Budget by Service Area

Table 10

Financial Summaries

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 service, or interfund transfers.

| | Revised FY 2010-11 | | | Adopted FY 2011-12 | | |
|---|------------------------|----------------------|------------------------|------------------------|----------------------|------------------------|
| | Operating Budget | Capital Improvements | Total Expenditures | Operating Budget | Capital Improvements | Total Expenditures |
| Portland Development Commission | 4,075,126 | 0 | 4,075,126 | 5,788,326 | 0 | 5,788,326 |
| Property Management License | 4,891,742 | 0 | 4,891,742 | 5,032,686 | 0 | 5,032,686 |
| Special Appropriations | (41,250) | 0 | (41,250) | 1,732,437 | 0 | 1,732,437 |
| Special Finance & Resource | 117,973,120 | 0 | 117,973,120 | 111,670,742 | 0 | 111,670,742 |
| Tax Increment Financing Reimburse | 50,411,862 | 0 | 50,411,862 | 54,191,179 | 0 | 54,191,179 |
| Total Community Development | \$327,343,527 | \$10,000 | \$327,353,527 | \$312,458,319 | \$0 | \$312,458,319 |
| Transportation and Parking | | | | | | |
| Bureau of Transportation | \$112,752,203 | \$132,308,389 | \$245,060,592 | \$108,860,279 | \$102,796,265 | \$211,656,544 |
| Parking Facilities | 6,339,406 | 0 | 6,339,406 | 7,515,866 | 0 | 7,515,866 |
| Total Transportation and Parking | \$119,091,609 | \$132,308,389 | \$251,399,998 | \$116,376,145 | \$102,796,265 | \$219,172,410 |
| Elected Officials | | | | | | |
| Office of the City Auditor | \$9,313,086 | \$0 | \$9,313,086 | \$9,140,697 | \$0 | \$9,140,697 |
| Mayor and Commissioners' Offices | 9,825,805 | 0 | 9,825,805 | 8,360,644 | 0 | 8,360,644 |
| Total Elected Officials | \$19,138,891 | \$0 | \$19,138,891 | \$17,501,341 | \$0 | \$17,501,341 |
| City Support Services | | | | | | |
| Campaign Finance | \$20,109 | \$0 | \$20,109 | \$0 | \$0 | \$0 |
| Office of the City Attorney | 8,844,159 | 0 | 8,844,159 | 9,578,419 | 0 | 9,578,419 |
| CityFleet | 20,592,256 | 12,719,585 | 33,311,841 | 21,058,683 | 7,304,540 | 28,363,223 |
| Enterprise Business Solution Services | 8,075,317 | 245,760 | 8,321,077 | 7,953,575 | 0 | 7,953,575 |
| Facilities Services | 29,055,370 | 1,837,328 | 30,892,698 | 25,478,223 | 1,854,613 | 27,332,836 |
| Government Relations | 1,202,964 | 0 | 1,202,964 | 1,319,876 | 0 | 1,319,876 |
| Health Insurance Operating | 43,734,355 | 0 | 43,734,355 | 43,892,192 | 0 | 43,892,192 |
| Insurance and Claims | 12,301,761 | 250,000 | 12,551,761 | 9,329,772 | 175,000 | 9,504,772 |
| Management & Finance - Gen Fund | 37,189,662 | 259,467 | 37,449,129 | 37,463,726 | 8,180,430 | 45,644,156 |
| Management & Finance - Grants | 8,526,058 | 1,092,691 | 9,618,749 | 0 | 0 | 0 |
| Pension Debt Redemption | 0 | 0 | 0 | 142,000 | 0 | 142,000 |
| Printing & Distribution | 7,181,636 | 0 | 7,181,636 | 6,896,574 | 0 | 6,896,574 |
| Special Appropriations | 6,351,488 | 0 | 6,351,488 | 854,872 | 0 | 854,872 |
| Technology Services | 45,036,470 | 2,590,068 | 47,626,538 | 45,558,344 | 2,598,000 | 48,156,344 |
| Workers' Compensation | 4,881,625 | 250,000 | 5,131,625 | 4,122,427 | 175,000 | 4,297,427 |
| Total City Support Services | \$232,993,230 | \$19,244,899 | \$252,238,129 | \$213,648,683 | \$20,287,583 | \$233,936,266 |
| Total Expenditures | \$1,372,895,004 | \$487,239,244 | \$1,860,134,248 | \$1,341,930,992 | \$391,922,816 | \$1,736,310,317 |
| Fund Requirements | | | | | | |
| Contingency | | | 500,947,364 | | | 608,315,179 |
| Debt Service | | | 451,881,829 | | | 409,445,145 |
| Ending Fund Balance | | | 155,560,015 | | | 217,123,416 |
| General Fund Overhead Transfers | | | 21,642,330 | | | 24,655,158 |
| Other Cash Transfers | | | 659,080,148 | | | 568,498,907 |
| City Budget | | | \$3,649,245,934 | | | \$3,564,348,122 |
| Less Intracity Transfers | | | (870,052,407) | | | (782,480,972) |
| Net City Budget | | | \$2,779,193,527 | | | \$2,781,867,150 |

Table 11

Capital Budget by Bureau

Financial Summaries

This table summarizes Capital Improvement Plan project costs by bureau.

| Bureau | Prior Years | Revised | Adopted | Capital Plan | | | | 5-Year Total |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| | | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | |
| Bureau of Environmental Services | 384,741,929 | 193,564,941 | 112,150,000 | 74,489,000 | 125,487,000 | 101,823,000 | 124,732,000 | 538,681,000 |
| Bureau of Fire & Police Disability & Retirement | 0 | 20,000 | 240,000 | 36,750 | 38,500 | 38,500 | 38,500 | 392,250 |
| Office of Management and Finance | 32,564,202 | 23,256,411 | 33,305,901 | 33,970,946 | 35,854,562 | 12,535,127 | 7,189,912 | 122,856,448 |
| Portland Bureau of Transportation | 14,701,025 | 114,057,254 | 102,796,265 | 34,437,977 | 6,649,195 | 5,324,785 | 5,359,785 | 154,568,007 |
| Portland Fire and Rescue | 0 | 0 | 2,724,000 | 3,897,000 | 3,831,000 | 8,804,000 | 544,000 | 19,800,000 |
| Portland Parks and Recreation | 13,266,312 | 10,854,524 | 26,377,591 | 65,905,748 | 86,957,214 | 79,286,380 | 53,766,308 | 312,293,241 |
| Portland Water Bureau | 139,924,885 | 0 | 122,335,000 | 181,025,000 | 119,700,000 | 70,525,000 | 69,925,000 | 563,510,000 |
| Total City Capital Plan | 585,198,353 | 341,753,130 | 399,928,757 | 393,762,421 | 378,517,471 | 278,336,792 | 261,555,505 | 1,712,100,946 |

Capital Budget by Geographic Area

Table 12

Financial Summaries

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau.

| Bureau | | Revised | Adopted | Capital Plan | | | | |
|---|-------------|-------------|-------------|--------------|-------------|-------------|-------------|--------------|
| Geographic Area | Prior Years | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | 5-Year Total |
| Bureau of Environmental Services | | | | | | | | |
| Central City | 218,002 | 3,062,000 | 3,162,000 | 5,000,000 | 2,098,000 | 0 | 0 | 10,260,000 |
| Citywide | 107,183,988 | 35,392,941 | 39,294,000 | 28,710,000 | 63,357,000 | 47,557,000 | 44,011,000 | 222,929,000 |
| East | 266,648,529 | 47,851,000 | 14,883,000 | 1,024,000 | 3,715,000 | 6,644,000 | 11,800,000 | 38,066,000 |
| North | 4,064,994 | 34,475,000 | 21,172,000 | 19,689,000 | 11,434,000 | 8,924,000 | 7,074,000 | 68,293,000 |
| Northeast | 121,619 | 2,518,000 | 4,611,000 | 1,316,000 | 1,877,000 | 15,000 | 472,000 | 8,291,000 |
| Northwest | 4,432,368 | 43,400,000 | 7,563,000 | 1,906,000 | 10,467,000 | 8,875,000 | 9,369,000 | 38,180,000 |
| Southeast | 447,754 | 6,000,000 | 12,555,000 | 9,959,000 | 12,143,000 | 18,232,000 | 44,591,000 | 97,480,000 |
| Southwest | 1,568,277 | 20,866,000 | 8,910,000 | 6,719,000 | 19,752,000 | 10,366,000 | 7,415,000 | 53,162,000 |
| Undetermined | 56,398 | 0 | 0 | 166,000 | 644,000 | 1,210,000 | 0 | 2,020,000 |
| Total Bureau of Environmental Services | 384,741,929 | 193,564,941 | 112,150,000 | 74,489,000 | 125,487,000 | 101,823,000 | 124,732,000 | 538,681,000 |
| Bureau of Fire & Police Disability & Retirement | | | | | | | | |
| Citywide | 0 | 20,000 | 240,000 | 36,750 | 38,500 | 38,500 | 38,500 | 392,250 |
| Total Bureau of Fire & Police Disability & Retirement | 0 | 20,000 | 240,000 | 36,750 | 38,500 | 38,500 | 38,500 | 392,250 |
| Office of Management and Finance | | | | | | | | |
| Central City | 17,499,419 | 1,000,000 | 8,204,540 | 6,171,202 | 4,443,223 | 7,971,727 | 6,564,812 | 33,355,504 |
| Citywide | 10,067,500 | 16,731,839 | 15,873,991 | 19,292,748 | 25,474,500 | 3,985,000 | 65,000 | 64,691,239 |
| East | 1,110,447 | 837,328 | 5,380,229 | 5,046,767 | 184,839 | 0 | 0 | 10,611,835 |
| Southeast | 2,767,841 | 3,268,948 | 1,618,031 | 2,210,229 | 4,932,000 | 0 | 0 | 8,760,260 |
| Southwest | 1,118,995 | 1,418,296 | 2,229,110 | 1,250,000 | 820,000 | 578,400 | 560,100 | 5,437,610 |
| Total Office of Management and Finance | 32,564,202 | 23,256,411 | 33,305,901 | 33,970,946 | 35,854,562 | 12,535,127 | 7,189,912 | 122,856,448 |
| Portland Bureau of Transportation | | | | | | | | |
| Citywide | 6,597,570 | 75,078,983 | 44,569,682 | 18,181,031 | 5,289,785 | 5,324,785 | 5,359,785 | 78,725,068 |
| North | 3,599,790 | 7,956,714 | 9,112,921 | 0 | 0 | 0 | 0 | 9,112,921 |
| Northeast | 1,186,233 | 6,525,407 | 9,504,524 | 4,329,037 | 0 | 0 | 0 | 13,833,561 |
| Northeast/Southeast | 58,215 | 332,567 | 210,570 | 1,206,764 | 0 | 0 | 0 | 1,417,334 |
| Southeast | 1,519,567 | 2,495,856 | 6,535,536 | 3,410,801 | 0 | 0 | 0 | 9,946,337 |
| Southwest | 1,739,650 | 21,667,727 | 32,763,032 | 7,310,344 | 1,359,410 | 0 | 0 | 41,432,786 |
| West | 0 | 0 | 100,000 | 0 | 0 | 0 | 0 | 100,000 |
| Total Portland Bureau of Transportation | 14,701,025 | 114,057,254 | 102,796,265 | 34,437,977 | 6,649,195 | 5,324,785 | 5,359,785 | 154,568,007 |
| Portland Fire and Rescue | | | | | | | | |
| Citywide | 0 | 0 | 2,724,000 | 3,897,000 | 3,831,000 | 8,804,000 | 544,000 | 19,800,000 |
| Total Portland Fire and Rescue | 0 | 0 | 2,724,000 | 3,897,000 | 3,831,000 | 8,804,000 | 544,000 | 19,800,000 |
| Portland Parks and Recreation | | | | | | | | |
| Central City | 0 | 0 | 0 | 675,000 | 9,759,220 | 1,000,000 | 1,000,000 | 12,434,220 |
| Citywide | 8,894,882 | 3,459,142 | 5,740,608 | 18,793,748 | 19,563,994 | 14,204,380 | 8,262,308 | 66,565,038 |
| East | 0 | 0 | 0 | 3,916,000 | 4,215,000 | 6,046,000 | 0 | 14,177,000 |
| North | 1,025,876 | 2,934,979 | 7,380,000 | 10,830,000 | 17,601,000 | 0 | 0 | 35,811,000 |
| Northeast | 431,443 | 1,216,501 | 1,720,563 | 11,444,000 | 4,427,000 | 10,899,000 | 8,336,000 | 36,826,563 |
| Northwest | 466,545 | 1,010,000 | 4,610,000 | 3,336,000 | 7,325,000 | 9,456,000 | 6,806,000 | 31,533,000 |
| Southeast | 2,343,470 | 1,318,020 | 3,782,000 | 6,276,000 | 20,234,000 | 37,681,000 | 22,456,000 | 90,429,000 |
| Southwest | 104,096 | 915,882 | 3,144,420 | 10,635,000 | 3,832,000 | 0 | 6,906,000 | 24,517,420 |
| Total Portland Parks and Recreation | 13,266,312 | 10,854,524 | 26,377,591 | 65,905,748 | 86,957,214 | 79,286,380 | 53,766,308 | 312,293,241 |

Table 12**Capital Budget by Geographic Area****Financial Summaries**

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau.

| Bureau Geographic Area | Prior Years | Revised FY 2010-11 | Adopted FY 2011-12 | Capital Plan | | | | 5-Year Total |
|------------------------------------|--------------------|-----------------------|-----------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| | | | | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | |
| Portland Water Bureau | | | | | | | | |
| Central City | 403,065 | 0 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 750,000 |
| Citywide | 69,331,477 | 0 | 36,815,000 | 39,505,000 | 31,905,000 | 39,955,000 | 32,255,000 | 180,435,000 |
| Northeast | 1,865,991 | 0 | 820,000 | 820,000 | 820,000 | 1,420,000 | 1,120,000 | 5,000,000 |
| Southeast | 25,415,124 | 0 | 45,300,000 | 84,050,000 | 65,500,000 | 18,250,000 | 12,000,000 | 225,100,000 |
| Undetermined | 42,909,228 | 0 | 39,250,000 | 56,500,000 | 21,325,000 | 10,750,000 | 24,400,000 | 152,225,000 |
| Total Portland Water Bureau | 139,924,885 | 0 | 122,335,000 | 181,025,000 | 119,700,000 | 70,525,000 | 69,925,000 | 563,510,000 |
| Total City Capital Plan | 585,198,353 | 341,753,130 | 399,928,757 | 393,762,421 | 378,517,471 | 278,336,792 | 261,555,505 | 1,712,100,946 |

Historical Funds and Appropriations

Table 13

Financial Summaries

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

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|-----------------------|
| HISTORICAL FUNDS | | | | |
| Parking Facilities Debt Redemption Fund | 25,281,970 | 0 | 0 | 0 |
| Portland Police Association Health Insurance Fund | 2,020,028 | 0 | 0 | 0 |
| Water Growth Impact Charge Trust Fund | 1,912,527 | 0 | 0 | 0 |
| Business License Surcharge | 1,816,074 | 12,854 | 0 | 0 |
| Campaign Finance Fund | 16,461,461 | 1,291,011 | 545,896 | 0 |
| Total Historical Funds | 47,492,060 | 1,303,865 | 545,896 | 0 |
| HISTORICAL SPECIAL APPROPRIATIONS | | | | |
| 1st Thursday Art | 1,824 | 0 | 0 | 0 |
| Alternatives to Prostitution | 250,000 | 0 | 0 | 0 |
| Blandena Street Transitional Housing | 100,000 | 0 | 0 | 0 |
| Camp Namanu/Camp Fire USA | 88,434 | 0 | 0 | 0 |
| Children Receiving Center | 135,927 | 0 | 0 | 0 |
| Countywide Public Safety | 12,898 | 0 | 0 | 0 |
| Human Relations Project (HRP) | 1,072 | 37 | 0 | 0 |
| NAYA Parks Equity Project | 120,000 | 0 | 0 | 0 |
| PGE Acquisition | 3,428 | 0 | 0 | 0 |
| Project 57/VSAT | 456,250 | 0 | 0 | 0 |
| Racial Profiling | 10,298 | 0 | 0 | 0 |
| Self Enhancement Inc. (SEI) | 200,000 | 0 | 0 | 0 |
| Artists Repertory Theater | 250,000 | 83,600 | 0 | 0 |
| Diverse Empowered Employees of Portland (DEEP) | 11,772 | 6,429 | 0 | 0 |
| Labor Management Committee | 26,888 | 5,013 | 0 | 0 |
| Lewis & Clark Small Business Legal Clinic | 80,000 | 120,000 | 0 | 0 |
| Farmers Market Expansion | 0 | 15,000 | 0 | 0 |
| Steel Bridge SkatePark Study | 0 | 74,131 | 0 | 0 |
| African American Chamber - Small Business Outreach | 0 | 250,000 | 0 | 0 |
| Black Citizen Coalition | 0 | 25,000 | 0 | 0 |
| Community Gardens Strategic Plan | 0 | 35,000 | 0 | 0 |
| Diverse Empowered Employees of Portland (DEEP) | 0 | 6,429 | 0 | 0 |
| ETAP Minority Apprenticeship | 0 | 45,000 | 0 | 0 |
| Hispanic Chamber - Small Business Outreach | 0 | 250,000 | 0 | 0 |
| International Air Service | 0 | 300,000 | 0 | 0 |
| Labor Management Committee | 0 | 5,013 | 0 | 0 |
| Outreach Efforts for 2010 Census | 0 | 25,000 | 0 | 0 |
| PSU Sustainability Conference | 0 | 15,000 | 0 | 0 |
| Third Angle New Music Assemble | 0 | 5,000 | 0 | 0 |
| First Stop Portland | 0 | 12,000 | 12,000 | 0 |
| East Portland Action Plan | 0 | 0 | 150,000 | 0 |
| Parkrose School District | 0 | 0 | 35,000 | 0 |
| Roosevelt Athletic Complex | 0 | 0 | 200,000 | 0 |
| Sports Field Parkrose | 0 | 0 | 100,000 | 0 |
| Village Market | 0 | 0 | 50,000 | 0 |
| World Affairs Council of Oregon | 0 | 0 | 7,500 | 0 |
| Total Historical Special Appropriations | 1,748,791 | 1,277,652 | 554,500 | 0 |
| Total Historical Funds and Appropriations | \$49,240,851 | \$2,581,517 | \$1,100,396 | \$0 |

Table 14a

Summary of Indebtedness - Debt Outstanding

Financial Summaries

| Service Area/Facility/Function | Type of indebtedness | 07/01/10 | 07/01/11 | Change |
|---|--|------------------------|------------------------|----------------------|
| DEBT OUTSTANDING BY SERVICE AREA | | | | |
| Public Safety | | | | |
| PSSRP (Computer Aided Dispatch) | Limited Tax Revenue Bonds | \$7,160,000 | \$6,230,000 | (\$930,000) |
| | | \$7,160,000 | \$6,230,000 | (\$930,000) |
| Parks, Recreation, and Culture | | | | |
| Arena | Limited Tax Revenue Refunding Bonds | \$19,400,000 | \$17,045,000 | (\$2,355,000) |
| MLS PGE Park | Line of Credit | 2,059,854 | 11,900,000 | 9,840,146 |
| Civic Stadium | Limited Tax Revenue Bonds | 26,055,000 | 24,695,000 | (1,360,000) |
| Golf | Revenue Bonds | 2,191,000 | 1,496,000 | (695,000) |
| PIR | Limited Tax Revenue Bonds | 1,530,000 | 1,350,000 | (180,000) |
| | | \$51,235,854 | \$56,486,000 | \$5,250,146 |
| Public Utilities | | | | |
| Sewer System | 1st Lien Revenue Bonds | \$987,650,000 | \$937,835,000 | (\$49,815,000) |
| | 2nd Lien Revenue Bonds | 310,510,000 | 695,490,000 | 384,980,000 |
| | 3rd Lien Loans | 179,336,459 | 20,859,746 | (158,476,713) |
| Water System | 1st Lien Revenue Bonds | 259,540,000 | 332,360,000 | 72,820,000 |
| | 2nd Lien Revenue Bonds | 64,175,000 | 62,420,000 | (1,755,000) |
| | General Obligation Water Revenue Bonds | 1,590,000 | 0 | (1,590,000) |
| Hydroelectric Power | Revenue Bonds | 15,035,000 | 13,095,000 | (1,940,000) |
| | | \$1,817,836,459 | \$2,062,059,746 | \$244,223,287 |
| Community Development and Services | | | | |
| Public Infrastructure | Limited Tax Improvement Bonds | \$63,105,000 | \$57,425,000 | (\$5,680,000) |
| Local Improvement line of credit | Limited Tax Revenue (secured) | 2,842,969 | 3,793,399 | 950,430 |
| Headwaters Apartments | Limited Tax Revenue (Housing) | 11,165,000 | 10,930,000 | (235,000) |
| | | \$77,112,969 | \$72,148,399 | (\$4,964,570) |
| Urban Renewal & Redevelopment | | | | |
| Urban Renewal & Redevelopment | Airport Way Tax Increment | \$43,670,000 | \$40,140,000 | (\$3,530,000) |
| | Central Eastside Tax Increment | 29,195,340 | 32,874,000 | 3,678,660 |
| | Convention Center Tax Increment | 69,121,155 | 65,916,155 | (3,205,000) |
| | Lents Tax Increment | 36,890,000 | 35,715,000 | (1,175,000) |
| | River District Tax Increment | 58,205,486 | 67,309,718 | 9,104,232 |
| | Interstate Corridor Tax Increment | 55,829,127 | 62,936,683 | 7,107,556 |
| | North Macadam Tax Increment | 62,863,661 | 62,060,000 | (803,661) |
| | Gateway Tax Increment | 12,545,073 | 12,545,073 | 0 |
| | South Park Blocks Tax Increment | 68,740,000 | 65,390,000 | (3,350,000) |
| | Downtown Waterfront Tax Increment | 88,950,000 | 84,020,000 | (4,930,000) |
| | | \$526,009,842 | \$528,906,629 | \$2,896,787 |
| Transportation and Parking | | | | |
| Parking Facilities | Parking Revenue Refunding Bonds | \$1,855,000 | \$0 | (\$1,855,000) |
| Streetcar | Limited Tax Revenue Bonds | 20,190,000 | 19,025,000 | (1,165,000) |
| Transit Mall | Limited Tax Revenue Bonds | 12,425,000 | 10,870,000 | (1,555,000) |
| Transportation (Recycling and Meters) | Lines of Credit | 4,247,315 | 4,015,000 | (232,315) |
| Street Improvements | Gas Tax Revenue Bonds | 4,295,000 | 3,715,000 | (580,000) |
| | | \$43,012,315 | \$37,625,000 | (\$5,387,315) |
| City Support Services | | | | |
| Equipment and Facility | Limited Tax Revenue Bonds | \$72,140,000 | \$63,130,000 | (\$9,010,000) |
| | Limited Tax Revenue Bonds (FF&C Ref.) | 1,255,000 | 855,000 | (400,000) |
| Pension | Limited Tax Pension Obligations | 280,178,346 | 271,403,346 | (8,775,000) |

Summary of Indebtedness - Debt Outstanding

Table 14a

Financial Summaries

| Service Area/Facility/Function | Type of indebtedness | 07/01/10 | 07/01/11 | Change |
|--------------------------------|---|------------------------|------------------------|----------------------|
| Convention Center Expansion | Limited Tax Revenue Bonds | 91,639,108 | 90,129,668 | (1,509,440) |
| South Waterfront | Limited Tax Revenue (secured) | 2,243,491 | 2,158,974 | (84,517) |
| Housing Opportunity Bond | Limited Tax Revenue (Housing) | 8,300,000 | 7,890,000 | (410,000) |
| Parks System | Voter Approved General Obligation Bonds | 19,960,000 | 16,275,000 | (3,685,000) |
| Public Safety | Voter Approved General Obligation Bonds | 0 | 25,835,000 | 25,835,000 |
| PCPA | Limited Tax Revenue Bonds | 1,390,000 | 1,290,000 | (100,000) |
| Emergency Facilities | Voter Approved General Obligation Bonds | 38,930,000 | 36,420,000 | (2,510,000) |
| | | \$516,035,945 | \$515,386,988 | (\$648,957) |
| TOTAL DEBT OUTSTANDING | | \$3,038,403,384 | \$3,278,842,762 | \$240,439,378 |
| TYPE OF INDEBTEDNESS | | | | |
| | Limited Tax Bonds | \$280,178,346 | \$271,403,346 | (\$8,775,000) |
| | Limited Tax Improvement Bonds | 63,105,000 | 57,425,000 | (5,680,000) |
| | General Obligation Water Revenue Bonds | 1,590,000 | 0 | (1,590,000) |
| | Voter Approved General Obligation Bonds | 58,890,000 | 78,530,000 | 19,640,000 |
| | Gas Tax Revenue Bonds | 8,542,315 | 7,730,000 | (812,315) |
| | Revenue Bonds | 1,800,956,000 | 2,042,696,000 | 241,740,000 |
| | Limited Tax Revenue Bonds | 279,795,422 | 271,292,041 | (8,503,381) |
| | State / Federal Loans | 19,336,459 | 20,859,746 | 1,523,287 |
| | Tax Increment | 526,009,842 | 528,906,629 | 2,896,787 |
| TOTAL DEBT OUTSTANDING | | \$3,038,403,384 | \$3,278,842,762 | \$240,439,378 |

Table 14b

Summary of Indebtedness - Actual Debt Outstanding

Financial Summaries

| Service Area/Facility/Function | Type of indebtedness | FY 2009-10 | FY 2010-11 | FY 2011-12 |
|--|---|------------|------------------------|------------------------|
| Actual Debt Outstanding July 1, 2010 | | | \$3,038,403,384 | |
| Debt Issued Fiscal Year 2010-11 | | | | |
| Community Development (Urban Renewal) | North Macadam Urban Renewal Bonds | | \$64,925,000 | |
| Community Development (Urban Renewal) | Central Eastside Urban Renewal Bonds | | 29,690,000 | |
| Community Development (Urban Renewal) | S. Park Blocks Urban Renewal Ref. Bonds | | 2,585,000 | |
| Community Development (Urban Renewal) | Convention Ctr Urban Renewal Ref. Bonds | | 7,540,000 | |
| Public Utilities (Water) | Water System Revenue Bonds | | 82,835,000 | |
| Public Utilities (Sewer) | Sewer System Revenue Bonds | | 407,850,000 | |
| Public Safety | General Obligation Public Safety Bonds | | 25,835,000 | |
| Public Safety (FPD&R) | Tax Anticipation Notes | | 21,825,000 | |
| Various | Lines of Credit/State Loans | | 43,903,695 | |
| | | | \$686,988,695 | |
| Debt Redeemed Fiscal Year 2010-11 | | | (\$446,549,317) | |
| Projected Debt Outstanding July 1, 2011 | | | \$3,278,842,762 | |
| Estimated Debt to be Issued Fiscal Year 2011-12 | | | | |
| Public Utilities (Sewer) | Sewer System Revenue Bonds | | | \$210,000,000 |
| Public Utilities (Water) | Water System Revenue Bonds | | | 161,000,000 |
| Community Development (Urban Renewal) | Dwntwn Waterfront Urban Rnwl. Refunding | | | 32,000,000 |
| Community Development (Urban Renewal) | Interstate Corr. Urban Rnwl. Refunding | | | 45,000,000 |
| Community Development (Urban Renewal) | Oregon Conv. Ctr. Urban Rnwl. Refunding | | | 32,000,000 |
| Community Development (Urban Renewal) | River District Urban Rnwl. Refunding | | | 35,000,000 |
| Public Safety (FPD&R) | Tax Anticipation Notes | | | 27,000,000 |
| City Support Services (Special Projects) | Limited Tax Revenue Refunding Bonds | | | 78,000,000 |
| | | | | \$620,000,000 |
| Projected Debt Redeemed Fiscal Year 2011-12 | | | | |
| Scheduled Debt Redemption | | | | (\$178,701,837) |
| Redemption From Bonds Issued | | | | (214,000,000) |
| | | | | (\$392,701,837) |
| Projected Debt Outstanding July 1, 2012 | | | | \$3,506,140,925 |

Summary of Indebtedness - Debt Service

Table 15

Financial Summaries

| Service Area | Facility/Function | Type of Debt | Principal | Interest | Total |
|--|-------------------|-------------------------------------|---------------------|---------------------|----------------------|
| FY 2011-12 DEBT SERVICE BY SERVICE AREA | | | | | |
| Parks, Recreation and Culture | | | | | |
| Arena | | Limited Tax Revenue Bonds | \$2,555,000 | \$813,925 | \$3,368,925 |
| Arena | | MLS Line of Credit | 0 | 400,000 | 400,000 |
| | | | \$2,555,000 | \$1,213,925 | \$3,768,925 |
| Golf | | Revenue Bonds | \$729,000 | \$77,669 | \$806,669 |
| Portland International Raceway | | Limited Tax Revenue Bonds | 190,000 | 82,890 | 272,890 |
| Civic Stadium 2001 | | Limited Tax Revenue Bonds | 1,445,000 | 1,693,105 | 3,138,105 |
| | | | \$2,364,000 | \$1,853,664 | \$4,217,664 |
| Public Safety | | | | | |
| PSSRP (Computer Aided Dispatch) | | Limited Tax Revenue Bonds | 960,000 | 219,600 | 1,179,600 |
| | | | \$960,000 | \$219,600 | \$1,179,600 |
| Public Utilities | | | | | |
| Sewer System | | First Lien Revenue Bonds | \$52,300,000 | \$45,489,894 | \$97,789,894 |
| | | Second Lien Revenue Bonds | 15,240,000 | 33,851,513 | 49,091,513 |
| | | Third Lien Debt | 1,360,029 | 233,024 | 1,593,053 |
| | | | \$68,900,029 | \$79,574,430 | \$148,474,459 |
| Water System | | First Lien Revenue Bonds | \$11,885,000 | \$15,141,388 | \$27,026,388 |
| | | Second Lien Revenue Bonds | 1,835,000 | 2,715,006 | 4,550,006 |
| | | | \$13,720,000 | \$17,856,394 | \$31,576,394 |
| Hydroelectric Power | | Revenue Bonds | 2,045,000 | 666,764 | 2,711,764 |
| | | | \$84,665,029 | \$98,097,589 | \$182,762,618 |
| Community Development and Services | | | | | |
| Public Infrastructure | | Limited Tax Improvement Bonds | \$4,850,000 | \$2,488,193 | \$7,338,193 |
| Housing (Headwaters) | | Limited Tax Housing Revenue Bonds | 255,000 | 531,748 | 786,748 |
| | | | \$5,105,000 | \$3,019,941 | \$8,124,941 |
| Urban Renewal & Redev. | | Airport Way Tax Increment | \$3,675,000 | \$1,916,500 | \$5,591,500 |
| | | Central Eastside Tax Increment | 3,385,717 | 1,834,362 | 5,220,079 |
| | | Convention Center Tax Increment | 9,036,644 | 3,353,792 | 12,390,436 |
| | | South Park Blocks Tax Increment | 3,690,000 | 3,483,432 | 7,173,432 |
| | | Waterfront Tax Increment | 5,235,000 | 4,961,236 | 10,196,236 |
| | | River District Tax Increment | 29,205,412 | 3,004,582 | 32,209,994 |
| | | Gateway Tax Increment | 3,230,453 | 276,051 | 3,506,504 |
| | | Lents Tax Increment | 8,444,602 | 2,000,028 | 10,444,630 |
| | | North Macadam Tax Increment | 10,860,000 | 2,885,391 | 13,745,391 |
| | | Interstate Tax Increment | 12,487,626 | 4,303,293 | 16,790,919 |
| | | Willamette Industrial Tax Increment | 1,390,000 | 4,914 | 1,394,914 |
| | | | \$95,745,454 | \$31,043,522 | \$126,788,976 |
| Transportation and Parking | | | | | |
| Transit Mall Street Improvements | | Limited Tax Revenue Bonds | \$1,620,000 | \$468,900 | \$2,088,900 |
| Streetcar Improvements | | Limited Tax Revenue Bonds | 1,210,000 | 665,375 | 1,875,375 |
| Parking Paystations | | Gas Tax Line of Credit | 1,650,000 | 136,945 | 1,786,945 |
| Street Improvements | | Gas Tax Revenue Bonds | 905,000 | 175,710 | 1,080,710 |
| | | | \$5,385,000 | \$1,446,930 | \$6,831,930 |
| City Support Services | | | | | |

Table 15

Summary of Indebtedness - Debt Service

Financial Summaries

| Service Area | Facility/Function | Type of Debt | Principal | Interest | Total |
|-------------------------------------|------------------------|---|----------------------|----------------------|----------------------|
| | Pension Bonds | Limited Tax Bonds | \$10,300,000 | \$15,446,160 | \$25,746,160 |
| | Parks / Fire | Voter Approved General Obligation Bonds | 7,790,000 | 2,887,890 | 10,677,890 |
| | Equipment and Facility | Limited Tax Revenue Bonds | 9,605,000 | 2,517,143 | 12,122,143 |
| | North Macadam | Limited Tax Revenue Bonds | 89,447 | 122,873 | 212,320 |
| | Convention Ctr Expan. | Limited Tax Revenue Bonds | 1,565,734 | 4,698,979 | 6,264,713 |
| | PCPA 2001 | Limited Tax Revenue Bonds | 100,000 | 65,210 | 165,210 |
| | Housing (HOB) | Limited Tax Housing Revenue Bonds | 425,000 | 322,380 | 747,380 |
| | | | \$29,875,181 | \$26,060,635 | \$55,935,815 |
| DEBT SERVICE BY SERVICE AREA | | | \$221,549,664 | \$159,935,863 | \$381,485,527 |
| | | Limited Tax Bonds | \$10,300,000 | \$15,446,160 | \$25,746,160 |
| | | Limited Tax Improvement Bonds | 4,850,000 | 2,488,193 | 7,338,193 |
| | | Voter Approved General Obligation Bonds | 7,790,000 | 2,887,890 | 10,677,890 |
| | | Gas Tax Revenue Bonds | 2,555,000 | 312,655 | 2,867,655 |
| | | Revenue Bonds | 84,034,000 | 97,942,234 | 181,976,234 |
| | | Limited Tax Revenue Bonds | 19,340,181 | 11,747,999 | 31,088,180 |
| | | Limited Tax Housing Revenue Bonds | 680,000 | 854,128 | 1,534,128 |
| | | State Loans | 1,360,029 | 233,024 | 1,593,053 |
| | | Tax Increment | 90,640,454 | 28,023,581 | 118,664,035 |
| DEBT SERVICE BY TYPE | | | \$221,549,664 | \$159,935,863 | \$381,485,527 |

Principal Over the Life of the Debt

Table 16

Financial Summaries

Schedule of Projected Bond Principal Transactions

| Fiscal Year | Parks, Recreation & Culture | | Public Utilities | | | Community Development | | Transportation and Parking | | City Support Services and Public Safety Services | | |
|-------------|-----------------------------|-------------|------------------|---------------|---------------|-----------------------|---------------|----------------------------|----------------|--|-------------------------------------|----------------------|
| | Arena | Golf/PIR | Sewer System | Water System | Hydroelectric | Public Improvement | Urban Renewal | Public Street Improvements | Parking System | Facility and Equipment | Convention Center & Performing Arts | Parks/Fire Gen. Obl. |
| 2011/12 | \$4,000,000 | \$919,000 | \$68,900,029 | \$13,720,000 | \$2,045,000 | \$5,105,000 | \$90,640,454 | \$4,175,000 | \$1,210,000 | \$21,379,447 | \$1,665,734 | \$7,790,000 |
| 2012/13 | 4,300,000 | 972,000 | 71,777,301 | 14,715,000 | 2,145,000 | 1,625,000 | 25,415,000 | 2,330,000 | 1,240,000 | 22,979,664 | 1,808,250 | 8,065,000 |
| 2013/14 | 4,655,000 | 215,000 | 75,237,055 | 15,350,000 | 2,270,000 | 1,595,000 | 26,885,000 | 2,420,000 | 1,275,000 | 24,115,185 | 1,853,112 | 8,355,000 |
| 2014/15 | 5,035,000 | 230,000 | 78,986,926 | 16,090,000 | 2,390,000 | 1,445,000 | 28,215,000 | 2,525,000 | 1,310,000 | 26,431,029 | 1,940,530 | 8,650,000 |
| 2015/16 | 5,445,000 | 245,000 | 85,146,912 | 16,835,000 | 2,505,000 | 315,000 | 29,660,000 | 2,625,000 | 1,340,000 | 28,962,213 | 2,006,940 | 4,455,000 |
| 2016/17 | 3,850,000 | 265,000 | 89,407,015 | 17,925,000 | 1,740,000 | 8,945,000 | 31,265,000 | 2,225,000 | 1,370,000 | 26,481,438 | 2,349,000 | 4,590,000 |
| 2017/18 | 2,130,000 | | 94,662,246 | 18,830,000 | | 340,000 | 32,980,000 | 240,000 | 1,425,000 | 26,295,000 | 2,335,720 | 4,750,000 |
| 2018/19 | 2,275,000 | | 97,508,066 | 20,875,000 | | 360,000 | 38,100,000 | | 1,485,000 | 26,675,000 | 2,599,480 | 4,950,000 |
| 2019/20 | 2,435,000 | | 101,453,060 | 21,825,000 | | 5,075,000 | 36,865,000 | | 1,550,000 | 29,595,000 | 2,897,480 | 3,415,000 |
| 2020/21 | 2,605,000 | | 106,793,158 | 22,785,000 | | 390,000 | 21,990,000 | | 1,600,000 | 32,750,000 | 3,901,250 | 3,535,000 |
| 2021/22 | 2,790,000 | | 111,478,356 | 15,790,000 | | 410,000 | 23,205,000 | | 1,675,000 | 36,695,000 | 4,282,172 | 3,660,000 |
| 2022/23 | 2,220,000 | | 116,803,662 | 16,480,000 | | 7,595,000 | 24,405,000 | | 1,740,000 | 7,700,175 | 6,640,000 | 3,790,000 |
| 2023/24 | | | 53,839,073 | 17,225,000 | | 445,000 | 24,760,000 | | 1,805,000 | 7,520,423 | 6,970,000 | 3,960,000 |
| 2024/25 | | | 56,354,590 | 13,140,000 | | 465,000 | 10,225,000 | | | 7,349,733 | 7,320,000 | 3,070,000 |
| 2025/26 | | | 45,870,241 | 13,710,000 | | 480,000 | 8,165,000 | | | 6,437,228 | 7,700,000 | 3,200,000 |
| 2026/27 | | | 47,309,029 | 14,300,000 | | 20,185,000 | 8,520,000 | | | 6,258,274 | 8,090,000 | 1,120,000 |
| 2027/28 | | | 49,266,507 | 14,925,000 | | 530,000 | 8,905,000 | | | 6,087,955 | 8,510,000 | 1,175,000 |
| 2028/29 | | | 51,635,000 | 15,575,000 | | 555,000 | 9,315,000 | | | 5,034,559 | 9,040,000 | |
| 2029/30 | | | 54,110,000 | 16,265,000 | | 10,535,000 | 9,775,000 | | | | 9,510,000 | |
| 2030/31 | | | 56,700,000 | 16,985,000 | | 610,000 | 2,280,000 | | | | | |
| 2031/32 | | | 41,075,000 | 17,760,000 | | 640,000 | | | | | | |
| 2032/33 | | | 43,090,000 | 13,940,000 | | 665,000 | | | | | | |
| 2033/34 | | | 25,270,000 | 14,595,000 | | 700,000 | | | | | | |
| 2034/35 | | | 26,540,000 | 9,755,000 | | 690,000 | | | | | | |
| 2035/36 | | | | 5,385,000 | | | | | | | | |
| | \$41,740,000 | \$2,846,000 | \$1,649,213,226 | \$394,780,000 | \$13,095,000 | \$69,700,000 | \$491,570,454 | \$16,540,000 | \$19,025,000 | \$348,747,320 | \$91,419,668 | \$78,530,000 |

Table 17**Interest Over the Life of the Debt****Financial Summaries**

Schedule of Projected Bond Interest Transactions

| Fiscal Year | Parks, Recreation & Culture | | Public Utilities | | | Community Development | | Transportation and Parking | | City Support Services and Public Safety Services | | |
|-------------|-----------------------------|------------------|----------------------|----------------------|--------------------|-----------------------|----------------------|----------------------------|--------------------|--|-------------------------------------|----------------------|
| | Arena | Golf/PIR | Sewer System | Water System | Hydroelectric | Public Improvement | Urban Renewal | Public Street Improvements | Parking System | Facility and Equipment | Convention Center & Performing Arts | Parks/Fire Gen. Obl. |
| 2011/12 | \$2,907,030 | \$160,559 | \$79,574,430 | \$17,856,394 | \$666,764 | \$3,019,941 | \$28,023,581 | \$781,555 | \$665,375 | \$18,628,156 | \$4,764,189 | \$2,887,890 |
| 2012/13 | 2,323,680 | 111,568 | 76,232,684 | 16,864,081 | 551,057 | 2,900,819 | 20,958,110 | 515,478 | 635,125 | 19,220,482 | 4,953,473 | 2,601,553 |
| 2013/14 | 2,084,040 | 58,637 | 72,762,016 | 16,212,025 | 429,137 | 2,863,025 | 19,628,215 | 419,513 | 604,125 | 17,952,366 | 5,157,831 | 2,321,015 |
| 2014/15 | 1,823,410 | 45,436 | 69,022,084 | 15,487,863 | 300,451 | 2,812,294 | 18,284,834 | 319,068 | 572,250 | 16,569,392 | 5,321,023 | 2,019,472 |
| 2015/16 | 1,541,910 | 31,314 | 65,094,461 | 14,732,288 | 165,276 | 2,765,653 | 16,848,573 | 208,963 | 539,500 | 15,017,460 | 5,651,613 | 1,722,047 |
| 2016/17 | 1,236,000 | 16,271 | 60,858,132 | 13,906,288 | 48,050 | 2,750,008 | 15,238,043 | 103,200 | 506,000 | 13,131,938 | 6,010,553 | 1,578,872 |
| 2017/18 | 1,007,590 | | 56,454,035 | 13,005,038 | | 2,302,863 | 13,528,890 | 12,000 | 451,200 | 11,427,516 | 6,083,703 | 1,429,197 |
| 2018/19 | 862,750 | | 50,639,447 | 12,074,888 | | 2,285,968 | 11,719,229 | | 394,200 | 9,631,591 | 6,145,233 | 1,239,197 |
| 2019/20 | 703,500 | | 45,818,266 | 11,118,909 | | 2,268,088 | 9,643,866 | | 334,800 | 7,754,053 | 6,184,433 | 1,057,062 |
| 2020/21 | 533,050 | | 40,800,855 | 10,164,581 | | 2,108,458 | 7,720,688 | | 272,800 | 5,540,360 | 5,538,363 | 935,950 |
| 2021/22 | 350,700 | | 37,030,089 | 9,371,581 | | 2,089,078 | 6,509,206 | | 208,800 | 3,064,730 | 5,098,540 | 808,300 |
| 2022/23 | 155,400 | | 31,743,858 | 8,686,863 | | 2,068,713 | 5,310,575 | | 141,800 | 33,581,140 | 3,251,713 | 674,893 |
| 2023/24 | | | 26,149,222 | 7,948,531 | | 1,735,703 | 4,052,573 | | 72,200 | 35,349,968 | 2,919,713 | 531,100 |
| 2024/25 | | | 23,647,392 | 7,287,856 | | 1,713,603 | 2,706,600 | | | 37,171,898 | 2,571,213 | 377,675 |
| 2025/26 | | | 21,354,429 | 6,717,022 | | 1,690,503 | 2,238,000 | | | 39,046,670 | 2,196,063 | 247,700 |
| 2026/27 | | | 19,154,633 | 6,123,569 | | 1,666,653 | 1,874,450 | | | 41,006,281 | 1,801,438 | 109,013 |
| 2027/28 | | | 16,880,896 | 5,501,856 | | 657,568 | 1,489,950 | | | 43,035,520 | 1,386,825 | 55,813 |
| 2028/29 | | | 14,498,600 | 4,848,156 | | 631,233 | 1,080,725 | | | 45,120,441 | 950,688 | |
| 2029/30 | | | 12,028,188 | 4,161,063 | | 603,663 | 616,713 | | | | 487,388 | |
| 2030/31 | | | 9,439,125 | 3,433,163 | | 164,170 | 122,550 | | | | | |
| 2031/32 | | | 6,725,875 | 2,667,194 | | 133,865 | | | | | | |
| 2032/33 | | | 4,707,713 | 1,938,731 | | 102,075 | | | | | | |
| 2033/34 | | | 2,590,500 | 1,280,425 | | 69,035 | | | | | | |
| 2034/35 | | | 1,327,000 | 722,313 | | 34,260 | | | | | | |
| 2035/36 | | | | 269,250 | | | | | | | | |
| | \$15,529,060 | \$423,785 | \$844,533,926 | \$212,379,926 | \$2,160,736 | \$39,437,230 | \$187,595,370 | \$2,359,775 | \$5,398,175 | \$412,249,963 | \$76,473,987 | \$20,596,746 |

Summary of Defeased Indebtedness

Table 18

Financial Summaries

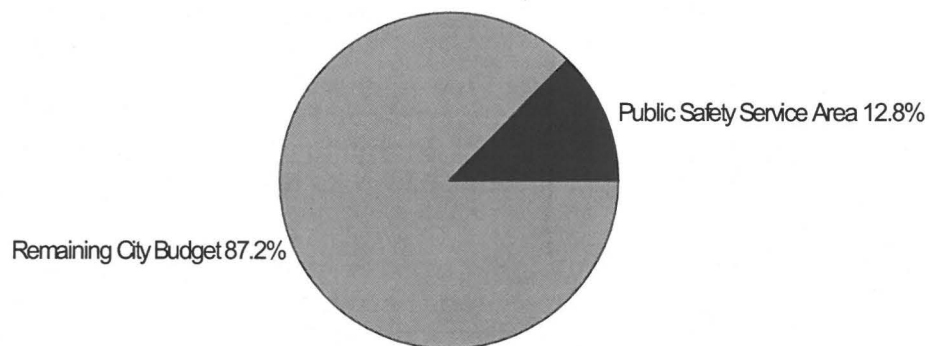
The City will have about no defeased bonds outstanding as of July 1, 2011. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond 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.

| Type of Debt | Outstanding 07/01/10 | Maturity FY 2010-11 | Outstanding 07/01/11 |
|--|-------------------------|------------------------|-------------------------|
| The City will have about no defeased bonds outstanding as of July 1, 2011. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of 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. | | | |
| DEFEASED BONDS OUTSTANDING | | | |
| Water System Revenue Bonds | | | |
| Series 2000 A (2018-20 Maturities) | \$22,290,000 | \$22,290,000 | \$0 |
| | \$22,290,000 | \$22,290,000 | \$0 |
| Sewer Revenue Bonds | | | |
| Series 2000 A | \$146,000,000 | \$146,000,000 | \$0 |
| | \$146,000,000 | \$146,000,000 | \$0 |
| DEFEASED BONDS OUTSTANDING | \$236,000,000 | \$168,290,000 | \$0 |

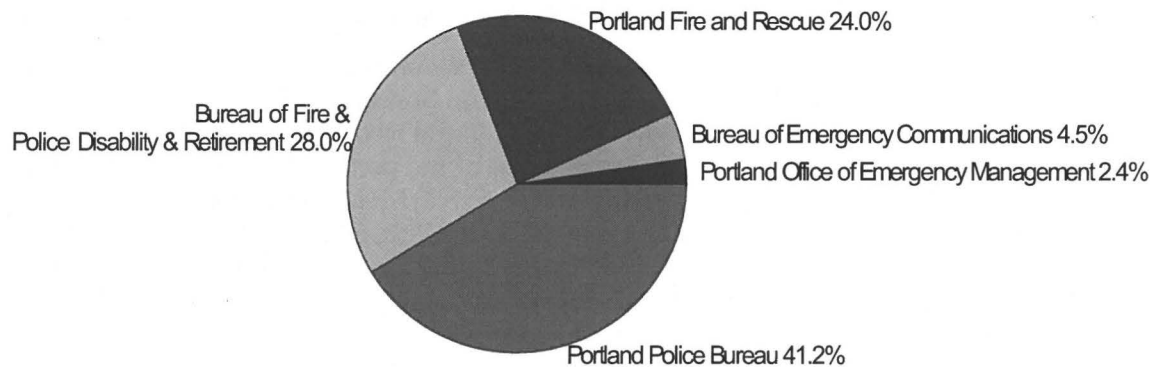
Public Safety Service Area

- Bureau of Emergency Communications
- Bureau of Fire & Police Disability & Retirement
- Portland Police Bureau
- Portland Fire and Rescue
- Portland Office of Emergency Management

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 444,821,397 | 453,640,587 | 8,819,190 | 1.98 |
| Capital | 2,018,126 | 2,964,000 | 945,874 | 46.87 |
| Total Requirements | 446,839,523 | 456,604,587 | 9,765,064 | 2.19 |
| Authorized Positions | 2,163.38 | 2,159.30 | (4.08) | (0.19) |

Service Area Highlights

Description

The Public Safety service area includes the Bureau of Emergency Communications (BOEC), the Bureau of Fire & Police Disability & Retirement (FPDR), the Portland Police Bureau (PPB), Portland Fire & Rescue (PF&R), and the Portland Office of Emergency Management (POEM). These bureaus provide critical public safety services, such as police protection, fire and emergency medical response, 9-1-1 call taking, emergency dispatch, and disaster planning and response.

Major Themes

One of the Mayor's goals during the FY 2011-12 budget development process was to protect public safety services since they are the most basic of City services. Even though City revenues appeared to be recovering, the Mayor requested that bureaus submit modest program and administrative reductions. Public safety bureaus were directed to reduce their General Fund allocations by 0.75% ongoing, while other bureaus had to cut by 1.5%. In addition, the bureaus were asked to be creative in terms of realignments and efficiencies that could save money without reducing services.

The FY 2011-12 Adopted Budget keeps the City's Police sworn staff at full strength, restores a medical rescue unit operated by the Fire Bureau, continues programs that keep the City's streets safe, and ensures that all existing fire stations remain open. The Adopted Budget provides a 4.6% increase in overall public safety General Fund spending, including a 6.9% increase for the Police Bureau. \$1.0 million in administrative reductions ensures that Portland Police Bureau sworn staff strength is not reduced, while funding for Police equipment and training is increased by \$2.0 million so that staff will be adequately supported in their work.

One major change from the previous year resulted from the voters' passage of the Public Safety General Obligation Bond measure in November 2010. Funds from the bond sales are now budgeted in the newly created Public Safety General Obligation Bond Fund. With the passage of the bond measure, the City will now have the resources it needs to replace its 800 MHz Radio system used for public safety purposes, partially finance the construction of a new Emergency Coordination Center, remodel Fire Station 21, and reserve resources to fund the replacement of fire apparatus for the next 14 years.

Portland Police Bureau

The Police Bureau's Adopted Budget for FY 2011-12 is \$4.5 million higher than its FY 2010-11 Revised Budget. Grant acceptance and appropriation throughout the year is expected to further increase the FY 2011-12 budget. The bureau's discretionary General Fund revenue increased by \$8.9 million, driven by increases in personnel labor contract costs (\$2.9 million ongoing), an increased external materials and services appropriation (\$2.0 million one-time), and the return of funding for nine positions held vacant in FY 2010-11 (\$675,000 ongoing). The bureau's Adopted Budget also includes \$1.1 million in ongoing budget reductions (0.75%).

Additional highlights of the bureau's FY 2010-11 budget are discussed below:

- ◆ One-time budget increases continue funding for three programs: \$1.9 million for continuation of portions of the current Service Coordination Team program (a \$130,000 increase); \$1.1 million to continue to support private contracts for the Central City Concern Hooper Inebriate Emergency Response Service (CHIERS) program and sobering stations (a \$150,000 increase); \$125,000 to support a Multnomah County Deputy DA the Prostitution Coordination Team, and \$105,984 to support the Mobile Crisis Unit.
- ◆ New one-time allocations include \$250,000 to continue feasibility work on a training facility and \$63,600 to fund a 0.75 FTE graffiti abatement officer.
- ◆ The Adopted Budget includes a budget note dedicating \$1,785,000 for ten consecutive years for the repayment of \$15 million to support the construction of a public safety training center (beginning in FY 2012-13).
- ◆ To meet FY 2011-12 reduction targets for public safety bureaus (\$1.1 million for the Police Bureau), the following positions were held vacant: 12 background investigators who aid in hiring, a fleet program coordinator, and two Senior Administrative Specialists. These positions were also held vacant in FY 2010-11. Eight sworn officers will remain redirected to perform the duties of background investigators and one will serve as fleet program coordinator.

Portland Fire and Rescue

The \$102.5 million FY 2011-12 Adopted Budget for PF&R is 0.7% less than its FY 2010-11 Revised Budget mostly due to a substantial reduction in grant revenue as well as a reduction in General Fund discretionary resources. Significant changes include:

- ◆ As part of the Citywide budget reduction process, the bureau's external materials and services budget was reduced by \$505,463 ongoing and includes the elimination of the bureau's budgets for replacing Self-Contained Breathing Apparatus cylinders and for grant matches.
- ◆ The bureau received an additional \$320,000 ongoing for additional labor contract costs.
- ◆ Similar to last year, a portion of a fire station is funded using one-time funds of \$655,000.
- ◆ Two rescue units are funded one-time with \$916,000.
- ◆ An increase of \$151,000 one-time funds two support positions to handle payroll and social media outreach.

Bureau of Emergency Communications

BOEC's FY 2011-12 budget is about \$3.9 million (or 20.4%) higher than its FY 2010-11 Revised Budget. The bureau took a 0.75% reduction in its discretionary allocation from the General Fund and a minor reduction in revenues from partner jurisdictions. The bureau decided to reduce its overtime budget for these reductions. However, BOEC's budget for internal materials and services has been increased by 59.7% due to the additional costs of operating and maintaining the new Computer-Aided-Dispatch (CAD) system which the bureau is paying for largely with unspent resources from FY 2010-11.

The total budget for the Emergency Communications Fund, which includes the budget for BOEC operations as well as that of the CAD-Next project, is about \$23.7 million. The CAD-Next portion of the fund is about \$651,000. The new CAD system began operations in April of 2011.

**Portland Office of
Emergency
Management**

The FY 2011-12 budget for POEM is \$9.7 million, \$8 million of which is grants. The budget includes 18.73 FTE, 7.9 of which are grant-funded.

Major POEM projects in FY 2011-12 include finalizing the construction design for the new Emergency Coordination Center with construction planned to start in spring 2012, as well as moving forward on acquiring a suitable site that will serve as an emergency equipment and operations annex on the west side of the Willamette River.

**Bureau of Fire &
Police Disability &
Retirement**

The total FY 2011-12 Adopted Budget for FPDR is slightly less than the FY 2010-11 Revised Budget. However, programmatic expenditures increased by 5.2%. Overall estimated expenditures for retirement programs increased by 5.7% over the FY 2010-11 Revised Budget, including a 69.3% increase in reimbursements to the Police and Fire Bureaus for the contributions they make to the Public Employees Retirement System. With regards to disability and death benefits, expenditures are estimated to decrease by 2.8% from the FY 2010-11 Revised Budget.

FPDR's five-year financial plan projects a 31% increase in total fund requirements, net of tax anticipation notes, over the life of the plan. Increased requirements are primarily attributable to direct pension benefits. The bureau's capital improvement plan includes one project, the rebuild of FPDR's FoxPro database in SQL server at an estimated cost of \$240,000.

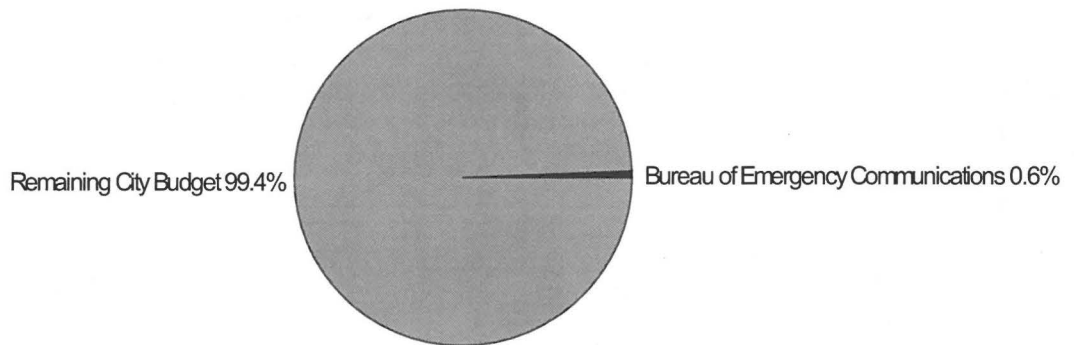
Bureau of Emergency Communications

Public Safety Service Area

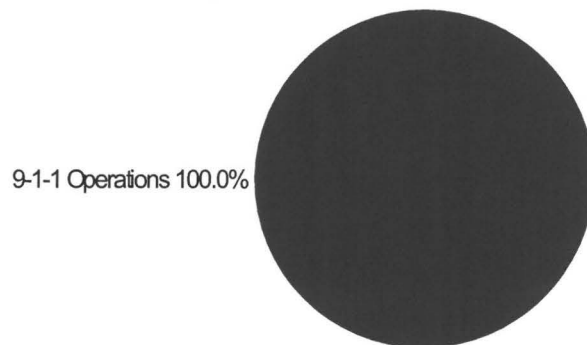
Amanda Fritz, Commissioner-in-Charge

Lisa Turley, Director

Percent of City Budget



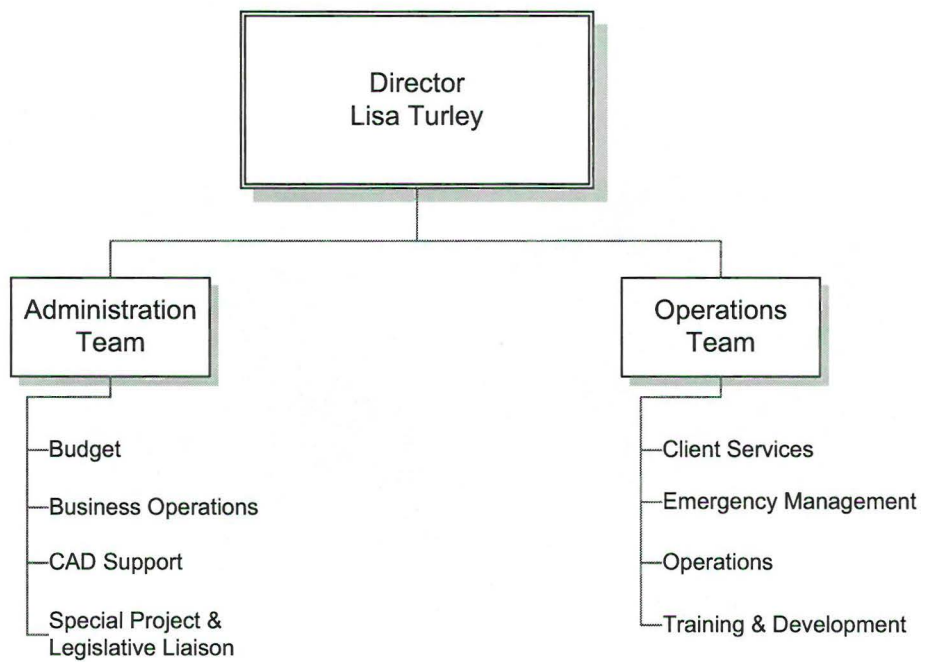
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 19,117,203 | 23,026,186 | 3,908,983 | 20.45 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 19,117,203 | 23,026,186 | 3,908,983 | 20.45 |
| Authorized Positions | 145.75 | 145.00 | (0.75) | (0.51) |

Bureau of Emergency Communications



Bureau Summary

Bureau Mission

The mission of the Bureau of Emergency Communications (BOEC) is to serve the public by providing the vital link between citizens in need and the proper emergency service responder by means of the most efficient operating systems available.

Bureau Overview

BOEC provides all 9-1-1 and police non-emergency call answering within Multnomah County. Staff also dispatches police, fire, and medical calls to all of the public safety agencies within Multnomah County.

The FY 2011-12 Adopted Budget for BOEC totals \$18.4 million for the operating budget and supports 145 positions. Of these positions, 114 are emergency communications call-takers and dispatchers or trainees. The budget is primarily supported by resources from the City of Portland and other regional user jurisdictions, as well as State of Oregon 9-1-1 tax revenues. The total budget for the Emergency Communications Fund is \$24.2 million and includes; the operating budget; \$1.1 million for CAD debt service payment, \$3.5 million in BOEC operations contingency and \$1.2 million in funding managed by PSSRP/BTS for the new computer-aided dispatch (CAD) system.

Strategic Direction

CAD Replacement

In 2006, BOEC and its partner agencies initiated a project to replace the CAD system. The old system was installed in 1994. The average life span for a CAD system is 10 to 15 years. The City of Portland is funding the purchase of a commercial-off-the-shelf system. Activities in FY 2007-08 were focused on defining the system requirements, developing a vendor RFP document, and performing a vendor selection process. In FY 2008-09, activities were focused on evaluation of proposals and selection of a vendor. In FY 2009-10, activities were focused on staff training on the new system. Implementation occurred successfully on April 17, 2011. Operating costs for the new system will be part of the BOEC operating budget, shared by all users.

This project is managed by the Office of Management and Finance as part of its oversight of the Public Safety System Revitalization Project (PSSRP), of which CAD is one of the projects.

Staffing Issues

Currently there are 87 certified operators, a level similar to FY 2008-09. In addition, there are 24 certified call takers, reflecting the benefit of creating this new position classification in FY 2008-09. BOEC's goal is to maintain a certified staffing level of at least 102, with the remaining positions filled by trainees.

Beginning in FY 2005-06, BOEC increased the number of trainee academies each fiscal year from two to three in an attempt to increase the number of trainees hired and eventually certified as operators. Since then, BOEC has added more position classifications in order to create a career ladder for operators. The goal is to allow individuals the opportunity to occupy the position best suited to his or her

Bureau of Emergency Communications

Public Safety Service Area

knowledge, skills, and abilities without having to leave the organization because they cannot master all of the skills necessary to become a full-service dispatcher within a specified time frame. Additionally, BOEC has created an opportunity for trained dispatchers from other agencies to enter the organization without having to start at the very beginning of BOEC's training process. It is hoped that these steps, as well as many other changes, will reduce turnover and improve recruiting success.

FY 2011-12 Service Improvement Plan

Quality Awareness Focus

BOEC will continue to increase its efficiency and quality of emergency call handling and public safety resource dispatching. BOEC has implemented a quality awareness program that defines criteria, standards, and measures for general call taking, as well as emergency medical services, fire, and police dispatch through an organized project plan. BOEC supervisors meet individually with all members of the staff to ensure that they receive information that will allow them to improve their performance and service to the public and the public safety responders.

Focus on Effective and Responsive Operational Supervision

Maintaining an adequate span of control is critical in a 9-1-1 center. According to the National Incident Management System of the U.S. Department of Homeland Security, the most manageable span of control ratio is from three to seven subordinates to one supervisor. BOEC recognizes that the most critical components in this effort are its first-line Emergency Communications Supervisor staff. BOEC conducts timely and thorough supervisor evaluations, which clearly define expectations and measures for achieving results, and translate those results directly into the improved performance of line call takers and dispatchers. By encouraging and requiring employee responsibility, BOEC believes that it is able to provide a high level of service to the community and to partner agencies.

Summary of Budget Decisions

The FY 2011-12 Adopted Budget includes funding for operation of the 9-1-1 center at a level similar to FY 2010-11.

City Bureau Adjustments

City bureaus were requested to submit reduction packages, and the Adopted Budget for FY 2011-12 includes a reduction of \$108,553 in overtime salary costs for BOEC - \$87,265 in general fund support and \$21,288 in BOEC partner jurisdiction support.

BTS / CAD Support Costs

The most significant project in process is the replacement of the CAD system. The project is going very well. System implementation occurred on April 17, 2011.

The interagency agreement from the Bureau of Technology Services (BTS) includes a significant cost increase related to the complexity and support requirements of the new CAD system. The BTS budgeted costs in FY 2009-10 were \$2.5 million and were reduced to \$1.7 million in FY 2010-11 as costs related to the new CAD system were shifted to PSSRP funds during the final development phase of the project. These current year cost savings provide funds available to offset about one-third of the costs for next year.

BOEC is able to absorb \$500,000 of the cost increase within existing target resources for FY 2011-12 and propose that budget savings from FY 2009-10 and FY 2010-11 be used in FY 2011-12 to cover support costs beyond the target funding level. These resources represent a shared cost between Portland and the partner jurisdictions that receive BOEC services. BOEC expects to use about \$900,000 in budget savings.

This provides budget relief for FY 2011-12; as these costs are ongoing, funding will need to be determined for future years.

In addition there are cost increases for the support of the new CAD system from the vendor that are paid for through FY 2011-12 as part of the development contract with the vendor, Versaterm. These costs will need to be covered in FY 2012-13 and beyond. The current estimate of the annual support costs to Versaterm for maintenance, support, and license usage in FY 2012-13 is \$509,017, with projected annual increases of 4%.

Budget Notes

CAD-Next Operations & Maintenance Costs

Council directs the Office of Management and Finance to increase General Fund current appropriation level targets for the following bureaus in FY 2012-13:

- ♦ Bureau of Emergency Communications - \$1,052,692 for additional costs to operate and maintain the new Computer Aided Dispatch system.

9-1-1 Operations

Description The 9-1-1 Operations program provides call-taking and dispatch services to the residents and emergency response agencies of Multnomah County.

Goals BOEC supports the City goal of ensuring a safe and peaceful community and the bureau's central goal of providing excellent and timely call-taking and dispatch services.

Performance One of the most significant operations performance indicators is the percent of emergency calls answered within 20 seconds. Performance on this measure has been slowly but steadily increasing, from 86% in FY 2003-04 to 98.7% in FY 2009-10. The goal established by the BOEC User Board is 90%.

The average time to answer an emergency call has been averaging seven seconds in recent years. The bureau has implemented several changes to reduce call answer time. The FY 2007-08 performance results reflected these changes with an average answer time of three seconds. The FY 2008-09 performance shows more improvement with an average answer time of two seconds. The FY 2009-10 performance improved to 1.7 seconds.

Dispatch times are tracked for police calls, fire calls, and emergency medical calls. The primary focus is on response times to the highest priority, most urgent calls. The performance goal for high priority police and medical call is to dispatch 90% in 30 seconds; for high priority fire calls the goal is 90% in 15 seconds. In the last five years the percentage of high priority calls dispatched within these time frames has varied from 74% to 76% for police calls, 81% to 89% for fire calls, and 96% to 97% for medical calls.

Recruitment, training, and certification is a continuing challenge. BOEC's goal is to have three academies each year, hiring up to nine new staff per academy. Sometimes there are insufficient numbers of successful applicants to conduct three academies so the bureau ends up having only two. BOEC hopes to certify up to 50% of the trainees. With normal attrition of eight operators per year, net staff increases per year are at a slow growth rate. Recruitment will start up again in FY 2011-12. Hiring was deferred in FY 2010-11 due to the implementation of the new CAD system.

Changes to Services and Activities There are no significant changes to the program in FY 2011-12.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 144.42 | 145.75 | 145.00 | 145.00 |
| Expenditures | | | | | |
| 9-1-1 Operations | | 8,965,795 | 5,511,079 | 4,060,352 | 4,060,352 |
| BOEC-Indirect Costs | | 505,587 | 923,149 | 985,376 | 985,376 |
| BOEC-Operating Costs | | 6,615,522 | 10,870,672 | 13,393,987 | 13,393,987 |
| Total Expenditures | | 16,086,904 | 17,304,900 | 18,439,715 | 18,439,715 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Bureau of Emergency Communications

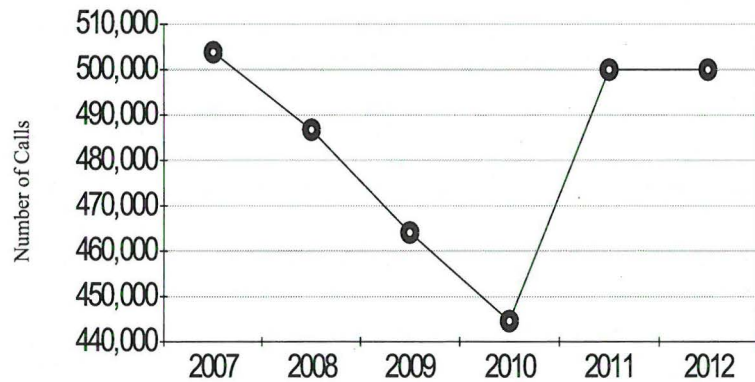
Public Safety Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of Emergency 9-1-1 Calls Answered Within 20 Seconds | 97% | 99% | 97% | 97% | 97% |
| Percent of Police "Emergency Priority" Calls Dispatched Within 30 Seconds | 90% | 89% | 90% | 90% | 90% |
| Percent of Fire "Urgent Priority" Calls Dispatched Within 15 Seconds | 71% | 72% | 75% | 75% | 75% |
| Percent of Medical "Priority Emergency, 1, or 2" Calls Dispatched Within 30 Seconds | 79% | 77% | 80% | 80% | 80% |
| Average Time to Answer Emergency 9-1-1 Calls (Seconds) | 2 | 2 | 4 | 4 | 4 |
| Efficiency | | | | | |
| Percent of Trainee Class Certified Within 18 Months of Hire | 50% | 78% | 75% | 75% | 75% |
| Overtime Hours | 9,295 | 9,977 | 14,000 | 11,000 | 11,000 |
| Call Taker Certification Rate | 56% | 71% | 70% | 70% | 70% |
| Workload | | | | | |
| Total Calls, Emergency Telephone Lines | 464,084 | 444,581 | 500,000 | 500,000 | 500,000 |
| Total Calls, Nonemergency Telephone Lines | 283,466 | 253,085 | 300,000 | 300,000 | 300,000 |
| Calls per Emergency Communications Operator | 4,001 | 3,969 | 4,000 | 4,000 | 4,000 |
| Calls per Capita | 1.00 | 1.00 | 1.10 | 1.10 | 1.10 |

Performance Measures

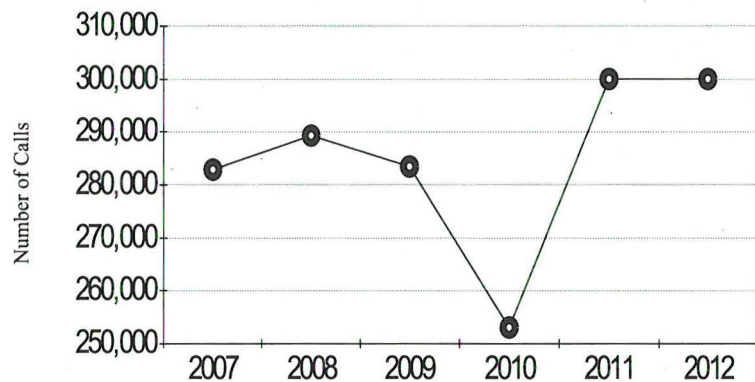
Number of Emergency 9-1-1 Calls

As the economy struggles, the crime rate that had recently fallen is now reversing, resulting in an increase in incidents and calls. This trend is expected to continue until the economy recovers.



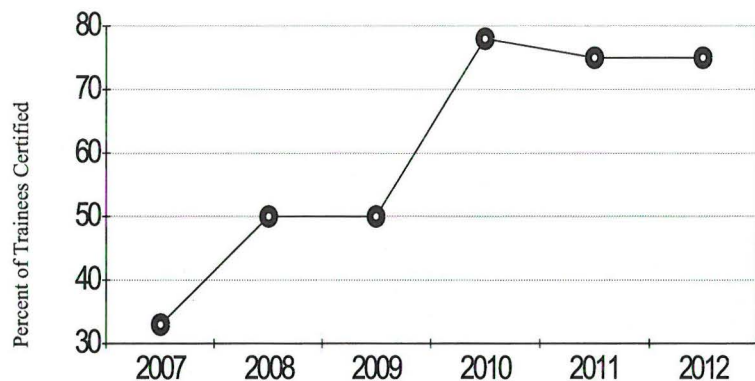
Number of Nonemergency Calls

As a result of the Portland Police Bureau reducing the number of precincts, BOEC has seen an increase in the number of non-emergency calls coming to BOEC. This does not mean it is an increase in the number of non-emergency calls to the region.



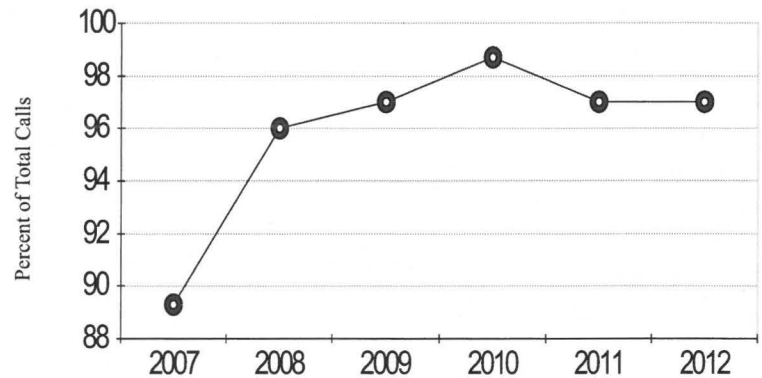
Trainee Certification Rate - Dispatchers

The trainee certification rate for police dispatchers is currently 50%. BOEC changed its classification structure in 2008 so that call-takers are now distinguished from dispatchers, thereby only training in one discipline at a time. The intent of this graph is to show success to the first point of certification for new employees. Since 2008 this graph reports certification to the call taking level. Prior to 2008 it shows certification to the dispatch level. Hiring and selection processes have also contributed to the improvements in trainee certification rates.



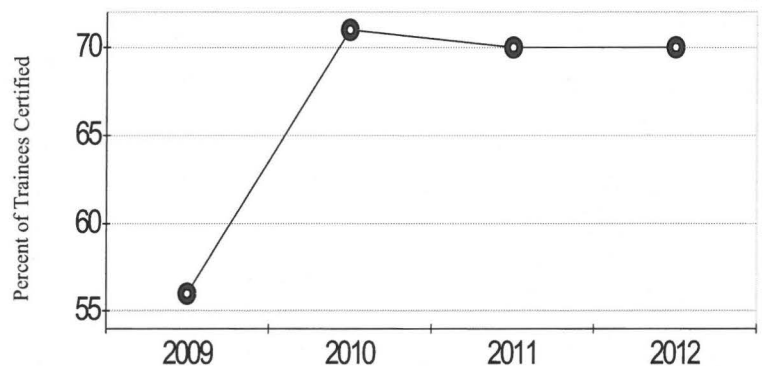
% of Emergency Calls Answered Within 20 Seconds

The BOEC User Board has adopted a performance goal of 80%, which BOEC has consistently exceeded in recent years. Since 2008, emergency answer time has averaged 10 seconds.



Trainee Certification Rate - Call Takers

The trainee certification rate for Emergency Communication call-takers is 71% for 2010 and is expected to remain at around that level. Hiring and selection processes account for some of this improvement. In addition, BOEC changed its classification structure so that call-takers are now distinguished from dispatchers, thereby only training in one discipline at a time.



Bureau of Emergency Communications

Public Safety Service Area

Summary of Bureau Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 215,453 | 194,601 | 200,000 | 200,000 | 200,000 |
| Intergovernmental | 6,358,170 | 6,361,189 | 6,624,045 | 6,548,788 | 6,725,278 |
| Bond & Note | 0 | 1,431 | 26,207 | 0 | 0 |
| Miscellaneous | 71,261 | 70,791 | 50,000 | 50,000 | 50,000 |
| Total External Revenues | 6,644,884 | 6,628,012 | 6,900,252 | 6,798,788 | 6,975,278 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 10,489,611 | 11,038,910 | 10,328,298 | 12,735,432 | 12,735,432 |
| Interagency Revenue | 0 | 0 | 230,511 | 0 | 0 |
| Total Internal Revenues | 10,489,611 | 11,038,910 | 10,558,809 | 12,735,432 | 12,735,432 |
| Beginning Fund Balance | 3,630,361 | 2,307,795 | 1,658,142 | 3,491,966 | 3,315,476 |
| Total Resources | \$20,764,856 | \$19,974,717 | \$19,117,203 | \$23,026,186 | \$23,026,186 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 12,437,862 | 12,992,144 | 14,109,600 | 14,076,415 | 14,076,415 |
| External Materials and Services | 389,626 | 347,154 | 659,998 | 314,818 | 314,818 |
| Internal Materials and Services | 3,212,811 | 2,776,957 | 2,535,302 | 4,048,482 | 4,048,482 |
| Capital Outlay | 0 | 52,413 | 0 | 0 | 0 |
| Total Bureau Expenditures | 16,040,299 | 16,168,667 | 17,304,900 | 18,439,715 | 18,439,715 |
| Fund Expenditures | | | | | |
| Debt Service | 0 | 151,878 | 138,736 | 1,330,111 | 1,330,111 |
| Contingency | 0 | 0 | 1,187,567 | 2,641,966 | 2,641,966 |
| Fund Transfers - Expense | 2,416,762 | 720,995 | 486,000 | 614,394 | 614,394 |
| Total Fund Expenditures | 2,416,762 | 872,873 | 1,812,303 | 4,586,471 | 4,586,471 |
| Ending Fund Balance | 2,307,795 | 2,933,177 | 0 | 0 | 0 |
| Total Requirements | \$20,764,856 | \$19,974,717 | \$19,117,203 | \$23,026,186 | \$23,026,186 |
| Programs | | | | | |
| 9-1-1 Operations | | 16,086,904 | 17,304,900 | 18,439,715 | 18,439,715 |
| Administration & Support | | 109,736 | 0 | 0 | 0 |
| Business Solutions | | 4,363 | 0 | 0 | 0 |
| Debt Management | | (32,336) | 0 | 0 | 0 |
| Total Programs | | \$16,168,667 | \$17,304,900 | \$18,439,715 | \$18,439,715 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 1.00 | 68,616 | 1.00 | 68,616 | 1.00 | 68,616 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 1.00 | 52,668 | 1.00 | 54,288 | 1.00 | 54,288 |
| 30000441 | Business Operations Manager | 74,214 | 98,862 | 1.00 | 98,784 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30001533 | Business Systems Analyst, Principal | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000034 | Emerg Commun Dispatcher, Sr | 50,566 | 65,781 | 108.00 | 6,387,612 | 108.00 | 6,499,426 | 108.00 | 6,499,426 |
| 30000032 | Emerg Commun Dispatcher, Trainee | 39,461 | 43,373 | 6.00 | 236,736 | 6.00 | 236,736 | 6.00 | 236,736 |
| 30000786 | Emerg Commun Operations Mgr | 85,800 | 116,293 | 1.00 | 116,292 | 1.00 | 116,292 | 1.00 | 116,292 |
| 30000787 | Emerg Commun Operations Mgr, Assistant | 68,994 | 92,726 | 2.00 | 185,448 | 2.00 | 185,448 | 2.00 | 185,448 |
| 30000789 | Emerg Commun Program Coord | 62,629 | 83,637 | 2.00 | 167,280 | 2.00 | 167,280 | 2.00 | 167,280 |
| 30000785 | Emerg Commun Supervisor | 62,629 | 83,637 | 11.00 | 904,029 | 11.00 | 910,754 | 11.00 | 910,754 |
| 30000835 | Emerg Commun Support Specialist | 31,138 | 43,430 | 2.00 | 83,448 | 2.00 | 85,436 | 2.00 | 85,436 |
| 30000788 | Emerg Commun Training Officer | 62,629 | 83,637 | 1.00 | 82,512 | 1.00 | 83,264 | 1.00 | 83,264 |
| 30000429 | Emergency Communications Director | 101,421 | 145,205 | 1.00 | 145,200 | 1.00 | 145,200 | 1.00 | 145,200 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 1.00 | 43,428 | 1.00 | 43,428 | 1.00 | 43,428 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 2.00 | 102,552 | 2.00 | 102,552 | 2.00 | 102,552 |
| TOTAL FULL-TIME POSITIONS | | | | 144.00 | 9,010,281 | 144.00 | 9,133,264 | 144.00 | 9,133,264 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 0.83 | 47,300 | 1.00 | 56,760 | 1.00 | 56,760 |
| 30000785 | Emerg Commun Supervisor | 62,629 | 83,637 | 0.92 | 67,034 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.75 | 114,334 | 1.00 | 56,760 | 1.00 | 56,760 |
| GRAND TOTAL | | | | 145.75 | 9,124,615 | 145.00 | 9,190,024 | 145.00 | 9,190,024 |

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

| Action | Amount | | | FTE | Decision |
|--|------------|-----------|---------------|--------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 12,814,915 | 5,733,353 | 18,548,268 | 145.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (108,553) | 0 | (108,553) | 0.00 | Reduction in overtime |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| | (108,553) | 0 | (108,553) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 18,439,715 | 145.00 | Total Adopted Budget |

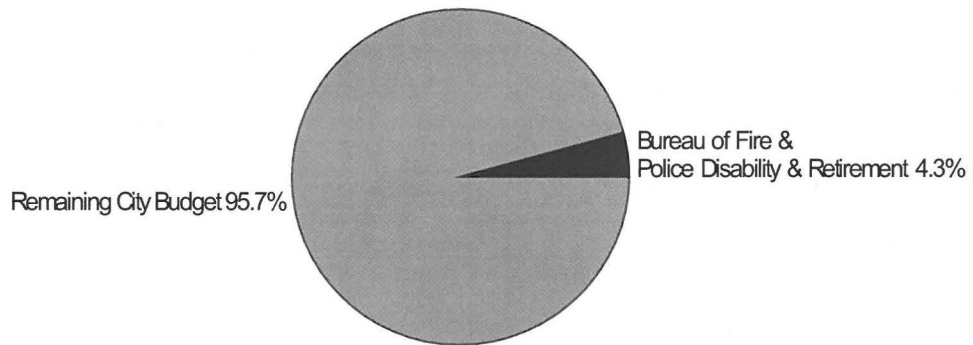
Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

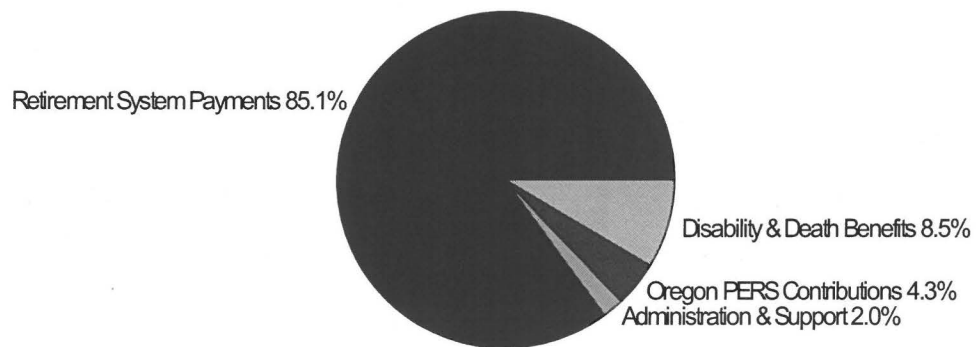
Dan Saltzman, Commissioner-in-Charge

Linda Jefferson, Director

Percent of City Budget



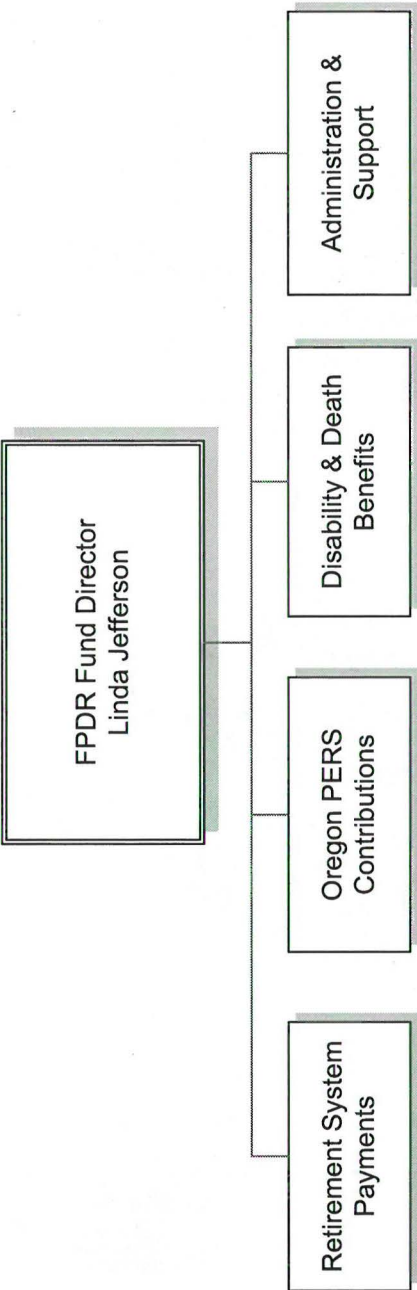
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 152,537,312 | 152,248,900 | (288,412) | (0.19) |
| Capital | 20,000 | 240,000 | 220,000 | 1,099.23 |
| Total Requirements | 152,557,312 | 152,488,900 | (68,412) | (0.04) |
| Authorized Positions | 16.70 | 16.70 | 0.00 | 0.00 |

Bureau of Fire and Police Disability and Retirement



Bureau Summary

Bureau Mission

The Bureau of Fire & Police Disability & Retirement (FPDR) administers disability, death, and retirement benefits to Portland firefighters, police officers, and their survivors.

Bureau Overview

FPDR consists of four programs: Administration and Support, Disability and Death Benefits, and two retirement programs - Retirement System Payments and Oregon Public Employees Retirement System (PERS) Contributions.

Retirement System Payments

Retirement System Payments governs the direct costs of pension benefits or refunds of contributions to members hired before January 1, 2007 and their beneficiaries. The FY 2011-12 program budget consists of \$97.5 million: \$97.4 million in direct benefits to members and their beneficiaries and \$80,000 for program delivery. It is estimated that there will be 1,969 pension recipients by the end of FY 2011-12.

Oregon PERS Contributions

Oregon PERS Contributions manages the reimbursements to Portland Fire & Rescue and the Portland Police Bureau for PERS contributions made on behalf of firefighters and police officers hired after 2006. Program expenditures are budgeted at \$5.0 million for FY 2011-12, an increase of \$2.0 million or 69% over the FY 2010-11 Revised Budget.

Disability and Death Benefits

Disability and Death Benefits administers all direct benefit costs for disability (lost time from work), medical claims, vocational rehabilitation, and death benefits. Estimated expenditures total \$9.7 million, a decrease of \$0.3 million or 2.8% from the FY 2010-11 Revised Budget. The program budget includes \$805,000 in program delivery expense.

Administration and Support

Administration and Support includes all other costs of operating the bureau. Budgeted expenditures in the Administration and Support program total \$2.3 million, an increase of \$0.3 million from the FY 2010-11 Revised Budget. Most of this increase is attributable to a proposed technology project for FY 2011-12. The Administration and Support budget represents 2.0% of total bureau requirements. Including the delivery costs allocated to the retirement and disability programs, the percentage is 2.8%.

Strategic Direction

Significant Issues

Significant issues faced by the bureau in the coming fiscal year include the need to improve FPDR's technology resources and implementation of a federally approved plan to recover pension overpayments made to some members. The bureau's technology issues are discussed in detail in the Summary of Budget Decisions section.

In July 2008, FPDR staff discovered that additional pension benefits mandated by Oregon Revised Statutes had been miscalculated, resulting in overpayments to 984 beneficiaries. The calculation was corrected, and the FPDR Board sought approval from the Internal Revenue Service (IRS) to waive recovery of past overpayments. IRS approval is required for the FPDR Plan to maintain its tax-qualified status. The IRS ruled that FPDR must either submit a plan to recover the overpayments or retroactively amend the Charter, a step requiring voter approval. The FPDR Board chose to submit a recovery plan. Implementation will begin in 2011 and span many years.

Service Improvement Plan

In the coming year, FPDR will continue to:

- ◆ Ask for feedback from members. Point-of-service feedback will be solicited for the service provided with pension estimates and retirements, in addition to the existing feedback at retirement workshops.
- ◆ Develop informational pieces explaining benefits to members.
- ◆ Enhance the web presence. The PortlandOnline refresh was expected in 2010 but has been delayed.

Summary Of Budget Decisions

Add Package

FPDR Technology Upgrade

This decision package will fund a capital project to rebuild FPDR's FoxPro database in SQL server with a web user interface. FPDR uses a custom FoxPro database rebuilt in 1997 to track all member information and to process all member and vendor payments. The database does not meet City technology standards and is operationally vulnerable because of the small number of contractors capable of supporting it. In addition, Microsoft is expected to discontinue FoxPro maintenance in the near future. FPDR estimates that it will cost \$240,000 to rebuild the database in SQL server.

Capital Budget

Capital Planning & Budgeting

Financial Forecast Overview

FPDR's five-year financial plan projects a 31% increase in total fund requirements, net of tax anticipation notes, over the life of the plan. Increased requirements are primarily attributable to direct pension benefits. The database replacement capital project will increase total fund requirements by just 0.2% in FY 2011-12, and less than 0.03% in out years. The project's initial costs and ongoing maintenance and improvement expenses are reflected in the five-year financial plan.

Asset Management and Replacement Plan

FPDR does not have a formal asset management and replacement plan for the database, but may develop one as part of this project. Ongoing asset management costs are estimated at \$16,000 in FY 2012-13 when the new database will be complete, plus estimated enhancements of about \$37,000 per year. It is not known when the new SQL database will be replaced, but its useful life is estimated at approximately 10 years. No funding will be set aside for its future replacement.

Capital Programs & Projects

Funding Sources

The funding source for FPDR's capital project, as with most FPDR expenses, will be property taxes generated by the dedicated property tax for fire and police pension and disability benefits.

Major Projects

FPDR's FY 2011-12 capital improvement plan includes one project, the rebuild of FPDR's FoxPro database in SQL server at an estimated cost of \$240,000. FPDR currently uses a custom FoxPro database originally built in 1994 to track all member information and to process all member and vendor payments. The FoxPro platform is increasingly obsolete and does not meet City technology standards. In addition, Microsoft is expected to discontinue FoxPro maintenance in the near future. The project scope and cost were developed by an independent contractor in consultation with FPDR and City Bureau of Technology Services staff. A request for proposals has been distributed. The estimated \$240,000 cost is based on 2,100 hours of work at \$100 per hour, plus a 15% project contingency. The cost does not include FPDR staff time. The project is expected to be complete in June 2012.

Net Operating & Maintenance Costs

FPDR estimates the new database's net maintenance and improvement costs at roughly \$53,000 per year in FY 2012-13, increasing in FY 2013-14 to reflect the likelihood that a new support contract will be negotiated in that year. Annual maintenance and improvement expenses for the existing FoxPro database have ranged from \$15,000 to \$45,000 since FY 2008-09, depending on the programming required in any given year. It is possible the new database will generate efficiencies that could decrease costs; however these are currently unknown and therefore unquantifiable.

Retirement System Payments

| | |
|---|---|
| Description | This program provides pension benefits to retired sworn members of the Fire and Police bureaus, hired prior to January 1, 2007, and their survivors. |
| Goals | Retirement benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to ensure a safe and peaceful community. |
| Performance | As recommended by the recent pension program audit, FPDR has created a new performance measure to report the accuracy of pension estimates. For FY 2009-10, 92% of members received final pay that was at least 99% of their last recent estimate. FPDR expects that percentage to improve slightly to 94% in the current year, and remain close to that level in future years. After increasing to 80% for FY 2009-10, FPDR expects the percentage of pension estimates processed within one week to drop to 70% for FY 2010-11 and FY 2011-12. This is partly due to the large number of estimate requests anticipated during those two years. |
| Changes to Services and Activities | <p>FPDR made a number of changes to services provided by the Retirement System Payments program in FY 2010-11, mostly in response to the Community Conversations. As discussed above, FPDR will expand on these efforts by developing new point-of-service surveys, creating new explanatory materials for members, and updating the bureau web site.</p> <p>FPDR will begin recovery of overpayments made to some retirees in 2011. Affected FPDR One retirees will have an actuarial reduction made to their pensions beginning in May 2011; affected FPDR Two retirees will not receive cost-of-living increases until recovery is complete.</p> |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 1.00 | 1.00 | 1.00 | 1.00 |
| Expenditures | | | | | |
| Pension Benefits | | 89,047,489 | 93,791,402 | 97,379,355 | 97,379,355 |
| Retirement Administration and Support | | 72,076 | 74,412 | 79,362 | 79,362 |
| Retirement System Payments | | 109,569 | 0 | 0 | 0 |
| Total Expenditures | | 89,229,134 | 93,865,814 | 97,458,717 | 97,458,717 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percentage of workshop participants who rated workshop helpful | 100% | 100% | 100% | 100% | 100% |
| Percentage of members whose final pay was 99% or more of last estimate | 92% | 92% | 94% | 95% | 95% |
| Efficiency | | | | | |
| Percentage of pension estimates processed within one week | 61% | 80% | 70% | 70% | 70% |

Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of retirements from active service | 73 | 20 | 69 | 55 | 55 |
| Number of pension estimates | 242 | 207 | 288 | 345 | 345 |
| Number of FPDR 1 & 2 pension recipients | 1,872 | 1,871 | 1,923 | 1,969 | 1,969 |
| Number of pre-retirement workshop participants | 91 | 50 | 68 | 77 | 77 |

Disability & Death Benefits

| | |
|---|---|
| Description | This program provides short-term and long-term benefits for injuries and illnesses, medical benefits, vocational rehabilitation benefits, and funeral benefits for sworn members of the Fire and Police Bureaus and their survivors. |
| Goals | Disability benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to ensure a safe and peaceful community. |
| Performance | The Disability & Death Benefits program has improved the timeliness of disability claims decisions, with a larger percentage of claims receiving decisions in 30, 60, and 90 days. Medical cost savings resulting from the use of new fee schedules continue to increase and are expected to reach \$1.2 million, or 37.2% of all medical costs, in FY 2011-12. |
| Changes to Services and Activities | Disability packets will become universal ones, so that they will not need to be redone each year. Components of the new packets will be updated only as needed, saving paper and staff time. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 7.00 | 7.00 | 7.00 | 7.00 |
| Expenditures | | | | | |
| Disability & Death Benefits | | 7,859 | 0 | 0 | 23,000 |
| Disability Administration and Support | | 729,762 | 761,091 | 804,781 | 804,781 |
| Funeral | | 31,237 | 36,692 | 44,577 | 44,577 |
| Long-term Disability | | 4,196,157 | 4,211,535 | 3,713,541 | 3,713,541 |
| Medical | | 3,152,976 | 3,028,553 | 3,316,266 | 3,316,266 |
| Return to Work | | 396,417 | 609,685 | 387,000 | 387,000 |
| Short-term Disability | | 1,265,533 | 1,337,906 | 1,414,155 | 1,414,155 |
| Vocational Rehabilitation | | 33,031 | 39,764 | 41,013 | 41,013 |
| Total Expenditures | | 9,812,973 | 10,025,226 | 9,721,333 | 9,744,333 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Medical cost savings | \$616,913 | \$1,190,224 | \$1,126,538 | \$1,233,559 | \$1,233,559 |
| Savings as a percentage of total medical costs | 23.9% | 29.6% | 40.1% | 37.2% | 37.2% |
| Efficiency | | | | | |
| Percentage of disability claims decisions in 90 days | 95% | 99% | 100% | 100% | 100% |
| Percentage of disability claims decisions in 60 days | 90% | 95% | 94% | 94% | 94% |
| Percentage of disability claims decisions in 30 days | 74% | 75% | 77% | 77% | 77% |

Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of new no-time-loss claims | 106 | 139 | 126 | 126 | 126 |
| Number of new time-loss claims | 174 | 155 | 154 | 154 | 154 |
| Number of members on short-term disability | 217 | 253 | 253 | 253 | 253 |
| Number of medical bills | 7,443 | 6,336 | 5,350 | 5,950 | 5,950 |
| Number of long-term disability recipients | 117 | 100 | 93 | 86 | 86 |

Administration & Support

| | |
|---|--|
| Description | This program provides the general administrative and support services that the bureau requires to fulfill its mission. |
| Goals | By providing the administrative and support services needed to deliver the retirement and disability benefits that are essential in recruiting and retaining the most qualified individuals for important public safety operations, this program contributes to the City's goal to ensure a safe and peaceful community. |
| Performance | This program's budget as a percent of total bureau expenditures will grow modestly for FY 2011-12, mostly as the result of planned technology expenditures that will not recur. |
| Changes to Services and Activities | FPDR hopes to make improvements to its technological resources in FY 2011-12 by rebuilding its software system to meet City technology standards and decrease the bureau's operational vulnerabilities. Some process improvements and efficiencies may also result from the rebuild. |

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | | 9.70 | 8.70 | 8.70 | 8.70 |
| Expenditures | | | | | |
| Administration & Support | | 1,794,332 | 2,026,461 | 2,341,985 | 2,341,985 |
| Total Expenditures | | 1,794,332 | 2,026,461 | 2,341,985 | 2,341,985 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Performance | | | | | |
| Efficiency | | | | | |
| Administrative cost as a percentage of bureau budget | 2.92% | 1.74% | 1.79% | 2.04% | 2.04% |

Oregon PERS Contributions

| | |
|---|---|
| Description | Also known as FPDR Three, this program reimburses the Police and Fire Bureaus for the contributions they make to the Oregon Public Employees Retirement System on behalf of their sworn members hired after 2006. Expenses are determined by the number of FPDR Three members, their pensionable pay, and PERS contribution rates. |
| Goals | Retirement benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to ensure a safe and peaceful community. |
| Performance | To budget for this program, FPDR and the Fire and Police Bureaus must make assumptions about sworn hiring and attrition rates, future OPSRP contribution rates, future salary increases, and the amount of premium pay and overtime that will be earned by OPSRP-covered sworn employees. In the future, projections will also have to account for promotion rates among OPSRP-covered sworn employees. FPDR and the Fire and Police Bureaus are working to improve the accuracy of these projections to better align budgeted and actual expenditures. |
| Changes to Services and Activities | This program will experience substantial expenditure growth for the next 20 to 30 years, as an ever larger proportion of the sworn workforce becomes covered by PERS. Another key contributor to expenditure growth is the increase in sworn PERS rates from 16.75% to 19.40%. |

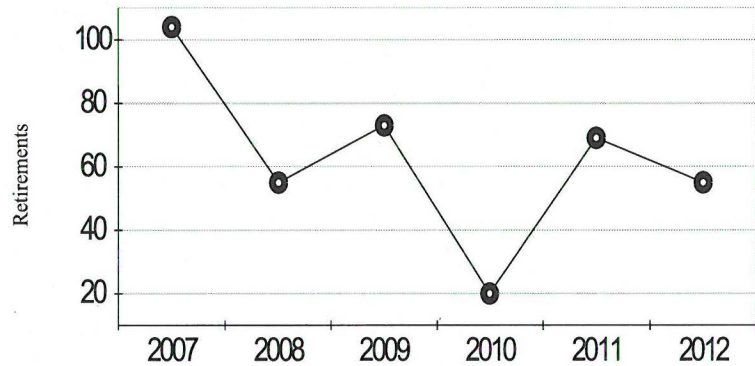
| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Oregon PERS Contributions | | 2,210,250 | 2,941,953 | 4,980,000 | 4,980,000 |
| Total Expenditures | | 2,210,250 | 2,941,953 | 4,980,000 | 4,980,000 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance Measures

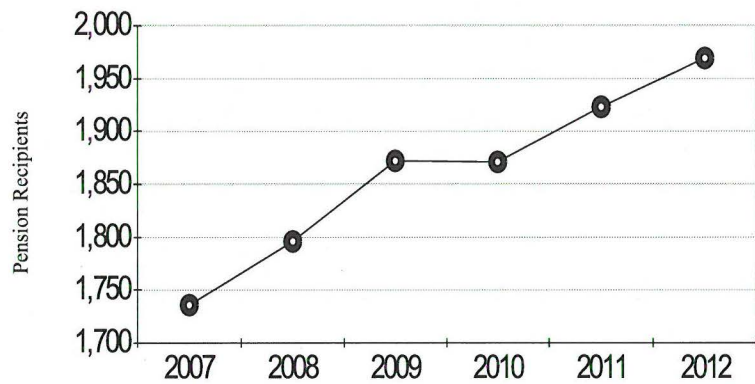
Number of retirements from active service

The number of retirements fluctuates from year to year largely due to the demographics of the Fire and Police Bureaus. Labor negotiations also affect retirement patterns. In FY 2008-09, FPDR changed the retirement benefit calculation to use received, rather than earned, for final pay. This change has also impacted members' retirement decisions.



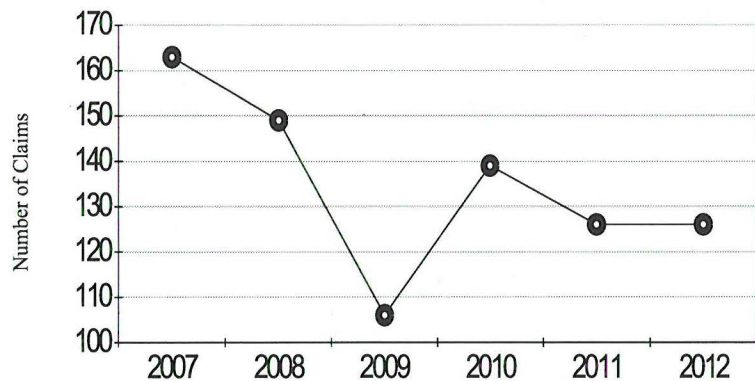
Number of FPDR 1 & 2 pension recipients

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



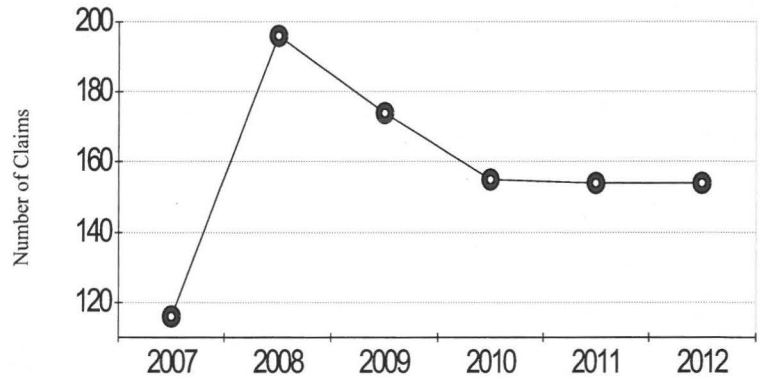
Number of new no-time-loss claims

No-time-loss claims (no lost time from work for other than doctor appointment) incur only medical costs.



Number of new time-loss claims

Time-loss claims incur costs for the time the member was absent from work for the injury or illness, as well as medical costs.



Bureau of Fire & Police Disability & Retirement**Summary of Bureau Budget****Public Safety Service Area**

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 103,085,259 | 108,077,959 | 109,330,290 | 105,700,575 | 105,700,575 |
| Charges for Services | 4 | 36 | 0 | 0 | 0 |
| Bond & Note | 29,470,420 | 28,349,586 | 32,450,000 | 26,799,000 | 26,799,000 |
| Miscellaneous | 1,437,778 | 593,809 | 475,000 | 1,337,927 | 1,337,927 |
| Total External Revenues | 133,993,461 | 137,021,390 | 142,255,290 | 133,837,502 | 133,837,502 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 1,500,000 | 2,068 | 751,678 | 753,970 | 753,970 |
| Interagency Revenue | 7,200 | 7,200 | 7,200 | 142,000 | 142,000 |
| Total Internal Revenues | 1,507,200 | 9,268 | 758,878 | 895,970 | 895,970 |
| Beginning Fund Balance | 2,204,171 | 7,152,885 | 9,543,144 | 17,755,428 | 17,755,428 |
| Total Resources | \$137,704,832 | \$144,183,543 | \$152,557,312 | \$152,488,900 | \$152,488,900 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 1,425,877 | 1,493,409 | 1,636,867 | 1,718,200 | 1,718,200 |
| External Materials and Services | 94,526,620 | 98,490,571 | 103,173,727 | 106,606,111 | 106,606,111 |
| Internal Materials and Services | 3,029,481 | 3,055,802 | 4,028,860 | 5,902,724 | 5,925,724 |
| Capital Outlay | 0 | 1,525 | 20,000 | 275,000 | 275,000 |
| Total Bureau Expenditures | 98,981,978 | 103,041,307 | 108,859,454 | 114,502,035 | 114,525,035 |
| Fund Expenditures | | | | | |
| Debt Service | 29,931,945 | 28,508,644 | 32,844,224 | 27,012,042 | 27,012,042 |
| Contingency | 0 | 0 | 9,719,963 | 9,887,815 | 9,864,815 |
| Fund Transfers - Expense | 1,638,024 | 292,549 | 1,133,671 | 1,087,008 | 1,087,008 |
| Total Fund Expenditures | 31,569,969 | 28,801,193 | 43,697,858 | 37,986,865 | 37,963,865 |
| Ending Fund Balance | 7,152,885 | 12,341,042 | 0 | 0 | 0 |
| Total Requirements | \$137,704,832 | \$144,183,543 | \$152,557,312 | \$152,488,900 | \$152,488,900 |
| Programs | | | | | |
| Administration & Support | | 1,794,332 | 2,026,461 | 2,341,985 | 2,341,985 |
| Disability & Death Benefits | | 9,812,973 | 10,025,226 | 9,721,333 | 9,744,333 |
| Operations | | (5,381) | 0 | 0 | 0 |
| Oregon PERS Contributions | | 2,210,250 | 2,941,953 | 4,980,000 | 4,980,000 |
| Retirement System Payments | | 89,229,134 | 93,865,814 | 97,458,717 | 97,458,717 |
| Total Programs | | \$103,041,307 | \$108,859,454 | \$114,502,035 | \$114,525,035 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

This table summarizes project expenses by capital programs.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|---------------------------------------|-------------|------------|------------|--------------|------------|------------|------------|--------------|
| Project | Prior Years | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | 5-Year Total |
| Acquisitions | | | | | | | | |
| Rebuild FoxPro Database in SQL Server | 0 | 20,000 | 240,000 | 36,750 | 38,500 | 38,500 | 38,500 | 392,250 |
| Total Acquisitions | 0 | 20,000 | 240,000 | 36,750 | 38,500 | 38,500 | 38,500 | 392,250 |
| Total Requirements | 0 | 20,000 | 240,000 | 36,750 | 38,500 | 38,500 | 38,500 | 392,250 |

Bureau of Fire & Police Disability & Retirement

FTE Summary

Public Safety Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000063 | Accountant II | 49,171 | 60,070 | 1.00 | 60,072 | 1.00 | 60,072 | 1.00 | 60,072 |
| 30000436 | Administrative Supervisor I | 54,080 | 72,051 | 1.00 | 58,620 | 1.00 | 59,820 | 1.00 | 59,820 |
| 30000065 | Claims Technician, Assistant | 31,886 | 44,616 | 1.00 | 41,100 | 1.00 | 43,444 | 1.00 | 43,444 |
| 30000412 | FPDR Director | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30001384 | FPDR Financial Manager | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000582 | FPDR Operations Manager | 74,214 | 98,862 | 1.00 | 96,888 | 1.00 | 98,538 | 1.00 | 98,538 |
| 30000592 | Legal Assistant, Sr | 54,080 | 72,051 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 1.00 | 49,077 | 1.00 | 51,092 | 1.00 | 51,092 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 1.00 | 41,156 | 1.00 | 43,428 | 1.00 | 43,428 |
| 30000480 | Workers Comp/Disability Analyst, Sr | 59,634 | 79,518 | 3.00 | 206,784 | 3.00 | 214,554 | 3.00 | 214,554 |
| 30000479 | Workers Compensation/Disability Analyst | 54,080 | 72,051 | 2.00 | 96,135 | 2.00 | 97,906 | 2.00 | 97,906 |
| TOTAL FULL-TIME POSITIONS | | | | 15.00 | 1,040,552 | 15.00 | 1,059,574 | 15.00 | 1,059,574 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.20 | 90,396 | 1.20 | 91,355 | 1.20 | 91,355 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 0.50 | 39,756 | 0.50 | 39,756 | 0.50 | 39,756 |
| TOTAL PART-TIME POSITIONS | | | | 1.70 | 130,152 | 1.70 | 131,111 | 1.70 | 131,111 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 16.70 | 1,170,704 | 16.70 | 1,190,685 | 16.70 | 1,190,685 |

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

| Action | Amount | | | FTE | Decision |
|--|-------------|----------|---------------|-------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 114,264,259 | 0 | 114,264,259 | 16.70 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (2,224) | 0 | (2,224) | 0.00 | OMF IA adjustments |
| | 0 | 240,000 | 240,000 | 0.00 | Technology upgrade |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 23,000 | 0 | 23,000 | 0.00 | IA with Fire - program to reduce injuries |
| | 20,776 | 240,000 | 260,776 | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 114,525,035 | 16.70 | Total Adopted Budget |

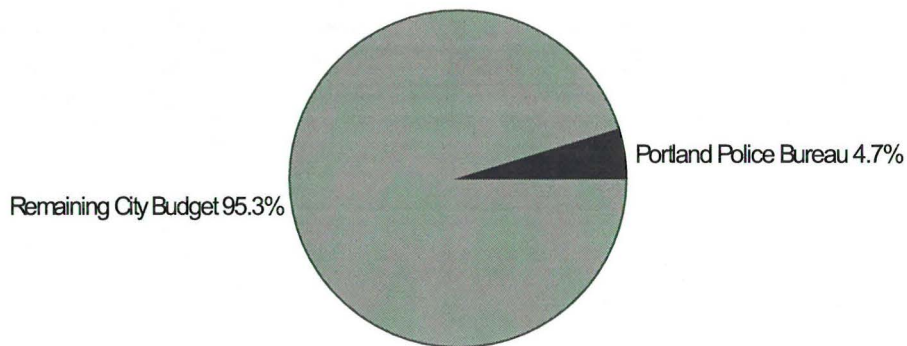
Portland Police Bureau

Public Safety Service Area

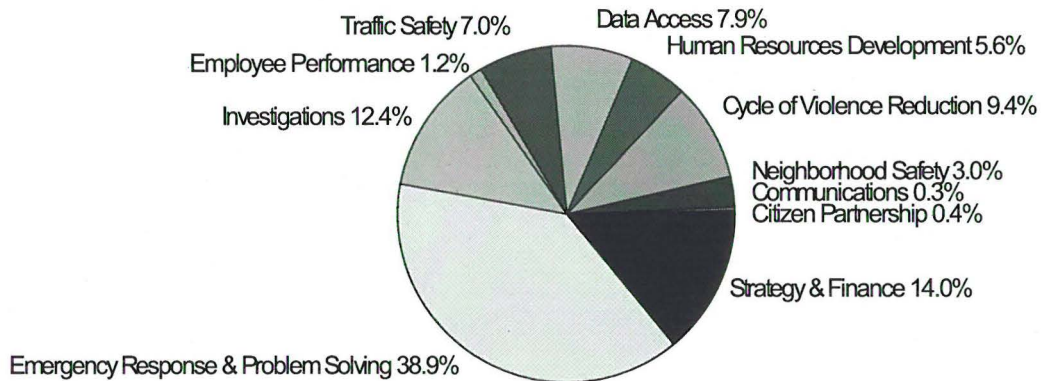
Mayor Sam Adams, Commissioner-in-Charge

Michael Reese, Chief of Police

Percent of City Budget



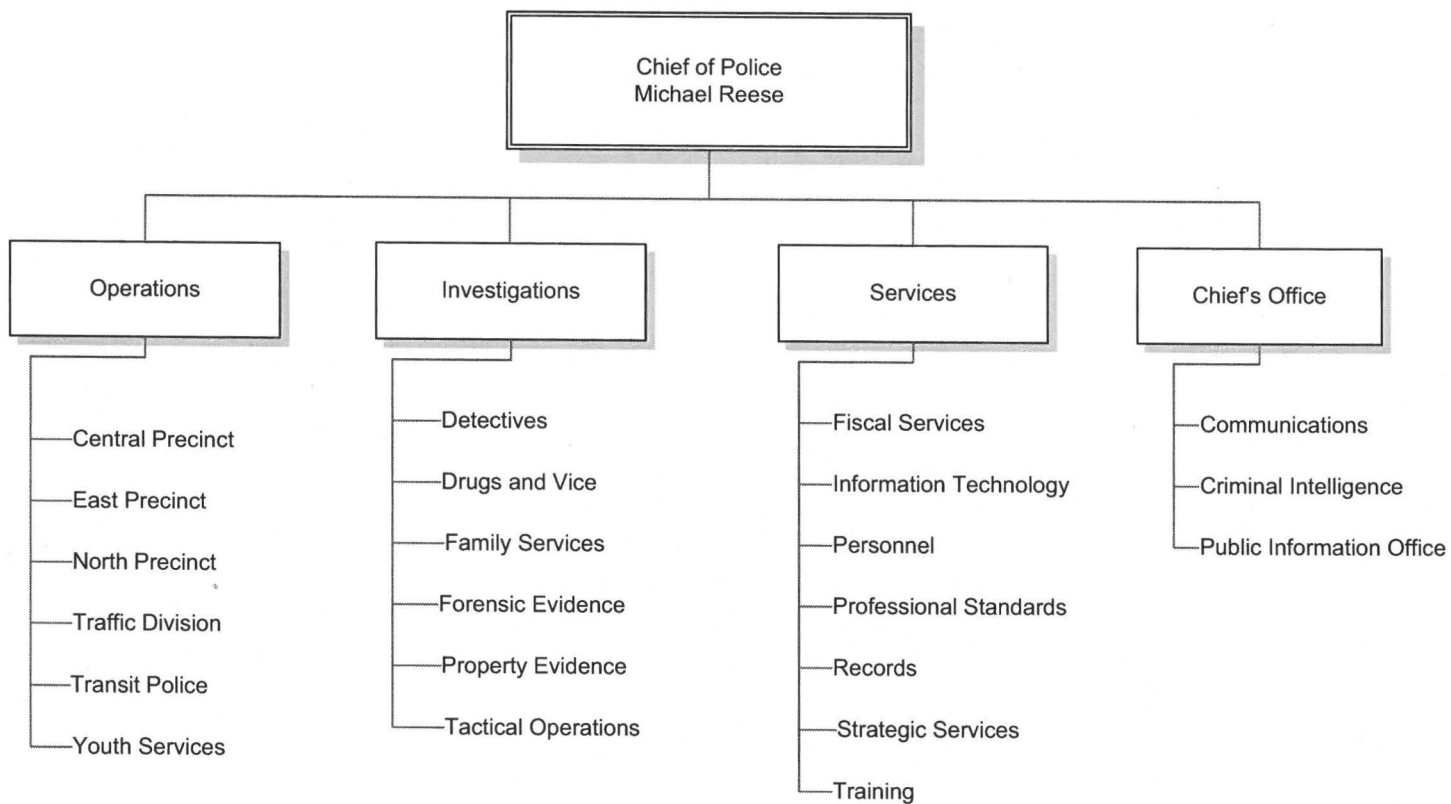
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 164,301,274 | 168,841,012 | 4,539,738 | 2.76 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 164,301,274 | 168,841,012 | 4,539,738 | 2.76 |
| Authorized Positions | 1,238.57 | 1,230.90 | (7.67) | (0.62) |

Police Bureau



Bureau Summary

Bureau Mission

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

Bureau Overview

The Portland Police Bureau (Police) is managed and directed by the Chief of Police with two Assistant Chiefs and one civilian Director of Services. The bureau is made up of the Chief's Office and three branches: Operations, Investigations, and Services.

Chief's Office

The Chief's Office includes the Chief's staff, the Criminal Intelligence Unit, the Public Information Office, and the Communications Unit.

Operations Branch

The Operations Branch is composed of three precincts, the Traffic Division, the Transit Division and the Youth Services Division. This branch provides neighborhood policing services to help reduce crime and the fear of crime.

Investigations Branch

The Investigations Branch includes the following divisions: Detectives, Drugs and Vice, Family Services, Forensic Evidence, Property Evidence, and Tactical Operations. The primary responsibility of Investigations is to investigate and solve criminal cases.

Services Branch

The Services Branch includes: Fiscal Services, Information Technology, Personnel, Professional Standards, Strategic Services, Training, and Records. This branch provides business operations support to the branches and the Chief's Office.

Strategic Direction

The Police Bureau's strategic direction includes the bureau's community policing goals:

- ◆ Focus efforts on chronic offenders and geographic areas with repeated calls for service
- ◆ Enhance the police-community relationship
- ◆ Develop and encourage personnel
- ◆ Continuously improve work processes

Significant Issues

Training Facility

The City of Portland's public safety bureaus do not have appropriate or consistently available venues for training employees in critical job functions. The Portland Public Safety Training Facility will partner Portland International Raceway (PIR) with Police to site and operate a multi-purpose training facility on 16 city-owned undeveloped acres at PIR. Some of the proposed uses will be office space for Training staff and PIR, classroom training, defensive tactics, basic driving, firearms and scenario-based training. Public access to the existing wetlands area and a community room for public events will be included along with a community dog park.

Mental Health/Illness

The Police Bureau is researching innovative programs and training options to improve responses to people suffering from mental illness and extreme emotional distress. Currently the bureau has one mobile crisis unit which co-locates a police officer and a mental health clinician in a car to help provide linkage to resources. The bureau would like to grow this program, including a systematic approach to data capture and provision of a full-time clinical supervisor, to maximize the unit's impact. The Police Bureau will also continue to provide crisis intervention training (CIT).

Officer Hiring

The bureau anticipates 40 to 50 sworn staff, out of 80 who are eligible, to retire in FY 2011-12. To expedite hires, the Personnel Division has reached out to 50 of the major municipal law enforcement agencies to offer hiring opportunities here in Portland and revised its application and hiring process. Thirty-five officers were hired in the second half of FY 2010-11. Even with these hires, it is expected that retirements will result in vacancies in July.

Less-lethal Weapons

Less-lethal technologies are an ever growing field as law enforcement strives to reduce lethal encounters between police and community nationwide. The bureau is committed to testing and learning about all weapons systems, such as new Taser and flashlight technologies, that can safely de-escalate situations and allow its officers to use the least amount of force necessary under the totality of the circumstances. The Training Division has the unique role of impacting all sworn members every year. The bureau is continually researching best training practices nationwide.

Service Improvement Plan

In FY 2011-12, the Police Bureau will focus on building community trust, promoting a positive work environment, maintaining a safe city and being good stewards of public dollars. Three key areas of focus will be:

Creating a New Strategic Plan

The current five year Community Policing Strategic Plan will be revised to reflect completed initiatives and projects and a new plan will be in place by January 2012. This project will build on the conversations to be held with the diverse communities in Portland at living room dialogues and public safety action and advisory committees on how the bureau addresses public expectations, promotes understanding and respect in police and community interactions, and builds community trust. The project will look at current strategies and develop new strategies; measure and gauge the positive work environment; explore best practices to deliver law enforcement services to the community, and explore how the bureau can both measure and adjust business practices.

Establishing Web-Based Policies

The bureau and other public safety agencies must keep current and clear policies in place and train their employees to such policies and there is an expectation that a standard be met that is in sync with the best practices from other law enforcement agencies and addresses the public's concerns about how and why police do what they do. During FY 2011-12 the bureau will explore options on how to best deliver policies and procedures to bureau members and to increase the transparency of bureau policies to the public. Research of risk management resources for public safety organizations and how to deliver services through web-based policy manuals will be completed by the end of September with a new manual published and distributed by January 2012.

Maintaining a Safe City

The bureau will work to enhance the flow of information on crime trends and statistics to the precincts and to the community. The goal is to expand crime analysis components to include predictive trending, which allows for flexibility in how to allocate appropriate resources to reduce crime in geographic areas of the city. This type of policing is used in other law enforcement agencies to help reduce overtime and increase the number of illegal firearms seized. With the ability to agilely move personnel and other resources to address emerging patterns and trends, the bureau achieves a reduction in certain crimes and maintains safer neighborhoods in the City of Portland.

Summary of Budget Decisions

Ongoing Add Packages

Portland Police Association (PPA) Collective Bargaining Costs: 2% Salary Increase

This package funds the portion of July, 1 2011- June 30, 2013 PPA contract associated with 2% increase in salary schedule over and above cost of living adjustment (COLA). The cost of this package is \$1,689,425 in FY2011-12.

PPA Collective Bargaining Costs: Shift Differential Incentives

This package funds the portion of 2012-2013 PPA contract associated with shift differentials: premium pay of 2% for night shift (currently 130 officers) and 1% for afternoon shift (currently 219 officers). The cost of this is \$446,313 in FY2011-12.

PPA Collective Bargaining Costs: Fitness Premium + Drug Testing

This package funds the portion of 2012-2014 PPA contract associated with incentive premium pays: 1% (of top step officer salary) for officers who pass an annual health and fitness test and 2% (of top step officer salary) for officers holding a bachelor's degree. The education premium takes effect January 1, 2013. There are no costs for this incentive in FY 2011-12; costs are estimated to increase to over \$800,000 in FY 2013-14. This cost of this package is \$548,304 in FY2011-12

PPCOA Collective Bargaining Costs

This package funds 2012-2014 Portland Police Commanding Officers Association contract cost increases. This cost of this package is \$197,664 in FY2011-12

**Ongoing Budget
Reductions**

The strategies for the following spending cuts were conceived to respond to a request for 0.75% one-time reductions. The collective bargaining agreement cost increases noted above impacted the City's expense forecast such that the \$1,096,674 in budget reductions must be ongoing. The strategies will be reviewed for possible changes in the Fall Budget Monitoring Process.

Decreased Interagency Costs

These reductions reflect a net decrease of \$165,476 in interagency costs resulting from decision packages in the Office of Management and Finance. An offsetting adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Senior Administrative Specialist

The Senior Administrative Specialist position in the Strategic Services Division will remain vacant. Holding this position vacant for another year will provide \$65,434 in savings.

Police Administrative Support Specialist

The PASS position located in the Chief's Office was reorganized and the duties were reassigned as a one-time reduction in FY 2009-10. Continuing to hold this position vacant will allow a budget reduction of \$58,296. While the duties have been reassigned, some large projects have been delayed due to staffing workloads.

Police Fleet Program Coordinator

The Fleet Program Coordinator coordinates and maintains the 600-plus vehicle fleet used by the bureau. This position is non-sworn and acts as the liaison between the bureau and CityFleet. This vacancy will result in one-time savings of \$100,010. The bureau assigned a sworn officer the role of the Fleet Program Coordinator in FY 2010-11 and will do so again in FY 2011-12.

Police Background Investigators

Twelve non-sworn background investigators were laid off and the positions maintained as vacancies to provide a one-time budget reduction of \$913,517 in the FY 2010-11 Adopted Budget. Background investigators perform thorough background checks on all employment candidates. The goal of the Police Bureau is to retain full strength in the number of sworn officers. In order to meet that goal, the bureau moved eight sworn officers from other duties to perform background investigations in FY 2010-11. Those assignments will continue for FY 2011-12 for a budget reduction of \$872,934.

One-time Additions**Service Coordination Team**

This package provides \$1,767,636 in one-time resources for continuation of the Service Coordination Team (SCT). SCT is a multi-agency initiative to send chronic, lower-level criminal offenders to jail, and to help offenders obtain housing, drug and alcohol treatment, and mental health care. Recidivism has been reduced by 36% among program participants. The package also extends the bureau's limited-term program coordinator position through June 30, 2012.

Residential Treatment Beds

SCT funding is increased by \$130,000 to support residential treatment beds cut from the General Fund budget in FY 2010-11 and filled on a one-time basis with grant funds.

Central City Concern Hooper Inebriate Emergency Response Service (CHIERS) and Sobering Station

Central City Concern operates the Hooper Detoxification Center's Sobering Station and Hooper's CHIERS roving response van. These programs improve public safety and keep Portland's vulnerable safe. This package provides one-time funding of \$1,061,077 for both programs in FY 2011-12. In FY 2010-11, area hospitals funding commitment expired for \$300,000 towards Sobering Station costs. This package provides an additional \$150,000 above the 2010-11 add package.

Crisis Intervention

This package provides a second year of \$105,984 to continue funding a qualified mental health professional clinician to ride with a uniformed police officer in a patrol car to provide on-scene mental health assessment and evaluation and provide linkage to social service resources. The uniform officer and clinician team will keep detailed data that will help the Portland Police Bureau examine the benefits of co-locating a clinician with a patrol officer in a police vehicle.

Prostitution Coordination Team

The Prostitution Coordination Team's mission is to reduce street-level prostitution within the city of Portland. The project is a coordinated effort involving the Multnomah County District Attorney and a service provider that provides counseling and treatment programs to prostitutes and monitors compliance with the program. This package provides continued \$125,000 in one-time funding to cover salary and benefits costs for a Deputy DA.

Independent Police Review Ordinance Implementation

City Council established a Police Review Board and clarified the investigatory powers and complaint handling procedures of the Office of Independent Police Review with the passage of Ordinance #183657 on March 31, 2010. This package provides continuation of one-time funding to support the bureau's implementation of the ordinance (\$50,000). Funds will support the use of Police Review Board Facilitators at its monthly meetings.

Training Center Pre-Development

This package supports continued pre-development planning; it provides \$250,000 to establish feasibility and high confidence level cost estimates for the development of a new roughly 40,000 square foot training center with driving area and firing range.

Graffiti Abatement

The Office of Neighborhood Involvement (ONI) has initiated a limited-term graffiti abatement project. To complement this project, the bureau will provide a nine-month limited-term Police Officer position to liaise with ONI, providing law enforcement and coordination.

External Materials and Services

This package provides a one-time addition of \$2 million for external materials and services (EM&S) to meet basic operating requirements. This amount temporarily makes up for a \$2 million ongoing reduction in towing expense-reimbursement revenue. The bureau will work to develop strategies in FY 2011-12 that will generate the cost efficiencies and reductions necessary to allow it to meet EM&S needs within its FY 2011-12 funding level in future years.

Budget Note

Council directs the Office of Management and Finance to increase the General Fund current appropriation level target for the Portland Police Bureau in FY 2012-13 by:

- ◆ \$1,785,000 for ten consecutive years for the repayment of a \$15,000,000 bond to support the construction of a public safety training center. OMF, Portland Police Bureau, and Portland Parks & Recreation are directed to return to Council in the Fall BMP with the refined project timeline, cost estimates, comprehensive financing strategies, and a report on the prospects for private/public partnerships for this project.

Emergency Response & Problem Solving

Description

Responding to crimes and initiating problem-solving activities to prevent and reduce crime remain the key activities of the Portland Police Bureau. These efforts are designed not only to reduce the overall incidence of crime, but also to reduce the fear of crime in the community and to promote a sense of neighborhood and personal safety.

The Emergency Response & Problem Solving program is the Police Bureau's largest program, and includes patrol, emergency management, and specialized tactical units such as the Explosives Disposal Unit and the Special Emergency Response Team. Organizationally, the program includes the precincts, Youth Services Division and portions of both the Tactical Operations Division and the Strategic Services Division.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal to focus efforts on repeat calls for service and chronic offenders.

Performance

Part 1, Major Crimes, dropped significantly in FY 2007-08 and again in FY 2008-09, ticking up slightly in FY 2009-10. Part 2 (less serious) crimes declined in tandem, and fell further in FY 2009-10. The Police Bureau expects the crime rate to remain at these lower levels, at least in the short term. The percent of residents who feel safe alone in their neighborhoods at night, an indicator of the community's perception of crime levels, rose to 60% in FY 2008-09 and has remained at that level. The Police Bureau strives to respond to high priority incidents within five minutes. Average response time dropped to four minutes and fifty-three seconds in FY 2009-10.

Changes to Services and Activities

In FY 2010-11 the Police Bureau created the Youth Services Division to bring together under a single command several bureau units that serve youth in the City. It includes School Police, Cadets and Reserves, Gang Resistance Education and Training, Police Activities League and the juvenile runaway officer.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 439.47 | 562.57 | 557.90 | 557.90 |
| Expenditures | | | | | |
| Emergency Response & Problem Solving | | 50,839,952 | 66,603,721 | 66,300,562 | 65,605,239 |
| Total Expenditures | | 50,839,952 | 66,603,721 | 66,300,562 | 65,605,239 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Police Bureau
Public Safety Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Part 1 (Major) Crimes | 30,773 | 31,576 | 31,000 | 31,000 | 31,000 |
| Part 2 Crimes | 36,105 | 33,343 | 33,000 | 33,000 | 33,000 |
| Part 1 Person Crimes per 1,000 Residents | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Part 1 Property Crimes per 1,000 Residents | 48 | 49 | 49 | 49 | 49 |
| Total Part 1 Crimes per 1,000 Residents | 53 | 54 | 54 | 54 | 54 |
| Percent of Residents who Feel Safe Walking Alone in Their Neighborhood at Night | 60% | 60% | 60% | 60% | 60% |
| Efficiency | | | | | |
| Average Officer Time Available for Self-Initiated Activity and Problem Solving | 35% | 36% | 35% | 36% | 35% |
| Average Travel Time to High Priority Calls, Minutes | 5.14 | 4.88 | 5.00 | 5.00 | 5.00 |
| Workload | | | | | |
| Average Number of Cars on Patrol, Midnight to 4 AM | 69 | 71 | 71 | 71 | 71 |
| Average Number of Cars on Patrol, 4 AM to 8 AM | 51 | 56 | 56 | 56 | 56 |
| Average Number of Cars on Patrol, 8 AM to Noon | 52 | 55 | 55 | 55 | 55 |
| Average Number of Cars on Patrol, Noon to 4 PM | 51 | 56 | 56 | 56 | 56 |
| Average Number of Cars on Patrol, 4 PM to 8 PM | 74 | 74 | 74 | 74 | 74 |
| Average Number of Cars on Patrol, 8 PM to Midnight | 79 | 81 | 81 | 81 | 81 |
| Incidents Dispatched | 204,425 | 189,390 | 192,000 | 192,000 | 192,000 |
| Officer-Initiated Calls for Service | 205,047 | 208,001 | 209,000 | 209,000 | 209,000 |
| Telephone Reports | 27,382 | 45,402 | 45,000 | 45,000 | 45,000 |
| Dispatched Calls per Officer | 356 | 343 | 340 | 340 | 340 |

Investigations

| | |
|---|---|
| Description | <p>Investigating crimes and apprehending criminals are the major activities of the Investigations program. Solving crimes can promote a sense of community safety and information gained in investigations can be used to prevent future crimes.</p> <p>Organizationally, this program involves the Detectives Division, precinct detectives, the Criminal Intelligence Unit, the Property and Evidence Division, and the Forensic Evidence Division.</p> |
| Goals | This program supports the City goal to ensure a safe and peaceful community and the bureau goal to focus efforts on chronic offenders repeat calls for service. |
| Performance | The primary measure of performance in the Investigations program is the case clearance rate. Both the person and property crime clearance rates decreased slightly in FY 2009-10, to approximately 43% and 17% respectively. |
| Changes to Services and Activities | The Burglary Task Force and Human Sex Trafficking Detail were formed in FY 2010-11 and will continue in FY 2011-12. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 182.00 | 181.00 | 181.00 | 181.00 |
| Expenditures | | | | | |
| Investigations | | 20,830,994 | 20,802,503 | 20,939,173 | 21,013,581 |
| Total Expenditures | | 20,830,994 | 20,802,503 | 20,939,173 | 21,013,581 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|------------------------------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of Person Crimes Cleared | 45% | 43% | 43% | 43% | 43% |
| Percent of Property Crimes Cleared | 18% | 17% | 17% | 17% | 17% |

Cycle of Violence Reduction

| | |
|---|--|
| Description | <p>This program both reduces crime and improves neighborhood safety and livability by targeting chronic crimes that involve drugs and gangs and begin a cycle of violence in the home.</p> <p>Organizationally, this program includes the Drug and Vice Division, the Family Services Division, the Gang Enforcement Team, and the Gun Task Force.</p> |
| Goals | <p>This program supports the City goal to ensure a safe and peaceful community and the bureau goal to focus efforts on chronic offenders and repeat calls for service.</p> |
| Performance | <p>Currently, the only performance measure for this program is the number of unique residences or businesses in the city that generate drug house complaints. After climbing for several years, the number of addresses with these complaints dropped 28% in FY 2007-08. The number fell another 5% in FY 2009-10 to 547.</p> |
| Changes to Services and Activities | <p>To meet emerging crime trends, personnel were transferred from the Operations Branch to the Tactical Operations Division to form Operation Cooldown (aimed at reducing gang activity and violence) and increase staffing for the Gang Enforcement Team and the Human Sex Trafficking unit.</p> |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 118.83 | 125.00 | 122.58 | 122.58 |
| Expenditures | | | | | |
| Cycle of Violence Reduction | | 13,791,598 | 17,816,214 | 15,859,739 | 15,904,667 |
| Total Expenditures | | 13,791,598 | 17,816,214 | 15,859,739 | 15,904,667 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Addresses Generating Drug House Complaints | 577 | 547 | 540 | 540 | 540 |

Neighborhood Safety

Description

Neighborhood problem solving, a joint commitment of residents and neighborhood police officers, is a major principle of community policing. Precincts assign officers to work with residents on neighborhood problems in a specific geographic area and also assign Neighborhood Response Team officers to work with neighborhood and business associations on broader strategies and chronic problems in their specific areas of the City.

Organizationally, this program includes the Youth Services Division's School Police, Home Security Locks, the precinct Neighborhood Response Teams, and the Alarm Administration Unit.

Goals

This program supports the City goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau goals to focus efforts on chronic offenders and repeat calls for service.

Performance

One of the most important elements of neighborhood safety is a low burglary rate for homes and businesses. The burglary victimization rate decreased from 5% to 4% in FY 2008-09, and remained at 4% in FY 2009-10. The Police Bureau focuses on burglary prevention by installing free home locks for senior citizens, responding to privately installed alarms, and working with residents to mitigate design risk factors such as poor exterior lighting. Current statistics for 2010 show increases in the numbers of residential and commercial burglaries and car prowls.

Changes to Services and Activities

There are no significant changes to this program for FY 2011-12.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 192.00 | 54.00 | 54.00 | 54.00 |
| Expenditures | | | | | |
| Neighborhood Safety | | 23,636,264 | 3,697,101 | 5,015,957 | 5,027,295 |
| Total Expenditures | | 23,636,264 | 3,697,101 | 5,015,957 | 5,027,295 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|-----------------------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Burglary Victimization Rate | 4% | 4% | 4% | 4% | 4% |

Traffic Safety

Description This program addresses neighborhood and business district concerns about traffic safety for vehicles, bicycles, and pedestrians, and supports efforts to reduce traffic collisions. The program is also charged with ensuring the safety of people using the City's public transit system.

Organizationally, this program includes the Transit Police and the Traffic Division.

Goals This program supports the City goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau goals to focus efforts on chronic offenders and repeat calls for service.

Performance The critical performance indicator for this program is the number of traffic collision calls for service per 1,000 residents. From FY 2002-03 to FY 2009-10 traffic collisions per 1,000 residents declined each year. The bureau is now focused on maintaining this lower collision rate of 23 collisions per 1,000 residents.

Changes to Services and Activities A night shift detail was added in FY 2010-11 and will continue in FY 2011-12.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 80.00 | 80.00 | 80.00 | 80.00 |
| Expenditures | | | | | |
| Traffic Safety | | 15,861,463 | 11,190,807 | 11,386,998 | 11,779,775 |
| Total Expenditures | | 15,861,463 | 11,190,807 | 11,386,998 | 11,779,775 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Traffic Collision Calls for Service per 1,000 Residents | 24 | 23 | 23 | 23 | 23 |

Citizen Partnership

| | |
|---|--|
| Description | <p>This program fosters a partnership between the police and the public, a major principle of community policing. The program undertakes activities created specifically to bring police and residents together to work cooperatively on issues of broad community interest.</p> <p>Organizationally, this program involves the Sunshine Division, Police Reserves, the Police Activities League, and the Crisis Response Team.</p> |
| Goals | <p>This program supports the City goal to ensure a safe and peaceful community and the bureau goal to enhance the community and police partnership.</p> |
| Changes to Services and Activities | <p>The Police Reserves and the Police Activities League were relocated to the Youth Services Division in FY 2010-11. The Chief's Advisory Panel and the Budget Advisory Committee were reformed in FY 2010-11 to provide more relevant input to bureau management. The Community Academy was also reinstituted in FY 2010-11 (in which community and business leaders are invited to participate in a one day training on bureau resources, crisis response, defensive tactics, and weapons training, and participate in a ride-a-long in a patrol vehicle).</p> |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 4.00 | 4.00 | 3.25 | 3.25 |
| Expenditures | | | | | |
| Citizen Partnership | | 1,565,337 | 497,142 | 610,204 | 606,505 |
| Total Expenditures | | 1,565,337 | 497,142 | 610,204 | 606,505 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Communications

| | |
|---|---|
| Description | The Communications program provides centralized media and public communication, as well as internal employee communications. Organizationally this program consists of the Public Information Office and the Communications Unit. |
| Goals | The program supports the City goal to ensure a safe and peaceful community and the bureau goal to enhance the community and police partnership. |
| Performance | The percent of residents in a citywide survey who say their interactions with police are excellent or good was 71% in FY 2010-11. |
| Changes to Services and Activities | In FY 2010-11, Crime Stoppers coordination was reassigned to a sworn sergeant position who is also the secondary Public Information Officer. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 5.83 | 6.00 | 4.50 | 4.50 |
| Expenditures | | | | | |
| Communications | | 534,228 | 339,549 | 497,455 | 454,981 |
| Total Expenditures | | 534,228 | 339,549 | 497,455 | 454,981 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Citizens Rating Service as Good or Better | 71% | 71% | 71% | 71% | 71% |

Human Resources Development

| | |
|---|---|
| Description | This program is responsible for hiring and training bureau personnel, overseeing job performance evaluations, and managing the promotion process. Program activities are focused on encouraging a diverse workforce committed to the community policing mission and the goals of the bureau. Organizationally this program includes the Personnel and Training Divisions. |
| Goals | This program supports the City goal to ensure a safe and peaceful community and the bureau goal to develop and encourage personnel. |
| Performance | The Personnel Division has recently streamlined the recruitment and hiring process for police officers. The bureau expects high retirement rates over the next several years and intends to hire a large number of officers to replace retirees and fill existing vacancies. The bureau's goal is to have a 30% diversity rate in all new hire groups. |
| Changes to Services and Activities | <p>Program changes for FY 2010-11 consisted of de-civilianizing a number of positions within this program as part of the bureau's strategy to provide one-time mandatory budget reductions and retain sworn officers. Twelve Background Investigators, who aid in the hiring process, were laid off at the start of FY 2010-11 were held vacant for FY 2010-11. Those positions will be held vacant again in FY 2011-12 to meet the required budget reduction target. The Background Investigator function will be filled by eight sworn officers moved from other service areas. The remaining four Background Investigator positions will be filled with existing sworn staff if needed. The Bureau of Human Resources is now conducting promotional assessments, which were previously were handled by outside vendors.</p> <p>The FY 2011-12 Budget extends one-time funding of \$105,984 to continue a mobile crisis intervention unit (MCU), which is budgeted within the Training Division. The MCU provides a qualified mental health professional clinician to ride with a uniformed police officer in a patrol car to provide on-scene mental health assessment and evaluation, provide linkage to social service resources and collect and provide specific data</p> |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 74.10 | 73.00 | 73.00 | 73.00 |
| Expenditures | | | | | |
| Human Resources Development | | 8,303,149 | 8,980,069 | 9,247,383 | 9,440,685 |
| Total Expenditures | | 8,303,149 | 8,980,069 | 9,247,383 | 9,440,685 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Data Access

| | |
|---|--|
| Description | This program provides access to information about reported crimes, which is the foundation of crime analysis and problem-solving efforts of officers. Officers need access to information in the field that is reliable, timely, and comprehensive. Organizationally, this program includes the Police Records Division and the Information Technology Division. |
| Goals | This program supports the City goal to ensure a safe and peaceful community and the bureau goal to develop and encourage personnel. |
| Performance | The City's Public Safety System Revitalization Project (PSSRP) is now in the process of developing a replacement for the Portland Police Data System. The new system will be known as the Regional Justice Information Network, or RegJIN. |
| Changes to Services and Activities | The new Computer Aided Dispatch system became operational in April, 2011. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 78.75 | 78.00 | 77.92 | 77.92 |
| Expenditures | | | | | |
| Data Access | | 11,673,434 | 13,282,403 | 13,320,751 | 13,332,294 |
| Total Expenditures | | 11,673,434 | 13,282,403 | 13,320,751 | 13,332,294 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Employee Performance

| | |
|---|---|
| Description | This program focuses on bureau accountability by collecting, analyzing, and sharing performance data information. The program's primary objective is to improve employee performance and, in turn, overall bureau performance. Organizationally, this program includes the Professional Standards Division. |
| Goals | This program supports the City goals to ensure a safe and peaceful community and to deliver efficient, effective, and accountable municipal services. The program supports the bureau goal to develop and encourage personnel. |
| Changes to Services and Activities | The FY 2011-12 Budget provides \$50,000 in one-time funds to support implementation of the Independent Police Review Ordinance (Ordinance 183657), which clarified the investigatory powers and complaint handling procedures of the Office of Independent Police Review. In FY 2010-11 the bureau combined the Internal Affairs Division and the Office of Accountability and Professional Standards into the Professional Standards Division under a sworn Captain. The Captain works closely with the Independent Police Review Director to improve transparency and accountability. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 19.00 | 18.00 | 18.00 | 18.00 |
| Expenditures | | | | | |
| Employee Performance | | 2,061,494 | 1,492,116 | 1,992,893 | 1,993,696 |
| Total Expenditures | | 2,061,494 | 1,492,116 | 1,992,893 | 1,993,696 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Strategy & Finance

| | |
|---|---|
| Description | This program oversees internal systems for managing funds and people, and ensures the Police Bureau's budget, strategic plans, policies, and procedures reflect community priorities. Organizationally this program includes the Chief's Office, the Strategic Services Division, and the Fiscal Services Division. |
| Goals | This program supports the City goals to ensure a safe and peaceful community and to deliver efficient, effective, and accountable municipal services. The program supports the bureau goal to continuously improve work processes. |
| Changes to Services and Activities | The Chief's Advisory Panel and the Budget Advisory Committee were reconstituted in FY 2010-11 to provide more relevant input to bureau management on budget development. One-time position reductions within this program include two administrative support positions, one in the Chief's Office and one in Strategic Services. In addition, the Fleet Coordinator (in the Fiscal Services Department) was laid off in June 2010 and replaced by a sworn officer as part of the bureau's strategy to retain sworn staff. This position will remain filled by a sworn officer in FY 2011-12 to meet the bureau's one-time reduction target. |

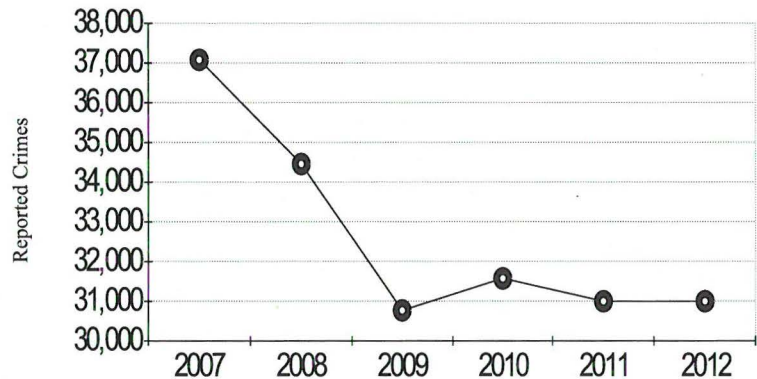
| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 58.90 | 57.00 | 58.75 | 58.75 |
| Expenditures | | | | | |
| Strategy & Finance | | 15,525,088 | 19,497,921 | 23,664,404 | 23,677,303 |
| Total Expenditures | | 15,525,088 | 19,497,921 | 23,664,404 | 23,677,303 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance Measures

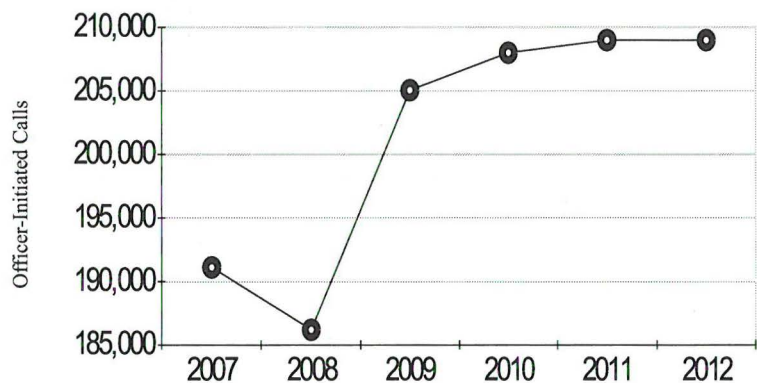
Part 1 (Major) Crimes

Part 1 crimes have decreased steadily since FY 2004-05. Both person and property crimes are expected to remain at these lower levels in FY 2011-12.



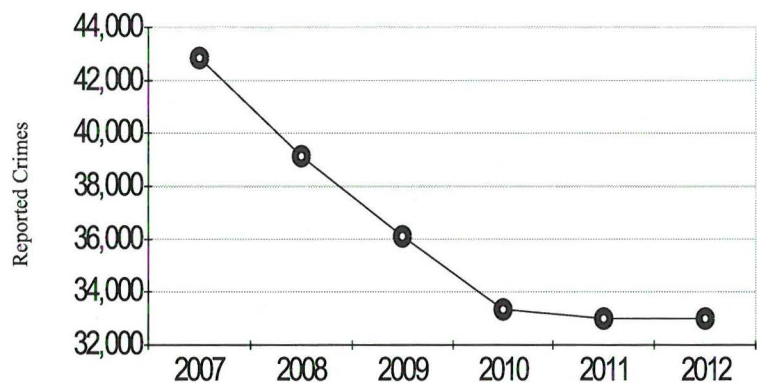
Officer-Initiated Calls for Service

Self-initiated calls decreased in FY 2007-08 but increased in FY 2008-09. The crime rate has dropped, allowing the bureau to take a more problem solving approach through officer-initiated calls for service.



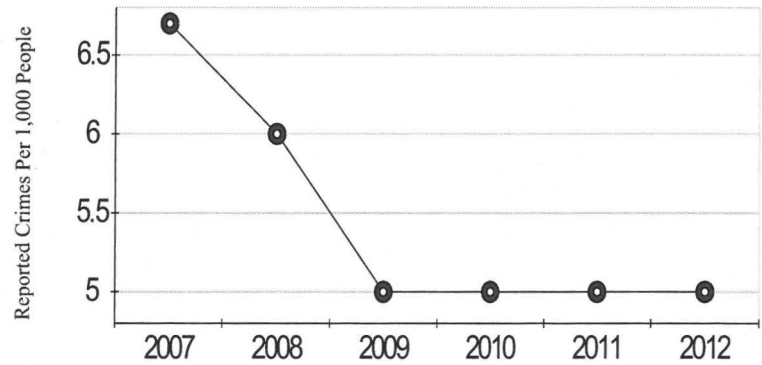
Part 2 Crimes

Part 2 crimes, which are less serious than Part 1 crimes, dropped significantly in FY 2006-07 and FY 2007-08 as the City committed resources to fighting livability crimes. The Police Bureau is working to maintain the lower crime rate in FY 2011-12.



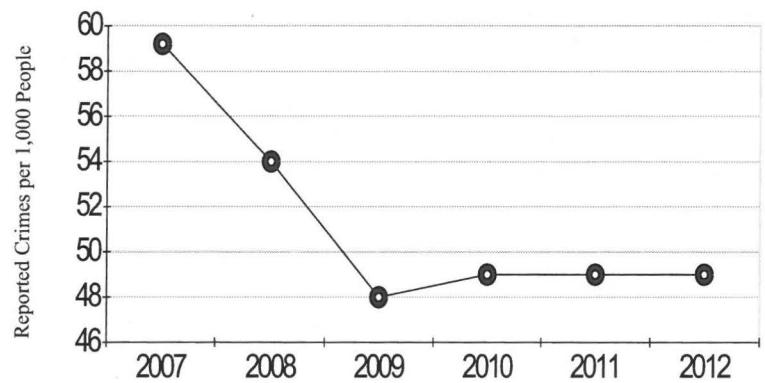
Part 1 Person Crimes per 1,000 Residents

Major person crimes fell to 5.0 in FY 2008-09 and the Bureau expects to maintain this rate in FY 2011-12.



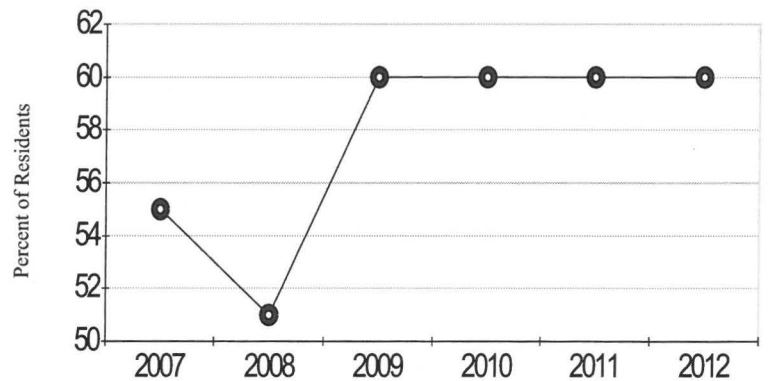
Part 1 Property Crimes per 1,000 Residents

Major property crimes per 1,000 residents dropped 14% in FY 2006-07, 8% in FY 2007-08, and another 11% in FY 2008-09 before rising slightly in FY 2009-10. Property crimes are expected to remain at this level through FY 2011-12.



Residents who Feel Safe in Neighborhood at Night

Since 2007 a majority of residents have consistently felt safe alone in their neighborhood at night. The Police Bureau expects this trend to continue in FY 2011-12 due to the decrease in crime rates.

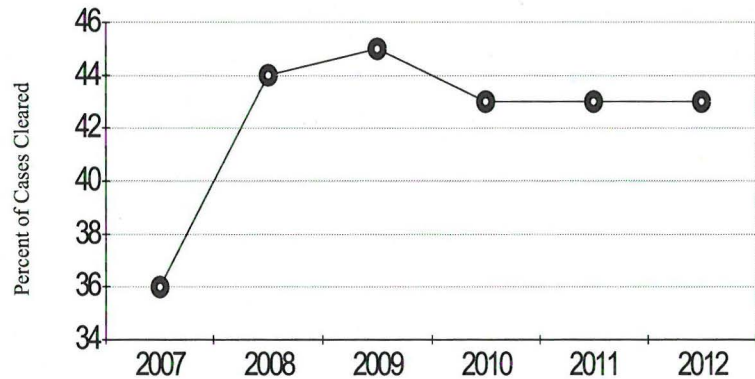


Portland Police Bureau

Public Safety Service Area

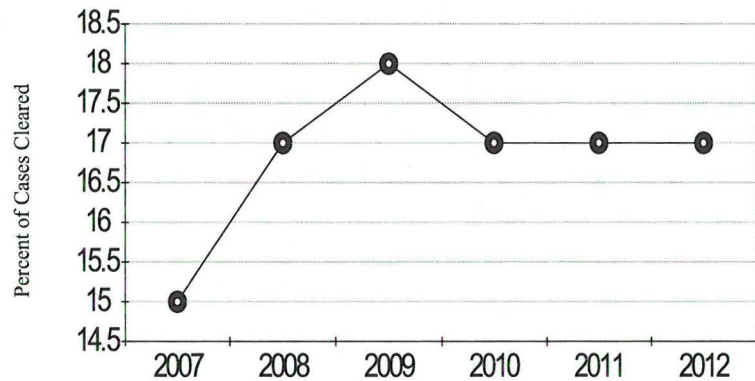
Percent of Person Crimes Cleared

The percent of person crimes solved or otherwise cleared increased to 45% in FY 2008-09 and fell to 43% in FY 2009-10. The Police Bureau continues to make improvements to investigation processes. The clearance rate for person crimes is expected to remain at this rate in FY 2011-12.



Percent of Property Crimes Cleared

The percent of property crimes solved or otherwise cleared increased in FY 2007-08 and again in FY 2008-09 before falling to 17% in FY 2009-10. The Police Bureau expects to maintain this rate into FY 2011-12.



Summary of Bureau Budget

Portland Police Bureau

Public Safety Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 1,805,651 | 1,858,921 | 1,751,000 | 1,781,000 | 1,781,000 |
| Charges for Services | 2,784,038 | 2,058,825 | 2,089,192 | 742,192 | 742,192 |
| Intergovernmental | 9,202,316 | 13,396,604 | 10,988,736 | 7,405,162 | 7,405,162 |
| Miscellaneous | 1,351,506 | 1,235,517 | 1,178,150 | 779,936 | 779,936 |
| Total External Revenues | 15,143,511 | 18,549,868 | 16,007,078 | 10,708,290 | 10,708,290 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 136,503,538 | 144,286,769 | 144,523,941 | 153,396,631 | 153,396,631 |
| Fund Transfers - Revenue | 548,741 | 165,746 | 108 | 0 | 0 |
| Interagency Revenue | 1,783,166 | 1,995,553 | 2,463,352 | 3,561,091 | 3,561,091 |
| Total Internal Revenues | 138,835,445 | 146,448,068 | 146,987,401 | 156,957,722 | 156,957,722 |
| Beginning Fund Balance | 0 | (1,437,429) | 1,306,795 | 1,175,000 | 1,175,000 |
| Total Resources | \$153,978,956 | \$163,560,508 | \$164,301,274 | \$168,841,012 | \$168,841,012 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 114,449,546 | 120,197,785 | 120,385,822 | 126,017,406 | 126,016,608 |
| External Materials and Services | 11,225,080 | 15,725,588 | 13,348,504 | 11,774,767 | 11,775,565 |
| Internal Materials and Services | 29,161,072 | 28,528,569 | 30,180,348 | 30,793,848 | 30,793,848 |
| Capital Outlay | 31,946 | 10,801 | 284,872 | 250,000 | 250,000 |
| Total Bureau Expenditures | 154,867,644 | 164,462,744 | 164,199,546 | 168,836,021 | 168,836,021 |
| Fund Expenditures | | | | | |
| Fund Transfers - Expense | 548,741 | 0 | 1,728 | 4,991 | 4,991 |
| Total Fund Expenditures | 548,741 | 0 | 1,728 | 4,991 | 4,991 |
| Ending Fund Balance | (1,437,429) | (902,236) | 100,000 | 0 | 0 |
| Total Requirements | \$153,978,956 | \$163,560,508 | \$164,301,274 | \$168,841,012 | \$168,841,012 |
| Programs | | | | | |
| Administration & Support | | (1,547) | 0 | 502 | 0 |
| Benefits | | (192,346) | 0 | 0 | 0 |
| Citizen Partnership | | 1,565,337 | 497,142 | 610,204 | 606,505 |
| City Recorder | | 2,410 | 0 | 0 | 0 |
| Communications | | 534,228 | 339,549 | 497,455 | 454,981 |
| Cycle of Violence Reduction | | 13,791,598 | 17,816,214 | 15,859,739 | 15,904,667 |
| Data Access | | 11,673,434 | 13,282,403 | 13,320,751 | 13,332,294 |
| Debt Management | | 22,072 | 0 | 0 | 0 |
| Diversity Development/Affirmative Action | | 6,902 | 0 | 0 | 0 |
| Duplicating | | 2,249 | 0 | 0 | 0 |
| Emergency Response & Problem Solving | | 50,839,952 | 66,603,721 | 66,300,562 | 65,605,239 |
| Employee Performance | | 2,061,494 | 1,492,116 | 1,992,893 | 1,993,696 |
| Human Resources Development | | 8,303,149 | 8,980,069 | 9,247,383 | 9,440,685 |
| Investigations | | 20,830,994 | 20,802,503 | 20,939,173 | 21,013,581 |
| Neighborhood Safety | | 23,636,264 | 3,697,101 | 5,015,957 | 5,027,295 |
| Strategy & Finance | | 15,525,088 | 19,497,921 | 23,664,404 | 23,677,303 |
| Traffic Safety | | 15,861,463 | 11,190,807 | 11,386,998 | 11,779,775 |
| Total Programs | | \$164,462,744 | \$164,199,546 | \$168,836,021 | \$168,836,021 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Police Bureau

Public Safety Service Area

FTE Summary

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|--|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 37,606 | 52,499 | 9.00 | 447,461 | 9.00 | 461,828 | 9.00 | 461,828 |
| 30000063 | Accountant II | 49,171 | 60,070 | 1.00 | 58,032 | 1.00 | 59,392 | 1.00 | 59,392 |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 5.00 | 315,228 | 5.00 | 321,908 | 5.00 | 321,908 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 8.00 | 364,184 | 8.00 | 369,395 | 8.00 | 369,395 |
| 30000436 | Administrative Supervisor I | 54,080 | 72,051 | 3.00 | 215,712 | 3.00 | 215,964 | 3.00 | 215,964 |
| 30000437 | Administrative Supervisor II | 56,763 | 75,670 | 3.00 | 214,404 | 3.00 | 216,564 | 3.00 | 216,564 |
| 30000771 | Alarm Program Coord | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000096 | Auto Servicer | 37,981 | 46,550 | 3.00 | 139,644 | 3.00 | 139,644 | 3.00 | 139,644 |
| 30000441 | Business Operations Manager | 74,214 | 98,862 | 0.00 | 0 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000442 | Business Operations Manager, Sr | 92,186 | 128,752 | 1.00 | 117,518 | 1.00 | 122,331 | 1.00 | 122,331 |
| 30000440 | Business Operations Supervisor | 65,811 | 88,046 | 1.00 | 88,044 | 0.00 | 0 | 0.00 | 0 |
| 30000478 | Claims Analyst, Sr | 59,634 | 79,518 | 1.00 | 76,644 | 1.00 | 78,324 | 1.00 | 78,324 |
| 30000492 | Community Outreach & Infrmtn Rep | 54,080 | 72,051 | 2.00 | 117,540 | 2.00 | 119,276 | 2.00 | 119,276 |
| 30000494 | Community Outreach & Invlmt Program Mgr | 62,629 | 83,637 | 1.00 | 83,508 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000777 | Crime Analyst | 59,634 | 79,518 | 5.00 | 364,824 | 5.00 | 371,893 | 5.00 | 371,893 |
| 30000309 | Crime Prevention Program Administrator | 43,826 | 57,054 | 1.00 | 57,060 | 1.00 | 57,060 | 1.00 | 57,060 |
| 30000017 | Customer Accounts Specialist I | 33,405 | 46,758 | 1.00 | 46,764 | 1.00 | 46,764 | 1.00 | 46,764 |
| 30000079 | Equestrian Trainer | 39,874 | 48,880 | 1.00 | 48,876 | 1.00 | 48,876 | 1.00 | 48,876 |
| 30000050 | Evidence Control Specialist | 42,619 | 52,104 | 9.00 | 459,456 | 9.00 | 465,240 | 9.00 | 465,240 |
| 30000051 | Evidence Control Specialist, Lead | 48,131 | 59,842 | 1.00 | 59,844 | 1.00 | 59,844 | 1.00 | 59,844 |
| 30000566 | Financial Analyst, Assistant | 44,533 | 68,619 | 1.00 | 68,328 | 1.00 | 68,568 | 1.00 | 68,568 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 0.00 | 0 | 0.00 | 0 |
| 30000769 | Home Security Specialist | 33,758 | 48,298 | 1.00 | 48,300 | 1.00 | 51,204 | 1.00 | 51,204 |
| 30000770 | Home Security Specialist, Sr | 36,046 | 55,494 | 1.00 | 55,500 | 1.00 | 55,500 | 1.00 | 55,500 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 2.00 | 151,344 | 2.00 | 151,344 | 2.00 | 151,344 |
| 30000453 | Management Analyst, Principal | 74,214 | 98,862 | 0.00 | 0 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 1.00 | 62,628 | 1.00 | 62,628 | 1.00 | 62,628 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 2.00 | 126,000 | 2.00 | 127,960 | 2.00 | 127,960 |
| 30000025 | Police Administrative Support Spec, Sr | 39,832 | 51,272 | 11.00 | 564,036 | 11.00 | 564,036 | 11.00 | 564,036 |
| 30000024 | Police Administrative Support Specialist | 31,138 | 43,430 | 35.00 | 1,470,828 | 35.00 | 1,473,084 | 35.00 | 1,473,084 |
| 30000300 | Police Captain | 111,800 | 116,854 | 11.00 | 1,270,260 | 11.00 | 1,319,231 | 11.00 | 1,319,231 |
| 30000431 | Police Chief | 128,294 | 183,851 | 1.00 | 171,178 | 1.00 | 185,258 | 1.00 | 185,258 |
| 30000784 | Police Chief, Assistant | 101,421 | 145,205 | 2.00 | 280,908 | 2.00 | 302,906 | 2.00 | 302,906 |
| 30000301 | Police Commander | 125,653 | 125,653 | 7.00 | 879,564 | 7.00 | 922,902 | 7.00 | 922,902 |
| 30000307 | Police Criminalist | 72,904 | 82,285 | 17.00 | 1,375,937 | 17.00 | 1,409,506 | 17.00 | 1,409,506 |
| 30000778 | Police Data Research Supervisor | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000022 | Police Desk Clerk | 27,810 | 38,459 | 11.00 | 423,060 | 11.00 | 423,060 | 11.00 | 423,060 |
| 30000302 | Police Detective | 72,904 | 82,285 | 94.00 | 7,602,276 | 94.00 | 7,851,196 | 94.00 | 7,851,196 |
| 30000833 | Police Evidence & Property Mgr | 65,811 | 88,046 | 1.00 | 83,388 | 1.00 | 85,383 | 1.00 | 85,383 |
| 30000837 | Police Evidence Control Supervisor | 54,080 | 72,051 | 2.00 | 139,600 | 2.00 | 141,582 | 2.00 | 141,582 |
| 30000772 | Police ID Technologies Coordinator | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000304 | Police Identification Technician | 51,522 | 65,811 | 17.00 | 1,109,874 | 17.00 | 1,115,034 | 17.00 | 1,115,034 |
| 30000305 | Police Identification Technician, Lead | 56,035 | 71,594 | 3.00 | 214,776 | 3.00 | 214,776 | 3.00 | 214,776 |
| 30000775 | Police Internal Affairs Investigator | 56,763 | 75,670 | 6.00 | 440,388 | 6.00 | 448,160 | 6.00 | 448,160 |
| 30000310 | Police Investigative Accountant | 74,589 | 84,282 | 1.00 | 84,288 | 1.00 | 84,288 | 1.00 | 84,288 |
| 30000299 | Police Lieutenant | 97,282 | 101,691 | 25.00 | 2,528,988 | 25.00 | 2,606,877 | 25.00 | 2,606,877 |
| 30000297 | Police Officer | 43,722 | 71,656 | 699.83 | 47,934,613 | 700.00 | 49,240,640 | 700.00 | 49,240,640 |
| 30000306 | Police Photographic Reproduction Spec | 59,675 | 71,594 | 2.00 | 143,184 | 2.00 | 143,184 | 2.00 | 143,184 |
| 30000857 | Police Professional Standards Manager | 85,800 | 116,293 | 1.00 | 85,800 | 1.00 | 85,800 | 1.00 | 85,800 |
| 30000774 | Police Program Specialist, Sr | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |

FTE Summary
Portland Police Bureau
Public Safety Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|--|--------------|---------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000020 | Police Records Specialist | 31,138 | 43,430 | 56.00 | 2,353,200 | 56.00 | 2,385,776 | 56.00 | 2,385,776 |
| 30000779 | Police Records Supervisor | 56,763 | 75,670 | 3.00 | 213,899 | 3.00 | 216,466 | 3.00 | 216,466 |
| 30000021 | Police Records Training Coordinator | 39,832 | 51,272 | 9.00 | 455,952 | 9.00 | 456,912 | 9.00 | 456,912 |
| 30000298 | Police Sergeant | 72,904 | 82,285 | 118.00 | 9,559,356 | 118.00 | 9,970,958 | 118.00 | 9,970,958 |
| 30001483 | Police Services, Director of | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 2.00 | 132,060 | 2.00 | 137,982 | 2.00 | 137,982 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 1.00 | 63,914 | 1.00 | 66,536 | 1.00 | 66,536 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 12.00 | 534,384 | 12.00 | 534,384 | 12.00 | 534,384 |
| 30000495 | Public Information Officer | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000083 | Stable Attendant | 37,981 | 46,550 | 1.00 | 46,548 | 1.00 | 46,548 | 1.00 | 46,548 |
| 30000531 | Training & Development Analyst | 56,763 | 75,670 | 2.00 | 150,514 | 2.00 | 151,344 | 2.00 | 151,344 |
| 30000518 | Video Production Specialist | 54,080 | 72,051 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| TOTAL FULL-TIME POSITIONS | | | | 1,222.83 | 84,790,168 | 1,223.00 | 87,117,552 | 1,223.00 | 87,117,552 |
| 30000083 | Stable Attendant | 37,981 | 46,550 | 0.90 | 41,892 | 0.90 | 41,892 | 0.90 | 41,892 |
| TOTAL PART-TIME POSITIONS | | | | 0.90 | 41,892 | 0.90 | 41,892 | 0.90 | 41,892 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 1.00 | 55,497 | 0.25 | 14,394 | 0.25 | 14,394 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 1.00 | 66,454 | 0.92 | 63,195 | 0.92 | 63,195 |
| 30000777 | Crime Analyst | 59,634 | 79,518 | 1.00 | 62,512 | 0.92 | 59,467 | 0.92 | 59,467 |
| 30000308 | Crime Prevention Rep | 39,853 | 51,834 | 1.00 | 48,252 | 0.17 | 8,042 | 0.17 | 8,042 |
| 30000024 | Police Administrative Support Specialist | 31,138 | 43,430 | 2.00 | 86,856 | 0.50 | 21,714 | 0.50 | 21,714 |
| 30000299 | Police Lieutenant | 97,282 | 101,691 | 1.00 | 101,688 | 0.50 | 52,878 | 0.50 | 52,878 |
| 30000297 | Police Officer | 43,722 | 71,656 | 4.00 | 258,684 | 1.75 | 116,052 | 1.75 | 116,052 |
| 30000465 | Program Manager | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 78,744 | 1.00 | 78,744 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 0.83 | 24,209 | 0.00 | 0 | 0.00 | 0 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 1.00 | 52,332 | 0.00 | 0 | 0.00 | 0 |
| 30000531 | Training & Development Analyst | 56,763 | 75,670 | 1.00 | 59,492 | 1.00 | 61,932 | 1.00 | 61,932 |
| TOTAL LIMITED TERM POSITIONS | | | | 14.83 | 899,616 | 7.00 | 476,418 | 7.00 | 476,418 |
| GRAND TOTAL | | | | 1,238.57 | 85,731,676 | 1,230.90 | 87,635,862 | 1,230.90 | 87,635,862 |

Portland Police Bureau

Budget Decisions

Public Safety Service Area

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

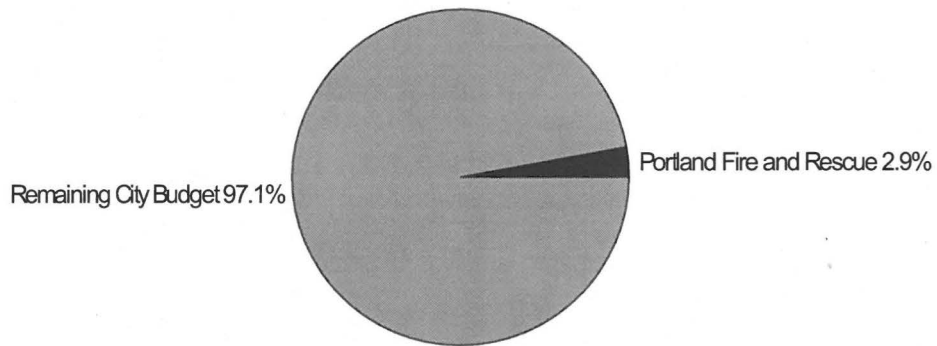
| Action | Amount | | | FTE | Decision |
|---|------------------|------------------|--------------------|-----------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 161,662,550 | 0 | 161,662,550 | 1,229.15 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (58,296) | 0 | (58,296) | 0.00 | Administrative Support Specialist |
| | (65,434) | 0 | (65,434) | 0.00 | Senior Administrative Specialist |
| | (100,010) | 0 | (100,010) | 0.00 | Fleet Program Coordinator |
| | (872,934) | 0 | (872,934) | 0.00 | HR Background Investigators |
| | (212,355) | 0 | (212,355) | 0.00 | OMF IA reductions |
| | 0 | 1,767,636 | 1,767,636 | 1.00 | Service Coordination Team |
| | 0 | 130,000 | 130,000 | 0.00 | SCT residential treatment beds |
| | 0 | 1,061,077 | 1,061,077 | 0.00 | Sobering station and CHIERS van |
| | 0 | 105,984 | 105,984 | 0.00 | Chrisis Intervention MCU |
| | 0 | 125,000 | 125,000 | 0.00 | Prostitution Coordination Team |
| | 1,689,425 | 0 | 1,689,425 | 0.00 | Contract Costs: 2% increase |
| | 446,313 | 0 | 446,313 | 0.00 | Contract Costs: shift differentials |
| | 548,304 | 0 | 548,304 | 0.00 | Contract Costs: fitness & drug |
| | 197,664 | 0 | 197,664 | 0.00 | Contract Costs: PPCOA |
| | 0 | 50,000 | 50,000 | 0.00 | IPR ordinance implementaion |
| | 47,497 | 0 | 47,497 | 0.00 | OMF IA adds |
| | 0 | 250,000 | 250,000 | 0.00 | Training facility predevelopment |
| | 0 | 2,000,000 | 2,000,000 | 0.00 | Fund external materials and services |
| | 0 | 63,600 | 63,600 | 0.75 | Graffiti abatement |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | (47,497) | 47,497 | 0 | 0.00 | Move OMF IA adds to one-time |
| | 1,572,677 | 5,600,794 | 7,173,471 | 1.75 | Total FY 2011-12 Decision Packages |
| | | | 168,836,021 | 1,230.90 | Total Adopted Budget |

Portland Fire and Rescue

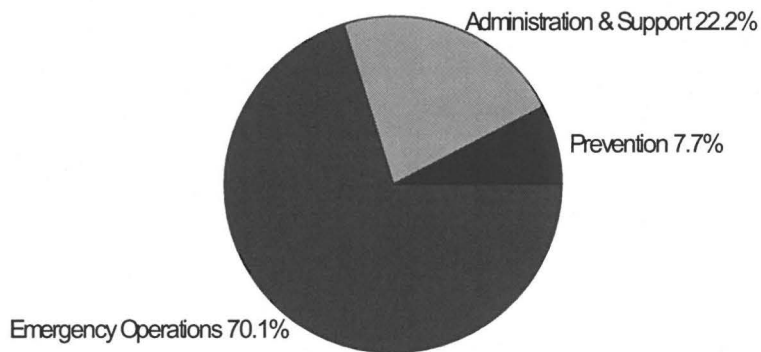
Public Safety Service Area

Randy Leonard, Commissioner-in-Charge
John Klum, Fire Chief

Percent of City Budget



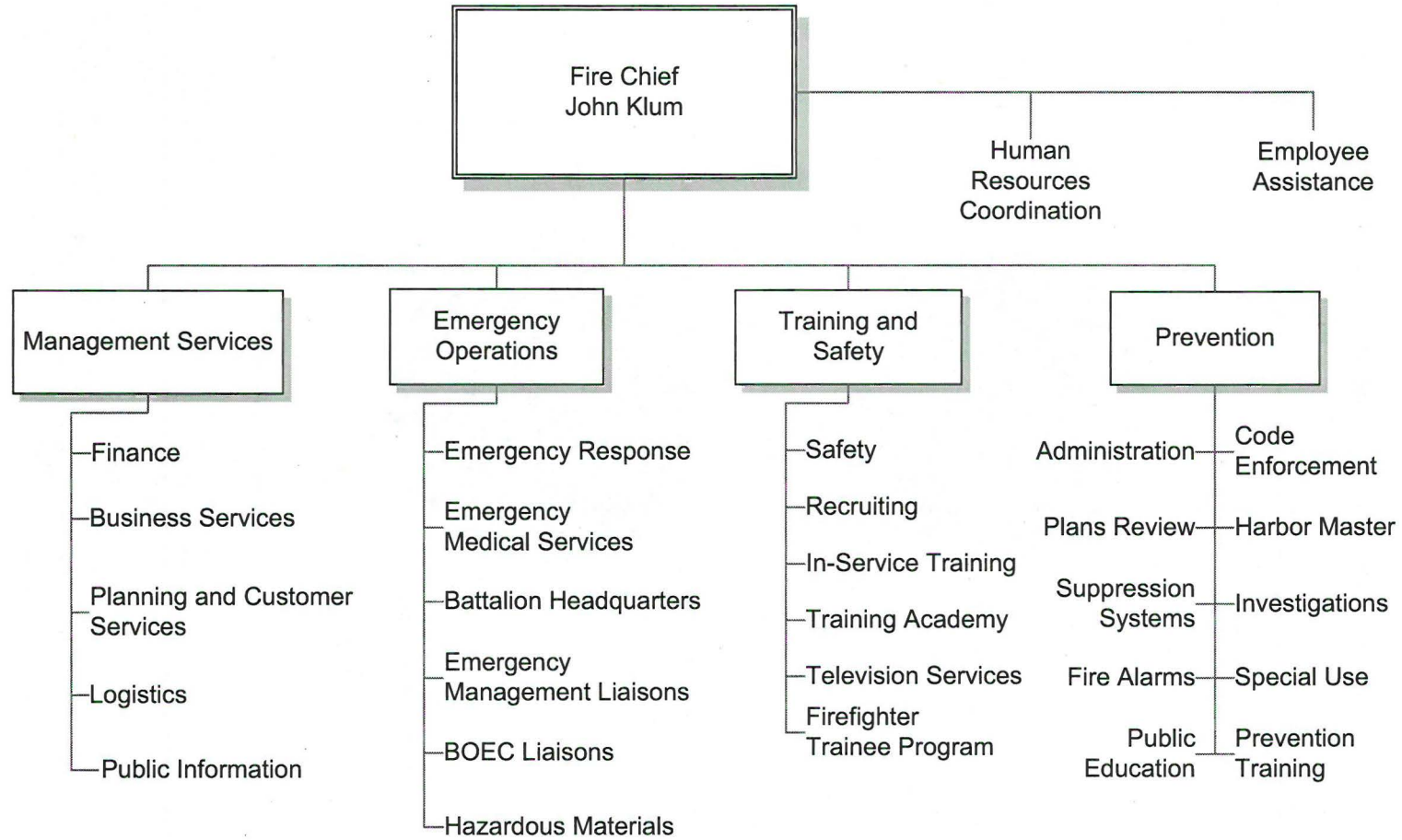
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 101,235,878 | 99,788,981 | (1,446,897) | (1.43) |
| Capital | 1,998,126 | 2,724,000 | 725,874 | 36.33 |
| Total Requirements | 103,234,004 | 102,512,981 | (721,023) | (0.70) |
| Authorized Positions | 743.47 | 747.97 | 4.50 | 0.61 |

Portland Fire & Rescue



Bureau Summary

Bureau Mission

Portland Fire & Rescue (PF&R) aggressively and safely protects life, property, and the environment.

Bureau Vision

The community we serve is safe from fire and other emergencies because of our leadership, preparedness, and responsiveness.

Bureau Principles

PF&R saves lives and property.

PF&R sets high standards for its staff.

PF&R is highly trained.

PF&R is fiscally responsible.

PF&R is responsive to our customers.

PF&R is a good neighbor.

Bureau Overview

Serving the Community

PF&R promotes a safe environment for all people who live and work in Portland and the surrounding areas. It provides an extensive range of public safety services including fire prevention; public education; response to fire, medical, and other emergency incidents; and disaster mitigation. In FY 2010-11, PF&R has approximately 747 positions and a revised budget of \$96.2 million.

PF&R operates 30 engine companies, nine truck companies, three fireboats, a rescue unit, and three squad units, including two specialized units for Chemical and Biological, Radiological/Nuclear and Explosive (CBRNE) response and a specialized unit for Hazardous Materials (HazMat). Additional support is provided by a dive team, wildland interface units, and specialized support apparatus, including a mobile command center, a structural/trench collapse unit, air and rehab units, and foam apparatus. PF&R provides emergency services 24 hours a day, 365 days a year from 30 fire stations which are strategically located throughout the City to maximize resources and provide the quickest possible response times.

Strategic Direction

Planning for Effective Operations

PF&R uses a three-tiered approach to accomplish organizational planning. Each level of planning is linked to the next in order to ensure the Strategic Plan implementation is realistic, attainable, and successful. The three linked plans include:

- ◆ The Five-Year Strategic Plan
- ◆ The Annual Business Plan
- ◆ The Annual Divisional Work Plans

In November 2009, PF&R began to develop its Strategic Plan 2010-15. The Strategic Planning Steering Committee, comprised of bureau leadership, staff, stakeholders, and community members, oversaw the strategic planning process through its completion in July 2010. Throughout the process, PF&R solicited input from the public, employees, stakeholders, and various agencies that use PF&R's services to ensure the long-term goals developed considered the community's needs and priorities.

In November 2010, PF&R released its Strategic Plan 2010-15. The plan is organized around four strategic themes, which are:

- ◆ Operational readiness and effectiveness
- ◆ Fire safety excellence
- ◆ Developing our workforce
- ◆ Maximizing financial resources

PF&R's strategic plan outlines the goals, objectives, performance measures, and strategies to be completed over the next five years. The plan's progress and effectiveness is carefully monitored and measured at all levels of the organization as it is implemented on a daily, weekly, monthly, and yearly basis. Each of PF&R's five functional areas operate under the guidelines of its respective annual divisional work plan, and the work plans directly support the Annual Business Plan and the Strategic Plan 2010-2015.

Service Improvement Plan

Portland Fire & Rescue's service improvement plans for FY2011-12 focus on three of the goals identified in PF&R's FY 2010-15 Strategic Plan. They are the following:

- ◆ Create and enhance viable opportunities for collaboration with other agencies to improve service to the public.
- ◆ Continue to plan, coordinate, and communicate with City bureaus and partner agencies to enhance the City's response to Low Frequency/High Consequence events.
- ◆ Develop a coordinated leadership and management training program to meet the bureau's needs for current and future leaders.

Significant Issues

Retirement Payouts

In FY 2005-06, PF&R entered a peak period of retirement because PF&R has an aging workforce. Currently, about 90 sworn employees are eligible for retirement. Those employees are at least 50 years old and have a minimum 25 years of service at PF&R. This trend is likely to last for approximately two more years.

PF&R is forecasting a retirement spike in FY 2011-12 as a result of the 27-payday look back in July 2011 and the relatively high average age and years of service for eligible employees. Fifty retirements are projected in FY 2011-12, which would result in payouts of approximately \$3 million. PF&R has \$1 million in the FY 2011-12 budget for retirement payouts, so if the projection holds, PF&R will need an additional \$2 million to cover the projected shortfall.

Optimum Number of Rescues and Associated Staffing Requirements

PF&R is being called on more frequently to provide medical services and faces increasing challenges as the state's largest Emergency Medical Service (EMS) provider. Approximately 70% of PF&R's calls for service are medical-related. Since FY 2005-06, the demand for emergency medical services in Multnomah County has steadily increased from 55,000 calls to 70,000 calls annually, while the number of structural fires annually has remained constant. This demand for medical service is expected to continue to rise with changing demographics, an aging population, and challenging economic conditions.

In 2006, a Service Delivery System Study was conducted by Tri-Data. The study recommended PF&R add four two-person rescues to handle an increase in emergency medical service calls to increase response reliability, and to balance workload in high call-volume stations. Tri-Data further stated that if rescue units averaged 3,000 calls or more each year, they would exceed the ability to meet response time goals. If this occurred, Tri-Data recommended consideration should be made toward adding resources to assist with the call volume.

PF&R staffed 12 rescues in FY 1986-87 (seven Advanced Life Support and five Basic Life Support units). That year, PF&R responded to 28,685 EMS calls at a time when the bureau had 35 engines, ten ladder trucks, and 12 rescues. To compare this to FY 2009-10 when PF&R responded to 45,556 EMS calls with 30 engines, nine ladder trucks and two rescues, this translates to a 37% increase in calls with 30% fewer apparatus. One of PF&R's two remaining rescues was eliminated in FY 2010-11 due to budget reductions and the other is currently funded with one-time appropriations.

The General Obligation (GO) bond measure passed in November of 2010 by Portland voters provides for the purchase of four quick response EMS vehicles (rescue units). PF&R will need to staff each quick response vehicle with one Paramedic and one EMT. PF&R currently operates at a minimum staffing level to provide adequate and consistent fire and rescue response coverage to all areas of our community. PF&R needs to secure additional funding in order to staff the four rescue units.

Restoring 24/7 Fire Liaison Presence at BOEC

PF&R currently staffs its Fire Liaison Office at the Bureau of Emergency Communications (BOEC) with a lieutenant from 7:00 AM to 7:00 PM, seven days a week. While on duty, the fire liaison manages all PF&R resources available for emergency response, provides technical assistance and expertise to all aspects of fire dispatch, and serves as PF&R's "eyes and ears" at dispatch. The fire liaison staffs an office on the operations floor at BOEC immediately adjacent to the fire dispatch pod.

One of the fire liaison's primary functions is to keep PF&R resources balanced throughout the City in order to provide optimum fire and EMS coverage. As units respond to emergencies, other units may need to respond to calls in the engaged unit's area. In some circumstances, it may be necessary for units to actually move out of their station so they can respond to potential calls in the larger area. The fire liaison has authority over the movement and status of PF&R units available for emergency dispatch.

The Fire Liaison positions are critical to PF&R as it allows fire units to be placed out of service for training, exercises, maintenance, etc. while ensuring adequate emergency response coverage. Additionally, the fire liaison balances resources during major events and assists, when necessary, with triaging difficult or unusual calls. Ensuring resources are triaged and dispatched appropriately reduces response times, decreases danger to the public and crews, and minimizes wear and tear on apparatus.

Due to budget reductions in FY 2002-03, 24/7 fire liaison presence was reduced to 12 hours a day. As a result, PF&R's resource management capabilities, deployment efficiency, and responder safety have suffered. When the fire liaison is not present, BOEC dispatchers must manage operations without this resource and when significant events occur, such as a multiple alarm fire, PF&R must call back resources to fill this position. BOEC personnel do not have the training, background, or authority of a fire liaison, and dispatchers on the operations floor are left without technical expertise to answer difficult or unusual triage questions when the fire liaison is off duty.

In PF&R's Strategic Plan 2010-2015, Strategy 1.7, seek funding to establish 24/7 fire liaison presence, identifies improving PF&R's ability to ensure 9-1-1 calls are triaged correctly and resources are dispatched appropriately to meet public safety and operational needs. Obtaining funding and restoring the fire liaison to a 24/7 staffed position would ensure that the functions listed above are managed properly and efficiently on a 24-hour basis.

Code Enforcement Inspections

The PF&R Code Enforcement program is responsible for identifying and mitigating fire hazards in commercial buildings and multi-family housing of three or more units. Each business, multi-family residence of three or more units, and institution (school, hospital, jail) is subject to a fire and life safety inspection every two years. The overall goal of the inspection program is to inspect 19,000 occupancies each year, although PF&R is unable to achieve this goal with current staffing.

In addition to routine fire inspections, code enforcement staff conducts a growing number of inspections (approximately 5,000) each year in response to special situations and citizen requests, including unlawful occupancy, dangerous buildings, illegal public assembly, chronic false alarms, and illegal burning.

In FY 2004-05 the Company Fire Inspection Program (CFIP) was implemented. The intent of CFIP was to reassign the most basic (approximately half) of the 19,000 annual code enforcement inspections historically performed by Prevention Division Fire Inspectors to firefighters in the stations. This division of responsibility for inspections has not achieved the level of success originally envisioned. The Prevention Division lost seven positions (one senior fire inspector and six fire inspectors) on the assumption that this would leave sufficient staffing to meet inspection goals. The CFIP requires two fire inspectors to manage day-to-day operations. Overall, the Prevention Division effectively experienced a loss of nine fire inspectors.

Since the staff reductions in FY 2004-05, PF&R has been unable to meet its inspection goals. A significant number of occupancies are not being inspected every two years and potential fire and life safety hazards are going unaddressed. PF&R has reviewed the code enforcement activities performed by the Prevention division and CFIP to identify areas of improvement to ensure these services are delivered as effectively and efficiently as possible to the citizens of Portland. This issue was also highlighted as a budget note in FY 2007-08.

PF&R needs four additional fire inspectors to enable the bureau to meet inspection goals; respond to special situations and citizen requests, including unlawful occupancy, dangerous buildings, illegal public assembly, chronic false alarms, and illegal burning; manage the CFIP effectively; and be pro-active in recovering inspections past due to resume a consistent rotation for fire and life safety.

Without additional funding for these positions, PF&R will not be able meet the bureau's goal to complete 19,000 inspections annually. Increased time between inspections of multi-family dwellings, businesses, and institutions will place the public who frequent these facilities at increased risk and susceptible to fire and life safety hazards.

Training Center

The Portland Fire & Rescue Training Center is inadequate to meet PF&R's current and future training needs. As an all-hazards response organization PF&R must continuously provide training and preparation for low-frequency/high-consequence fire, EMS, and hazardous materials events while maintaining on-going training and recertification for routine events. In addition, the PF&R Training Center provides new-employee training for 48 to 64 new firefighters each year. The facility is also used by other City bureaus, regional partners, and community groups for training, meeting space, and drill purposes.

The Training Center is located at 4800 NE 122nd Avenue in the Parkrose neighborhood and houses the PF&R Training & Safety Division offices, the Firefighter Training Academy, Fire Station 2, and the drill ground with training props. Built in 1978 and sitting on 8.06 acres, the 19,774 square foot facility was first owned and occupied by the Parkrose Water District as an administrative office and vehicle maintenance center prior to the property's annexation into the City of Portland. The facility was purchased from the Portland Water Bureau in the early 1990s and remodeled into its current configuration.

The facility was not designed to support the amount of daily training activities necessary for a modern all-hazards emergency response organization. In addition, the existing administrative building is at maximum capacity and unable to provide space for the growing number of sworn and civilian staff supporting the Training & Safety Division's daily activities and needs. Without an adequate training facility PF&R will not be able to conduct the mandated training necessary to provide responders with the knowledge and skills to meet emergency demands in the service area.

PF&R recommends the funding of a study to determine current and future facility needs of the PF&R Training Center to ensure the ability to continue to meet our mission.

Summary of Budget Decisions

Budget Reductions PF&R's FY 2011-12 Adopted Budget includes the following ongoing reductions totaling approximately \$461,000.

Reduce Office Supplies

The bureau-wide office supply budget is reduced by 20% or \$23,000. PF&R currently uses a centralized and efficient ordering system, and this reduction will require closer monitoring and pre-planning at the beginning of the fiscal year to ensure remaining supplies will be adequate, and may increase staff time to complete projects.

PCC Recruit Credit

PF&R's budget eliminates the \$8,220 allocated to purchase the credit hours from Portland Community College (PCC) for classes new employees have completed through the recruit training process. In FY 2011-12, the new recruit employees will be financially responsible for purchasing their credit hours from PCC if they want to receive the credit hours. PF&R had previously paid for the new employees to receive these credit hours to emphasize the importance of education and to support employees who are continuing their education and working towards a degree.

Firefighter Recruit Training

This decision package reduces the firefighter recruit training budget by \$20,000 and eliminates the use of an outside vendor to perform applicant testing. PF&R will revamp its process to perform the applicant testing-in house. PF&R's current hiring schedule includes firefighter testing in August 2011 to ensure a new hiring list is available in January 2012. PF&R is facing a large number of retirements in FY 2011-12, and a list of viable candidates is critical to maintain the projected hiring schedule.

Eliminate Land-Line Phone Accounts

This decision package reduces the number of landlines in situations where cell phones are adequate, and the reduction is expected to generate cost savings of approximately \$5,000.

Travel Reduction

PF&R's travel budget includes a 50% or \$40,000 reduction. Travel has been reduced in the last few budget cycles, and this latest funding decrease will further hamper employee development and interaction with outside peers

New Hire EMT

PF&R's budget eliminates the \$60,000 of salary costs associated with new hires attending PCC EMT certification classes. Because all new hires are required to have an EMT certification, in the past PF&R has paid for the classes and the new hire salaries while attending the classes. In FY 2011-12, PF&R will only pay for the classes.

Eliminate 75% EOPS line officer email accounts

This decision package eliminates 75% of Emergency Operations (EOPS) line officer email accounts and will generate savings of approximately \$5,000. Currently, email is the most common means of communicating within the City and is used at every level of City and bureau operations. PF&R has already eliminated email accounts for all members assigned to stations except company officers.

Grant Match

The annual \$100,000 allocation for federal grant match is eliminated, and will hamper PF&R's ability to leverage and obtain alternative funding sources. In the past five years, PF&R successfully leveraged its grant match budget to secure approximately \$2 million in federal grants for fitness equipment, Self-Contained Breathing Apparatus (SCBA) replacement, and fire prevention outreach.

Fitness Equipment Maintenance & Repairs

The \$20,000 allocated for firefighter fitness equipment maintenance and repairs is eliminated. PF&R's fitness equipment at fire stations was purchased with federal grants. However, the grants did not provide funding for ongoing maintenance and repairs, and without available resources no repairs can be done.

EMS Capital (defibrillators)

This reduction eliminates the annual capital resources of \$55,000 allocated to purchase LifePak defibrillators according to the replacement schedule. Cardiac defibrillators are used to treat patients suffering from life-threatening cardiac dysrhythmias (inappropriate heart functions). PF&R purchases two to four defibrillators per year to rotate and update its inventory of 49 defibrillators. PF&R currently uses the Physio Control Corporation's LifePak-12 defibrillator. Physio Control no longer supports the LifePak-12 product line and replacement parts and service are increasingly more difficult to procure. To maintain compliance with the Multnomah County EMS requirement to move to the LifePak-15 product line, and to ensure critical life-saving equipment is up to date and working properly, PF&R must fund the defibrillator replacement schedule. Without these resources PF&R will not be able to keep a full fleet of LP12s operational due to lack of support from manufacturer, and there will be decreased interoperability and interface capabilities with EMS partner agencies (Gresham Fire & Rescue, AMR) using LP15 on critical EMS incidents.

Dive Team Materials & Services

The materials and services allocation of \$30,200 for the dive team is eliminated. This reduction will limit PF&R's ability to replace aging and worn SCUBA tanks, regulators, dry suits, and supporting equipment. PF&R staffs and equips the only 24/7 dive-rescue team in the region. PF&R divers work in adverse conditions in the Columbia and Willamette Rivers, as well as other bodies of water in our response area, to perform rescue operations for citizens who have a water-side emergency. PF&R dive team must respond, set up the scene, and begin the rescue operations within 60 minutes to ensure a positive outcome for the victim.

SCBA Cylinders

PF&R's budget includes a reduction of \$100,000 to purchase SCBA cylinders. PF&R replaced all its 30-minute SCBA cylinders with 45-minute SCBA cylinders to provide additional time to fight a fire or to safely exit a burning structure. New NFPA regulations require a daily SCBA test to ensure that the SCBA is operational at the beginning of the shift. Each test requires the use of air which requires refilling each cylinder once a week to keep the cylinders operational. Because SCBA cylinders are only refilled at a few locations, stations need to have reserve cylinders to replace the depleted cylinder and keep the SCBA in service.

The SCBA cylinder replacement has been primarily funded with federal grants and is nearly 80% complete. However the federal grants are diminishing, and PF&R will need to identify funding to replace the remaining 20%, or 250, SCBA cylinders

OMF Interagency Agreement Reductions

The packages reflect a net decrease of \$39,043 in interagency costs resulting from Office of Management and Finance decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Ongoing Budget Enhancement

New Labor Agreement Costs

PF&R received an additional \$320,000 ongoing for costs associated with the new labor agreement with the Portland Fire Fighters Association.

One-Time Budget Enhancements

OMF Interagency Agreement Additions

As a result of add packages submitted by OMF internal service operations, PF&R has increased funding by \$44,109 for interagencies due to the add packages approved for FPD, Procurement, and Facilities Management.

The FY 2011-12 Mayor's Proposed Budget includes one-time funding of approximately \$1.22 million to support activities currently funded with one-time resources. They include the following:

Station Operation Funding

The one-time resources provide funding to continue operating one of the fire stations that is currently operating with one-time resources received during the FY 2010-11 budget process. These one-time resources will prevent closure of a fire station in FY 2011-12.

Rescue 11

The balance of the one-time resources support the continued operation of the Advanced Life Support rescue response unit located at Station 11. Without these resources, the station would have reverted back to an engine-only station. EMS runs are more effectively handled by a rescue than an engine; Station 11 is considered a high volume station and consistently responds to over 3,000 calls every year.

PF&R's Adopted Budget for FY 2011-12 also provides one-time funding for the following packages that were submitted by PF&R's Commissioner-in-Charge for consideration during the budget deliberations. Funding for these activities were not included in the FY 2010-11 Adopted Budget, although the two support positions were funded through a re-allocation of resources in FY 2010-11, whereas the rescue unit has not been in service.

Rescue 19

One-time resources are included to partially fund a rescue at Station 19. Because of limited budget resources in FY 2010-11, PF&R didn't receive funding for this rescue and it went out of service July 1, 2010. PF&R will be developing a plan for the deployment of this rescue.

Office Support Specialist III (OSS III)

One-time resources are available to maintain an OSS III position originally approved by Council in November 2007 to support PF&R's increased workload as a result of the implementation and ongoing activities of the City's Human Capital Management module of the SAP computer system. The position was reauthorized in the following four fiscal years with General Fund one-time discretionary resources or PF&R internal budget realignment. This position is critical to ensure PF&R has adequate staff to process time entry and payroll for the bureau's 750 employees.

Senior Administrative Support Specialist

One-time resources were allocated to maintain the limited-term Senior Administrative Support position which was originally established in the FY 2009-10 Adopted Budget to support PF&R's community outreach efforts. Through budget realignment, Council authorized the extension of this limited-term position in FY 2010-11 to ensure public safety, recruitment, and outreach information is made available to the public via social media as well as more traditional methods.

Budget Notes**Staffing Study**

The Office of Management & Finance, working with Portland Fire and Rescue (PF&R), shall hire an independent expert consultant to prepare a report for Council consideration comparing PF&R staffing and deployment levels to like metropolitan fire and rescue departments. Particularly, the report shall address efficient and innovative methods of recognized service delivery.

The report shall also provide data to assist Council in determining whether the new response vehicles being purchased with funds from the 2010 Fire Bond shall be staffed utilizing existing or new personnel. The report shall be prepared and presented to Council within six months of the budget adoption in a Council Work Session.

Capital Budget

Capital Planning & Budgeting

| | |
|---|---|
| Program and Project Description | PF&R has one ongoing capital project - apparatus replacement - for FY 2011-12. In November 2010, the citizens of Portland approved a GO Bond in the amount of \$72.4 million, of which \$19.8 million is dedicated for fire apparatus replacement. As stated in the ballot measure, the bond proceeds will fund the replacement of fire apparatus in the next five years. |
| Asset Management and Replacement Plans | The FY 2011-12 apparatus replacement project is part of PF&R's 15-year apparatus replacement plan, which calls for replacement for all front-line fire engines and trucks after 15 years or 120,000 miles. |

Capital Programs & Projects

Maintaining a high quality fleet of emergency response apparatus is essential for PF&R to provide its core services of protecting life, property and the environment. Through the GO Bond resource and this capital project, PF&R is able to replace 25 front-line emergency response apparatus in accordance with its replacement plan and purchase four rapid response emergency medical vehicles over the next five years.

| | |
|---|---|
| Funding Sources | The apparatus replacement project is funded by the GO Bonds for the next five years and the General Fund ongoing discretionary resource thereafter. |
| Net Operating and Maintenance Costs or Savings | Fire apparatus maintenance is included in PF&R's operating budget. Timely apparatus replacement should reduce maintenance costs to some extent. |

Administration & Support

Description

PF&R's Administration & Support consists of the Office of the Chief, the Management Services division, and the Training & Safety division. The Office of the Chief provides overall direction and management of PF&R. The Chief ensures that PF&R complies with Federal, State, and local regulations in the areas of fire suppression, emergency medical services, fire prevention, investigation, and disaster mitigation. Additional specific functions include human resources and employee assistance. The Management Services division provides the administrative staff and resources to support PF&R services. The Training and Safety Division ensures that all firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively. These activities include in-service training on new techniques and equipment, ongoing training to meet recertification requirements for state and federal agencies, new firefighter recruit training, and recruitment.

Within the Chief's Office, human resources activities include employee selection and retention, diversity development, performance management, appraisal improvement, oversight and compliance with local and state regulations, labor relations, investigations, risk management, workforce planning, and dispute resolution. The employee assistance function supports PF&R's human resources, specializing in confidential counseling to help firefighters deal with the immediate and long-term emotional impact of the emergencies they encounter in the line of duty.

Programs within the Management Services division include Logistics, Business Operations, and Retirement Payouts. The Logistics Program provides PF&R's emergency and other operations with the needed support to meet the bureau's mission. This program maintains and repairs all bureau facilities, apparatus, uniforms, and equipment. All emergency and station operating supplies are purchased and distributed through this program. Business Operations provides resources to support PF&R's business needs. This program is responsible for ensuring compliance with all of the City's financial, budgetary, payroll, and procurement policies, procedures, and guidelines. These duties are critical to maintaining PF&R's financial integrity in addition to supporting the operational needs of PF&R. Services provided include procurement, accounts payable/receivables, budget development, developing accounting and budgetary policies and procedures, expenditure and revenue monitoring, preparing financial projections, and bureau financial and capital plans. The Retirement Payout program represents the City's contractual obligation to Portland Fire Fighters Association (PFFA) members upon retirement.

Within the Training and Safety division, the in-service training group delivers continuing education and training to ensure all incumbent firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively. Mandatory training ensures firefighters comply with changing federal and state requirements. As front-line personnel retire, new recruits are needed to continue PF&R's primary mission. The Training Academy provides new firefighter recruits with the knowledge and skills needed to perform their jobs safely and meet federal, state, and City requirements. The Safety & Loss Control Officer ("Safety Officer")

Portland Fire and Rescue

Public Safety Service Area

responds to greater alarms and other incidents of an unusual nature and assumes the position of Incident Safety Officer. These incidents include fires, hazardous material spills and releases, emergency medical service scenes, and special rescue situations. In addition to emergency response responsibilities, the PF&R Safety & Loss Control Officer performs a wide range of administrative duties consistent with the needs of the organization.

Goals

All subprograms within Administration & Support align with the City goal to ensure a safe and peaceful community and support PF&R's strategic goal to improve internal and external customer service. Within the Management Services division, Business Operations and Retirement Payout also support the bureau's strategic goal of strengthening financial resources management, while Training & Safety also supports PF&R's strategic goal of developing its workforce.

Performance

Chief's Office: PF&R has mostly carried out its 2005-2010 Strategic Plan, with 88% of the strategies completed. PF&R has also established a new five-year strategic plan for 2010-2015 and started implementation in FY 2010-11.

Management Services: In FY 2009-10, Logistics completed 2,913 apparatus repairs and 1,455 building repairs. Each month, Logistics fills approximately 50 station supply requests and purchases, issues, cleans, and repairs all uniform items for all sworn personnel. Logistics and Business Operations staff updated PF&R's apparatus replacement plan for the development of the Public Safety GO Bond ballot measure in November 2010. Business Operations continued the transition to SAP and resolved a large volume of time keeping and payroll issues. Business Operations also successfully developed PF&R's FY 2010-11 Requested Budget and managed the Bureau's FY 2009-10 spending within the resources allocated. The Public Information Team's website received 798,115 external views, and the Fire Blog, launched in October 2009, received 210,381 views. In FY 2009-10, PF&R met its financial obligations to pay benefits to retirees as outlined in the PFFA contract in a timely and accurate manner.

Training & Safety: To achieve its goal of ensuring that all firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively, PF&R sworn personnel completed approximately 69,000 combined hours of training in FY 2009-10. Recruits received a combined 4,766 hours of training in FY 2009-10. PF&R's incidents of workers who were away from work in 2010 that were OSHA recordable days due to injury were 36 and the total number of days away from work were 1275, which represent a 24% decrease from 2009.

Changes to Services and Activities

There were no significant changes in the Chief's Office.

Within the Management Services division, the reduction identified in the Logistics program affects the budget for the continued replacement of the 30-minute self-contained breathing apparatus (SCBA) cylinders with 45-minute SCBA cylinders. The one-time funding for an extension of the OSS III ensures PF&R can meet payroll needs and employees are paid correctly and on-time. In addition, the one-time funding for an extension of the Senior Administrative Specialist position

enables PF&R to continue providing safety, recruitment, and outreach information to its internal and external customers through social media and traditional communications methods. In regards to retirement payouts, PF&R will need additional resources during FY 2011-12 to accommodate a projected higher than normal volume of retirees.

The reductions included in the Adopted Budget impacts the way Training & Safety currently does business. The new recruit hiring process will eliminate the use of an outside vendor to perform applicant testing, and PF&R will perform testing in house. Also, PF&R will no longer fund the salary costs associated with EMT certification for the new hires.

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| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | | 73.65 | 80.57 | 81.07 | 81.07 |
| Expenditures | | | | | |
| Chiefs Office | | 631,542 | 422,598 | 517,431 | 517,431 |
| Management Services | | 16,509,348 | 16,719,007 | 16,502,780 | 16,502,780 |
| Training and Safety | | 3,332,223 | 3,296,279 | 4,743,319 | 4,743,319 |
| Total Expenditures | | 20,473,114 | 20,437,884 | 21,763,530 | 21,763,530 |
| Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure. | | | | | |
| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
| Effective | | | | | |
| Percent of residents rating service good or very good | 92% | 87% | 90% | 90% | 90% |
| Percent of strategies completed in Strategic Plan out of number targeted for fiscal year | 85% | 88% | 80% | 80% | 80% |
| Percent of recruits successfully completing training curriculum and station-based training after leaving Stn 2 | 100% | 100% | 100% | 100% | 100% |
| Efficiency | | | | | |
| Average age of frontline engines | 6.40 | 7.50 | 8.30 | 6.70 | 6.70 |
| Average age of frontline trucks | 11.60 | 12.60 | 11.30 | 10.30 | 10.30 |
| Average miles on frontline engines | 60,558 | 72,109 | 77,200 | 71,600 | 71,600 |
| Average miles on frontline trucks | 74,454 | 80,682 | 74,100 | 68,000 | 68,000 |
| Workload | | | | | |
| Number of frontline emergency vehicles | 80 | 80 | 81 | 80 | 81 |

Emergency Operations

| | |
|--------------------|--|
| Description | <p>Emergency response is PF&R primary mission and the most critical service it provides to the community. It is the primary means by which the bureau saves lives and property for the people who live, work, and visit here.</p> <p>PF&R responded to more than 65,912 emergency incidents in FY 2009-10 and is the largest EMS first responder in the State.</p> <p>All firefighters assigned to emergency response are certified as Emergency Medical Technician-Basics (EMT-B), with approximately 150 of these members holding an additional paramedic certification. This configuration allows PF&R to provide Advanced Life Support (ALS) from each of its 30 stations. EMS comprises approximately 70% of all emergency responses.</p> <p>Specialized operations are provided from designated stations throughout the City, including: hazardous materials response, marine operations, dive rescue, trench rescue, high-angle rope rescue, confined space rescue, shipboard firefighting, high-rise firefighting, and CBRNE responses.</p> |
| Goals | <p>Emergency Operations aligns with the City goal to ensure a safe and peaceful community and supports PF&R's strategic goal of improving operational effectiveness.</p> |
| Performance | <p>PF&R responded to more than 65,912 emergency incidents in FY 2009-10.</p> <p>Key firefighting results include:</p> <ul style="list-style-type: none">◆ In the City Auditor's 2009-10 Service Efforts and Accomplishments Report, 87% of residents surveyed rated overall fire and emergency services positively.◆ PF&R responded to 1,858 fire incidents in FY 2009-10.◆ On-duty emergency staff responded to an average of 390 incidents each in FY 2009-10.◆ Property loss as a percent of value has remained under 1% (0.49% in FY 2009-10) for the past five years. <p>Key EMS results include:</p> <ul style="list-style-type: none">◆ PF&R provides first responder EMS and collaborates with the Multnomah County Medical Director to report EMS performance data. Of the 65,912 emergency incidents that PF&R responded to in FY 2009-10, about 70% of these were medical aid and rescue calls.◆ The number of medical aid/rescue incidents that PF&R responded to per 1,000 residents has increased 8% over the last five years. In FY 2009-10, PF&R responded to 78.3 medical incidents per 1,000 residents, versus 72.4 five years ago.◆ PF&R responded to 5,500 chest pain calls in FY 2009-10 and of these, 576 patients were determined to be in cardiac arrest. They were treated by paramedics and at the time of transfer to the hospital, 30% had a return of spontaneous circulation. |

Portland Fire and Rescue

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Changes to Services and Activities

One-time funding is included for rescue units at Station 11 and 19. Rescue 11 has remained in operation during the FY 2010-11, whereas Rescue 19 went out of service July 1, 2010 due to limited budget resources. The resources will allow Rescue 11 to continue operations, and Rescue 19 to be put back into service. A specific plan will be developed for deployment of this rescue.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | | 613.50 | 597.00 | 601.00 | 601.00 |
| Expenditures | | | | | |
| Emergency Operations | | 63,820,256 | 68,472,873 | 68,797,235 | 68,820,235 |
| Total Expenditures | | 63,820,256 | 68,472,873 | 68,797,235 | 68,820,235 |
| Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure. | | | | | |
| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
| Effective | | | | | |
| Lives lost per 100,000 residents | 1.20 | 0.86 | 0.93 | 0.92 | 0.92 |
| Property loss as a percent of value of property | 0.73% | 0.49% | 0.66% | 0.66% | 0.66% |
| Percent of structural fires where flamespread was confined to room of origin | 85% | 83% | 83% | 83% | 83% |
| Efficiency | | | | | |
| Response time (turnout & travel) at 90th percentile (Goal: 5:20 or 5:33 minutes) | 7.28 | 7.17 | 7.17 | 7.27 | 7.17 |
| Incidents per average on-duty emergency staff | 398 | 390 | 407 | 424 | 414 |
| Response time (turnout & travel) at 90th percentile-EMS | 7.20 | 7.07 | 7.07 | 7.17 | 7.07 |
| Response time (turnout & travel) at 90th percentile-Fire | 6.98 | 7.00 | 7.00 | 7.10 | 7.00 |
| With patient time at 90th percentile (interval between dispatch and with patient in minutes) | 9.42 | 9.33 | 9.33 | 9.43 | 9.33 |
| Response reliability (overall-GO dates excluded) | 92% | 92% | 92% | 92% | 92% |
| Workload | | | | | |
| Total number of incidents | 67,238 | 65,912 | 68,000 | 70,000 | 70,000 |
| Average on-duty emergency staffing | 169 | 169 | 167 | 165 | 169 |
| Number of fire incidents | 2,016 | 1,858 | 2,000 | 2,000 | 2,000 |
| Number of medical incidents | 45,670 | 45,552 | 46,800 | 47,500 | 47,500 |
| Number of other incidents | 19,552 | 18,502 | 20,000 | 20,500 | 20,500 |
| Total fires per 1,000 residents | 3.50 | 3.16 | 3.40 | 3.40 | 3.40 |
| Medical incidents per 1,000 residents | 79.30 | 78.25 | 79.52 | 80.71 | 80.71 |
| Total number of requests for service in the city of Portland, regardless of the fire agency responding | 69,893 | 68,453 | 71,700 | 71,500 | 71,500 |

Prevention

Description

The Prevention division is responsible for reducing the number of fires, fire deaths, and injuries occurring annually in the City, particularly among those populations that face disproportionately high risk of death due to fire. PF&R is designated by the Oregon State Fire Marshal as an exempt jurisdiction as defined in ORS476.030 (3). With this authority, PF&R performs, with few exceptions, all of the activities assigned by Oregon law to the State Fire Marshal, including public education, plan review, event permitting, code enforcement, regulation of harbors and wharves, and fire/arson investigations.

The Prevention Program is comprised of the following sections: Public Education, Plan Review, Permits/Public Assembly, Code Enforcement, Harbor Master., and Fire and Arson Investigation.

The Public Education section, located at the Historic Belmont Firehouse, provides intervention to Portland's most vulnerable and least accessible populations, specifically children and the elderly. Fire Inspectors partner with local schools and senior organizations to provide direct outreach and education. Early intervention for children who demonstrate fire-setting behaviors is provided by the Youth Fire-Setter Intervention program.

The Historic Belmont Firehouse houses exhibits and vintage props that uses PF&R's history to emphasize important life and safety messages. Visitors experience life in a firehouse, past and present, while learning how to keep themselves and their families safe.

The Plan Review section evaluates construction and development plans for compliance with fire and life safety codes. Fire Inspector Specialists issue trade permits and review plans for installation of suppression systems (sprinklers, hood, and vent systems) and fire alarm systems.

The Permits and Public Assembly section provides plan review, issues permits, and provides inspections for special events, shows, VIP events, festivals and seasonal events, underground tank, fueling, blasting and hazmat activities, pyrotechnics, fireworks, and other high-risk activities. Inspectors also staff an after-hours public assembly (nightclub) safety program to prevent overcrowding and blocked exits.

The Code Enforcement section identifies and mitigates fire hazards in commercial buildings, multi-family housing of three or more units, and marine-related operations. Each business, multi-family residence of three or more units and institution (school, hospital, jail) is subject to a fire and life safety inspection every two years.

The Harbor Master is charged by City Code Title 19 with providing inspection of the wharves, docks, landings, vessels, and watercraft for compliance with rules and regulations related to the City's rivers and harbor. The Harbor Master works closely with the United States Coast Guard, the Oregon State Marine Board, Multnomah County, the Port of Portland, and commercial ventures that have an interest in the Willamette and Columbia Rivers.

Portland Fire and Rescue

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The Fire Arson and Investigation section is responsible for determining causes and origins of fires, explosions, and other emergency situations that endanger life or property. Dually certified as law enforcement officers and firefighters, investigators work cooperatively with other law enforcement agencies including the Portland Police Bureau and the U.S. Bureau of Alcohol, Tobacco, and Firearms to investigate fires and explosions at a regional level.

Goals

Prevention aligns specifically with the following two of six City goals:

- ◆ Ensure a safe and peaceful community.
- ◆ Protect and enhance the natural and built environment.

The Prevention division also supports PF&R's strategic themes: Improving operational effectiveness and fire safety excellence.

Performance

In FY 2009-10 Public Education staff received 50 referrals regarding children exhibiting firesetting behavior and worked closely with those families in a variety of ways, including evaluation, counseling and referrals to mental health providers. Additionally, the Historic Belmont Firehouse Safety Learning Center and Museum had 6,773 visitors that year.

A mass media outreach was conducted in FY 2009-10 to educate people on new Fire Code requirements affecting smoke alarms. The Public Education staff participated with station firefighters in an effort funded through a regional grant, to install smoke alarms in high risk homes. Staff logged 1,300 hours working on the project; and documented 4,245 smoke alarms installed in 1,318 homes.

The Prevention division reviewed 2,750 land use and construction plans for compliance with fire and life safety codes. It also processed and issued 3,539 permits for fire alarm and sprinkler system installations, special events, and other high risk activities.

In FY 2009-10, the Code Enforcement section completed 21,842 code enforcement inspections and re-inspections. In the course of their inspections, inspectors found 15,774 new code violations and abated 16,493 violations.

The Investigations unit investigated 951 fires, including 84 arson-related fires, and made 59 arrests during FY 2009-10.

Changes to Services and Activities

No significant changes.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 63.00 | 65.90 | 65.90 | 65.90 |
| Expenditures | | | | | |
| Prevention | | 6,755,945 | 7,030,247 | 7,532,216 | 7,532,216 |
| Total Expenditures | | 6,755,945 | 7,030,247 | 7,532,216 | 7,532,216 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

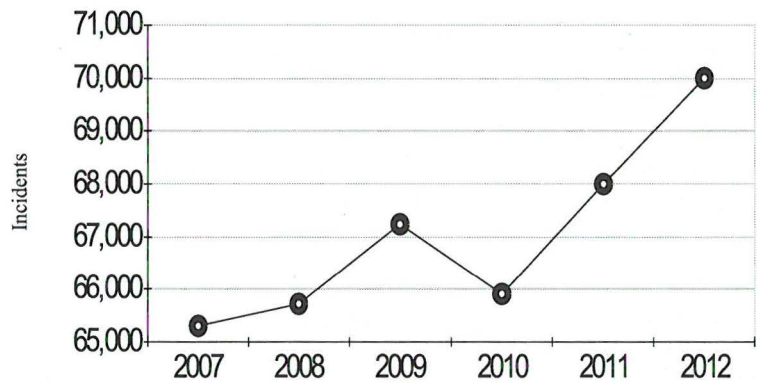
Portland Fire and Rescue
Public Safety Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Number of structural fires in inspectable occupancies per 1,000 inspectable occupancies | 7.54 | 6.32 | 5.65 | 5.57 | 5.57 |
| Total arson incidents per 10,000 population | 6 | 5 | 5 | 5 | 5 |
| Efficiency | | | | | |
| Percent of inspectable occupancies inspected within 27 months | 77% | 83% | 83% | 83% | 83% |
| Percent of violations abated within 90 days of detection | 58% | 60% | 60% | 60% | 60% |
| Workload | | | | | |
| Number of inspectable occupancies | 38,576 | 38,898 | 38,960 | 39,500 | 39,500 |
| Number of structural fires in inspectable occupancies | 291 | 246 | 220 | 220 | 220 |
| Number of structural fires in non-inspectable occupancies | 408 | 429 | 420 | 420 | 420 |
| Total number of structural fires | 699 | 675 | 670 | 670 | 670 |
| Structural fires per 1,000 residents | 1.21 | 1.16 | 1.14 | 1.14 | 1.14 |
| Code enforcement inspections | 15,241 | 15,632 | 15,700 | 15,700 | 15,700 |
| Code enforcement re-inspections | 5,938 | 6,210 | 6,000 | 6,300 | 6,300 |
| Total code violations found | 16,899 | 15,774 | 16,400 | 16,400 | 16,400 |
| Average violations per inspection | 1.10 | 1.01 | 1.04 | 1.04 | 1.04 |

Performance Measures

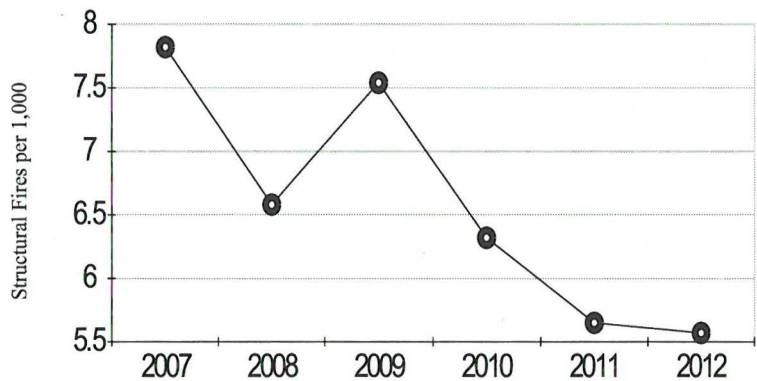
Total number of incidents

Since FY 2000-01 the number of emergency response calls have increased by 10% to 65,917.



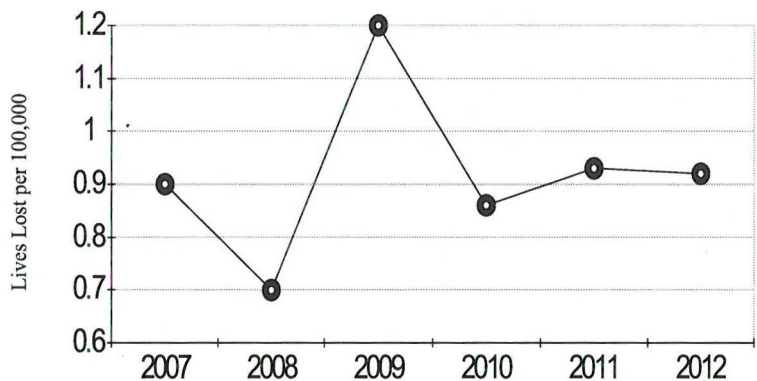
Structural fires/1,000 inspectable occupancies

Structural fires per 1,000 inspectable occupancies declined by 7% between FY 2005-06 and FY 2009-10.



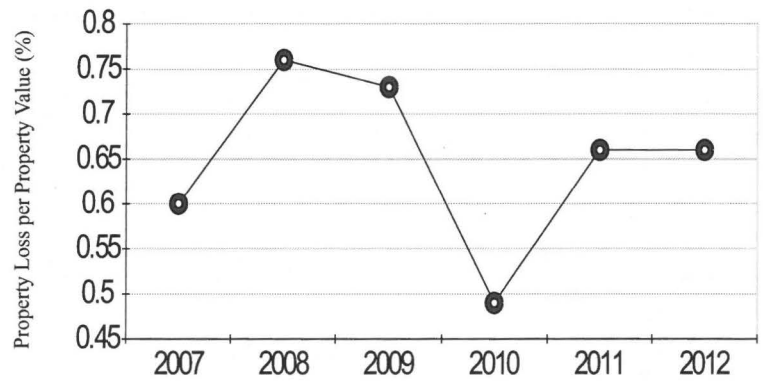
Lives lost per 100,000 residents

Lives lost to fire in Portland have averaged 1.0 per 100,000 residents since FY 2005-06.



Property loss as a percent of value of property

Property loss from fire as a percent of value of property in Portland has remained under 1% (0.49% in FY 2009-10) for the past five years.



Portland Fire and Rescue

Public Safety Service Area

Summary of Bureau Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 1,807,308 | 1,298,377 | 1,290,000 | 1,290,000 | 1,290,000 |
| Charges for Services | 1,700,140 | 1,541,125 | 1,200,000 | 1,200,000 | 1,200,000 |
| Intergovernmental | 446,632 | 1,500,562 | 1,062,107 | 596,222 | 596,222 |
| Bond & Note | 0 | 0 | 7,293,000 | 0 | 0 |
| Miscellaneous | 77,295 | 602,834 | 301,000 | 276,200 | 276,200 |
| Total External Revenues | 4,031,375 | 4,942,898 | 11,146,107 | 3,362,422 | 3,362,422 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 80,496,654 | 84,317,127 | 90,035,371 | 88,995,796 | 88,995,796 |
| General Fund Overhead | 196,985 | 201,991 | 182,657 | 175,141 | 175,141 |
| Fund Transfers - Revenue | 37,319 | 0 | 0 | 0 | 0 |
| Interagency Revenue | 1,430,167 | 1,349,022 | 1,869,869 | 2,835,622 | 2,858,622 |
| Total Internal Revenues | 82,161,125 | 85,868,140 | 92,087,897 | 92,006,559 | 92,029,559 |
| Beginning Fund Balance | 0 | (333,517) | 0 | 7,293,000 | 7,121,000 |
| Total Resources | \$86,192,500 | \$90,477,521 | \$103,234,004 | \$102,661,981 | \$102,512,981 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 76,705,761 | 76,419,071 | 81,074,246 | 84,145,529 | 84,145,529 |
| External Materials and Services | 4,409,170 | 6,011,902 | 6,383,473 | 5,365,442 | 5,388,442 |
| Internal Materials and Services | 5,085,684 | 4,921,140 | 5,529,629 | 5,830,933 | 5,830,933 |
| Capital Outlay | 288,083 | 3,579,774 | 2,953,656 | 2,751,077 | 2,751,077 |
| Total Bureau Expenditures | 86,488,698 | 90,931,886 | 95,941,004 | 98,092,981 | 98,115,981 |
| Fund Expenditures | | | | | |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 7,293,000 | 4,569,000 | 4,397,000 |
| Fund Transfers - Expense | 37,319 | 0 | 0 | 0 | 0 |
| Total Fund Expenditures | 37,319 | 0 | 7,293,000 | 4,569,000 | 4,397,000 |
| Ending Fund Balance | (333,517) | (454,365) | 0 | 0 | 0 |
| Total Requirements | \$86,192,500 | \$90,477,521 | \$103,234,004 | \$102,661,981 | \$102,512,981 |
| Programs | | | | | |
| Accounting | | (16,327) | 0 | 0 | 0 |
| Administration & Support | | 20,373,780 | 20,437,884 | 21,763,530 | 21,763,530 |
| City Recorder | | (58) | 0 | 0 | 0 |
| Commissioner's Office | | 239 | 0 | 0 | 0 |
| Customer Relations | | (902) | 0 | 0 | 0 |
| Debt Management | | 10 | 0 | 0 | 0 |
| Emergency Operations | | 63,820,256 | 68,472,873 | 68,797,235 | 68,820,235 |
| Policy, Research & Innovation | | (1,057) | 0 | 0 | 0 |
| Prevention | | 6,755,945 | 7,030,247 | 7,532,216 | 7,532,216 |
| Total Programs | | \$90,931,886 | \$95,941,004 | \$98,092,981 | \$98,115,981 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

CIP Summary**Portland Fire and Rescue**

Public Safety Service Area

This table summarizes project expenses by capital programs.

| Bureau Capital Program Project | Prior Years | Revised FY 2010-11 | Adopted FY 2011-12 | Capital Plan | | | | 5-Year Total |
|-----------------------------------|-------------|-----------------------|-----------------------|--------------|------------|------------|------------|--------------|
| | | | | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | |
| Acquisitions | | | | | | | | |
| Apparatus Replacement | 0 | 0 | 2,724,000 | 3,897,000 | 3,831,000 | 8,804,000 | 544,000 | 19,800,000 |
| Total Acquisitions | 0 | 0 | 2,724,000 | 3,897,000 | 3,831,000 | 8,804,000 | 544,000 | 19,800,000 |
| Total Requirements | 0 | 0 | 2,724,000 | 3,897,000 | 3,831,000 | 8,804,000 | 544,000 | 19,800,000 |

Portland Fire and Rescue

Public Safety Service Area

FTE Summary

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|---------------------------------------|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 37,606 | 52,499 | 1.00 | 52,500 | 1.00 | 52,500 | 1.00 | 52,500 |
| 30000064 | Accountant III | 54,142 | 66,102 | 1.00 | 63,876 | 1.00 | 65,550 | 1.00 | 65,550 |
| 30000061 | Accounting Technician | 31,138 | 43,430 | 2.00 | 86,856 | 2.00 | 86,856 | 2.00 | 86,856 |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 5.00 | 332,237 | 5.00 | 337,269 | 5.00 | 337,269 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 3.00 | 191,556 | 3.00 | 191,556 | 3.00 | 191,556 |
| 30000436 | Administrative Supervisor I | 54,080 | 72,051 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| 30000441 | Business Operations Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000442 | Business Operations Manager, Sr | 92,186 | 128,752 | 1.00 | 138,900 | 1.00 | 138,900 | 1.00 | 138,900 |
| 30000440 | Business Operations Supervisor | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000449 | Business Systems Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000110 | Carpenter | 50,835 | 55,224 | 2.00 | 110,448 | 2.00 | 110,448 | 2.00 | 110,448 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 59,634 | 79,518 | 1.00 | 76,428 | 1.00 | 78,836 | 1.00 | 78,836 |
| 30000333 | Development Services Technician II | 50,086 | 63,898 | 1.00 | 63,900 | 1.00 | 63,900 | 1.00 | 63,900 |
| 30000489 | EMS Program Manager | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000819 | EMS Specialist | 85,658 | 95,622 | 2.00 | 181,594 | 2.00 | 198,300 | 2.00 | 198,300 |
| 30000714 | Facilities Maintenance Supervisor, Sr | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000071 | Facilities Maintenance Technician | 55,515 | 59,966 | 3.00 | 179,892 | 3.00 | 179,892 | 3.00 | 179,892 |
| 30000566 | Financial Analyst, Assistant | 44,533 | 68,619 | 1.00 | 68,616 | 1.00 | 68,616 | 1.00 | 68,616 |
| 30000806 | Fire Battalion Chief | 104,594 | 109,355 | 13.00 | 1,412,100 | 13.00 | 1,502,736 | 13.00 | 1,502,736 |
| 30000807 | Fire Battalion Chief, Staff | 110,868 | 115,914 | 2.00 | 231,840 | 2.00 | 246,744 | 2.00 | 246,744 |
| 30000803 | Fire Captain | 84,209 | 95,096 | 32.00 | 2,988,720 | 32.00 | 3,221,016 | 32.00 | 3,221,016 |
| 30000817 | Fire Captain, Staff | 100,797 | 100,797 | 4.00 | 403,200 | 4.00 | 429,072 | 4.00 | 429,072 |
| 30000432 | Fire Chief | 114,026 | 163,426 | 1.00 | 163,428 | 1.00 | 169,020 | 1.00 | 169,020 |
| 30000823 | Fire Chief, Deputy | 95,365 | 126,840 | 5.00 | 634,200 | 5.00 | 655,920 | 5.00 | 655,920 |
| 30000825 | Fire Division Chief | 104,432 | 138,900 | 2.00 | 277,800 | 2.00 | 287,304 | 2.00 | 287,304 |
| 30000793 | Fire Fighter | 39,838 | 71,971 | 440.00 | 29,266,019 | 444.00 | 32,695,725 | 444.00 | 32,695,725 |
| 30000795 | Fire Fighter Specialist | 42,233 | 76,287 | 7.00 | 525,885 | 7.00 | 570,633 | 7.00 | 570,633 |
| 30000808 | Fire Inspector | 73,342 | 82,750 | 23.00 | 1,777,180 | 23.00 | 1,908,759 | 23.00 | 1,908,759 |
| 30000811 | Fire Inspector, Sr | 84,209 | 95,096 | 7.00 | 643,908 | 7.00 | 685,272 | 7.00 | 685,272 |
| 30000812 | Fire Inspector/Specialist | 77,747 | 87,713 | 10.00 | 852,078 | 10.00 | 898,080 | 10.00 | 898,080 |
| 30000815 | Fire Investigator | 77,747 | 87,713 | 7.00 | 608,616 | 7.00 | 650,173 | 7.00 | 650,173 |
| 30000336 | Fire Land Use Review Technician | 53,851 | 68,682 | 1.00 | 68,688 | 1.00 | 68,688 | 1.00 | 68,688 |
| 30000798 | Fire Lieutenant | 73,342 | 82,750 | 104.00 | 8,406,838 | 104.00 | 9,281,467 | 104.00 | 9,281,467 |
| 30000801 | Fire Lieutenant, Staff | 77,747 | 87,713 | 7.00 | 594,036 | 7.00 | 623,052 | 7.00 | 623,052 |
| 30000826 | Fire Marshal | 104,432 | 138,900 | 1.00 | 138,900 | 1.00 | 143,652 | 1.00 | 143,652 |
| 30001082 | Fire Marshal, Assistant | 86,299 | 114,781 | 2.00 | 229,560 | 2.00 | 237,408 | 2.00 | 237,408 |
| 30000800 | Fire Training Officer | 77,747 | 87,713 | 4.00 | 330,192 | 4.00 | 354,786 | 4.00 | 354,786 |
| 30000822 | Harbor Pilot | 73,342 | 82,750 | 10.00 | 802,260 | 10.00 | 878,268 | 10.00 | 878,268 |
| 30000400 | Hazardous Materials Coordinator | 72,800 | 97,594 | 1.00 | 97,596 | 1.00 | 100,932 | 1.00 | 100,932 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000453 | Management Analyst, Principal | 74,214 | 98,862 | 1.00 | 95,160 | 1.00 | 98,559 | 1.00 | 98,559 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 1.00 | 73,440 | 1.00 | 74,946 | 1.00 | 74,946 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 2.00 | 86,856 | 2.00 | 86,856 | 2.00 | 86,856 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 1.00 | 51,276 | 1.00 | 51,276 | 1.00 | 51,276 |
| 30000112 | Painter | 50,835 | 55,224 | 1.00 | 55,224 | 1.00 | 55,224 | 1.00 | 55,224 |
| 30000818 | Public Education Officer, Assistant | 84,209 | 95,096 | 1.00 | 84,204 | 1.00 | 84,204 | 1.00 | 84,204 |
| 30000497 | Public Information Manager | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000077 | Utility Worker II | 43,306 | 46,550 | 1.00 | 43,308 | 1.00 | 44,523 | 1.00 | 44,523 |
| 30000131 | Vehicle & Equipment Mechanic | 51,355 | 55,806 | 7.00 | 390,684 | 7.00 | 390,684 | 7.00 | 390,684 |
| 30000707 | Vehicle Maintenance Supervisor I | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |

FTE Summary
Portland Fire and Rescue

Public Safety Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|------------------------------------|--------------|---------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000708 | Vehicle Maintenance Supervisor II | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000519 | Video Production Manager | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000518 | Video Production Specialist | 54,080 | 72,051 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| TOTAL FULL-TIME POSITIONS | | | | 733.00 | 53,870,275 | 737.00 | 59,057,878 | 737.00 | 59,057,878 |
| 30000333 | Development Services Technician II | 50,086 | 63,898 | 0.90 | 47,292 | 0.90 | 48,685 | 0.90 | 48,685 |
| 30000474 | EAP Specialist | 54,080 | 72,051 | 0.90 | 32,535 | 0.90 | 33,871 | 0.90 | 33,871 |
| TOTAL PART-TIME POSITIONS | | | | 1.80 | 79,827 | 1.80 | 82,556 | 1.80 | 82,556 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 1.00 | 54,828 | 1.17 | 50,610 | 1.17 | 50,610 |
| 30000713 | Facilities Maintenance Supervisor | 54,080 | 72,051 | 0.67 | 44,000 | 0.00 | 0 | 0.00 | 0 |
| 30000793 | Fire Fighter | 39,838 | 71,971 | 7.00 | 355,080 | 7.00 | 315,126 | 7.00 | 315,126 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 0.00 | 0 | 1.00 | 41,568 | 1.00 | 41,568 |
| TOTAL LIMITED TERM POSITIONS | | | | 8.67 | 453,908 | 9.17 | 407,304 | 9.17 | 407,304 |
| GRAND TOTAL | | | | 743.47 | 54,404,010 | 747.97 | 59,547,738 | 747.97 | 59,547,738 |

Portland Fire and Rescue

Budget Decisions

Public Safety Service Area

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

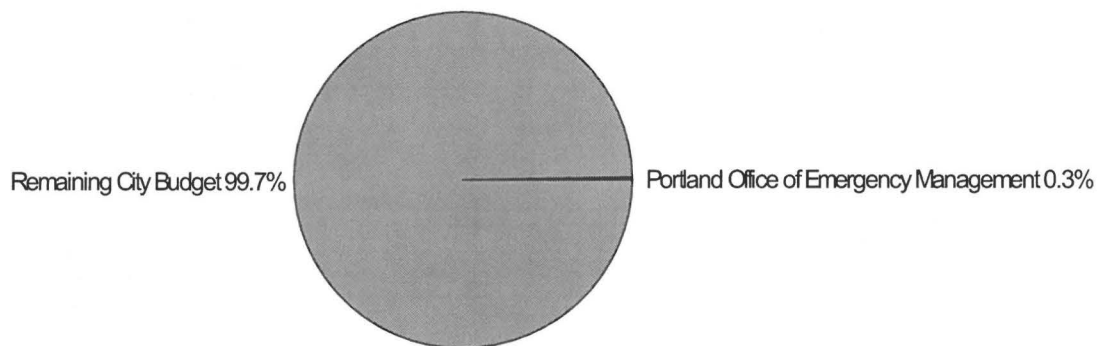
| Action | Amount | | | FTE | Decision |
|--|------------|-----------|---------------|--------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 96,513,002 | 0 | 96,513,002 | 734.97 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (23,000) | 0 | (23,000) | 0.00 | Reduce office supplies |
| | (8,220) | 0 | (8,220) | 0.00 | Eliminate PCC recruit credit |
| | (20,000) | 0 | (20,000) | 0.00 | Eliminate firefighter recruit testing |
| | (5,000) | 0 | (5,000) | 0.00 | Eliminate landline phones |
| | (40,000) | 0 | (40,000) | 0.00 | Travel reduction |
| | (60,000) | 0 | (60,000) | 0.00 | Eliminate new hire EMT |
| | (5,000) | 0 | (5,000) | 0.00 | Eliminate 75% EOps officer email |
| | (100,000) | 0 | (100,000) | 0.00 | Eliminate grant match |
| | (20,000) | 0 | (20,000) | 0.00 | Eliminate fitness equipment |
| | (55,000) | 0 | (55,000) | 0.00 | Eliminate EMS capital |
| | (30,200) | 0 | (30,200) | 0.00 | Eliminate Dive Team M&S |
| | (100,000) | 0 | (100,000) | 0.00 | Eliminate SCBA cylinder replacement |
| | (39,043) | 0 | (39,043) | 0.00 | OMF IA reductions |
| | 320,000 | 0 | 320,000 | 0.00 | Additional labor contract costs |
| | 44,109 | 0 | 44,109 | 0.00 | OMF IA adds |
| | 0 | 654,556 | 654,556 | 0.00 | Station funding |
| | 0 | 567,370 | 567,370 | 7.00 | One rescue |
| | 0 | 348,203 | 348,203 | 4.00 | Staffing for 2nd rescue |
| | 0 | 72,856 | 72,856 | 1.00 | Office Support Specialist III |
| | 0 | 78,348 | 78,348 | 1.00 | Senior Administrative Specialist |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 23,000 | 23,000 | 0.00 | Professional services increase |
| | (44,109) | 44,109 | 0 | 0.00 | OMF IA add changed to one-time |
| | (185,463) | 1,788,442 | 1,602,979 | 13.00 | Total FY 2011-12 Decision Packages |
| | | | 98,115,981 | 747.97 | Total Adopted Budget |

Portland Office of Emergency Management

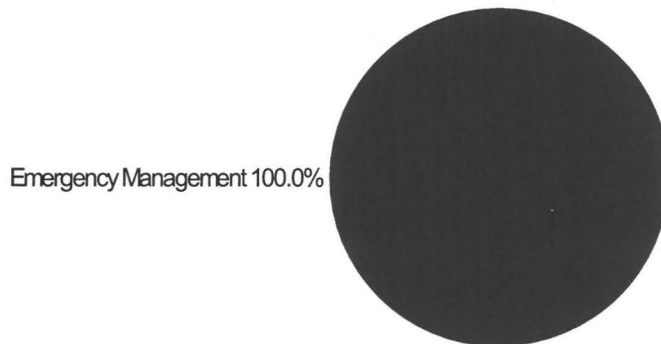
Public Safety Service Area

Mayor Sam Adams, Commissioner-in-Charge
Carmen Merlo, Director

Percent of City Budget



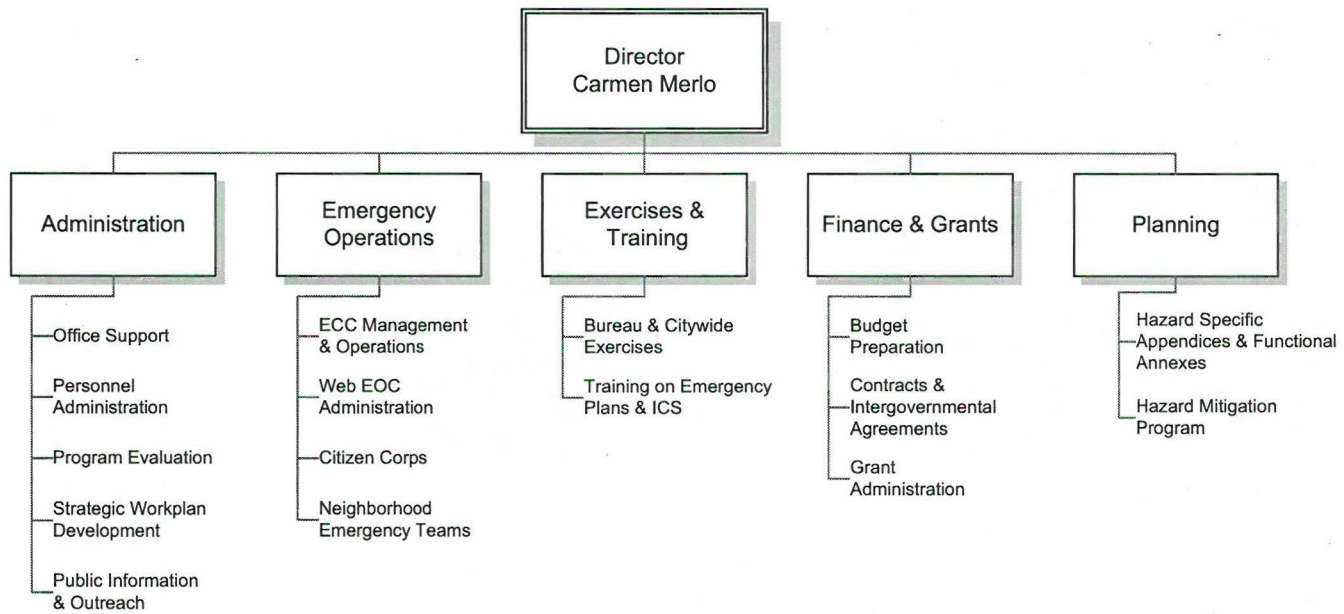
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 7,629,730 | 9,735,508 | 2,105,778 | 27.59 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 7,629,730 | 9,735,508 | 2,105,778 | 27.60 |
| Authorized Positions | 18.90 | 18.73 | (0.17) | (0.88) |

Portland Office of Emergency Management



Bureau Summary

Bureau Mission

Protect lives, property, and the environment through a coordinated and responsive emergency management program.

Bureau Overview

The Portland Office of Emergency Management (POEM) works behind the scenes, before, during, and after emergencies to minimize the impacts on the community and promote a culture of resiliency. Resilience in this context describes the ability of the City's infrastructure, services, and citizens to resist or adapt to the effects of dangerous or damaging events without undermining the long-term well-being of individuals, the economy, or the environment. The practice of comprehensive emergency management involves coordinating efforts across four functions:

- ◆ Reducing risks through implementation of protective and preventative plans and programs
- ◆ Improving readiness by encouraging community preparedness
- ◆ Facilitating effective response by maintaining the Emergency Coordination Center (ECC) and associated programs
- ◆ Promoting economic and community recovery through mitigation, continuity of operations planning, damage assessments, and support for restoration activities

The bureau engages other City bureaus; external agencies; county, state, regional, and federal government emergency management partners; civic organizations; and private individuals in these efforts. The bureau's engagement activities are implemented through the Regional Emergency Management Group, the Urban Areas Security Initiative (UASI), and the Citizen Corps Council, among other initiatives.

POEM's Program Structure

POEM's organizational structure reflects an integrated and coordinated approach to emergency management, and consists of the following five program areas:

- ◆ Administration
- ◆ Finance and Grants
- ◆ Emergency Operations and Emergency Coordination Center
- ◆ Planning and Mitigation
- ◆ Exercise and Training

Strategic Direction

The following two principles guide decisions and actions at POEM:

Effective Coordination

POEM works closely with City bureaus, regional emergency management partners, the private sector, and nongovernmental organizations to develop plans that reduce vulnerability to hazards, maintain capacity to deliver essential services without interruption, and ensure coordinated responses to complex incidents.

Portland Office of Emergency Management

Public Safety Service Area

Facilitated Preparedness and Recovery

Residents may judge the City's response to an emergency by how quickly and completely government addresses their individual needs. When disasters strike, POEM will assist city government in restoring access to critical services, treating casualties, and repairing damage to key critical infrastructure.

Service Improvement Plan

POEM will target three operational areas for service improvements in FY 2011-12.

Planning

In FY 2011-12 POEM will coordinate with the Mayor and City Council to clarify and strengthen governance arrangements through the Disaster Policy Council (DPC) and the Emergency Management Steering Committee. These efforts will inform POEM's strategic plan and POEM's contributions to the Bureau of Planning and Sustainability's Portland Plan. POEM will build on the Regional Critical Infrastructure Protection Plan through the development of a Local Energy Assurance Plan (funded by federal American Recovery and Reinvestment Act (ARRA) grant resources). Additionally, POEM will continue to ensure emergency plans involve appropriate bureaus, stakeholder agencies, and jurisdictions.

Coordination

POEM will continue working closely with regional partners to coordinate information sharing and resource management before, during, and after a disaster under the auspices of UASI (funded by the U.S. Department of Homeland Security). POEM continues to expand WebEOC capabilities, which is the City's regional crisis management information sharing platform and POEM is working to integrate GIS functionality into the system to enhance the performance of WebEOC.

Preparedness

The City has identified a suitable site on the west side of the Willamette River for staging equipment and supplies and providing an alternate facility for overseeing emergency coordination activities. Additionally, the City is currently moving forward with facility design and approval for a new ECC facility in Southeast Portland, with construction planned to begin in spring 2012.

POEM will also work with Neighborhood Emergency Team (NET) volunteers and the City Attorney's office to strengthen governance and address citizen member liability concerns. These efforts will help POEM ensure that those willing to help their neighbors during emergencies are held harmless as well as provide information to city officials and stakeholders regarding program's goals, objectives, and activities. POEM will continue to implement the recommendations of the NET Organization and Responsibilities Working Group and other governance efforts to ensure the sustainability and accountability of the NET program.

Summary of Budget Decisions

Reductions

OMF Interagency Agreement Adjustments

The packages reflect a net decrease of \$4,814 in interagency costs resulting from Office of Management and Finance decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Emergency Management

Description

POEM's subprograms include:

Administration

The Director's office provides overall direction and management in support of the bureau's mission and objectives. The goals for the program include the implementation of a three-year strategic plan that defines the City's emergency management objectives, encourages collaboration across portfolios and levels of government, and secures commitments to ensure the delivery of essential services to expedite recovery.

Finance and Grants

The Finance and Grants section maintains the financial integrity of the bureau through administrative support and oversight, budget development, accounting, expenditure monitoring, and financial reporting. This program administers several federal homeland security, ARRA and emergency management performance grant programs. The program goals are to continue to improve customer service to our regional partners, vendors, and the public ensuring collaborative efforts in preparing for emergencies and disasters.

Emergency Operations and Emergency Coordination Center

POEM provides support for the City's elected leaders and senior executives during emergencies. The Emergency Operations and Coordination section develops and maintains critical relationships through the DPC and Emergency Management Steering Committee. This program is also responsible for maintaining and operating the ECC and related infrastructure. Program goals are to use a stakeholder engagement process to drive service delivery improvements and effectiveness.

Responsibilities also include overseeing community outreach, preparing and disseminating public information on the nature of hazards, protective measures, and the responsibilities of government and individuals in an emergency. The program also delivers training and educational programs to community groups and neighborhood volunteers; this section promotes citizen participation via Neighborhood Emergency Teams, which provide surge capacity support to emergency responders to manage effectively in disasters.

Planning

The Planning section is responsible for coordinating citywide plans that prepare for, mitigate, respond to, and recover from any emergency. Mitigation plans based on hazard and risk assessments are used to prepare comprehensive land use plans, such as the Portland Plan, and to inform public and private projects that reduce vulnerabilities in hazard-prone areas of the city. The Basic Emergency Operations

Portland Office of Emergency Management

Public Safety Service Area

Plan provides the basis for decision making during an emergency and its immediate aftermath. Planning and mitigation staff supports response and recovery operations by providing technical assistance for damage assessment and documentation. Program goals are to implement a strategic planning process that promotes a community-based approach.

Exercise and Training

The Exercise and Training section is responsible for evaluating the effectiveness of planning, preparedness, and response exercises and ensuring the implementation of lessons learned from these events. Program goals include developing regional information sharing and resource management protocols, conducting ECC position-specific training, and additional training courses that comply with the commitment to adopt and implement the National Incident Management System and the Homeland Security Exercise and Evaluation Program. These programs ensure continuous improvement of the City's emergency management capabilities.

Performance

FY 2011-12 bureau-wide performance measures and targets include developing a three-year strategic plan and conducting eight semi-annual performance reviews of POEM sections. The Finance and Grants performance measure goal is that audit findings are resolved within one year of audit release 100% of the time. Emergency Operations and Coordination program performances measures and goals include 60 NET volunteers trained and 40 advanced NET Volunteers trained annually. Training program performance measures and goals include: three exercises to be coordinated by POEM annually; 100 non-public safety employees to participate in trainings, exercises, or respond to actual events annually; 200 City employees to participate in trainings and/or exercises annually; and 12 training courses to be delivered to city employees and regional partners annually. Planning program goals include: six existing plans will be reviewed and updated and two new plans will be developed in FY 2011-12.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 14.82 | 18.90 | 17.73 | 18.73 |
| Expenditures | | | | | |
| Administration & Support | | 4,894,800 | 6,730,399 | 8,239,979 | 8,145,064 |
| Community Emergency Services | | 212,795 | 223,964 | 0 | 0 |
| Emergency Operations | | 311,784 | 259,415 | 313,305 | 492,038 |
| Exercises & Training | | 254,728 | 252,262 | 376,814 | 376,814 |
| Planning & Mitigation | | 175,357 | 163,690 | 698,175 | 721,592 |
| Total Expenditures | | 5,849,463 | 7,629,730 | 9,628,273 | 9,735,508 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Office of Emergency Management

Public Safety Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of bureau strategic plan up to date | NA | NA | NA | 100% | 100% |
| Number of semi-annual performance reviews of POEM | NA | NA | NA | 8 | 8 |
| Percent of time audit findings are resolved within a year of audit release | NA | NA | NA | 100% | 100% |
| Number of ECC equipment checks to ensure ECC readiness | NA | NA | NA | 69 | 69 |
| Number of new plans adopted/finalized annually | NA | NA | NA | 1 | 1 |
| Number of courses on incident management, ECC ops, communications, resource management, damage assmt, WMD awareness delivered to city employees & region partners | NA | NA | NA | 12 | 12 |
| Workload | | | | | |
| Number of NET volunteers trained | NA | NA | NA | 60 | 60 |
| Number of advanced NET volunteers trained | NA | NA | NA | 40 | 40 |
| Number of existing plans reviewed/updated annually | NA | NA | NA | 6 | 6 |
| Number of new plans in development | NA | NA | NA | 2 | 2 |
| Number of non-public safety employees participating in trainings/exercises/response to actual events annually | NA | NA | NA | 100 | 100 |
| Number of city employees participating in trainings/exercises annually | NA | NA | NA | 200 | 200 |
| Number of emergency response trainings/exercise coordinated by POEM annually | NA | NA | NA | 3 | 3 |

Summary of Bureau Budget

Portland Office of Emergency Management

Public Safety Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Intergovernmental | 1,410,344 | 3,533,406 | 5,945,058 | 7,942,364 | 7,965,781 |
| Miscellaneous | 3,225 | 1,706 | 0 | 0 | 0 |
| Total External Revenues | 1,413,569 | 3,535,112 | 5,945,058 | 7,942,364 | 7,965,781 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 535,303 | 652,915 | 670,170 | 671,186 | 671,186 |
| General Fund Overhead | 981,024 | 978,096 | 1,000,502 | 1,081,541 | 1,081,541 |
| Fund Transfers - Revenue | 21,161 | 0 | 0 | 0 | 0 |
| Interagency Revenue | 0 | 1 | 14,000 | 17,000 | 17,000 |
| Total Internal Revenues | 1,537,488 | 1,631,012 | 1,684,672 | 1,769,727 | 1,769,727 |
| Beginning Fund Balance | 0 | (4,767,109) | 0 | 0 | 0 |
| Total Resources | \$2,951,057 | \$399,015 | \$7,629,730 | \$9,712,091 | \$9,735,508 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 1,422,346 | 1,459,341 | 1,663,217 | 2,517,410 | 2,477,408 |
| External Materials and Services | 5,919,076 | 3,953,482 | 5,495,572 | 6,739,328 | 6,802,747 |
| Internal Materials and Services | 355,583 | 422,247 | 470,941 | 455,353 | 455,353 |
| Total Bureau Expenditures | 7,697,005 | 5,835,071 | 7,629,730 | 9,712,091 | 9,735,508 |
| Fund Expenditures | | | | | |
| Fund Transfers - Expense | 21,161 | 0 | 0 | 0 | 0 |
| Total Fund Expenditures | 21,161 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | (4,767,109) | (5,436,055) | 0 | 0 | 0 |
| Total Requirements | \$2,951,057 | \$399,015 | \$7,629,730 | \$9,712,091 | \$9,735,508 |
| Programs | | | | | |
| Administration & Support | | 0 | 0 | (4,814) | 0 |
| Emergency Management | | 5,849,463 | 7,629,730 | 9,628,273 | 9,735,508 |
| Emergency Operations | | 0 | 0 | 88,632 | 0 |
| Waste Reduction & Recycling | | (14,393) | 0 | 0 | 0 |
| Total Programs | | \$5,835,071 | \$7,629,730 | \$9,712,091 | \$9,735,508 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Office of Emergency Management
Public Safety Service Area

FTE Summary

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|---|--------------|---------|-----------------------|------------------|------------------------|------------------|-----------------------|------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000063 | Accountant II | 49,171 | 60,070 | 1.00 | 55,656 | 1.00 | 56,844 | 1.00 | 56,844 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 59,634 | 79,518 | 1.00 | 71,964 | 1.00 | 74,424 | 1.00 | 74,424 |
| 30000430 | Emergency Management Director | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30000790 | Emergency Management Operations Manager | 79,830 | 106,288 | 1.00 | 93,036 | 1.00 | 95,580 | 1.00 | 95,580 |
| 30000566 | Financial Analyst, Assistant | 44,533 | 68,619 | 1.00 | 44,532 | 1.00 | 44,532 | 1.00 | 44,532 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 1.00 | 77,520 | 1.00 | 80,692 | 1.00 | 80,692 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 1.00 | 43,428 | 1.00 | 43,428 | 1.00 | 43,428 |
| 30000465 | Program Manager | 62,629 | 83,637 | 2.00 | 167,148 | 2.00 | 167,280 | 2.00 | 167,280 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 5.00 | 333,960 | 5.00 | 338,910 | 5.00 | 338,910 |
| TOTAL FULL-TIME POSITIONS | | | | 14.00 | 1,015,992 | 14.00 | 1,030,438 | 14.00 | 1,030,438 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 0.90 | 35,376 | 0.90 | 36,707 | 0.90 | 36,707 |
| 30000466 | Program Manager, Sr | 74,214 | 98,862 | 1.00 | 74,220 | 1.00 | 74,220 | 1.00 | 74,220 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 3.00 | 188,640 | 2.83 | 184,773 | 2.83 | 184,773 |
| TOTAL LIMITED TERM POSITIONS | | | | 4.90 | 298,236 | 4.73 | 295,700 | 4.73 | 295,700 |
| GRAND TOTAL | | | | 18.90 | 1,314,228 | 18.73 | 1,326,138 | 18.73 | 1,326,138 |

Budget Decisions**Portland Office of Emergency Management****Public Safety Service Area**

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

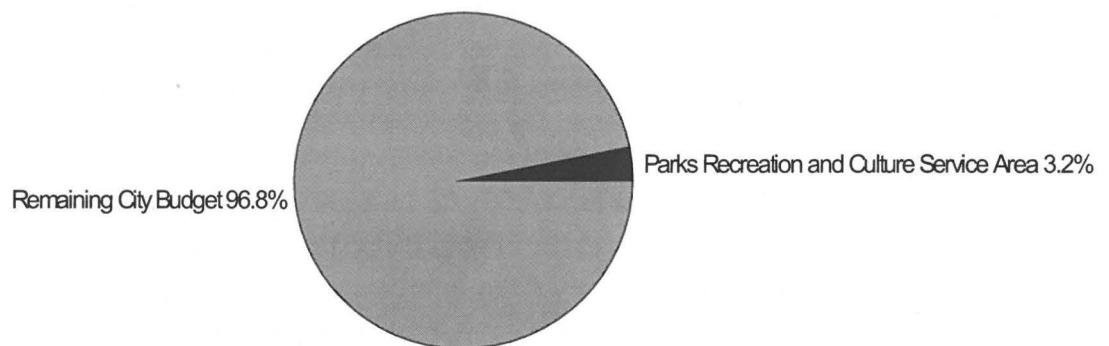
| Action | Amount | | | FTE | Decision |
|---|-----------|-----------|---------------|-------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 1,757,541 | 7,959,364 | 9,716,905 | 18.73 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (6,954) | 0 | (6,954) | 0.00 | OMF IA reductions |
| | 2,140 | 0 | 2,140 | 0.00 | OMF IA adds |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 23,417 | 23,417 | 0.00 | FEMA hazmat mitigation grant |
| Adopted Budget Additions and Reductions | | | | | |
| | (2,140) | 2,140 | 0 | 0.00 | OMF IA adds correction |
| | (6,954) | 25,557 | 18,603 | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 9,735,508 | 18.73 | Total Adopted Budget |



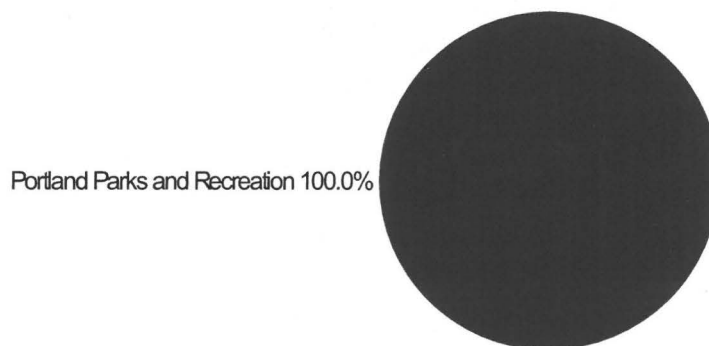
Parks Recreation and Culture Service Area

- Portland Parks and Recreation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 89,971,929 | 87,352,064 | (2,619,865) | (2.91) |
| Capital | 14,736,173 | 26,377,591 | 11,641,418 | 78.97 |
| Total Requirements | 104,708,102 | 113,729,655 | 9,021,553 | 8.62 |
| Authorized Positions | 444.52 | 440.89 | (3.63) | (0.82) |

Service Area Highlights

Description

The Parks, Recreation, and Culture service area includes services for Portland Parks & Recreation, the Golf program, Portland International Raceway (PIR), and the Parks Capital Construction and Maintenance Fund.

Major Themes

Portland Parks & Recreation Operating Budget

The FY 2011-12 Adopted Budget for Parks includes over \$1.3 million of new resources that will promote equity of access for the public, youth development, senior services and maintenance of Parks infrastructure. This budget also includes reductions amounting to \$707,908 which have been developed to minimize the impact on service to the public as much as possible. The budget reflects 440.89 FTE in FY 2011-12. Some of the significant elements of the budget include:

- ◆ \$500,000 for the E-205 - Parks Equity for Eastside Parks initiative
- ◆ \$300,000 for continuing enhanced teen programming
- ◆ \$100,000 for new Community Gardens
- ◆ \$50,000 for the Portland Summer Lunch program
- ◆ \$59,496 in ongoing resources to fund Multnomah County Aging Services
- ◆ \$156,305 for operations and maintenance of facilities and sites that will go into service in FY 2011-12

Parks Construction and Maintenance Program

Parks' FY 2011-12 CIP budget is \$26.4 million. Of this amount, more than \$1.0 million is supported by the City's General Fund with remaining funding derived from grants, system development charges, the Portland Development Commission, Metro, and other sources.

Portland International Raceway

The FY 2011-12 Adopted Budget for PIR includes \$1.8 million in program fee revenues, \$1.4 million in bureau level expenditures, and \$1.1 million in fund level expenditures that include contingency and debt service. The Adopted Budget includes 6.0 FTE.

Golf Program

The FY 2011-12 Adopted Budget for the Golf program is \$14.7 million of which \$11.7 million is bureau level expenditure and \$3.0 million is comprised of contingency and debt service expenditures. Revenues for the Golf program are primarily derived from rounds of golf played and golf course concessions. The Golf program does not receive any General Fund resources. The FY 2010-11 Adopted Budget includes 29.0 FTE.

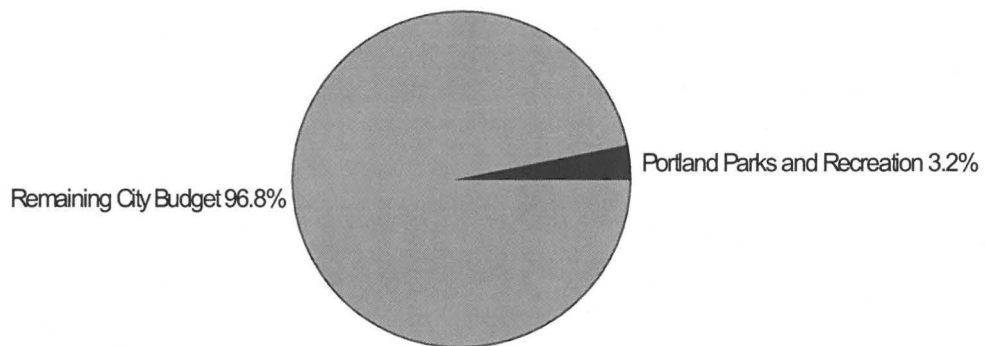
Portland Parks and Recreation

Parks Recreation and Culture Service Area

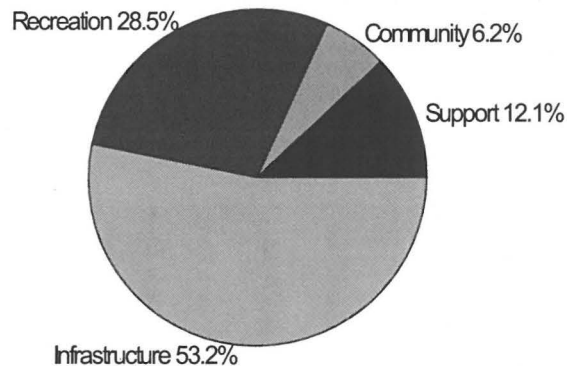
Nick Fish, Commissioner-in-Charge

Sue Keil, Interim Director

Percent of City Budget



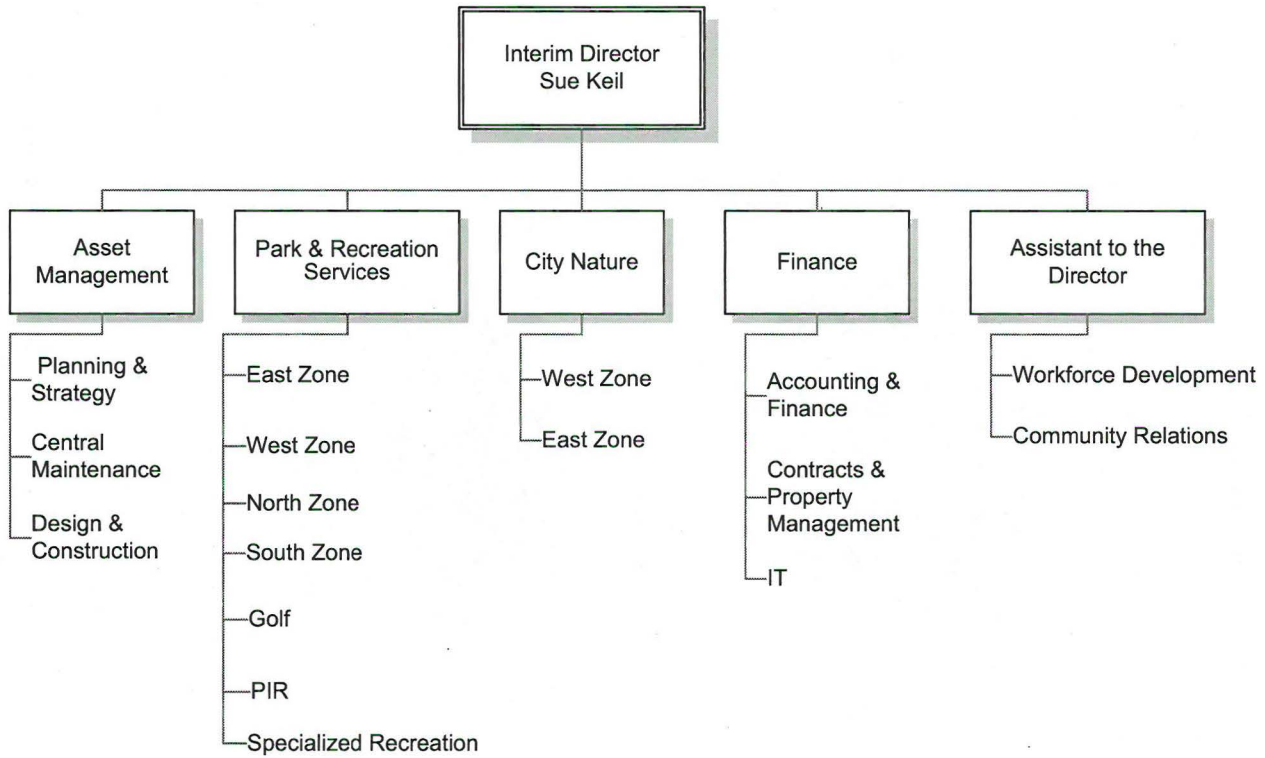
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 89,971,929 | 87,352,064 | (2,619,865) | (2.91) |
| Capital | 14,736,173 | 26,377,591 | 11,641,418 | 78.97 |
| Total Requirements | 104,708,102 | 113,729,655 | 9,021,553 | 8.62 |
| Authorized Positions | 444.52 | 440.89 | (3.63) | (0.82) |

Portland Parks & Recreation



Bureau Summary

Bureau Mission

The bureau's mission is sustaining a healthy park system to make Portland a great place to live, work and play. In pursuit of this mission, Portland Parks & Recreation (Parks) contributes to the city's vitality by:

- ◆ Establishing and safeguarding the parks, natural resources, and urban forest, thereby ensuring that green spaces are accessible to all.
- ◆ Developing and maintaining excellent facilities and places for public recreation, and building community by providing opportunities for play, relaxation, gathering, and solitude.
- ◆ Providing and coordinating recreation services and programs created for diverse ages and abilities that contribute to the health and well-being of community members.

Bureau Overview

| | |
|--|--|
| Portland's Park & Recreation System | Parks is the steward of a diverse portfolio of parks and recreation facilities that are used extensively by the city's residents and visitors. The total parkland managed by the bureau includes 11,147 acres, which represents about 12% of the geographical area within the city of Portland. Not included in this acreage are 238,000 street trees that are the responsibility of Parks staff. Parks operates 13 swimming pools, 12 community centers, three music/dance centers, five golf courses, and one motor raceway. |
| The Organization | Parks manages one of the nation's most comprehensive park and recreation systems. The bureau employs over 435 permanent employees and more than 1,700 seasonal staff in a variety of roles. Additionally, the organization enhances service levels with more than 460,000 hours of volunteer time each year. Services are delivered through five departments as follows: |
| City Nature | This department manages Portland's natural areas, urban forest, recreational trails, street trees, and wildlife habitat in an integrated and sustainable manner. |
| Parks and Recreation Services | This department delivers services and programs through four geographic zones that respond to identified community needs and citywide policies. These include community centers and parks. It also provides citywide operational support services. |
| Asset Management | This department provides bureau-wide direction and guidance for the planning, maintenance, and capital improvements of a sustainable park and recreation system. |
| Office of the Director | This department provides leadership and advocacy for parks and recreation at the city, region, state, and national levels. It provides policy direction and guidance to the bureau, along with collaboration and coordination with city and regional partners. It does this through support from the finance, information technology, property acquisitions, contracts, and community relation functions of the bureau. |

Portland Parks and Recreation

Parks Recreation and Culture Service Area

Services & Programs All services are organized into four programs and thirteen sub-programs. These include both direct services to the public, such as swimming, and internal support services that the bureau needs to operate, such as maintenance. The programs are summarized here and discussed in greater detail in the program sections.

Recreation Services Recreation services are provided by most departments within Parks. These services are related to planning and organizing recreational activities, using Parks facilities or others' facilities. Major areas of recreation include aquatics, arts, community and social activities, as well as sports and games.

Service development includes programming, managing, and organizing service delivery, as well as teaching and coaching activities. Delivery is activity-specific and may take place outside of Parks facilities. Most services are provided at an introductory skill level, with some at the intermediate skill level and a few at the advanced skill level.

Infrastructure Services These services are related to providing places and facilities for recreation. The services range from acquiring property to designing, constructing, and maintaining parks, park amenities, natural areas, trails and buildings, from community centers to restrooms.

Infrastructure services are provided by the departments in City Nature, Parks and Recreation Services, Asset Management and Strategic Planning.

Community Services Community services are provided by all departments. These services are often not as visible to the public as recreation and infrastructure services, but are essential to bring people and Parks' services together. They communicate and reach out to underserved groups, work with partners to create programs, align programming and customer needs, and make it possible for people of diverse abilities, ages, and incomes to participate and feel welcome.

Support Services Support services strengthens Parks' organizational integrity, effectiveness, and efficiency through business planning, process improvements, and systems planning. Bureau performance is measured, monitored, and evaluated within a strategic management framework. Core business services such as finance, accounting, contracts, property acquisitions, information technology, employee support, and risk management/loss reduction services are in this program area.

Strategic Direction

Introduction Parks delivers a broad spectrum of services through a range of programs and assets. A few of Parks' new facilities are specifically designed for parks and recreation however, the overall asset base is aging and many of the facilities were originally built for other purposes, which create many challenges. The bureau's strategic direction is focused on realizing the long-term vision articulated in Parks Vision 2020.

Service Improvement Plan**Parks FY 2011-12 Strategic Plan**

The Strategic Plan for FY 2011-12 focuses on four key result areas as follows:

- ◆ Manage and protect assets
- ◆ Reach and involve the community
- ◆ Improve service delivery
- ◆ Enhance organizational capacity

Each key result area articulates desired outcomes that the bureau will work to achieve over the next several years through defined strategies and initiatives. These guide the development of multi-year work plans to focus efforts under conditions of limited resources.

Manage and Protect Assets**Desired Outcomes**

- ◆ Effective management of built and natural assets
- ◆ Adequate land and facilities are provided to meet identified recreation, open space, and biodiversity needs

Key Challenges

As a trustee of public assets and lands, the bureau struggles to address the backlog of major maintenance needs for assets that are deteriorating due to age and overuse. Continuing major maintenance, while also ensuring that the recreational needs of a growing and changing population can be met with new parks and recreation facilities, is a challenge that Parks must meet with its current resource base. The bureau is further challenged by the need to ensure that the city's livability is protected as it faces the increased pressures of urban development and population growth.

Strategies

In order to attain the desired outcomes while dealing with the challenges, Parks proposes to:

- ◆ Apply a total asset management framework that is integrated with Parks business planning, budget, and performance management processes.
- ◆ Acquire land based upon established priorities.
- ◆ Implement a land acquisition and predisposition policy that prioritizes targeted goals for each type of land asset.
- ◆ Implement best management practices and visitor management strategies for built and natural assets
- ◆ Propose a future capital bond measure to provide resources for the above strategies.

Reach and Involve the Community**Desired Outcomes**

- ◆ Increased community awareness and appreciation through participation in a healthy parks system
- ◆ Diverse and plentiful opportunities for engagement with Parks exist throughout the community

Portland Parks and Recreation

Parks Recreation and Culture Service Area

- ♦ Community members feel authentically engaged and see that their participation contributes to a better parks system

Key Challenges

Parks faces the challenge of how to increase the awareness, appreciation, and understanding of the community and its civic leaders of the environmental, social, and economic benefits of parks and recreation services.

Strategies

In order to attain the desired outcomes while dealing with the key challenges, Parks proposes to:

- ♦ Implement clear and consistent communication tools
- ♦ Enrich visitor experiences through increased interpretive activities
- ♦ Strengthen current approaches to community outreach involvement
- ♦ Increase leadership development within diverse groups

Improve Service Delivery

Desired Outcomes

- ♦ Provide high quality services that balance fiscal responsibility and affordability
- ♦ Prioritized Parks' services that balance the greater community needs with individuals' demands
- ♦ Improved service delivery through partnerships

Key Challenges

The key challenge for this area is meeting the increasing needs of the community with limited fiscal and physical resources.

Strategies

In order to attain the desired outcomes while dealing with the challenges, Parks proposes to:

- ♦ Continue market research and visitor needs assessment
- ♦ Implement policy and management frameworks to guide service delivery
- ♦ Develop and nurture partnerships with organizations to enhance the quality of Parks services
- ♦ Strengthen coordination and collaboration with other City bureaus and government agencies

Enhance Organizational Capacity

Desired Outcomes

- ♦ An organization that attracts, cultivates, and develops a creative and empowered workforce
- ♦ An organization that reflects the customers it serves
- ♦ An organizational culture built on continuous improvement and adaptation
- ♦ An organization that integrates principles of financial, social, and environmental sustainability into decision making and work processes

Key Challenges

Enhancing organizational capacity requires strengthening and establishing new policies, systems, and processes that will reposition the organization so it can operate more effectively in an environment of continual change.

Strategies

In order to attain the desired outcomes while dealing with the challenges, Parks proposes to:

- ◆ Promote workforce development
- ◆ Improve Parks work processes and practices
- ◆ Enhance Parks financial plan and policies to stabilize the revenue base and guide decision making

Summary of Budget Decisions

The FY 2011-12 Adopted Budget for Parks includes over \$1.3 million of new resources that will promote equity of access for the public, youth development, senior services, and maintenance of Parks infrastructure. This budget also includes reductions amounting to \$707,908 which has been developed to minimize the impact on service to the public as much as possible.

Add Packages**Parks Equity for Eastside Parks**

This \$500,000 one-time allocation of General Fund discretionary resources will fund outreach to individuals and business partners to invest in East Portland parks. It is called the East of Interstate 205 initiative, or simply, E-205. Leveraging this funding with matching dollars will allow new amenities to be placed into the locations noted below.

The ultimate goal will be to derive enough funding that will provide expansion of Park assets in East Portland. These same areas are seeing an influx of residents including many low-income families. While there has been a long-term focus on closing these gaps in the system with a Parks bond, Parks does not anticipate being able to go to the voters with another bond for another two to three years.

Parks has acquired a number of excellent properties east of I-205 for future parks and has completed master plans and some initial improvements at a few locations. Some master plans have not been fully implemented and can use this funding to implement certain amenities of the master plans. The amenities may include the following: play structure, play ground, pathway, or community garden. The specific parks that preliminarily are being considered are Parklane, East Holladay, Gilbert Primary, East Portland Community Center, Ed Benedict, and Lynchwood. Parks is also looking at adding other types of amenities like drinking fountains, benches, or picnic tables at other parks as well (i.e. Argay, Cherry, Midland, and West Powellhurst).

Portland Parks and Recreation

Parks Recreation and Culture Service Area

The Portland Parks Foundation has made addressing parks equity a priority for new fundraising, where the Foundation is developing new public/private partnerships to build out as many of these individual features as possible. The campaign will seek to bring together community leaders and organizations in East Portland in new and creative partnerships to make these improvements to existing parks.

Teen Programming

Parks will receive \$300,000 in General Fund one-time resources for the continuation of the Teen program and it will allow Parks to continue to meet the objectives set out several years ago. This program has expanded the hours of programming and operations at community centers and selected SUN Community Schools. Community centers targeted for programming are Mt. Scott, Montavilla, East Portland, Matt Dishman, and University Park. The activities that continue to be funded are Teen Idol and a variety of sports, leadership, arts, cultural, and outdoor activities. The program includes a focused outreach component and environmental education. The success of this program is due to the way it has been developed with teens providing the guiding input.

Portland Summer Lunch Program

The budget includes \$50,000 one-time funding for a free or reduced federal lunch program. For some children, the meal they receive at school is the only balanced meal they may get that day. Once school ends for the year, Parks serves as a primary site for free lunch distribution in Portland. Last summer, the City served over 78,000 free lunches through this program.

The free lunches are distributed at 23 Summer Playground program sites. The Summer Playground program is typically an eight week program from mid-June to mid-August. This funding will allow the meal program to operate a few days after school ends and run until just before the last day of summer break, ensuring that there are no significant gaps in service between school time and the summer months.

In coordination with school district partners and the assistance of Partners for a Hunger-Free Oregon, Parks will assist in meeting the needs of children who depend on this lunch program.

Community Gardens

This \$100,000 one-time funding will go towards the City's Climate Action goals of 1,000 new garden plots by the end of 2012. Parks aims to construct eight gardens in FY 2010-11 and aims to construct an additional ten gardens in FY 2011-12.

As a result of the successful Oregon Solutions project, many partners support these efforts. The Friends of Portland Community Gardens has a goal of raising at least \$25,000 in donations toward the above projects and they are also partnering with Parks to secure additional grants from local foundations, soil and water conservation districts, and other sources.

Multnomah County Aging Services

During the FY 2010-11 Fall BMP, \$59,496 of funding was restored to assist Multnomah County Aging Services in maintaining their programs for one year. This package changes the funding source to ongoing.

O&M from Acquisitions and Improvements

This package will address ongoing O&M requirements of \$122,564 for newly acquired or developed properties that are scheduled to be placed into service during FY 2011-12. In addition, \$33,741 of one-time funds have been allocated to address site specific stabilization costs.

O&M for Tree Code

The City's new tree program addresses a variety of past tree code issues that are now aligned under one program. This \$57,000 one-time allocation will be used in the first phase of implementation of this program and will create a 0.5 FTE position in Parks (Botanical Specialist II) and upgrade the current tree permit system.

OMF IA Additions

As a result of add packages submitted by OMF internal service operations, Parks has increased funding by \$113,082 for interagencies due to the add packages approved for FPD, Procurement, and Facilities Management.

PBOT Transfer of Mt Tabor Stores to Parks

PBOT currently provides Stores services for Parks at the Parks Mt Tabor Maintenance Facility. Both PBOT and Parks agree that some operational efficiency will be gained if the Mt Tabor Stores personnel are transferred to Parks. This package transfers the two FTE to Parks.

Reduction Packages Administration

This package realizes \$60,000 in savings through the early payoff of Local Improvement District debt, resulting in a reduction to General Fund discretionary funding. There is no impact that would be felt by the general public.

Planning & Corporate Strategy

This reflects a \$16,000 salary savings, due to a retirement and reclass of a Senior City Planner with a City Planner II position. The level of service is not being eliminated, but will be provided by someone with less experience than the retiring position. The impact will be mitigated by shifting workload among existing staff and minor impacts might be felt by the general public by delays in responses to their requests.

Portland Parks and Recreation

Parks Recreation and Culture Service Area

Customer Service Center (CSC)

This reduction continues to hold one full-time position open, which is currently vacant, in the CSC and reduces the position budget by \$57,000. The workload for this position has been shifted to two Public Event Coordinators in the CSC, negatively impacting their ability to thoroughly detail permits and promote events. Impacts to the public might include a delay in permit processing.

Maintenance - Trees

This reduction is a decrease of \$62,500 of General Fund resources for the Dutch Elm Tree Arbortect treatment program. The funding will be replaced by IA funding from the Bureau of Environmental Services. No impact will be felt by the general public.

Pass-Through Grants

This reduction of \$16,360 is a cut of grant funding that is provided to outside organizations. Because these organizations depend upon multiple sources of income, these reductions will likely not have significant impacts. The following are agencies and the amount of the reductions:

- ◆ Multnomah County Aging Services - \$7,710
- ◆ Multnomah County Human Services, SUN Community Schools - \$3,630
- ◆ School Districts - \$4,339
- ◆ Linnton Community - \$681

Horticulture

The \$48,000 reduction will reduce plants grown by 20% overall resulting in savings of \$40,000 in materials and services and \$8,000 in seasonal maintenance hours. The cuts will result in limitations to the plants available for both developed parks and natural areas. Alternatives, such as purchasing or donations of plants, are already in use. The impact to the public will be primarily seen in less vegetation in plant beds and natural areas.

Maintenance - Natural Areas and Trails

The \$50,000 reduction will result in delays filling certain vacancies due to retirements. Temporary assignments and organizational changes can accommodate the savings, thereby limiting any impact to the general public. Workload on current staffing will increase and reprioritizing of work will need to occur.

A \$17,000 reduction eliminates remaining funding for contractual restoration work through the Bureau of Environmental Services Re-vegetation Unit. Restoration work will be eliminated, likely causing them to regress, and emphasis will be put on maintaining and improving less degraded sites which require less investment per acre treated. Impact to the general public would be limited.

Maintenance - Turf & Irrigation

This reduction will hold one turf position vacant for a year and reassigns seasonal turf employees to cover those functions as well as includes reduced and optimized water use in developed parks through individualized water budgets in partnership with the Water Bureau's Water Conservation Program. These actions will result in a \$150,000 one-time reduction. If water reductions are implemented in a manner that allows green infrastructure to remain healthy, the impact to the general public will be mitigated to a large extent.

Maintenance - Facilities

This reduction of \$166,346 continues the reduction of professional and contracted services, as well as seasonal worker hours in response to unplanned and urgent work. In addition, a reduction in materials and supplies will occur. The result may be delays in service delivery and limited maintenance and upgrades during building shutdowns. Increases in the backlog of work orders will likely occur.

OMF IA Reductions

As a result of reductions by OMF internal service operations, interagency agreements have decreased by a net of \$64,702 for EBS, Fleet, Risk, P&D, Debt, and BTS.

Capital Budget

Capital Planning & Budgeting

**Capital Planning
Process**

Parks receives requests for capital projects throughout the year from neighborhoods, field staff, and other public agencies. Projects are developed through neighborhood, district plans, as well as master plans and site specific plans. Because park development is integral to many other city planning efforts, Parks staff coordinates projects with a variety of Citywide teams.

Potential projects are compiled in a database and scored using criteria that includes public support, legal mandate, conformance to City and Parks plans, public health and safety, environmental quality, availability of funding, protection of assets, and effect on the operating budget. Selected projects are then prioritized into the five-year capital forecast and those that are proposed for the next fiscal year are reviewed by an interdepartmental team.

The major challenge to Parks' capital planning is the lack of consistent revenue as well as urgent and unanticipated needs that can result from deferring maintenance. There have been improvements made to the capital planning process with implementation of a five-year capital forecast, an asset management assessment approach, and an iterative process that includes open discussion of our priorities with the public.

Portland Parks and Recreation

Parks Recreation and Culture Service Area

| | |
|--|---|
| FY 2011-15 CIP Focus on Major Maintenance | For FY 2011-2015 the CIP forecast reflects an effort to address ongoing major maintenance, large individual maintenance projects, systemwide improvement projects, property acquisitions and a focus towards equity of access in areas identified in the bureau strategic plan. |
| Asset Management and Replacement Plans | Parks continues to implement an asset management system approach by updating its current asset registry. The funding needed for capital maintenance to our existing asset base over the five-year forecast is \$164 million. Currently the majority of these funds come from external sources. The General Fund provides funding for Parks to address deferred maintenance which is \$965,971 in FY 2011-12 and totals \$4.83 million over the five-year CIP; Parks continues to address its highest priority concerns with these funds. Parks also continues to look for other sources of funding that can address this current backlog of deferred maintenance needs. |

Capital Programs & Projects

| | |
|----------------------------------|---|
| Program Description | <p>Projects within the capital program meet two primary objectives: maintaining the system and growing the system. Unfortunately, there is a fundamental imbalance between funds available to fix or maintain the system, which are limited, and funds available to grow the system, which are more plentiful. To act as a proper steward of public resources and budget accordingly, Parks attempts to balance the two primary objectives by only growing the parks system as resources are made available to sustain that growth long term.</p> <p>Parks categorizes projects into seven program areas: Acquisitions; Buildings and Pools; Developed Parks; Green Infrastructure; Recreation Features; Utilities, Roads and Trails; and Enterprise. Each program area, except Acquisitions, includes projects for major maintenance as well as growth-related projects. As shown on the CIP Summary table, the five-year total budget of \$312.3 million in capital projects does not reflect the \$2.7 million bond payment and administrative costs for the budget year associated with the capital projects.</p> |
| Funding Sources | <p>There are varied funding sources that provide support for the \$347.1 million of projects and the \$2.7 million for administrative and bond expenditures. The breakdown follows:</p> <ul style="list-style-type: none">◆ Tax increment financing from the Portland Development Commission (PDC) - \$5.7 million (22%)◆ General Fund resources- \$3.5 million (13%)◆ System Development Charges (SDC) - \$5.1 million (19%)◆ Enterprise Revenues - \$0.2 million (1%)◆ Interagency funding - \$7.8 million (30%)◆ 2002 Parks Levy - \$.8 million (3%)◆ Donations and grants - \$3.1 million (12%)◆ Interest and miscellaneous resources - \$0.1 million (0%) |
| Major Projects by Program | Major Maintenance: Ongoing General Fund support is \$965,970. |

The Major Maintenance funding will focus on improving some of Parks maintenance facilities to make them more functional and safe, however Major Maintenance funding is not sufficient to address all the needs of these facilities. A contingency of \$300,000 will be set aside to address emergency repairs as they arise.

There is over \$163.9 million in maintenance projects identified over the five year CIP forecast for the entire Parks system. Parks anticipates these projects over the five year forecast:

- ◆ Buildings & Pools: Refurbishing a southeast zone maintenance facility is scheduled for completion in this next fiscal year.
- ◆ Green Infrastructure: Land acquisition for the purpose of ecosystem management will be funded with the Metro 2006 Natural Areas Bond resources and with SDC's. The overall strategy is to link green infrastructure throughout the parks system. This strategy include some "land banking" in the near term. Additionally, a flood mitigation project is under way at Westmoreland Park.
- ◆ Developed Parks: Major projects in this program include South Waterfront Greenway and its neighborhood park, as well as development projects in Interstate, River District, and Lents Urban Renewal Areas.
- ◆ Recreation Features: This includes the dock and capital improvements at Kelly Point Park.
- ◆ Utilities, Roads, and Trails: Trail development along the Springwater Corridor, Waud Bluff, Marine Drive, and Columbia Slough are the major projects in this category.
- ◆ Enterprise: Planned capital improvements for Golf and PIR are the clubhouse at Heron Lakes and a motorcycle track, respectively.

**Net Operating and
Maintenance (O&M)
Costs or Saving**

As new Parks assets such as natural areas, skateparks, and pools are placed into service, the bureau will request resources to cover the O&M costs through the annual Budget Process.

Portland Parks and Recreation

Parks Recreation and Culture Service Area

Recreation

| | |
|---|---|
| Description | The Recreation program provides an extensive range of programmed aquatic, arts, and sports activities which are delivered at community centers, pools, parks, and SUN community schools. The Recreation program also provides education and socialization opportunities that contribute to an enriched and healthful community. |
| Goals | <p>The Parks Strategic Plan articulates high level goals for the bureau to achieve over the next three years. Outcome statements most germane to service delivery in the Recreation program include:</p> <ul style="list-style-type: none">◆ High quality services that balance fiscal responsibility and affordability◆ Prioritized services that balance the greater community needs with individuals' demand◆ Improved service delivery through partnerships |
| Performance | Assessing progress towards desired outcomes will be measured through performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets indicated below are not necessarily specific to FY 2011-12. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision, or the Parks strategic plan. |
| Changes to Services and Activities | The Recreation program is organized into subprograms, which include multiple locations that are either related to the Arts, Citywide Sports, Aquatics, SUN Schools, or programs at community centers. For FY 2011-12, the reductions that will occur within the Infrastructure programs will have an indirect revenue impact to Recreation programs, such as aesthetic playability to turf fields and other activities. Otherwise, the impact to the Recreation program will be very limited. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 132.68 | 132.35 | 133.01 | 133.01 |
| Expenditures | | | | | |
| Aquatics | | 4,986,050 | 5,167,121 | 4,990,092 | 5,093,142 |
| Arts | | 2,183,477 | 2,047,022 | 2,089,084 | 2,298,448 |
| Community and Socialization | | 10,342,107 | 10,858,346 | 11,389,801 | 10,758,834 |
| Sports and Games | | 10,304,344 | 9,695,770 | 10,113,475 | 10,452,028 |
| Total Expenditures | | 27,815,978 | 27,768,259 | 28,582,452 | 28,602,452 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Parks and Recreation

Parks Recreation and Culture Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percentage of residents rating the overall quality of parks as good or very good | 86% | 86% | 90% | 90% | 90% |
| Percentage of residents rating the overall quality of recreation centers and activities as good or very good | 77% | 75% | 78% | 78% | 78% |
| Total Golf Rounds Played | 392,094 | 374,282 | 405,000 | 425,000 | 425,000 |
| Percentage of residents satisfied or very satisfied with the affordability of recreation programs | 66% | 68% | 68% | 68% | 68% |
| Percentage of residents who rate the variety of recreation programs as good or very good | 68% | 70% | 70% | 70% | 70% |
| Efficiency | | | | | |
| Total cost recovery rate for fee supported programs | 33% | 33% | 33% | 33% | 33% |
| Workload | | | | | |
| P.I.R. Number of Use Days | 635 | 546 | 500 | 500 | 500 |
| P.I.R. Attendance (est.) | 400,000 | 300,000 | 250,000 | 250,000 | 250,000 |

Portland Parks and Recreation

Parks Recreation and Culture Service Area

Support

| | |
|---|---|
| Description | The Support program includes services such as financial management, long range planning, employee services, strategy, policy development, and performance monitoring. |
| Goals | <p>The Parks Strategic Plan articulates high level goals for the bureau to achieve over the next three years. The Support program provides services to all other programs and activities of Parks and is involved in progress towards all the outcomes of the Parks Strategic Plan. Stated here are the outcome statements most germane to services within the Support program. They include:</p> <ul style="list-style-type: none">◆ An organization that attracts, cultivates, and develops a safe, creative and empowered workforce◆ An organization that reflects the customers it serves◆ An organizational culture built on continuous improvement and adaptation◆ An organization that integrates principles of financial, social, and environmental sustainability into decision-making and work processes |
| Performance | Assessing progress towards desired outcomes will be measured through a variety of performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets that are indicated below are not necessarily specific to FY 2011-12. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision, or the Parks strategic plan. |
| Changes to Services and Activities | <p>Early extinguishment of a LID debt in FY 2010-11, will allow for a one-time general fund reduction in FY 2011-12. It is not anticipated that any new LID will occur in FY 2011-12 that will require Parks to make a debt service payment.</p> <p>In addition, Parks Planning will reclass a current position which will produce one-time savings.</p> |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 62.70 | 69.28 | 62.48 | 64.48 |
| Expenditures | | | | | |
| Business Services | | 9,812,678 | 10,667,052 | 11,007,459 | 10,959,799 |
| Planning | | 1,143,376 | 1,687,509 | 1,701,780 | 1,201,280 |
| Total Expenditures | | 10,956,054 | 12,354,561 | 12,709,239 | 12,161,079 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Parks and Recreation

Parks Recreation and Culture Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percentage of employees satisfied or very satisfied | 76% | 76% | 80% | 80% | 80% |
| Percentage of employees rating internal communication as good or very good | 44% | 43% | 50% | 50% | 50% |
| Minority employees as a percentage of total | 15% | 16% | 21% | 21% | 21% |
| Female employees as a percentage of total | 38% | 38% | 51% | 51% | 51% |
| Annual greenhouse gas emissions | 14,210 | 14,113 | 13,500 | 13,500 | 13,500 |
| Efficiency | | | | | |
| Workers compensation claims per 100 workers | 8.30 | 7.60 | 7.00 | 7.00 | 7.00 |

Infrastructure

| | |
|---|--|
| Description | The Infrastructure program includes all activities related to maintenance, capital construction, and design of Parks facilities, structures, grounds, parks, and natural areas. The Infrastructure program also includes all aspects of property acquisition, disposition, and management. |
| Goals | <p>The Parks Strategic Plan articulates high level goals for the bureau to achieve over the next three years. Outcome statements most germane to service delivery in the Infrastructure program include the following:</p> <ul style="list-style-type: none">◆ Effectively manage built and natural assets◆ Adequate land and facilities are provided to meet identified recreation, open space, and biodiversity needs. |
| Performance | Assessing progress towards desired outcomes will be measured through a variety of performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets are not necessarily specific to FY 2011-12. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision, or the Parks strategic plan. |
| Changes to Services and Activities | <p>The Infrastructure program is organized into sub-programs that are related to maintenance or property. The following sub-programs will be impacted by FY 2011-12 budget cuts:</p> <p>The facilities maintenance group will further reduce professional and contracted services, as well as seasonal worker hours with respect to unplanned and urgent work. A reduction in materials and supplies will occur as well. The result will be delays in service delivery and limited maintenance during building shutdowns. There will be an increase in the backlog of work orders; however, the immediate and short-term impact to the public will be mitigated to a large extent.</p> <p>The turf and irrigation group will hold one turf position vacant, while redirecting seasonal turf employees to cover such functions. There is a plan to reduce and optimize water use in developed parks through individualized water budgets in partnership with the Water Bureau's Water Conservation Program. If these water reductions are effective, the impact to the public will be minimal.</p> <p>The Natural Areas and Trails group will defer filling vacancies from anticipated retirements while shifting workload among staff. In addition, some funding will be reduced for contractual restoration work with the Bureau of Environmental Services.</p> <p>The Horticulture group will see a reduction in the amount of plants purchased and grown, thereby reducing the amount of inventory that is planted in the system. This will save in seasonal maintenance hours and contracted purchases, however the impact will be visual as the aesthetics of barer plant beds and less diverse natural areas will occur.</p> |

Portland Parks and Recreation

Parks Recreation and Culture Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 213.71 | 212.07 | 205.90 | 208.90 |
| Expenditures | | | | | |
| Capital Development | | 15,499,383 | 17,496,302 | 31,095,846 | 28,259,080 |
| Infrastructure | | 0 | 425,000 | 0 | 0 |
| Maintenance | | 21,916,072 | 23,824,973 | 24,376,972 | 24,491,289 |
| Property | | 655,429 | 774,979 | 692,474 | 668,680 |
| Total Expenditures | | 38,070,884 | 42,521,254 | 56,165,292 | 53,419,049 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percentage of residents rating park grounds as well maintained | 86% | 86% | 86% | 86% | 86% |
| Percentage of residents rating park facilities as well maintained | 66% | 68% | 68% | 68% | 68% |
| Percentage of residents living within 3 miles of a full service community center | 69% | 69% | 69% | 69% | 69% |
| Funding for facility maintenance as a percentage of current replacement value | 1.9% | 2.2% | 2.0% | 2.0% | 2.0% |
| Percentage of residents living within 1/2 mile of a park or natural area | 76% | 77% | 77% | 77% | 77% |
| Percentage of residents rating proximity to parks as good or very good | 84% | 85% | 85% | 85% | 85% |
| Park acres per 1,000 residents | 18.80 | 19.20 | 19.20 | 19.20 | 19.20 |
| Workload | | | | | |
| Percentage of maintenance that is scheduled | 46% | 58% | 58% | 58% | 58% |
| Acres of invasive weeds treated annually | 2,810 | 2,411 | 2,411 | 2,411 | 2,411 |
| Miles of Regional Trails | 151 | 151 | 151 | 151 | 151 |
| Natural Areas Acreage | 7,287 | 7,523 | 7,614 | 7,614 | 7,614 |

Portland Parks and Recreation

Parks Recreation and Culture Service Area

Community

| | |
|---|--|
| Description | The Community program includes services related to community engagement, leadership, public safety, sponsorship, volunteers, and communications. |
| Goals | <p>The Parks Strategic Plan articulates high level goals for the bureau to achieve over the next three years. Outcome statements most germane to service delivery in the Community program include the following:</p> <ul style="list-style-type: none"> ◆ The community demonstrates increased awareness and appreciation through participation in a healthy parks system ◆ Diverse and plentiful opportunities for engagement with Parks exist throughout the community ◆ The community feels authentically engaged and sees that their participation contributes to a better parks system. |
| Performance | Assessing progress towards desired outcomes will be measured through a variety of performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets are not necessarily specific to FY 2011-12. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision, or the Parks strategic plan. |
| Changes to Services and Activities | <p>The Community program is organized into sub-programs that are related to Leadership, Community Relations, Customer Service Center, Security, Aging Services, and Adaptive and Inclusive Services.</p> <p>The Customer Service Center will continue to keep a vacant position open in FY 2011-12. Workload from this position has been shifted to other staff but the negative impact has been the ability to thoroughly detail permits and promote events. Estimated revenue loss from this position being vacant is \$21,000. It will also cause delays in permit processing and promotion of events.</p> |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 37.57 | 30.82 | 34.50 | 34.50 |
| Expenditures | | | | | |
| Community Engagement | | 2,537,940 | 3,129,148 | 3,147,579 | 3,204,873 |
| Leadership and Advocacy | | 946,872 | 840,902 | 599,189 | 567,189 |
| Marketing and Business Development | | 0 | 301,401 | 671,715 | 652,715 |
| Visitor Services | | 1,728,245 | 1,903,406 | 1,756,169 | 1,834,169 |
| Total Expenditures | | 5,213,058 | 6,174,857 | 6,174,652 | 6,258,946 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|------------------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Annual volunteer hours | 465,353 | 460,764 | 460,000 | 460,000 | 460,000 |

Portland Parks and Recreation

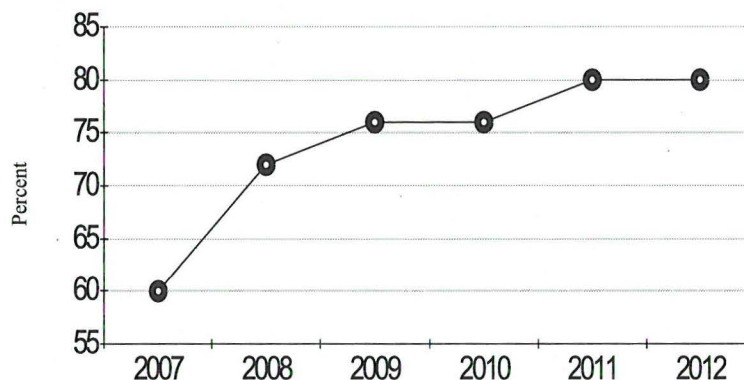
Parks Recreation and Culture Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of annual visits (recreation programs) | 6,500,000 | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 |

Performance Measures

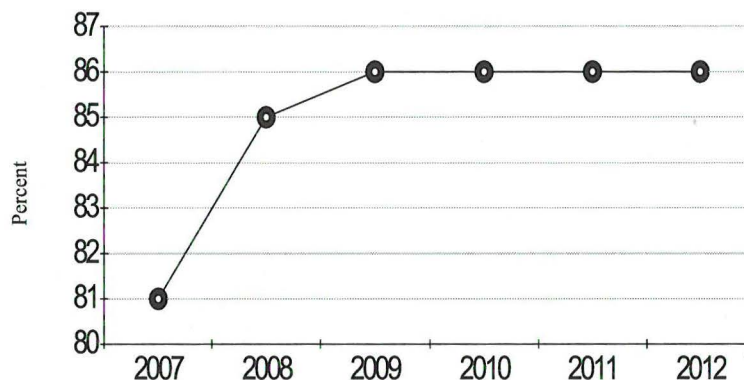
Percent of employees satisfied or very satisfied

Employee satisfaction has improved considerably since 2004. The bureau aims to maintain employee satisfaction at 80% or greater.



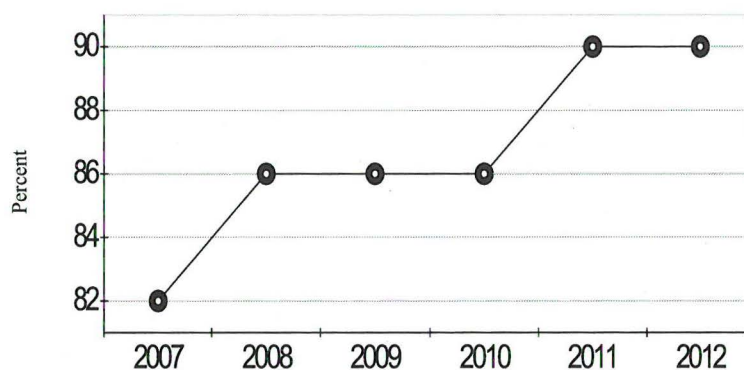
Residents rating park grounds as well maintained

Public satisfaction with the maintenance of park grounds reached its highest level ever in 2009. The bureau's goal is to maintain satisfaction levels above 85%. Cuts taken in FY 2011-12 will likely reverse progress in this area.



Quality of parks

This measure reports the percentage of residents rating the quality of parks as good or very good. Recent progress has been made towards reaching the bureau goal of 90% by the year 2020. However, cuts in FY 2011-12 will likely reverse progress towards this goal.

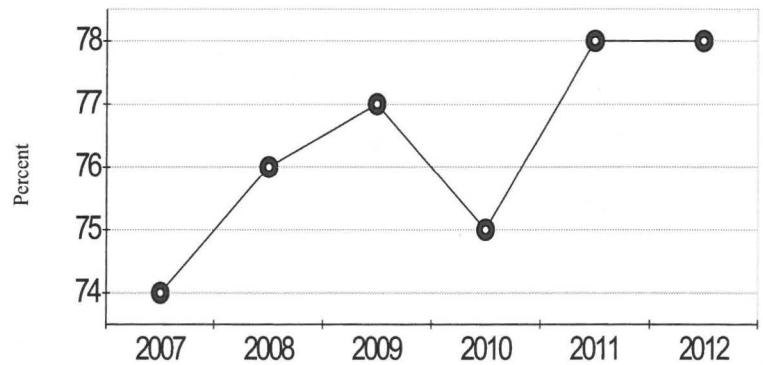


Portland Parks and Recreation

Parks Recreation and Culture Service Area

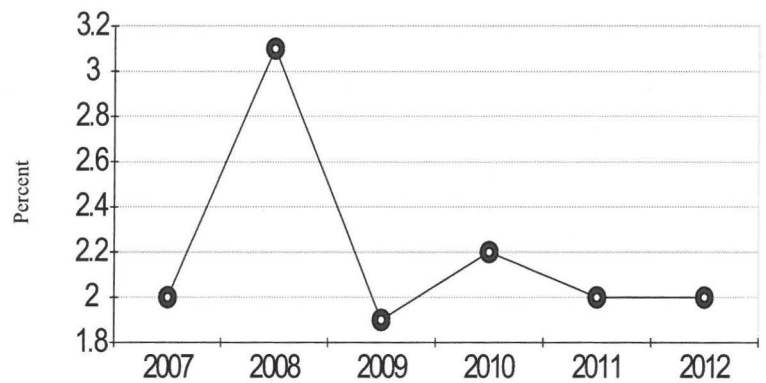
Quality of recreation centers and activities

This measure reports residents' rating the quality of recreation centers and activities as very good or good. Quality ranking for community centers has significantly improved since the early nineties. Parks' goal is to reach 78% in the near future. However, cuts in FY 2011-12 will likely reverse progress towards this goal.



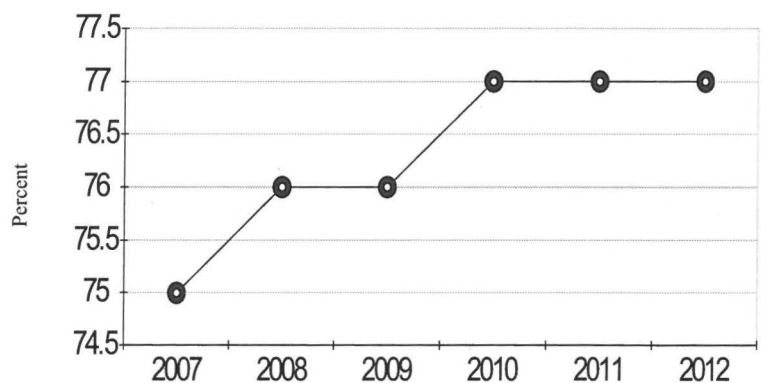
Funding allocated to facility maintenance

Parks' goal is to allocate 2-4% of facility replacement value towards maintenance as identified in the Parks 2020 Vision.



Residents living within 1/2 mile of a park

As of 2010, 78% of Portland households lived within 1/2 mile of a developed park or natural area. The largest park deficient areas exist in the Outer East Portland and Central Northeast neighborhood areas.

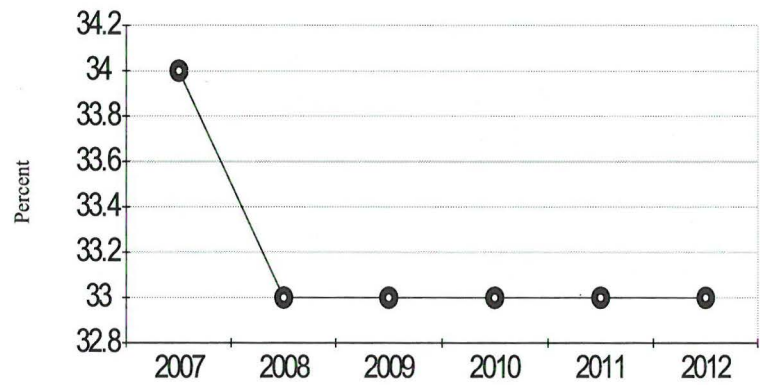


Portland Parks and Recreation

Parks Recreation and Culture Service Area

Cost recovery rate

Parks' cost recovery policy was endorsed by City Council in 2004 and includes an average total cost recovery goal of 39% for all fee supported programs.



Summary of Bureau Budget
Portland Parks and Recreation
Parks Recreation and Culture Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 234,905 | 143,262 | 65,039 | 32,142 | 32,142 |
| Licenses & Permits | 241,213 | 503,875 | 309,669 | 231,088 | 231,088 |
| Charges for Services | 26,003,141 | 24,956,404 | 27,757,095 | 27,346,804 | 29,054,695 |
| Intergovernmental | 4,669,887 | 5,901,511 | 6,461,344 | 15,525,273 | 11,125,273 |
| Bond & Note | 0 | 1,149,215 | 774,800 | 8,610,000 | 8,610,000 |
| Miscellaneous | 7,471,248 | 2,328,122 | 2,174,579 | 2,794,456 | 2,402,456 |
| Total External Revenues | 38,620,394 | 34,982,389 | 37,542,526 | 54,539,763 | 51,455,654 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 36,894,420 | 40,319,959 | 41,091,826 | 42,882,510 | 42,962,510 |
| Fund Transfers - Revenue | 7,034,841 | 3,003,050 | 5,520,440 | 2,642,797 | 2,642,797 |
| Interagency Revenue | 8,081,655 | 2,276,434 | 3,032,009 | 2,606,491 | 2,606,491 |
| Total Internal Revenues | 52,010,916 | 45,599,443 | 49,644,275 | 48,131,798 | 48,211,798 |
| Beginning Fund Balance | 38,203,216 | 23,849,059 | 17,521,301 | 14,328,203 | 14,062,203 |
| Total Resources | \$128,834,526 | \$104,430,891 | \$104,708,102 | \$116,999,764 | \$113,729,655 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 42,465,414 | 43,460,604 | 45,652,427 | 45,624,343 | 46,555,482 |
| External Materials and Services | 23,499,637 | 21,529,633 | 24,909,923 | 24,906,418 | 24,285,409 |
| Internal Materials and Services | 14,588,797 | 8,309,263 | 8,680,855 | 8,794,055 | 8,618,555 |
| Capital Outlay | 14,447,544 | 9,681,810 | 9,575,726 | 24,306,819 | 20,982,080 |
| Total Bureau Expenditures | 95,001,392 | 82,981,310 | 88,818,931 | 103,631,635 | 100,441,526 |
| Fund Expenditures | | | | | |
| Debt Service | 2,828,257 | 1,269,412 | 2,377,476 | 2,603,283 | 2,603,283 |
| Contingency | 0 | 0 | 8,544,490 | 8,494,839 | 8,414,839 |
| Fund Transfers - Expense | 7,155,818 | 3,166,278 | 4,164,478 | 1,466,324 | 1,466,324 |
| Debt Service Reserves | 0 | 0 | 640,105 | 641,061 | 641,061 |
| Total Fund Expenditures | 9,984,075 | 4,435,690 | 15,726,549 | 13,205,507 | 13,125,507 |
| Ending Fund Balance | 23,849,059 | 17,013,891 | 162,622 | 162,622 | 162,622 |
| Total Requirements | \$128,834,526 | \$104,430,891 | \$104,708,102 | \$116,999,764 | \$113,729,655 |
| Programs | | | | | |
| Administration & Support | | (15,000) | 0 | 0 | 0 |
| Commissioner's Office | | 47,004 | 0 | 0 | 0 |
| Community | | 5,213,058 | 6,174,857 | 6,174,652 | 6,258,946 |
| Engineering | | 13,327 | 0 | 0 | 0 |
| Infrastructure | | 38,070,884 | 42,521,254 | 56,165,292 | 53,419,049 |
| Recreation | | 27,815,978 | 27,768,259 | 28,582,452 | 28,602,452 |
| Support | | 10,956,054 | 12,354,561 | 12,709,239 | 12,161,079 |
| Traffic Safety | | 959,326 | 0 | 0 | 0 |
| Waste Reduction & Recycling | | (79,320) | 0 | 0 | 0 |
| Total Programs | | \$82,981,310 | \$88,818,931 | \$103,631,635 | \$100,441,526 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Parks and Recreation

CIP Summary

Parks Recreation and Culture Service Area

This table summarizes project expenses by capital programs.

| Bureau Capital Program Project | Prior Years | Revised FY 2010-11 | Adopted FY 2011-12 | Capital Plan | | | | | 5-Year Total |
|--|------------------|-----------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|--|--------------------|
| | | | | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | | |
| Acquisitions | | | | | | | | | |
| Acq-Red Electric Alpenrose | 0 | 0 | 6,420 | 0 | 0 | 0 | 0 | | 6,420 |
| Acq-Riverview Cemetery | 0 | 0 | 650,000 | 0 | 0 | 0 | 0 | | 650,000 |
| Metro Bond Local Share Natural Area Acquisition | 1,582,551 | 500,000 | 500,000 | 1,000,000 | 200,000 | 0 | 0 | | 1,700,000 |
| Metro Bond Local Share Neighborhood Park Acquisition | 509,069 | 10,000 | 500,000 | 325,000 | 0 | 0 | 0 | | 825,000 |
| Metro Bond Local Share Trail Acquisition | 513 | 0 | 456,000 | 0 | 0 | 0 | 0 | | 456,000 |
| SDC Acquisition Community Parks | 0 | 175,000 | 850,000 | 850,000 | 826,721 | 0 | 0 | | 2,526,721 |
| SDC Habitat Acquisition | 0 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | | 1,500,000 |
| SDC Neighborhood Park Acquisition | 2,931,721 | 0 | 0 | 500,000 | 500,000 | 1,000,000 | 1,000,000 | | 3,000,000 |
| SDC Trail Acquisition | 0 | 100,000 | 13,580 | 160,000 | 260,000 | 135,000 | 135,000 | | 703,580 |
| Total Acquisitions | 5,023,854 | 1,085,000 | 3,276,000 | 3,135,000 | 2,086,721 | 1,435,000 | 1,435,000 | | 11,367,721 |
| Buildings & Pools | | | | | | | | | |
| Capital Equipment Reserve | 0 | 89,275 | 89,275 | 0 | 0 | 0 | 0 | | 89,275 |
| Chimney Park Remodel | 0 | 0 | 350,000 | 0 | 0 | 0 | 0 | | 350,000 |
| Columbia Pool Roof | 0 | 0 | 0 | 0 | 1,112,000 | 0 | 0 | | 1,112,000 |
| Community Music Center | 0 | 0 | 0 | 1,992,000 | 0 | 0 | 0 | | 1,992,000 |
| Computer Hardware Equipment Reserve | 0 | 98,000 | 197,000 | 0 | 0 | 0 | 0 | | 197,000 |
| Delta Park Maintenance Facility | 0 | 0 | 605,000 | 0 | 0 | 0 | 0 | | 605,000 |
| Flavel Property Development | 727,977 | 483,952 | 2,225,000 | 0 | 0 | 0 | 0 | | 2,225,000 |
| Forestry HQ Replacement | 0 | 0 | 0 | 1,500,000 | 2,100,000 | 0 | 0 | | 3,600,000 |
| Leach Botanical Building | 0 | 0 | 0 | 2,388,000 | 0 | 0 | 0 | | 2,388,000 |
| Major Maintenance | 1,052,748 | 1,226,516 | 1,359,753 | 1,005,748 | 1,025,863 | 1,046,380 | 1,067,308 | | 5,505,052 |
| Matt Dishman Community Center General Improvement | 0 | 0 | 0 | 0 | 0 | 0 | 8,336,000 | | 8,336,000 |
| Mt Scott Community Center FCI | 0 | 0 | 0 | 0 | 0 | 0 | 7,356,000 | | 7,356,000 |
| Mt Tabor Facility | 0 | 0 | 280,000 | 0 | 5,000,000 | 10,000,000 | 15,000,000 | | 30,280,000 |
| Multnomah Arts Center Facility Improvements | 0 | 0 | 0 | 7,577,000 | 0 | 0 | 0 | | 7,577,000 |
| Multnomah Arts Center/Pottery Barn Seismic | 0 | 0 | 0 | 1,266,000 | 0 | 0 | 0 | | 1,266,000 |
| Peninsula/Pier/Grants Pools | 0 | 0 | 0 | 0 | 1,513,000 | 0 | 0 | | 1,513,000 |
| Pittock Mansion Exterior Masonry | 0 | 0 | 0 | 2,111,000 | 0 | 0 | 0 | | 2,111,000 |
| Pittock Terrace Replacement | 0 | 420,000 | 420,000 | 0 | 0 | 0 | 0 | | 420,000 |
| Sellwood Community Center Refurbishment | 0 | 0 | 0 | 0 | 0 | 1,677,000 | 0 | | 1,677,000 |
| Sellwood Pool Lead | 0 | 0 | 0 | 0 | 300,000 | 0 | 0 | | 300,000 |
| St Johns Modular Building | 0 | 80,000 | 80,000 | 0 | 0 | 0 | 0 | | 80,000 |
| Washington Monroe Community Center | 421,808 | 291,279 | 50,000 | 3,018,000 | 11,539,000 | 15,830,000 | 0 | | 30,437,000 |
| Whitaker Pond Education Center | 0 | 0 | 0 | 2,849,000 | 0 | 0 | 0 | | 2,849,000 |
| Total Buildings & Pools | 2,202,533 | 2,689,022 | 5,656,028 | 23,706,748 | 22,589,863 | 28,553,380 | 31,759,308 | | 112,265,327 |

CIP Summary

Portland Parks and Recreation

Parks Recreation and Culture Service Area

This table summarizes project expenses by capital programs.

| Bureau Capital Program Project | Prior Years | Revised FY 2010-11 | Adopted FY 2011-12 | Capital Plan | | | | 5-Year Total |
|--|------------------|-----------------------|-----------------------|-------------------|-------------------|-------------------|------------------|-------------------|
| | | | | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | |
| Developed Parks | | | | | | | | |
| Beech Park - 1 | 0 | 0 | 0 | 892,000 | 206,000 | 3,089,000 | 0 | 4,187,000 |
| CathedralParkTransientDock-Old | 0 | 0 | 0 | 1,055,000 | 1,801,000 | 0 | 0 | 2,856,000 |
| ChildrensArboretum-East | 0 | 0 | 0 | 618,000 | 0 | 0 | 0 | 618,000 |
| ChildrensArboretum-West | 0 | 0 | 0 | 2,093,000 | 0 | 0 | 0 | 2,093,000 |
| Chinese Garden | 0 | 0 | 0 | 300,000 | 0 | 0 | 0 | 300,000 |
| ClatsopButte | 0 | 0 | 0 | 528,000 | 3,215,000 | 0 | 0 | 3,743,000 |
| CouchPark-WestRecreationZone | 0 | 0 | 0 | 0 | 824,000 | 0 | 0 | 824,000 |
| CrystalSpringGarden | 0 | 0 | 0 | 300,000 | 0 | 0 | 0 | 300,000 |
| Cully Park | 0 | 0 | 0 | 0 | 4,221,000 | 7,810,000 | 0 | 12,031,000 |
| DawsonParkImprovements | 152 | 250,000 | 500,000 | 400,000 | 500,000 | 0 | 0 | 1,400,000 |
| Dog Off Leach Area Repairs - Citywide | 0 | 0 | 0 | 200,000 | 300,000 | 0 | 0 | 500,000 |
| ErrolHeightsMasterPlan | 0 | 0 | 0 | 784,000 | 2,111,000 | 3,166,000 | 0 | 6,061,000 |
| GatewayPlazaDevelopment | 0 | 0 | 0 | 1,000,000 | 0 | 0 | 0 | 1,000,000 |
| HalpernFountain | 0 | 0 | 0 | 100,000 | 500,000 | 500,000 | 400,000 | 1,500,000 |
| HoytArboretum-Contributions | 0 | 0 | 0 | 300,000 | 0 | 0 | 0 | 300,000 |
| Interstate Urban Renewal Capital Projects | 638,707 | 595,000 | 100,000 | 100,000 | 30,000 | 0 | 0 | 230,000 |
| Japanese Garden | 0 | 0 | 0 | 300,000 | 0 | 0 | 0 | 300,000 |
| LentsURADevelopment | 992,353 | 0 | 115,000 | 1,175,000 | 100,000 | 100,000 | 100,000 | 1,590,000 |
| MarshallParkandTrail | 0 | 0 | 0 | 875,000 | 0 | 0 | 0 | 875,000 |
| NorthMacadamURA | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 1,000,000 | 2,000,000 |
| O'BryantSquareDevelopment | 0 | 0 | 0 | 0 | 5,100,220 | 0 | 0 | 5,100,220 |
| Park Features and Amenities- Maintenance | 0 | 0 | 0 | 1,500,000 | 2,000,000 | 1,000,000 | 0 | 4,500,000 |
| ParklaneParkMasterPlan | 0 | 0 | 0 | 0 | 0 | 6,046,000 | 0 | 6,046,000 |
| Pioneer Courthouse Square Membrane | 0 | 0 | 0 | 0 | 4,659,000 | 0 | 0 | 4,659,000 |
| Restroom Repair | 0 | 0 | 0 | 0 | 2,400,000 | 0 | 0 | 2,400,000 |
| RiverDistrictNeighborhoodPark | 466,545 | 400,000 | 4,000,000 | 0 | 0 | 0 | 0 | 4,000,000 |
| SDC Citywide Component Development | 489,439 | 283,101 | 200,000 | 1,000,000 | 0 | 0 | 0 | 1,200,000 |
| SDC Neighborhood Park Development | 1,907,000 | 130,000 | 0 | 600,000 | 600,000 | 600,000 | 600,000 | 2,400,000 |
| SouthParkBlocksRefurbish | 0 | 0 | 0 | 375,000 | 0 | 0 | 0 | 375,000 |
| SpringGardenParkMasterPlan | 0 | 0 | 0 | 0 | 1,457,000 | 0 | 0 | 1,457,000 |
| WaterfrontParkTurf | 0 | 166,000 | 166,000 | 0 | 0 | 0 | 0 | 166,000 |
| WillametteParkImprovement | 0 | 349,882 | 655,000 | 0 | 0 | 0 | 0 | 655,000 |
| Total Developed Parks | 4,494,196 | 2,173,983 | 5,736,000 | 14,495,000 | 30,024,220 | 23,311,000 | 2,100,000 | 75,666,220 |
| Golf | | | | | | | | |
| GolfSmallCapitalProjects | 0 | 11,000 | 0 | 250,000 | 250,000 | 250,000 | 250,000 | 1,000,000 |
| HeronLakesNewClubhouse | 357,285 | 85,000 | 4,700,000 | 0 | 0 | 0 | 0 | 4,700,000 |
| Total Golf | 357,285 | 96,000 | 4,700,000 | 250,000 | 250,000 | 250,000 | 250,000 | 5,700,000 |

Portland Parks and Recreation

CIP Summary

Parks Recreation and Culture Service Area

This table summarizes project expenses by capital programs.

| Bureau Capital Program Project | Prior Years | Revised FY 2010-11 | Adopted FY 2011-12 | Capital Plan | | | | 5-Year Total |
|---|----------------|-----------------------|-----------------------|-------------------|-------------------|------------------|------------------|-------------------|
| | | | | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | |
| Green Infrastructure | | | | | | | | |
| Community Garden Development | 146,357 | 0 | 125,000 | 0 | 0 | 0 | 0 | 125,000 |
| Community Garden New Site | 0 | 20,000 | 150,000 | 0 | 0 | 0 | 0 | 150,000 |
| Laurelhurst Park Pond Dredging | 329,231 | 976,501 | 350,000 | 0 | 0 | 0 | 0 | 350,000 |
| Metro Bond Local Share Natural Area Restoration | 97,418 | 170,000 | 1,000,000 | 850,000 | 361,410 | 0 | 0 | 2,211,410 |
| Natural Area Signage | 0 | 0 | 0 | 1,000,000 | 0 | 0 | 0 | 1,000,000 |
| Natural Area Stabilization | 0 | 0 | 0 | 1,953,000 | 1,055,000 | 697,000 | 0 | 3,705,000 |
| Oaks Bottom Habitat | 0 | 0 | 0 | 0 | 656,000 | 0 | 0 | 656,000 |
| SDC Habitat Restoration | 0 | 0 | 0 | 25,000 | 25,000 | 10,000 | 10,000 | 70,000 |
| Westmoreland Duck Pond | 0 | 0 | 0 | 0 | 0 | 1,393,000 | 0 | 1,393,000 |
| Westmoreland Park Playground Relocation | 201,332 | 542,789 | 462,000 | 0 | 0 | 0 | 0 | 462,000 |
| Whitaker Pond NAD Development | 0 | 0 | 0 | 1,055,000 | 2,235,000 | 0 | 0 | 3,290,000 |
| Total Green Infrastructure | 774,338 | 1,709,290 | 2,087,000 | 4,883,000 | 4,332,410 | 2,100,000 | 10,000 | 13,412,410 |
| Recreation Features | | | | | | | | |
| City Destination Play Area | 0 | 0 | 0 | 1,500,000 | 0 | 0 | 0 | 1,500,000 |
| Downtown Play Area | 0 | 0 | 0 | 300,000 | 0 | 0 | 0 | 300,000 |
| East Delta Park Synthetic Fields | 0 | 0 | 0 | 0 | 8,073,000 | 0 | 0 | 8,073,000 |
| East Holiday Master Plan | 0 | 0 | 0 | 0 | 1,000,000 | 0 | 0 | 1,000,000 |
| Lents Walker Stadium | 0 | 0 | 0 | 0 | 0 | 2,950,000 | 0 | 2,950,000 |
| Mary Reike School Synthetic Grass Replace | 0 | 0 | 0 | 0 | 2,375,000 | 0 | 0 | 2,375,000 |
| Playground ADA & Safety | 178,066 | 0 | 0 | 1,000,000 | 1,550,000 | 2,000,000 | 0 | 4,550,000 |
| Portland Tennis Center Renovation | 0 | 0 | 0 | 3,309,000 | 0 | 0 | 0 | 3,309,000 |
| Rocky Butte-Masonry | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Skate Park - Regional | 0 | 0 | 0 | 0 | 1,000,000 | 0 | 0 | 1,000,000 |
| Sports Field Synthetic Turf | 0 | 0 | 0 | 500,000 | 0 | 0 | 0 | 500,000 |
| Sports Fields - Schools | 0 | 0 | 0 | 800,000 | 4,700,000 | 2,000,000 | 0 | 7,500,000 |
| Tennis Court Decommission | 0 | 0 | 0 | 220,000 | 0 | 0 | 0 | 220,000 |
| Tennis Court Renovation | 0 | 0 | 0 | 1,055,000 | 1,210,000 | 1,266,000 | 0 | 3,531,000 |
| Wading Pool Conversion Priority 1 | 0 | 0 | 0 | 800,000 | 1,200,000 | 1,100,000 | 1,200,000 | 4,300,000 |
| Westmoreland Park Ballfield Renovation | 0 | 0 | 0 | 999,000 | 0 | 0 | 0 | 999,000 |
| Total Recreation Features | 178,066 | 0 | 0 | 10,483,000 | 21,108,000 | 9,316,000 | 1,200,000 | 42,107,000 |
| Utilities, Roads & Trails | | | | | | | | |
| Chimney Park Trail | 0 | 0 | 0 | 0 | 237,000 | 0 | 0 | 237,000 |
| City Mountain Bike Trail | 0 | 0 | 0 | 1,000,000 | 0 | 0 | 0 | 1,000,000 |
| Columbia Slough Trail - PIR to MLK | 3,411 | 131,837 | 380,000 | 0 | 0 | 0 | 0 | 380,000 |
| Delta Park Pressure Sewer | 0 | 135,000 | 135,000 | 0 | 0 | 0 | 0 | 135,000 |
| Forest Park Culverts | 0 | 190,000 | 190,000 | 0 | 0 | 0 | 0 | 190,000 |
| Forest Park Entrance | 0 | 0 | 0 | 0 | 4,973,000 | 0 | 0 | 4,973,000 |
| Hoyt Arboretum | 0 | 0 | 0 | 594,000 | 0 | 0 | 0 | 594,000 |
| Kelly Point Park Trail | 0 | 0 | 0 | 273,000 | 0 | 0 | 0 | 273,000 |

CIP Summary

Portland Parks and Recreation

Parks Recreation and Culture Service Area

This table summarizes project expenses by capital programs.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Project | Prior Years | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | 5-Year Total |
| LeafEricksonDriveRefurbishment | 0 | 0 | 0 | 0 | 528,000 | 6,432,000 | 6,806,000 | 13,766,000 |
| MarineDriveTrailGaps | 0 | 0 | 110,563 | 3,694,000 | 0 | 0 | 0 | 3,804,563 |
| Marine Drive Trail, Bridgeton Rd to Levee | 102,212 | 240,000 | 1,260,000 | 700,000 | 0 | 0 | 0 | 1,960,000 |
| MarquamNatureParkTrail | 0 | 0 | 0 | 317,000 | 0 | 0 | 0 | 317,000 |
| Mt. Tabor Trail Improvements | 0 | 0 | 0 | 0 | 528,000 | 930,000 | 0 | 1,458,000 |
| N Portland Willamette Greenway Trail Plan | 0 | 481,800 | 450,000 | 0 | 0 | 0 | 0 | 450,000 |
| Pittock Mansion Entry Road Repaving | 0 | 0 | 0 | 331,000 | 0 | 0 | 0 | 331,000 |
| Red Electric Trail | 0 | 0 | 0 | 0 | 0 | 0 | 1,776,000 | 1,776,000 |
| RoadandParkingLotProjects | 0 | 0 | 0 | 0 | 0 | 2,000,000 | 3,000,000 | 5,000,000 |
| SDC Trail Development | 0 | 346,250 | 0 | 300,000 | 300,000 | 300,000 | 300,000 | 1,200,000 |
| SouthWaterfrontGreenway-SDC | 104,096 | 400,000 | 2,317,000 | 0 | 0 | 0 | 0 | 2,317,000 |
| Springwater Trailhead at SE 136th St | 0 | 0 | 0 | 0 | 0 | 1,635,000 | 0 | 1,635,000 |
| Swan Island Waud Bluff Trail | 26,321 | 1,176,342 | 80,000 | 1,744,000 | 0 | 0 | 0 | 1,824,000 |
| Wildwood Trail Bridge | 0 | 0 | 0 | 0 | 0 | 3,024,000 | 0 | 3,024,000 |
| Willamette Greenway | 0 | 0 | 0 | 0 | 0 | 0 | 5,130,000 | 5,130,000 |
| Total Utilities, Roads & Trails | 236,040 | 3,101,229 | 4,922,563 | 8,953,000 | 6,566,000 | 14,321,000 | 17,012,000 | 51,774,563 |
| Total Requirements | 13,266,312 | 10,854,524 | 26,377,591 | 65,905,748 | 86,957,214 | 79,286,380 | 53,766,308 | 312,293,241 |

Portland Parks and Recreation
Parks Recreation and Culture Service Area

FTE Summary

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|--|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 37,606 | 52,499 | 1.00 | 49,013 | 1.00 | 52,500 | 1.00 | 52,500 |
| 30000063 | Accountant II | 49,171 | 60,070 | 2.00 | 120,144 | 2.00 | 120,144 | 2.00 | 120,144 |
| 30000061 | Accounting Technician | 31,138 | 43,430 | 1.00 | 43,428 | 1.00 | 43,428 | 1.00 | 43,428 |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 3.00 | 209,280 | 3.00 | 209,280 | 3.00 | 209,280 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 1.00 | 56,460 | 1.00 | 58,778 | 1.00 | 58,778 |
| 30000437 | Administrative Supervisor II | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000753 | Aquatic Program Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000314 | Architect | 60,840 | 77,709 | 1.00 | 60,840 | 1.00 | 0 | 1.00 | 0 |
| 30000749 | Arts Programs Supervisor | 59,634 | 79,518 | 1.00 | 67,248 | 1.00 | 69,318 | 1.00 | 69,318 |
| 30000101 | Automotive Equipment Oper I | 40,352 | 48,901 | 4.00 | 195,600 | 5.00 | 244,500 | 5.00 | 244,500 |
| 30001333 | Botanic Spec I-Trails | 50,731 | 64,750 | 1.00 | 61,656 | 1.00 | 64,752 | 1.00 | 64,752 |
| 30000316 | Botanic Spec I-Youth & Comnty Programs | 50,731 | 64,750 | 3.00 | 166,224 | 3.00 | 167,912 | 3.00 | 167,912 |
| 30000317 | Botanic Spec II-Arboretum Collection | 53,394 | 68,120 | 1.00 | 61,776 | 1.00 | 63,856 | 1.00 | 63,856 |
| 30000318 | Botanic Spec II-Community Gardens | 53,394 | 68,120 | 0.75 | 51,093 | 0.00 | 0 | 0.00 | 0 |
| 30000319 | Botanic Spec II-Environmental Education | 53,394 | 68,120 | 1.00 | 63,076 | 1.00 | 66,241 | 1.00 | 66,241 |
| 30001005 | Botanic Spec II-Forestry | 53,394 | 68,120 | 1.00 | 56,040 | 1.00 | 58,390 | 1.00 | 58,390 |
| 30000320 | Botanic Spec II-Generalist | 53,394 | 68,120 | 1.00 | 60,075 | 1.00 | 63,076 | 1.00 | 63,076 |
| 30000321 | Botanic Spec II-Ntrl Resource Ecologist | 53,394 | 68,120 | 4.00 | 253,968 | 4.00 | 258,828 | 4.00 | 258,828 |
| 30000322 | Botanic Spec II-Pest Mgmt | 53,394 | 68,120 | 1.00 | 68,124 | 1.00 | 68,124 | 1.00 | 68,124 |
| 30000323 | Botanic Spec II-Rose Garden | 53,394 | 68,120 | 1.00 | 68,124 | 1.00 | 68,124 | 1.00 | 68,124 |
| 30000831 | Botanic Technician I | 37,378 | 50,086 | 3.00 | 112,448 | 3.00 | 115,862 | 3.00 | 115,862 |
| 30001383 | Botanic Technician II | 41,122 | 55,099 | 2.00 | 88,488 | 2.00 | 91,791 | 2.00 | 91,791 |
| 30000312 | Building/Landscape Designer II | 50,086 | 60,840 | 1.00 | 50,088 | 1.00 | 0 | 1.00 | 0 |
| 30000458 | Bureau Director, Assistant to | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000441 | Business Operations Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000442 | Business Operations Manager, Sr | 92,186 | 128,752 | 1.00 | 92,184 | 1.00 | 0 | 1.00 | 0 |
| 30000440 | Business Operations Supervisor | 65,811 | 88,046 | 1.00 | 82,292 | 1.00 | 85,668 | 1.00 | 85,668 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 1.00 | 66,600 | 1.00 | 68,652 | 1.00 | 68,652 |
| 30000447 | Business Systems Analyst, Assistant | 44,533 | 68,619 | 1.00 | 53,808 | 1.00 | 54,912 | 1.00 | 54,912 |
| 30000329 | CAD Technician II | 50,086 | 63,898 | 1.00 | 63,900 | 1.00 | 63,900 | 1.00 | 63,900 |
| 30000330 | CAD Technician III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000454 | Capital Improvmt Program Planning Supvr | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000686 | Capital Project Manager II | 65,811 | 88,046 | 0.00 | 0 | 0.00 | 0 | 2.00 | 131,616 |
| 30000687 | Capital Project Manager III | 68,994 | 92,726 | 1.00 | 87,636 | 1.00 | 89,430 | 2.00 | 158,430 |
| 30000110 | Carpenter | 50,835 | 55,224 | 7.00 | 382,176 | 7.00 | 382,176 | 7.00 | 382,176 |
| 30000491 | Community Outreach & Informtn Assistant | 44,533 | 68,619 | 1.00 | 61,752 | 0.90 | 60,228 | 0.90 | 60,228 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 59,634 | 79,518 | 2.00 | 151,072 | 2.00 | 156,726 | 2.00 | 156,726 |
| 30000494 | Community Outreach & Invlmt Program Mgr | 62,629 | 83,637 | 1.00 | 80,832 | 1.00 | 83,406 | 1.00 | 83,406 |
| 30000105 | Construction Equipment Operator | 42,952 | 54,850 | 2.00 | 109,704 | 2.00 | 109,704 | 2.00 | 109,704 |
| 30000116 | Electrician | 63,606 | 68,661 | 2.00 | 137,328 | 2.00 | 137,328 | 2.00 | 137,328 |
| 30000119 | Electrician, Supervising | 70,138 | 75,691 | 1.00 | 75,696 | 1.00 | 75,696 | 1.00 | 75,696 |
| 30000358 | Engineering Associate, Sr-Civil | 69,160 | 88,171 | 1.00 | 88,176 | 1.00 | 88,176 | 1.00 | 88,176 |
| 30000324 | Engineering Technician I | 37,378 | 50,086 | 1.00 | 37,380 | 1.00 | 37,380 | 1.00 | 37,380 |
| 30000720 | Facilities Construction Proj Spec,Supvsg | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000717 | Facilities Construction Project Spec | 54,080 | 72,051 | 2.00 | 126,132 | 1.50 | 36,024 | 1.50 | 36,024 |
| 30000714 | Facilities Maintenance Supervisor, Sr | 59,634 | 79,518 | 1.00 | 79,440 | 1.00 | 79,510 | 1.00 | 79,510 |
| 30000070 | Facilities Maintenance Tech Apprentice | 35,984 | 56,971 | 1.00 | 46,970 | 1.00 | 52,976 | 1.00 | 52,976 |
| 30000071 | Facilities Maintenance Technician | 55,515 | 59,966 | 6.00 | 355,332 | 6.00 | 355,332 | 6.00 | 355,332 |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000566 | Financial Analyst, Assistant | 44,533 | 68,619 | 2.00 | 114,564 | 2.00 | 116,836 | 2.00 | 116,836 |

FTE Summary
Portland Parks and Recreation
Parks Recreation and Culture Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.00 | 74,880 | 1.00 | 77,952 | 1.00 | 77,952 |
| 30000127 | General Mechanic | 46,134 | 55,806 | 1.00 | 55,812 | 1.00 | 55,812 | 1.00 | 55,812 |
| 30000343 | GIS Technician III | 60,840 | 77,709 | 1.00 | 70,428 | 1.00 | 74,052 | 1.00 | 74,052 |
| 30000764 | Golf Course Superintendent | 59,634 | 79,518 | 4.00 | 293,908 | 4.00 | 298,446 | 4.00 | 298,446 |
| 30000765 | Golf, Director of | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000085 | Greenskeeper I | 39,042 | 47,798 | 14.00 | 662,256 | 14.00 | 662,256 | 14.00 | 662,256 |
| 30000086 | Greenskeeper II | 43,992 | 50,253 | 5.00 | 251,280 | 5.00 | 251,280 | 5.00 | 251,280 |
| 30000087 | Greenskeeper III | 45,635 | 55,224 | 5.00 | 272,856 | 5.00 | 272,856 | 5.00 | 272,856 |
| 30000248 | High Climber | 46,051 | 55,224 | 8.00 | 438,672 | 8.00 | 438,672 | 8.00 | 438,672 |
| 30001334 | Horticultural Supervisor | 59,634 | 79,518 | 1.00 | 60,240 | 1.00 | 62,712 | 1.00 | 62,712 |
| 30000252 | Horticulturist | 43,430 | 52,478 | 22.00 | 1,154,472 | 22.00 | 1,154,472 | 22.00 | 1,154,472 |
| 30000930 | Landscape Architect Project Manager | 68,994 | 92,726 | 1.00 | 92,103 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000098 | Maintenance Mechanic | 45,635 | 51,022 | 12.00 | 601,512 | 12.00 | 555,876 | 12.00 | 555,876 |
| 30000073 | Maintenance Worker | 23,400 | 27,747 | 2.00 | 55,488 | 2.00 | 55,488 | 2.00 | 55,488 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 2.00 | 139,144 | 2.00 | 143,657 | 2.00 | 143,657 |
| 30000453 | Management Analyst, Principal | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 3.00 | 221,544 | 3.00 | 223,857 | 3.00 | 223,857 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 2.00 | 125,582 | 2.00 | 127,914 | 2.00 | 127,914 |
| 30000750 | Music Programs Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000768 | Natural Areas Supervisor | 59,634 | 79,518 | 2.00 | 136,620 | 2.00 | 137,892 | 2.00 | 137,892 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 6.00 | 248,280 | 6.00 | 217,140 | 6.00 | 217,140 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 4.00 | 199,724 | 4.00 | 205,104 | 4.00 | 205,104 |
| 30000751 | Outdoor Recreation & Env Educ Supvr | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000112 | Painter | 50,835 | 55,224 | 3.00 | 165,672 | 3.00 | 165,672 | 3.00 | 165,672 |
| 30000757 | Park Ranger Supervisor | 44,533 | 68,619 | 1.00 | 59,853 | 1.00 | 62,305 | 1.00 | 62,305 |
| 30000439 | Parks & Rec Administrative Mgr | 68,994 | 92,726 | 1.00 | 90,594 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000834 | Parks & Rec Central Svcs/Asset Syst Mgr | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000756 | Parks & Rec City Nature Zone Mgr | 65,811 | 88,046 | 2.00 | 171,432 | 2.00 | 174,282 | 2.00 | 174,282 |
| 30000746 | Parks & Rec Natural Areas Manager | 85,800 | 116,293 | 1.00 | 111,612 | 1.00 | 113,904 | 1.00 | 113,904 |
| 30000748 | Parks & Rec Services Manager | 92,186 | 128,752 | 1.00 | 127,884 | 1.00 | 128,316 | 1.00 | 128,316 |
| 30000747 | Parks & Rec Wrkfrce&Comnty Alliance Mgr | 85,800 | 116,293 | 1.00 | 85,800 | 1.00 | 101,052 | 1.00 | 101,052 |
| 30000755 | Parks & Rec Zone Manager | 68,994 | 92,726 | 4.00 | 341,058 | 4.00 | 346,099 | 4.00 | 346,099 |
| 30000428 | Parks & Recreation Director | 114,026 | 163,426 | 1.00 | 160,062 | 1.00 | 163,428 | 1.00 | 163,428 |
| 30000903 | Parks Athletic Fields Maintenance Supvr | 56,763 | 75,670 | 1.00 | 67,899 | 1.00 | 70,680 | 1.00 | 70,680 |
| 30000084 | Parks Maintenance Crew Leader | 45,594 | 55,078 | 4.00 | 220,320 | 4.00 | 220,320 | 4.00 | 220,320 |
| 30000759 | Parks Maintenance Supervisor | 56,763 | 75,670 | 7.00 | 490,891 | 7.00 | 440,434 | 7.00 | 440,434 |
| 30000742 | Parks Planner, Supervising | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000758 | Parks Security Manager | 62,629 | 83,637 | 1.00 | 79,056 | 1.00 | 80,946 | 1.00 | 80,946 |
| 30000081 | Parks Technician | 42,058 | 47,798 | 33.00 | 1,563,696 | 33.00 | 1,566,120 | 33.00 | 1,566,120 |
| 30000761 | Parks Turf & Irrigation Maint Supervisor | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000386 | Planner II. City-Parks | 58,552 | 67,642 | 0.58 | 34,153 | 1.00 | 61,440 | 1.00 | 61,440 |
| 30000392 | Planner, Sr City-Environmental | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000394 | Planner, Sr City-Parks | 60,840 | 77,709 | 3.00 | 182,520 | 3.00 | 0 | 3.00 | 0 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 2.00 | 149,556 | 3.00 | 226,932 | 3.00 | 226,932 |
| 30000465 | Program Manager | 62,629 | 83,637 | 2.00 | 167,280 | 2.00 | 167,280 | 2.00 | 167,280 |
| 30000466 | Program Manager, Sr | 74,214 | 98,862 | 1.00 | 94,714 | 1.00 | 98,307 | 1.00 | 98,307 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 4.00 | 241,188 | 4.00 | 245,841 | 4.00 | 245,841 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 2.00 | 130,620 | 2.00 | 131,892 | 2.00 | 131,892 |
| 30000698 | Property Acquisition & Services Manager | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000497 | Public Information Manager | 68,994 | 92,726 | 1.00 | 69,000 | 1.00 | 80,868 | 1.00 | 80,868 |

Portland Parks and Recreation

FTE Summary

Parks Recreation and Culture Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------------------------------|--|--------------|---------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000630 | Public Works Supervisor II | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000766 | Raceway Maintenance Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000767 | Raceway Manager | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000268 | Recreation Coord I-Aquatics | 40,144 | 49,213 | 9.00 | 426,298 | 9.00 | 433,853 | 9.00 | 433,853 |
| 30000269 | Recreation Coord I-At-Risk Yth Outreach | 40,144 | 49,213 | 2.00 | 98,424 | 2.00 | 98,424 | 2.00 | 98,424 |
| 30000273 | Recreation Coord I-Disabled Citizens | 40,144 | 49,213 | 2.00 | 98,424 | 2.00 | 98,424 | 2.00 | 98,424 |
| 30000274 | Recreation Coord I-Environmental Educ | 40,144 | 49,213 | 2.00 | 97,140 | 2.00 | 97,996 | 2.00 | 97,996 |
| 30000276 | Recreation Coord I-Generalist | 40,144 | 49,213 | 30.00 | 1,438,858 | 30.00 | 1,405,270 | 30.00 | 1,405,270 |
| 30000278 | Recreation Coord I-Multnomah Art Center | 40,144 | 49,213 | 1.00 | 49,212 | 1.00 | 49,212 | 1.00 | 49,212 |
| 30000275 | Recreation Coord I-Public Events Permit | 40,144 | 49,213 | 1.00 | 46,596 | 1.00 | 47,373 | 1.00 | 47,373 |
| 30000280 | Recreation Coord I-Senior Recreation | 40,144 | 49,213 | 1.00 | 49,212 | 1.00 | 49,212 | 1.00 | 49,212 |
| 30000282 | Recreation Coord I-Tennis | 40,144 | 49,213 | 1.00 | 49,212 | 1.00 | 49,212 | 1.00 | 49,212 |
| 30001508 | Recreation Coord I-Urban Parks | 40,144 | 49,213 | 1.00 | 49,212 | 1.00 | 49,212 | 1.00 | 49,212 |
| 30000284 | Recreation Coord II-Aquatics | 42,598 | 52,437 | 4.00 | 208,760 | 4.00 | 209,760 | 4.00 | 209,760 |
| 30000285 | Recreation Coord II-Comnty Music Center | 42,598 | 52,437 | 1.00 | 52,440 | 1.00 | 52,440 | 1.00 | 52,440 |
| 30000288 | Recreation Coord II-Fitness | 42,598 | 52,437 | 1.00 | 52,440 | 1.00 | 52,440 | 1.00 | 52,440 |
| 30000289 | Recreation Coord II-Generalist | 42,598 | 52,437 | 4.00 | 208,635 | 4.00 | 209,760 | 4.00 | 209,760 |
| 30000290 | Recreation Coord II-Multnomah Art Center | 42,598 | 52,437 | 1.00 | 52,440 | 1.00 | 52,440 | 1.00 | 52,440 |
| 30001133 | Recreation Coord II-Outreach Svcs | 42,598 | 52,437 | 1.00 | 49,212 | 1.00 | 50,364 | 1.00 | 50,364 |
| 30000287 | Recreation Coord II-Public Events Permit | 42,598 | 52,437 | 1.00 | 52,440 | 1.00 | 52,440 | 1.00 | 52,440 |
| 30000256 | Recreation Leader-FT-Aquatics | 28,246 | 40,768 | 2.00 | 69,012 | 2.00 | 72,474 | 2.00 | 72,474 |
| 30000257 | Recreation Leader-FT-Comnty Music Center | 28,246 | 40,768 | 1.00 | 37,728 | 1.00 | 40,511 | 1.00 | 40,511 |
| 30000258 | Recreation Leader-FT-Custmr Svc Ctr Rep | 28,246 | 40,768 | 5.00 | 203,820 | 5.00 | 203,820 | 5.00 | 203,820 |
| 30000259 | Recreation Leader-FT-Disabled Citizens | 28,246 | 40,768 | 1.00 | 40,764 | 1.00 | 40,764 | 1.00 | 40,764 |
| 30000261 | Recreation Leader-FT-Generalist | 28,246 | 40,768 | 5.00 | 167,619 | 5.00 | 177,750 | 5.00 | 177,750 |
| 30000262 | Recreation Leader-FT-Pre-School | 28,246 | 40,768 | 2.00 | 69,012 | 2.00 | 81,528 | 2.00 | 81,528 |
| 30000266 | Recreation Leader-FT-Senior Recreation | 28,246 | 40,768 | 2.00 | 69,012 | 2.00 | 40,764 | 2.00 | 40,764 |
| 30000267 | Recreation Leader-FT-Tennis | 28,246 | 40,768 | 1.00 | 28,248 | 1.00 | 32,265 | 1.00 | 32,265 |
| 30000744 | Recreation Supervisor I | 56,763 | 75,670 | 10.00 | 682,393 | 10.00 | 693,114 | 10.00 | 693,114 |
| 30000349 | Right of Way Agent II | 50,086 | 63,898 | 1.00 | 52,536 | 1.00 | 54,756 | 1.00 | 54,756 |
| 30000350 | Right of Way Agent III | 60,840 | 77,709 | 1.00 | 71,032 | 1.00 | 74,662 | 1.00 | 74,662 |
| 30000485 | Safety & Risk Officer I | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000754 | Senior Recreation Program Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000928 | Sports Management Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000054 | Storekeeper/Acquisition Specialist II | 42,619 | 52,104 | 0.00 | 0 | 0.00 | 0 | 1.00 | 42,624 |
| 30000056 | Storekeeper/Acquisition Specialist III | 48,131 | 59,842 | 0.00 | 0 | 0.00 | 0 | 1.00 | 48,132 |
| 30001030 | SUN Community Schools Rec Supervisor | 59,634 | 79,518 | 1.00 | 78,996 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30001029 | Therapeutic Rec & Inclusion Supervisor | 59,634 | 79,518 | 1.00 | 62,088 | 1.00 | 63,996 | 1.00 | 63,996 |
| 30000250 | Tree Inspector | 50,398 | 60,570 | 9.00 | 535,008 | 9.00 | 535,008 | 9.00 | 535,008 |
| 30000080 | Turf Maintenance Technician | 39,042 | 47,798 | 18.00 | 772,848 | 15.30 | 731,292 | 15.30 | 731,292 |
| 30000763 | Urban Forestry Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000076 | Utility Worker I | 39,811 | 43,306 | 13.00 | 556,020 | 13.00 | 556,020 | 13.00 | 556,020 |
| 30000077 | Utility Worker II | 43,306 | 46,550 | 19.67 | 912,204 | 18.50 | 856,272 | 18.50 | 856,272 |
| 30000499 | Volunteer Program Coordinator | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000123 | Welder | 50,835 | 55,224 | 1.00 | 55,224 | 1.00 | 55,224 | 1.00 | 55,224 |
| TOTAL FULL-TIME POSITIONS | | | | 425.00 | 23,878,375 | 422.20 | 23,433,572 | 427.20 | 23,724,944 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 0.90 | 42,564 | 0.88 | 45,404 | 0.88 | 45,404 |
| 30000252 | Horticulturist | 43,430 | 52,478 | 0.90 | 39,084 | 0.60 | 26,052 | 0.60 | 26,052 |
| 30000263 | Recreation Leader-FT-Pottery | 28,246 | 40,768 | 0.90 | 34,416 | 0.60 | 24,468 | 0.60 | 24,468 |
| 30000262 | Recreation Leader-FT-Pre-School | 28,246 | 40,768 | 3.60 | 130,224 | 3.31 | 97,224 | 3.31 | 97,224 |

FTE Summary
Portland Parks and Recreation
Parks Recreation and Culture Service Area

| Salary Range | | | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|--|---------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| Class | Title | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| TOTAL PART-TIME POSITIONS | | | | 6.30 | 246,288 | 5.39 | 193,148 | 5.39 | 193,148 |
| 30000315 | Botanic Spec I-Generalist | 50,731 | 64,750 | 1.00 | 56,628 | 0.00 | 0 | 0.00 | 0 |
| 30000686 | Capital Project Manager II | 65,811 | 88,046 | 2.00 | 136,644 | 1.00 | 69,924 | 1.00 | 69,924 |
| 30000687 | Capital Project Manager III | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 70,659 | 1.00 | 70,659 |
| 30000491 | Community Outreach & Informtn Assistant | 44,533 | 68,619 | 0.92 | 40,821 | 1.00 | 46,052 | 1.00 | 46,052 |
| 30000252 | Horticulturist | 43,430 | 52,478 | 0.50 | 26,244 | 0.50 | 26,244 | 0.50 | 26,244 |
| 30000380 | Planner I, City-Transportation | 53,248 | 61,443 | 0.90 | 34,740 | 0.00 | 0 | 0.00 | 0 |
| 30000386 | Planner II, City-Parks | 58,552 | 67,642 | 0.00 | 0 | 0.80 | 49,152 | 0.80 | 49,152 |
| 30000269 | Recreation Coord I-At-Risk Yth Outreach | 40,144 | 49,213 | 1.90 | 91,056 | 0.00 | 0 | 0.00 | 0 |
| 30000281 | Recreation Coord I-Custmr Svc Supp/Trg | 40,144 | 49,213 | 1.00 | 45,680 | 1.00 | 46,916 | 1.00 | 46,916 |
| 30000274 | Recreation Coord I-Environmental Educ | 40,144 | 49,213 | 1.00 | 47,928 | 1.00 | 48,784 | 1.00 | 48,784 |
| 30000278 | Recreation Coord I-Multnomah Art Center | 40,144 | 49,213 | 1.00 | 46,596 | 1.00 | 36,794 | 1.00 | 36,794 |
| 30000979 | Recreation Coord II-At-Risk Yth Outreach | 42,598 | 52,437 | 1.00 | 50,940 | 0.00 | 0 | 0.00 | 0 |
| 30000261 | Recreation Leader-FT-Generalist | 28,246 | 40,768 | 1.00 | 40,764 | 1.00 | 40,764 | 1.00 | 40,764 |
| TOTAL LIMITED TERM POSITIONS | | | | 13.22 | 710,765 | 8.30 | 435,289 | 8.30 | 435,289 |
| GRAND TOTAL | | | | 444.52 | 24,835,428 | 435.89 | 24,062,009 | 440.89 | 24,353,381 |

Portland Parks and Recreation

Budget Decisions

Parks Recreation and Culture Service Area

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

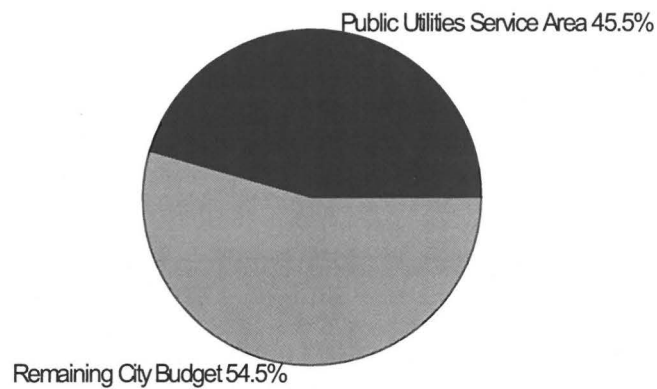
| Action | Amount | | | FTE | Decision |
|---|-------------|-------------|---------------|--------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 103,007,068 | 0 | 103,007,068 | 435.39 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (643,206) | 0 | (643,206) | 0.00 | Ongoing GF reductions TBD in Fall BMP |
| | 0 | 300,000 | 300,000 | 0.00 | Teen Programming |
| | 59,486 | 0 | 59,486 | 0.00 | Multnomah County Aging Services |
| | 122,564 | 33,741 | 156,305 | 0.00 | O&M adjustments |
| | 0 | 500,000 | 500,000 | 0.00 | E205 - Parks equity for eastside parks |
| | 0 | 50,000 | 50,000 | 0.00 | Summer lunch program |
| | 0 | 100,000 | 100,000 | 0.00 | Community Gardens |
| | 0 | 57,000 | 57,000 | 0.50 | Tree program |
| | 113,082 | 0 | 113,082 | 0.00 | OMF IA additions |
| | 0 | (69,401) | (69,401) | 0.00 | OMF IA reductions |
| | 0 | 1,301 | 1,301 | 0.00 | Net IA adjustments |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 80,000 | 80,000 | 0.00 | Forest Park wildlife study |
| | 0 | (18,668) | (18,668) | 2.00 | Net PBOT transfer of Stores personnel to Parks |
| | 0 | (3,336,766) | (3,336,766) | 0.00 | Net CIP adjustments |
| | 0 | 325 | 325 | 0.00 | Technical adjustment to correct P&D IA |
| | 0 | 0 | 0 | 3.00 | Convert 3 CIP positions from LT to FT |
| | 0 | 80,000 | 80,000 | 0.00 | Forestry truck replacement |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 5,000 | 5,000 | 0.00 | Private donation for Washington Park |
| | (113,082) | 113,082 | 0 | 0.00 | OMF IA additions to one-time |
| | (461,156) | (2,104,386) | (2,565,542) | 5.50 | Total FY 2011-12 Decision Packages |
| | | | 100,441,526 | 440.89 | Total Adopted Budget |

Public Utilities Service Area

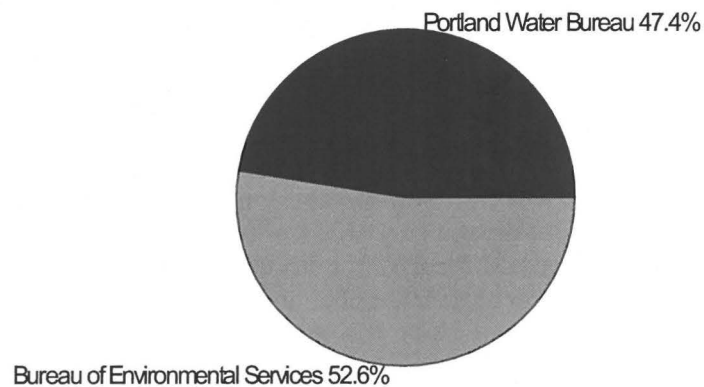
• Bureau of Environmental Services

• Portland Water Bureau

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 1,286,212,908 | 1,388,233,822 | 102,020,914 | 7.93 |
| Capital | 300,700,472 | 234,485,000 | (66,215,472) | (22.02) |
| Total Requirements | 1,586,913,380 | 1,622,718,822 | 35,805,442 | 2.26 |
| Authorized Positions | 1,189.25 | 1,166.35 | (22.90) | (1.93) |

Service Area Highlights

Description

The Public Utilities service area includes utility services provided by the City. These include water service provided by the Portland Water Bureau and sewer and stormwater management services provided by the Bureau of Environmental Services (BES).

Major Themes

| | |
|-------------------------------|--|
| Utility Rate Increases | The Adopted Budget for FY 2011-12 includes an average monthly effective retail rate increase of 12.9% for water service. The average monthly single family sewer bill increase is 6.00%. |
| Portland Water Bureau | <p>The Water Division's budget of \$198.8 million is composed of the operating budget of \$76.5 million and the capital budget of \$122.3 million.</p> <p>The operating budget of \$76.5 million represents an increase of \$0.7 million from the FY 2010-11 Adopted Budget of \$75.8.</p> <p>The capital budget of \$122.3 million is an increase of \$61.7 million from the FY 2010-11 Revised CIP Budget. For additional information review the Water Bureau CIP section of the budget submission.</p> <p>The budget funds 625.6 FTE, down from 642.6 in FY 2010-11. This includes 6 limited-term FTE that will end on June 30, 2012.</p> <p>EPA's Long Term 2 Enhanced Surface Water Treatment Rule</p> <p>The EPA's rule has two components, described below:</p> <p>Treatment: The LT2 rule requires treatment of the Bull Run surface water supply by April 1, 2014. The design of a \$100 million UV treatment plant is underway with construction planned for FY 2011-12. In addition, the bureau has completed the year long sampling and data collection to apply for a treatment variance, as Commissioner Leonard has directed the bureau to request a variance from the surface water treatment requirements of the rule from EPA. A variance could conceivably enable the bureau to avoid the expenses associated with building new treatment infrastructure if the City can demonstrate to the EPA that due to the nature of the Bull Run source, such action is unnecessary. The bureau is working to submit the variance application by Spring of 2011 and anticipates a decision from Oregon Drinking Water Program and EPA before the end of 2011. If the City obtains a treatment variance, it is anticipated that there would be capital and ongoing costs that would be involved with complying with the conditions of the variance. The FY 2011-12 Five-Year Capital Improvement Plan and this FY 2011-12 Five-Year Financial Plan rate forecasts assume construction of a UV treatment plant to comply with the LT2 Rule.</p> |

**Bureau of
Environmental
Services**

Open Finished Drinking Water Reservoirs: In December 2009 EPA indicated, in response to the City's inquiry, that there were no variances under the Safe Drinking Water Act that applied to open finished drinking water reservoirs. EPA has approved the bureau's plan to comply with the covered storage requirements of the rule. The plan stipulates when the Mt. Tabor and Washington Park open reservoirs will be disconnected from the drinking water system as of December 31, 2015 and December 31, 2020, respectively. Additionally, the bureau plans to construct an enclosed 50 million gallon storage reservoir at Powell Butte, increase the storage capacity at Kelly Butte to 25 million gallons, replace Washington Park Reservoir 3 with a 15 million gallon buried storage tank and construct transmission pipes and other system improvements.

The FY 2011-12 Adopted Budget for operating and capital expenditures is \$221.1 million which is \$129.7 million, or 36.98%, lower than the Revised Budget for FY 2010-11

The operating portion of BES's Adopted Budget is 1.6%, or \$1.7 million, higher than the FY 2010-11 Revised Budget.

The CIP decreases nearly \$81 million over the FY 2010-11 Revised Budget which is primarily due to decreases in Combined Sewer Overflow (CSO) abatement, specifically the Balch Consolidation Conduit, Portsmouth Force Main and Eastside CSO projects.

Combined Sewer Overflows

The City is subject to Oregon Department of Environmental Quality (DEQ) administrative orders regarding overflows from the bureau's combined sewer and stormwater collection system. The City has agreed to eliminate CSO discharges that violate applicable water quality standards by December 1, 2011. The FY 2011-12 Adopted Budget includes \$26.5 million of CSO capital costs, reflecting the completion of the CSO Program.

Portland Harbor Superfund

BES represents the city's interests on the Portland Harbor Superfund site by working with DEQ to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls, and working with other stakeholders to assess current and past land use practices within the lower Willamette drainage basin. This information will be used in the Superfund process over the next several years to assess the city's potential liability for cleanup activities. The FY 2011-12 Adopted Budget includes \$5.4 million of expenditures related to the Portland Harbor Superfund.

The Office of Healthy Working Rivers

Healthy Working Rivers (HWR) will integrate environmental restoration, economic development, and community involvement for the Portland segments of the Willamette and Columbia Rivers. HWR will facilitate river-related projects contributing to City and regional economic prosperity, and implement habitat improvement projects to restore and protect riparian ecological functions. The Adopted Budget includes funding of \$715,726 for five positions, as well as funding for technical support. For FY 2011-12, one HWR position will be temporarily assigned to work on the Endangered Species Act Program.

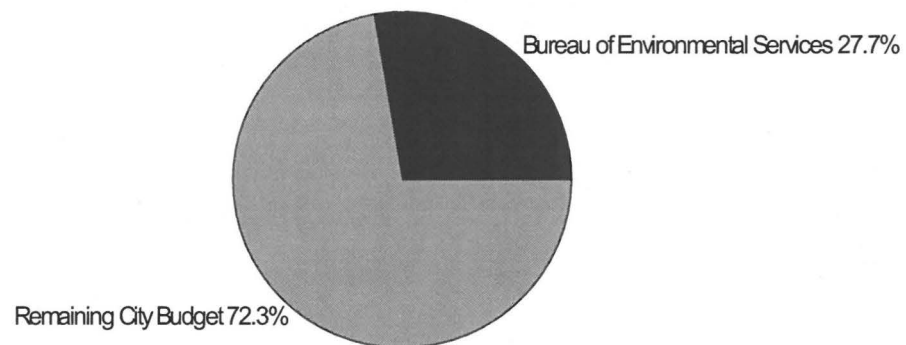
Bureau of Environmental Services

Public Utilities Service Area

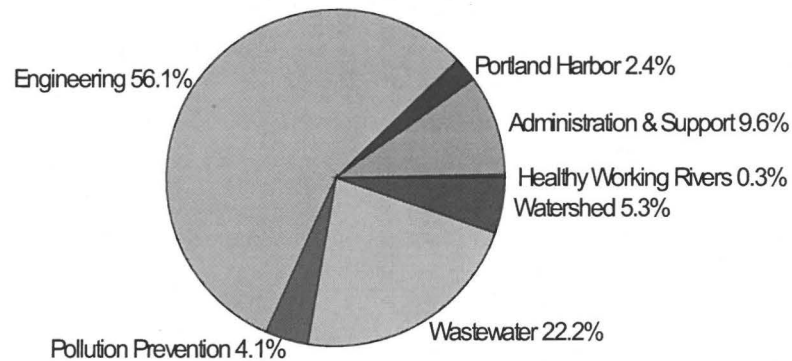
Dan Saltzman, Commissioner-in-Charge

Dean Marriott, Director

Percent of City Budget



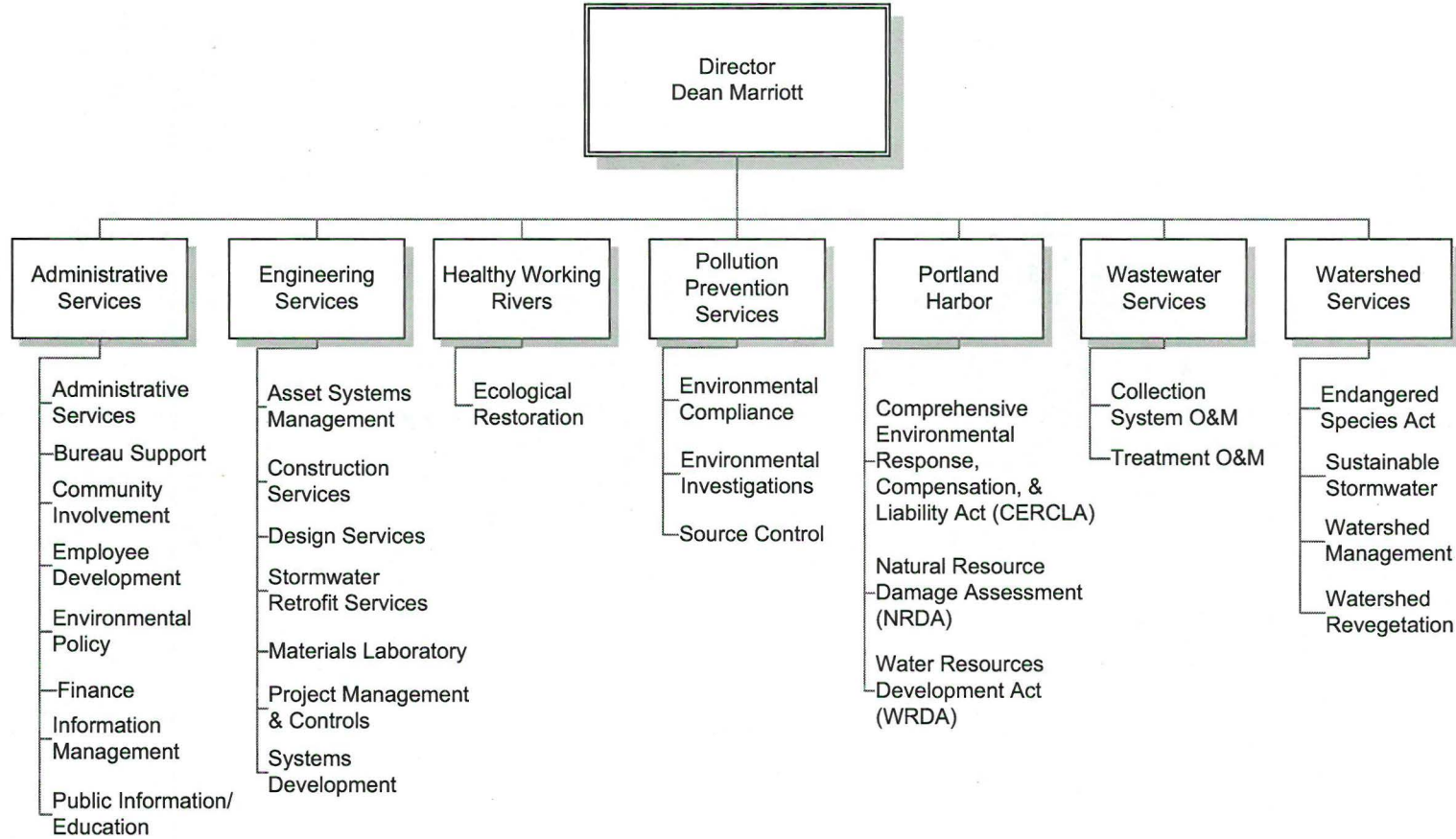
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 899,620,361 | 876,570,283 | (23,050,078) | (2.56) |
| Capital | 239,246,472 | 112,150,000 | (127,096,472) | (53.12) |
| Total Requirements | 1,138,866,833 | 988,720,283 | (150,146,550) | (13.18) |
| Authorized Positions | 548.10 | 538.60 | (9.50) | (1.73) |

Bureau of Environmental Services



Bureau Summary

Bureau Mission

The Bureau of Environmental Services, Portland's clean river agency, serves the Portland community by protecting public health, water quality, and the environment.

BES provides sewage and stormwater collection and treatment services to accommodate Portland's current and future needs.

BES protects the quality of surface and ground waters and conducts activities that plan and promote healthy ecosystems in our watersheds.

Bureau Overview

Seven major functional program areas serve over 580,000 people.

The bureau operates and maintains sanitary sewer and stormwater collection systems serving approximately 586,000 people. The bureau's activities are supported with retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, and reimbursements for services provided to other bureaus. This budget includes 539 full-time equivalent positions and is organized into seven primary functional program areas: Engineering Services, Pollution Prevention Services, Watershed Services, Wastewater Services, Portland Harbor, Healthy Working Rivers and Administrative Services.

The FY 2011-12 Adopted Budget for operating and capital expenditures is \$221.1 million, \$126.2 million or 36.3% lower than the Revised Budget for FY 2010-11. The Capital Improvement Program will decrease nearly \$129 million over FY 2010-11 which is primarily due to the completion of the Combined Sewer Overflow abatement projects.

The operating portion of the Adopted Budget is 1.6% or \$1.7 million higher than the FY 2010-11 Revised Budget. Increases within the bureau are for personnel costs and for services from other bureaus coupled with reductions of 1.5 % from the FY 2010-11 budget, additional decreases to align the bureau with current work plans and \$901,000 of external materials and services decreases consistent with an increase of 6.0% in the average single-family residential sewer and stormwater bill.

Strategic Direction

Environmental Issues

Combined Sewer Overflows (CSO)

The City is subject to Oregon Department of Environmental Quality (DEQ) administrative orders regarding overflows from the bureau's combined sewer and stormwater collection system. The City has agreed to eliminate CSO discharges that violate applicable water quality standards by December 1, 2011. The FY 2011-12 Adopted Budget includes \$26.5 million of CSO capital costs, reflecting the completion of the CSO Program.

Bureau of Environmental Services

Public Utilities Service Area

Portland Harbor Superfund

The bureau represents the City's interests on the Portland Harbor Superfund site by both working with DEQ to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls, and with other stakeholders to assess current and past land use practices within the lower-Willamette drainage basin. This information will be used in the Superfund process over the next several years to assess the City's potential liability for cleanup activities. The FY 2011-12 Adopted Budget includes \$5.3 million of expenditures related to the Portland Harbor Superfund.

Healthy Working Rivers

Healthy Working Rivers (HWR) will integrate environmental restoration, economic development and community involvement for the Portland segments of the Willamette and Columbia Rivers. HWR will facilitate river-related projects contributing to City and regional economic prosperity, and implement habitat improvement projects to restore and protect riparian ecological functions. The Adopted Budget includes funding of \$715,726 for five positions, as well as funding for technical support. For FY 2011-12, one HWR position is on loan to the Endangered Species Act Program.

Water Quality Compliance

Compliance with the City's National Pollution Discharge Elimination System (NPDES) stormwater permit and with total maximum daily load (TMDL) regulations issued by DEQ requires modeling and evaluation of citywide pollutant loads, stormwater runoff volumes, and the effectiveness of stormwater management program implementation. The bureau must also comply with underground injection control (UIC) regulations issued by DEQ for the City's approximately 8,500 stormwater sumps. The Adopted Budget contains water quality compliance-related funding across a variety of bureau program areas including Watershed Services, Pollution Prevention Services, and Engineering Services.

Endangered Species Act Requirements

The bureau continues to develop and implement a comprehensive watershed framework for the protection of the Lower Columbia Steelhead and the Lower Columbia Chinook Salmon per the requirements of the Endangered Species Act. In addition, the bureau has also begun implementing procedures to comply with requirements related to the designation of the City's streams as critical habitat by the National Marine Fisheries Service. The FY 2011-12 Adopted Budget contains nearly \$1.3 million in Endangered Species Act-related funding in program areas including Watershed Services, Pollution Prevention Services, and Engineering Services.

Restoration and Remediation

The Adopted Budget includes funding for continued flood management and watershed restoration activities in the Johnson Creek watershed. It also funds the identification and characterization of contaminated sediment sites in the Columbia Slough, pursuant to a consent order between the City and DEQ.

Operational Issues

The Adopted Budget includes \$31.8 million to support the operation and maintenance of 96 active pumping stations, 2,336 miles of pipeline, 62,289 manholes, 8,579 stormwater sumps, 171,724 laterals, 744,972 lineal feet of ditches, 56,031 stormwater inlets and catch basins, 351 trash racks, 158 parcel-based stormwater facilities (manufactured), 918 green stormwater facilities (including parcel-based facilities and green streets), and 234 stormwater detention facilities. The FY 2011-12 Adopted Budget includes costs associated with increased inspection, cleaning and repair of sewer system assets.

Infrastructure

The Adopted Budget includes \$29.7 million to support capital repair and replacement of sewer system assets to prevent catastrophic failures. More than 30% of the collection system is over 80 years old and maintenance needs are anticipated to increase significantly in the near future. The bureau has committed to providing funds for repair of structurally deficient portions of the sewer collection system, and the long-term financial forecast anticipates significant increases in the capital maintenance budget beyond completion of the CSO program.

Watershed Opportunities

The Adopted Budget includes \$1.5 million for each year of the five-year CIP to fund innovative watershed enhancements. Priority will be given to projects that leverage other funding sources, demonstrate new technologies, and/or address multiple watershed health goals. Additionally, the bureau is investing \$48 million over the next four years to ensure Portland continues to grow in a way that protects and enhances watershed health. The Grey to Green initiative will add 43 acres of ecoroofs, construct 920 Green Street facilities, plant 33,000 yard trees and 50,000 street trees, set up the fight against invasive weeds, replace eight culverts that block fish passage, and purchase 419 acres of high priority natural areas.

Green Street Facilities on Bicycle Boulevards

The Adopted Budget includes \$17 million in CIP expenditures for Fiscal Years 2011-12 through 2013-14 to construct green street facilities along high-priority bicycle boulevards. These facilities will serve the dual purpose of removing stormwater inflows from combined sewers, thereby reducing basement backups, and of calming traffic along designated bicycle boulevards. The facilities constructed will include the 920 targeted for completion under the Grey to Green initiative.

Bureau of Environmental Services

Public Utilities Service Area

Service Improvement Plan Asset Management

Providing wastewater and stormwater utility services is capital intensive. To provide essential services to customers, the bureau relies on infrastructure such as pipes, pumps, treatment facilities, as well as the natural environment including surface and ground water, topography, soils and vegetation. The bureau has sought to discover and apply leading asset management principles by participating in the Water Services Association of Australia's asset management benchmarking program. This has led to formulation of an asset management framework and implementation plan. The next step is to implement key asset management elements. The bureau has initiated a comprehensive asset management program. The following will be completed by June 30, 2012:

- ◆ Use Level of Service Strategic Outcomes to help inform the new revised BES Strategic Plan and help to identify define specific bureau activities necessary to meet the strategic levels of service.
- ◆ Review and refine bureau-wide performance measures in light of the revised Strategic Plan being developed in fiscal year 2011. New performance measures will be defined where necessary to reinforce the direction set by the Strategic Plan.
- ◆ Complete Phase I of the Green Asset Inventory and Assessment Project, designed to help define the necessary follow-on phases to perform field work and information management tasks.
- ◆ Integrate Asset Management principles for risk-based planning into three infrastructure planning projects: sewer rehabilitation, plants and pump station operations and maintenance, and the Stephens Creek stormwater system plan.

Fats, Oils, and Greases (FOG) Program

The City of Portland's FOG Program goals are to minimize the accumulation of FOG in the collection system, reduce associated cleaning costs, eliminate the potential for sewage overflows and basement backups, and promote the proper handling and disposal of FOG. The City has implemented this program through outreach to residential homes and commercial facilities, inspecting grease removal devices at food service establishments, increased sewer line cleaning in areas at increased risk of blockages and overflows and conducting enforcement actions when sewage overflows are a result of grease blockages. While this has been partially successful, it appears that technical assistance is becoming less effective, which has resulted in increased line cleaning frequency and a growing number of areas at risk for line blockages and sewer overflows. To address this issue, the City has begun to reorganize the program and take a more proactive approach in minimizing FOG entering the City's sewer system. The City will:

- ◆ By June of 2012, finalize and enact updated City Code and Administrative Rules for minimizing FOG in the City's sewer system
- ◆ Within two years meet with all food service establishments to encourage proper implementation of best management practices and
- ◆ Within two years inspect all grease removal devices at all food service establishments to ensure they are in good working condition and being pumped out regularly to minimize the discharge of FOG into City sewers

Audit of BES/BOM Maintenance Activities

The bureau is responsible for maintaining the City's sanitary sewer and stormwater collection infrastructure, including approximately 2,300 miles of pipes. The bureau has an agreement with the Portland Bureau of Transportation (PBOT) Maintenance Operations to provide pipe inspection, cleaning and repair services. The Auditor's office examined the current agreement against the possibility of locating the maintenance operation within Environmental Services, and found potential savings to sewer and stormwater customers from a transfer of responsibility, but pointed out several operational issues that could affect that estimate. The audit recommended that the Commissioners in charge of the respective bureaus instruct them to develop a coordinated proposal to either maintain or reorganize the relationship, while taking account of the operational issues involved in any transfer. The following will be completed by June 30, 2012:

In collaboration with PBOT, develop a scope of work and secure the services of a qualified independent consultant to assess the potential savings and costs of organizing sewer maintenance activities within Environmental Services.

Summary of Budget Decisions

The FY 2011-12 Adopted Budget, including the following decision packages, will require a 6.0% average rate increase.

Reductions**1.5% Mandatory Reductions**

This package is comprised of reductions totaling (\$1,877,000) which reflect savings from completed purchases and realized savings from resumed operations after facility repairs.

- ◆ (\$50,000) capital outlay reduction within Engineering Services to reflect completed purchase of a vehicle for stormwater facilities inspection
- ◆ (\$5,000) reduction of external materials and services within Engineering Services for completion of supplies and equipment for stormwater facilities inspectors
- ◆ (\$265,000) capital outlay reduction within Pollution Prevention Services to reflect completed purchases of two vehicles (\$110,000), the Field Operations boat (\$50,000) and a digital control system at the Water Pollution Control Laboratory (\$105,000)
- ◆ (\$657,000) capital outlay reduction within Wastewater Services to reflect completed purchase of camera and cutter for sewer lining crews (\$130,000) and replacement fleet equipment for sewer system maintenance (\$527,000)
- ◆ (\$900,000) reduction of external materials and services within Business Services to reflect lower payments to Clean Water Services for sewage treatment after Fanno pump station resumes operation

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Realignments to Allow for Required Program Increases

This package comprises (\$2,617,619) of reductions in external support, materials and supplies, and expenditure deferrals of that have minimal risk to programs and services, and which were judged to be of lower priority than the additional expenditures requested. These reductions will realize savings from personnel and materials and supplies expenditures, and support more urgent expenditures without adversely affecting program goals.

- ◆ (\$125,000) reduction of external materials and services within Portland Harbor to reflect a reduction in contractor assistance for outfall investigation
- ◆ (\$834,436) reduction of personal services within several program areas. Eliminated positions related to the completion of Engineering Services' downspout disconnection program include one Program Coordinator FTE (\$102,996) and resources for seasonal workers (\$75,000). Other permanent reductions (\$281,839) are one Endangered Species Act Program Manager and two Public Works Supervisor II positions. In addition, four permanent positions will be held vacant for a one-year savings of \$374,601.
- ◆ (\$213,180) reduction of external materials and services within Engineering Services to reflect completion of the Tryon Creek Wastewater Treatment Plant Facilities Plan update (\$100,000) and for materials and supplies supporting downspout disconnection (\$113,180)
- ◆ (\$22,000) reduction of external materials and services within Pollution Prevention to reflect completion of an external legal services contract and the removal of temporary security patrol services
- ◆ (\$33,655) reduction of personal services within Wastewater for intern positions
- ◆ (\$45,000) reduction of external materials and services within Wastewater to reflect reductions in minor equipment and tools (\$20,000) and completion of a study to assess safety labeling requirements for electrical equipment (\$25,000)
- ◆ (\$889,306) reduction of external materials and services within Watershed Services to reflect extending the timeline for Grey to Green ecoroof (\$363,412) and tree (\$525,894) programs into FY 2015-16
- ◆ (\$205,042) bureau-wide one-time reductions in training, travel and professional services contracts to reflect higher priority program support
- ◆ (\$250,000) one-time reduction in PBOT Maintenance Operations collection system maintenance to recognize efficiencies in the work programs.

System Operations

This package of \$1,662,657 supports continued operation and maintenance of the sewer system, including new combined sewer overflow facilities. This action shall result in collection, transport of and treatment of significant new flows from Eastside combined sewer overflow control facilities coming online in FY 2011-12, and operation of the restarted Fanno pump station.

- ◆ \$1,712,657 increase in external materials and services within Wastewater to reflect increased electricity cost of \$991,150 at the Swan Island and other pump stations (including the restarted Fanno pump station), increased electricity costs at the Columbia Boulevard treatment plant of \$183,381, supplies for chemically enhanced primary treatment totaling \$30,000, increased land application and transportation costs for biosolids cost of \$91,024, increased costs for disposal of waste from sewer cleaning of \$125,000, increased costs for odor control associated with higher flows at the Columbia Boulevard treatment plant of \$72,602; (restarted) Fanno pump station increased cost of \$25,000; increased repair and maintenance supply costs for new facilities of \$49,500; and enhanced security for six major sites totalling \$95,000.

Green Infrastructure

This package of \$432,465 includes funding needed to adequately operate and maintain the growing number of stormwater facilities. This action shall result in maintaining infiltration rates and water quality benefits by proper maintenance of vegetated facilities.

- ◆ \$402,465 increase in internal materials and services within Wastewater for maintenance of stormwater infiltration facilities including greenstreets and bioswales
- ◆ \$30,000 increase in external materials and services within Wastewater for increased waste disposal costs resulting from enhanced maintenance activities

Current Service Level

This package of \$232,000 comprises expenditures necessary to maintain current service levels, including replacement of obsolete equipment and software. This action shall ensure necessary software is compatible with City standard PC operating system and that the Water Pollution Control Laboratory can continue to provide necessary analyses.

- ◆ \$100,000 increase in external materials and services within Business Services for replacement of software not compatible with Windows 7, which will be the standard on all new PCs
- ◆ \$132,000: capital outlay increase within Pollution Prevention for replacement of a point-of-use water purification system necessary for lab testing which is no longer supported by the manufacturer costing \$17,000, replacement of failing flow analyzers necessary for lab testing for which replacement parts are no longer available costing \$60,000, and a Total Organic Carbon analyzer which will be more economical than having these analyses done externally costing \$55,000.

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Asset Management

This package includes funding for necessary expenditures to adequately maintain treatment facilities.

- ◆ \$281,821 increase in external materials and services within Wastewater for repair and maintenance supplies to levels consistent with historical expenditure trends

Budget Changes Affecting the Bureau

The Water Bureau's interagency for water fountain discharge fees was reduced \$450,000; this loss of revenue will be absorbed within the sanitary and stormwater utility rates.

As a result of mandatory and efficiency reduction packages submitted by the Office of Management and Finance internal service operations, the Bureau's interagencies have decreased by a total of \$93,996. The reductions include:

- ◆ Enterprise Business Services: reduction of \$18,088 reflecting savings or planned reductions in EBS ongoing support.
- ◆ Facilities Services: reduction of \$12,969 reflecting savings related to maintenance and operations of the Portland Building.
- ◆ Technology Services: reduction of \$50,396 reflecting savings or planned reductions in desktop support, IRNE data allocation, corporate services, data networks and email.
- ◆ Printing and Distribution Services: reduction of \$7,511 reflecting copy services savings.
- ◆ Risk Management Services: savings of \$1,953 in liability and workers comp program services and flu vaccinations.
- ◆ Fleet Services: savings of \$1,460 for direct bill services.
- ◆ Debt Management: savings of \$1,619 for debt management services.

The above savings are offset by additional cost sharing of \$124,721 for centralized city services:

- ◆ Financial Planning: \$11,167 for budget mapping support.
- ◆ Facilities: \$30,361 for assessment of city facilities.
- ◆ Procurement Services: Minority Evaluator of \$21,986 to support the City's minority evaluator services in reviewing PTE contract bids and position support of \$61,207 for temporary additional workload related to the acceleration of the bureau's CIP work.

In addition, the Adopted Budget includes the return of reserves totaling \$65,505 from internal service bureaus.

Rate Impacts

Funding the Adopted Budget will require an increase of 6.0% in the average single-family residential sewer and stormwater bill.

Budget Notes

PURB Review

Council directs the Office of Management and Finance to work with the Portland Water Bureau, Bureau of Environmental Services, and the Bureau of Planning and Sustainability, to develop a process for the members of the Portland Utility Review Board to review mid-year budget monitoring process changes.

BES - PBOT Maintenance Services Interagency

The City Auditor's December 2010 audit of the \$19 million interagency agreement, in which the Bureau of Transportation provides sewer maintenance services for the Bureau of Environmental Services, suggests the possibility of a first-year savings to ratepayers of \$1.7 million and \$1 million a year following if those maintenance services are performed in-house at the Bureau of Environmental Services.

City Council directs the Bureau of Environmental Services, the Bureau of Transportation, and the Office of Management and Finance to retain an independent consultant during the 2011 calendar year that will recommend efficiencies to the interagency agreement.

Capital Budget

Capital Planning & Budgeting

Capital Planning Process

The CIP is developed utilizing a multi-step process to identify, develop, review, score, and rank projects for funding and scheduling priority. This process insures that the core needs of the sewerage, drainage, and surface water systems and the community they serve are appropriately funded and scheduled. A bureau-wide stakeholder review team investigates, scores, and ranks all CIP projects in accordance with identified CIP criteria. CIP weighted criteria, scoring instructions, scheduling guidelines, estimating procedures, and project request forms are used to insure each project is developed, reviewed, and scored based on detailed and consistent information. A CIP development strategy guides project selection and scheduling. Projects are reviewed by managers in finance, program areas, operations, and engineering to insure financial resources are expending effectively and appropriately. The CIP management team evaluates all the information from the process, meets with selected Bureau project and program managers to refine cost and schedule data, and submits a recommendation to the Bureau Director. The Bureau Director reviews the findings and approves the CIP plan.

Financial Plan Overview

The five-year financial forecast presents the Bureau's revenue and expenditure plan for the operation, maintenance, expansion, and reconstruction of the City's sanitary sewer and stormwater drainage system. The operations, maintenance, and capital construction programs represented in the plan must provide for operation of the system in a safe, sound, and efficient manner as well as compliance with all applicable health, safety, and environmental laws, regulatory body rules, regulatory body orders, and court orders. Revenues from rates and other sources must be sufficient to fund the necessary operation and capital programs. The Bureau forecasts annual rate increases of 6.0% in the first year, 6.5% in year two,

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5.9% in the third year, and 5.0% and 4.7% for years four and five, respectively. These increases are due to growth in annual debt service costs resulting from the CIP, partially offset by transfers from the Rate Stabilization Fund and increases in nonrate revenues. As mentioned previously, all CIP expenditures in the financial forecast include an estimate for inflation.

Public Facilities Plan Overview

The Bureau's 1999 Public Facilities Plan (PFP) identified major public sewage infrastructure needs for the City of Portland through the year 2015. Projects are based on an analysis of the capacity of the existing system as compared to the densities in the Comprehensive Plan. Capacity is determined from hydraulic analysis and a review of existing structural conditions. The current PFP addresses significant or major facilities for the Bureau's four types of infrastructure systems:

- ◆ The combined sewer system includes the network of pipelines and pump stations that collect and convey combined stormwater and wastewater. The PFP addresses combined sewer pipes 15 inches in diameter or larger. Its emphasis is on system improvements to address problems caused by hydraulic capacity and pipe structural condition.
- ◆ The sanitary sewer system includes the network of pipelines and pump stations that collect and convey wastewater. The current PFP addresses sanitary sewer pipes 10 inches in diameter or larger.
- ◆ The stormwater system includes the swales, ponds, channels, creeks, sloughs, ditches, culverts, sumps, and pipe systems that convey and/or treat stormwater runoff from the land. The current PFP addresses stormwater facilities in basins draining 160 acres or more, corresponding to a typical minimum pipe diameter of 12 inches or larger.
- ◆ The wastewater treatment system includes two secondary wastewater treatment plants: the Columbia Boulevard and the Tryon Creek Wastewater Treatment Plants.

The PFP uses an integrated watershed approach to assess facilities needs. In this approach, an entire watershed is analyzed as a unit to identify interrelated problems and coordinate all plans, activities, and programs. This avoids solving a problem in one area while creating another problem elsewhere. It also leverages limited funds to solve multiple problems with a single integrated solution. There are four major watersheds within the City of Portland: Fanno and Tryon Creeks, the Willamette River, Columbia Slough/Columbia River, and Johnson Creek.

Systems Plan Update

The bureau is currently updating the 1999 PFP with a new Systems Plan. The new plan will have an asset management context to ensure that infrastructure investments are made at the right time and for the right amount. The Plan will include plans for all four infrastructure systems: the combined sewer system, the sanitary sewer system, the stormwater system, and the wastewater treatment system. The Plan will provide for enhanced integration of traditional pipe solutions with non-pipe solutions. The combined and sanitary sewer system portion of the plan is nearing completion and has identified an estimated \$123 million in priority pipe rehabilitation. In addition, \$145 million has been estimated to address pipe capacity problems in the combined system. Estimates for improvements needed in the sanitary and stormwater systems are currently being developed.

The new Systems Plan is developing new planning processes, software tools, and data management systems that will significantly benefit the future work of the bureau. The asset management context will be based on a "triple bottom line" ranking of projects (that considers the financial, social, and environmental benefits of projects), the risk associated with non-performance, and a life-cycle cost analysis that considers both capital and operating costs. It will identify the investment required for maintaining a sustainable system.

With the completion of the plan for the combined and sanitary sewer system, efforts are now focused on the stormwater collection system. Also, a work plan is being developed for the Pump Station Element. This phase will provide a more comprehensive plan to provide baseline information for each pump station, establish evaluation criteria for rating station performance, prioritize pump station improvements, and develop an implementation plan for improvements.

Capital Programs & Projects

Program Description The Capital Improvement Program is divided into five program areas: Combined Sewer Overflow, Maintenance and Reliability, Sewage Treatment Systems, Surface Water Management, and Systems Development.

Combined Sewer Overflow

Approximately 60% of Portland's population is served by a combined sewer system which carries both domestic sewage and stormwater runoff. When it rains, historically, stormwater runoff has exceeded the carrying capacity of the combined sewers, causing overflows through outfalls to both the Willamette River and the Columbia Slough. These outfalls have been deemed a significant source of pollution in these two waterways. Prior to the start of the CSO program, the City's combined sewers discharged an average of six billion gallons annually in to the Willamette River. With the completion of the Cornerstone projects and the West Side CSO Tunnel in December 2006, this was reduced to an annual average of 2.7 billion gallons of which an estimated 20% is untreated sewage. Combined sewage overflows represent only 8% of the entire sewer system flows; 92% receives treatment.

In September 1990, the Bureau initiated an engineering study to characterize the CSO problem and to evaluate alternative methods for abating pollution attributable to CSOs. In August 1991, the City signed a Stipulation and Final Order (SFO) with the State Environmental Quality Commission. The SFO was a compliance order for the City to control its 55 CSO outfalls by 2011 and included interim milestones. It mandated a 99.6% reduction in CSO volume, but included language to allow revisiting the level of control. In November 1993, the City undertook a collaborative process with extensive public involvement to determine the desirable level of CSO control. As a result of this process, it was decided to maintain the 99.6% CSO reduction for the Columbia Slough, but to lower the level of control for the Willamette River to 94% reduction. This resulted in an Amended SFO (ASFO) in August 1994.

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Since that time, a number of CIP projects to address CSO issues have been completed, most significantly the series of projects to address the Columbia Slough outfalls and the Tanner Creek and West Side CSO tunnel, shafts, pump station, and pipelines projects for the west side of the Willamette River. Several major projects remain to be completed in the first year of the five-year CIP.

Combined Sewer Overflow - Major Projects

Eastside CSO Tunnel: This project includes 31,000 linear feet of 22-foot diameter tunnel extending from the Insley combined sewer basin to the south to the Riverside Basin in the north (Swan Island). The tunnel will collect, store, and convey overflows from thirteen combined sewer basins on the east side of the Willamette River. It will connect to the new CSO pump station at Swan Island at its northern downstream end. Several small system startup projects are funded in FY 2011-12.

Portsmouth Force Main: This project includes approximately 17,000 linear feet of 66-inch diameter force main. It will connect the Swan Island CSO Pump Station to the existing Portsmouth Tunnel in order to transport East Side CSO Tunnel flows to the Columbia Boulevard Wastewater Treatment Plant (CBWTP). An odor control facility will be constructed adjacent to CBWTP.

Balch Consolidation Conduit: This project will connect and convey CSO flow from the Balch Outfall and an adjacent stormwater outfall to the West Side CSO Tunnel. It includes construction of 7,000 feet of 72 to 84-inch pipe at a depth of 30 to 80 feet.

Sellwood CSO Pump Station: This project will construct a new wet weather pump station at the lower end of the Lents Trunk and will rehabilitate the Lents Trunk to serve as an inline storage facility.

Maintenance and Reliability

Projects in this program area address major maintenance requirements of the sewage collection system including collector sewers, trunk sewers, and interceptor sewers. The City's sewerage collection and transportation system includes approximately 2,470 miles of sewer line ranging in diameter from four inches to 14 feet. Much of the largest pipe in the City's older neighborhoods is more than 100 years old. In some areas of the City, recurrent basement flooding is a major problem creating health and environmental hazards as well as property damage. This program addresses those problems using a multi-objective approach which includes on-site drainage controls, street inflow controls, and up-sizing undersized public facilities that are causing backup of sewage into basements. Funding in this program area is focused on rehabilitation/reconstruction of the most structurally deficient portions of the collection system.

Maintenance and Reliability - Major Projects

Maintenance Capital Contract: This project supports contracted maintenance repair and reconstruction throughout the collection system. This work is distinguished from routine maintenance because the solutions require private contracting; spot repair techniques used by City maintenance crews are insufficient. Due to the age of the system, structural failures, localized flooding, and/or hydraulic capacity problems are discovered with some frequency and need to be addressed quickly.

Sullivan/Stark/Holladay: All three basins have identified basement flooding, pipe condition and capacity problems. This series of projects will provide for maintenance of existing pipes, capacity increase, and stormwater retention.

Taggart D Basin (Brooklyn Creek): This multi-year, multi-project program will address system deficiencies and eliminate basement flooding through the 25-year storm in the 1,500-acre Taggart D Basin. The design of the projects will include both traditional pipe solutions and alternative surface-based stormwater management systems.

Fanno Basin Force Main projects: This group of projects will address deficiencies in the Fanno Basin Pump Station Pressure Line system. Remaining work includes the expansion of the existing pump station and improvements to major trunk lines.

Northwest Neighborhoods: This group of projects will result in improvements that will relieve basement sewer backups, address pipe condition and hydraulic capacity problems, and separate some stormwater.

Phase 2 Pipe Rehabilitation: This project includes structural rehabilitation of critical combined and sanitary sewers that are at the end of their economic life and have the highest consequence of failure. The pipes have been prioritized based on their business risk exposure so that the pipes with the highest benefit (risk reduction) to cost ratios are to be done first. This dynamic priority list will be updated once a year and the highest priority pipes will proceed to design and construction. The initial list identified 458 small diameter sewers (36 inch or less) and 59 large diameter sewers requiring whole pipe rehabilitation.

Tryon Creek Interceptor Infiltration and Inflow: This project will line 9,300 feet of the 30-inch Tryon Creek Interceptor to reduce infiltration and inflow and thus reduce peak wet weather flows to the Tryon Creek Wastewater Treatment Plant to keep operations within permitted levels.

Sewage Treatment Systems

This program funds projects located at the Columbia Boulevard Wastewater Treatment Plant (CBWTP) and the Tryon Creek Wastewater Treatment Plant (TCWTP) as well as maintenance and repair/rehabilitation of the 96 active pump stations located system wide. Both treatment plants operate within the framework of the Federal Clean Water Act. Specific requirements for removal of pollutants from wastewater before the treated effluent is discharged into the Columbia or Willamette Rivers are contained in the National Pollution Discharge Elimination System (NPDES) permit for each plant. High priority is given to projects that provide operating efficiency, reliability, and longevity of the facilities. Most of these improvements include replacement and reconstruction of aging and unreliable plant or pump station components. Projects that mitigate odor from the CBWTP are also part of this program in accordance with a citizen supported City Council resolution.

The bureau continues to support the implementation of the CBWTP and TCWTP Facility Plans. Projects identified for both plants will be completed in time to meet the increased demand due to growth and the completion of the Combined Sewer Overflow Program.

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Sewage Treatment Systems Major Projects

Pump Station Improvement Program: This is an ongoing program to refurbish and upgrade pump stations to meet current codes, to operate more reliably, to upgrade facilities to meet increased demand, and to replace out dated equipment. The bureau operates 96 pump stations.

Treatment Facilities: Rehabilitation and Modification - Both the CBWTP and TCWTP are major capital assets that require ongoing investment for repair, rehabilitation, and maintenance work to protect the capital investment and enhance system reliability. This program is key to preventing violations of our NPDES permit. It facilitates small capital projects for the replacement of capital equipment and upgrading of aging facilities.

CBWTP Lagoon Reconstruction: To provide for better management of solids, this project will construct additional dikes in the existing lagoon to create more separation. The individual ponds will be line with a monofill.

CBWTP Digester Expansion Project: This project will construct two additional primary digesters at the CBWTP. Two conditions are driving the need to expand the anaerobic digesters. The solid loading has increased to the point where the existing system is nearing capacity. Secondly, additional wet weather loading from the West Side CSO will be further augmented when the East Side CSO is complete in 2011.

Selector Performance Enhancement: This project is required in order to continue to meet the requirements of the National Pollution Discharge Elimination System (NPDES) permit.

Ankeny Pump Station Upgrade: This project will modernize the aging Ankeny Pump Station it will replace four sewerage pumps and associated systems; add upgraded instrumentation, control, and communication to operate with the Willamette River CSO Control System during storm events, and make exterior improvements to increase compatibility with Waterfront Park.

CBWTP Secondary Treatment Expansion: This project will expand secondary treatment capacity at the Columbia Blvd Wastewater Treatment Plant in order to provide reliable treatment for BOD and TSS consistent with the NPDES permit for operating the plant. The project will add two new secondary clarifiers per the recommended phasing in the 1995 Facilities Plan and 2009 update.

Surface Water Management

The primary objective of this program is to protect the quality of surface and ground waters by addressing watershed health and public safety concerns associated with flooding, stream erosion, and urban pollution. Water quality and flood control projects are located in the Columbia Slough, Fanno Creek, Johnson Creek, Tryon Creek, and along the main stem of the Willamette River. Projects are developed to meet the provisions of the Watershed Management Plan adopted by City Council in 2005. The Watershed Management Plan promotes techniques that incorporate natural systems into the built environment. By protecting and restoring natural functions, the City can provide a stormwater management system more resilient to impacts and more responsive to federal and state regulatory mandates

related to surface and groundwater protection. This program is also guided by the Endangered Species Act Resolution adopted in 1998, the Clean River Plan finalized in 2000, and the River Renaissance Vision adopted in 2001. This program is also responsible for meeting certain conditions of the Water Pollution Control Facilities Permit issued by the Oregon Department of Environmental Quality (DEQ) in June 2005. The specific areas covered by the Surface Water Management Program are the conditions placed on the City associated with owning and operating 9,000 active Underground Injection Control Systems (UICs). As part of this permit, the City is required to identify any UIC that will not meet conditions of the permit and retrofit or decommission them. Projects proposed under this program include construction of Pollution Reduction Facilities (PRF), sump retrofits, stream restorations, and the installation of surface water filtering systems. By addressing water quality and flooding issues, these projects aim to protect fish, enhance wildlife habitat, and enhance community livability through the greening of urban areas.

Surface Water Management Major Projects

Johnson Creek Restoration Program: This program is implementing the recommendations of the Johnson Creek Restoration Plan, 2001. The plan identifies a number of projects to mitigate flooding, improve water quality, and improve fish and wildlife habitat. This program includes willing seller land acquisition in four target areas. It also includes restoration of floodplain areas along Johnson Creek with the goals of increased flood storage, increased habitat for fish and other wildlife, and improved water quality. A series of projects are included in the five-year CIP.

UIC Improvements: In June 2005, DEQ issued a permit pursuant to ORS 468B.050 to implement the Federal Safe Drinking Water Act requirements. The permit covers the city's 9,000 active UICs. UICs (sumps) provide drainage for many rights of way on the east side of the Willamette River. This project will correct compliance issues for approximately 400 UICs that are estimated to have less than ten feet separation between the bottom of the UIC and groundwater, or otherwise be determined to be "non-compliant" by DEQ.

Grey to Green: The three capital improvement program elements will provide for land acquisition for habitat and watershed health, replacement of culverts for fish passage, and development of greenstreets for more sustainable stormwater enhancement.

Watershed Investment Fund: This program will fund innovative watershed enhancements. Priority is given to projects that leverage other funding sources, demonstrate new technologies, and/or address multiple watershed health goals.

Systems Development

The primary focus of this program area is to expand the City's sewer collection system in support of the implementation of the 2040 Plan. This program carries out the bureau's commitment to provide an efficient sewerage system to residents and businesses within our service area, to support new development, and to protect public health and the environment. This program also includes other capital projects that do not fall under the scope of other CIP program areas relating to sewer system expansion and privately funded development.

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Systems Development Major Projects

South Airport Sanitary Pump Station: This project will construct a new pump station to connect to the new sanitary trunk sewers to serve this 1,300-acre basin in NE Portland, including a large area at the airport.

Party Sewers: This program will address shared private sewer lines. Over several years, the program will provide property owners direct access to a municipal sewer line or ensure that appropriate easements have been acquired.

Funding Sources

Planned CIP outlays total \$540 million (excluding inflation) over the five-year forecast interval FY 2011-12 through FY 2015-16. A brief description of the resources needed to finance this requirement follows:

- ◆ Fees, Charges, and Permits. This source of funding includes an estimate of reimbursements for engineering, administration, and construction management services charged to local improvement districts and for permit sewer construction. Also included are anticipated revenues from construction and/or engineering services for projects initiated by other local government agencies such as the Portland Bureau of Transportation and the Port of Portland.
- ◆ Line and Branch Charges. Charges in lieu of assessment will be used to support CIP outlays. Line and branch charges are received in the form of cash and in the form of proceeds from special assessment bonds issued for property owners who elect to finance their line and branch charges. Total revenues from these charges are projected to be approximately \$12.3 million over the five-year forecast interval.
- ◆ Cash Transfers from the Sewer System Operating Fund. Current Sewer System net income from service fees and charges will also be used to fund CIP outlays. The availability of current income to fund CIP expenditures is the result of meeting debt service coverage requirements on outstanding bonds. For planning purposes, the bureau maintains coverage ratios of 1.50 on first lien debt, 1.30 on combined first and second lien debt, and an ongoing reserve of ten percent of operating expenses for unforeseen financial needs. After making debt service payments, funds in excess of those required for the 10 % operating reserve are available to fund capital improvements. Cash transfers from the Operating Fund to the Construction Fund are projected to total \$91.1 million over the five-year forecast interval.
- ◆ Bond Proceeds. Based on current planning assumptions, the bureau's five-year CIP request will require \$470 million (nominal dollars) in additional borrowings over the next five fiscal years. Debt service requirements for future bond sales have been calculated assuming level debt service. Interim short-term financing may be used in lieu of or in combination with long-term financings. The forecast assumes an average annualized coupon rate of 5.5% for the bonds sold in FY 2011-12 and FY 2012-13, and 6.0% for the bonds sold in FY 2014-15, with the Bureau's planning standard debt service coverage ratios of 1.50 and 1.30 as mentioned previously.

**Operating and
Maintenance Costs**

Each project includes estimated Operating and Maintenance (O & M) costs (or savings) to be included in the operating budget once the facility comes on line. The O & M estimates for costs or savings were prepared by the Wastewater Group. The basis for the estimates depended upon the type of expected impact. The four major components for treatment plant O & M are labor, energy, chemicals, and materials. Energy and chemicals are more easily predicted. The equipment projected for installation has design parameters that more clearly dictate the resource demands. If there is a direct labor application which will have changed as a result of a project, that estimate would be accurate. However, labor and material costs are more commonly based on experienced estimates with similar projects and facilities from either the City of Portland or others.

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Administration & Support

Description

The Administrative Services program area manages the Bureau of Environmental Services, coordinates the activities of the bureau's five service provider groups, and ensures timely and appropriate response to the public, ratepayers, and regulatory agencies. Coordination includes overseeing the development of the bureau budget and managing review of programs, projects and services offered by the bureau. Administrative Services works closely with other City bureaus, regulatory agencies, the Natural Resource Trustees, and tribal governments on local, state, and national environmental issues. The Administrative Services program area provides supervision of the following specific service areas:

Public Information and Community Outreach and Involvement provides public information, communication planning, public involvement, environmental education, and internal communication services required to meet the mandates of several state and federal requirements. Public involvement services ensure there is a process for shared decision-making with the community regarding the \$603 million capital improvement program that will impact a number of neighborhoods in Portland.

Environmental Policy is responsible for developing environmental policies, rules and codes, and coordinating that work within the bureau, with other city bureaus, interest groups, and federal, state, and local agencies involved in environmental planning and implementation affecting the City.

Bureau Support comprises operating and administrative services for all bureau programs.

Employee Development includes identifying training needs and solutions for managers and employees and coordinating internal and external education and training, and maintaining the bureau's database of employee training and development activities.

Finance includes budget development, accounting, financial planning and forecasting, debt management, ratemaking, grants, project tracking and year-end financial reporting, wholesale service contract development and administration, management of the Clean River Rewards stormwater discount program and administration of the Party Sewer Conversion program.

Information Management activities include administering the bureau's data management software and software needs.

Goals

Public Information and Community Outreach and Involvement support the City goal to protect and enhance the natural and built environment by communicating the importance of these goals to City residents and ratepayers through public information, education and involvement in bureau programs and projects.

Environmental Policy provides indirect support to the city goal of protecting the natural and built environment by working with legislation and regulations that protect the environment.

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Bureau Support, Employee Development and Finance provide indirect support to the City goal of protecting the natural and built environment by performing necessary business processes, helping to enhance employee skills, and securing necessary financing for bureau operating programs and capital construction.

Information Management supports the City goal of protecting the natural and built environment by developing and maintaining the data to support the bureau's asset management efforts.

Performance

Communication performance measures focus on an increased community awareness of BES programs and services, engaging citizens in the decision making process for bureau projects and programs that impact the community, and providing clean river education opportunities for grades K-12.

The bureau's debt service coverage ratio for all revenue bonds was 1.30 for FY 2009-10 and is expected to be 1.30 for FY 2010-11. The goal is to maintain this at the financial planning standard of 1.30 over the coming five years. The bureau's current bond rating is Aa3/ AA, a strong rating for sewer revenue credit. The goal is to maintain this rating.

The bureau's accident/injury incident rate (recordable incidents per 100 workers) is estimated to be 3.6 for FY 2010-11, down from 3.8 for the previous year. The goal for FY 2011-12 is to keep reportable incidents per 100 employees at or below 4.0.

Changes to Services and Activities

Finance reduced external materials and services by \$900,000 to reflect lower payments to Clean Water Services for sewage treatment after Fanno pump station resumes operation. One-time reductions of \$18,200 in travel, training and professional services were taken. Two positions will be left vacant - an Accountant II and one CAD Analyst for additional savings of \$190,716. Offsetting the reductions are increased external materials and services by \$100,000 for replacement of software not compatible with Windows 7, which will be the standard on all new PCs.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 76.95 | 65.30 | 64.21 | 64.21 |
| Expenditures | | | | | |
| Administration | | 1,005,169 | 966,123 | 1,297,642 | 1,293,242 |
| Administration & Support | | 22,351 | 0 | 0 | 0 |
| Bureau Support | | 7,704,475 | 7,318,449 | 7,990,395 | 7,975,395 |
| Communications | | 919,814 | 1,269,458 | 929,483 | 927,383 |
| Employee Development | | 516,171 | 11,720 | 11,720 | 10,220 |
| Facilities | | 90 | 0 | 0 | 0 |
| Finance | | 6,012,564 | 5,441,669 | 5,687,318 | 6,105,393 |
| Information Management | | 5,518,753 | 6,772,450 | 5,184,490 | 4,972,578 |
| Total Expenditures | | 21,699,388 | 21,779,869 | 21,101,048 | 21,284,211 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Bureau of Environmental Services

Public Utilities Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Maintain the bureau's debt service coverage ratio at 1.5 or greater | 1.76 | 1.71 | 1.50 | 1.95 | 1.95 |
| Maintain bureau's combined 1st & 2nd debt service coverage ratio at 1.3 or greater | 1.32 | 1.30 | 1.30 | 1.30 | 1.30 |
| Efficiency | | | | | |
| Time loss hours (due to injuries) | 4.00 | 3.36 | 4.50 | 4.00 | 4.00 |
| Workload | | | | | |
| No. of students provided with bureau education programs | 18,999 | 15,759 | 18,500 | 11,500 | 11,500 |

Engineering

Description

Engineering Services serves the community by managing the planning, design and construction of public improvements necessary to protect public health and watersheds. Engineering Services provides analyses, design, construction management, technical standards, documentation of best management practices, protection and enhancement of the system, development review and permitting, CIP program and budget management, and implementation of programs to protect infrastructure.

Program Management & Controls develops the bureau's annual capital budget and five-year capital improvement plan, monitors the budget and program, and provides support functions for program delivery.

Asset Systems Management provides short and long-term engineering analyses and planning for combined, sanitary and stormwater facilities and watersheds using an asset management framework, is responsible for developing and leading improvement to the bureau's asset management program and manages the Combined Sewer Overflow (CSO) program to ensure the requirements of the Amended Stipulation and Final Order are met in a timely, cost effective, and functional manner.

Design Services provides project management and engineering design services, and is responsible for ensuring each assigned project accomplishes its intended purpose on schedule, within budget, at best value, and in a manner consistent with City and bureau missions and values. Watershed Revegetation reforests city natural areas and adjacent lands, plants and maintains City greenstreets and stormwater management facilities, and plants street trees to improve the urban forest canopy and enhance the functional ability of urban watersheds.

Construction Services provides construction management and inspection services for bureau projects, development projects and projects managed by other City bureaus for assets that become part of the BES infrastructure. This program also provides materials testing, inspection and geotechnical services for both bureau projects and projects managed by other City bureaus.

Systems Development assists developers and other customers and supports City development goals by reviewing and approving plans, issuing permits and inspecting private stormwater facilities. This division also has primary responsibility to develop and revise the City's Stormwater Manual and to implement policies that protect water resources and stream integrity.

Administrative/Stormwater Retrofit Services manages group operations, operating budget, personnel, and contract services, and provides support to all group programs. This program also partners with private property owners to increase onsite stormwater management at targeted locations in support of distinct bureau priorities.

Willamette River CSO provides project management, engineering design and construction management services for the large westside and eastside projects including the Westside Tunnel, Eastside Tunnel, Swan Island Pump Station and force mains.

Bureau of Environmental Services

Public Utilities Service Area

Goals

Engineering Services supports the City goal of protecting and enhancing the natural and built environment by preserving, protecting, and enhancing infrastructure. Engineering Services manages wastewater and stormwater assets to preserve and enhance the value of the community's investment; aggressively controls sewer overflows and basement flooding; explores and evaluates innovative technologies and solutions, and integrates natural system concepts into design, construction, and maintenance of systems that retain or improve the current service level.

Performance

An estimated 65.8% of combined sewer overflow volumes have been diverted from the rivers and receive treatment. This will increase to a minimum of 96% when the Eastside CSO abatement facilities come online at the completion of the 20-year program in late Fall 2011. Construction management costs are forecasted to be 12% of total construction costs. More than 99% of pipe identified as highest priority for repair or replacement is incorporated into funded CIP or operating projects.

Changes to Services and Activities

The budget includes a reduction of approximately \$292,000, including 1.0 FTE, to reflect the completion of the Downspout Disconnection Program at the end of FY 2011-12. This program was developed in the mid-1990s as one of the CSO cornerstone projects to divert flows from the combined sewer system. As of the end of June 2011 the program will have reached its goal of disconnecting 54,000 downspouts from the combined system. A small budget has been retained for ongoing maintenance and reliability. Other reductions include \$55,000 to reflect a vehicle purchase and supplies/equipment for start-up costs related to stormwater facilities inspection, a \$100,000 reduction to reflect completion of the Tryon Creek Wastewater Treatment Plant Facilities Plan update and, one-time reductions of \$74,042 for travel and training and \$35,600 for modeling professional services.

Funding is included to continue an inventory and assessment of stormwater facilities necessary for completion of the stormwater system plan and to support asset management efforts. The positions for this work will be redeployed from cuts in other program areas.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 176.28 | 207.73 | 203.60 | 203.35 |
| Expenditures | | | | | |
| Asset Systems Management | | 175,201,092 | 19,423,978 | 3,627,548 | 3,579,823 |
| Capital Program Mgmt & Controls | | 16,308,447 | 223,009,982 | 111,934,906 | 111,933,188 |
| Construction Services | | 1,402,022 | 693,230 | 955,279 | 944,725 |
| Design | | 1,631,318 | 1,218,696 | 1,332,053 | 1,308,395 |
| Downspout Disconnection | | 580,452 | 971,340 | 494,579 | 494,404 |
| Engineering | | 942,155 | 1,447,280 | 1,377,834 | 1,375,334 |
| Materials Test Lab | | 758,026 | 1,193,096 | 1,452,112 | 1,435,462 |
| Stormwater Retrofit | | 210,605 | 187,313 | 358,672 | 357,497 |
| Systems Development | | 3,204,838 | 2,674,952 | 2,519,600 | 2,517,563 |
| Total Expenditures | | 200,238,956 | 250,819,867 | 124,052,583 | 123,946,391 |

Bureau of Environmental Services

Public Utilities Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure. | | | | | |
| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
| Effective | | | | | |
| Percent of pipe identified as highest priority for repair or replacement incorporated into funded CIP or Op. proj. | 99% | 99% | 43% | 99% | 99% |
| Efficiency | | | | | |
| Construction management costs as a percentage of total construction costs | 12% | 10% | 12% | 12% | 12% |
| Workload | | | | | |
| Cumulative disconnected roof drains | 52,695 | 53,711 | 54,000 | NA | NA |

Bureau of Environmental Services

Public Utilities Service Area

Healthy Working Rivers

Description

Healthy Working Rivers (HWR) promotes the integration of environmental restoration, economic development, and community involvement for the Portland segments of the Willamette and Columbia Rivers. HWR facilitates river-related projects contributing to City and regional economic prosperity and implements habitat improvement projects to restore and protect riparian ecological functions. HWR coordinates implementation of river-related projects restoring and protecting ecological functions, identifies and selects pilot restoration projects, and facilitates river projects contributing to City and regional economic prosperity.

Goals

HWR supports the City's goals to promote economic development, improve urban rivers, and connect the community to the river with an overall goal of enhancing watershed health.

Performance

Fund analysis and initial design work in the industrial harbor to support restoration goals and promote economic redevelopment activities. Assess and report on City's implementation of river related plans and programs to ensure that economic development, ecological restoration and community involvement goals are being met. Engage other bureaus and stakeholders in discussions related to on-river recreational needs, public access and environmental protection goals.

Changes to Services and Activities

Healthy Working Rivers reflects an on-going reduction in payments of \$167,316 to the Bureau of Planning and Sustainability as funding was for a one-time project regarding the City's River Plan and a one-time reduction of \$3,700 within professional services.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 4.00 | 6.00 | 5.00 | 5.00 |
| Expenditures | | | | | |
| Healthy Working Rivers | | 393,512 | 1,031,334 | 719,426 | 715,726 |
| Total Expenditures | | 393,512 | 1,031,334 | 719,426 | 715,726 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Pollution Prevention

Description

Pollution Prevention Services includes three functional divisions: Source Control, Environmental Investigations, and Environmental Compliance. This service area also includes the Brownfield Program.

Source Control provides environmental oversight and technical services to industrial and commercial customers to control or eliminate harmful or toxic pollutants to the City's sewer systems. This environmental oversight supports compliance with various permits held by the Bureau, including the National Pollutant Discharge Elimination System (NPDES) permits for both the wastewater and stormwater systems.

Environmental Investigations provides wastewater, stormwater, surface water, groundwater, industrial wastewater, gases, soils and sediment sampling and monitoring services; a full service environmental laboratory; and environmental project management including consultation, data analysis, and reporting for the bureau, other City bureaus, and outside agencies.

Environmental Compliance manages the bureau's regulatory enforcement process which includes industrial pretreatment, stormwater, and other environmental regulations under the bureau's authority. This service area also ensures bureau compliance with its state and federal regulatory obligations including permits governing wastewater collection and treatment, influences environmental policy and regulations developed by others; and manages of the City's stormwater and groundwater permits under the Clean Water Act and the Safe Drinking Water Act.

Brownfield Program involves cleanup and redevelopment activities through use of federal Brownfield grants, matching funds from the City and other public agencies and investment by private sector partners. The focus of the program is to return previously contaminated property to productive economic and community use through partnership with neighborhoods and businesses.

Goals

Pollution Prevention Services supports the City goal of protecting and enhancing the natural and built environment by increasing innovative pollution prevention strategies. Pollution Prevention Services provides technical assistance to City staff and to citizens to help others prevent pollution through effective permit management, best management practices and education, and partners with customers to prevent or control pollution at the source.

Performance

This year it is expected that 99% of industrial enforcement tests be in full compliance, which is the same level of performance as last year. The goal for the coming year is to work with customers to maintain this level of performance.

Site investigations and remediation will require an average expenditure of \$4,435 per site in FY 2011-12, 18% higher than FY 2009-10.

The Water Pollution Control Laboratory estimates it will perform 41,000 lab analyses in FY 2011-12, 5% higher than FY 2009-10.

Bureau of Environmental Services

Public Utilities Service Area

Changes to Services and Activities

Reduction within Pollution Prevention include \$265,000 capital outlay to reflect completed purchases of two vehicles (\$110,000), a boat for Field Operations (\$50,000) and a digital control system at the Water Pollution Control Laboratory (\$105,000). Additional on-going reductions: \$10,000 for completion of a contract for external legal services; \$12,000 for the removal of temporary security patrol services. One-time reductions: \$34,800 from travel/training and professional services contracts; one Environmental Technician I will be left vacant for additional savings of \$57,052.

Increases include \$132,000 for replacement of a point-of-use water purification system necessary for lab testing which is no longer supported by the manufacturer (\$17,000), replacement of failing flow analyzers necessary for lab testing for which replacement parts are no longer available (\$60,000) and a Total Organic Carbon analyzer which will be more economical than having these analyses done externally (\$55,000).

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 81.60 | 80.00 | 80.00 | 80.00 |
| Expenditures | | | | | |
| Env. Monitoring & Investigation | | 1,619,184 | 1,608,325 | 2,372,859 | 2,348,145 |
| Environmental Compliance | | 1,695,327 | 3,614,711 | 3,049,313 | 3,047,416 |
| Pollution Prevention | | 198,552 | 506,997 | 353,317 | 350,817 |
| Source Control | | 2,827,185 | 3,196,483 | 3,431,221 | 3,368,480 |
| Total Expenditures | | 6,340,249 | 8,926,516 | 9,206,710 | 9,114,858 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of industrial enforcement tests in full compliance | 99.0% | 99.0% | 99.0% | 99.0% | 99.0% |
| Efficiency | | | | | |
| Average resources spent in site investigations and cleanup, per site investigated or remediated | \$3,000 | \$3,652 | \$3,300 | \$4,435 | \$4,435 |
| Workload | | | | | |
| No. of lab analyses performed each year | 41,398 | 39,800 | 43,000 | 41,000 | 41,000 |

Portland Harbor

Description

The Portland Harbor Superfund program is managed through the Office of the Director and is funded within the Environmental Remediation Fund. The existence of the bureau's Superfund program is recognition by City Council that a strong City presence in the Superfund cleanup is critical. The Administrator of the Portland Harbor Superfund Program reports to the bureau director. The Administrator represents the City at a management level in the Lower Willamette Group (LWG), and with the Tribal governments and federal and state agencies.

The City is a member of the Lower Willamette Group, composed of private and public entities who have signed a formal Consent Order agreement with the Environmental Protection Agency to fund a contaminated sediment investigation. The City has a dual role as a party potentially responsible for cleaning up contaminated sediments and as a government with strong stewardship obligations and commitments. The City is also assessing the potential of the City's stormwater conveyance system to carry contamination from upland sources to the river sediments.

Program staff work with Natural Resource Trustee agencies and Tribal governments on natural resource restoration efforts, and have developed government-to-government relationships with several Tribal governments involved in the project. Program staff are working with other City staff, spearheading a Lower Willamette Ecosystem Restoration Project with the Corps of Engineers under the authority of the federal Water Resources Development Act (WRDA). This work is closely coordinated with the Office of Healthy Working Rivers, Bureau of Planning and the watershed management staff of BES.

The City is continuing to pursue and maintain a strong, direct government-to-government role with EPA, DEQ and the six Tribal governments on all of these issues in addition to its work as a member of the LWG.

Goals

The Superfund program supports the City goal of protecting and enhancing the natural and built environment by actively participating in the Superfund cleanup. This involvement will also ultimately promote economic vitality and opportunities as Superfund cleanup issues are resolved. The City is helping to fund and coordinate the investigation and potential cleanup activities to ensure that the Lower Willamette River is fully evaluated in a timely and cost effective manner, the Lower Willamette is restored to protect human health and the environment, and liability is fairly allocated among all responsible parties.

Changes to Services and Activities

Reductions within Portland Harbor include \$126,400 of external materials and services within Portland Harbor to reflect a reduction in contractor assistance for outfall investigation. One position will be left vacant for one year - a Water Resources Program Manager for additional savings of \$126,732.

Bureau of Environmental Services

Public Utilities Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 6.00 | 5.00 | 5.00 | 5.00 |
| Expenditures | | | | | |
| CERCLA (Superfund) | | 3,141 | 1,550,000 | 1,550,000 | 1,550,000 |
| Natural Resource Damage Assessment | | 0 | 200,000 | 0 | 0 |
| Portland Harbor | | 5,580,862 | 3,940,406 | 3,853,207 | 3,725,075 |
| Total Expenditures | | 5,584,004 | 5,690,406 | 5,403,207 | 5,275,075 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Wastewater

| | |
|--------------------|---|
| Description | <p>Wastewater Services protects public health, water quality, and the environment by operating and maintaining wastewater and stormwater collection and treatment facilities and managing programs in a manner that ensures compliance with applicable permits, regulations, and contracts. In addition to two wastewater treatment plants, the system includes 96 active pumping stations, 2,336 miles of pipeline, 62,289 manholes, 8,579 stormwater sumps, 171,724 laterals, 744,972 lineal feet of ditches, 56,031 stormwater inlets and catch basins, 351 trash racks, 158 parcel-based stormwater facilities (manufactured), 918 "green" stormwater facilities (including parcel-based facilities and green streets), and 234 stormwater detention facilities. Additional services provided by Wastewater include stormwater residuals management, vector control contract management, and emergency capital repair.</p> <p>Inspection, cleaning, maintenance, and repair for most sewer and stormwater facilities are provided through an interagency agreement with the Portland Bureau of Transportation Maintenance Operations (PBOT MO). PBOT MO also provides collection system customer response and utility locating services.</p> <p>This program also manages services that support the operation and maintenance of wastewater infrastructure. This includes administrative services, work and asset management system administration, facilities management and inventory management and acquisition.</p> |
| Goals | <p>Wastewater Services supports the City goal of protecting and enhancing the natural and built environment by meeting regulatory requirements.</p> |
| Performance | <p>The treatment process continues to achieve removal of approximately 97% of total suspended solids and biochemical oxygen demand from the wastewater, compared with the 85% regulatory performance required in the NPDES permits. Wastewater Services plans to sustain this level of performance in FY 2011-12.</p> <p>Collection and treatment facilities delivered and processed 27.5 billion gallons of wastewater during FY 2009-10. Factors affecting total volume include the degree of water conservation by customers, how much stormwater and groundwater are kept out of the system, the volume of captured CSO now in place, and rainfall in the service area. It is expected that wastewater conveyed and treated will increase to about 28 billion gallons in FY 2010-11 and sustain that in FY 2011-12.</p> <p>The operating and maintenance cost of wastewater treatment was approximately \$573 per million gallons treated for FY 2009-10. This is projected to reduce in FY 2010-11 to about \$560 per million gallons treated and then reduce slightly for FY 2011-12.</p> <p>In an effort to continue to preserve system capacity and prevent sanitary sewer overflows in the collection system, 2.7 million feet of sewers were inspected and cleaned in FY 2009-10. This is projected to decrease slightly in FY 2010-11.</p> |

Bureau of Environmental Services

Public Utilities Service Area

Changes to Services and Activities

The bureau anticipates increases in utilities and materials costs for new facilities coming online and increased flows associated with the CSO system. This includes \$891,150 for collections system utilities; \$183,381 for treatment plant utilities, \$30,000 for CEPT chemicals, \$72,602 for treatment odor control and disinfection, and \$49,500 for repair and maintenance supplies for new pump stations.

Increased costs for Fanno Basin Pump Station start-up include: \$100,000 for utilities and \$25,000 for materials and supplies. This funding was removed from the budget in FY2009-10 and is now being resumed since the station is coming back into operation.

Increased costs to sustain current service levels include \$91,024 for biosolids transportation, \$125,000 for waste disposal of collection system sanitary and combined sediment, \$30,000 for waste disposal of stormwater sediment, and \$281,821 for repair and maintenance supplies and services.

Increased costs for additional services include \$95,000 for enhanced security at six major wastewater facilities and \$402,465 for adequate operation and maintenance of a growing number of stormwater facilities.

The increases are offset by reductions of \$130,000 for capital equipment; \$527,000 for fleet replacements; \$25,000 for ARC Flash Study; \$33,655 for two interns, \$20,000 for minor equipment and tools' and one-time reductions of \$15,100 for travel and training and \$250,000 for PBOT sewer cleaning and inspection and repair. Additionally, this program is permanently reducing two Public Works Supervisor II positions for a savings of \$202,868.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 135.67 | 130.20 | 130.20 | 128.45 |
| Expenditures | | | | | |
| Collection System | | 27,183,599 | 32,078,874 | 32,106,973 | 31,753,759 |
| Maintenance | | 1,641 | 0 | 0 | 0 |
| Treatment | | 15,762,695 | 15,475,821 | 16,559,240 | 16,420,616 |
| Wastewater | | 788,599 | 827,053 | 836,177 | 836,177 |
| Total Expenditures | | 43,736,535 | 48,381,748 | 49,502,390 | 49,010,552 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of biochemical oxygen demand (BOD) removed | 97.0% | 96.5% | 85.0% | 85.0% | 85.0% |
| Efficiency | | | | | |
| Cost to operate and maintain the treatment plants reflected in costs per million gallons per day (mgd) | \$633 | \$573 | \$560 | \$555 | \$555 |
| Workload | | | | | |
| Wastewater processed in million gallons per day | 24,927 | 27,566 | 27,700 | 28,450 | 28,450 |

Watershed

Description

Watershed Services protects and restores watershed functions and works with other bureaus to incorporate practices and implement projects promoting watershed health. It implements the Portland Watershed Management Plan (PWMP). Watershed Services monitors and evaluates the effectiveness of stormwater management, watershed implementation practices, and overall watershed health. It promotes and implements sustainable site development practices and projects, and interprets and implements state and federal fish and wildlife laws, regulations and policies.

Watershed Management leads development and implementation of the Portland Watershed Management Plan (PWMP), which establishes comprehensive approaches and priority projects to protect and restore Portland's urban waterways. The 2011-12 fiscal year covers the sixth full year of integrated watershed management under the PWMP. The PWMP is designed to integrate the city's response to regulatory requirements of the Clean Water Act, the Safe Drinking Water Act, the Endangered Species Act and other laws and programs in an approach based in ecological principles and watershed conditions, rather than relying strictly on regulatory requirements to define city actions. FY 2011-12 will be the fourth year implementing the Grey to Green Initiative: an acceleration of project activities under the PWMP.

Sustainable Stormwater Management provides policy and technical assistance, education and outreach, project design and implementation to demonstrate and create incentives for sustainable stormwater projects. Sustainable stormwater facilities cost-effectively reduce the volume of stormwater entering the combined system, mitigate impacts to sensitive habitats, and reduce stormwater pollutants.

Endangered Species Act (Science, Fish and Wildlife) provides the scientific foundation needed to respond to and implement the City's environmental mandates - especially the Endangered Species Act - and to fully integrate those mandates into the watershed context. The program also provides vital services and ecological expertise for implementation of a variety of city projects and programs in multiple bureaus.

Goals

Watershed Services supports the City goal of protecting and enhancing the natural and built environment by improving and protecting watershed health within our urban community. Watershed Services demonstrates and promotes the advantages of watershed health protection when developing and implementing City programs and projects. Watershed Services responds to regulatory and environmental compliance using a natural systems approach (green infrastructure) to meet our objectives, minimize costs and provide maximum benefits. Watershed Services is working closely with the Bureau of Planning and Sustainability in the planning and implementation of the Climate Action Plan and the Portland Plan. Watershed Services also is investing significant support of asset management work within BES and integration of green infrastructure into system development work.

Bureau of Environmental Services

Public Utilities Service Area

Performance

Watershed Services and the Watershed Revegetation Program restored 38,481 feet of stream bank during FY 2009-10, bringing the bureau's cumulative total restored to 349,954 feet. The bureau goal for FY 2010-11 was to restore an additional 10,000 feet. FY 2011-12 is anticipated to be 371,954 feet.

Also in FY 2009-10, 12,346 people contributed thousands of volunteer hours in projects organized or catalyzed by the Community Watershed Stewardship Program and other watershed stewardship programs. BES expects fewer participants in FY 2010-11 due to regular variances in the types of volunteer projects that are funded and because the Naturescaping program was not funded in FY 2010-11. For FY 2011-12 the number of participants expected to remain constant.

Watershed Services and Watershed Revegetation Services planted 58,370 trees in FY 2009-10. The bulk of those were as part of natural area revegetation projects, while 7,780 were new street and yard trees planted through the Grey to Green initiative. The FY 2010-11 goal for natural area trees was 35,000 and new Grey to Green street and yard trees is 13,950. For FY 2011-12 an additional 56,950 trees will be planted.

The Grey to Green initiative accomplishments from 2008 to June 30, 2010 also include: 418,000 square feet of ecoroofs constructed and in design, 11,400 yard and street trees planted, 500 new acres treated for invasive plant control, 325 green street facilities constructed, 4 culvert replacement projects designed and 1 in construction, and 67 acres of natural area purchased.

Changes to Services and Activities

Watershed Services reflects a reduction of \$889,306 in materials and services for Grey to Green activities, extending the timeline for Grey to Green ecoroof (\$363,412) and tree (\$525,894) programs into FY2015-16. Additional changes include a one-time reduction of \$22,200 in travel and training and the permanent elimination of one ESA Program Coordinator for savings of \$79,071.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 60.25 | 53.87 | 53.59 | 52.59 |
| Expenditures | | | | | |
| Environmental Policy | | 1,953,628 | 170,520 | 0 | 0 |
| Science, Fish & Wildlife | | 888,614 | 1,167,781 | 1,359,152 | 1,279,466 |
| Sustainable Stormwater | | 2,007,713 | 3,235,868 | 2,443,361 | 2,342,669 |
| Watershed | | 294,775 | 500,376 | 443,363 | 443,191 |
| Watershed Management | | 4,308,031 | 7,471,009 | 4,686,667 | 6,515,949 |
| Watershed Revegetation | | 3,042,973 | 1,693,978 | 1,292,392 | 1,188,942 |
| Total Expenditures | | 12,495,733 | 14,239,532 | 10,224,935 | 11,770,217 |

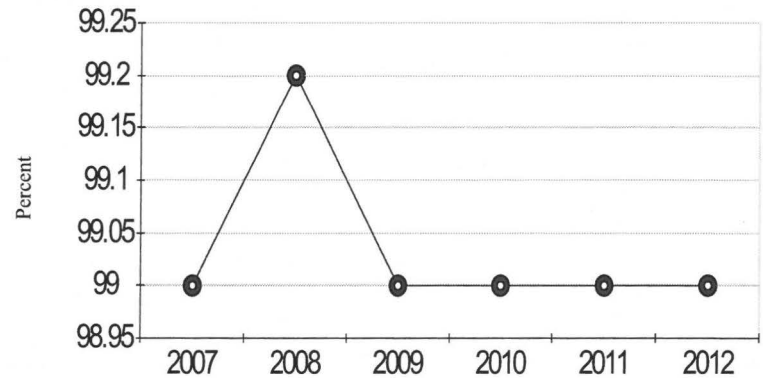
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Feet of streambank restored (cumulative) | 311,473 | 349,954 | 359,954 | 371,954 | 371,954 |
| Number of individual participants in projects catalyzed or hosted by the Stewardship Program | 18,918 | 12,346 | 10,000 | 10,000 | 10,000 |
| Number of trees planted | 24,797 | 58,370 | 48,950 | 56,950 | 56,950 |

Performance Measures

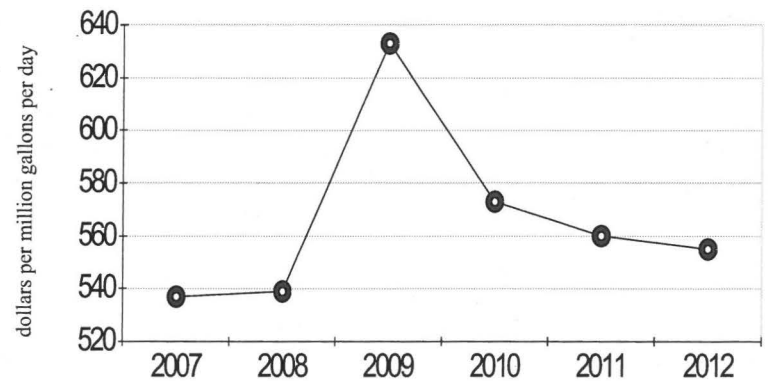
Enforcement Tests

Percent of industrial enforcement tests in full compliance.



Wastewater Processing Cost

Cost to operate and maintain the wastewater treatment plants reflected in costs per million gallons. FY 2008-09 reflects the lowest combined flow rate in the last decade. When flow is low, cost per unit increases.



Bureau of Environmental Services

Public Utilities Service Area

Summary of Bureau Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|------------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 1,094,165 | 1,042,164 | 1,344,208 | 1,230,000 | 1,230,000 |
| Charges for Services | 225,493,677 | 224,878,011 | 246,965,988 | 259,608,127 | 260,353,424 |
| Intergovernmental | 1,542,810 | 1,793,336 | 1,433,554 | 1,497,781 | 1,497,781 |
| Bond & Note | 33,297 | 162,699,982 | 305,183,319 | 228,000,000 | 228,000,000 |
| Miscellaneous | 9,661,479 | 8,291,241 | 2,935,000 | 23,302,000 | 23,302,000 |
| Total External Revenues | 237,825,428 | 398,704,734 | 557,862,069 | 513,637,908 | 514,383,205 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 318,504,080 | 327,847,971 | 447,620,850 | 292,197,505 | 292,197,505 |
| Interagency Revenue | 1,923,703 | 1,595,545 | 2,633,914 | 2,794,073 | 2,794,073 |
| Total Internal Revenues | 320,427,783 | 329,443,515 | 450,254,764 | 294,991,578 | 294,991,578 |
| Beginning Fund Balance | 336,796,683 | 181,663,261 | 130,750,000 | 179,345,500 | 179,345,500 |
| Total Resources | \$895,049,894 | \$909,811,511 | \$1,138,866,833 | \$987,974,986 | \$988,720,283 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 48,971,195 | 52,487,649 | 56,008,234 | 57,836,627 | 57,180,187 |
| External Materials and Services | 59,001,395 | 58,894,732 | 60,240,383 | 35,461,534 | 37,249,171 |
| Internal Materials and Services | 33,617,374 | 38,211,915 | 41,311,208 | 40,458,306 | 40,208,306 |
| Capital Outlay | 112,277,110 | 139,496,239 | 193,309,447 | 86,453,832 | 86,479,366 |
| Total Bureau Expenditures | 253,867,074 | 289,090,535 | 350,869,272 | 220,210,299 | 221,117,030 |
| Fund Expenditures | | | | | |
| Debt Service | 122,688,269 | 145,309,583 | 151,214,829 | 151,048,986 | 151,048,986 |
| Contingency | 0 | 0 | 137,407,211 | 256,199,174 | 256,037,740 |
| Fund Transfers - Expense | 336,831,290 | 343,971,454 | 465,954,321 | 311,540,486 | 311,540,486 |
| Debt Service Reserves | 0 | 0 | 28,070,500 | 46,070,500 | 46,070,500 |
| Total Fund Expenditures | 459,519,559 | 489,281,037 | 782,646,861 | 764,859,146 | 764,697,712 |
| Ending Fund Balance | 181,663,261 | 131,439,939 | 5,350,700 | 2,905,541 | 2,905,541 |
| Total Requirements | \$895,049,894 | \$909,811,511 | \$1,138,866,833 | \$987,974,986 | \$988,720,283 |
| Programs | | | | | |
| Administration & Support | | 21,699,388 | 21,779,869 | 21,101,048 | 21,284,211 |
| Assessments & Improvements | | 1,476 | 0 | 0 | 0 |
| Engineering | | 200,238,956 | 250,819,867 | 124,052,583 | 123,946,391 |
| Financial Planning | | (1,399,468) | 0 | 0 | 0 |
| Healthy Working Rivers | | 393,512 | 1,031,334 | 719,426 | 715,726 |
| Pollution Prevention | | 6,340,249 | 8,926,516 | 9,206,710 | 9,114,858 |
| Portland Harbor | | 5,584,004 | 5,690,406 | 5,403,207 | 5,275,075 |
| Recreation | | 150 | 0 | 0 | 0 |
| Wastewater | | 43,736,535 | 48,381,748 | 49,502,390 | 49,010,552 |
| Watershed | | 12,495,733 | 14,239,532 | 10,224,935 | 11,770,217 |
| Total Programs | | \$289,090,535 | \$350,869,272 | \$220,210,299 | \$221,117,030 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

CIP Summary

Bureau of Environmental Services

Public Utilities Service Area

This table summarizes project expenses by capital programs.

| Bureau Capital Program Project | Prior Years | Revised FY 2010-11 | Adopted FY 2011-12 | Capital Plan | | | | 5-Year Total |
|--|--------------------|-----------------------|-----------------------|--------------|------------|------------|------------|-------------------|
| | | | | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | |
| Combined Sewer Overflow | | | | | | | | |
| Balch Consolidation Conduit | 1,995,449 | 29,266,000 | 3,000,000 | 0 | 0 | 0 | 0 | 3,000,000 |
| Eastside Combined Sewer Overflow System Startup | 0 | 851,000 | 3,002,000 | 0 | 0 | 0 | 0 | 3,002,000 |
| Eastside Combined System Overflow Tunnel | 257,395,752 | 42,100,000 | 9,970,000 | 0 | 0 | 0 | 0 | 9,970,000 |
| POFM Odor Control FC | 0 | 0 | 2,800,000 | 0 | 0 | 0 | 0 | 2,800,000 |
| Portsmouth Force Main | 4,043,142 | 35,900,000 | 4,500,000 | 0 | 0 | 0 | 0 | 4,500,000 |
| Sellwood CSO Pump Station | 226,095 | 6,000,000 | 3,048,000 | 0 | 0 | 0 | 0 | 3,048,000 |
| Swan Island Pump Station | 389,226 | 7,500,000 | 150,000 | 0 | 0 | 0 | 0 | 150,000 |
| Total Combined Sewer Over- flow | 264,049,664 | 121,617,000 | 26,470,000 | 0 | 0 | 0 | 0 | 26,470,000 |
| Maintenance and Reliability | | | | | | | | |
| Alder Basin M&R | 0 | 0 | 9,000 | 9,000 | 9,000 | 325,000 | 1,061,000 | 1,413,000 |
| Ash Creek Sewer Rehabilitation | 0 | 750,000 | 0 | 0 | 700,000 | 0 | 0 | 700,000 |
| Beech, Essex, Oak Predesign | 0 | 4,521,000 | 900,000 | 58,000 | 370,000 | 768,000 | 1,362,000 | 3,458,000 |
| Bike Boulevard Green Streets | 0 | 0 | 1,300,000 | 4,700,000 | 11,000,000 | 0 | 0 | 17,000,000 |
| Dunthorpe-Riverdale Sewer Capacity | 56,398 | 0 | 0 | 166,000 | 644,000 | 1,210,000 | 0 | 2,020,000 |
| Fanno Basin System Improvement | 791,615 | 19,224,000 | 5,835,000 | 4,257,000 | 12,558,000 | 60,000 | 0 | 22,710,000 |
| Fanno Creek Infiltration and Inflow | 0 | 200,000 | 200,000 | 400,000 | 500,000 | 2,210,000 | 2,520,000 | 5,830,000 |
| Holladay, Sullivan, Stark Basin Predesign | 9,082,688 | 100,000 | 100,000 | 966,000 | 2,541,000 | 3,536,000 | 10,438,000 | 17,581,000 |
| Insley Basin M&R | 0 | 0 | 0 | 0 | 0 | 0 | 205,000 | 205,000 |
| Lents 1 & 2 Sewer Relief and Reconstruction | 0 | 0 | 0 | 0 | 0 | 1,627,000 | 2,075,000 | 3,702,000 |
| Maintenance Capital-Construction | 8,689,526 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | 1,150,000 |
| Maintenance Capital-Contract | 30,911,265 | 3,600,000 | 2,500,000 | 2,500,000 | 2,700,000 | 2,700,000 | 2,500,000 | 12,900,000 |
| NE Sandy Blvd and 47th-82nd Pipe Reconstruction | 0 | 200,000 | 510,000 | 0 | 0 | 0 | 0 | 510,000 |
| NW Neighborhood Predesign | 0 | 0 | 557,000 | 1,906,000 | 10,467,000 | 8,875,000 | 9,369,000 | 31,174,000 |
| Owner Controlled Insurance Program Phase IV | 0 | 0 | 804,000 | 802,000 | 802,000 | 802,000 | 0 | 3,210,000 |
| Phase 2 Pipe Rehabilitation | 0 | 500,000 | 3,113,000 | 7,378,000 | 31,132,000 | 31,132,000 | 31,132,000 | 103,887,000 |
| SE Interceptor Rehabilitation | 0 | 0 | 0 | 688,000 | 688,000 | 3,439,000 | 3,507,000 | 8,322,000 |
| Sewer Structural Rehabilitation | 249,452 | 7,575,078 | 8,041,000 | 0 | 0 | 0 | 0 | 8,041,000 |
| Stark Stormwater Inflow Control | 0 | 697,000 | 1,171,000 | 10,000 | 0 | 0 | 0 | 1,181,000 |
| Structural Rehab Tag | 0 | 0 | 0 | 100,000 | 1,000,000 | 831,000 | 8,547,000 | 10,478,000 |
| SW Yamhill/Morrison | 0 | 0 | 0 | 0 | 1,453,000 | 0 | 0 | 1,453,000 |
| Taggart A Basin M&R | 0 | 0 | 0 | 0 | 0 | 0 | 149,000 | 149,000 |
| Taggart B & C Repair & Replacement | 0 | 0 | 0 | 0 | 0 | 257,000 | 2,674,000 | 2,931,000 |
| Taggart D Implementation | 0 | 0 | 4,006,000 | 4,850,000 | 3,269,000 | 7,263,000 | 11,406,000 | 30,794,000 |
| Tryon Creek Infiltration and Inflow | 0 | 192,000 | 375,000 | 300,000 | 2,825,000 | 4,270,000 | 2,120,000 | 9,890,000 |
| Wheeler Basin M&R | 0 | 0 | 0 | 0 | 0 | 0 | 472,000 | 472,000 |

Bureau of Environmental Services

CIP Summary

Public Utilities Service Area

This table summarizes project expenses by capital programs.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Project | Prior Years | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | 5-Year Total |
| Woods Outfall Disconnection (Zidell River Cap) | 0 | 300,000 | 10,000 | 0 | 0 | 0 | 0 | 10,000 |
| Total Maintenance and Reliability | 49,780,944 | 38,089,078 | 29,661,000 | 29,320,000 | 82,888,000 | 69,535,000 | 89,767,000 | 301,171,000 |
| Sewage Treatment Systems | | | | | | | | |
| Ankeny Pump Station Upgrade | 218,002 | 3,062,000 | 3,162,000 | 5,000,000 | 2,098,000 | 0 | 0 | 10,260,000 |
| CBWTP Chemically Enhanced Primary Treatment | 0 | 1,918,000 | 3,520,000 | 0 | 0 | 0 | 0 | 3,520,000 |
| CBWTP Cogeneration | 0 | 0 | 320,000 | 470,000 | 3,504,000 | 1,290,000 | 0 | 5,584,000 |
| CBWTP Digester Mixing | 0 | 0 | 3,100,000 | 4,300,000 | 723,000 | 0 | 0 | 8,123,000 |
| CBWTP Improvements | 0 | 0 | 6,422,000 | 1,226,000 | 0 | 0 | 2,309,000 | 9,957,000 |
| CBWTP Lagoon Reconstruction | 2,069,545 | 1,184,000 | 3,200,000 | 2,373,000 | 2,236,000 | 4,662,000 | 1,793,000 | 14,264,000 |
| CBWTP Secondary Treatment Expansion | 0 | 0 | 0 | 0 | 1,821,000 | 2,972,000 | 2,972,000 | 7,765,000 |
| CBWTP Selector Performance Enhancement | 0 | 2,107,000 | 1,610,000 | 11,320,000 | 3,150,000 | 0 | 0 | 16,080,000 |
| Guilds Lake Pump Station Upgrade | 0 | 0 | 2,356,000 | 0 | 0 | 0 | 0 | 2,356,000 |
| Pump Station Improvements | 25,443,646 | 3,200,000 | 2,000,000 | 2,000,000 | 2,600,000 | 2,700,000 | 4,000,000 | 13,300,000 |
| Repair, Rehabilitation, and Modification | 19,778,780 | 1,808,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 10,000,000 |
| Tryon Creek Wastewater Treatment Plant Improvements | 0 | 0 | 263,000 | 216,000 | 0 | 738,000 | 372,000 | 1,589,000 |
| Total Sewage Treatment Systems | 47,509,973 | 13,279,000 | 27,953,000 | 28,905,000 | 18,132,000 | 14,362,000 | 13,446,000 | 102,798,000 |
| Surface Water Management | | | | | | | | |
| Burlingame Pipe/Monitoring | 0 | 0 | 22,000 | 21,000 | 17,000 | 0 | 0 | 60,000 |
| Columbia Slough Infrastructure | 0 | 943,000 | 1,690,000 | 145,000 | 15,000 | 15,000 | 0 | 1,865,000 |
| Columbia Slough Outfalls Predesign | 0 | 255,000 | 155,000 | 155,000 | 154,000 | 0 | 0 | 464,000 |
| Crystal Springs Streambank Restoration | 0 | 0 | 0 | 0 | 208,000 | 958,000 | 2,176,000 | 3,342,000 |
| Fanno/Tryon Creeks Water Quality Implementation | 776,662 | 200,000 | 2,205,000 | 1,525,000 | 3,152,000 | 3,088,000 | 2,403,000 | 12,373,000 |
| Green Streets/Bikeways | 0 | 300,000 | 1,900,000 | 545,000 | 0 | 0 | 0 | 2,445,000 |
| Grey to Green: Green Streets, Culverts and Land Acquisition | 0 | 12,039,500 | 9,602,000 | 3,000,000 | 4,794,000 | 1,500,000 | 1,000,000 | 19,896,000 |
| Johnson Creek Restoration Program | 0 | 0 | 4,516,000 | 2,786,000 | 5,290,000 | 3,306,000 | 12,749,000 | 28,647,000 |
| NE 148th Basin Water Quality Facility | 121,619 | 237,000 | 0 | 0 | 1,708,000 | 0 | 0 | 1,708,000 |
| Oaks Bottom Floodplain Restoration | 221,659 | 0 | 750,000 | 1,300,000 | 0 | 0 | 0 | 2,050,000 |
| Underground Injection Control Improvements | 156,050 | 2,323,000 | 1,605,000 | 2,156,000 | 3,000,000 | 1,444,000 | 0 | 8,205,000 |
| Watershed Investment | 0 | 1,543,973 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |
| Wellhead Sump Retrofit | 170,089 | 279,000 | 554,000 | 0 | 0 | 0 | 0 | 554,000 |
| Total Surface Water Management | 1,446,079 | 18,120,473 | 24,499,000 | 13,133,000 | 19,838,000 | 11,811,000 | 19,828,000 | 89,109,000 |

CIP Summary**Bureau of Environmental Services****Public Utilities Service Area**

This table summarizes project expenses by capital programs.

| Bureau Capital Program Project | Prior Years | Revised FY 2010-11 | Adopted FY 2011-12 | Capital Plan | | | | 5-Year Total |
|---|--------------------|-----------------------|-----------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| | | | | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | |
| Systems Development | | | | | | | | |
| Commercial-Industrial-Residential Sanitary Sewer | 0 | 0 | 357,000 | 0 | 804,000 | 2,340,000 | 0 | 3,501,000 |
| Drainage Improvement | 2,232,967 | 28,000 | 29,000 | 29,000 | 29,000 | 29,000 | 29,000 | 145,000 |
| Milw Light Rail Ext | 0 | 0 | 226,000 | 226,000 | 226,000 | 226,000 | 42,000 | 946,000 |
| Party Sewers | 0 | 1,400,000 | 750,000 | 750,000 | 2,450,000 | 2,400,000 | 500,000 | 6,850,000 |
| PBOT Interagency Reimbursement | 7,578,004 | 277,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 1,750,000 |
| Permit Reimbursement | 950,027 | 43,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 225,000 |
| Public Works Permit Projects | 11,194,271 | 525,390 | 725,000 | 725,000 | 725,000 | 725,000 | 725,000 | 3,625,000 |
| South Airport Sanitation and Pump Station | 0 | 186,000 | 1,085,000 | 1,006,000 | 0 | 0 | 0 | 2,091,000 |
| Total Systems Development | 21,955,269 | 2,459,390 | 3,567,000 | 3,131,000 | 4,629,000 | 6,115,000 | 1,691,000 | 19,133,000 |
| Total Requirements | 384,741,929 | 193,564,941 | 112,150,000 | 74,489,000 | 125,487,000 | 101,823,000 | 124,732,000 | 538,681,000 |

Bureau of Environmental Services

FTE Summary

Public Utilities Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 37,606 | 52,499 | 0.00 | 0 | 1.00 | 51,276 | 1.00 | 51,276 |
| 30000063 | Accountant II | 49,171 | 60,070 | 4.00 | 233,832 | 4.00 | 236,550 | 4.00 | 236,550 |
| 30000064 | Accountant III | 54,142 | 66,102 | 1.00 | 64,434 | 1.00 | 66,108 | 1.00 | 66,108 |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 5.00 | 307,212 | 5.00 | 312,704 | 5.00 | 312,704 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 5.00 | 269,164 | 5.00 | 274,015 | 5.00 | 274,015 |
| 30000436 | Administrative Supervisor I | 54,080 | 72,051 | 2.00 | 144,096 | 2.00 | 144,096 | 2.00 | 144,096 |
| 30000104 | Automotive Equip Oper II: Tractor-Trailr | 42,827 | 51,584 | 1.00 | 51,588 | 1.00 | 51,588 | 1.00 | 51,588 |
| 30000671 | Biosolids/Reuse Program Manager | 68,994 | 92,726 | 1.00 | 85,238 | 1.00 | 88,730 | 1.00 | 88,730 |
| 30000315 | Botanic Spec I-Generalist | 50,731 | 64,750 | 2.00 | 111,864 | 2.00 | 116,040 | 2.00 | 116,040 |
| 30000320 | Botanic Spec II-Generalist | 53,394 | 68,120 | 2.00 | 115,176 | 2.00 | 117,776 | 2.00 | 117,776 |
| 30000321 | Botanic Spec II-Ntrl Resource Ecologist | 53,394 | 68,120 | 6.00 | 393,618 | 6.00 | 398,648 | 6.00 | 398,648 |
| 30000441 | Business Operations Manager | 74,214 | 98,862 | 3.00 | 288,760 | 3.00 | 294,206 | 3.00 | 294,206 |
| 30000442 | Business Operations Manager, Sr | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 1.00 | 70,780 | 1.00 | 73,680 | 1.00 | 73,680 |
| 30000449 | Business Systems Analyst, Sr | 62,629 | 83,637 | 3.00 | 246,816 | 3.00 | 249,210 | 3.00 | 249,210 |
| 30000331 | CAD Analyst | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000329 | CAD Technician II | 50,086 | 63,898 | 15.00 | 921,265 | 16.00 | 981,779 | 16.00 | 981,779 |
| 30000330 | CAD Technician III | 60,840 | 77,709 | 5.00 | 381,276 | 5.00 | 383,994 | 5.00 | 383,994 |
| 30000689 | Capital Program Mgmt & Controls Manager | 85,800 | 116,293 | 1.00 | 98,459 | 1.00 | 102,496 | 1.00 | 102,496 |
| 30000399 | Capital Project Manager I | 60,840 | 77,709 | 3.00 | 215,280 | 3.00 | 219,586 | 3.00 | 219,586 |
| 30000686 | Capital Project Manager II | 65,811 | 88,046 | 2.00 | 176,088 | 2.00 | 176,088 | 2.00 | 176,088 |
| 30000700 | Communications Engineer | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000491 | Community Outreach & Informtn Assistant | 44,533 | 68,619 | 2.00 | 130,796 | 2.00 | 133,340 | 2.00 | 133,340 |
| 30000492 | Community Outreach & Informtn Rep | 54,080 | 72,051 | 2.00 | 126,132 | 2.00 | 126,132 | 2.00 | 126,132 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 59,634 | 79,518 | 2.00 | 124,248 | 2.00 | 125,788 | 2.00 | 125,788 |
| 30000470 | Contractor Dev Program Coordinator | 62,629 | 83,637 | 1.00 | 69,348 | 1.00 | 71,718 | 1.00 | 71,718 |
| 30000455 | Contracts Dev & Review Administrator | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000672 | Data Acquisition & Mgmt Supervisor | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000733 | Development Services Manager | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000333 | Development Services Technician II | 50,086 | 63,898 | 1.00 | 60,840 | 1.00 | 63,645 | 1.00 | 63,645 |
| 30000732 | Development Supervisor I | 62,629 | 83,637 | 1.00 | 81,996 | 1.00 | 83,229 | 1.00 | 83,229 |
| 30000576 | Economist, Sr | 65,811 | 88,046 | 1.00 | 81,288 | 1.00 | 84,346 | 1.00 | 84,346 |
| 30000635 | Electrical/Instrumentation Supervisor | 68,994 | 92,726 | 1.00 | 91,599 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000116 | Electrician | 63,606 | 68,661 | 6.00 | 411,984 | 6.00 | 411,984 | 6.00 | 411,984 |
| 30000121 | Electrician/Instrument Technician | 65,541 | 70,741 | 7.00 | 489,984 | 7.00 | 489,984 | 7.00 | 489,984 |
| 30000401 | Electronic Systems Technician | 52,042 | 66,394 | 3.00 | 199,188 | 3.00 | 199,188 | 3.00 | 199,188 |
| 30000665 | Endangered Species Act Program Coord | 62,629 | 83,637 | 1.00 | 42,249 | 1.00 | 65,865 | 0.00 | 11,541 |
| 30000683 | Engineer, Chief | 101,421 | 145,205 | 2.00 | 290,400 | 2.00 | 290,400 | 2.00 | 290,400 |
| 30000682 | Engineer, Principal | 92,685 | 123,594 | 4.00 | 484,728 | 4.00 | 489,590 | 4.00 | 489,590 |
| 30000680 | Engineer, Sr | 80,226 | 106,954 | 11.00 | 1,110,721 | 11.00 | 1,136,340 | 11.00 | 1,136,340 |
| 30000681 | Engineer, Supervising | 86,237 | 114,982 | 12.00 | 1,339,618 | 12.00 | 1,366,209 | 12.00 | 1,366,209 |
| 30000365 | Engineer-Civil | 79,997 | 97,219 | 29.00 | 2,732,788 | 29.00 | 2,757,985 | 29.00 | 2,757,985 |
| 30000366 | Engineer-Electrical | 79,997 | 97,219 | 2.00 | 194,448 | 2.00 | 194,448 | 2.00 | 194,448 |
| 30000368 | Engineer-Mechanical | 79,997 | 97,219 | 1.00 | 88,543 | 1.00 | 92,967 | 1.00 | 92,967 |
| 30000358 | Engineering Associate, Sr-Civil | 69,160 | 88,171 | 10.00 | 832,101 | 10.00 | 845,738 | 10.00 | 845,738 |
| 30000360 | Engineering Associate, Sr-Geotechnical | 69,160 | 88,171 | 1.00 | 88,176 | 1.00 | 88,176 | 1.00 | 88,176 |
| 30000353 | Engineering Associate-Civil | 56,846 | 76,190 | 8.00 | 519,866 | 8.00 | 542,762 | 8.00 | 542,762 |
| 30000324 | Engineering Technician I | 37,378 | 50,086 | 1.00 | 50,088 | 1.00 | 50,088 | 1.00 | 50,088 |
| 30000325 | Engineering Technician II | 50,086 | 63,898 | 26.00 | 1,534,645 | 26.00 | 1,564,590 | 26.00 | 1,564,590 |
| 30000326 | Engineering Technician III | 60,840 | 77,709 | 7.00 | 513,300 | 7.00 | 518,520 | 7.00 | 518,520 |

FTE Summary

Bureau of Environmental Services

Public Utilities Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000859 | Environmental Intergovernmental Rel Mgr | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000669 | Environmental Monitoring Svcs Group Mgr | 92,186 | 128,752 | 1.00 | 126,948 | 1.00 | 128,148 | 1.00 | 128,148 |
| 30000459 | Environmental Policy Analyst | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000662 | Environmental Program Coordinator | 59,634 | 79,518 | 9.00 | 621,584 | 9.00 | 632,815 | 9.00 | 632,815 |
| 30000663 | Environmental Program Manager | 65,811 | 88,046 | 11.00 | 913,963 | 11.00 | 945,090 | 11.00 | 945,090 |
| 30000664 | Environmental Program Manager, Sr | 74,214 | 98,862 | 4.00 | 356,123 | 4.00 | 395,472 | 4.00 | 395,472 |
| 30000661 | Environmental Program Specialist | 54,080 | 72,051 | 3.00 | 205,912 | 3.00 | 208,444 | 3.00 | 208,444 |
| 30000419 | Environmental Services Director | 128,294 | 183,851 | 1.00 | 170,268 | 1.00 | 177,249 | 1.00 | 177,249 |
| 30000339 | Environmental Specialist | 60,840 | 77,709 | 27.00 | 1,960,770 | 27.00 | 2,001,642 | 27.00 | 2,001,642 |
| 30001359 | Environmental Svcs Public Affairs Mgr | 74,214 | 98,862 | 1.00 | 90,960 | 1.00 | 94,692 | 1.00 | 94,692 |
| 30000337 | Environmental Technician I | 37,378 | 50,086 | 3.00 | 126,860 | 3.00 | 132,460 | 3.00 | 132,460 |
| 30000338 | Environmental Technician II | 50,086 | 63,898 | 34.00 | 2,044,715 | 34.00 | 2,080,075 | 34.00 | 2,080,075 |
| 30000712 | Facilities Services Specialist | 54,080 | 72,051 | 1.00 | 58,260 | 1.00 | 60,648 | 1.00 | 60,648 |
| 30000569 | Financial Analyst, Principal | 74,214 | 98,862 | 4.00 | 391,740 | 4.00 | 393,606 | 4.00 | 393,606 |
| 30000341 | GIS Technician I | 37,378 | 50,086 | 1.00 | 50,088 | 1.00 | 50,088 | 1.00 | 50,088 |
| 30000342 | GIS Technician II | 50,086 | 63,898 | 2.00 | 108,277 | 2.00 | 112,611 | 2.00 | 112,611 |
| 30000343 | GIS Technician III | 60,840 | 77,709 | 3.00 | 219,324 | 3.00 | 221,484 | 3.00 | 221,484 |
| 30000373 | Graphics Designer III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30001080 | Healthy Working Rivers Manager | 85,800 | 116,293 | 1.00 | 88,008 | 1.00 | 91,008 | 1.00 | 91,008 |
| 30000340 | Hydrogeologist | 68,994 | 88,005 | 1.00 | 88,008 | 1.00 | 88,008 | 1.00 | 88,008 |
| 30000126 | Industrial Machinist | 51,355 | 55,806 | 1.00 | 55,812 | 1.00 | 55,812 | 1.00 | 55,812 |
| 30000157 | Industrial Maintenance Millwright | 51,355 | 55,806 | 28.00 | 1,544,928 | 28.00 | 1,544,928 | 28.00 | 1,544,928 |
| 30000114 | Industrial Painter | 50,835 | 55,224 | 1.00 | 50,832 | 1.00 | 50,832 | 1.00 | 50,832 |
| 30000215 | Inf Syst Analyst IV-Generalist | 65,811 | 88,046 | 1.00 | 87,816 | 1.00 | 88,006 | 1.00 | 88,006 |
| 30000218 | Inf Syst Analyst, Principal-Gen | 74,214 | 98,862 | 2.00 | 197,736 | 2.00 | 197,736 | 2.00 | 197,736 |
| 30000880 | Inf Syst Analyst, Principal-GIS, Vertical | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000606 | Inf Syst Mgr-Enterprise Database Mgr | 79,830 | 106,288 | 1.00 | 95,990 | 1.00 | 99,917 | 1.00 | 99,917 |
| 30000239 | Instrument Technician | 63,606 | 68,661 | 9.00 | 617,976 | 9.00 | 617,976 | 9.00 | 617,976 |
| 30001283 | Laboratory Analyst II | 45,219 | 59,675 | 6.00 | 349,668 | 6.00 | 354,752 | 6.00 | 354,752 |
| 30001284 | Laboratory Analytical Specialist | 51,542 | 68,453 | 6.00 | 406,948 | 6.00 | 410,688 | 6.00 | 410,688 |
| 30001285 | Laboratory Coordinator | 53,498 | 75,483 | 2.00 | 150,960 | 2.00 | 150,960 | 2.00 | 150,960 |
| 30000670 | Laboratory Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000644 | Maintenance Planner/Scheduler | 54,080 | 72,051 | 5.00 | 355,976 | 5.00 | 359,552 | 5.00 | 359,552 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000453 | Management Analyst, Principal | 74,214 | 98,862 | 1.00 | 74,220 | 1.00 | 74,220 | 1.00 | 74,220 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 3.00 | 226,596 | 3.00 | 231,752 | 3.00 | 231,752 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 2.00 | 137,232 | 2.00 | 137,232 | 2.00 | 137,232 |
| 30000345 | Materials Testing Technician II | 50,086 | 63,898 | 4.00 | 250,130 | 4.00 | 253,050 | 4.00 | 253,050 |
| 30000346 | Materials Testing Technician III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 5.00 | 213,732 | 5.00 | 217,140 | 5.00 | 217,140 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 7.00 | 344,256 | 6.00 | 296,208 | 6.00 | 296,208 |
| 30000678 | Portland Harbor Superfund Administrator | 85,800 | 116,293 | 1.00 | 116,292 | 1.00 | 116,292 | 1.00 | 116,292 |
| 30000677 | Portland Harbor Superfund Technical Mgr | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 4.00 | 288,008 | 3.00 | 220,746 | 3.00 | 220,746 |
| 30000465 | Program Manager | 62,629 | 83,637 | 6.00 | 479,544 | 6.00 | 485,546 | 6.00 | 485,546 |
| 30000466 | Program Manager, Sr | 74,214 | 98,862 | 1.00 | 97,656 | 1.00 | 98,767 | 1.00 | 98,767 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 2.00 | 114,720 | 2.00 | 118,055 | 2.00 | 118,055 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 3.00 | 181,608 | 3.00 | 185,470 | 3.00 | 185,470 |
| 30000698 | Property Acquisition & Services Manager | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000495 | Public Information Officer | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |

Bureau of Environmental Services

FTE Summary

Public Utilities Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|---|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000691 | Public Works Inspection Manager | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000690 | Public Works Inspection Supervisor | 62,629 | 83,637 | 1.00 | 81,768 | 1.00 | 83,328 | 1.00 | 83,328 |
| 30000228 | Public Works Inspector | 56,222 | 64,230 | 17.00 | 1,066,451 | 17.00 | 1,081,516 | 17.00 | 1,081,516 |
| 30000229 | Public Works Inspector, Sr | 60,965 | 71,843 | 11.00 | 790,284 | 11.00 | 790,284 | 11.00 | 790,284 |
| 30000630 | Public Works Supervisor II | 56,763 | 75,670 | 2.00 | 137,592 | 2.00 | 142,292 | 0.00 | (3,004) |
| 30000828 | Records Specialist | 31,138 | 43,430 | 1.00 | 43,428 | 1.00 | 43,428 | 1.00 | 43,428 |
| 30000481 | Risk Specialist | 54,080 | 72,051 | 1.00 | 54,084 | 1.00 | 55,740 | 1.00 | 55,740 |
| 30000482 | Risk Specialist, Sr | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000485 | Safety & Risk Officer I | 62,629 | 83,637 | 1.00 | 83,556 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000486 | Safety & Risk Officer II | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000179 | Site Development Inspector II | 61,797 | 71,510 | 1.00 | 61,800 | 0.00 | 0 | 0.00 | 0 |
| 30000668 | Source Reduction & Control Manager | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000054 | Storekeeper/Acquisition Specialist II | 42,619 | 52,104 | 3.00 | 156,312 | 3.00 | 156,312 | 3.00 | 156,312 |
| 30000056 | Storekeeper/Acquisition Specialist III | 48,131 | 59,842 | 1.00 | 59,844 | 1.00 | 59,844 | 1.00 | 59,844 |
| 30000468 | Stores System Supervisor II | 56,763 | 75,670 | 1.00 | 71,700 | 1.00 | 73,415 | 1.00 | 73,415 |
| 30001078 | Sustainable Stormwater Division Mgr | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000675 | Wastewater Collections System Manager | 85,800 | 116,293 | 1.00 | 85,800 | 1.00 | 85,800 | 1.00 | 85,800 |
| 30000676 | Wastewater Operations Group Manager | 92,186 | 128,752 | 1.00 | 124,520 | 1.00 | 128,164 | 1.00 | 128,164 |
| 30000163 | Wastewater Operations Specialist | 52,978 | 59,966 | 5.00 | 299,820 | 5.00 | 299,820 | 5.00 | 299,820 |
| 30000161 | Wastewater Operator II | 46,134 | 55,806 | 41.00 | 2,233,570 | 41.00 | 2,241,290 | 41.00 | 2,241,290 |
| 30000674 | Wastewater Treatment Manager | 85,800 | 116,293 | 2.00 | 171,600 | 2.00 | 171,600 | 2.00 | 171,600 |
| 30000673 | Wastewater Treatment O&M Supervisor | 65,811 | 88,046 | 3.00 | 262,075 | 3.00 | 264,132 | 3.00 | 264,132 |
| 30000656 | Water Resources Program Manager | 65,811 | 88,046 | 6.00 | 526,082 | 6.00 | 528,264 | 6.00 | 528,264 |
| 30000659 | Watershed Division Manager | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000667 | Watershed Revegetation Program Manager | 65,811 | 88,046 | 1.00 | 80,664 | 1.00 | 83,964 | 1.00 | 83,964 |
| 30000666 | Watershed Revegetation Program Supvr | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000660 | Watershed Services Group Manager | 92,186 | 128,752 | 1.00 | 92,184 | 1.00 | 94,074 | 1.00 | 94,074 |
| TOTAL FULL-TIME POSITIONS | | | | 536.00 | 38,532,726 | 535.00 | 38,995,538 | 532.00 | 38,795,918 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 0.90 | 29,132 | 0.50 | 31,932 | 0.50 | 31,932 |
| 30000321 | Botanic Spec II-Ntrl Resource Ecologist | 53,394 | 68,120 | 0.90 | 61,308 | 0.72 | 49,044 | 0.72 | 49,044 |
| 30000447 | Business Systems Analyst, Assistant | 44,533 | 68,619 | 0.90 | 49,404 | 0.71 | 48,720 | 0.71 | 48,720 |
| 30000367 | Engineer-Geotechnical | 79,997 | 97,219 | 0.90 | 76,530 | 0.50 | 46,296 | 0.50 | 46,296 |
| 30000358 | Engineering Associate, Sr-Civil | 69,160 | 88,171 | 0.90 | 69,140 | 0.50 | 39,996 | 0.50 | 39,996 |
| 30000325 | Engineering Technician II | 50,086 | 63,898 | 0.90 | 52,803 | 0.50 | 30,420 | 0.50 | 30,420 |
| 30000339 | Environmental Specialist | 60,840 | 77,709 | 0.90 | 69,936 | 0.50 | 38,856 | 0.50 | 38,856 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 0.90 | 56,364 | 0.50 | 31,320 | 0.50 | 31,320 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 0.90 | 35,148 | 0.50 | 39,756 | 0.50 | 39,756 |
| TOTAL PART-TIME POSITIONS | | | | 8.10 | 499,765 | 4.93 | 356,340 | 4.93 | 356,340 |
| 30000491 | Community Outreach & Informtn Assistant | 44,533 | 68,619 | 1.00 | 44,532 | 0.33 | 14,844 | 0.33 | 14,844 |
| 30000325 | Engineering Technician II | 50,086 | 63,898 | 2.00 | 100,176 | 0.33 | 16,696 | 0.33 | 16,696 |
| 30000337 | Environmental Technician I | 37,378 | 50,086 | 1.00 | 37,380 | 0.00 | 0 | 0.00 | 0 |
| 30000338 | Environmental Technician II | 50,086 | 63,898 | 0.00 | 0 | 1.00 | 50,088 | 1.00 | 50,088 |
| TOTAL LIMITED TERM POSITIONS | | | | 4.00 | 182,088 | 1.67 | 81,628 | 1.67 | 81,628 |
| GRAND TOTAL | | | | 548.10 | 39,214,579 | 541.60 | 39,433,506 | 538.60 | 39,233,886 |

Budget Decisions
Bureau of Environmental Services
Public Utilities Service Area

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

| Action | Amount | | | FTE | Decision |
|--|-------------|-------------|---------------|--------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 222,495,148 | 0 | 222,495,148 | 542.60 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (1,677,000) | 0 | (1,677,000) | 0.00 | 1.5% mandatory cut |
| | (2,704,679) | 0 | (2,704,679) | 0.00 | 1% cut for rate reduction |
| | (1,244,137) | 0 | (1,244,137) | (1.00) | Program realignment cuts |
| | 1,712,657 | 0 | 1,712,657 | 0.00 | Systems Operations |
| | 532,465 | 0 | 532,465 | 0.00 | Green Infrastructure |
| | 332,000 | 0 | 332,000 | 0.00 | Current service level |
| | 281,821 | 0 | 281,821 | 0.00 | Asset Management |
| | 197,900 | 0 | 197,900 | 0.00 | Tech Adj: Wastewater |
| | 200,000 | 0 | 200,000 | 0.00 | Tech Adj: Portland Harbor |
| | 49,608 | 0 | 49,608 | 0.00 | Tech Adj: interagencies |
| | 19,000 | 0 | 19,000 | 0.00 | Tech Adj: Pollution Prevention |
| | 15,516 | 0 | 15,516 | 0.00 | Tech Adj: miscellaneous |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 2,704,679 | 0 | 2,704,679 | 0.00 | 1% rate reduction restoration |
| | 0 | (80,904) | (80,904) | 0.00 | Accounting reduction |
| | 0 | (109,812) | (109,812) | 0.00 | Data Management reduction |
| | 0 | (57,052) | (57,052) | 0.00 | Environ Tech I reduction |
| | (79,068) | 0 | (79,068) | (1.00) | ESA Program Coord. position cut |
| | 0 | (126,732) | (126,732) | 0.00 | Portland Harbor reduction |
| | (202,872) | 0 | (202,872) | (2.00) | Wastewater Treatment staff positions cut |
| | 0 | (100,000) | (100,000) | 0.00 | Windows 7 upgrade deferral |
| | 0 | (122,642) | (122,642) | 0.00 | Travel & training reduction |
| | 0 | (150,000) | (150,000) | 0.00 | Friends of Trees contract reduction |
| | 0 | (100,000) | (100,000) | 0.00 | Stormwater green facilities maint. reduction |
| | 0 | (82,400) | (82,400) | 0.00 | Reduce contracts |
| | 0 | (200,000) | (200,000) | 0.00 | Clean Water Services payment reduction |
| | 0 | (100,000) | (100,000) | 0.00 | Ecoroof grants deferral |
| | 0 | (50,000) | (50,000) | 0.00 | Treatment chemical reduction |
| | 0 | (12,000) | (12,000) | 0.00 | Temporary security for WPCL elimination |
| | 0 | (250,000) | (250,000) | 0.00 | PBOT sewer cleaning IA reduction |
| | 0 | 25,534 | 25,534 | 0.00 | Capital tech adj. |
| | (61,207) | 61,207 | 0 | 0.00 | Shift IA from ongoing to 1-time for ARRA FTE |
| | 76,683 | (1,454,801) | (1,378,118) | (4.00) | Total FY 2011-12 Decision Packages |
| | | | 221,117,030 | 538.60 | Total Adopted Budget |

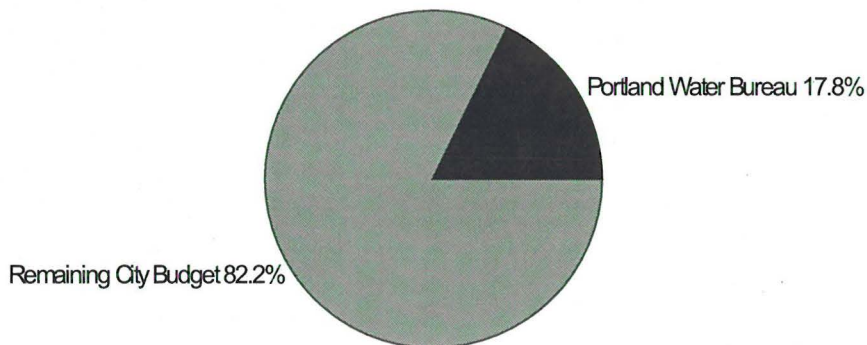
Portland Water Bureau

Public Utilities Service Area

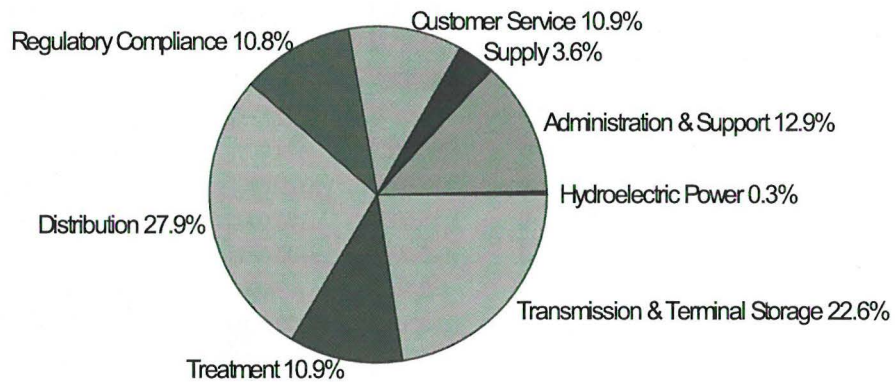
Randy Leonard, Commissioner-in-Charge

David Shaff, Administrator

Percent of City Budget



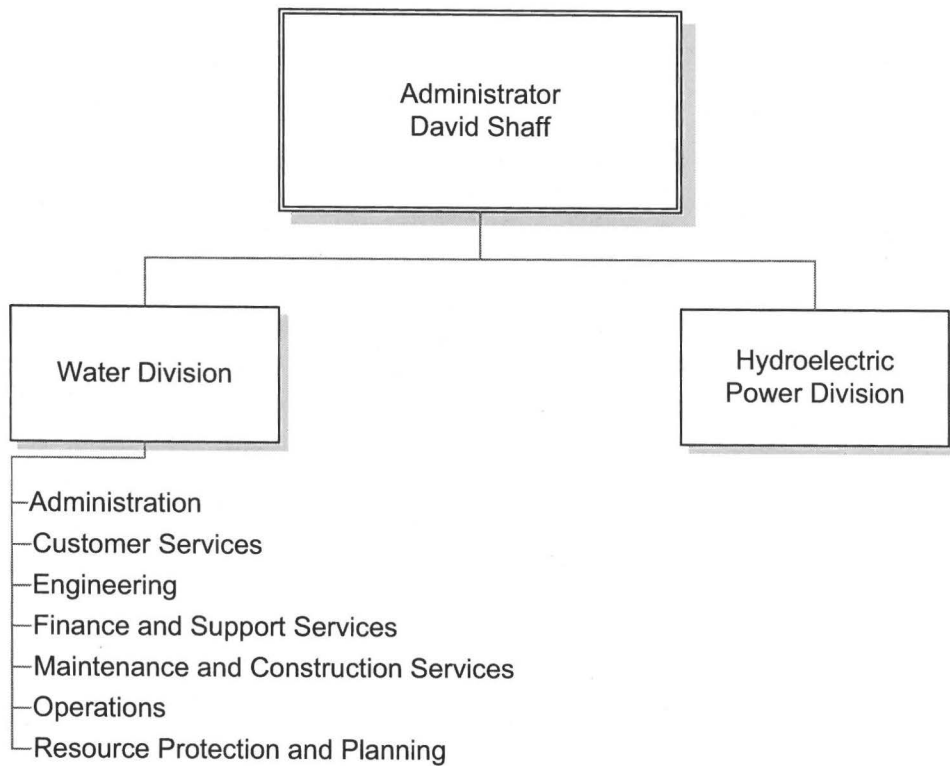
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 386,592,547 | 511,663,539 | 125,070,992 | 32.35 |
| Capital | 61,454,000 | 122,335,000 | 60,881,000 | 99.05 |
| Total Requirements | 448,046,547 | 633,998,539 | 185,951,992 | 41.50 |
| Authorized Positions | 641.15 | 627.75 | (13.40) | (2.09) |

Portland Water Bureau



Bureau Summary

Bureau Mission

The mission of the Portland Water Bureau is:

- ◆ To provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards
- ◆ To provide the highest value to customers through excellent business, management, and operational practices and appropriate application of innovation and technology
- ◆ To be responsible stewards of the public's water infrastructure, fiscal, and natural resources
- ◆ To provide the citizens and the City Council with a water system that supports their community objectives and overall vision for the City of Portland

Bureau Overview

The Portland Water Bureau has two divisions, the Water and Hydroelectric Power Divisions.

Water Division

The Water Division is responsible for construction, maintenance, and operation of Portland's municipal water system. The Water Division ensures that the water system can provide a sufficient quantity of high-quality water to satisfy the existing and future needs of the community.

Approximately 900,000 people (about one-quarter of the state's population) are served by the Water Division on either a retail or wholesale basis. Retail customers use about 60% of the water sold, while the other 40% is provided on a wholesale contract basis to 19 water purveyors, which include cities, water districts, private water companies, and a people's utility district. Approximately 80% to 85% of water sales revenue comes from retail customers, and 15% to 20% is derived from wholesale contracts.

The Water Division has seven budget programs and 22 subprograms that encompass all of the bureau's work including:

Supply

The focus of the Supply program is work associated with providing water to the Portland service area, including retail and wholesale customers. This program includes activities related to the City's primary Bull Run water supply as well as groundwater projects associated with the secondary wellfield system located in the Columbia South Shore area.

Transmission and Terminal Storage

The Transmission and Terminal Storage program includes conveying water from the supply facilities in the Bull Run Watershed to the retail distribution system and service delivery points for wholesale customers. The activities included in this program are related to terminal reservoirs as well as conduits and transmission.

Treatment

The Treatment program provides for meeting or exceeding the federal and state requirements for a public water system utilizing an unfiltered surface water source as well as a groundwater source. This program currently provides for the application of chlorine, ammonia, and sodium hydroxide, and associated regulatory and process control monitoring.

Distribution

The Distribution program is responsible for providing water to customers through distribution mains and related facilities. The activities in the Distribution program include pump stations and tanks; distribution mains; services; meters; hydrants; valves, gates, and regulators; fountains; and field support.

Regulatory Compliance

The Regulatory Compliance program is responsible for meeting regulatory standards, including compliance with the Endangered Species Act, proper disposal of dechlorinated water, and various monitoring requirements.

Customer Service

The Customer Service program focuses on customer contact, billing and collection, conservation, security, maintenance of decorative fountains, and grounds facilities.

Support

The Support program includes the bureau-wide work supporting other programs, including planning, financial support, data management, and human resource functions.

Hydroelectric Power Division

The Water Bureau's Hydroelectric Power Division is responsible for all aspects of the Portland Hydroelectric Project (PHP) operations. It is responsible for regulatory issues and power sales of two small hydroelectric projects and for dam safety of the Water Division's other two dams and open water reservoirs. These hydroelectric projects provide the region with clean, renewable energy while providing both the General Fund and the Water Fund with additional revenue.

The PHP is located 25 miles east of Portland in the Bull Run Watershed and has a combined power generation capacity of 36 megawatts. The PHP project facilities include powerhouses adjoining the bureau's primary water supply dams and approximately 10 miles of power transmission and communication lines that connect the PHP powerhouses with Portland General Electric's (PGE) electrical distribution system. The Hydroelectric Power Division, on behalf of the City, maintains a long-term power sales agreement with PGE that addresses PHP operations and maintenance and the sales of power generated. Most of the revenues supporting this division come from the sale of power generated at the PHP, and most of the expenses relate directly to administration and monitoring of that project.

Portland Water Bureau

Public Utilities Service Area

The primary responsibilities of the Hydroelectric Power Division staff include:

- ◆ Coordination with PGE on financial, operations, and repair issues relating to the PHP
- ◆ Ensuring compliance with all PHP regulatory requirements including surveillance, oversight, and reporting
- ◆ Coordination of all PHP project financial matters including the administration of PHP's revenue bonds and related trust indenture requirements

Strategic Direction

The strategic direction of the Portland Water Bureau in FY 2011-12 covers the following five areas:

Economic / Financial Market Crisis

The downturn in the economy, along with the financial market credit crisis, continues to impact the bureau financially. The bureau continues to experience lower water demand, minimal system development charge revenue, a low number of new water service installations from lack of new developments, and low interest earnings. The bureau had forecast that the economy would begin to recover starting in FY 2011-12 and assumed that non-rate revenues would begin to return to pre-economic downturn level. Unfortunately, economic recovery has been slower than anticipated and non-rate revenues and water demand continue to decline. The bureau updated this Five-Year Preliminary Financial Plan to assume a slower economic recovery and conservatively assume non-rate revenues will drop another year before they slowly return to pre-economic downturn levels at the end of the five-year forecast period.

The financial market crisis had resulted in some downgrading of credit ratings of municipal bond insurers. Existing debt service reserves funded by surety bonds of downgraded surety providers may no longer provide sufficient security to maintain credit ratings, which includes Water System Revenue Bonds issued in 2004 and 2006. The bureau had considered and evaluated options to replace debt service reserves funded with surety bonds and is prepared to replace reserves with cash-funding reserve accounts if credit ratings of the surety providers fall below investment grade. Beginning with the 2008 Water System Revenue Bonds issue, the bureau has been cash-funding debt service reserves from bond proceeds.

Long-Term 2 Enhanced Surface Water Treatment Rule

The Long Term 2 Enhanced Surface Water Treatment Rule (LT2) was issued by the Environmental Protection Agency (EPA) in January 2006. The purpose of the rule is to reduce illness linked with *Cryptosporidium* and other pathogenic microorganisms in drinking water.

Compliance with LT2 will impact two separate parts of Portland's water system. First, the rule requires the City to provide additional treatment to its Bull Run supply to either remove or inactivate *Cryptosporidium*. In May 2009, City Council directed the bureau to pursue ultraviolet (UV) treatment to inactivate the *Cryptosporidium* oocysts from the drinking water. Second, the rule requires changes regarding how open finished drinking water reservoirs are managed and operated. The rule mandates that water systems with uncovered finished water

reservoirs, like those at Mt. Tabor and Washington Parks, either cover the reservoirs or provide treatment at the outlets of the reservoirs to inactivate *Cryptosporidium*, *Giardia* and other pathogens. *Cryptosporidium* can enter surface water via human and animal fecal material. Surface water sources that are exposed to intensive human activities, pollution, and animal wastes are likely to contain the parasite.

The Portland City Council committed in January 2005 to pursue alternative forms of compliance for the LT2 rule. Soon after, the City met with EPA officials to encourage the agency to alter the final rule so that it would include alternate approaches that would allow Portland to avoid building additional treatment. When that effort failed, the City filed a legal challenge to the rule in the Washington DC District Court of Appeals in early 2006. In November 2007 the Court issued a decision rejecting the City's challenge and upholding the rule.

In response to the court ruling, the City is pursuing parallel compliance strategies of planning and budgeting to achieve compliance with the source water sections of the LT2 rule as written as well as pursuing the variance provisions of the rule with EPA. The City submitted a variance application for the treatment provision of the rule in June 2011.

Treatment

The LT2 rule requires treatment of the Bull Run surface water supply by April 1, 2014. The design of a \$100 million UV treatment plant is underway with construction planned for FY 2011-12. In addition, the bureau has completed the year long sampling and data collection to apply for a treatment variance. Commissioner Leonard has directed the bureau to request a variance from the surface water treatment requirements of the rule from EPA. A variance could conceivably enable the bureau to avoid the expenses associated with building new treatment if the City can demonstrate to the EPA that due to the nature of the Bull Run source, such action is unnecessary. The bureau is working to submit the variance application by Spring of 2011 and anticipates a decision from Oregon Drinking Water Program and EPA before the end of 2011. If the City obtains a treatment variance, it is anticipated that there would be capital and ongoing costs that would be involved with complying with the conditions of the variance. The FY 2011-12 Five-Year Capital Improvement Plan and this FY 2011-12 Five-Year Financial Plan rate forecasts assume construction of a UV treatment plant to comply with the LT2 Rule.

Open Finished Drinking Water Reservoirs

EPA has approved the bureau's plan to comply with the covered storage requirements of the rule. The plan includes the deadlines for when the Mt. Tabor and Washington Park open reservoirs will be disconnected from the drinking water system as of December 31, 2015 and December 31, 2020, respectively. In December 2009 EPA indicated, in response to the City's inquiry, that there were no variances under the Safe Drinking Water Act that applied to open finished drinking water reservoirs. The bureau plans to construct an enclosed 50 million gallon storage reservoir at Powell Butte, increase the storage capacity at Kelly Butte to 25 million gallons, replace Washington Park Reservoir 3 with a 15 million gallon buried storage tank and construct transmission pipes and other system improvements.

Portland Water Bureau

Public Utilities Service Area

Forecast Retail Water Demand

Water demand projections remain a key factor in setting water rates. As customers purchase less water, there is a corresponding rate increase due to proportionally fewer units sold to fund the fixed costs of the utility. The typical single family residential customer water usage per month has been steadily declining since FY 2003-04. It has dropped from over 7 ccf (100 cubic feet) in FY 2003-04 to less than 6 ccf currently. This is because residential customers are routinely practicing water conservation and also installing new water efficient plumbing fixtures and appliances.

Service Improvement Plan

Project Decision Making

The bureau is committed to using benefit/cost analysis and business case principles in more and more of its capital and maintenance decision making. The Engineering Planning staff uses business case evaluation in Planning Concept Reports and Basis of Design Reports. Asset Management Plans are being developed, or have been developed, for various groups of assets and replacement and maintenance strategies based on the application of these concepts are being developed.

A list of projects where cost savings have been realized by applying these concepts include the hydrant asset management plan; Council Crest service area improvements; Taylor's Ferry Pump Station upgrade; Soapstone slide area improvements; Greenleaf pump station, Penridge service area improvements; and Portland Heights pump station improvements.

Manage Risk of Asset Failure

The Risk Service Level directs the bureau to assess risks of asset failure. High and extreme risks that are identified get follow-up actions on an accelerated scale. Because risk is both the consequence of the failure and the likelihood of the failure, it is often necessary and appropriate to focus on the assessment of the condition of the high consequence asset to determine just how high the risk is. The bureau has conducted condition assessments of high pressure pump mains, pipes on bridges, pipes under freeway and railroad crossings and in key operational areas. More than 20 miles of high consequence pipes were evaluated for leaks using innovative technology.

Among the high risk pipes where inspections or assessments were completed, indicating lower likelihood of failure, were: the Carolina pump main, Kings Heights pump main, Arlington Heights pump main, 36-inch transmission main under I-405, Fulton pump main under I-5, and the Sam Jackson supply main. Two pipes required immediate remedial action: Barbur Gibbs pump main, and the Grand Avenue viaduct crossing.

Reliability Centered Maintenance

The bureau continues to expand its ability to maintain public assets by taking advantage of new technologies and improvements in work flow processes through asset management. The greatest financial asset of any community is its infrastructure, installed primarily by previous generations. Worth far beyond any current budget, the bureau has the responsibility to prolong, maintain, and repair the water system for the public good. Today, rapidly changing technologies can help offset the deterioration of our aging infrastructure.

Improvements to pump and control maintenance include better resource management through use of a computerized maintenance management system (CMMS), prioritization of corrective maintenance tasks, refinement of standard operating procedures, reductions in administrative data entry, expanded data collection with better accuracy and precision, and the analysis of asset risk, probability of failure, and replacement schedules.

The bureau continues to perform reliability center maintenance (RCM) at its pump stations. For electrical inspections this includes prioritizing preventative maintenance tasks by utilizing new technologies such as thermography, networked electrical monitoring, and PGE electronic metering. Additional networked electrical monitoring units were purchased and installed through FY 2010-11. These additions will allow electricians to troubleshoot system failures. They will be valuable tools for trending and predicting failures as well as obtaining energy usage data in real-time, which can be used to determine replacements or maintenance needs to improve energy efficiency.

For mechanical inspections, the bureau updated its vibration analysis software in FY 2009-10 and initiated routine oil analysis through an independent laboratory. These will also be valuable tools for trending and predicting failures, as well as allowing for prioritization of maintenance work on pumps and motors through the use of empirical data.

The bureau intends to streamline its work flow processes further in FY 2011-12 through the use of wireless field entry. Not only will this reduce paper waste, but it will eliminate double time entry, allow for capture of failure codes and condition assessments, and access to documentation in the field for troubleshooting failures.

Cathodic protection for all 33 steel tanks is being planned by Engineering Services Design Engineers at an average cost of \$35,000 per tank. This work began in FY 2008-09 and is scheduled for three tanks per year for 11 years.

RCM is a term used to refer to a number of steps, including systematic use of predictive and preventive maintenance processes to ensure that key assets will continue to perform. The bureau is taking a number of actions to accomplish RCM on its rotating equipment and other moving parts of the water system. A service level that targets continuous improvement in RCM has been established.

Meters

The bureau will pursue meter reading and usage access to Cayenta and have this information available to analyze and compare along with the information housed in the Large Meter Database. This information is needed from Cayenta available on a monthly basis. This will improve the bureau's ability to determine which meters to test and clean to ensure they are done in proper priority. Using both Cayenta

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data and data from the Large Meter Database will allow the bureau to recalculate the way that meter tests are done using proper allocation between low, medium and high flow rates. This information will allow the bureau to develop criticality reports for management to be used in monitoring, maintenance and replacement of large meters. The bureau is still waiting for proper reporting from the Revenue Bureau.

Portland Hydroelectric Project Operations

Due to the age of the Portland Hydroelectric Project, there are currently a number of identified needs to repair or replace various elements of the PHP's equipment and facilities to keep its operations safe and reliable. The required funding for this work is included in the Hydroelectric Power Division's FY 2011-12 budget.

Summary of Budget Decisions

Water Division Budget

The Water Division's budget of \$198.8 million is composed of the operating budget of \$76.5 million and the capital budget of \$122.3 million.

Operating Budget

The operating budget of \$76.5 million represents an increase of \$0.7 million from the FY 2010-11 Revised Budget of \$75.8 million.

Capital Budget

The capital budget of \$122.3 million is an increase of \$61.7 million from the FY 2010-11 Revised CIP Budget. For additional information review the Water Bureau CIP section in Volume 2 of the FY 2011-12 Adopted Budget.

Staffing

The budget continues to fund 625.6 FTE. This includes 6 limited term FTE that will end on June 30, 2012.

Rate Increase

The bureau's average effective in-city retail rate increase is 12.9% for FY 2011-12.

Hydroelectric Power Division Budget

The Hydroelectric Power Division's FY 2011-12 operating budget is \$692,954. This budget supports the Portland Hydroelectric Project's administrative and operational costs with power sales revenue that is specifically dedicated for that purpose.

Staffing

The Hydroelectric Power Division's budget maintains 2.15 FTE positions in FY 2011-12.

Budget Notes

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|------------------------|---|
| Monthly Billing | Council directs the Portland Water Bureau to adjust its billing system and business processes so that the majority of its water and waste water customers are billed monthly. If the change will result in additional costs that impact future rates, the Water Bureau should report those costs to Council and receive authorization before implementation. |
| LT2 | Council directs the Portland Water Bureau to comply with the Federal Environmental Protection Agency's Long Term 2 (LT2) enhanced treatment rule regarding open reservoirs and to pursue a variance with the Oregon Health Authority Drinking Water Program for treating Bull Run Watershed for <i>Cryptosporidium</i> under the LT2 rule. Council directs the Portland Water Bureau and Portland Parks and Recreation to conduct an open public process to plan desired uses of the reservoirs if it is decided to have them taken off-line. |
| PURB Review | Council directs the Office of Management and Finance to work with the Portland Water Bureau, Bureau of Environmental Services, and the Bureau of Planning and Sustainability, to develop a process for the members of the Portland Utility Review Board to review mid-year budget monitoring process changes. |

Capital Budget

Bureau Summary

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| CIP Highlights | <p>The Portland Water Bureau's (PWB) Five-Year Capital Improvement Plan (CIP) includes about \$564 million in water system infrastructure needs for the five year period beginning in FY 2011-12 (FY 2011-12 dollars).</p> <p>This CIP continues using the budget program framework, which provides the basic structure for the budget. The structure consists of seven primary budget programs that are the top level organizing elements in the city budget documents, and twenty-two water programs that further delineate the bureau's work and assets. For framework details and program descriptions, refer to the section titled "Capital Programs and Projects".</p> <p>As in years past, much of the CIP is for improvements to the distribution system. However, the majority of the resources in the plan will be for LT2 compliance efforts. These efforts include completing the design effort towards adding ultraviolet disinfection process to the Bull Run surface water supply. Design and construction continues for enclosed finished water storage at Powell Butte and Kelly Butte sites. Eventually, the existing exposed storage reservoirs at Mt. Tabor and Washington Park will be disconnected from the drinking water distribution system.</p> <p>Treatment, along with the new LT2 storage projects in transmission and terminal storage, now total about 55% of the CIP, the distribution program is over 30%, with Interstate facility improvement included in the total. Projects to meet bureau obligations of the Bull Run Habitat Conservation Plan (HCP) are about 10%, while Supply, Customer Service and Support comprise the remaining 5%.</p> |
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The bureau's commitment to replace and rehabilitate its aging infrastructure continues near the same funding level, but the relative percentage by program shifts dramatically with the continuing work to comply with LT2. Notable projects include construction of a second 50 million gallon water storage tank at Powell Butte, 25 million gallon at Kelly Butte, and design of a 15 million gallon tank at Washington Park and water treatment disinfection improvements to comply with drinking water regulations.

Other significant individual projects include \$48 million in improvements to the Interstate maintenance facility, \$43 million for improvements as part of the HCP, including the Bull Run Dam No. 2 Outlet Tower and other habitat improvement projects, over \$10 million for the Fulton pump station improvement, and \$8 million for the PWB portion of the city emergency coordination center (ECC).

Major Issues

The FY 2011-16 CIP continues to stress longer term infrastructure replacement and maintenance, while addressing short-term water system infrastructure needs to ensure compliance with drinking water regulations. The CIP priorities for the bureau's budget and capital program include:

- ◆ Implement improvements necessary to ensure compliance with current safe drinking water regulations, especially LT2
- ◆ Develop a budget and CIP that reflect community priorities and values and are funded at a level responsive to affordability concerns, yet maintain service levels
- ◆ Fund system infrastructure replacement and maintenance needs to keep pace with ongoing deterioration
- ◆ Support other governmental agency capital improvement projects (e.g., Big Pipe, street car and light rail) as directed by City Council
- ◆ Continue to expand the utilization of an asset management system plan and maintenance management system to support planning and implementation of system maintenance activities
- ◆ Implement the Endangered Species Act (ESA) compliance agreement for continuing operations in the Bull Run watershed

Changes from Prior Year

PWB developed the FY 2011-16 CIP using the same the budget process that responds to the priorities identified by the City Council and key stakeholders. The CIP is more than \$122 million for FY 2011-12 and totals \$564 million (FY 2011-12 dollars) over the entire five years.

The CIP is consistent with last year's proposed amounts for each year. The first three years of the plan are significantly higher than average PWB requests as the LT2 projects transition into construction. This request includes \$81.5 million for surface water treatment improvements. Funding continues to be requested for constructing enclosed finished drinking water storage, including the Powell Butte, Kelly Butte and Washington Park locations. Though the current proposal is less than last year, the LT2 compliance effort effectively doubles the average request amount over five years.

Other significant proposed requests include continuing of HCP improvements, finishing design of the Fulton pump station improvements, completing construction of the second phase of Westside header improvements, and support of TriMet's next Max train corridor.

PWB is requesting funding to complete the design of a replacement Interstate maintenance facility. This nearly \$50 million project will mitigate the significant seismic and worker health safety concerns with the existing building and facilities.

A significant change is the requested funding to construct the PWB portion of the ECC. Funding for the portion not owned by the PWB was secured with successful passage of the public safety bond measure on the November 2010 ballot. Construction is scheduled to start in FY 2011-12, earlier than last year's proposal.

Strategic Direction

Council Goals and Priorities

The Budget Advisory Committee considered City Council's goals in establishing the budget criteria that helped guide the specific funding level decisions. The CIP addresses multiple City goals: primarily the delivery of efficient, effective and accountable municipal services; as well as protection and enhancement of the natural and built environment. Some projects support other goals, such as utility relocation for major transportation initiatives, and energy efficiency.

City Comprehensive Plan

The PWB is committed to the following Comprehensive Plan Goals and Policies for the City:

Goal 2, Urban Development: The CIP supports safe, adequate, and affordable water supplies to support the land uses listed in this Goal's strategies.

Goal 3, Neighborhoods: The CIP supports policy 3.1 on physical conditions preventing deterioration of existing public facilities through projects that maintain and/or replace infrastructure assets. These include mains replacements, pump station upgrades, meter replacements, hydrant renewals, tank maintenance and/or new tank development, and in-city transmission main replacements and/or new installation.

Goal 4, Housing: The water system is designed to meet the housing needs allocated to various areas within the city through the Comprehensive Plan.

Goal 5, Economic Development: A key aim of the CIP is to ensure that water quantity and quality meet the existing and potential needs of businesses in support of policy 5.2 Business Development, 5.5 Infrastructure Development, and 5.10 Columbia South Shore.

Goal 6, Transportation: The CIP supports water system adjustments and relocations required to accommodate the construction and operation of light rail and other transportation projects.

Goal 7, Energy: The CIP supports energy efficiency policies through the industrial water conservation program and through the planning and construction of capital facilities with sustainability as an important criterion.

Goal 8, Environment: The PWB's CIP supports the implementation of the ESA agreement for the Bull Run Watershed. In addition, all water projects planned for construction that may impact environmentally sensitive locations inside the urban area include studies of the environmental review, recommendations for mitigation, and any necessary City and federal permit processes that apply, including environmental zone reviews and ESA consultations.

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Goal 9, Public Involvement: The PWB engaged the public in developing its budget and the CIP. All Portland CIP projects that affect neighborhoods or that require city, state, and/or federal permit review processes include public involvement elements.

Goal 11, Public Facilities: The CIP is designed to meet the primary Public Facilities Goal, particularly Policy 11.1 on service responsibility for subsection (6) - Water Supply. Policy 11.7 requires that the CIP be an annual planning process for major improvements.

Capital Planning & Budgeting

Capital Planning Process

The CIP is the implementation plan for water system improvements. It is updated annually and is the budget and policy tool for the PWB and City Council to direct capital work. The CIP identifies, in detail, specific projects, their budgets, phasing or components, and the relationship among capital projects.

The CIP process is a bureau-wide collaborative effort of engineers, operations and maintenance managers, financial analysts, and policy staff. Together they bring to bear planning analysis; engineering standards; operational, technical, regulatory and fiscal expertise; and an understanding of external factors affecting PWB operations.

The CIP and capital budget priorities are reviewed by the Employee/Community Budget Advisory Committee (BAC) consisting of PWB management, citizens and front line staff. Members of the Water Subcommittee of the Portland Water Utility Review Board participated on the BAC. The CIP priority is on treatment, storage and environmental regulatory compliance projects to address LT2 and the HCP. Other priorities include maintaining, improving, or replacing aging infrastructure that is essential to the long term health of the water system.

The PWB's capital planning process is also guided by values including, but not limited to: public health and safety, reliability, reducing vulnerability, minimizing environmental impact, and affordable water rates.

A distribution system master plan and updated computer model completed in June 2007 remains the planning resource for many projects not related to regulatory compliance. The focus of the plan was the distribution backbone system: 40 pump stations, 68 tanks, and the large-diameter pipelines (approximately 300 miles) that distribute water from Powell Butte Reservoir to terminal storage at Mount Tabor and Washington Park and to the distribution system service areas. The plan described service goals, project priorities, hydraulic model upgrades, condition assessments, and asset management recommendations.

Financial Forecast Overview

The CIP is an integral element in the development of PWB's financial plan because the size of the CIP has a significant effect on water rates. The mix of projects in the CIP is also important. Projects related to supply and transmission enhancements serve both wholesale and retail customers alike, but costs for projects related to the distribution system can only be allocated to retail customers. Finally, the method chosen to finance projects affects rates as well. Specifically, debt service coverage targets (which affect the balance between debt and cash financing) and bond terms and structures can have a significant effect on water rates.

PWB staff has calculated the projected water rates for the five year financial forecast based on the CIP and base budgets and other factors affecting rates. Those factors include projected demand estimates, inflation factors, and other economic factors such as interest rates.

Retail Rate Impact

The revenue forecasts refer to the costs that are expected to be recovered from water sales, regardless of from whom they will be collected. The revenue requirements must be allocated between wholesale and retail customers to determine the specific customer class rate revenue impact. Contractual provisions specify the method of allocating costs to wholesale customers. Retail rates are set on a residual cash basis to recover whatever portion of the total cash basis revenue requirements that is not allocable to wholesale customers. After deducting all other revenue sources, including wholesale revenues, the PWB's proposed average effective retail rate increase for FY 2011-12 is 12.9 percent.

Water Construction Fund

Capital investments in the water system are funded through the Water Construction Fund (WCF). The WCF is financed from three major sources: transfers from the Water Fund (primarily water sales revenues), net proceeds from revenue bond sales, and construction fund revenues (direct reimbursements, system development charges, and interest earnings). These monies fund indirect capital costs (overhead and interest) as well as direct project costs. For this CIP, approximately 26 percent of capital requirements are funded with current resources, and the balance comes from bond proceeds.

Cash/Water Sales Financing: The PWB has two debt service coverage planning standards for rate setting. The PWB's target minimum debt service coverage ratio is 1.90 on first lien bonds (1.25 per bond covenant) and the debt service coverage ratio on combined first and second lien bonds is 1.75 stabilized net revenue (1.10 per bond covenant). In managing the second lien-stabilized test, the PWB utilizes a rate stabilization account that also serves the dual purpose of a rainy day fund. Managing these two ratios together reflects the PWB's desire to optimize its capital financing strategies, thus maximizing its existing resources.

Debt Financing: Pursuant to the City Charter, state statutory authority, and City Council approval, the PWB may issue debt in the form of revenue or general obligation bonds. By City Charter, the WCF is the recipient of net proceeds from construction bond sales. Bond reserves are deposited in the Water Sinking Fund. Up to \$100 million in revenue bonds, including a bond reserve, are scheduled to be sold early in calendar year 2011. The PWB also plans to issue revenue bonds annually for the first three years and year five of the five year forecast to provide necessary debt financing for the five-year period. Bonds were typically issued every two years to facilitate compliance with IRS regulations regarding the period during which the proceeds must be spent. Bond sales will be required every year for the next three years to provide funding to construct the capital facilities required to comply with LT2 and for discontinuing the use of uncovered, finished water storage. Beyond this CIP, bond sales will likely be sold again biannually to fund the future improvement needs.

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WCF Revenues: The PWB's level of WCF revenues is determined mainly by the actions of external parties, with the majority of these revenues (in current dollars) coming from service and main installations (\$2.2 million in FY 2011-12) and system development charges (\$1.0 million in FY 2011-12). These revenues have diminished considerably during the current economic downturn.

Operations & Maintenance and Capital Studies

The CIP also includes a small portion of project expenditures that cannot be funded through the WCF. These expenditures generally fall into the grouping of capital studies, preliminary engineering, and other work that does not meet the capital criteria of a betterment, improvement, or addition to the water system as set forth by city policy or industry practice. The CIP includes about \$2.7 million of operations and maintenance and studies in FY 2011-12. The total operations and maintenance and studies over the five years is \$13.5 million. As an operating cost, these are 100 percent cash-financed, usually through water sales, but not bond proceeds.

Asset Management and Replacement Plans

The PWB's general asset management goal is to extend the useful life of the City's water facilities through appropriate maintenance and repair until such time as infrastructure replacement is more cost effective. The type of facility, its age, and the effectiveness of past maintenance and repair activities drive the repair and replacement cycles.

The operational life of a majority of the PWB's key infrastructure facilities, such as the Bull Run dams, pipeline networks, buildings, and concrete reservoirs, ranges from 50 years to more than 100 years. Other assets such as mechanical and electrical systems and certain distribution system appurtenances (meters, regulators, etc.) usually have shorter life cycles of 20 to 50 years. These life cycle ranges are a key driver of the bureau's ongoing capital maintenance programs.

Excluding LT2 compliance projects, most of the capital program is focused on maintenance and replacement of key system components. In addition to the capital program, the PWB has a preventive maintenance and repair program in the operating budget that provides for more immediate and routine maintenance.

With an estimated replacement value for the City's water system of more than \$6.7 billion, asset management and replacement programs will continue to be one of the largest CIP activities, protecting the public's investment in its drinking water system. A large portion of the CIP is for the distribution mains program that annually replaces about four miles of distribution mains. The services program installs up to 1,000 new service lines and replaces up to 500.

An assessment of the water system, based on a comparison of the age of assets to their useful life, on actual condition assessment data, or on identified vulnerabilities, suggests that the transmission and distribution system's capital costs will need to increase in the future, as many of these assets will reach the end of their economic life.

PWB is undertaking projects to better understand the condition of its high risk pipes and valves. Those assets confirmed as high risk will be repaired or replaced.

Capital Programs & Projects

Program Descriptions and Major projects

The 22 water program areas are summarized within the CIP in the following 7 program areas:

Customer Service Program

Capital projects in the Customer Service program address the need to improve security of critical PWB facilities and improvements to the bureau's grounds and parks.

Major projects include security related and grounds projects, with the largest project being the PWB portion of the city Emergency Communication Center.

Distribution Program

The Distribution program addresses the reliability and expansion of the piping, pumping and storage network that primarily distributes water from terminal storage reservoirs to retail customers. About \$181 million of the CIP is budgeted in this program.

This program addresses the ongoing installation and replacement need for 2,100 miles of distribution mains, including control valves, fire hydrants, and customer service connections, as well as pump stations, storage tanks, large diameter distribution system transmission mains, and pressure regulating stations. About \$64.4 million is to be used for direct water line replacement projects. The program also provides for relocation and other adjustments to water pipes and facilities to accommodate transportation and other public infrastructure projects. Rehabilitation and improvement of decorative and drinking fountains and the replacement of the Interstate maintenance facility are also included in the program.

Major projects include engineering design for the \$12 million Fulton pump station replacement. Construction will also start on the 1.3 MG Forest Low tank; the project is expected to cost about \$5 million. Construction will be completed for the second phase of the \$8 million Westside Header transmission pipeline, a prerequisite to the future Willamette River crossing.

Regulatory Compliance and Water Quality Program

The Regulatory Compliance and Water Quality program includes improvements to both Bull Run and groundwater sources. The program ensures that water throughout the water system meets EPA and State of Oregon drinking water quality standards. Also included are facilities to comply with the Endangered Species Act requirements reflecting the PWB's commitment to protect habitat and the environment, including work on the dam structures to better control the release of water to enhance downstream conditions for anadromous species.

The major project in this program is the Dam 2 tower multilevel intake improvement which an anticipated total project cost of over \$33 million. Other work includes fish habitat enhancement as part of the HCP

Supply Program

The Supply program includes both the watershed areas and groundwater basins. Projects in the Bull Run Watershed address reliability of the PWB's principal water supply source. The program's objectives include maintaining the reliability of the water supply through effective management of the PWB's watershed assets.

Major projects in this program improve the Columbia South Shore (CSS) wellfield is Portland's second water source, augmenting Bull Run and serving as the region's backup water supply. The CSS wells enable the bureau to continue to serve customers when there is an interruption of the Bull Run surface supply. The Bull Run supply can be interrupted by major storm events that result in unacceptable levels of turbidity, drought conditions that restrict supply, conduit operation interruption, or other natural or man made issues. The groundwater supply allows the bureau to continue to operate without constructing and operating a costly surface water filtration plant. The groundwater portion of the program focuses on maintaining the installed capacity and reducing vulnerability of the CSS wellfield. The work includes maintenance and improvements to wells, pumps, collection mains, and the disinfection treatment of groundwater. The CIP does not include major expansion of the CSS wellfield beyond the current capacity. PWB obtained ARRA (economic stimulus) funding to rehabilitate seven pumps.

Support Program

The Support program addresses non asset specific work such as master planning and other similar support functions. Master planning focuses on identifying the need and timing of infrastructure acquisition or improvements and the most effective asset management strategies to maximize infrastructure investments. There are no major projects proposed in this program.

Transmission and Terminal Storage Program

The Transmission and Terminal Storage program provides for the rehabilitation, replacement, and expansion of the primary transmission pipelines and terminal storage reservoirs that make up the supply backbone of the water system.

Last year, the plan included work to begin projects to achieve compliance with the LT2 rule as written. The rule requires that water systems with uncovered finished water reservoirs, like those at Mt. Tabor and Washington Park, either cover the reservoirs or provide treatment at the outlets of the reservoirs to inactivate *Cryptosporidium*, *Giardia* and other viruses. A plan explaining the schedule and manner for bringing Portland into compliance with the covered storage requirements of the rule was approved by the EPA in April, 2009.

The plan describes how the PWB intends to build additional and replacement enclosed drinking water storage and establishes deadlines for when the Mt. Tabor and Washington Park open reservoirs will be disconnected from the drinking water system as of December 31, 2015 and December 31, 2020 respectively. The CIP has been updated to include these projects as described in the EPA approved plan.

Major projects in this program have shifted to completing the second 50 million gallon water storage tank at Powell Butte, and for other enclosed storage for LT2 compliance at Kelly Butte and Washington Park.

Treatment

As mentioned above, the PWB is implementing projects geared towards compliance with LT2. In May of 2010 the City Council approved contracts totaling \$11.9 million. These contracts are for "the design and development of plans and specifications are for a Design-Bid-Build construction contract for UV water treatment facilities and corrosion control systems including the associated building structures and support systems". This shall include UV light disinfection at Headworks and corrosion control process modifications at Lusted Hill. The FY 2011-12 CIP includes \$19.5 million to complete the design work. PWB continues its efforts to obtain a treatment variance, which if successful, would save cost to construct the improvements.

Funding Sources See the Financial Forecast Overview above for an explanation of funding sources for the CIP.

Major Projects by Program **Treatment**
The capital improvement costs to implement additional treatment process improvements to comply with LT2 and other needed improvements are included in the CIP. The total CIP amount is \$81.5 million.

Net Operating and Maintenance Costs or Savings Operating and maintenance costs, when applicable, are estimated as part of the project feasibility study and preliminary evaluations. The costs generally include labor, electricity or fuel, and chemicals. Changes in the cost of energy and chemicals are normally much easier to identify and estimate than labor or efficiency savings.

Much of the CIP is dedicated to the ongoing renewal and replacement of the backbone water system, the pipes, valves, hydrants and other system appurtenances. These long life passive assets, typically buried and not visible, do not require much in the way of regular operations and maintenance. Following initial installation, only occasional specific maintenance is completed, such as pipeline flushing, verifying water control valve operation and fire hydrant flow testing. Due to the large inventory of these assets, completed renewal projects may result in only a nominal net change in operations and maintenance costs since the site specific maintenance cost is so minimal.

For example, the replacement of pipelines with a high frequency of leaks will result in reduced reactive operations and maintenance due to fewer leak repairs. However, the relatively small percentage of pipe length replaced in any given year will not appreciably alter the operations and maintenance budget. Other infrastructure, such as pump station improvements, may increase operations and maintenance costs as a result of energy consumption when new facilities are constructed. There are relatively few locations, and annual costs can be hundreds of thousands of dollars annually, though the net operations and maintenance change is only significant when new facilities are constructed. Renewal of existing stations will not significantly alter the operations and maintenance budget.

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When the water treatment plant improvements are complete, PWB will incur an increase in operating costs. The initial plant start-up is forecast to occur in the second quarter of 2014 with only a portion of the total annual impact (up to \$750,000) reflected in that year. Thereafter, costs could be as much as \$3 million annually for this facility, including the chemical cost for enhanced corrosion control efforts.

Administration & Support

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| Description | The Administration and Support program works to support the other programs in the bureau. Examples of this support include personnel training, data management, financial planning and accounting, and facilities services. This program is also responsible for meeting many Citywide requirements, such as those related to budgeting, accounting, and human resources. |
| Goals | This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity, especially providing high quality, affordable public utility services. |
| Performance | PWB will provide a level of support that allows the Bureau to maximize the efficiency and effectiveness of its direct function organizations. |
| Changes to Services and Activities | No significant changes for FY 2011-12. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 196.03 | 173.05 | 134.40 | 134.40 |
| Expenditures | | | | | |
| Bureau Support | | 12,373,207 | 15,553,129 | 14,283,395 | 14,343,895 |
| Data Management | | 2,643,652 | 2,791,199 | 3,023,412 | 3,023,412 |
| Employee Investment | | 2,076,250 | 4,545,096 | 3,961,650 | 3,961,650 |
| Facilities | | 4,356,125 | 0 | 0 | 0 |
| Planning | | (14,528,137) | 3,834,639 | 4,463,691 | 4,463,691 |
| Total Expenditures | | 6,921,096 | 26,724,063 | 25,732,148 | 25,792,648 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Pct of time bureau maintains Aaa rating for revenue bonds | 100% | 100% | 100% | 100% | 100% |
| Debt Service coverage at 1.90 on First Lien Bonds | 2.75 | 2.69 | 1.90 | 1.90 | 1.90 |
| Debt Service coverage at 1.75 on both First and Second Lien Bonds | 1.99 | 1.81 | 1.75 | 1.75 | 1.75 |
| Percent of budgeted CIP expended | 97% | 105% | 85% | 100% | 100% |
| Efficiency | | | | | |
| Percent of projects forecast to be completed within three months of planned date | 84% | 94% | 80% | 80% | 80% |

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Customer Service

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| Description | The Customer Service program provides services for customers other than the direct supply of water. It includes customer billing, collection, and call center costs, which are the largest portion of the costs of this program. It also includes work on conservation, security, and grounds maintenance for bureau properties. |
| Goals | This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality, affordable public utility services. |
| Performance | <p>PWB will answer 80% of calls within 60 seconds.</p> <p>PWB will respond to 95% of customer inquiries or requests within 5 days.</p> <p>PWB will maintain a target of 75% of customers giving high or very high ratings on Auditor's Survey.</p> <p>Forty percent of customer accounts will be paid electronically.</p> <p>Reduce the bureau's carbon emissions from 2007 levels.</p> <p>Increase the percent of energy use from new renewable sources from 2007 levels.</p> |
| Changes to Services and Activities | The major project in this program is the Portland Water Bureau's participation in the City Emergency Coordination Center. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 151.05 | 150.71 | 138.09 | 138.09 |
| Expenditures | | | | | |
| Conservation/Sustainability | | 1,050,268 | 1,089,629 | 938,563 | 938,563 |
| Customer Services | | 13,831,070 | 14,579,805 | 14,765,294 | 14,765,294 |
| Fountains | | 780,010 | 0 | 0 | 0 |
| Grounds/Parks | | 4,891,098 | 1,607,753 | 1,200,563 | 1,200,563 |
| Security/Emergency Management | | 2,931,454 | 3,252,119 | 4,908,598 | 4,848,098 |
| Total Expenditures | | 23,483,900 | 20,529,306 | 21,813,018 | 21,752,518 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of customers giving high or very high ratings on Auditor's Survey | 82% | 85% | 75% | 75% | 75% |
| Capacity of new renewable energy sources, kilowatts | NA | 279 | 400 | 400 | 400 |

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| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Percent of customer inquiries or requests responded to within five business days | 99% | 99% | 95% | 95% | 95% |
| Percent of calls answered within 60 seconds | 52% | 49% | 80% | 80% | 80% |
| Percent of customer accounts paid electronically | 35% | 29% | 35% | 40% | 40% |
| Bureau's annual carbon emissions, metric tons of CO2e | 11,416 | 12,216 | 14,008 | 14,008 | 14,008 |

Distribution

| | |
|---|---|
| Description | The Distribution program is primarily responsible for the conveyance of water from the terminal storage reservoirs through the customer meters. This program includes distribution mains, tanks, meters, services, hydrants, valves, gates, decorative fountains, and drinking fountains. This program is responsible for a wide variety of elements, such as tanks to store water and maintain system pressures, meters to accurately record usage for billing purposes, hydrants for fire protection and for line flushing purposes, and valves to alter or stop water flows under various circumstances such as line breaks or fire needs. A considerable portion of spending in this program is for system maintenance. |
| Goals | This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services. |
| Performance | <p>No more than 5% of customers will be out of water for more than 8 hours a year.</p> <p>No customer will be out of water more than 3 times per year.</p> <p>PWB maintains a minimum service pressure of 20 pounds per square inch (psi) during normal demands 99% of the time.</p> <p>PWB will meet at least 80% of standards established for inspection, testing, repair and replacement of assets that are identified as medium, high or extreme risk.</p> <p>PWB will have more than 90% of flow control valves operate when needed.</p> |
| Changes to Services and Activities | In the FY 2011-12 budget it includes the continued effort of the rehabilitation work of the Interstate Maintenance facility. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 227.17 | 227.17 | 245.16 | 245.16 |
| Expenditures | | | | | |
| Distribution Mains | | 23,065,625 | 19,241,882 | 18,451,447 | 18,451,447 |
| Field Support | | 5,543,797 | 8,042,020 | 14,836,042 | 14,686,042 |
| Fountains | | 267,771 | 1,061,320 | 817,002 | 817,002 |
| Hydrants | | 2,131,123 | 1,151,132 | 1,503,343 | 1,503,343 |
| Meters | | 3,425,619 | 2,566,709 | 2,879,278 | 2,879,278 |
| Pump Stations/Tanks | | 9,130,231 | 9,560,587 | 11,028,016 | 11,178,016 |
| Services | | 6,730,464 | 5,087,793 | 5,106,149 | 5,106,149 |
| Valves/Gates/Regulators | | 1,052,124 | 1,142,349 | 1,144,000 | 1,144,000 |
| Total Expenditures | | 51,346,754 | 47,853,792 | 55,765,277 | 55,765,277 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Water Bureau

Public Utilities Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Customers out of water more than three times per year | 0 | 1 | 0 | 0 | 0 |
| Percent of flow control valves operational when needed | 93% | 93% | 90% | 90% | 90% |
| Percent of standards met for medium, high, extreme risk assets | 64% | 81% | 80% | 80% | 80% |

Hydroelectric Power

| | |
|---|---|
| Description | The Hydroelectric Power program provides for the administrative, operational, and regulatory oversight activities as required for the Portland Hydroelectric Project (PHP). Program staff provide the day-to-day oversight and coordination for the operation of the PHP which includes the control of the levels in the City's Bull Run reservoirs, the withdrawal of water from those reservoirs and the release of water downstream for compliance with in-stream regulatory flow targets. Additionally, the program coordinates all issues associated with the sales of generated power to PGE, the administration of the PHP's revenue bonds and related trust indenture requirements, and all state and federal regulatory requirements associated with both the PHP and the Mt. Tabor Hydroelectric Project. |
| Goals | This program supports the City goal of delivering efficient, effective, and accountable municipal services. It also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to its oversight and coordination of dam safety issues and the ongoing operation of the PHP on the Bull Run River. |
| Performance | In FY 2009-10, the amount of power generated by the PHP was 104% of its long-term annual average. For FY 2010-11, that generation is projected at 115% of average. During FY 2010-11, this program's staff will have provided all required oversight and support for the two hydroelectric power projects and the seven dams that it now oversees and monitors. |
| Changes to Services and Activities | In FY 2010-11, Hydroelectric Power transferred \$250,000 in Hydroelectric Power Operating Fund profits to the General Fund and in FY 2011-12 that amount is being increased to \$300,000. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 3.00 | 2.15 | 2.15 | 2.15 |
| Expenditures | | | | | |
| Hydroelectric Power | | 532,564 | 680,007 | 692,954 | 692,954 |
| Total Expenditures | | 532,564 | 680,007 | 692,954 | 692,954 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Power Sold to PGE (mwh) | 90,854 | 88,854 | 98,200 | 85,200 | 85,200 |
| Efficiency | | | | | |
| Transfer of Hydropower Profits to General Fund | \$250,000 | \$290,000 | \$250,000 | \$300,000 | \$300,000 |

Regulatory Compliance

| | |
|---|---|
| Description | The Regulatory Compliance program has the responsibility for meeting or exceeding all federal and state water quality requirements. It is also responsible for meeting other regulatory standards, including compliance with the Endangered Species Act, proper disposal of dechlorinated water, and various monitoring requirements. |
| Goals | This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services. |
| Performance | <p>PWB will have no violations of state and federal drinking water quality regulations.</p> <p>PWB will have no violations of environmental regulations (including NPDES permit requirements, Clean Water Act requirements, and Endangered Species Act requirements).</p> |
| Changes to Services and Activities | The major project in this program is the Dam 2 tower multilevel intake improvement project. The anticipated total project cost is over \$33 million. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 43.00 | 41.28 | 31.67 | 31.67 |
| Expenditures | | | | | |
| Regulatory Compliance | | 7,132,607 | 11,402,272 | 21,619,270 | 21,619,270 |
| Total Expenditures | | 7,132,607 | 11,402,272 | 21,619,270 | 21,619,270 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Number of violations of state or federal drinking water quality standards | 0 | 1 | 0 | 0 | 0 |
| Violations of environmental regulations | 0 | 0 | 0 | 0 | 0 |

Portland Water Bureau

Public Utilities Service Area

Supply

Description The provision of water in the quantities desired by customers is a key portion of the mission of the bureau. The Supply program is responsible for providing the water that all customers use in the Portland service area, including both retail and wholesale customers. The program includes both water from the Bull Run watershed and water from the Columbia South Shore wellfield. In total, these systems supply water to a population of nearly 900,000 people and to businesses in the Portland area.

Goals This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services.

Performance The Bull Run watershed provides 95 percent or more of the City's annual water supply under normal operating conditions.

Changes to Services and Activities Included in the FY 2011-12 are completing improvements to the Dam No. 2 stilling basin and watershed road rehabilitation.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 22.00 | 24.55 | 27.19 | 27.19 |
| Expenditures | | | | | |
| Bull Run Watershed | | 5,203,216 | 4,779,108 | 4,428,460 | 4,428,460 |
| Groundwater | | 2,074,237 | 3,062,730 | 2,698,024 | 2,698,024 |
| Total Expenditures | | 7,277,453 | 7,841,838 | 7,126,484 | 7,126,484 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of city's water supply provided by Bull Run Watershed under normal operating conditions | 95% | 95% | 95% | 95% | 95% |

Transmission & Terminal Storage

| | |
|---|--|
| Description | The Transmission & Terminal Storage program is for the conveyance of water from the supply sources to the City, including the terminal storage reservoirs at Powell Butte, Mt. Tabor, and Washington Park. |
| Goals | This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services. |
| Performance | The PWB will have no simultaneous conduit and/or transmission main outages that cause disruption of service to customers except in the case of natural vulnerability events that occur less often than once every hundred years or planned maintenance shutdowns. |
| Changes to Services and Activities | The efforts have shifted to completing the second 50 million gallon water storage tank at Powell Butte, and for other enclosed storage for LT2 compliance at Kelly Butte and Washington Park. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 0.00 | 14.09 | 30.58 | 30.58 |
| Expenditures | | | | | |
| Conduits/Transmission | | 14,914,183 | 3,677,262 | 1,036,012 | 1,036,012 |
| Terminal Reservoirs | | 13,836,595 | 10,372,879 | 43,970,085 | 43,970,085 |
| Total Expenditures | | 28,750,779 | 14,050,141 | 45,006,097 | 45,006,097 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|

Portland Water Bureau

Public Utilities Service Area

Treatment

| | |
|---|--|
| Description | The Treatment program provides for meeting or exceeding the federal and state requirements for a public water system utilizing an unfiltered surface water source as well as a groundwater source. This program currently provides for the application of chlorine, ammonia, and sodium hydroxide, and associated regulatory and process control monitoring. |
| Goals | This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity, especially providing high quality, affordable public utility services. |
| Performance | PWB will have no violations of state and federal drinking water regulations. |
| Changes to Services and Activities | The budget includes capital improvement to implement additional treatment process improvements to comply with the LT2 rule as written. |

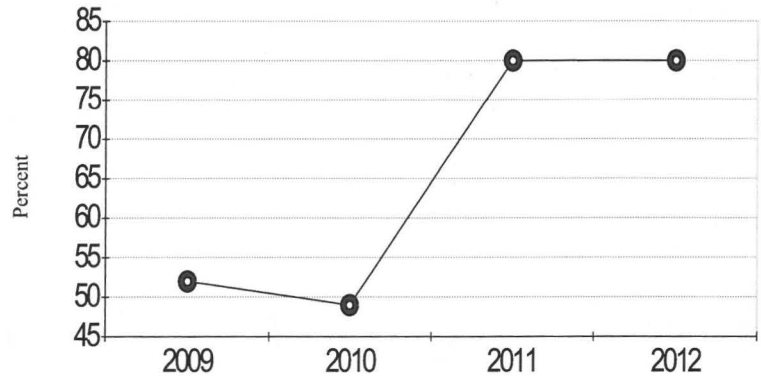
| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 0.00 | 8.15 | 18.51 | 18.51 |
| Expenditures | | | | | |
| Water Program Treatment | | 2,012,211 | 10,198,965 | 21,782,567 | 21,782,567 |
| Total Expenditures | | 2,012,211 | 10,198,965 | 21,782,567 | 21,782,567 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance Measures

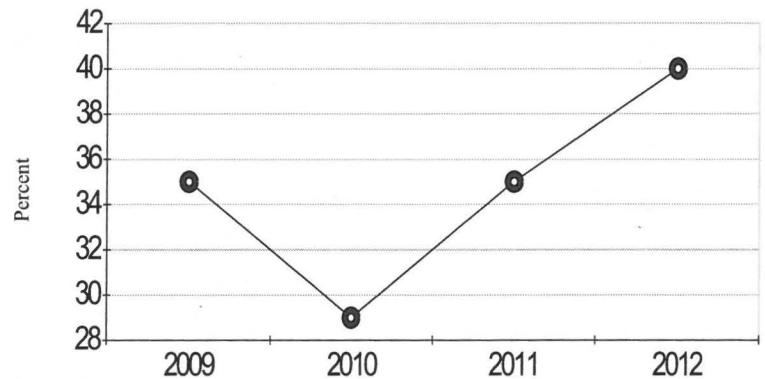
Percent of calls answered Within 60 seconds

The goal of the Call Center is to answer 80% of all calls within 60 seconds.



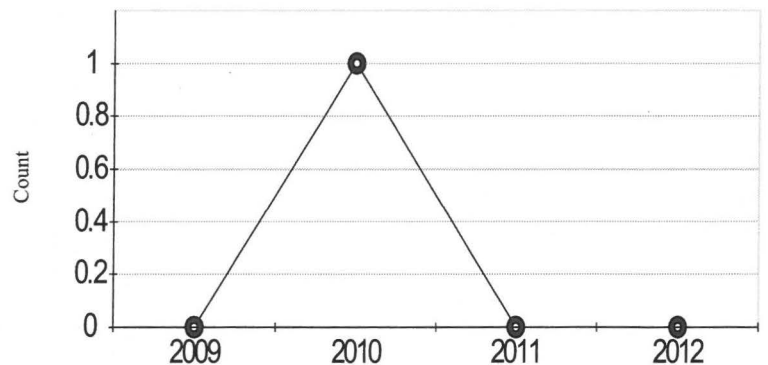
Number of customer accounts paid electronically

The bureau's goal is to receive 40% of all payments electronically.



Number of violations of state or federal drinking water quality standards

The bureau's goal is to have zero violations per year.



Portland Water Bureau
Public Utilities Service Area

Summary of Bureau Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 24,805 | 0 | 0 | 0 | 0 |
| Charges for Services | 101,279,012 | 108,920,288 | 117,611,286 | 128,680,708 | 128,886,472 |
| Intergovernmental | 126,429 | 943,687 | 1,489,400 | 451,000 | 451,000 |
| Bond & Note | 80,632,459 | 75,794,252 | 80,225,000 | 161,186,000 | 161,251,000 |
| Miscellaneous | 7,176,104 | 5,243,892 | 5,173,407 | 5,086,340 | 5,087,014 |
| Total External Revenues | 189,238,809 | 190,902,119 | 204,499,093 | 295,404,048 | 295,675,486 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 103,606,201 | 108,075,658 | 134,885,229 | 187,962,631 | 187,952,938 |
| Interagency Revenue | 1,585,040 | 3,773,504 | 3,867,103 | 3,002,648 | 3,002,648 |
| Total Internal Revenues | 105,191,241 | 111,849,162 | 138,752,332 | 190,965,279 | 190,955,586 |
| Beginning Fund Balance | 61,414,681 | 90,648,096 | 104,795,122 | 147,367,467 | 147,367,467 |
| Total Resources | \$355,844,731 | \$393,399,377 | \$448,046,547 | \$633,736,794 | \$633,998,539 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 54,305,019 | 56,808,483 | 59,109,025 | 61,346,688 | 61,346,688 |
| External Materials and Services | 20,109,049 | 27,546,803 | 24,033,150 | 19,259,335 | 19,259,335 |
| Internal Materials and Services | 19,481,311 | 18,727,460 | 20,478,909 | 20,116,572 | 20,116,572 |
| Capital Outlay | 33,562,429 | 24,252,846 | 35,659,300 | 98,815,220 | 98,815,220 |
| Total Bureau Expenditures | 127,457,808 | 127,335,592 | 139,280,384 | 199,537,815 | 199,537,815 |
| Fund Expenditures | | | | | |
| Debt Service | 26,007,255 | 35,663,275 | 33,646,270 | 37,331,234 | 37,288,032 |
| Contingency | 0 | 0 | 64,580,651 | 82,573,603 | 82,790,098 |
| Fund Transfers - Expense | 111,731,572 | 116,379,375 | 143,534,773 | 197,701,863 | 197,692,170 |
| Debt Service Reserves | 0 | 0 | 19,364,275 | 31,312,751 | 31,318,751 |
| Total Fund Expenditures | 137,738,827 | 152,042,650 | 261,125,969 | 348,919,451 | 349,089,051 |
| Ending Fund Balance | 90,648,096 | 114,021,135 | 47,640,194 | 85,279,528 | 85,371,673 |
| Total Requirements | \$355,844,731 | \$393,399,377 | \$448,046,547 | \$633,736,794 | \$633,998,539 |
| Programs | | | | | |
| Administration & Support | | 6,921,096 | 26,724,063 | 25,732,148 | 25,792,648 |
| Customer Service | | 23,483,900 | 20,529,306 | 21,813,018 | 21,752,518 |
| Distribution | | 51,346,754 | 47,853,792 | 55,765,277 | 55,765,277 |
| Engineering | | (121,771) | 0 | 0 | 0 |
| Hydroelectric Power | | 532,564 | 680,007 | 692,954 | 692,954 |
| Regulatory Compliance | | 7,132,607 | 11,402,272 | 21,619,270 | 21,619,270 |
| Supply | | 7,277,453 | 7,841,838 | 7,126,484 | 7,126,484 |
| Transmission & Terminal Storage | | 28,750,779 | 14,050,141 | 45,006,097 | 45,006,097 |
| Treatment | | 2,012,211 | 10,198,965 | 21,782,567 | 21,782,567 |
| Total Programs | | \$127,335,592 | \$139,280,384 | \$199,537,815 | \$199,537,815 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

CIP Summary
Portland Water Bureau
Public Utilities Service Area

This table summarizes project expenses by capital programs.

| Bureau Capital Program Project | Prior Years | Revised FY 2010-11 | Adopted FY 2011-12 | Capital Plan | | | | 5-Year Total |
|--|--------------------|-----------------------|-----------------------|--------------------|--------------------|-------------------|-------------------|--------------------|
| | | | | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | |
| Customer Service | | | | | | | | |
| Security and Emergency Management | 1,313,000 | 0 | 2,000,000 | 6,000,000 | 0 | 0 | 0 | 8,000,000 |
| Total Customer Service | 1,313,000 | 0 | 2,000,000 | 6,000,000 | 0 | 0 | 0 | 8,000,000 |
| Distribution | | | | | | | | |
| Distribution Mains | 34,408,680 | 0 | 14,945,000 | 10,925,000 | 8,675,000 | 9,675,000 | 20,175,000 | 64,395,000 |
| Field Support | 10,002,134 | 0 | 10,350,000 | 13,410,000 | 13,410,000 | 23,410,000 | 4,410,000 | 64,990,000 |
| Fountains | 403,065 | 0 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 750,000 |
| Hydrants | 2,196,555 | 0 | 980,000 | 800,000 | 800,000 | 800,000 | 800,000 | 4,180,000 |
| Meters | 4,735,143 | 0 | 1,690,000 | 1,590,000 | 1,590,000 | 1,590,000 | 1,590,000 | 8,050,000 |
| Pump Stations and Tanks | 6,301,947 | 0 | 5,350,000 | 9,280,000 | 3,930,000 | 980,000 | 1,780,000 | 21,320,000 |
| Services | 11,687,018 | 0 | 3,500,000 | 3,500,000 | 3,500,000 | 3,500,000 | 3,500,000 | 17,500,000 |
| Total Distribution | 69,734,542 | 0 | 36,965,000 | 39,655,000 | 32,055,000 | 40,105,000 | 32,405,000 | 181,185,000 |
| Regulatory Compliance | | | | | | | | |
| Water Quality and Regulatory Compliance | 2,329,254 | 0 | 16,500,000 | 15,400,000 | 1,200,000 | 1,000,000 | 9,000,000 | 43,100,000 |
| Total Regulatory Compliance | 2,329,254 | 0 | 16,500,000 | 15,400,000 | 1,200,000 | 1,000,000 | 9,000,000 | 43,100,000 |
| Supply | | | | | | | | |
| Bull Run Watershed | 22,493,744 | 0 | 1,500,000 | 0 | 0 | 2,250,000 | 2,500,000 | 6,250,000 |
| Groundwater | 1,865,991 | 0 | 820,000 | 820,000 | 820,000 | 1,420,000 | 1,120,000 | 5,000,000 |
| Total Supply | 24,359,735 | 0 | 2,320,000 | 820,000 | 820,000 | 3,670,000 | 3,620,000 | 11,250,000 |
| Support | | | | | | | | |
| Planning | 2,054,924 | 0 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 | 5,500,000 |
| Total Support | 2,054,924 | 0 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 | 5,500,000 |
| Transmission/Terminal Storage | | | | | | | | |
| Conduits and Transmission Mains | 14,762,503 | 0 | 650,000 | 0 | 25,000 | 3,400,000 | 11,800,000 | 15,875,000 |
| Terminal Reservoirs | 24,102,124 | 0 | 43,300,000 | 78,050,000 | 65,500,000 | 18,250,000 | 12,000,000 | 217,100,000 |
| Total Transmission/Terminal Storage | 38,864,627 | 0 | 43,950,000 | 78,050,000 | 65,525,000 | 21,650,000 | 23,800,000 | 232,975,000 |
| Treatment | | | | | | | | |
| Treatment | 1,268,803 | 0 | 19,500,000 | 40,000,000 | 19,000,000 | 3,000,000 | 0 | 81,500,000 |
| Total Treatment | 1,268,803 | 0 | 19,500,000 | 40,000,000 | 19,000,000 | 3,000,000 | 0 | 81,500,000 |
| Total Requirements | 139,924,885 | 0 | 122,335,000 | 181,025,000 | 119,700,000 | 70,525,000 | 69,925,000 | 563,510,000 |

Portland Water Bureau

Public Utilities Service Area

FTE Summary

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 37,606 | 52,499 | 2.00 | 90,108 | 2.00 | 91,488 | 2.00 | 91,488 |
| 30000063 | Accountant II | 49,171 | 60,070 | 2.00 | 118,104 | 2.00 | 120,144 | 2.00 | 120,144 |
| 30000064 | Accountant III | 54,142 | 66,102 | 2.00 | 128,248 | 2.00 | 130,728 | 2.00 | 130,728 |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 7.00 | 455,632 | 7.00 | 463,083 | 7.00 | 463,083 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 3.00 | 159,975 | 3.00 | 165,894 | 3.00 | 165,894 |
| 30000436 | Administrative Supervisor I | 54,080 | 72,051 | 3.00 | 214,548 | 3.00 | 216,144 | 3.00 | 216,144 |
| 30000203 | Applications Analyst II-Generalist | 56,763 | 75,670 | 1.00 | 68,333 | 1.00 | 71,138 | 1.00 | 71,138 |
| 30000204 | Applications Analyst III-Generalist | 62,629 | 83,637 | 2.00 | 167,280 | 2.00 | 167,280 | 2.00 | 167,280 |
| 30000207 | Applications Analyst IV-Generalist | 65,811 | 88,046 | 2.15 | 168,678 | 2.15 | 174,327 | 2.15 | 174,327 |
| 30000102 | Automotive Equip Oper II: Sewer Vacuum | 42,827 | 51,584 | 2.00 | 94,416 | 2.00 | 94,416 | 2.00 | 94,416 |
| 30000104 | Automotive Equip Oper II: Tractor-Trailr | 42,827 | 51,584 | 1.00 | 51,588 | 1.00 | 51,588 | 1.00 | 51,588 |
| 30000101 | Automotive Equipment Oper I | 40,352 | 48,901 | 11.00 | 529,356 | 11.00 | 529,356 | 11.00 | 529,356 |
| 30000441 | Business Operations Manager | 74,214 | 98,862 | 1.00 | 91,836 | 1.00 | 95,568 | 1.00 | 95,568 |
| 30000442 | Business Operations Manager, Sr | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30000440 | Business Operations Supervisor | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000449 | Business Systems Analyst, Sr | 62,629 | 83,637 | 3.00 | 239,064 | 3.00 | 241,269 | 3.00 | 241,269 |
| 30000331 | CAD Analyst | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000328 | CAD Technician I | 37,378 | 50,086 | 1.00 | 50,088 | 1.00 | 50,088 | 1.00 | 50,088 |
| 30000329 | CAD Technician II | 50,086 | 63,898 | 5.00 | 319,500 | 5.00 | 319,500 | 5.00 | 319,500 |
| 30000330 | CAD Technician III | 60,840 | 77,709 | 1.00 | 63,900 | 1.00 | 66,060 | 1.00 | 66,060 |
| 30000454 | Capital Improvmt Program Planning Supvr | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000399 | Capital Project Manager I | 60,840 | 77,709 | 2.00 | 155,424 | 2.00 | 155,424 | 2.00 | 155,424 |
| 30000686 | Capital Project Manager II | 65,811 | 88,046 | 2.00 | 151,188 | 2.00 | 155,202 | 2.00 | 155,202 |
| 30000687 | Capital Project Manager III | 68,994 | 92,726 | 2.00 | 182,376 | 2.00 | 184,168 | 2.00 | 184,168 |
| 30000110 | Carpenter | 50,835 | 55,224 | 2.00 | 110,448 | 2.00 | 110,448 | 2.00 | 110,448 |
| 30000492 | Community Outreach & Informtn Rep | 54,080 | 72,051 | 1.00 | 54,084 | -0.00 | (9,036) | -0.00 | (9,036) |
| 30000493 | Community Outreach & Informtn Rep, Sr | 59,634 | 79,518 | 3.00 | 227,532 | 3.00 | 232,364 | 3.00 | 232,364 |
| 30000107 | Concrete Finisher | 50,835 | 55,224 | 3.00 | 165,672 | 3.00 | 165,672 | 3.00 | 165,672 |
| 30000507 | Conservation Program Coordinator, Sr | 62,629 | 83,637 | 1.00 | 67,848 | 1.00 | 70,168 | 1.00 | 70,168 |
| 30000105 | Construction Equipment Operator | 42,952 | 54,850 | 17.00 | 932,484 | 17.00 | 932,484 | 17.00 | 932,484 |
| 30000455 | Contracts Dev & Review Administrator | 65,811 | 88,046 | 1.00 | 85,848 | 1.00 | 87,939 | 1.00 | 87,939 |
| 30000017 | Customer Accounts Specialist I | 33,405 | 46,758 | 45.00 | 2,067,468 | 45.00 | 2,074,068 | 45.00 | 2,074,068 |
| 30000018 | Customer Accounts Specialist II | 39,832 | 51,272 | 10.00 | 500,762 | 10.00 | 507,996 | 10.00 | 507,996 |
| 30000445 | Customer Service Supervisor | 62,629 | 83,637 | 6.00 | 472,756 | 6.00 | 479,214 | 6.00 | 479,214 |
| 30000732 | Development Supervisor I | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000577 | Economist, Principal | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000635 | Electrical/Instrumentation Supervisor | 68,994 | 92,726 | 1.00 | 92,496 | 1.00 | 92,648 | 1.00 | 92,648 |
| 30000116 | Electrician | 63,606 | 68,661 | 6.00 | 406,932 | 6.00 | 406,932 | 6.00 | 406,932 |
| 30000120 | Electrician/Instrument Tech, Apprentice | 42,453 | 68,661 | 3.00 | 186,843 | 1.00 | 68,664 | 1.00 | 68,664 |
| 30000121 | Electrician/Instrument Technician | 65,541 | 70,741 | 1.00 | 70,740 | 1.00 | 70,740 | 1.00 | 70,740 |
| 30000685 | Engineer, Chief - Water Bureau | 101,421 | 145,205 | 1.00 | 145,200 | 1.00 | 145,200 | 1.00 | 145,200 |
| 30000682 | Engineer, Principal | 92,685 | 123,594 | 7.00 | 843,644 | 7.00 | 847,828 | 7.00 | 847,828 |
| 30000680 | Engineer, Sr | 80,226 | 106,954 | 15.00 | 1,492,736 | 15.00 | 1,537,945 | 15.00 | 1,537,945 |
| 30000681 | Engineer, Supervising | 86,237 | 114,982 | 5.00 | 554,664 | 5.00 | 565,465 | 5.00 | 565,465 |
| 30000364 | Engineer-Chemical/Environmental | 79,997 | 97,219 | 1.00 | 83,988 | 1.00 | 85,733 | 1.00 | 85,733 |
| 30000365 | Engineer-Civil | 79,997 | 97,219 | 13.00 | 1,240,932 | 13.00 | 1,255,845 | 13.00 | 1,255,845 |
| 30000366 | Engineer-Electrical | 79,997 | 97,219 | 1.00 | 92,580 | 1.00 | 95,289 | 1.00 | 95,289 |
| 30000358 | Engineering Associate, Sr-Civil | 69,160 | 88,171 | 19.00 | 1,564,718 | 19.00 | 1,591,640 | 19.00 | 1,591,640 |
| 30000353 | Engineering Associate-Civil | 56,846 | 76,190 | 6.00 | 375,857 | 6.00 | 389,669 | 6.00 | 389,669 |
| 30000355 | Engineering Associate-Mechanical | 56,846 | 76,190 | 1.00 | 69,722 | 1.00 | 73,158 | 1.00 | 73,158 |

FTE Summary

Portland Water Bureau

Public Utilities Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|--|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000696 | Engineering Survey Manager | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000325 | Engineering Technician II | 50,086 | 63,898 | 10.00 | 612,588 | 10.00 | 621,413 | 10.00 | 621,413 |
| 30000326 | Engineering Technician III | 60,840 | 77,709 | 2.00 | 155,424 | 2.00 | 155,424 | 2.00 | 155,424 |
| 30000662 | Environmental Program Coordinator | 59,634 | 79,518 | 1.00 | 65,184 | 1.00 | 66,522 | 1.00 | 66,522 |
| 30000664 | Environmental Program Manager, Sr | 74,214 | 98,862 | 1.00 | 96,240 | 1.00 | 98,430 | 1.00 | 98,430 |
| 30000661 | Environmental Program Specialist | 54,080 | 72,051 | 1.00 | 60,984 | 1.00 | 62,440 | 1.00 | 62,440 |
| 30000339 | Environmental Specialist | 60,840 | 77,709 | 6.00 | 425,411 | 6.00 | 437,610 | 6.00 | 437,610 |
| 30000712 | Facilities Services Specialist | 54,080 | 72,051 | 1.00 | 65,664 | 1.00 | 67,008 | 1.00 | 67,008 |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 1.00 | 56,760 | 1.00 | 58,894 | 1.00 | 58,894 |
| 30000566 | Financial Analyst, Assistant | 44,533 | 68,619 | 1.00 | 68,616 | 1.00 | 68,616 | 1.00 | 68,616 |
| 30000569 | Financial Analyst, Principal | 74,214 | 98,862 | 4.00 | 391,764 | 4.00 | 395,163 | 4.00 | 395,163 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 2.00 | 146,268 | 2.00 | 146,268 | 2.00 | 146,268 |
| 30000127 | General Mechanic | 46,134 | 55,806 | 2.00 | 111,624 | 2.00 | 111,624 | 2.00 | 111,624 |
| 30000341 | GIS Technician I | 37,378 | 50,086 | 1.00 | 50,088 | 1.00 | 50,088 | 1.00 | 50,088 |
| 30000342 | GIS Technician II | 50,086 | 63,898 | 6.00 | 354,936 | 6.00 | 358,491 | 6.00 | 358,491 |
| 30000343 | GIS Technician III | 60,840 | 77,709 | 2.00 | 141,612 | 2.00 | 143,772 | 2.00 | 143,772 |
| 30000373 | Graphics Designer III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000252 | Horticulturist | 43,430 | 52,478 | 1.00 | 52,476 | 1.00 | 52,476 | 1.00 | 52,476 |
| 30000657 | Hydroelectric Power Project Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000658 | Hydroelectric Power Project Mgr, Asst | 65,811 | 88,046 | 1.00 | 77,268 | 1.00 | 79,644 | 1.00 | 79,644 |
| 30000114 | Industrial Painter | 50,835 | 55,224 | 3.00 | 161,280 | 3.00 | 161,280 | 3.00 | 161,280 |
| 30000115 | Industrial Painter, Lead | 53,331 | 57,990 | 1.00 | 57,996 | 1.00 | 57,996 | 1.00 | 57,996 |
| 30000603 | Inf Syst Analyst IV(Supvr)-Gen | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000218 | Inf Syst Analyst, Principal-Gen | 74,214 | 98,862 | 1.00 | 86,604 | 1.00 | 89,849 | 1.00 | 89,849 |
| 30000607 | Inf Syst Mgr-Generalist | 79,830 | 106,288 | 1.00 | 80,532 | 1.00 | 83,832 | 1.00 | 83,832 |
| 30000239 | Instrument Technician | 63,606 | 68,661 | 6.00 | 401,880 | 6.00 | 401,880 | 6.00 | 401,880 |
| 30001408 | Instrumentation & Security Systems Supvr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30001283 | Laboratory Analyst II | 45,219 | 59,675 | 4.00 | 227,736 | 4.00 | 232,697 | 4.00 | 232,697 |
| 30001284 | Laboratory Analytical Specialist | 51,542 | 68,453 | 2.00 | 132,408 | 2.00 | 136,148 | 2.00 | 136,148 |
| 30001285 | Laboratory Coordinator | 53,498 | 75,483 | 1.00 | 75,480 | 1.00 | 75,480 | 1.00 | 75,480 |
| 30000670 | Laboratory Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000644 | Maintenance Planner/Scheduler | 54,080 | 72,051 | 4.00 | 266,020 | 4.00 | 271,705 | 4.00 | 271,705 |
| 30000073 | Maintenance Worker | 23,400 | 27,747 | 2.00 | 55,488 | 2.00 | 55,488 | 2.00 | 55,488 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 2.00 | 134,974 | 2.00 | 137,406 | 2.00 | 137,406 |
| 30000453 | Management Analyst, Principal | 74,214 | 98,862 | 3.00 | 296,604 | 3.00 | 296,604 | 3.00 | 296,604 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 4.00 | 245,505 | 2.00 | 102,032 | 2.00 | 102,032 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 5.00 | 263,714 | 5.00 | 273,455 | 5.00 | 273,455 |
| 30000693 | Mapping & GIS Supervisor | 68,994 | 92,726 | 2.00 | 174,060 | 2.00 | 175,976 | 2.00 | 175,976 |
| 30000978 | Mapping Data Technician II | 60,840 | 77,709 | 1.00 | 70,428 | 1.00 | 73,448 | 1.00 | 73,448 |
| 30000653 | Mechanical Systems Supervisor-Water,Sr | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 12.00 | 502,044 | 11.00 | 463,640 | 11.00 | 463,640 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 3.00 | 143,250 | 3.00 | 147,687 | 3.00 | 147,687 |
| 30000152 | Operating Engineer I | 46,218 | 48,402 | 3.00 | 138,672 | 3.00 | 138,672 | 3.00 | 138,672 |
| 30000154 | Operating Engineer III | 48,984 | 63,294 | 14.00 | 886,200 | 14.00 | 886,200 | 14.00 | 886,200 |
| 30000759 | Parks Maintenance Supervisor | 56,763 | 75,670 | 1.00 | 61,922 | 1.00 | 64,468 | 1.00 | 64,468 |
| 30000081 | Parks Technician | 42,058 | 47,798 | 6.00 | 281,040 | 6.00 | 281,040 | 6.00 | 281,040 |
| 30000398 | Planner, Sr City-Water Resources | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 4.00 | 287,862 | 4.00 | 292,675 | 4.00 | 292,675 |
| 30000465 | Program Manager | 62,629 | 83,637 | 2.00 | 158,916 | 2.00 | 161,486 | 2.00 | 161,486 |
| 30000466 | Program Manager, Sr | 74,214 | 98,862 | 3.00 | 295,104 | 3.00 | 296,229 | 3.00 | 296,229 |

Portland Water Bureau

FTE Summary

Public Utilities Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000463 | Program Specialist | 54,080 | 72,051 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 3.00 | 157,854 | 3.00 | 162,238 | 3.00 | 162,238 |
| 30000698 | Property Acquisition & Services Manager | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000495 | Public Information Officer | 62,629 | 83,637 | 1.00 | 62,628 | 1.00 | 62,628 | 1.00 | 62,628 |
| 30000691 | Public Works Inspection Manager | 65,811 | 88,046 | 1.00 | 87,816 | 1.00 | 87,949 | 1.00 | 87,949 |
| 30000228 | Public Works Inspector | 56,222 | 64,230 | 6.00 | 385,416 | 6.00 | 385,416 | 6.00 | 385,416 |
| 30000229 | Public Works Inspector, Sr | 60,965 | 71,843 | 3.00 | 215,532 | 3.00 | 215,532 | 3.00 | 215,532 |
| 30000630 | Public Works Supervisor II | 56,763 | 75,670 | 12.00 | 850,738 | 11.00 | 789,152 | 11.00 | 789,152 |
| 30000403 | Remittance Technician | 33,405 | 46,758 | 2.00 | 93,528 | 2.00 | 93,528 | 2.00 | 93,528 |
| 30000350 | Right of Way Agent III | 60,840 | 77,709 | 1.00 | 71,334 | 1.00 | 74,967 | 1.00 | 74,967 |
| 30000481 | Risk Specialist | 54,080 | 72,051 | 1.00 | 68,352 | 1.00 | 69,983 | 1.00 | 69,983 |
| 30000486 | Safety & Risk Officer II | 68,994 | 92,726 | 1.00 | 89,316 | 1.00 | 91,961 | 1.00 | 91,961 |
| 30000488 | Security & Emerg Mgmt Program Manager | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000645 | Security Supervisor | 56,763 | 75,670 | 2.00 | 126,405 | 2.00 | 129,259 | 2.00 | 129,259 |
| 30000029 | Service Dispatcher | 33,405 | 46,758 | 2.00 | 93,528 | 2.00 | 93,528 | 2.00 | 93,528 |
| 30000054 | Storekeeper/Acquisition Specialist II | 42,619 | 52,104 | 3.00 | 146,832 | 3.00 | 146,832 | 3.00 | 146,832 |
| 30000056 | Storekeeper/Acquisition Specialist III | 48,131 | 59,842 | 1.00 | 59,844 | 1.00 | 59,844 | 1.00 | 59,844 |
| 30000468 | Stores System Supervisor II | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000224 | Surveying Aide II | 41,475 | 45,968 | 2.00 | 91,944 | 2.00 | 91,944 | 2.00 | 91,944 |
| 30000695 | Surveying Supvr/Water Rights Examiner | 65,811 | 88,046 | 1.00 | 86,772 | 1.00 | 87,408 | 1.00 | 87,408 |
| 30000225 | Surveyor I | 47,382 | 58,885 | 2.00 | 117,768 | 2.00 | 117,768 | 2.00 | 117,768 |
| 30000226 | Surveyor II | 55,016 | 63,045 | 1.00 | 63,048 | 1.00 | 63,048 | 1.00 | 63,048 |
| 30000531 | Training & Development Analyst | 56,763 | 75,670 | 2.00 | 147,677 | 2.00 | 150,453 | 2.00 | 150,453 |
| 30000532 | Training & Development Officer | 62,629 | 83,637 | 1.00 | 83,448 | 1.00 | 83,608 | 1.00 | 83,608 |
| 30001037 | Utility Locator | 46,550 | 50,086 | 6.00 | 297,496 | 6.00 | 298,512 | 6.00 | 298,512 |
| 30000076 | Utility Worker I | 39,811 | 43,306 | 6.00 | 256,356 | 5.00 | 213,336 | 5.00 | 213,336 |
| 30000077 | Utility Worker II | 43,306 | 46,550 | 48.00 | 2,224,584 | 48.00 | 2,224,584 | 48.00 | 2,224,584 |
| 30000075 | Utility Worker II, Apprentice | 32,594 | 43,056 | 1.00 | 43,056 | 1.00 | 43,056 | 1.00 | 43,056 |
| 30000438 | Water Administrative Manager | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30001534 | Water Bureau Emergency Management Mgr | 65,811 | 88,046 | 1.00 | 65,808 | 1.00 | 65,808 | 1.00 | 65,808 |
| 30000512 | Water Conservation Program Coordinator | 59,634 | 79,518 | 2.00 | 142,572 | 2.00 | 143,862 | 2.00 | 143,862 |
| 30000514 | Water Conservation Program Manager | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000646 | Water Consortium Conservation Pg Mgr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000655 | Water Group Manager | 92,186 | 128,752 | 4.00 | 513,840 | 4.00 | 514,992 | 4.00 | 514,992 |
| 30000652 | Water Maintenance Supervisor, Sr | 68,994 | 92,726 | 3.00 | 267,996 | 3.00 | 274,574 | 3.00 | 274,574 |
| 30000133 | Water Meter Reader I | 35,734 | 44,075 | 12.00 | 528,912 | 12.00 | 528,912 | 12.00 | 528,912 |
| 30000134 | Water Meter Reader II | 43,805 | 49,878 | 1.00 | 49,884 | 1.00 | 49,884 | 1.00 | 49,884 |
| 30000142 | Water Meter Technician I | 41,829 | 50,606 | 4.00 | 202,416 | 4.00 | 202,416 | 4.00 | 202,416 |
| 30000143 | Water Meter Technician II | 53,331 | 57,990 | 6.00 | 343,308 | 6.00 | 343,308 | 6.00 | 343,308 |
| 30000654 | Water Operations & Support Manager | 85,800 | 116,293 | 1.00 | 111,420 | 1.00 | 115,230 | 1.00 | 115,230 |
| 30000145 | Water Operations Mechanic | 51,418 | 57,762 | 33.00 | 1,892,208 | 33.00 | 1,893,504 | 33.00 | 1,893,504 |
| 30000144 | Water Operations Mechanic, Apprentice | 39,832 | 54,059 | 9.00 | 372,684 | 9.00 | 372,684 | 9.00 | 372,684 |
| 30000651 | Water Quality Inspection Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000140 | Water Quality Inspector II | 48,984 | 63,294 | 6.00 | 376,200 | 6.00 | 379,800 | 6.00 | 379,800 |
| 30000141 | Water Quality Inspector III | 51,418 | 66,435 | 1.00 | 66,432 | 1.00 | 66,432 | 1.00 | 66,432 |
| 30001034 | Water Quality Manager | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000647 | Water Resource & Urban Affairs Coord | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000648 | Water Resources Planning Manager | 85,800 | 116,293 | 1.00 | 115,102 | 1.00 | 116,292 | 1.00 | 116,292 |
| 30000656 | Water Resources Program Manager | 65,811 | 88,046 | 2.00 | 176,088 | 2.00 | 176,088 | 2.00 | 176,088 |
| 30000138 | Water Security Specialist | 43,306 | 46,550 | 20.50 | 944,520 | 19.00 | 854,574 | 19.00 | 854,574 |

FTE Summary

Portland Water Bureau

Public Utilities Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|---------------------------------------|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000135 | Water Service Inspector I | 43,805 | 49,878 | 8.00 | 399,072 | 8.00 | 399,072 | 8.00 | 399,072 |
| 30000136 | Water Service Inspector II | 47,341 | 53,872 | 1.00 | 53,868 | 1.00 | 53,868 | 1.00 | 53,868 |
| 30000650 | Water Treatment Operations Supervisor | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000147 | Water Treatment Operator II | 48,984 | 63,294 | 10.00 | 598,575 | 10.00 | 611,070 | 10.00 | 611,070 |
| 30000424 | Water Utility Director | 128,294 | 183,851 | 1.00 | 178,517 | 1.00 | 183,852 | 1.00 | 183,852 |
| 30000078 | Water Utility Worker, Sr | 43,992 | 48,901 | 1.00 | 48,900 | 1.00 | 48,900 | 1.00 | 48,900 |
| 30001081 | Watershed & Conduit Supvr | 68,994 | 92,726 | 1.00 | 82,980 | 1.00 | 86,388 | 1.00 | 86,388 |
| 30000149 | Watershed Specialist I | 37,981 | 46,550 | 4.00 | 186,192 | 4.00 | 186,192 | 4.00 | 186,192 |
| 30000151 | Watershed Specialist II | 43,992 | 48,901 | 2.00 | 97,800 | 2.00 | 97,800 | 2.00 | 97,800 |
| 30001308 | Watershed Specialist III | 52,458 | 58,802 | 2.00 | 116,748 | 2.00 | 117,387 | 2.00 | 117,387 |
| TOTAL FULL-TIME POSITIONS | | | | 627.65 | 39,909,692 | 618.15 | 39,703,773 | 618.15 | 39,703,773 |
| 30000017 | Customer Accounts Specialist I | 33,405 | 46,758 | 1.80 | 84,168 | 1.50 | 70,152 | 1.50 | 70,152 |
| 30000365 | Engineer-Civil | 79,997 | 97,219 | 0.90 | 83,328 | 0.50 | 48,024 | 0.50 | 48,024 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 0.90 | 47,472 | 0.75 | 42,888 | 0.75 | 42,888 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 0.90 | 39,084 | 0.85 | 36,912 | 0.85 | 36,912 |
| TOTAL PART-TIME POSITIONS | | | | 4.50 | 254,052 | 3.60 | 197,976 | 3.60 | 197,976 |
| 30000110 | Carpenter | 50,835 | 55,224 | 1.00 | 55,224 | 1.00 | 55,224 | 1.00 | 55,224 |
| 30000116 | Electrician | 63,606 | 68,661 | 1.00 | 68,664 | 0.00 | 0 | 0.00 | 0 |
| 30000324 | Engineering Technician I | 37,378 | 50,086 | 1.00 | 50,088 | 1.00 | 50,088 | 1.00 | 50,088 |
| 30000338 | Environmental Technician II | 50,086 | 63,898 | 1.00 | 55,200 | 0.00 | 0 | 0.00 | 0 |
| 30000453 | Management Analyst, Principal | 74,214 | 98,862 | 1.00 | 88,980 | 1.00 | 91,108 | 1.00 | 91,108 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 1.00 | 43,428 | 0.00 | 0 | 0.00 | 0 |
| 30001159 | Plumber | 56,222 | 61,110 | 1.00 | 61,116 | 1.00 | 61,116 | 1.00 | 61,116 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 1.00 | 65,640 | 1.00 | 67,890 | 1.00 | 67,890 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 1.00 | 61,553 | 1.00 | 64,070 | 1.00 | 64,070 |
| TOTAL LIMITED TERM POSITIONS | | | | 9.00 | 549,893 | 6.00 | 389,496 | 6.00 | 389,496 |
| GRAND TOTAL | | | | 641.15 | 40,713,637 | 627.75 | 40,291,245 | 627.75 | 40,291,245 |

Portland Water Bureau

Budget Decisions

Public Utilities Service Area

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

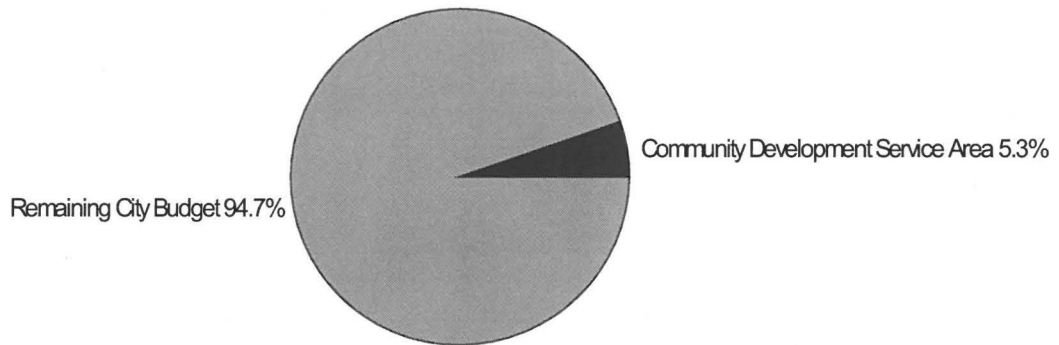
| Action | Amount | | | FTE | Decision |
|--|-------------|-------------|---------------|--------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 205,022,700 | 0 | 205,022,700 | 634.75 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (1,221,812) | (1,300,000) | (2,521,812) | (7.00) | 1.5% Mandatory Cut |
| | (414,100) | (2,500,000) | (2,914,100) | 0.00 | 1% Cut for rate reduction |
| | (50,953) | 0 | (50,953) | 0.00 | OMF IA Adjustments |
| | 1,980 | 0 | 1,980 | 0.00 | Other IA Adjustments |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| | (1,684,885) | (3,800,000) | (5,484,885) | (7.00) | Total FY 2011-12 Decision Packages |
| | | | 199,537,815 | 627.75 | Total Adopted Budget |

Community Development Service Area

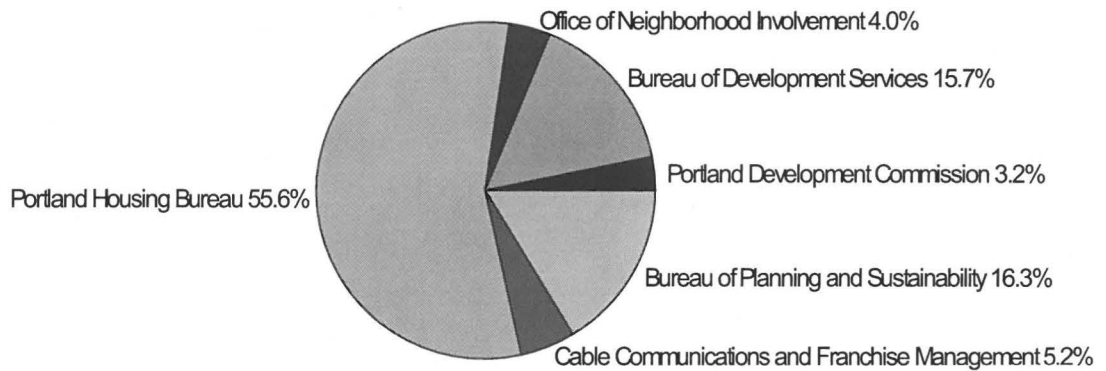
- Bureau of Development Services
- Portland Housing Bureau
- Bureau of Planning and Sustainability
- Cable Communications and Franchise Management

- Office of Neighborhood Involvement
- Office of Sustainable Development
- Portland Development Commission

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 210,435,409 | 190,444,341 | (19,991,068) | (9.50) |
| Capital | 10,000 | 0 | (10,000) | (100.00) |
| Total Requirements | 210,445,409 | 190,444,341 | (20,001,068) | (9.50) |

Community Development Service Area**Service Area Overview**

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|----------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Authorized Positions | 393.83 | 396.58 | 2.76 | 0.70 |

Service Area Highlights

Description

The Community Development service area includes programs in the Bureau of Development Services (BDS), Portland Housing Bureau (PHB), Bureau of Planning and Sustainability (BPS), Office of Cable Communications and Franchise Management, Office of Neighborhood Involvement (ONI), the Office of Sustainable Development (now merged with the Bureau of Planning), and the Portland Development Commission.

Major Themes

Bureau of Development Services

BDS implements the City's policies, plans, and codes related to land use, building, and plumbing. The bureau ensures compliance with site-related regulations, such as erosion control, grading, and onsite stormwater treatment and disposal. BDS also enforces the zoning code, as well as structural, mechanical, plumbing, and electrical codes.

The FY 2011-12 Adopted Budget for BDS is \$32.2 million. This represents an 8.0% decrease over the FY 2010-11 Revised Budget but a net increase of 14.83 FTEs. Declining permit revenues and workload led to staff reductions in 2009 and 2010, such that BDS now has less than half the staff it had two years ago. The bureau is challenged to meet a workload increasingly dominated by smaller projects that generate less revenue. BDS continues to communicate with customers and stakeholders regarding their needs and the bureau's ability to provide services while experiencing financial and staffing constraints. BDS staff remains committed to working collaboratively with customers to problem-solve and reach solutions.

Portland Housing Bureau

The FY 2011-12 Adopted Budget of \$101.4 million reflects the full consolidation of affordable housing and homelessness functions in the Portland Housing Bureau. Tax increment financing (TIF) resources as well as the management of all housing-related assets are budgeted in the bureau.

Discretionary General Fund resources in the bureau total \$11.0 million, of which \$4.9 million is one-time only. This one-time only figure is net of a 1% one-time cut to ongoing resources requested of all bureaus. In addition to funding a number of services to be continued from the FY 2010-11 budget, the Adopted Budget includes funding for a housing investment strategy, the first year of operation of the Bud Clark Commons (also known as the Resource Access Center), homelessness prevention and rapid rehousing to backfill expiring federal resources, and foreclosure prevention assistance.

Bureau of Planning and Sustainability

The FY 2011-12 Adopted Budget for BPS is \$30.8 million. This represents an 87% decrease over the program Adopted Budget for FY 2010-11. This increase is due to higher grant awards: when these are removed, the bureau's FY 2011-12 is \$800,000 below the previous year's budget (\$16.2 million vs. \$17.0 million). The largest grant appropriation is \$12.6 million a federal DOE Clean Energy Works grant; BPS will pass this money to the Clean Energy Works Oregon non-profit to administer loans for building upgrades to improve energy efficiency. Additional changes include

Community Development Service Area

moving \$403,715 from General Fund to General Fund Overhead (recognizing the coordinative functions of the District Planning program), and the replacement of this General Fund so that BPS realizes a net funding increase. BPS also submitted 1.5% of General Fund revenue in program cuts. A total of \$889,427 in one-time funds were appropriated for various short-term and multi-year planning projects.

Cable Communications and Franchise Management

The Office of Cable Communications and Franchise Management administers utility and telecommunications franchises, protects the public's interest in cable communications, and regulates private use of telecommunications public rights-of-way. Bureau activities during FY 2011-12 include the development and implementation of the Broadband Strategic Plan which will provide a long term road map for the City's strategy on broadband policy, acquisition and infrastructure development. At the same time, the bureau will be negotiating the renewal of the Comcast cable franchise, a process that may end up in federally mandated arbitration.

Office of Neighborhood Involvement

ONI continues to coordinate efforts to make Portland neighborhoods more livable and to promote meaningful and diverse civic participation.

The FY 2011-12 Adopted Budget for ONI is \$7,079,728. This includes add packages totaling \$918,618 of one-time funding. The Adopted Budget includes funding for the Graffiti Abatement program, the Mediation and Facilitation program, the Enhanced Graffiti Abatement program, the Small Grants program, and East Portland Action Plan implementation and outreach.

Portland Development Commission

The FY 2011-12 Adopted Budget of \$5.8 million reflects the PDC's General Fund allocation. This allocation includes \$3.2 million of one-time General Fund resources. This allocation represents a \$1.7 million increase over the FY 2010-11 Revised Budget. PDC utilizes City General Fund for citywide economic development and economic opportunity programs.

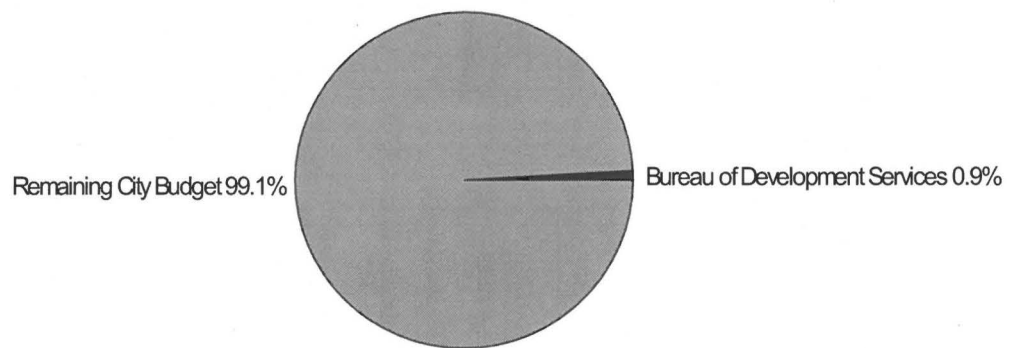
Bureau of Development Services

Community Development Service Area

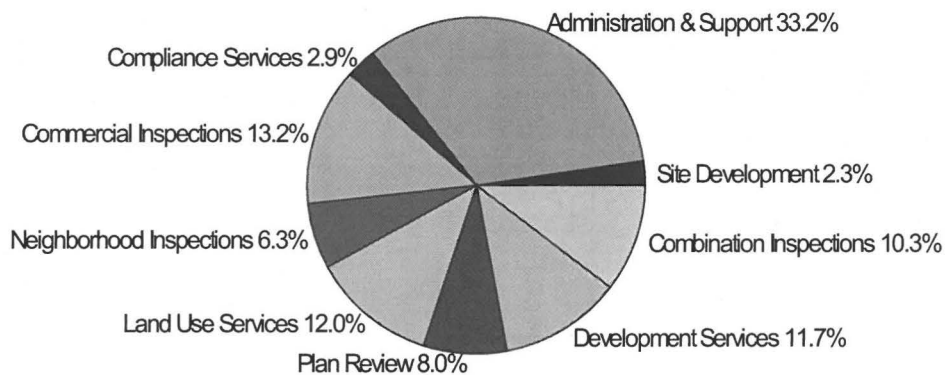
Dan Saltzman, Commissioner-in-Charge

Paul L. Scarlett, Director

Percent of City Budget

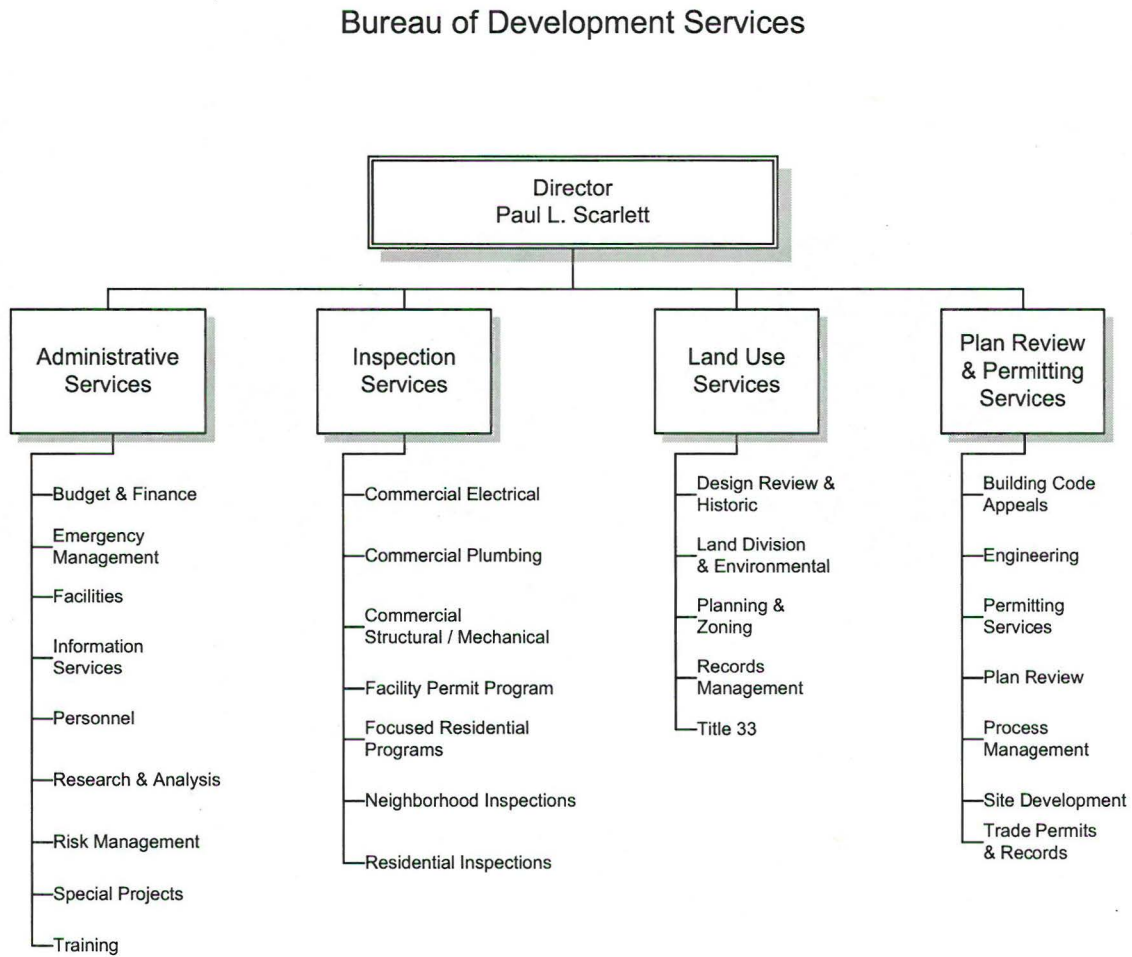


Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 34,990,865 | 32,208,591 | (2,782,274) | (7.95) |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 34,990,865 | 32,208,591 | (2,782,274) | (7.95) |
| Authorized Positions | 163.70 | 178.53 | 14.83 | 9.06 |



Bureau Summary

Bureau Mission

The Bureau of Development Services (BDS) promotes safety, livability, and economic vitality through efficient and collaborative application of building and development codes.

Bureau Overview

General Description BDS is an integral part of development in the City of Portland. Bureau staff actively works with developers, builders, and homeowners to guide them through the development process. The bureau manages programs that ensure construction and land use codes are followed, and BDS is instrumental in enhancing the safety of buildings and the livability and economic vitality of Portland's neighborhoods. To this end, staff reviews construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance. The bureau also provides assistance to customers from pre-application all the way through construction. BDS is responsible for implementing the City's land use policies, plans, and codes through the review of proposed development, and ensures compliance with site-related regulations such as erosion control and grading. The bureau also enforces the zoning, sign, and property maintenance codes, as well as structural, mechanical, plumbing, and electrical code violation cases. This budget request includes 178.53 FTE and an operating budget of \$27.9 million, funded primarily through permit fees and charges.

Customer Service Culture

The bureau's mission requires being responsive to the development community, neighborhoods, and citizens. BDS's vision is to be the best development services agency in the country by deploying development review systems that meet the time-sensitive needs of the development industry, and by satisfying neighborhood organizations' and citizens' concerns about the quality of development and the need for access to information.

BDS is committed to these goals as it responds to the financial challenges facing the development industry and the overall economy. Declining permit revenues and workload led to staff reductions in 2009 and 2010, such that BDS now has less than half the staff it had two years ago. The bureau is challenged to meet a workload increasingly dominated by smaller projects that generate less revenue. BDS continues to communicate with customers and stakeholders regarding their needs and the bureau's ability to provide services while experiencing financial and staffing constraints. BDS staff remains committed to working collaboratively with customers to problem-solve and reach solutions.

Bureau of Development Services

Community Development Service Area

State Statutes and Administrative Rules

City enforces a variety of state and local statutes.

The City of Portland has been regulating construction since the late 1800s, with local ordinances passed by the City Council as early as 1892. In 1973 the State legislature passed requirements for a State Building Code mandating uniform statewide enforcement, which required Portland to begin enforcing the State-adopted codes with State-certified personnel. BDS is also responsible for administering a variety of local regulations adopted within the City Code, including the Planning and Zoning Code under Title 33 of the City Code, Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), Noise Control (Title 18), and Property Maintenance (Title 29).

Strategic Direction

BDS primarily receives revenue from land use reviews and construction permits. The bureau's key issues and budget goals are directly related to the economy and the impact it has on the development industry and BDS's ability to deliver the best service possible.

Adequate Staffing

Bureau services such as building inspections, plan review, permit issuance, and land use review are mandated by law. Since June 2009, BDS reduced over half of its staff due to deep declines in permit revenues prompted by the scarcity of large development projects. Revenues declined much more steeply than the workload, and the bureau is now insufficiently staffed. According to BDS's financial projections, which were reviewed by multiple independent economists, the bureau will have sufficient revenues to add back staff in FY 2011-12. This budget seeks to address critical staffing needs by adding 13 positions in FY 2011-12 however, the expected workload for FY 2011-12 would dictate that a further 10 positions are needed in order to provide an acceptable level of service for the bureau's highest priority service improvement areas.

Service Levels / Efficiencies

After the staffing reductions, the bureau thoroughly reviewed its services and service levels. Throughout the bureau, low-priority services have been eliminated and most remaining services have been significantly reduced. Though BDS continues to review its overall operation to find ways to provide services more efficiently, it has been a struggle to provide service levels that are sustainable for the bureau and still meet customers' needs. The staff additions in this budget will be critical in allowing the bureau to return services to minimally-acceptable levels.

The General Fund supports several local programs that provide general public benefit, including Land Use Services, Neighborhood Inspections, and Noise Control. Services in these programs have been dramatically reduced, leading to significant impacts on neighborhood livability issues. This budget includes General Fund support for three additional FTE for the Neighborhood Inspections program, along with General Fund resources for two FTE that were previously supported with federal Community Development Block Grant (CDBG) funds through the Portland Housing Bureau (PHB). BDS will continue to make adjustments to align program services with available staff and funds.

| | |
|---|--|
| Technology | In the course of reshaping the organization in 2009 and 2010, it became clear that the level of automation and public access to information at BDS was hindering the bureau's effectiveness and ability to be efficient with limited resources. In November 2010 City Council authorized BDS to move forward with plans to purchase an online plan review and permitting system that would provide much greater access to information and services for customers, staff, and stakeholders. In March 2011 City Council approved a line of credit to enable BDS to proceed with the project. The bureau is currently negotiating a contract with the vendor and an intergovernmental agreement with the State of Oregon, and project staff positions are being filled. |
| Service Improvement Plan | BDS's FY 2011-12 Service Improvement Plan describes the bureau's continuing dedication to providing excellent services to customers and the community, as it copes with the serious financial challenges facing the development industry and the overall economy. The Service Improvement Plan focuses on obtaining resources that will enable BDS to continue to provide quality services. |
| Bureau of Planning and Sustainability (BPS) Zoning Code Amendment Projects | BDS Land Use Services (LUS) staff continues to be involved in BPS Zoning Code amendment proposals. The bureau remains concerned about the cost of administering new regulations that City Council may adopt, since BDS cannot absorb any increased costs at this time. |

Summary Of Budget Decisions

| | |
|-----------------------|---|
| Budget Process | As in past years, the creation of the bureau's budget involved the active participation of a variety of staff and stakeholder groups. All bureau work groups had opportunities to give input into the budget process. The BDS Budget Advisory Committee (BAC) comprised of external stakeholders and BDS labor representatives, met several times and gave its approval of the bureau's budget priorities and financial directions. For the fifth consecutive year, BDS's Labor Management Committee (LMC) also reviewed and participated in the bureau's budget planning process and gave its support. The BDS budget also has the support of the Development Review Advisory Committee (DRAC), which is composed of local representatives from the construction and development industry, neighborhoods, and the community. |
|-----------------------|---|

These decision packages address critical customer and stakeholder needs while allowing the bureau to maintain its fiscal responsibility.

| | |
|---------------------|--|
| Add Packages | Improve Overall BDS Service Level |
|---------------------|--|

The staff additions in this \$1.5 million decision package will allow the bureau to return services to minimally-acceptable levels. Bureau revenues are projected to increase in FY 2011-12, providing sufficient funds to add approximately 13 positions and increase the level of service to customers. These positions will be added as revenues are realized. The expected workload for FY 2011-12 would dictate that another 10 positions are needed in addition to what is being requested in order to provide acceptable levels of service for the bureau's highest priority service improvement areas.

Bureau of Development Services

Community Development Service Area

Healthy Homes

This decision package adds one-time General Fund support of \$231,484 for two Housing Inspector FTEs that had previously been supported with federal CDBG funds (no new FTE are created) through the Portland Housing Bureau (PHB). The positions will continue a pilot project in East Portland for enhanced complaint inspections, as recommended by the Quality Rental Housing Workgroup and approved by City Council in 2008. It is projected that the inspectors will be able to conduct approximately 1,200 rental inspections in FY 2011-12.

Tree Program

This decision package adds \$58,570 in one-time General Fund resources for 0.5 City Planner II FTE in BDS to help implement the City's new Tree Code. The position will perform tasks that are critical to enabling BDS and the Parks Bureau to administer the new Tree Code, including website design, public outreach, and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

Improve Neighborhood Inspections Program

This decision package provides \$372,327 in one-time General Fund resources to add 3 FTE to BDS's Neighborhood Inspections program. Adding these positions will bring substantial improvements to the program, including:

- ◆ Significantly increased responsiveness to fire, life, safety and health, and sanitation issues for occupied rentals; housing complaints will be investigated within 3-5 days.
- ◆ Case management duties (re-inspections, code hearings) will be restored, facilitating more timely compliance.
- ◆ Staff will be able to respond to housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties.
- ◆ The number of housing inspections and nuisance inspections will increase to 5,000 and 7,900 per year, respectively.

Administration & Support

Description The Administration program provides overall direction to the bureau in order to meet program objectives. Included within this program's budget are the Office of the Director, communications, customer service, budget, emergency management, finance, human resources, training, information technology, loss control/risk management, general reception, and office management.

Goals The Administration program supports the City goal to protect and enhance the natural and built environment.

Changes to Services and Activities **Information Technology Advancement Project**

In order to improve the level of automation and public access to information, BDS is moving to an online review and permitting system. This project includes the replacement of the bureau's outdated permitting and case tracking software and the digitization of historical permit and property information, making the records accessible online free of charge. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically.

This new system will save customers and stakeholders time and money by providing access to information and services remotely, decreasing the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

Administration staff is currently negotiating a contract with the system vendor and writing an intergovernmental agreement with the State of Oregon. The Information Technology Advancement Project will be key to BDS's ability to provide services effectively and efficiently into the future.

Dispersion of Functions

Administration lost two staff positions in 2010 resulting in the bureau's Facilities, Safety, and Training functions being distributed to remaining Administration staff, impacting the level and consistency of service being provided.

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | | 35.83 | 29.00 | 29.00 | 29.00 |
| Expenditures | | | | | |
| Administration & Support | | 6,192,346 | 12,470,662 | 9,286,086 | 9,286,086 |
| Total Expenditures | | 6,192,346 | 12,470,662 | 9,286,086 | 9,286,086 |
| Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure. | | | | | |
| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |

Commercial Inspections

Description

The Commercial Inspections program performs state-mandated construction inspections (structural, electrical, plumbing, and mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit program (FPP).

The services provided under the Commercial Inspections program ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Planning, Zoning, and Site Development codes. The Commercial Inspections program resides in the bureau's Inspections Division, which also includes Combination Inspections and the Enforcement program.

Goals

The Commercial Inspections program supports the citywide goal to protect and enhance the natural and built environment. The Commercial Inspections program also works together with both the Portland Fire Bureau and County Health division to provide a safe and healthy work and living environment.

Performance

It is projected that the number of commercial inspections will decrease from 51,080 in FY 2009-10 to 41,400 in FY 2010-11 due to economic conditions, and rise slightly to 43,000 in FY 2011-12. Commercial inspectors are currently averaging about 16 inspections per day, down from 17 inspections per day in FY 2009-10. This number is projected to remain constant in FY 2011-12. The percentage of inspections made within 24 hours of request was 98% in FY 2009-10, but is projected to decrease to 80% in FY 2010-11; the rate is projected to remain at 80% in FY 2011-12 with current staffing.

Changes to Services and Activities**Service Levels**

Due to staff and budget reductions, service levels in Commercial Inspections have been impacted in several ways, including:

- ◆ Only 80% of inspection requests are being completed within the goal of 24 hours, a significant decrease from the historical 99% figure.
- ◆ Eliminated the 2-hour time window for inspection appointments.
- ◆ Requesting contractors bundle all possible inspection requests to save trips.
- ◆ Commercial Plumbing Plan Review turnaround goal being met in only 50% of cases.
- ◆ Eliminated separate erosion control inspections and the posting of erosion control hotline signs by City inspectors.
- ◆ Facilities Permit program has a new interested customers waiting list.

This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.

Bureau of Development Services

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 48.81 | 28.01 | 31.01 | 31.01 |
| Expenditures | | | | | |
| Commercial Inspections | | 3,628,991 | 3,173,143 | 3,697,699 | 3,697,699 |
| Total Expenditures | | 3,628,991 | 3,173,143 | 3,697,699 | 3,697,699 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Number of inspections per day, per inspector | 16.77 | 17.01 | 16.00 | 16.00 | 16.00 |
| Percent of inspections made within 24 hours of request | 98% | 98% | 80% | 80% | 98% |
| Workload | | | | | |
| Commercial inspections | 81,981 | 51,080 | 41,400 | 41,400 | 43,000 |

Site Development

| | |
|---|--|
| Description | <p>The Site Development program includes plan review for geotechnical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements for Titles 10 and 33 and all required erosion control measures.</p> <p>The Environmental Soils subprogram works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is located in this subprogram.</p> |
| Goals | <p>The Site Development program supports the Citywide goal to protect and enhance the natural and built environment.</p> |
| Performance | <p>The number of working days from site development plan submittal to the first review is projected to improve from almost 19 days in FY 2009-10 to 11.5 days in FY 2010-11 and beyond. The number of site development plan reviews performed is projected to decrease from 737 in FY 2009-10 to 650 in FY 2010-11 and FY 2011-12, while the number of Site Development permit inspections performed is projected to decrease from 497 in FY 2009-10 to about 350 in FY 2010-11 and beyond.</p> |
| Changes to Services and Activities | <p>Stormwater Review</p> <p>Responsibility for stormwater review had historically been shared between BDS Site Development and Bureau of Environmental Services (BES). To reduce overlapping processes and streamline the permitting process, this responsibility was consolidated in BES in 2010.</p> <p>Commercial Site Review Fee</p> <p>The Site Development program reviews development in areas of flood, liquefaction and steep slope hazards, and projects with non-prescriptive geotechnical design. Effective, April 1, 2010, City Council authorized the implementation of the Commercial Site Review Fee to provide ongoing support for these hazard review functions.</p> <p>Service Levels</p> <p>Due to staff and budget reductions, service levels in Site Development have been impacted in several ways, including:</p> <ul style="list-style-type: none">◆ Lengthened Geotechnical plan review turnaround timelines for building permits.◆ Limited the time during which staff is available for early assistance on projects.◆ Lengthened Sanitation Permit turnaround timelines. <p>This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.</p> |

Bureau of Development Services

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 27.43 | 5.05 | 6.05 | 5.05 |
| Expenditures | | | | | |
| Site Development | | 2,006,483 | 710,044 | 785,730 | 654,282 |
| Total Expenditures | | 2,006,483 | 710,044 | 785,730 | 654,282 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Average number of working days to first review | 10.40 | 18.70 | 11.50 | 11.50 | 11.50 |
| Workload | | | | | |
| Site development plan reviews | 656 | 737 | 650 | 650 | 650 |
| Site Development Permit Inspections | 712 | 497 | 347 | 347 | 347 |
| Site Development Land Use Cases Reviews | 835 | 635 | 558 | 558 | 558 |
| Sanitation Permits & Evaluations Issued | 370 | 334 | 392 | 392 | 392 |

Bureau of Development Services

Community Development Service Area

Compliance Services

| | |
|---|--|
| Description | <p>The Compliance Services program is composed of three code compliance work groups: zoning, construction, and noise code enforcement. These three work groups primarily respond to constituent complaints, investigate potential violations, and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.</p> <p>The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13 Systematic Inspections. For budgeting purposes, the Neighborhood Inspections program is still shown as a separate program.</p> |
| Goals | <p>Compliance Services supports the Citywide goal to protect and enhance the natural and built environment.</p> |
| Performance | <p>The bureau projects there will be 2,374 zoning, construction, and noise code violation cases in FY 2011-12. This is a slight decrease from previous years and likely is a by-product of reduced resources to address community concerns ("discouraged reporting effect"). The number of properties to be assessed code enforcement fees is projected to increase from 181 in FY 2009-10 to 248 in FY 2010-11 and FY 2011-12.</p> |
| Changes to Services and Activities | <p>Service Levels</p> <p>In FY 2010-11, Compliance Services continues to operate at significantly reduced staffing levels. Due to staff and budget reductions, most previous service level reductions remain, including:</p> <ul style="list-style-type: none">◆ Prioritized complaint types in order to effectively address the most critical issues with reduced resources. As of January 1, 2011, 290 (24.4% of total) lower-priority cases involving owner-occupied properties have not been assigned due to lack of resources.◆ Lengthened the response time to investigate assigned cases.◆ Reduced re-inspections and case management for active cases.◆ Reduced the number of violation cases referred to the Code Hearings Officer for additional enforcement remedies to gain compliance.◆ Suspended overtime for after-hour zoning and noise inspections and enforcement. <p>This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.</p> |

Bureau of Development Services

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 0.03 | 6.34 | 7.84 | 7.84 |
| Expenditures | | | | | |
| Compliance Services | | 0 | 697,215 | 815,439 | 815,439 |
| Total Expenditures | | 0 | 697,215 | 815,439 | 815,439 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Enforcement cases prepared and presented to code hearings officer | 10 | 2 | 3 | 3 | 6 |
| Zoning code violation statistics (cases, inspections, and letters) | 6,073 | 3,041 | 3,000 | 3,000 | 3,000 |
| Home occupation permits | 139 | 142 | 114 | 114 | 114 |
| Number of properties assessed code enforcement fees | 212 | 181 | 248 | 248 | 310 |
| Noise violation inspections | 466 | 249 | 100 | 150 | 150 |
| Noise variances processed | 485 | 491 | 476 | 476 | 476 |
| Noise code violation cases | 720 | 747 | 700 | 700 | 700 |

Development Services

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|---|---|
| Description | <p>The Development Services program manages the flow of the public permitting process from early assistance to maintaining the records for completed projects. Trade Permit staff reviewed and issued nearly 35,000 plumbing, electrical, mechanical, and sign permits in FY 2009-10. Permitting Services staff performed intakes for 7,400 building permit applications in FY 2009-10, while assigning reviewers, tracking reviews, and issuing permits. Process Managers guide customers with large and complex projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.</p> |
| Goals | <p>The Development Services program supports the Citywide goal to protect and enhance the natural and built environment.</p> |
| Performance | <p>Building permits issued over-the-counter (on the same day as permit intake) is projected to increase from 60% in FY 2009-10 to 62% in FY 2010-11 and further to 63% in FY 2011-12. Total building permits issued (commercial and residential combined) is projected to decrease from 7,400 in FY 2009-10 to 6,400 in FY 2010-11, then rise slightly to 6,650 in FY 2011-12. During FY 2009-10, pre-issuance of permits had 71% of the projects processed within 2 days; with staff reductions that rate will fall to 64% in FY 2010-11 but increase to 70% in FY 2011-12, but will not reach the 99.6% level from FY 2008-09.</p> |
| Changes to Services and Activities | <p>Growth of Online Permitting</p> <p>Since 2005, BDS has offered online purchasing of simple trade permits (electrical, mechanical, and plumbing) that do not require plan review, allowing contractors and homeowners to purchase permits online from their home, office, or even mobile device. Customers can schedule inspections online as well. The use of online permitting has grown every year, and as of July 2010 about 1/3 of trade permits were being issued online.</p> <p>Service Levels</p> <p>Due to staff and budget reductions, service levels in Development Services have been impacted in several ways, including:</p> <ul style="list-style-type: none">♦ Reduced the operation of the Development Services Center (DSC) to 4 days per week.♦ Lengthened wait times for DSC customers.♦ Revised the goal for pre-issuance of reviewed permits downward to 80% pre-issued within 2 days of last approval.♦ Curtailed process management services for small- and medium-sized projects.♦ Severely limited unfunded assistance to the City's Small Business Advisory Committee, Portland Public Schools, the Get Legal Program, and outreach programs. <p>This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.</p> |

Bureau of Development Services

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | | 0.00 | 17.67 | 17.67 | 18.67 |
| Expenditures | | | | | |
| Development Services | | 223,090 | 3,234,358 | 3,178,947 | 3,269,703 |
| Total Expenditures | | 223,090 | 3,234,358 | 3,178,947 | 3,269,703 |
| Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure. | | | | | |
| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
| Efficiency | | | | | |
| Percent of building permits issued over the counter the same day as intake | 57% | 60% | 62% | 63% | 63% |
| Pre-issuance checks completed within two working days of last review approval | 99.6% | 71.0% | 64.0% | 70.0% | 75.0% |
| Workload | | | | | |
| Building permits - commercial | 3,806 | 2,967 | 2,400 | 2,500 | 3,000 |
| Building permits - residential | 5,037 | 4,443 | 4,000 | 4,150 | 4,350 |
| Total building permits (commercial and residential) | 8,843 | 7,410 | 6,400 | 6,650 | 7,350 |
| Electrical permits | 15,225 | 14,341 | 15,500 | 16,120 | 16,120 |
| Mechanical permits | 9,936 | 9,929 | 10,000 | 10,400 | 10,400 |
| Plumbing permits | 10,065 | 9,634 | 9,100 | 9,464 | 9,464 |
| Sign permits | 970 | 807 | 750 | 850 | 950 |

Combination Inspections

Description

The Combination Inspections program ensures that new and remodeled one and two family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model. The Combination Inspections program resides in the bureau's Inspections division, which also includes Commercial Inspections, the Enforcement program, and the Facility Permit program.

Goals

Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment.

Performance

Historically, the percentage of inspections made within 24 hours of request has been from 96% to 99%. In FY 2009-10 the percentage fell to 78% due to staffing reductions, declining revenues, and a workload that did not decrease proportionally. The percentage of inspections made within 24 hours of request is projected to increase slightly to 80% in FY 2010-11, and to remain at 80% in FY 2011-12 with current staffing. About 80,000 inspections were performed in FY 2009-10; this number is projected to increase to 86,000 in FY 2010-11 and FY 2011-12. The average number of inspections per inspector per day is projected to decrease slightly from 22.4 in FY 2009-10 to 22 in FY 2010-11, and to remain at that level in FY 2011-12.

Changes to Services and Activities**Service Levels**

Due to staff and budget reductions, service levels in Combination Inspections have been impacted in several ways, including:

- ◆ Only 80% of inspection requests are being completed within the goal of 24 hours, a significant decrease from the historical 98% figure.
- ◆ Eliminated the Get Legal Program.
- ◆ Eliminated the 2-hour time window for inspection appointments.
- ◆ Eliminated most consultation and partial inspections.
- ◆ Requesting bundling of all possible inspection requests to save trips.
- ◆ Reduced hours of staff availability for walk-in customers.
- ◆ Eliminated separate erosion control inspections and the posting of erosion control hotline signs by City inspectors.

This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.

Bureau of Development Services

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 35.55 | 22.55 | 24.55 | 24.55 |
| Expenditures | | | | | |
| Combination Inspections | | 2,800,324 | 2,447,684 | 2,878,555 | 2,886,643 |
| Total Expenditures | | 2,800,324 | 2,447,684 | 2,878,555 | 2,886,643 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Number of inspections per day, per inspector | 19.38 | 22.43 | 22.00 | 22.00 | 22.00 |
| Percent of inspections made within 24 hours of request | 99.7% | 78.3% | 80.0% | 80.0% | 85.0% |
| Efficiency | | | | | |
| Number of inspection trips reduced due to multi-certified inspectors | 18,649 | 16,895 | 20,000 | 20,000 | 20,700 |
| Workload | | | | | |
| Residential inspections | 94,645 | 79,931 | 86,000 | 86,000 | 90,000 |

Bureau of Development Services

Community Development Service Area

Land Use Services

| | |
|---|---|
| Description | <p>The Land Use Services program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code) which includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. LUS reviews development proposals for compliance with the Zoning Code (as part of the building permit process); provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices.</p> |
| Goals | <p>LUS supports the Citywide goal to protect and enhance the natural and built environment.</p> |
| Performance | <p>The number of land use reviews and final plats is projected to decrease slightly from 587 in FY 2009-10 to 550 in FY 2010-11, and to decrease further to 450 in FY 2011-12. The number of zoning plan checks is projected to increase from 3,814 in FY 2009-10 to 4,600 in FY 2010-11 and to 4,700 in FY 2011-12.</p> |
| Changes to Services and Activities | <p>Impacts of Regulations Created by Other Agencies</p> <p>In FY 2011-12, LUS staff will be impacted by two major code change projects initiated by the Bureau of Planning and Sustainability (BPS). In July 2011, LUS will begin implementing the new Greenway/River Plan regulations for projects along the north reach of the Willamette River, and City Council adopted new Tree Regulations in April 2011. In addition, LUS staff continues to be involved in BPS zoning code amendment proposals, such as the Airport Futures Project as well as the Portland Plan.</p> <p>These projects place significant demands on staff that is already stretched thin due to staff cuts in 2009 and 2010. Service levels in all LUS programs and services have been significantly reduced.</p> <p>Large, Complex Infrastructure Projects</p> <p>LUS staff continues to work on several large infrastructure projects, further impacting staff's ability to serve customers in the DSC and provide timely plan reviews and land use reviews. The Portland-Milwaukie Light Rail project will involve many land use and plan reviews over the next four years. LUS is working on an agreement to recover the costs of staff time for early assistance on the project. Other projects include the Columbia River Crossing, Portland Streetcar, and the Lake Oswego to Portland Transit Project.</p> <p>Service Levels</p> <p>This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.</p> |

Bureau of Development Services

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 72.97 | 29.70 | 30.70 | 31.70 |
| Expenditures | | | | | |
| Land Use Services | | 4,418,986 | 2,973,336 | 3,219,187 | 3,346,819 |
| Total Expenditures | | 4,418,986 | 2,973,336 | 3,219,187 | 3,346,819 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Land Use Review and Final Plat Applications | 755 | 587 | 550 | 450 | 550 |
| Zoning plan checks processed or in process | 3,784 | 3,814 | 4,600 | 4,700 | 4,700 |

Neighborhood Inspections

| | |
|---|---|
| Description | <p>The Neighborhood Inspections program protects the health, safety, and welfare of Portland residents, prevents deterioration of existing housing, and contributes to neighborhood livability by enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, outdoor areas, and adjacent rights-of-way.</p> <p>The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, and Chapter 13/ Systematic Inspections. For budgeting purposes, Neighborhood Inspections is still shown as a separate program.</p> |
| Goals | <p>The Neighborhood Inspections program supports the Citywide goals to protect and enhance the natural and built environment and to maintain and improve neighborhood livability.</p> |
| Performance | <p>The number of housing case intakes is projected to increase slightly from 1,241 in FY 2009-10 to 1,325 in FY 2010-11 and further to 1,500 in FY 2011-12. The number of nuisance case intakes decreased significantly from 7,035 in FY 2008-09 to 4,625 in FY 2009-10 due to a decrease in abatement funding; they are projected to increase to 5,450 in FY 2010-11 and further to 5,600 in FY 2011-12.</p> |
| Changes to Services and Activities | <p>Service Levels</p> <p>In FY 2010-11, Neighborhood Inspections continues to operate at significantly reduced staffing levels. Due to staff and budget reductions, most previous service level reductions remain, including:</p> <ul style="list-style-type: none">◆ Prioritized complaint types in order to effectively address the most critical issues with reduced resources. As of January 1, 2011, 790 (10.3% of housing and 28.7% of nuisance) lower-priority cases have not been assigned due to lack of resources.◆ Lengthened the response time to investigate assigned cases and reduced re-inspections and case management for active cases.◆ Reduced the number of violation cases referred to the Code Hearings Officer for additional enforcement remedies to gain compliance.◆ Eliminated nuisance abatements, except for the most severe fire, life, safety and health, and sanitation issues (31 abatements completed in FY 2009-10, compared to 350 in FY 2008-09).◆ Suspended the Chapter 13/Systematic Inspection Program for older three-story and higher apartment houses, as well as the Disabled Vehicle Enforcement program. <p>This budget includes the addition of 3.0 FTE to the Neighborhood Inspections Program, plus authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.</p> |

Bureau of Development Services

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 18.80 | 9.10 | 11.43 | 12.43 |
| Expenditures | | | | | |
| Neighborhood Inspections | | 1,100,349 | 927,394 | 1,545,946 | 1,761,481 |
| Total Expenditures | | 1,100,349 | 927,394 | 1,545,946 | 1,761,481 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in 2010-11) | 1,039 | 1,100 | 1,272 | 1,272 | 1,450 |
| Number of properties cleaned up | 7,067 | 3,602 | 2,518 | 2,800 | 3,360 |
| Code Enforcement fee waivers granted | 103 | 192 | 136 | 160 | 160 |
| Workload | | | | | |
| Nuisance inspections | 14,165 | 7,025 | 7,000 | 7,200 | 7,900 |
| Housing/derelict buildings inspections | 5,561 | 4,305 | 2,785 | 2,800 | 5,000 |
| Housing intakes | 1,273 | 1,241 | 1,325 | 1,500 | 1,500 |
| Nuisance intakes | 7,035 | 4,625 | 5,450 | 5,600 | 6,000 |
| Code Enforcement fee waiver requests | 114 | 202 | 149 | 176 | 176 |
| Number of Housing Units Inspected (includes enhanced inspection pilot beginning in 2010-11) | 2,541 | 2,483 | 2,081 | 2,236 | 2,400 |

Plan Review

| | |
|---|---|
| Description | <p>The Plan Review program processes and approves building and mechanical permits for residential and commercial structures. Plans Examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. They help permit applicants understand building codes and the review process in order to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components.</p> |
| Goals | <p>The Plan Review program supports the Citywide goal to protect and enhance the natural and built environment.</p> |
| Performance | <p>Building plan review is performed by staff from BDS and as many as five other City bureaus, each impacted by the recession. The bureau projects that in FY 2010-11, the City as a whole will meet its plan review turnaround goals for 65% of residential plans and 70% of commercial plans, down from levels reached in FY 2009-10. For FY 2011-12, BDS projects that the rate will increase to 70% for residential permits and 75% for commercial permits.</p> |
| Changes to Services and Activities | <p>Development Services Collocation and Public Works Permitting Reform</p> <p>On April 16, 2009, City Council passed a resolution directing the collocation of development review functions and staff from the development bureaus; the improvement of public works development review and permitting, appeals, and fee schedules; and the standardization of elements of the System Development Charge (SDC) programs, including low income waivers, SDC deferrals, and SDC financing.</p> <p>Implementation of the new Public Works Permit Review process and fees occurred in January 2010. Public Works Appeals have been in place since February 2010, and standardization of SDC low income waivers, deferrals, and financing were put in place as of July 1, 2010. Progress reports have been provided on a quarterly basis to the Planning and Development Directors, and will culminate with a report by the BDS Director to City Council in July 2011.</p> <p>Service Levels</p> <p>Due to staff and budget reductions, service levels in Plan Review have been impacted in several ways, including:</p> <ul style="list-style-type: none">◆ Lengthened mechanical plan review times.◆ Revised pre-issuance of reviewed permits goal to 80% pre-issued within 2 days of last approval.◆ Eliminated the support of sustainability-related initiatives, early assistance, and code team.◆ Eliminated work on BDS Code Guides and Program Guides (permit streamlining efforts).◆ Curtailed process management of small- and medium-sized projects. |

Bureau of Development Services

Community Development Service Area

This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 64.52 | 16.28 | 17.28 | 18.28 |
| Expenditures | | | | | |
| Plan Review | | 5,664,999 | 1,781,500 | 2,121,307 | 2,225,455 |
| Total Expenditures | | 5,664,999 | 1,781,500 | 2,121,307 | 2,225,455 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of residential plans reviewed by all bureaus within scheduled end dates | 93% | 88% | 65% | 70% | 80% |
| Percent of commercial plans reviewed by all bureaus within scheduled end dates | 86% | 82% | 70% | 75% | 75% |

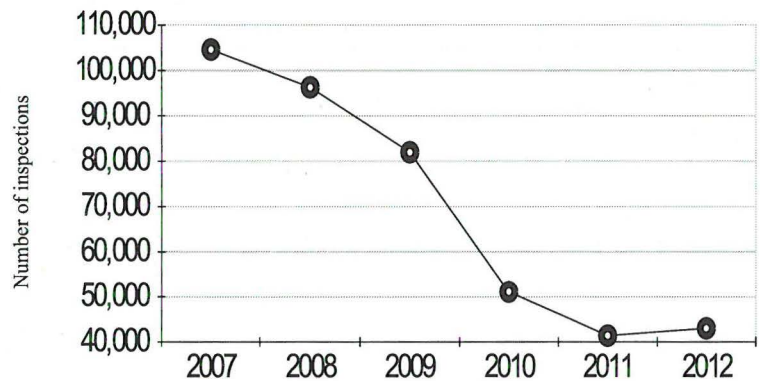
Bureau of Development Services

Community Development Service Area

Performance Measures

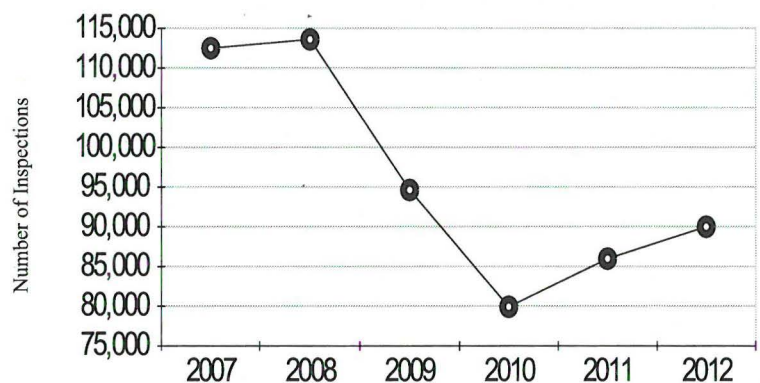
Commercial Inspections

The number of commercial inspections continued to decrease in FY 2010-11, reflecting a downturn in local construction activity.



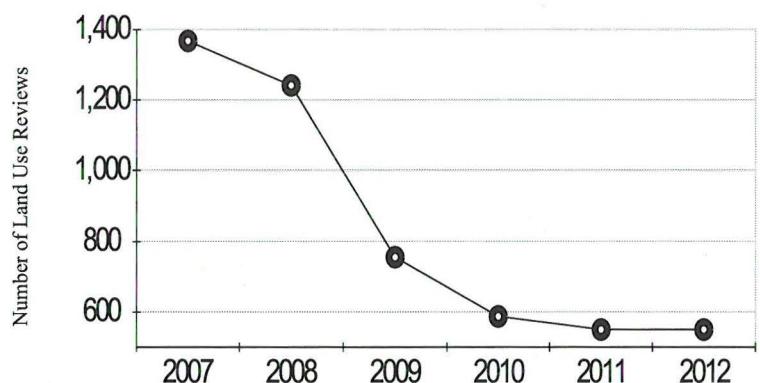
Residential Inspections

Residential inspections are expected to continue to increase slightly in FY 2011-12 after dropping through FY 2009-10.



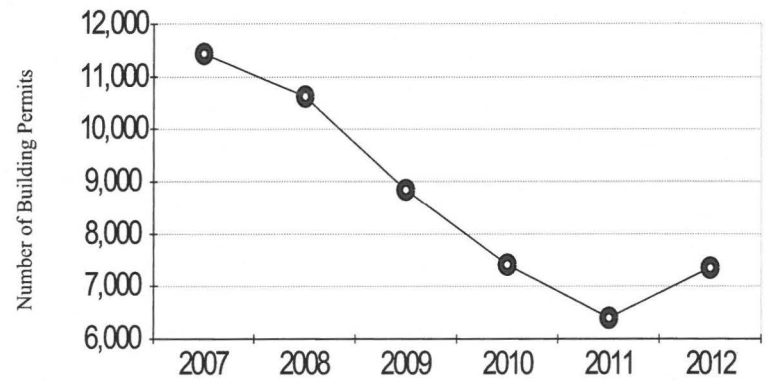
Land Use Review and Final Plat Applications

The number of land use applications decreased through FY 2009-10 but are expected to stabilize in FY 2011-12.



Total Commerical & Residential Building Permits

The number of building permits decreased through FY 2010-11 with a slight increase expected in FY 2011-12.



Bureau of Development Services

Summary of Bureau Budget

Community Development Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 20,413,092 | 15,739,373 | 17,151,773 | 17,660,488 | 17,660,488 |
| Charges for Services | 6,216,121 | 6,008,843 | 5,814,281 | 5,852,427 | 5,852,427 |
| Bond & Note | 0 | 1,500,000 | 6,703,552 | 2,602,149 | 2,602,149 |
| Miscellaneous | 1,341,766 | 1,968,761 | 1,886,939 | 2,030,729 | 2,030,729 |
| Total External Revenues | 27,970,979 | 25,216,977 | 31,556,545 | 28,145,793 | 28,145,793 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 2,025,280 | 1,928,117 | 1,907,356 | 2,330,737 | 2,703,064 |
| Interagency Revenue | 405,707 | 895,627 | 1,116,655 | 844,396 | 844,396 |
| Total Internal Revenues | 2,430,987 | 2,823,744 | 3,024,011 | 3,175,133 | 3,547,460 |
| Beginning Fund Balance | 14,531,985 | 2,896,743 | 410,309 | 515,338 | 515,338 |
| Total Resources | \$44,933,951 | \$30,937,464 | \$34,990,865 | \$31,836,264 | \$32,208,591 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 29,817,243 | 18,467,660 | 16,470,096 | 18,728,882 | 19,015,310 |
| External Materials and Services | 1,447,640 | 1,262,800 | 5,570,072 | 2,287,626 | 2,296,626 |
| Internal Materials and Services | 7,808,675 | 6,302,622 | 6,365,168 | 6,512,388 | 6,631,671 |
| Capital Outlay | 0 | 0 | 10,000 | 0 | 0 |
| Total Bureau Expenditures | 39,073,558 | 26,033,082 | 28,415,336 | 27,528,896 | 27,943,607 |
| Fund Expenditures | | | | | |
| Debt Service | 0 | 627,062 | 2,235,953 | 755,372 | 755,372 |
| Contingency | 0 | 0 | 1,982,094 | 1,379,024 | 1,336,640 |
| Fund Transfers - Expense | 2,963,650 | 2,264,514 | 2,357,482 | 2,172,972 | 2,172,972 |
| Total Fund Expenditures | 2,963,650 | 2,891,576 | 6,575,529 | 4,307,368 | 4,264,984 |
| Ending Fund Balance | 2,896,743 | 2,012,806 | 0 | 0 | 0 |
| Total Requirements | \$44,933,951 | \$30,937,464 | \$34,990,865 | \$31,836,264 | \$32,208,591 |
| Programs | | | | | |
| Administration & Support | | 6,192,346 | 12,470,662 | 9,286,086 | 9,286,086 |
| Combination Inspections | | 2,800,324 | 2,447,684 | 2,878,555 | 2,886,643 |
| Commercial Inspections | | 3,628,991 | 3,173,143 | 3,697,699 | 3,697,699 |
| Compliance Services | | 0 | 697,215 | 815,439 | 815,439 |
| Debt Management | | (2,485) | 0 | 0 | 0 |
| Development Services | | 223,090 | 3,234,358 | 3,178,947 | 3,269,703 |
| Land Use Services | | 4,418,986 | 2,973,336 | 3,219,187 | 3,346,819 |
| Neighborhood Inspections | | 1,100,349 | 927,394 | 1,545,946 | 1,761,481 |
| Plan Review | | 5,664,999 | 1,781,500 | 2,121,307 | 2,225,455 |
| Site Development | | 2,006,483 | 710,044 | 785,730 | 654,282 |
| Total Programs | | \$26,033,082 | \$28,415,336 | \$27,528,896 | \$27,943,607 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

FTE Summary

Bureau of Development Services

Community Development Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|-------------------------------------|--------------|---------|-----------------------|---------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 37,606 | 52,499 | 1.00 | 48,696 | 1.00 | 50,281 | 1.00 | 50,281 |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 2.00 | 115,968 | 2.00 | 119,693 | 2.00 | 119,693 |
| 30000173 | Building Inspector II | 61,797 | 71,510 | 1.00 | 71,508 | 2.00 | 143,016 | 2.00 | 143,016 |
| 30000174 | Building Inspector, Sr | 69,389 | 80,288 | 11.00 | 883,212 | 12.00 | 963,504 | 13.00 | 1,043,796 |
| 30000442 | Business Operations Manager, Sr | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 2.00 | 150,514 | 2.00 | 151,344 | 2.00 | 151,344 |
| 30000447 | Business Systems Analyst, Assistant | 44,533 | 68,619 | 1.00 | 59,193 | 1.00 | 61,614 | 1.00 | 61,614 |
| 30000449 | Business Systems Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000184 | Code Specialist II | 41,829 | 53,768 | 1.00 | 53,772 | 5.00 | 268,860 | 3.00 | 161,316 |
| 30000186 | Code Specialist III | 45,094 | 57,387 | 1.00 | 57,384 | 1.00 | 57,384 | 1.00 | 57,384 |
| 30000170 | Combination Inspector | 65,915 | 76,336 | 13.00 | 992,316 | 15.00 | 1,139,652 | 14.00 | 1,065,984 |
| 30000492 | Community Outreach & Informtn Rep | 54,080 | 72,051 | 1.00 | 68,352 | 1.00 | 70,449 | 1.00 | 70,449 |
| 30000426 | Development Services Director | 114,026 | 163,426 | 1.00 | 152,004 | 1.00 | 158,244 | 1.00 | 158,244 |
| 30000335 | Development Services Project Coord | 60,840 | 77,709 | 3.00 | 233,136 | 3.00 | 233,136 | 3.00 | 233,136 |
| 30000332 | Development Services Technician I | 37,378 | 50,086 | 4.00 | 200,352 | 4.00 | 200,352 | 4.00 | 200,352 |
| 30000333 | Development Services Technician II | 50,086 | 63,898 | 10.00 | 618,456 | 10.00 | 627,627 | 11.00 | 691,527 |
| 30000334 | Development Services Technician III | 60,840 | 77,709 | 2.00 | 134,280 | 2.00 | 138,390 | 2.00 | 138,390 |
| 30000836 | Development Supervisor II | 68,994 | 92,726 | 1.00 | 91,849 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000168 | Electrical Inspector | 61,797 | 71,510 | 5.00 | 357,540 | 5.00 | 357,540 | 5.00 | 357,540 |
| 30000169 | Electrical Inspector, Sr | 69,389 | 80,288 | 5.00 | 393,876 | 6.00 | 480,804 | 6.00 | 480,804 |
| 30000681 | Engineer, Supervising | 86,237 | 114,982 | 1.00 | 108,696 | 1.00 | 111,300 | 1.00 | 111,300 |
| 30000365 | Engineer-Civil | 79,997 | 97,219 | 1.00 | 97,224 | 1.00 | 97,224 | 1.00 | 97,224 |
| 30000367 | Engineer-Geotechnical | 79,997 | 97,219 | 1.00 | 97,224 | 2.00 | 194,448 | 1.00 | 97,224 |
| 30000368 | Engineer-Mechanical | 79,997 | 97,219 | 1.00 | 89,277 | 1.00 | 93,741 | 1.00 | 93,741 |
| 30000369 | Engineer-Structural | 79,997 | 97,219 | 4.00 | 388,896 | 4.00 | 388,896 | 4.00 | 388,896 |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000566 | Financial Analyst, Assistant | 44,533 | 68,619 | 1.00 | 63,852 | 1.00 | 66,480 | 1.00 | 66,480 |
| 30000569 | Financial Analyst, Principal | 74,214 | 98,862 | 1.00 | 94,172 | 1.00 | 97,790 | 1.00 | 97,790 |
| 30000171 | Housing Inspector | 44,408 | 56,202 | 4.00 | 224,832 | 4.00 | 224,832 | 7.00 | 393,456 |
| 30000172 | Housing Inspector, Sr | 58,302 | 67,496 | 1.00 | 67,500 | 1.00 | 67,500 | 1.00 | 67,500 |
| 30000736 | Inspection Manager | 85,800 | 116,293 | 2.00 | 229,704 | 2.00 | 232,584 | 2.00 | 232,584 |
| 30000735 | Inspection Supervisor | 74,214 | 98,862 | 3.00 | 296,604 | 3.00 | 296,604 | 3.00 | 296,604 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 0.00 | 0 | 1.00 | 75,696 | 1.00 | 75,696 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 1.00 | 63,852 | 1.00 | 65,604 | 1.00 | 65,604 |
| 30000737 | Noise Control Officer | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 4.00 | 173,712 | 4.00 | 173,712 | 4.00 | 173,712 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 7.00 | 358,932 | 8.00 | 410,208 | 7.00 | 358,932 |
| 30000014 | Office Support Specialist, Lead | 39,832 | 51,272 | 1.00 | 51,276 | 1.00 | 51,276 | 1.00 | 51,276 |
| 30000730 | Plan Review Supervisor | 74,214 | 98,862 | 1.00 | 97,656 | 1.00 | 98,565 | 1.00 | 98,565 |
| 30000377 | Planner I, City-Land Use | 53,248 | 61,443 | 1.00 | 61,440 | 1.00 | 61,440 | 1.00 | 61,440 |
| 30000384 | Planner II, City-Environmental | 58,552 | 67,642 | 1.00 | 67,644 | 1.00 | 67,644 | 1.00 | 67,644 |
| 30000385 | Planner II, City-Land Use | 58,552 | 67,642 | 8.00 | 541,152 | 8.50 | 570,432 | 9.50 | 638,076 |
| 30000389 | Planner II, City-Urban Design | 58,552 | 67,642 | 1.00 | 67,644 | 1.00 | 67,644 | 1.00 | 67,644 |
| 30000375 | Planner, Associate | 48,298 | 55,910 | 1.00 | 55,908 | 1.00 | 55,908 | 1.00 | 55,908 |
| 30000725 | Planner, Principal | 85,800 | 116,293 | 1.00 | 116,292 | 1.00 | 116,292 | 1.00 | 116,292 |
| 30000392 | Planner, Sr City-Environmental | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000393 | Planner, Sr City-Land Use | 60,840 | 77,709 | 6.00 | 466,272 | 6.00 | 466,272 | 7.00 | 543,984 |
| 30000397 | Planner, Sr City-Urban Design | 60,840 | 77,709 | 2.00 | 155,424 | 2.00 | 155,424 | 2.00 | 155,424 |

Bureau of Development Services

FTE Summary

Community Development Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|-------------------------------------|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000724 | Planner, Supervising | 74,214 | 98,862 | 3.00 | 294,382 | 3.00 | 296,604 | 3.00 | 296,604 |
| 30000231 | Plans Examiner, Commercial | 64,688 | 74,880 | 6.00 | 449,280 | 7.00 | 524,160 | 8.00 | 599,040 |
| 30000232 | Plans Examiner, Sr | 70,283 | 81,370 | 2.00 | 162,744 | 2.00 | 162,744 | 2.00 | 162,744 |
| 30000164 | Plumbing Inspector | 61,797 | 71,510 | 3.00 | 214,524 | 3.00 | 214,524 | 3.00 | 214,524 |
| 30000165 | Plumbing Inspector, Sr | 69,389 | 80,288 | 3.00 | 240,876 | 3.00 | 240,876 | 3.00 | 240,876 |
| 30000466 | Program Manager, Sr | 74,214 | 98,862 | 1.00 | 93,804 | 1.00 | 96,051 | 1.00 | 96,051 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 2.00 | 144,096 | 2.00 | 144,096 | 2.00 | 144,096 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 1.00 | 64,071 | 1.00 | 66,658 | 1.00 | 66,658 |
| 30000179 | Site Development Inspector II | 61,797 | 71,510 | 1.00 | 65,709 | 1.00 | 68,934 | 1.00 | 68,934 |
| TOTAL FULL-TIME POSITIONS | | | | 149.00 | 11,048,063 | 162.50 | 12,037,761 | 165.50 | 12,241,101 |
| 30000385 | Planner II, City-Land Use | 58,552 | 67,642 | 1.80 | 121,752 | 1.80 | 121,752 | 1.80 | 121,752 |
| 30000389 | Planner II, City-Urban Design | 58,552 | 67,642 | 0.90 | 60,876 | 0.90 | 60,876 | 0.90 | 60,876 |
| TOTAL PART-TIME POSITIONS | | | | 2.70 | 182,628 | 2.70 | 182,628 | 2.70 | 182,628 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 1.00 | 75,696 | 1.00 | 75,696 | 1.00 | 75,696 |
| 30000332 | Development Services Technician I | 37,378 | 50,086 | 2.00 | 100,176 | 2.00 | 100,176 | 2.00 | 100,176 |
| 30000334 | Development Services Technician III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000680 | Engineer, Sr | 80,226 | 106,954 | 1.00 | 102,084 | 1.00 | 104,178 | 1.00 | 104,178 |
| 30000453 | Management Analyst, Principal | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 3.00 | 250,920 | 1.33 | 111,520 | 1.33 | 111,520 |
| 30000231 | Plans Examiner, Commercial | 64,688 | 74,880 | 2.00 | 149,760 | 2.00 | 149,760 | 2.00 | 149,760 |
| 30000466 | Program Manager, Sr | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| TOTAL LIMITED TERM POSITIONS | | | | 12.00 | 954,084 | 10.33 | 816,778 | 10.33 | 816,778 |
| GRAND TOTAL | | | | 163.70 | 12,184,775 | 175.53 | 13,037,167 | 178.53 | 13,240,507 |

Budget Decisions
Bureau of Development Services
Community Development Service Area

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

| Action | Amount | | | FTE | Decision |
|--|------------|----------|---------------|--------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 25,749,741 | 0 | 25,749,741 | 162.03 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 1,370,490 | 140,000 | 1,510,490 | 13.00 | Improve BDS service level |
| | 0 | 231,484 | 231,484 | 0.00 | Healthy Homes inspectors |
| | 0 | 58,570 | 58,570 | 0.50 | Tree program |
| | (29,536) | 0 | (29,536) | 0.00 | OMF IA reductions |
| | 8,147 | 0 | 8,147 | 0.00 | OMF IA additions |
| Approved Budget Additions and Reductions | | | | | |
| | (12,612) | 0 | (12,612) | 0.00 | Reclass three positions |
| | 0 | 372,327 | 372,327 | 3.00 | Add three housing inspectors |
| Adopted Budget Additions and Reductions | | | | | |
| | 54,996 | 0 | 54,996 | 0.00 | Reclass two positions |
| | (8,147) | 8,147 | 0 | 0.00 | Move OMF IA adds to one-time |
| | 1,383,338 | 810,528 | 2,193,866 | 16.50 | Total FY 2011-12 Decision Packages |
| | | | 27,943,607 | 178.53 | Total Adopted Budget |

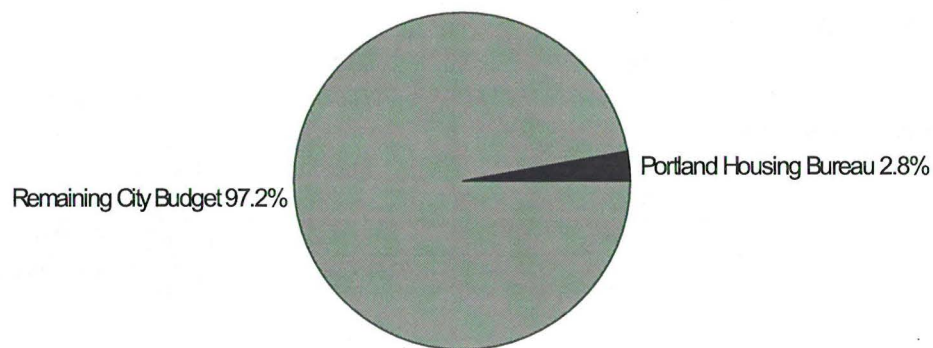
Portland Housing Bureau

Community Development Service Area

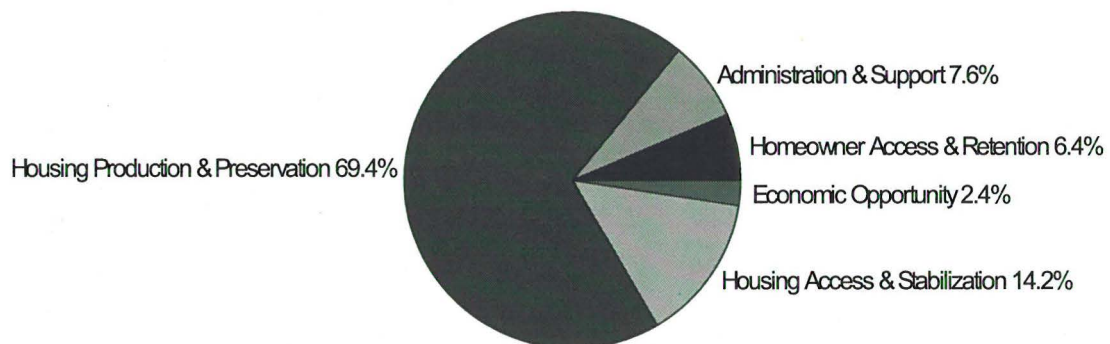
Nick Fish, Commissioner-in-Charge

Margaret Van Vliet, Director

Percent of City Budget



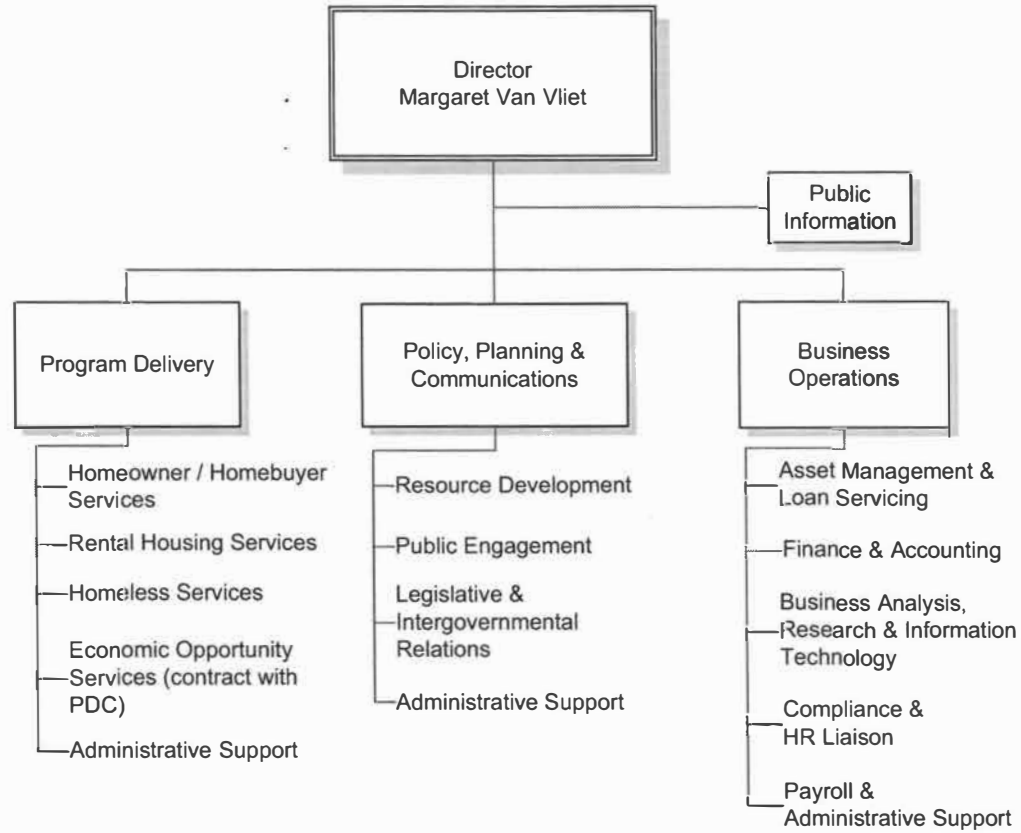
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 109,017,461 | 101,424,144 | (7,593,317) | (6.96) |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 109,017,461 | 101,424,144 | (7,593,317) | (6.97) |
| Authorized Positions | 67.00 | 57.00 | (10.00) | (14.93) |

Portland Housing Bureau



Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB) is to focus community resources on the unmet housing needs of the people of Portland. We accomplish our mission by:

- ◆ Building and preserving affordable housing
- ◆ Supporting programs that help low-income Portlanders find, rent, buy, retain, and repair their homes
- ◆ Bringing together our partners and leading them as we assess the city's housing needs, choose the best solutions to efficiently meet them, and identify how to pay for them
- ◆ Reaching out to racially and culturally diverse groups to ensure their participation in the economic opportunities our housing investments create

Bureau Overview

PHB stewards several sources of public funds for investments in affordable housing. Program investments cross a continuum from resources aimed at ending homelessness to rental housing for low-income individuals and families to targeted homeownership and homebuyer programs. Funds come from three major sources: tax increment financing (TIF) under City policy that directs 30% of all TIF expenditures to affordable housing; City General Fund; and federal funds. The latter come from the U.S. Department of Housing and Urban Development (HUD) in the form of both entitlement grants (mostly Community Development Block Grant and HOME) and competitive grant funds. PHB works to strategically deploy these various sources of funds to their highest and best use, be that for loans and grants for capital construction of new or rehabilitated housing or for sub-recipient contracts to non-profits to deliver safety net services to Portlanders in poverty.

In addition to these programmatic investments, PHB works to influence local and regional policy and planning efforts that have a longer-term impact on the housing market, all the while seeking to improve alignment with state and local government partners that also work to alleviate poverty and move people towards self sufficiency.

PHB was fully organized as a bureau on July 1, 2010, though its origination had been planned for some 18 months prior. As it continues efforts to synthesize programs, consolidate policy and investment approaches, and chart a new path, it is adopting a three-year Strategic Plan that focuses on outcomes. Highlights of the PHB Strategic Plan and related investment priorities are discussed below.

PHB is increasingly emphasizing equity in its program investments. An emerging equity agenda recognizes the historic and institutional barriers to housing, homeownership, and economic stability experienced by communities of color. PHB seeks to place a greater reliance on community-validated data (such as the Coalition of Communities of Color report) to understand unmet needs, and to more intentionally hold its partners accountable for removing barriers to serving members of minority communities in greater numbers.

Finally, PHB has recently assembled - and Council appointed - a new Portland Housing Advisory Commission (PHAC). This new commission is intended to provide advice both to PHB and to Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. PHAC essentially replaces the disparate advisory groups that had historically worked with PDC and the former Bureau of Housing and Community Development (BHCD). The charter of PHAC calls for it to provide advice on strategic directions; it does not have an explicit decision-making role. That said, PHAC has helped shape the new PHB Strategic Plan, and also serves as the bureau's budget advisory committee (BAC).

Strategic Direction

PHB has spent much of the last year convening a public advisory committee and engaging its stakeholders and community in the development of a three-year PHB Strategic Plan. The bureau's nearly completed strategic plan establishes four core goals for PHB to focus on over the next three years:

- ◆ Meet Portland's need for quality affordable homes for its residents.
- ◆ Ensure equitable access to housing.
- ◆ Develop, leverage, and allocate housing funds to meet needs, sustain assets, and strengthen the housing industry.
- ◆ Build a strong, dynamic Housing Bureau that provides the highest level of leadership and service to customers, stakeholders, employees, and the community.

A current version of PHB's strategic framework, which sets out the goals, sub-goals, and strategies that PHB will undertake over the next three years can be found on the bureau's website.

Through its strategic planning work, PHB has adopted the following priorities for its investments, and has built its budget in alignment with these priorities:

- ◆ Priority One: Provide more rental housing for the most vulnerable families.
- ◆ Priority Two: Move people quickly from homelessness to permanent housing while preventing families on the brink from losing their homes.
- ◆ Priority Three: Help Portlanders from communities of color buy a home or keep the home they already own.
- ◆ Priority Four: Provide a safety net that includes shelters and other short-term help for low-income Portlanders who are homeless or at risk of homelessness.

PHB's Vision

PHB's vision is the following:

- ◆ All Portlanders can find affordable homes in healthy neighborhoods with strong schools, good parks and recreation, healthy natural areas, safe streets, and quality food stores.
- ◆ All Portlanders have equitable access to housing and to the opportunities that safe, stable housing can deliver, free from discrimination.

Values

PHB upholds the following values:

- ◆ Equity: PHB is committed to social justice in the delivery of housing to all residents of Portland's diverse communities. PHB embraces diversity in its workforce and culture.
- ◆ Stewardship: PHB invests, leverages, and prioritizes spending in ways that provide the highest public value and have the greatest influence on critical housing needs.
- ◆ Transparency: PHB builds long-term trust by operating with integrity, inviting broad public involvement, and following processes that are clear, open, and without bias.
- ◆ Innovation: PHB believes new thinking, partners, and ideas will help build an effective organization and resolve long-standing problems.

Service Improvement Plan

In FY 2011-12, PHB will begin implementation of the Strategic Plan, which prioritizes these as the top three areas for service improvement:

1. Review and update lending and asset management guidelines. Together with its housing industry partners, PHB is undertaking a careful examination of the process, guidelines and products it uses to underwrite housing projects and manage existing community housing assets for long-term viability. This initiative will improve transparency and service to customers, ensure that investments balance policy objectives against prudent fiscal practices, and maintain a healthy and sustainable portfolio that will serve generations of Portlanders. Success of the lending and asset management guidelines initiative will be measured by the financial health of the portfolio and by a survey of borrowers to measure customer service improvement. This initiative will be completed by June 30, 2012.
2. Implement a comprehensive, integrated PHB business and data system. PHB is currently procuring a vendor and set of system products to upgrade and unify existing systems through which the bureau originates and services housing loans, conducts asset management and compliance functions, and produces and analyzes investment and programmatic outcome data. Successful implementation of the new system is critical to provide timely and accurate information internally and externally to borrowers, community contractors, regulators, auditors, and the public. The new business system will improve customer service to borrowers and contractors, enhance PHB's ability to analyze the impact of its programs and investments and provide for effective portfolio and asset management. Success of the business system initiative will be measured by customer service surveys and by the level of improvement to - and expansion of - PHB's new online production report. Implementation will be completed by June 30, 2012.
3. Establish and achieve equity targets for how the community utilizes PHB-supported housing programs and participates in the economic opportunities PHB's investments create. PHB will set and exceed clear, measurable targets for utilization of PHB-supported programs by subpopulations. PHB will also set measurable targets for contractor and sub-contractor participation. The bureau is currently developing strategies to set and achieve performance targets in the upcoming year with its Equity and Diversity Council, the PHAC, and community partners. The

achievement of this goal will be measured by comparing utilization and participation data over FY 2011-12 to established targets and current year data that is published and tracked in the bureau's production report. Program adjustments and data collection will occur throughout the fiscal year, and a final data analysis will be completed by September 30, 2012.

Summary of Budget Decisions

| | |
|-----------------------------|---|
| PHB Budget Structure | PHB's resources are located in seven separate funds. These include the General Fund, the Community Development Block Grant (CDBG) Fund, the HOME Grant Fund, the Grants Fund, the Tax Increment Financing Reimbursement Fund, the Headwaters Apartment Complex Fund, and the Housing Investment Fund. |
| Budget Direction | <p>The bureau has engaged the PHAC to take on the role of budget advisory committee during the budget process. This citizen committee reviewed PHB financial, programmatic, and strategic plan details and provided recommendations concerning direction and priorities.</p> <p>Additionally, OMF directed bureaus to participate in two program ranking exercises in an effort to guide budget decisions. PHB used the priorities that were developed in the recently completed strategic planning process to guide the program rankings. These priorities were developed with a high degree of citizen and stakeholder input, as well as robust engagement of staff and jurisdictional partners. In future years, the bureau will conduct separate ranking exercises.</p> |
| Federal Funds | <p>PHB received reduced allocations from HUD for federal funds: CDBG was reduced by 16.5% and HOME was reduced by 11.9%. Although PHB's Requested Budget reflected 5% anticipated cuts in each of these funds, the additional cuts will be achieved through programmatic reductions based on PHB priorities as well as small reductions to several sub-recipient contracts. These cuts impact PHB's budget considerably because nearly all stimulus funds received over the last several years have been expended.</p> <p>The Emergency Solutions Grant (ESG) increased by 38%; however, this funding source is a small portion of the budget. The Housing Opportunities for People With Aids (HOPWA) grant remained unchanged from the prior fiscal year.</p> |
| Add Packages | The Adopted Budget includes reductions of \$434,312 and add packages totaling \$4,883,892. |

Ending Homelessness and Related Programs

- ◆ Prevention and Rapid Re-Housing - Short-term rent assistance is a highly effective tool to prevent eviction, keep people housed, and to rapidly end homelessness for most families or individuals. For the last two years PHB and its partners have benefitted from a large injection of federal stimulus funds aimed specifically at prevention and rapid re-housing. These funds have expired, so this \$1.9 million one-time General Fund package helps backfill the loss of federal funds while continuing long-standing one-time funding.
- ◆ Housing Access Services - This \$465,300 one-time General Fund package continues long-standing General Fund one-time funding for programs providing information and referral, as well as advocacy and case management for low-income renters confronting homelessness, eviction, housing discrimination, and unhealthy housing conditions. PHB's Housing Access and Stabilization programs represent a community-wide safety net that assists individuals and households (many with rental screening barriers such as poor credit, evictions, and criminal history) to obtain and retain housing. These programs are especially critical given the current economic climate and tight local rental housing market.
- ◆ Shelter and Emergency Services - This package, funded by \$1,734,000 of one-time General Fund, continues long standing one-time General Fund resources for the three types of shelters PHB invests in: year-round, winter, and severe weather. Shelter operations remain a critical component of the safety net for the community, and PHB is working closely with Multnomah County, the Housing Authority of Portland (HAP), and non-profit partners to ensure that investments and outcomes are closely aligned. New collaborative efforts are aimed at helping people in emergency shelters to regain permanent housing as quickly as possible. In some cases, transitional housing is necessary given individual circumstances. For individuals and families where that is not the case, the most cost-effective and humane approach is to minimize shelter stays by helping people link to social, health, and employment services while helping them secure a permanent housing solution through programs like short-term rent assistance.
- ◆ Bud Clark Commons Operating Costs - This facility will open this year, and the allocation of \$390,000 of one-time General Fund funds a portion of the operating costs. This need for support should diminish over time.

Homeownership Programs

Consistent with the PHB strategic plan, this package provides \$250,000 of one-time General Fund to support households at risk of foreclosure by expanding the current N/NE Homeowner Retention Pilot program administered by Minority Homeownership Assistance Collaborative to eligible households Citywide.

Citywide Housing Strategy

PHB and Bureau of Planning and Sustainability received \$150,000 of one-time General Fund in the Adopted Budget to work towards the development of a 25-year citywide housing strategy. Funding will be directed towards a housing market analysis, opportunity maps, and a public involvement process. These will be used to develop strategies that deliver more equitable residential access to opportunity-rich neighborhoods, improve infrastructure and amenities in neighborhoods that lack them, and increase density, preserve housing affordability, and avoid displacement.

Reduction Packages

Mandatory 1.5% General Fund Reduction

The bureau reduced its budget by \$92,568 of General Fund ongoing discretionary and \$86,628 from other sources to comply with the mandatory Citywide General Fund reductions. The package includes staffing reductions. The bulk of the reduction is to various contracts in the shelter and emergency services, and a small reduction in non-profit sponsorships. The bureau is continuing staffing reductions that occurred in FY 2010-11. Three of the positions identified for reduction in this package include a General Fund funding component; however the General Fund portion of funding is very small compared to CDBG and TIF.

Additional Position Reductions

The Adopted Budget makes further staffing reductions in the bureau as a response to declining TIF resources and flattening federal resources. This includes a reduction totalling \$249,016 of non-General Fund resources and eliminates six full time positions and one expiring limited term position.

OMF IA Adjustments

The packages reflect a net increase of \$3,592 in interagency costs resulting from the decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

PHB's total staffing is 57 positions after the reductions.

Administration & Support

Description

The Administration & Support program is comprised of the Director's Office, Business Operations division, and Equity, Policy, and Communications division.

Director's Office

The Director's Office includes Public Information and Public Affairs, executive level support, and the bureau director. The director has five direct reports: the Assistant Housing Director responsible for Housing Programs, the Business Operations Manager, the Senior Bureau Operations Manager responsible for Planning, Policy & Communications, the Public Information Officer, and the Executive Assistant.

Business Operations Division

The Business Operations division includes Finance, Accounting, Asset Management, Loan Servicing, Human Resources, Information Technology, Data Analysis & Research, Compliance, Audits, and Administrative Support. These functions ensure that the service delivery teams have adequate information and support to carry out their functions in the most efficient and effective means possible. Within the Business Operations division, there are five direct reports to the Business Operations Manager, including: the Principal Financial Analyst responsible for Finance and Accounting, the Senior Management Analyst responsible for Data and IT, the Program Manager responsible for Asset Management and Loan Servicing, the Program Coordinator responsible for Compliance & Human Resources, and the Program Specialist responsible for Compliance-Environmental Review.

Equity, Policy, and Communications

The Equity, Policy, and Communications division includes: Strategic Planning, Public Involvement, Media Relations, Internal & External Communications, Housing Policy Development and Management, Resource Development, Legislative and Intergovernmental Affairs, and Administrative Support. The role of the Equity, Policy, and Communications division is to ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations. It will also ensure that PHB makes its development and programmatic investments within a sound strategic plan and framework that addresses the most critical housing needs. This division also works to connect PHB's work with the work of other City bureaus and regional governments and to ensure that PHB is well-informed by housing needs data and by public input.

Within the Equity, Policy, and Communications Division, there are five direct reports to the Equity, Policy and Communications Manager, including: a Principal Management Analyst responsible for housing policy development, legislative affairs, and public involvement, two Program Coordinators responsible for planning and public involvement, a Public Information Officer responsible for communications and media relations, and the Senior Administrative Specialist responsible for administrative support.

Goals

The goals of the Director's Office include:

- ◆ Provide long-range vision and overall direction for Portland's affordable housing investments
- ◆ Ensure the bureau advances goals, strategies, and investment priorities from the PHB Strategic Plan, with a particular focus on advancing PHB's emerging social equity agenda
- ◆ Work collaboratively with a wide range of partners toward solving the unmet housing needs of the people of Portland

The goal of the Business Operations Division is to ensure that administrative, financial, lending, asset management, data and reporting, human resources, compliance and contracting systems are in place to support PHB's lines of business.

The goals of the Equity, Policy and Communications Division include:

- ◆ Ensure an equity lens is applied to PHB business
- ◆ Ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations
- ◆ Ensure that PHB makes investments within a sound strategic plan that addresses the most critical housing needs
- ◆ Connect PHB's work with the work of other City bureaus and regional governments
- ◆ Ensure that PHB is well-informed by housing needs data and by public input
- ◆ Provide effective internal and external communications

Performance

Performance for the Administration & Support program can be found in the performance measures table, which includes both trend and projection information.

Changes to Services and Activities

No significant changes.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 24.00 | 39.48 | 34.48 | 34.48 |
| Expenditures | | | | | |
| Administration | | 56,703 | 0 | 0 | 0 |
| Administration & Support | | 0 | 473,366 | 401,145 | 393,080 |
| Business Services | | 2,924,820 | 5,713,099 | 5,151,514 | 5,792,568 |
| Director's Office | | 684,916 | 618,161 | 516,432 | 506,760 |

Portland Housing Bureau

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Planning & Policy | | 125,883 | 872,158 | 743,569 | 903,241 |
| Total Expenditures | | 3,792,323 | 7,676,784 | 6,812,660 | 7,595,649 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| % PHB Data Users Providing Accurate & Timely Data | 75% | 75% | 85% | 85% | 85% |
| Efficiency | | | | | |
| Admin Costs As a % Of Bureau Level Budget | 6% | 9% | 7% | 8% | 8% |
| Workload | | | | | |
| Number of Sub-recipient Contracts Processed | 139 | 101 | 93 | 85 | 85 |
| # of Users Trained And Supported In PHB Data Systems | 729 | 707 | 800 | 800 | 800 |
| # of Housing Assets Monitored | 305 | 305 | 171 | 171 | 171 |

Economic Opportunity

| | |
|---|---|
| Description | <p>City Council transferred the Economic Opportunity initiative to the Portland Development Commission (PDC) effective July 1, 2009 -- the same time the Portland Housing Bureau was created. PHB passes CDBG funds to PDC to support these programs and services. General Fund resources are budgeted directly in the PDC allocation.</p> <p>The FY 2010-11 Revised Budget for this program reflects FY 2009-10 contract carryover funding. These contracts were funded primarily by CDBG and CDBG-ARRA stimulus resources. In addition, the CDBG allocation for FY 2011-12 reflects the bureaus estimate of a 16.5% reduction in the CDBG entitlement allocation.</p> |
| Goals | Information on goals and service changes is available in the PDC budget. |
| Changes to Activities and Services | Resources in the Adopted Budget decline from the FY 2010-11 Revised Budget for the reasons noted above. A portion of the expiring stimulus funding is backfilled in the PDC General Fund budget. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Economic Opportunity | | 75,516 | 3,730,371 | 2,376,034 | 2,376,034 |
| Economic Opportunity Initiatives | | 551,483 | 0 | 0 | 0 |
| Microenterprise Growth | | 302,462 | 0 | 0 | 0 |
| Workforce Development | | 2,492,068 | 0 | 0 | 0 |
| Total Expenditures | | 3,421,530 | 3,730,371 | 2,376,034 | 2,376,034 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Housing Access & Stabilization

Description

The bureau's Housing Access & Stabilization Section (HAS) creates opportunities for housing stability for thousands of households per year by investing in programs and coordinating community initiatives. In FY 2009-10, HAS funding helped nearly 6,000 families and individuals by preventing their homelessness, supporting their transition to greater housing stability, and enabling them to secure permanent homes.

HAS funds are contracted to 27 nonprofit and public agencies to provide a comprehensive range of services that address the diverse needs of homeless people, from street outreach to placing people into permanent housing. Services primarily fall into four categories:

- ◆ Supportive housing and rent assistance
- ◆ Shelter, transitional housing, and emergency services
- ◆ Short-term rent assistance and eviction prevention
- ◆ Housing access and stabilization services

Goals

The HAS is fully aligned with the goals of the 10-Year Plan to End Homelessness for Portland and Multnomah County, adopted by Portland City Council and the Multnomah County Commission in December 2004.

HAS staff facilitates and influences the broader community-wide process that implements and evaluates progress of the 10-Year Plan. HAS also works within PHB to align broader bureau resources with community-wide strategies to reduce homelessness, including through the Consolidated Plan. In Fall 2010, the HAS team was augmented by staff and programs focused on access and stabilization that include 211Info as well as HOPWA-funded programs.

Performance

Performance of the HAS can be found in the performance measures table, which includes both trend and projection information. (Technical note - PHB has expanded the performance measures for households receiving rent assistance and housing placement to include both new households and households receiving ongoing support.)

Changes to Activities and Services

HAS will renew current high-performing contracts, and may wish to reduce funding to limited contracts for services that are less aligned with core PHB mission and values, such as PHB's equity agenda. There will be continued jurisdictional coordination, as well as shelter and rent assistance refinements that will equate to shorter shelter stays. The Bud Clark Commons (formerly known as Resource Access Center) opened in mid-June 2011 and will require significant investment in first few years. The team will work toward stronger connections between HAS efforts and the City-supported affordable housing portfolio, and also integrate PHB strategic plan goals.

Portland Housing Bureau

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 5.00 | 4.72 | 3.72 | 3.72 |
| Expenditures | | | | | |
| Access and Stabilization | | 0 | 3,000 | 2,108,797 | 2,377,526 |
| Community Planning | | 57 | 0 | 0 | 0 |
| Housing Access & Stabilization | | 429,223 | 0 | 0 | 0 |
| Prevention & Rapid Rehousing | | 733,503 | 3,361,457 | 2,418,999 | 2,623,584 |
| Public Safety and Livability | | 687,052 | 0 | 0 | 0 |
| Shelter & Emergency Services | | 1,838,579 | 4,640,183 | 5,260,767 | 5,058,212 |
| Supportive Housing | | 4,895,957 | 4,722,836 | 3,680,947 | 4,015,916 |
| Transitional Housing | | 3,740,252 | 1,396,310 | 0 | 0 |
| Total Expenditures | | 12,324,624 | 14,123,786 | 13,469,510 | 14,075,238 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of exits from shelter into stable housing | 36% | 28% | 28% | 23% | 25% |
| Percent of households exited from transitional housing into permanent housing | 45% | 72% | 35% | 35% | 35% |
| Percent of households receiving placement assistance retaining permanent housing at 6 months | 84% | 83% | 90% | 90% | 90% |
| Percent of households receiving placement assistance retaining permanent housing at 12 months | 76% | 74% | 77% | 77% | 77% |
| Percent of households exited into permanent housing | 60% | 92% | 65% | 65% | 65% |
| Average length of rent assistance, eviction prevention in days | NA | NA | 91 | 90 | 90 |
| Efficiency | | | | | |
| Average length of stay in transitional housing (in days) | 423 | 60 | 288 | 288 | 358 |
| Workload | | | | | |
| Number of households served in emergency shelters | 1,522 | 1,935 | 1,251 | 1,196 | 1,418 |
| Number of households served in facility based transitional housing | 691 | 1,150 | 187 | 86 | 100 |
| Number of households receiving receiving rent asst and homeless prevention | 868 | 423 | 1,880 | 829 | 2,399 |
| Number of households receiving placement rent assistance | 447 | 515 | 1,037 | 814 | 1,114 |
| Number of households residing in permanent supportive housing units | 908 | 865 | 674 | 594 | 677 |

Housing Production & Preservation

Description

The Housing Development and Finance (HDF) team is responsible for housing development; funding sources include TIF, HIF, CDBG, HOME, HOPWA and General Fund. This program focuses on the acquisition, development, and preservation of new and existing affordable housing assets.

Wherever possible, available funds for new housing development or preservation have been and will continue to be made available through competitive funding cycles.

Goals

This team has four major components:

1. Catalyzing affordable housing development through the disposition of publically owned property in conjunction with PHB financing commitments
2. Structuring PHB investments through the negotiation of loan terms and underwriting
3. Closing these loans and grants in partnership with the City Attorney's office and, as necessary, OMF
4. Providing oversight and disbursements of PHB funds to projects while in construction

Performance

The HDF performance can be seen in the Performance Measures table which includes trends and projections for performance.

Changes to Services and Activities

The HDF team will continue to be the delivery mechanism for City investments in affordable housing, however how these funds are underwritten, delivered and monitored will change over the coming year and beyond. There is a current effort to analyze the PHB loan portfolio as well as a capital needs assessment of existing projects in which the City has previously invested. This analysis will produce recommendations for right-sizing public investment in affordable housing projects so that these assets have the long-term stability needed to minimize the possibility of a premature second public investment.

The HDF team will also consider changes to how it structures affordable housing investments based on the housing market needs study funded in the Adopted Budget. For example, if the housing market needs study makes recommendations that the best approach to increasing affordable housing is through acquisition and rehab loans instead of new construction loans, then with support from the Housing Commissioner, this could be how PHB invests its funds in that geography.

Because of reductions in available TIF and federal funds for new project investments, HDF is reducing staff in this section.

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | | 5.00 | 12.85 | 9.85 | 9.85 |
| Expenditures | | | | | |
| Homeownership | | 5,544,137 | 0 | 0 | 0 |

Portland Housing Bureau

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Housing Development & Finance | | 0 | 0 | 1,960,241 | 1,562,573 |
| Housing Production & Preservation | | 1,571,284 | 1,500,000 | 0 | 0 |
| New Construction | | 0 | 0 | 43,480,276 | 50,042,957 |
| Preservation | | 888 | 0 | 6,095,744 | 9,409,745 |
| Rehabilitation | | 12,435,835 | 52,759,585 | 8,569,285 | 7,875,738 |
| Rental Housing Access & Stabilization | | 5,087,865 | 6,246,393 | 0 | 0 |
| Total Expenditures | | 24,640,008 | 60,505,978 | 60,105,546 | 68,891,013 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Vacancy Rate of Units Built 0 to 60% MFI | 3% | 3% | 50% | 50% | 50% |
| Rental Units preserved affordable for 0-60 MFI | NA | NA | 68 | 207 | 207 |
| Efficiency | | | | | |
| Investment per affordable housing unit | NA | NA | \$116,472 | \$116,472 | \$116,472 |
| Investment per affordable housing unit preserved | NA | NA | \$30,235 | \$30,235 | \$30,235 |
| Investment per affordable unit rehabilitated | NA | NA | \$34,252 | \$34,252 | \$34,252 |
| Workload | | | | | |
| Rental units built affordable for 0 to 60% MFI | 252 | 256 | 394 | 372 | 372 |
| Rental units built affordable for 61+ to 100% MFI | 84 | 16 | 15 | 5 | 5 |
| Rental Rehab Units 0 to 60% MFI | 219 | 397 | 503 | 255 | 255 |

Homeowner Access & Retention

Description

Homeowner Access & Retention (HAR) (previously Neighborhood Housing Programs) funds services to help new homebuyers access homeownership opportunities and support current homeowners in retaining their homes. Support for first time homebuyers includes education and counseling for households navigating the home buying process for the first time. Assistance provided for down payments and closing costs helps households to afford homeownership. HAR helps current homeowners retain their homes by funding foreclosure prevention education and counseling to those facing foreclosure.

Support is also provided for other related retention issues such as title, estate, and property tax problems that can lead to the loss of homes. Funding for home repair grants and loans helps current homeowners maintain their homes, which helps to preserve existing housing stock and prevent health and safety problems that can also lead to housing instability.

Programs to improve the condition of existing housing address the impact that housing condition can have on health. These "healthy homes" programs include administration of federal funds to reduce lead-based paint hazards in homes with young children and federal grant funds to address habitability issues such as mold, mildew, radon, pests, and other indoor air quality issues that can cause allergies, asthma, and other health problems. Relocation assistance is also provided to low-income renters with documented health problems that are caused by the condition of their rental unit.

In addition, HAR administers programs that incent the development of new homeownership opportunities for low and moderate income households, including System Development Charge waivers and Limited Tax Exemptions. Future modification of these programs may be possible through policy analysis and inter-jurisdictional work currently underway. Finally, Mortgage Credit Certificates are a federal tax credit to first-time homebuyers that reduces annual income tax liability for the life of the mortgage, to help low- to moderate-income buyers afford homeownership.

Goals

The goals of the Homeowner Access & Retention section include:

- ◆ Provide support to current homeowners so they can retain their homes
- ◆ Enable homeownership by providing down payment assistance and closing costs
- ◆ Provide homebuyer education and counseling which facilitates first time home-buying
- ◆ Provide foreclosure prevention education and counseling to prevent foreclosure

Performance

HAR program performance measures can be found in the performance measures table, which includes both trends and projections.

Changes to Services and Activities

Under the bureau's Strategic Plan, HAR will work to strengthen the system of funded services provided to potential homebuyers and existing households of color, ensure that the current programs are providing optimum customer service, and complement existing services available in the private market. Strategic Plan work will include efforts to increase awareness and coordination of available

homeownership assistance programs in the community with a focus on households of color. HAR will convene stakeholders to evaluate homeownership data to better understand the current market and develop strategies to address need, gaps, and opportunities, including researching and implementing best practices to increase minority homeownership.

PHB has worked with City Council to move the funding for the Neighborhood Inspection program to the Bureau of Development Services, where the program is administered.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 0.00 | 9.95 | 8.95 | 8.95 |
| Expenditures | | | | | |
| Healthy Homes | | 0 | 265,000 | 1,695,747 | 1,764,747 |
| Home Repair | | 0 | 5,329,859 | 2,089,642 | 2,259,666 |
| Homebuyer & Foreclosure Education/Counseling | | 0 | 702,362 | 478,610 | 733,610 |
| Homebuyer Financial Assistance | | 0 | 4,047,889 | 1,239,736 | 1,365,180 |
| Homeowner Access & Retention | | 0 | 457,228 | 0 | 0 |
| Homeownership Development | | 0 | 4,108,651 | 0 | 0 |
| Tax Exemption & Fee Waiver | | 0 | 0 | 237,772 | 237,772 |
| Total Expenditures | | 0 | 14,910,989 | 5,741,507 | 6,360,975 |

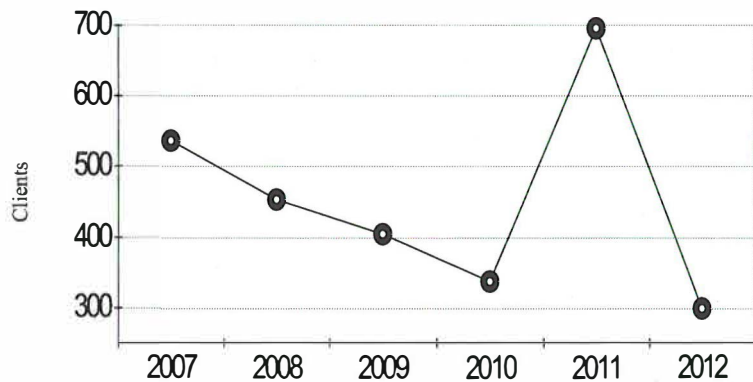
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Number of households receiving homebuyer education/ counseling and purchasing homes | 405 | 338 | 696 | 300 | 300 |
| Efficiency | | | | | |
| Average investment per household for elderly/disabled receiving small home repairs | NA | NA | \$791 | \$791 | \$791 |
| Investment per household for owner occupied home repairs | NA | NA | \$6,882 | \$6,882 | \$6,882 |
| Workload | | | | | |
| Number of Households receiving homebuyer education or counseling | 1,465 | 898 | 2,617 | 554 | 2,654 |
| Homeownership units built | 264 | 284 | 204 | 140 | 140 |
| Number of owner occupied home repair loans | 129 | 109 | 111 | 103 | 103 |
| Number of homeownership units assisted by limited tax exemptions | NA | NA | 194 | 120 | 120 |
| Number of Units assisted by SDC waivers | NA | NA | 184 | 130 | 130 |
| Number of households attending homebuyer fairs | NA | NA | 1,271 | NA | 2,000 |
| Number of elderly/disabled households receiving small scale home repairs | NA | NA | 1,333 | 1,239 | 1,239 |

Performance Measures

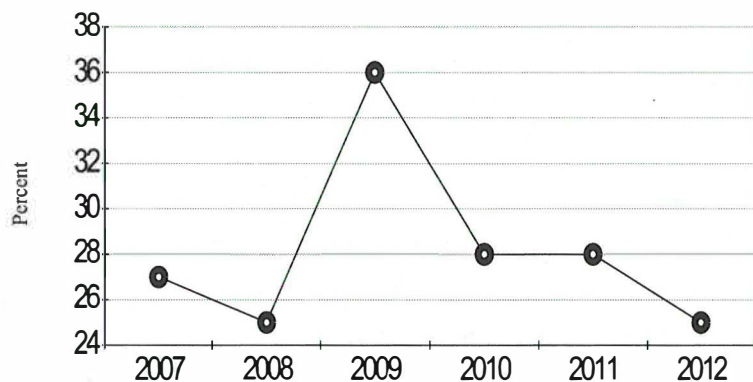
Number of Clients Purchasing Homes

The downturn in the housing markets has negatively impacted potential clients' ability to purchase homes. Additionally, PHB is generally shifting the way resources are used; the bureau is currently putting funds into more robust homebuyer counseling to ensure that those buying homes are able to stay in their homes.



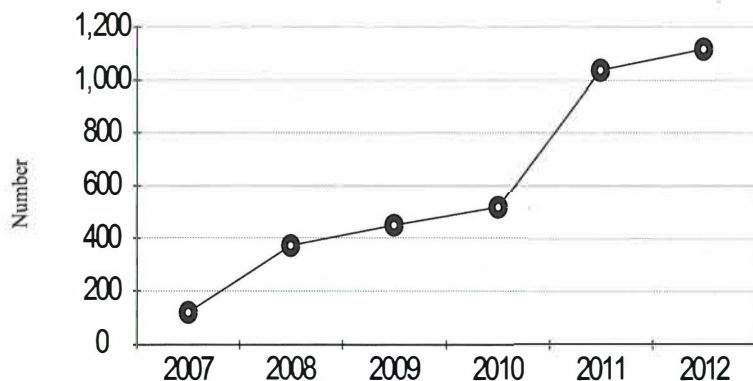
Percent of exits from shelter into stable housing

The percent of participants in the Ending Homelessness Initiative Shelter programs exiting into stable housing has remained consistent over the past two years while the number of people being served in shelter has increased.



Households Receiving Placement Rent Assistance

PHB has been able to effectively use stimulus funds through the Housing Authority of Portland to increase the number of households receiving rent assistance.



Summary of Bureau Budget
Portland Housing Bureau
Community Development Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 0 | 7,000 | 273,916 | 260,800 | 260,800 |
| Intergovernmental | 15,885,830 | 27,036,639 | 84,331,064 | 66,507,301 | 73,611,884 |
| Bond & Note | 6,801,725 | 11,825,138 | 4,921,015 | 5,079,596 | 7,624,985 |
| Miscellaneous | 8,794,123 | 6,316,363 | 2,749,969 | 7,663,107 | 7,470,107 |
| Total External Revenues | 31,481,678 | 45,185,139 | 92,275,964 | 79,510,804 | 88,967,776 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 13,990,035 | 12,137,896 | 10,020,258 | 10,310,518 | 10,962,493 |
| Fund Transfers - Revenue | 1,021,052 | 344,143 | 3,423,204 | 3,855 | 3,855 |
| Interagency Revenue | 11,000 | 11,500 | 11,500 | 0 | 0 |
| Total Internal Revenues | 15,022,087 | 12,493,539 | 13,454,962 | 10,314,373 | 10,966,348 |
| Beginning Fund Balance | 5,678,365 | 704,958 | 3,286,535 | 1,073,867 | 1,490,020 |
| Total Resources | \$52,182,130 | \$58,383,636 | \$109,017,461 | \$90,899,044 | \$101,424,144 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 2,905,742 | 2,946,465 | 6,829,233 | 5,817,535 | 5,808,605 |
| External Materials and Services | 39,825,127 | 39,775,949 | 91,262,808 | 81,470,932 | 92,321,299 |
| Internal Materials and Services | 501,864 | 1,330,624 | 2,855,867 | 1,216,790 | 1,169,005 |
| Capital Outlay | 0 | 12,155 | 0 | 0 | 0 |
| Total Bureau Expenditures | 43,232,733 | 44,065,193 | 100,947,908 | 88,505,257 | 99,298,909 |
| Fund Expenditures | | | | | |
| Debt Service | 7,287,608 | 9,144,884 | 1,328,533 | 1,175,300 | 1,186,748 |
| Contingency | 0 | 0 | 3,312,816 | 1,075,249 | 795,249 |
| Fund Transfers - Expense | 956,831 | 1,220,955 | 3,428,204 | 143,238 | 143,238 |
| Total Fund Expenditures | 8,244,439 | 10,365,839 | 8,069,553 | 2,393,787 | 2,125,235 |
| Ending Fund Balance | 704,958 | 3,952,604 | 0 | 0 | 0 |
| Total Requirements | \$52,182,130 | \$58,383,636 | \$109,017,461 | \$90,899,044 | \$101,424,144 |
| Programs | | | | | |
| Administration & Support | | 3,792,323 | 7,676,784 | 6,812,660 | 7,595,649 |
| Benefits | | 6,762 | 0 | 0 | 0 |
| Debt Management | | (120,053) | 0 | 0 | 0 |
| Economic Opportunity | | 3,421,530 | 3,730,371 | 2,376,034 | 2,376,034 |
| Homeowner Access & Retention | | 0 | 14,910,989 | 5,741,507 | 6,360,975 |
| Housing Access & Stabilization | | 12,324,624 | 14,123,786 | 13,469,510 | 14,075,238 |
| Housing Production & Preservation | | 24,640,008 | 60,505,978 | 60,105,546 | 68,891,013 |
| Total Programs | | \$44,065,193 | \$100,947,908 | \$88,505,257 | \$99,298,909 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Housing Bureau

Community Development Service Area

FTE Summary

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 37,606 | 52,499 | 1.00 | 52,500 | 1.00 | 52,500 | 1.00 | 52,500 |
| 30000064 | Accountant III | 54,142 | 66,102 | 1.00 | 58,800 | 1.00 | 61,272 | 1.00 | 61,272 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 8.00 | 387,492 | 7.00 | 357,052 | 7.00 | 357,052 |
| 30000441 | Business Operations Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 1.00 | 69,024 | 0.00 | 0 | 0.00 | 0 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 59,634 | 79,518 | 2.00 | 134,940 | 0.00 | (15,660) | 0.00 | (15,660) |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 1.00 | 74,532 | 1.00 | 75,482 | 1.00 | 75,482 |
| 30000566 | Financial Analyst, Assistant | 44,533 | 68,619 | 1.00 | 65,992 | 1.00 | 68,296 | 1.00 | 68,296 |
| 30000569 | Financial Analyst, Principal | 74,214 | 98,862 | 1.00 | 74,220 | 1.00 | 97,752 | 1.00 | 97,752 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.00 | 62,628 | 1.00 | 62,628 | 1.00 | 62,628 |
| 30001361 | Housing Construction Coordinator | 54,080 | 72,051 | 2.00 | 139,332 | 2.00 | 142,092 | 2.00 | 142,092 |
| 30001362 | Housing Construction Coordinator, Sr | 59,634 | 79,518 | 3.00 | 231,804 | 3.00 | 234,780 | 3.00 | 234,780 |
| 30001363 | Housing Development Finance Coordinator | 62,629 | 83,637 | 4.00 | 333,696 | 2.00 | 168,144 | 2.00 | 168,144 |
| 30000417 | Housing Director | 101,421 | 145,205 | 1.00 | 139,044 | 1.00 | 144,744 | 1.00 | 144,744 |
| 30001260 | Housing Director, Assistant | 85,800 | 116,293 | 1.00 | 98,004 | 1.00 | 100,342 | 1.00 | 100,342 |
| 30001369 | Housing Loan Compliance Analyst II | 41,475 | 63,856 | 1.00 | 63,852 | 1.00 | 63,852 | 1.00 | 63,852 |
| 30001370 | Housing Loan Compliance Analyst III | 54,080 | 72,051 | 1.00 | 65,904 | 1.00 | 68,604 | 1.00 | 68,604 |
| 30001364 | Housing Loan Coordinator | 44,533 | 68,619 | 1.00 | 60,312 | 1.00 | 62,784 | 1.00 | 62,784 |
| 30001365 | Housing Loan Coordinator, Sr | 56,763 | 75,670 | 2.00 | 126,924 | 2.00 | 132,132 | 2.00 | 132,132 |
| 30000504 | Housing/Community Development Oper Mgr | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30001367 | Lead Grant Program Coordinator | 59,634 | 79,518 | 1.00 | 67,284 | 1.00 | 70,044 | 1.00 | 70,044 |
| 30000453 | Management Analyst, Principal | 74,214 | 98,862 | 1.00 | 90,444 | 1.00 | 93,216 | 1.00 | 93,216 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 1.00 | 50,232 | 1.00 | 51,264 | 1.00 | 51,264 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 1.00 | 43,428 | 1.00 | 43,428 | 1.00 | 43,428 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 12.00 | 820,559 | 10.00 | 732,924 | 10.00 | 732,924 |
| 30000465 | Program Manager | 62,629 | 83,637 | 4.00 | 328,436 | 3.00 | 249,564 | 3.00 | 249,564 |
| 30000466 | Program Manager, Sr | 74,214 | 98,862 | 1.00 | 120,000 | 1.00 | 120,000 | 1.00 | 120,000 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 5.00 | 311,231 | 5.00 | 322,138 | 5.00 | 322,138 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 2.00 | 137,232 | 2.00 | 137,232 | 2.00 | 137,232 |
| 30000495 | Public Information Officer | 62,629 | 83,637 | 1.00 | 65,892 | 1.00 | 68,592 | 1.00 | 68,592 |
| TOTAL FULL-TIME POSITIONS | | | | 65.00 | 4,562,530 | 56.00 | 4,053,990 | 56.00 | 4,053,990 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000447 | Business Systems Analyst, Assistant | 44,533 | 68,619 | 2.00 | 100,059 | 1.00 | 54,360 | 1.00 | 54,360 |
| TOTAL LIMITED TERM POSITIONS | | | | 2.00 | 100,059 | 1.00 | 54,360 | 1.00 | 54,360 |
| GRAND TOTAL | | | | 67.00 | 4,662,589 | 57.00 | 4,108,350 | 57.00 | 4,108,350 |

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

| Action | Amount | | | FTE | Decision |
|---|------------------|------------------|-------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 85,394,274 | 0 | 85,394,274 | 66.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (226,410) | 0 | (226,410) | (3.00) | 1.5% reduction |
| | (276,124) | 0 | (276,124) | (6.00) | Staffing reduction |
| | (6,010) | 0 | (6,010) | 0.00 | OMF IA reductions |
| | 1,617 | 0 | 1,617 | 0.00 | OMF IA increases |
| | 0 | 250,000 | 250,000 | 0.00 | Foreclosure prevention |
| | 0 | 456,300 | 456,300 | 0.00 | Housing access services |
| | 0 | 1,734,000 | 1,734,000 | 0.00 | Shelter and emergency services |
| | 0 | 1,400,000 | 1,400,000 | 0.00 | Prevention and rapid rehousing |
| | 0 | 390,000 | 390,000 | 0.00 | Bud Clark Commons |
| | (263,078) | 0 | (263,078) | 0.00 | Tech adj to federally funded project spending |
| | (349,312) | 0 | (349,312) | 0.00 | Tech adj - revised federal and TIF allocations |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 500,000 | 500,000 | 0.00 | Prevention and rapid rehousing |
| | 0 | 150,000 | 150,000 | 0.00 | Portland Plan: Housing Strategy |
| | 2,732,115 | 0 | 2,732,115 | 0.00 | HIF changes |
| | 102,000 | 0 | 102,000 | 0.00 | Grants Fund changes |
| | 3,221,140 | 0 | 3,221,140 | 0.00 | CDBG Fund changes |
| | 1,976,530 | 0 | 1,976,530 | 0.00 | HOME Fund changes |
| | 8,789,501 | 0 | 8,789,501 | 0.00 | TIF Reimbursement Fund changes |
| | (450,700) | 0 | (450,700) | 0.00 | Headwaters Complex Fund changes |
| Adopted Budget Additions and Reductions | | | | | |
| | (1,617) | 3,592 | 1,975 | 0.00 | OMF IA adjustments |
| | 409,427 | 0 | 409,427 | 0.00 | HIF changes |
| | 89,903 | 0 | 89,903 | 0.00 | Grants Fund changes |
| | (20,490) | 0 | (20,490) | 0.00 | CDBG Fund changes |
| | 58,501 | 0 | 58,501 | 0.00 | HOME Fund changes |
| | (6,754,802) | 0 | (6,754,802) | 0.00 | TIF Reimbursement Fund changes |
| | (11,448) | 0 | (11,448) | 0.00 | Headwaters Complex Fund changes |
| | 9,020,743 | 4,883,892 | 13,904,635 | (9.00) | Total FY 2011-12 Decision Packages |
| | | | 99,298,909 | 57.00 | Total Adopted Budget |

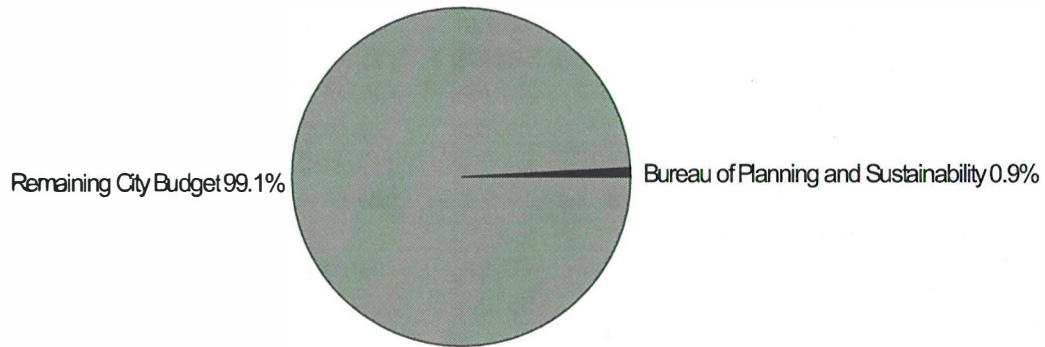
Bureau of Planning and Sustainability

Community Development Service Area

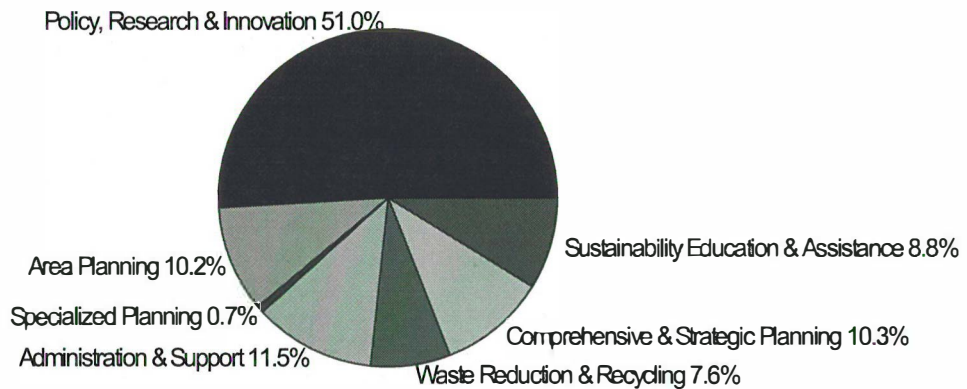
Mayor Sam Adams, Commissioner-in-Charge

Susan Anderson, Director

Percent of City Budget



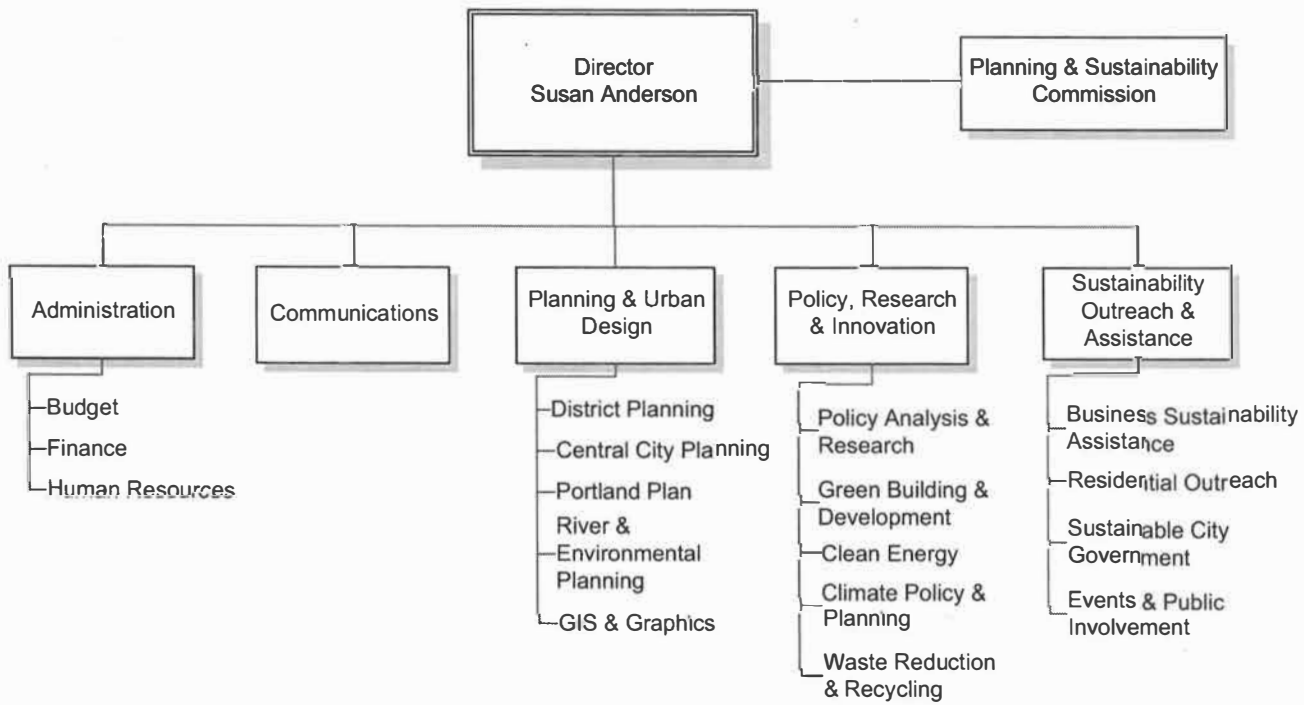
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 42,050,107 | 30,777,337 | (11,272,770) | (26.80) |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 42,050,107 | 30,777,337 | (11,272,770) | (26.81) |
| Authorized Positions | 113.58 | 109.60 | (3.98) | (3.50) |

Bureau of Planning and Sustainability



Bureau of Planning and Sustainability

Community Development Service Area

Bureau Mission

Create a prosperous, equitable and healthy city. To do this, the Bureau of Planning and Sustainability (BPS):

- ◆ Builds partnerships.
- ◆ Engages, inspires and educates residents and businesses.
- ◆ Advances policy, programs, plans, regulations and urban design that foster both innovation and practical solutions.

Bureau Overview

The Bureau of Planning and Sustainability ensures that sustainability principles are thoroughly integrated into the core of Portland's strategic planning, land use planning and development policies. The depth of staff expertise and extensive community engagement help affirm the bureau's reputation as a world class "planning and doing" organization.

BPS also develops and implements policies and programs that provide environmental, economic, and social benefits to residents, businesses, and government, which strengthen Portland's position as an international model of sustainable practices and commerce. To accomplish these objectives, the bureau:

- ◆ Works with the City Council, Planning and Sustainability Commission, other City bureaus, public agencies, businesses and the community to develop a cohesive vision for the future of Portland and take steps toward realizing that vision
- ◆ Maintains, modifies and updates a Comprehensive Plan to guide the development and redevelopment of the city and ensures that City policies, implementation tools and zoning designations are consistent with the Comprehensive Plan and regional and state requirements
- ◆ Develops and updates City sustainability principles, climate protection strategies and related policies and programs that address sustainable government operations, green building, ecodistricts, renewable energy, energy efficiency, sustainable industries and sustainable food systems
- ◆ Develops and updates economic, environmental, housing, historic preservation and community development policies and programs; analyzes demographic data; advocates for and advances quality sustainable urban design; works to ensure natural resource enhancement; and supports thriving neighborhoods and business communities
- ◆ Evaluates the implementation and effectiveness of sustainability policies and programs
- ◆ Administers the City's solid waste and recycling rules and programs and provides technical assistance and support to businesses, residents, nonprofit organizations and public agencies to reduce waste, increase reuse and increase recycling
- ◆ Seeks to expand the City's partnerships with public, private and community-based organizations, advancing collaborative and entrepreneurial approaches to fostering sustainability throughout Portland

The bureau is organized as follows:

Office of the Director This division provides oversight and leadership for the bureau.

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| Bureau Operations and Finance | This division includes the bureau's office support, contract administration, human resources and financial functions. |
| Communications | This division provides communications services for the bureau, which include public information, materials production, website development and event messaging. |
| Planning and Urban Design Division | <p>This division provides strategic, comprehensive, long-range and district planning and urban design services. Efforts include:</p> <ul style="list-style-type: none">◆ Portland Plan/Strategic Planning◆ Central Portland Plan◆ River and Watershed Planning◆ Code Development◆ Comprehensive Plan / Periodic Review◆ District Planning◆ Environmental Planning◆ Metro and State Land Use Coordination◆ Special Projects such as West Hayden Island, Citywide Tree Project and Airport Futures◆ GIS and Graphics |
| Policy, Research and Innovation Division | <p>This division provides research and analysis, policy and program development, project demonstration, monitoring and evaluation, and grant writing. Efforts include:</p> <ul style="list-style-type: none">◆ Economic Development◆ Asset Management◆ Waste Reduction and Recycling◆ Historic Resources◆ Green Building and Development, including District Energy◆ Housing and Demographics◆ Sustainable Food Systems and Human Health◆ Energy Efficiency and Solar Energy Programs◆ Climate Change Planning and Monitoring |
| Sustainability Education and Assistance Division | <p>This division develops and implements programs, events and educational campaigns to engage a diverse range of residents and businesses in new behaviors and organizational practices in the areas of climate action, thoughtful consumption, recycling and overall sustainability practices. Efforts include:</p> <ul style="list-style-type: none">◆ Education, Outreach and Events◆ Business Services and Recognition◆ Residential Services◆ Government Services |
| Service Improvement Plan | The bureau's Service Improvement Plan includes two components: Outreach to diverse communities and Public engagement on climate action. |

Outreach to Diverse Communities

BPS is committed to integrating the social elements of sustainability into all aspects of its programs, policies, and plans. BPS is in the process of developing a high quality public involvement plan that includes the public in planning, policy and implementation and incorporates the City's adopted public involvement principles. The goal of the plan is to increase community capacity to address relevant issues, plan for the future and engage in sustainable practices while also increasing bureau capacity to proactively address public involvement inequities and challenges. This plan will create the framework for greater collaboration, innovation and efficiencies. The results will be richer community communication informing the City's work and stronger and more productive relationships to build on in the future.

Outreach efforts in specific BPS programs include:

- ◆ Equity, in terms of a focus on removing barriers to equal opportunity and reducing disparities, particularly among racial and ethnic groups, has emerged as an overarching goal of the Portland Plan. It will be used as a key criterion for judging the success of all of the plan's strategies as well as the subject of a specific initiative.
- ◆ The continued implementation of a Community Workforce Agreement as part of the Clean Energy Works program.
- ◆ Ongoing work to diversity participant involvement in events and programs.
- ◆ The ReTHINK education series, which focuses on sustainability education and responding to climate change. ReTHINK partners with community organizations that serve diverse and low income populations.
- ◆ Community Grants: In 2010, 17 schools and grassroots, ethnic, and community organizations received \$500 to \$2,500 to fund waste prevention or recycling projects to help make organizational changes and educate their communities.
- ◆ The bureau's District Planning Program continues its work on supporting community-defined initiatives, such as the Cully/Concordia Action Plan, and on outreach to groups that have been underrepresented in BPS' work.

Public Engagement on Climate Action

Slowing climate change is a global priority of unparalleled urgency. Portland has made notable progress in reducing emissions, but efforts must accelerate dramatically to achieve the goals of the Climate Action Plan, adopted by City Council in 2009. Portland residents and businesses have historically been quick to adopt environmentally responsible practices, and BPS sees a need and opportunity to harness this capacity to accelerate carbon-reduction work. Evidence suggests that Portlanders want to make these changes but need clear, easily accessible information and consistent motivation to take action. In addition, Portland businesses have recognized a significant opportunity to produce products and services that help reduce greenhouse gas emissions.

In 2010 BPS launched the initial phase of a public engagement campaign that will address both carbon reduction and waste prevention. The campaign will expand in FY 2011-12 with goals to:

- ◆ Support behavior change among Portland residents to reduce carbon emissions in the areas of:
 - Home energy (retrofit homes, renewable energy)
 - Transportation (minimize vehicle trips)
 - Consumption and recycling (reduce waste, compost, and promote low-carbon consumption)
 - Sustainable food (choose local, grow food, reduce red meat consumption)
- ◆ Create a unifying campaign umbrella that aligns BPS and relevant City efforts to deliver and co-market existing programs, leveraging the increasing the visibility for efforts of community groups and core partners.
- ◆ Educate residents, including those not traditionally involved, about the basics of climate change and the opportunities they have to take personal actions.

Strategic Direction

State-Mandated Period Review / Comprehensive Plan Update

A top priority for the Bureau of Planning and Sustainability from 2007 to 2012 is the State-mandated periodic review and update of the City's Comprehensive Plan, to implement the objectives of the Portland Plan. The Portland Plan project will create a strategic framework for the City, its partners and 18 other government agencies that affect Portland. This strategic plan is being developed with extensive involvement of Portland businesses, institutions, organizations and residents. The plan identifies citywide objectives in three prioritized strategies that summarize the most important goals of the community and guide City actions across all bureaus over the next 25 years. The plan will recommend a set of "quick-start" projects for action in the near term, policies to guide future actions, and targets and indicators with which to track success.

The strategic element of the project will be completed in 2011 and presented to City Council for adoption. Work in FY 2011-12 will focus on finalizing the priority strategies and agreements with other government agencies to share in implementation. The Portland Plan will also be implemented in part through the State-mandated update to the City's Comprehensive Plan and through development of a new Central City Plan. Both of these follow-up implementation projects are now underway and will continue through FY 2012-13.

Central City Plan

The Central City Plan is a specific Comprehensive Plan element addressing downtown and the central city. It updates the 1972 Downtown Plan and 1988 Central City Plan to help shape future growth and public and private investments. It will identify how the City keeps the central city as the economic engine of the region's economy, supports expansion of major institutions and improvements in livability, affordable housing, and the role of the central city in arts, culture, entertainment and retail. In this fiscal year, work on the Central City Plan (CC 2035) framework plan and the NE Quadrant of the Central City will be completed. Work on the second quadrant plan will begin in FY 2011-12, either in the SW or SE Quadrant.

Bureau of Planning and Sustainability

Community Development Service Area

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| Climate Action Plan | Portland's pioneering work to reduce greenhouse gas emissions has provided internationally recognized examples of beneficial approaches to climate protection. Climate change impacts housing, industry, agriculture, water resources, transportation, energy use, and quality of life. In 2009, City Council adopted the Climate Action Plan, a major update to the City's previous climate protection strategy. The Climate Action Plan establishes a goal of reducing carbon emissions 80 percent by 2050 and proposes specific actions for the City to take by 2012 to accelerate the transition to a low-carbon community. Key efforts in FY 2011-12 include accelerating energy efficiency in commercial buildings, completing a climate change preparedness plan, and continuing to work with Clean Energy Works Oregon to provide up-front financing for home energy efficiency upgrades. |
| Health | Health has emerged as a key integrating theme of the Portland Plan. The City has prioritized its work on sustainable food systems for a number of years, and the Portland Plan process has highlighted the myriad ways the City influences public health, from creating walkable neighborhoods and enabling active lifestyles to removing barriers to accessing fresh, healthy food throughout Portland. |
| Equity | Portland has achieved demonstrable success in pursuing sustainable development, but we continue to face challenges in advancing equity, cultural competence, and diversity development throughout the community. Development and implementation of major efforts like the Portland Plan and Climate Action Plan present critical opportunities to ensure that opportunity for all Portlanders is a central component of the bureau's work, and BPS is committed to integrating the social elements of sustainability into all aspects of its programs, policies, and plans. |

Summary of Budget Decisions

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|----------------------------------|--|
| Reductions | Reduction in General Fund Resources To achieve the required 1.5% reduction (\$106,280) in General Fund resources, BPS's internal operating expenses (administrative support, facilities, IT, financial staff, etc.) will be funded with one-time funds from several grants for which these are authorized expenses. To convert this into an on-going reduction, BPS will identify cuts for future years in the Fall Budget Monitoring Process. OMF IA Reductions The packages reflect a decrease of \$14,825 in interagency costs resulting from decision packages approved in the Office of Management and Finance's proposed budget. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs. |
| OnGoing General Fund Adds | Restore BPS General Fund Allocation As directed by a FY 2010-11 Budget Note, OMF worked with the Citywide Overhead Committee to secure \$403,715 to support BPS' District Planning program through Citywide overhead. This freed equivalent discretionary General Fund dollars to fund the bureau on an ongoing basis. |

**One-Time General
Fund Adds****OMF IA Adds**

The packages reflect an increase of \$11,171 in interagency costs resulting from decision packages approved in the Office of Management and Finance's proposed budget. An adjustment to the bureau's one-time General Fund discretionary target was made to balance the increased costs.

**Equity, Economic Opportunity, Education, and Healthy Connected
Neighborhood**

This one-time increase of \$283,000 will support public involvement and related costs associated with completing the strategic planning component of the Portland Plan by December 2011.

State-Mandated Comprehensive Plan/Periodic Review

This one-time increase of \$352,028 supports the public involvement and technical analysis required to complete the Comprehensive Plan update. This includes logistical support for event planning, communications and facilitation, economic analysis, growth management scenario modeling, and development of policy alternatives. The expected outcome of this package is a first draft of new Comprehensive Plan policies in early 2012, consistent with the strategic direction established by the Portland Plan.

Youth Planning

One-time funding of \$70,444 is included to continue the Youth Planning Program, which connects youth with professional work experience and injects a youth perspective into the work of the bureau.

Time-Sensitive Planning Projects

One-time funding of \$172,784 will support staff and external contracts for the SE 122nd Avenue zoning changes and the West Hayden Island project. The 122nd Avenue zoning project is a priority implementation item identified by a FY 2010-11 pilot study called for by the East Portland Action Plan. The West Hayden Island project will complete cost/benefit analyses and establish land use guidelines as a precursor to West Hayden Island's possible incorporation into the City of Portland. A City Council vote on possible annexation of West Hayden island into the City is anticipated in mid-2012. General fund support of \$72,784 will supplement funding provided by the Port of Portland.

Budget Notes**PURB Review**

Council directs the Office of Management and Finance to work with the Portland Water Bureau, Bureau of Environmental Services, and the Bureau of Planning and Sustainability, to develop a process for the members of the Portland Utility Review Board to review mid-year budget monitoring process changes.

Comprehensive & Strategic Planning

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| Description | The Comprehensive & Strategic Planning program encompasses a range of programs, projects, and services in BPS that create policies and plans that are citywide in their impact rather than focused on specific geographical locations throughout Portland. |
| Goals | This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability. |
| Performance | Reaching a capture rate of greater than 30% of the development of new housing in the region is important for the vitality of Portland neighborhoods as well as for regional climate change and compact growth objectives. |
| Changes to Services and Activities | FY 2011-12 decision packages will allow the program to complete the West Hayden Island project and Portland Plan as well as move the State-mandated Comprehensive Plan update into the next phase. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 25.07 | 19.55 | 19.15 | 19.15 |
| Expenditures | | | | | |
| Comprehensive & Strategic Planning | | 0 | 1,009,446 | 903,234 | 903,234 |
| Intergovernmental Coordination | | 336,788 | 0 | 0 | 0 |
| Measure 37 | | 6,536 | 0 | 0 | 0 |
| Portland & Comprehensive Plan | | 1,057,978 | 1,703,666 | 2,075,983 | 2,075,983 |
| River Renaissance Initiative | | 6,615 | 0 | 0 | 0 |
| Strategic Planning | | 517,036 | 0 | 0 | 0 |
| Total Expenditures | | 1,924,952 | 2,713,112 | 2,979,217 | 2,979,217 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of housing built in four-county region within City of Portland limits | 33% | 28% | 29% | 30% | 30% |

Administration & Support

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|---|---|
| Description | Administration & Support reflects a broad array of services and skills that contribute to an effective, well-functioning organization. These include leadership by the Bureau Director, communications services, and day-to-day support of finance, personnel and administrative staff. Additionally, the general materials and services associated with operating a large organization are reflected in this budget. |
| Goals | This program supports all bureau activities. As a result it supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability. |
| Performance | In the last year, the bureau reorganized its financial system group to improve budget, payables, and time keeping processes. The GIS and design group produced very high quality documents for the Portland Plan, sophisticated GIS analysis for Portland Plan and Comprehensive Plan, and significantly improved the bureau's website design and content. |
| Changes to Services and Activities | There are no significant changes. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 11.75 | 12.00 | 11.25 | 11.25 |
| Expenditures | | | | | |
| Administration | | 1,652,413 | 0 | 462,662 | 462,662 |
| Bureau Operating Costs | | 445,817 | 2,243,305 | 2,237,684 | 2,237,684 |
| Business Services | | 179,791 | 742,663 | 209,855 | 209,855 |
| Communications | | 884,467 | 15,000 | 98,157 | 98,157 |
| Director's Office | | 691,224 | 317,624 | 337,035 | 337,035 |
| Operations | | 792,307 | 0 | 0 | 0 |
| Total Expenditures | | 4,646,020 | 3,318,592 | 3,345,393 | 3,345,393 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Citywide Livability Rating | 83% | 83% | 80% | 80% | 81% |
| Overall Rating - Planning for Future Land Use | 43% | 43% | 40% | 40% | 41% |
| Percent of residents with little or no knowledge of planning activities (rated "Land Use Planning" neither good nor bad) | 34% | | | | |
| Percent of residents rating the attractiveness of new residential development good or very good | 52% | 53% | 61% | 61% | 61% |
| Business satisfaction with City information on pollution reduction (percent "good" or "very good") | 52% | | | | |

Bureau of Planning and Sustainability

Community Development Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|------------------------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Grants and contracts awarded | \$1,044,344 | \$4,234,869 | \$12,844,850 | \$15,878,025 | \$15,878,025 |

Specialized Planning

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|---|---|
| Description | The program is responsible for ongoing City compliance with state and regional environmental land use policies. This group also updates City natural resources and environmental quality policies and programs. Current priorities include leading the City's Natural Resources Inventory (NRI) update, completing the Citywide Tree Policy Review and Regulatory Improvement Project, coordinating the City's compliance with the Metro Title 13 Nature in Neighborhoods program, and leading a project to update City policies and codes relating to invasive plants. The program is responsible for updating area-specific natural resource inventories, evaluating environmental program options, and providing technical expertise to other planning projects such as the River Plan, West Hayden Island, Area 93, PDX Futures, and the Portland Plan. Program staff also contributes to multi-bureau efforts such as the Urban Forestry Action Plan, the Watershed Management Plan, and the Stormwater Management Plan. |
| Goals | This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability. |
| Performance | This program will complete the River Plan North Reach in FY 2011-12. It will continue River Plan Central Reach as part of CC2035, as well as provide support to the West Hayden Island project, the Comprehensive Plan update, and other bureau projects. |
| Changes to Services and Activities | The decision packages resulted in reducing the size of this program; this will slow progress on River Plan Central Reach and initiation of River Plan South Reach. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 7.88 | 2.00 | 2.00 | 2.00 |
| Expenditures | | | | | |
| Code Development | | 687,244 | 0 | 0 | 0 |
| Economic Development Planning | | 104,907 | 0 | 0 | 0 |
| Environmental Planning | | 424,484 | 247,205 | 199,872 | 199,872 |
| Historic Preservation | | 180,743 | 15,427 | 0 | 0 |
| Specialized Planning | | 10,000 | 0 | 0 | 0 |
| Urban Design | | 296,267 | 0 | 0 | 0 |
| Total Expenditures | | 1,703,645 | 262,632 | 199,872 | 199,872 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of significant natural resources protected through non-regulatory and/or regulatory measures | 78% | 80% | 83% | 83% | 83% |

Area Planning

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|---|---|
| Description | The Area Planning program works in geographically specific sections of the City. Sometimes referred to as "place-making", the focus of long-range area planning is to guide the growth and development, vitality and livability of districts, neighborhoods, corridors, streets and other locations in Portland. While the work is focused on a geographic area, the benefits of a healthy, vibrant district ripple throughout the larger Portland region. |
| Goals | This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability. This program plays a lead role in preparing the Comprehensive Plan and updating the Central City plan (CC2035). The program leads the bureau's work on health and education, the completion of the River Plan North Reach, the Youth Planning program, and several specific zoning legislative change packages. It also provides significant support to the Portland Plan, major transportation projects including Columbia River Crossing and Milwaukie light rail, and West Hayden Island project. |
| Performance | The ratings for access to shopping are headed in a positive direction, but the citywide average does not reveal the unequal distribution of this access. Work in FY 2011-12 will focus on foundational work to improve the likelihood of increased neighborhood-serving retail in East Portland along 122nd Avenue. |
| Changes to Services and Activities | The program will undertake the Youth Planning program and a zoning legislative change package related to E 122nd St. and SE Division St. Grant funding allows the program to initiate a major planning project for SW Barbur St. corridor. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 26.92 | 23.80 | 22.80 | 22.80 |
| Expenditures | | | | | |
| Area Planning | | 33,861 | 0 | 0 | 0 |
| Central City Planning | | 1,058,659 | 1,286,977 | 1,337,851 | 1,105,815 |
| District Planning | | 1,902,936 | 1,068,461 | 1,436,530 | 1,436,530 |
| River Planning | | 404,137 | 400,002 | 339,164 | 339,164 |
| Youth Program | | 0 | 0 | 70,444 | 70,444 |
| Total Expenditures | | 3,399,593 | 2,755,440 | 3,183,989 | 2,951,953 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of residents rating neighborhood livability "good" or "very good" | 88% | 88% | 87% | 87% | 88% |
| Percent of residents rating access to shopping and other services "good" or "very good" | 74% | 74% | 76% | 76% | 76% |

Policy, Research, & Innovation

Description

The Policy, Research & Innovation Program provides research, analysis, technical assistance, demonstration projects, and policy and program development to advance City and bureau goals around an equitable, prosperous, healthy, low-carbon community. This program was established as part of BPS's 2011 strategic plan process. Specifically, the program addresses:

- ◆ Climate change
- ◆ Economic development
- ◆ Historic resources
- ◆ Green building and development
- ◆ Energy efficiency and renewable energy
- ◆ Food policy and programs
- ◆ City asset management
- ◆ Demography

Efforts focus on policy, programs, and projects that support innovation and institutionalize sustainable practices. The program also staffs the Food Policy Council, monitors legislative issues related to sustainable development, and coordinates broad sustainability initiatives such as the City's Climate Action Plan.

Goals

Key goals for FY 2011-12 include completing research and analysis for the revision to the City's comprehensive plan, financing energy-efficiency renovations in 2,000 homes, expanding the number of buildings served by district energy systems, and completing a food zoning code project.

Performance

The number of solar energy systems installed in Portland has quintupled in the past five years as a result of strong incentives, City outreach and technical assistance and innovative bulk-purchase efforts by neighborhood associations (the Solarize Portland initiatives). Per capita emissions of carbon dioxide, the primary cause of climate change, continue to decline in absolute terms, countering the national trend. This reflects a wide range of efforts by the City, businesses, residents, and many community partners to create walkable neighborhoods, reduce energy use, increase active transportation, and increase renewable energy sources like solar, wind, and biomass.

Changes to Services and Activities

The primary change to the program workplan for FY 2011-12 is a redirection in research and analysis work toward the forthcoming revision to the City's Comprehensive Plan.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 17.15 | 24.93 | 24.00 | 24.00 |
| Expenditures | | | | | |
| Clean Energy | | 0 | 15,168,141 | 12,761,176 | 12,761,176 |
| Climate Policy & Planning | | 823,509 | 6,394,906 | 10,000 | 10,000 |
| Economic Development | | 131,287 | 50,540 | 0 | 0 |

Bureau of Planning and Sustainability

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Green Building & Development | | 1,774,840 | 1,099,766 | 814,018 | 819,018 |
| Policy Analysis and Research | | 0 | 917,381 | 874,823 | 874,823 |
| Policy, Research & Innovation | | 140,667 | 0 | 94,044 | 94,044 |
| Sustainable City Government | | 927,507 | 1,583,827 | 120,960 | 120,960 |
| Sustainable Food | | 116,642 | 101,211 | 106,419 | 106,419 |
| Total Expenditures | | 3,914,451 | 25,315,772 | 14,781,440 | 14,786,440 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Per capita residential energy use (million BTUs) | 29.20 | 29.40 | 29.20 | 29.00 | 29.00 |
| Number of certified green buildings in Portland | 1,379 | 1,595 | 1,650 | 1,700 | 1,700 |
| Utility savings to City from energy- and water-efficiency projects and waste and toxics reduction (million dollars) | \$2.96 | \$3.57 | \$4.10 | \$4.30 | \$4.30 |
| Percent of City electricity use from renewable resources | 8.8% | 9.0% | 8.9% | 9.0% | 9.0% |
| Number of residential and commercial solar energy systems installed in Portland since 2006 | 378 | 1,168 | 1,500 | 2,000 | 2,000 |
| Efficiency | | | | | |
| Percent reduction in local per capita CO2 emissions from 1990 levels | 18% | 20% | 21% | 23% | 23% |
| Workload | | | | | |
| Number of development projects provided with green building assistance | 14 | 16 | 15 | 25 | 25 |
| Number of design and construction industry professionals trained in green building practices | 2,080 | 768 | 400 | 350 | 350 |
| Residents participating in urban agricultural projects | 3,700 | 4,000 | 8,000 | 9,000 | 9,000 |

Waste Reduction & Recycling

Description

The Waste Reduction & Recycling program is responsible for the collection of solid waste, yard debris, and recyclable materials from residences and businesses within the Portland Urban Services Boundary. The program carries out City Council's policy direction to reduce waste, increase recycling, and maintain high-quality garbage and recycling collection at reasonable rates.

Residential waste program responsibilities include franchising residential collection companies, enforcing service standards, setting rates, educating customers and promoting waste reduction and recycling in coordination with the Sustainability Education & Assistance program. The Solid Waste and Recycling Hotline fields about 18,000 calls each year from citizens, answering questions, resolving concerns, and providing guidance on curbside recycling.

The commercial waste program establishes service standards, issues permits, and ensures compliance with the City's requirement that businesses recycle at least 75% of their waste by 2015. Commercial service is not franchised or rate regulated in Portland. The commercial program is also responsible for contracting for collection of public garbage and recycling cans in several business districts and for addressing garbage or recycling containers that are inappropriately stored by businesses in the public right-of-way.

Goals

The program works to achieve City Council's goal of recycling 75% of all solid waste by 2015 and BPS's goals to reduce carbon emissions 80% by 2050 while advancing equity and prosperity.

Performance

The recycling rate among businesses has remained at 64% for several years, while the household recycling rate has shown steady improvement.

Changes to Services and Activities

In FY 2011-12, the Waste Reduction & Recycling program will implement a major change with the start of curbside residential food-scrap collection.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 9.00 | 9.00 | 9.00 | 9.00 |
| Expenditures | | | | | |
| Customer Services | | (23,602) | 0 | 0 | 0 |
| Operations | | 787,563 | 0 | 0 | 0 |
| Policy & Program Development | | 57,006 | 0 | 0 | 0 |
| Solid Waste Commercial | | 0 | 0 | 1,150,083 | 1,150,083 |
| Solid Waste Residential | | 0 | 0 | 1,050,324 | 1,050,324 |
| Waste Reduction & Recycling | | 1,417,688 | 2,457,060 | 3,226 | 3,226 |
| Total Expenditures | | 2,238,654 | 2,457,060 | 2,203,633 | 2,203,633 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Bureau of Planning and Sustainability

Community Development Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of residential material diverted from wastestream | 49% | 51% | 52% | 53% | 53% |
| Percent of commercial material diverted from wastestream | 64% | 64% | 64% | 65% | 65% |
| Business satisfaction with recycling programs (percent rating "good" or "very good") | 75.0% | | | | |
| Citizens' satisfaction with solid waste and recycling programs (percent rating "good" or "very good") | 80% | 80% | 77% | 80% | 80% |
| Efficiency | | | | | |
| Typical residential garbage and recycling monthly bill, adjusted for inflation (2000 dollars) | \$24.45 | \$26.63 | \$27.11 | \$27.50 | \$27.50 |
| Workload | | | | | |
| Pounds of solid waste generated per household | 1,326 | 1,252 | 1,275 | 1,300 | 1,300 |
| Tons of solid waste generated by businesses | 261,538 | 248,099 | 250,000 | 260,000 | 260,000 |

Sustainability Education & Assistance

Description

The Sustainability Education & Assistance program helps households and businesses make informed decisions about resource conservation, renewable energy, global warming, and pollution prevention. The team's responsibilities include design, development, coordination, execution and evaluation of public outreach and involvement programs, campaigns, and events.

Programs run by the Sustainability Education & Assistance team include:

- ◆ Business Sustainability Assistance
- ◆ Multifamily and Event Recycling
- ◆ Residential Outreach, Events, and Involvement, including Fix-It Fairs
- ◆ Sustainable City Government

The program also produces a number of major special events each year, such as public engagement meetings about the Climate Action Plan. In addition, the program coordinates BPS and inter-bureau participation at major events like the Better Living Show.

Goals

The Sustainable Education & Assistance programs support the City's goals to reduce carbon emissions 80% below 1990 levels by 2050, recycle 75 percent of all solid waste by 2015, and reduce per capita waste generation below 2005 levels by the year 2015. The program also advances BPS's goals of prosperity, affordability, and equity.

Performance

The program's performance measure have remained steady with no foreseeable changes.

Changes to Services and Activities

There are no significant changes.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 21.80 | 22.30 | 21.40 | 21.40 |
| Expenditures | | | | | |
| Business Sustainability Assistance | | 996,280 | 1,134,883 | 1,086,422 | 990,660 |
| Communications | | 0 | 594,683 | 609,851 | 609,851 |
| Multifamily | | 69,042 | 0 | 0 | 195,598 |
| Residential Outreach | | 685,715 | 1,134,819 | 672,966 | 657,966 |
| Sustainability Education & Assistance | | 55,364 | 0 | 99,872 | 99,872 |
| Technical Outreach | | 228,271 | 202,951 | 89,836 | 0 |
| Total Expenditures | | 2,034,672 | 3,067,336 | 2,558,947 | 2,553,947 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|----------------------------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Cost per Fix-It Fair participant | \$46.00 | \$45.00 | \$52.38 | \$50.00 | \$50.00 |

Bureau of Planning and Sustainability

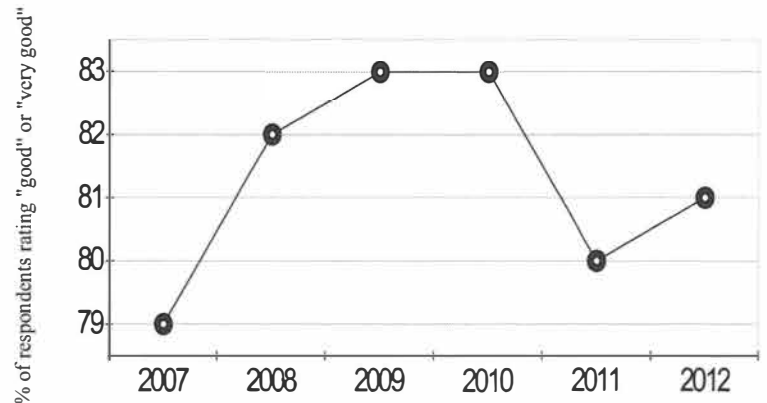
Community Development Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Residents reached by sustainable training and outreach | 41,228 | 61,648 | 85,710 | 90,000 | 90,000 |
| Businesses reached by sustainability outreach and training | 1,986 | 1,675 | 1,000 | 1,000 | 1,000 |
| Number of multifamily units provided with recycling assistance | 15,344 | 18,141 | 18,500 | 18,500 | 18,500 |
| Bureaus assisted with sustainability projects | 25 | 16 | 25 | 25 | 25 |
| City employees provided with sustainability training | 50 | 240 | 30 | 50 | 50 |
| Citizens participating in workshops | 2,371 | 2,475 | 2,100 | 2,100 | 2,100 |

Performance Measures

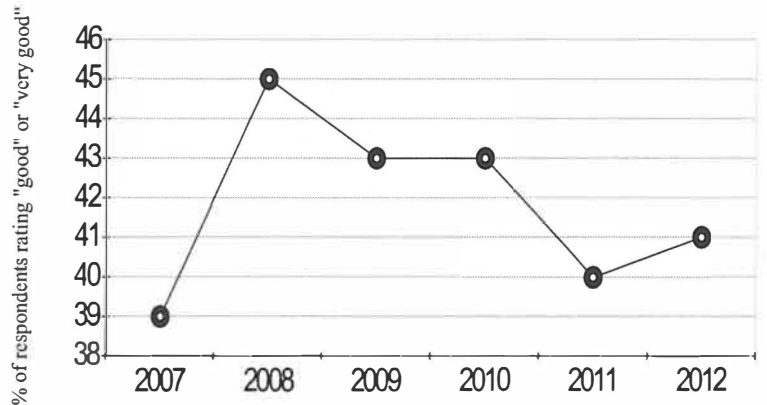
Citywide Livability Rating

Overall city livability ratings have remained fairly high, but some neighborhoods (particularly in East Portland) are significantly less satisfied with city livability than other neighborhoods.



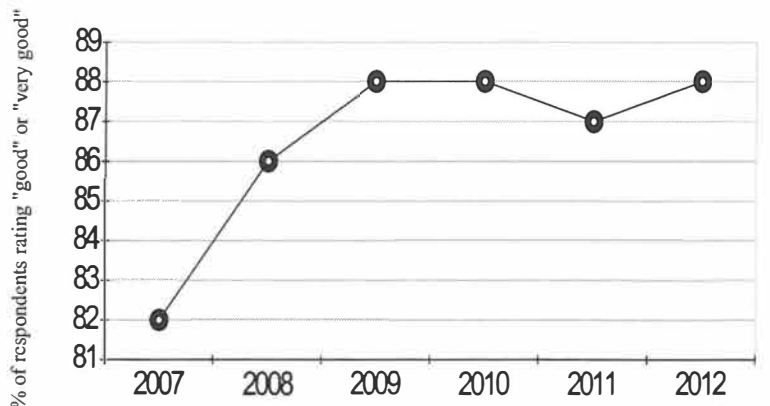
Overall Rating - Planning for Future Land Use

Residents' satisfaction with City planning for future land use increased in 2007-2008. A third of respondents remain neutral.



Neighborhood Livability Rating

In most areas of the city, citizens are more satisfied with neighborhood livability than city livability. However, neighborhood livability ratings are lower in East and Central Northeast Portland.

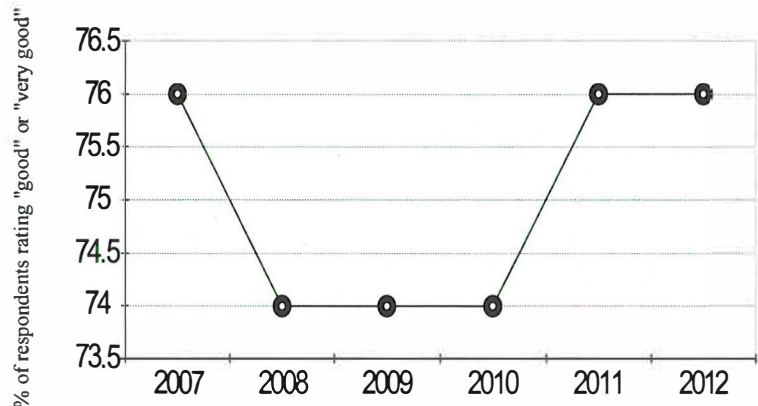


Bureau of Planning and Sustainability

Community Development Service Area

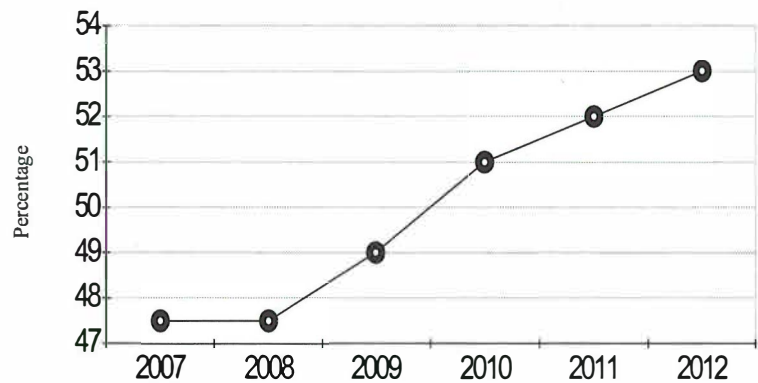
Access to Shopping and Other Services

Satisfaction with access to shopping and other services remains relatively high.



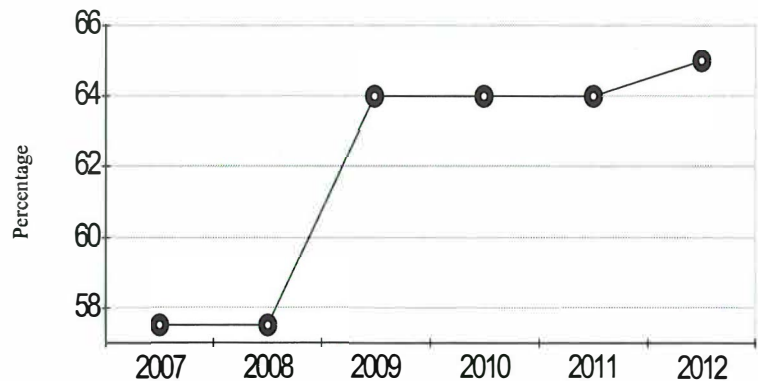
% of Residential Waste Diverted

City Council has adopted a 60% recycling goal for the City of Portland.



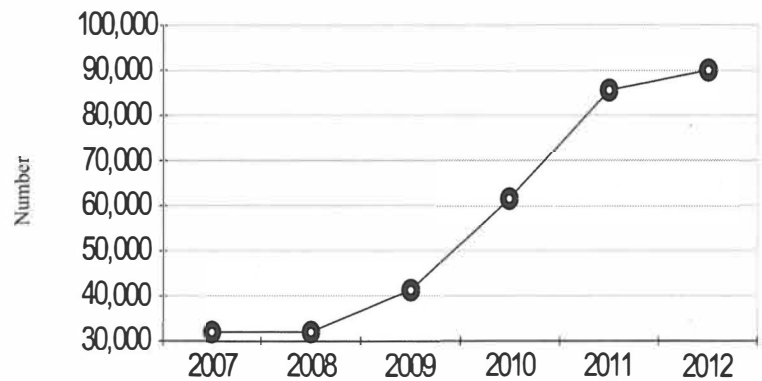
% of Commercial Waste Diverted

Because commercial solid waste comprises three-quarters of Portland's waste stream, increasing recycling rates for businesses is essential in meeting City Council's new 75% recycling goal.



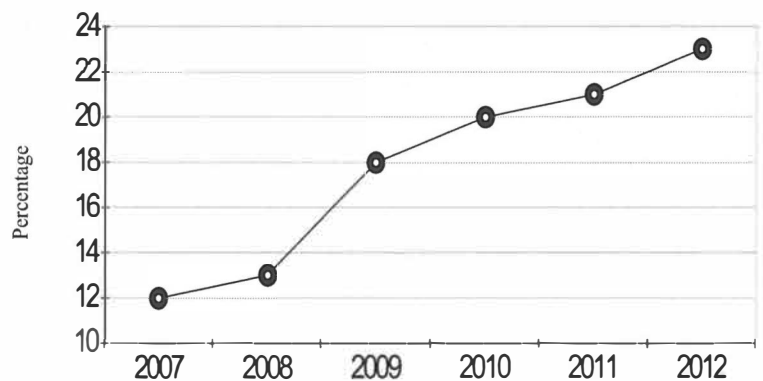
Residents Reached by Sustainable Outreach

BPS reaches more than 33,000 residents annually with outreach and education around sustainable practices.



% Reduction in per capita CO2 Emissions

Portland residents and businesses are making progress in reducing global warming pollution, but efforts need to accelerate if Portland is to do its part to meet the rising urgency of climate change.



Bureau of Planning and Sustainability

Community Development Service Area

Summary of Bureau Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 0 | 2,331,097 | 2,508,815 | 2,595,699 | 2,595,699 |
| Charges for Services | 2,984 | 1,507,842 | 1,606,440 | 1,605,148 | 1,605,148 |
| Intergovernmental | 868,262 | 3,118,946 | 25,664,536 | 15,365,783 | 15,133,747 |
| Bond & Note | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 8,086 | 121,806 | 74,418 | 50,423 | 50,423 |
| Total External Revenues | 879,332 | 7,079,692 | 29,854,209 | 19,617,053 | 19,385,017 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 9,609,981 | 9,222,272 | 8,109,046 | 8,257,385 | 8,257,385 |
| General Fund Overhead | 149,410 | 149,256 | 152,950 | 556,665 | 556,665 |
| Fund Transfers - Revenue | 2,375 | 1,468,142 | 100,547 | 20,787 | 20,787 |
| Interagency Revenue | 417,682 | 1,243,505 | 524,227 | 167,344 | 167,344 |
| Total Internal Revenues | 10,179,448 | 12,083,175 | 8,886,770 | 9,002,181 | 9,002,181 |
| Beginning Fund Balance | 0 | 4,269,894 | 3,309,128 | 2,390,139 | 2,390,139 |
| Total Resources | \$11,058,780 | \$23,432,761 | \$42,050,107 | \$31,009,373 | \$30,777,337 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 7,617,823 | 11,077,254 | 11,146,304 | 10,872,258 | 10,872,258 |
| External Materials and Services | 1,325,765 | 5,870,955 | 25,809,833 | 15,591,505 | 15,457,469 |
| Internal Materials and Services | 2,162,126 | 3,468,641 | 2,933,807 | 2,788,728 | 2,690,728 |
| Total Bureau Expenditures | 11,105,714 | 20,416,850 | 39,889,944 | 29,252,491 | 29,020,455 |
| Fund Expenditures | | | | | |
| Debt Service | 0 | 33,190 | 37,063 | 40,208 | 40,208 |
| Fund Transfers - Expense | 2,375 | 909,372 | 235,601 | 148,316 | 148,316 |
| Total Fund Expenditures | 2,375 | 942,562 | 272,664 | 188,524 | 188,524 |
| Ending Fund Balance | (49,309) | 2,073,349 | 1,887,499 | 1,568,358 | 1,568,358 |
| Total Requirements | \$11,058,780 | \$23,432,761 | \$42,050,107 | \$31,009,373 | \$30,777,337 |
| Programs | | | | | |
| Administration & Support | | 4,646,020 | 3,318,592 | 3,345,393 | 3,345,393 |
| Area Planning | | 3,399,593 | 2,755,440 | 3,183,989 | 2,951,953 |
| Benefits | | 29,100 | 0 | 0 | 0 |
| Comprehensive & Strategic Planning | | 1,924,952 | 2,713,112 | 2,979,217 | 2,979,217 |
| Engineering | | (5,836) | 0 | 0 | 0 |
| Financial Planning | | 578,103 | 0 | 0 | 0 |
| Housing Production & Preservation | | (46,505) | 0 | 0 | 0 |
| Policy, Research & Innovation | | 3,914,451 | 25,315,772 | 14,781,440 | 14,786,440 |
| Specialized Planning | | 1,703,645 | 262,632 | 199,872 | 199,872 |
| Sustainability Education & Assistance | | 2,034,672 | 3,067,336 | 2,558,947 | 2,553,947 |
| Waste Reduction & Recycling | | 2,238,654 | 2,457,060 | 2,203,633 | 2,203,633 |
| Total Programs | | \$20,416,850 | \$39,889,944 | \$29,252,491 | \$29,020,455 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------------------------------|---|--------------|---------|-----------------------|------------------|------------------------|------------------|-----------------------|------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000064 | Accountant III | 54,142 | 66,102 | 0.75 | 41,772 | 1.00 | 60,654 | 1.00 | 60,654 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 3.00 | 161,556 | 3.00 | 165,963 | 3.00 | 165,963 |
| 30000436 | Administrative Supervisor I | 54,080 | 72,051 | 1.00 | 66,936 | 1.00 | 68,539 | 1.00 | 68,539 |
| 30000184 | Code Specialist II | 41,829 | 53,768 | 1.00 | 53,772 | 1.00 | 53,772 | 1.00 | 53,772 |
| 30000491 | Community Outreach & Informtn Assistant | 44,533 | 68,619 | 0.00 | 0 | 1.00 | 52,788 | 1.00 | 52,788 |
| 30000492 | Community Outreach & Informtn Rep | 54,080 | 72,051 | 3.00 | 186,141 | 4.00 | 264,289 | 4.00 | 264,289 |
| 30000506 | Conservation Program Coordinator | 59,634 | 79,518 | 3.00 | 189,014 | 3.00 | 195,491 | 3.00 | 195,491 |
| 30000507 | Conservation Program Coordinator, Sr | 62,629 | 83,637 | 6.00 | 414,802 | 6.00 | 448,890 | 6.00 | 448,890 |
| 30000509 | Conservation Program Manager | 74,214 | 98,862 | 1.00 | 89,588 | 1.00 | 93,260 | 1.00 | 93,260 |
| 30000505 | Conservation Program Specialist | 54,080 | 72,051 | 2.00 | 91,272 | 2.00 | 93,882 | 2.00 | 93,882 |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 1.00 | 57,730 | 1.00 | 60,098 | 1.00 | 60,098 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.00 | 82,716 | 1.00 | 83,409 | 1.00 | 83,409 |
| 30000343 | GIS Technician III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000373 | Graphics Designer III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000212 | Inf Syst Analyst II-GIS, Vertical | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000604 | Inf Syst Supvr-Bureau IS & GIS | 74,214 | 98,862 | 1.00 | 88,980 | 1.00 | 91,716 | 1.00 | 91,716 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 3.00 | 181,334 | 3.00 | 216,613 | 3.00 | 216,613 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 1.00 | 46,956 | 1.00 | 48,566 | 1.00 | 48,566 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 2.00 | 124,920 | 2.00 | 127,032 | 2.00 | 127,032 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 4.00 | 173,712 | 4.00 | 173,712 | 4.00 | 173,712 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 2.00 | 91,104 | 2.00 | 91,104 | 2.00 | 91,104 |
| 30000383 | Planner II. City-Economic | 58,552 | 67,642 | 1.00 | 58,548 | 1.00 | 67,644 | 1.00 | 67,644 |
| 30000385 | Planner II. City-Land Use | 58,552 | 67,642 | 11.00 | 725,892 | 12.90 | 868,860 | 12.90 | 868,860 |
| 30000389 | Planner II. City-Urban Design | 58,552 | 67,642 | 1.00 | 67,644 | 1.00 | 67,644 | 1.00 | 67,644 |
| 30001053 | Planner, Chief | 99,362 | 138,798 | 1.00 | 138,804 | 1.00 | 138,804 | 1.00 | 138,804 |
| 30000725 | Planner, Principal | 85,800 | 116,293 | 2.00 | 222,622 | 2.00 | 228,928 | 2.00 | 228,928 |
| 30000391 | Planner, Sr City-Economic | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000392 | Planner, Sr City-Environmental | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000393 | Planner, Sr City-Land Use | 60,840 | 77,709 | 6.00 | 466,272 | 6.00 | 466,272 | 6.00 | 466,272 |
| 30000397 | Planner, Sr City-Urban Design | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000724 | Planner, Supervising | 74,214 | 98,862 | 3.00 | 288,152 | 3.00 | 291,860 | 3.00 | 291,860 |
| 30001054 | Planning & Sustainability Director | 128,294 | 183,851 | 1.00 | 178,860 | 1.00 | 181,356 | 1.00 | 181,356 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 1.00 | 59,640 | 1.00 | 67,596 | 1.00 | 67,596 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 1.00 | 59,058 | 1.00 | 61,479 | 1.00 | 61,479 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 3.00 | 174,288 | 3.00 | 179,549 | 3.00 | 179,549 |
| 30000495 | Public Information Officer | 62,629 | 83,637 | 1.00 | 60,900 | 1.00 | 62,980 | 1.00 | 62,980 |
| 30000508 | Solid Waste & Recycling Program Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30001509 | Web Designer | 44,533 | 68,619 | 2.00 | 89,064 | 2.00 | 89,064 | 2.00 | 89,064 |
| TOTAL FULL-TIME POSITIONS | | | | 76.75 | 5,295,149 | 80.90 | 5,724,914 | 80.90 | 5,724,914 |
| 30000447 | Business Systems Analyst, Assistant | 44,533 | 68,619 | 0.00 | 0 | 0.50 | 26,724 | 0.50 | 26,724 |
| 30000338 | Environmental Technician II | 50,086 | 63,898 | 0.90 | 45,072 | 0.90 | 45,072 | 0.90 | 45,072 |
| 30000385 | Planner II. City-Land Use | 58,552 | 67,642 | 1.80 | 121,752 | 1.80 | 121,752 | 1.80 | 121,752 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 0.90 | 30,876 | 0.90 | 31,926 | 0.90 | 31,926 |
| TOTAL PART-TIME POSITIONS | | | | 3.60 | 197,700 | 4.10 | 225,474 | 4.10 | 225,474 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 1.00 | 50,712 | 2.00 | 93,947 | 2.00 | 93,947 |
| 30000447 | Business Systems Analyst, Assistant | 44,533 | 68,619 | 0.90 | 24,060 | 0.00 | 0 | 0.00 | 0 |
| 30000491 | Community Outreach & Informtn Assistant | 44,533 | 68,619 | 1.00 | 50,712 | 0.00 | 0 | 0.00 | 0 |
| 30000492 | Community Outreach & Informtn Rep | 54,080 | 72,051 | 3.00 | 207,097 | 2.00 | 138,303 | 2.00 | 138,303 |
| 30000506 | Conservation Program Coordinator | 59,634 | 79,518 | 3.00 | 213,864 | 3.00 | 226,254 | 3.00 | 226,254 |
| 30000507 | Conservation Program Coordinator, Sr | 62,629 | 83,637 | 2.00 | 167,280 | 1.00 | 83,640 | 1.00 | 83,640 |

Bureau of Planning and Sustainability

FTE Summary

Community Development Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000505 | Conservation Program Specialist | 54,080 | 72,051 | 4.00 | 247,266 | 3.00 | 196,487 | 3.00 | 196,487 |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 0.53 | 29,799 | 0.60 | 44,148 | 0.60 | 44,148 |
| 30000372 | Graphics Designer II | 50,086 | 63,898 | 0.90 | 57,504 | 0.00 | 0 | 0.00 | 0 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 1.00 | 56,760 | 1.00 | 61,500 | 1.00 | 61,500 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 2.00 | 106,164 | 2.00 | 116,632 | 2.00 | 116,632 |
| 30000377 | Planner I, City-Land Use | 53,248 | 61,443 | 0.00 | 0 | 0.50 | 29,280 | 0.50 | 29,280 |
| 30000385 | Planner II, City-Land Use | 58,552 | 67,642 | 4.00 | 270,576 | 2.10 | 142,044 | 2.10 | 142,044 |
| 30000375 | Planner, Associate | 48,298 | 55,910 | 2.00 | 106,488 | 1.00 | 53,244 | 1.00 | 53,244 |
| 30000393 | Planner, Sr City-Land Use | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000724 | Planner, Supervising | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 1.00 | 32,004 | 0.50 | 32,004 | 0.50 | 32,004 |
| 30000466 | Program Manager, Sr | 74,214 | 98,862 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 2.90 | 147,948 | 2.90 | 151,836 | 2.90 | 151,836 |
| 30000510 | Sustainable Development Operations Mgr | 79,830 | 106,288 | 1.00 | 103,514 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 33.23 | 2,154,612 | 24.60 | 1,652,183 | 24.60 | 1,652,183 |
| GRAND TOTAL | | | | 113.58 | 7,647,461 | 109.60 | 7,602,571 | 109.60 | 7,602,571 |

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

| Action | Amount | | | FTE | Decision |
|--|------------|-----------|---------------|--------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 28,080,454 | 0 | 28,080,454 | 102.70 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (106,280) | 0 | (106,280) | 0.00 | General Fund 1.5% reduction |
| | (14,825) | 0 | (14,825) | 0.00 | OMF IA reductions |
| | 0 | 283,000 | 283,000 | 0.50 | Portland Plan: Equity, Econ. & Neigh. Strat. |
| | 0 | 352,028 | 352,028 | 0.50 | State-mandated Comprehensive Plan review |
| | 0 | 70,444 | 70,444 | 0.50 | Youth Planning |
| | 403,715 | 0 | 403,715 | 4.40 | General Fund ongoing increase |
| | 11,171 | 0 | 11,171 | 0.0 | OMF IA adds |
| | 0 | 172,784 | 172,784 | 1.0 | Time sensitive planning projects |
| Approved Budget Additions and Reductions | 0 | (232,036) | (232,036) | 0.0 | Reduce PDC IGA for Central City Plan |
| Adopted Budget Additions and Reductions | (11,171) | 11,171 | 0 | 0.0 | Move OMF IA Adds to one-time |
| | 282,610 | 657,391 | 940,001 | 6.90 | Total FY 2011-12 Decision Packages |
| | | | 29,020,455 | 109.60 | Total Adopted Budget |

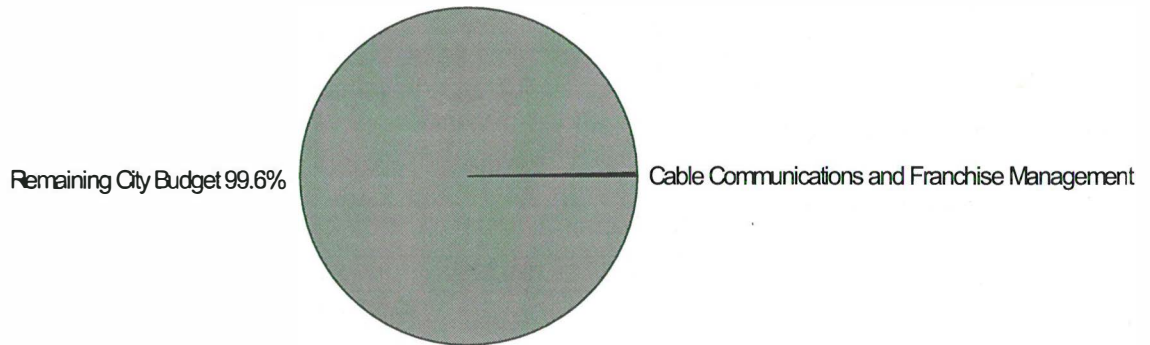
Cable Communications and Franchise Management

Community Development Service Area

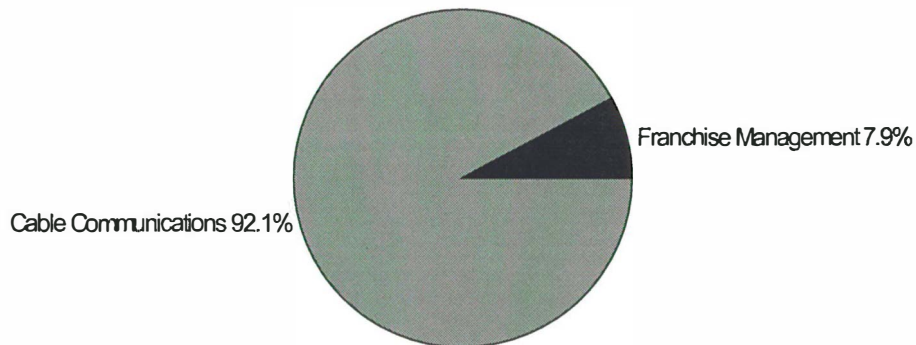
Dan Saltzman, Commissioner-in-Charge

David Olson, Director

Percent of City Budget



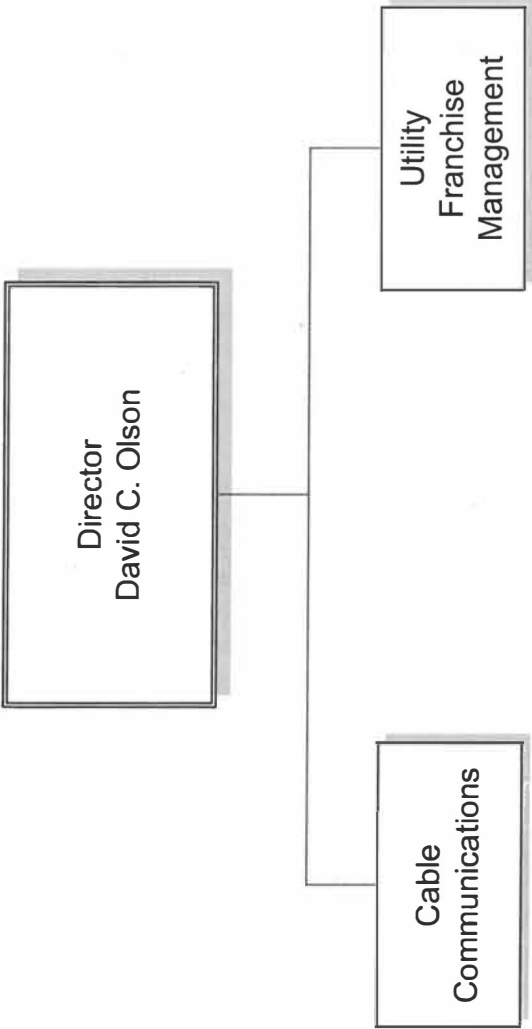
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 12,940,502 | 12,548,278 | (392,224) | (3.03) |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 12,940,502 | 12,548,278 | (392,224) | (3.03) |
| Authorized Positions | 8.80 | 8.80 | 0.00 | 0.00 |

Office of Cable Communications and Franchise Management



Bureau Summary

Bureau Mission

The Office of Cable Communications and Franchise Management (OCCFM) ensures that the City receives fair compensation for the private use of public right of way and administers the Utility License Law on behalf of the City. The office actively defends local government's role and the public interest in broadband and rapidly changing telecommunications and utility markets, including the critical authority to levy taxes and fees for private use of the public rights-of-way. The office carries out cable franchise responsibilities while advocating for the public interest in cable communications by providing staff support for the Mt. Hood Cable Regulatory Commission.

Bureau Overview

The bureau operates two major programs, Cable Communications and Utility Franchise Management. The Utility Franchise Management program negotiates and administers utility franchises and license fees for the City of Portland. This program oversees the second highest revenue source to the City's General Fund. This program lead the development of the City's policy and legal interests regarding the development and availability of advanced broadband and telecommunications infrastructure. The program also ensures that the City is fairly compensated for private use of the public right-of-way, and protects City and consumer interests in the new era of competition and deregulation of the telecommunications and energy industries.

Through a long standing intergovernmental agreement (IGA) with five other Multnomah County local governments, the Cable Communications program provides cable regulatory and consumer protection services countywide through the Mt. Hood Cable Regulatory Commission (MHCRC). The MHCRC is a citizen body charged with overseeing the regulation and development of cable communications franchises, and protecting the public interest in accordance with federal, state, and local law. Through the MHCRC, the City has been instrumental in forging and maintaining an effective and successful multi-jurisdictional partnership with Multnomah County and the cities of Gresham, Fairview, Troutdale, and Wood Village. Pursuant to the IGA, the MHCRC contracts for necessary staff support and services through a separate contractual agreement with the City of Portland. This program generates nearly \$6 million annually in general fund revenues and oversees over \$4 million annually in public benefit resources derived from cable franchises. This program also oversees funding for Portland Community Media (PCM). PCM is a nonprofit organization created and sustained by virtue of provisions and resources under the cable franchises overseen by the MHCRC. PCM oversees and programs cable channels (including government and City Council meetings) and works actively to develop partnerships that enhance technology and communications resources to the community in order to promote broad participation in civic and cultural life.

Strategic Direction

Service Improvement Plan The Office of Cable Communication and Franchise Management will focus its improvement efforts in FY 2011-12 on four key areas.

Broadband Strategic Plan

The bureau, in partnership with other City agencies, will develop a Portland Broadband Strategy intended to define the City's long term strategic direction for broadband. The goal is to present a long term road map that identifies where the City should be going with respect to broadband policy, technology acquisitions, broadband applications and infrastructure development. High-speed, accessible and affordable broadband is essential for Portland's future.

Comcast cable franchise renewal

Comcast's existing franchises expire countywide on June 30, 2011 with another 6-month extension expected to enable Cable program staff either to conclude franchise renewal negotiations or to proceed with the federally mandated formal process (a quasi-judicial administrative proceeding) for which the City and other jurisdictions in the Mt. Hood Cable Regulatory Commission must prepare in order to safeguard the interests at stake. Pursuant to federal law, staff completed a broad community ascertainment of cable needs and has been negotiating with Comcast since March 2009 (on behalf of the MHCRC). The outcome of these negotiations will have significant impact on the public benefits under the current franchise, affecting millions of dollars in annual funding and several important public and nonprofit partners including all seven school districts in Multnomah County, Multnomah County Library, City of Gresham, Multnomah County, Portland Community College, Mt. Hood Community College, the community media centers, and numerous non-profit organizations.

Defend City revenues, authority, and franchise/license provisions

The bureau's policy work, at the national, state, and regional levels in defending City revenues and authority is critical, particularly in light of threats at many levels, including to City tax authority (with preemption proposals introduced in the current Congress), to City zoning authority over placement of wireless facilities, to City authority over cable services through preemptive state legislation (already introduced in neighboring states) and to City right-of-way authority (through threats to revenue-based franchise fees in the FCC's implementation of the National Broadband Plan). All of these threaten the City's ability to collect \$70 million annually. The bureau works strategically with other City bureaus, local governments, and state and national organizations to advocate at the State Legislature, Public Utilities Commission, FCC, and U.S. Congress on these and other issues.

Cable Communications and Franchise Management

Community Development Service Area

Franchise negotiations, compliance, auditing and collections

Staff will carry on with the development of updated franchise renewal templates for competitive telecommunications providers, wholesale and transport providers, public pay phone booths, wireless providers, and pipeline providers. Staff will oversee audits through an interagency agreement with the Revenue Bureau, and may litigate against one or two other CLECs for non-payment and underpayment of franchise fees. The bureau will continue to oversee the ongoing schedule for utility and franchisee audits.

Summary of Budget Decisions

Reductions

Portland Community Media

This reduction of \$13,559 of revenue for operations would reduce PCM's ability to provide various services. This cut reduces operational support for maintenance of capital assets, which affects PCM's ability to continue maintenance and on-going service contracts on equipment, software and applications that promote content on PCM channels and keep production equipment at optimal functional levels to support the diverse communities PCM serves.

MHCRC/Cable - Advocacy (Professional Services)

This reduction of \$7,104 eliminates the ability of the MHCRC to participate in the Oregon legislative session, and in Congressional and FCC proceedings which impact local authority over cable franchises, franchise fees and associated public benefits, and right-of-way use. Minimal funds are retained to obtain outside legal, technical or financial expertise on regulatory issues that typically arise during the fiscal year.

OMF IA Reductions

Cost reductions of \$620 to interagencies with OMF.

OMF IA Additions

Additional costs of \$325 to certain interagencies with OMF.

Additions

Formal Franchise Renewal Process for Comcast Franchise

Negotiations with Comcast have been continuing over the last year, and an extension was approved by council for the current Comcast contract. This decision package appropriates \$97,500 and makes \$48,750 available to OCCFM in case the negotiation goes to federal arbitration. Funds will only be used in the event of a federal arbitration.

Budget Notes

Council directs Financial Planning to add sustainable levels of funding to the FY 2012-13 forecast to replace the one-time funds (i.e. litigation and audit funds) of the Office of Cable Communication and Franchise Management. Financial Planning and the Office of Cable Communication and Franchise Management will provide adequate accountability to separate its materials and services to prevent the comingling of these funds.

Cable Communications

| | |
|---|--|
| Description | The program protects the public interest in the regulation of cable systems, responds to cable subscriber complaints throughout the County, supports planning and funding of community uses of broadband and cable technology, and provides oversight and funding for Portland Community Media (PCM) and MetroEast Community Media. |
| Goals | The program supports City goals to deliver efficient, effective, and accountable municipal services and improve the quality of life in neighborhoods. The program supports the bureau goal to provide responsible and effective utility, cable, and telecommunication franchise regulation. |
| Performance | Dedicated grant funds are set aside under the expiring Comcast cable franchise and are awarded to nonprofits, schools, and local governments and represent a significant community investment. Broadband capacity and connectivity continue to reach critical sites (including public schools and libraries) using the Comcast Institutional Network ("I-Net"). Portland Community Media and MetroEast Community Media continue to excel in providing community programming (including live government meetings) and accessibility, education and training in community media. |
| Changes to Services and Activities | Staff will carry forward the protracted Comcast cable franchise renewal, including extension and renewal of both MetroEast's and PCM's service contracts. BTS will assist in developing renewal of the I-Net-IRNE-Comcast agreement all of which have been extended through June 30, 2011 but are subject to extension and renewal of Comcast's underlying cable franchise. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 3.50 | 3.30 | 3.30 | 3.30 |
| Expenditures | | | | | |
| Cable Communications | | 5,659,335 | 7,080,112 | 8,499,656 | 8,597,156 |
| Total Expenditures | | 5,659,335 | 7,080,112 | 8,499,656 | 8,597,156 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Grant Funds Provided to Nonprofits, Schools, and Local Government Agencies | \$1,475,961.00 | \$2,176,902.00 | \$1,500,000.00 | \$1,600,000.00 | \$1,600,000.00 |
| Public, Educational, and Local Government Sites Using the Institutional Network | 284 | 284 | 284 | 284 | 284 |
| Efficiency | | | | | |
| Cost per Household Served by Regulations for Cable TV | \$3.06 | \$3.76 | \$3.48 | \$2.84 | \$2.80 |
| Workload | | | | | |
| Portland Community Media - Number of Equipment Hours Used | 81,011 | 131,425 | 131,425 | 131,425 | 129,454 |

Franchise Management

| | |
|---|--|
| Description | The Utility License and Franchise Management program oversees the collection of utility license and franchise fees, a major source of revenue to the General Fund. The program pursues revenue opportunities arising from both the City's management of the rights-of-way and its ability to levy taxes and fees. Like the Cable Communication program it is significantly involved in advocacy to defend the City's authority and interests. Franchise compliance efforts including audits, collections, and litigation represent a significant component of the program. |
| Goals | The program supports the City goal to deliver efficient, effective, and accountable municipal services. The program supports the bureau's goal to provide responsible and effective utility, cable, and telecommunication franchise regulation, and advocates for local authority over rights-of-way and taxation on behalf of the public interest. |
| Performance | As of January 2011, the Utility Franchises Management program administers over 50 franchises and 214 utility licensees and is on track to generate over \$68 million in General Fund revenues. The level of utility licenses jumped between FY 2009-10 and FY 2010-11 due to a revamping of City Code regarding Utility Licenses. |
| Changes to Services and Activities | Staff will initiate audits of Water and BES through an interagency, provide litigation support for one or two lawsuits, and draft franchise renewal templates for all business sectors. Staff will continue to move forward implementing the amendments to the Utility License Code that became effective in 2010. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 5.50 | 5.50 | 5.50 | 5.50 |
| Expenditures | | | | | |
| Franchise Management | | 773,364 | 404,252 | 735,246 | 735,246 |
| Total Expenditures | | 773,364 | 404,252 | 735,246 | 735,246 |

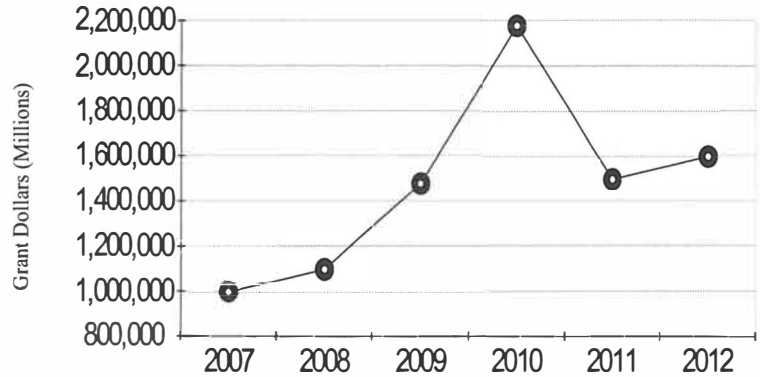
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| General Fund Revenues Collected | \$68,810,402 | \$72,080,787 | \$69,474,802 | \$69,474,802 | \$68,432,680 |
| Efficiency | | | | | |
| Cost per \$1,000 of General Fund Revenue Collected | \$13.41 | \$14.39 | \$13.90 | \$14.79 | \$14.56 |
| Workload | | | | | |
| Franchises/Utility Licenses Administered | 75 | 75 | 269 | 269 | 265 |

Performance Measures

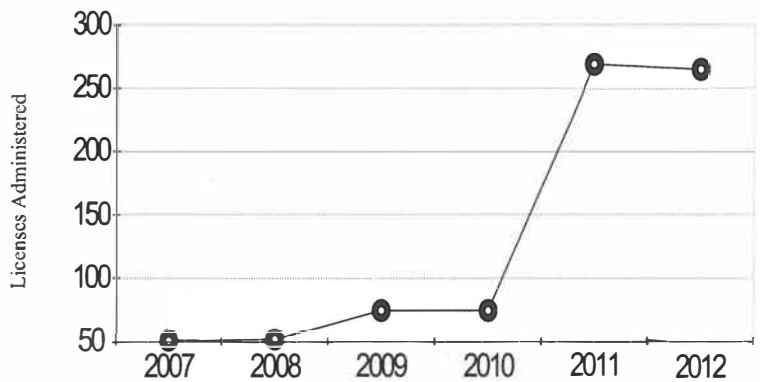
Capital Grants to Nonprofit Organizations

The Mt. Hood Cable Regulatory Commission is the grant-making body for the Community Access Capital Grant program which provides funds for technology projects to community organizations, libraries, educational institutions, and local government agencies. Funding for this program is adjusted based on the increase in revenues and accumulated balance.



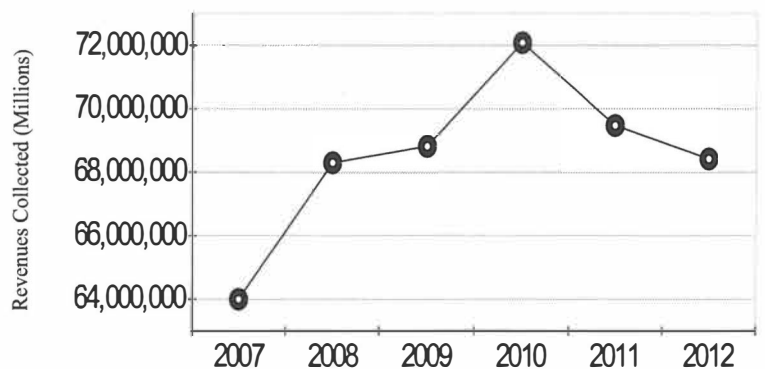
Franchisees/Utility Licenses Administered

The bureau clarified the expanded scope of the Utility License Fee (ULF) in FY 2009-10, and the PUC estimates that this will result in a 100-300% increase in the number of companies subject to the ULF. From FY 2009-10 to the current fiscal year, total franchises and utility licenses administered grew from 75 to 269.



General Fund Revenues Collected

The bureau estimates collecting more than \$69 million in General Fund revenues in FY 2011-12 from cable, utility, telecom, utility licenses, and various other franchises. ULF revenue spiked in FY 2009-10 due to three large audit recoveries.

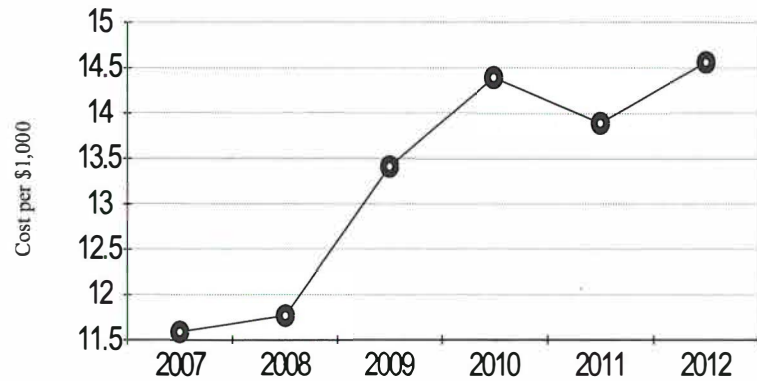


Cable Communications and Franchise Management

Community Development Service Area

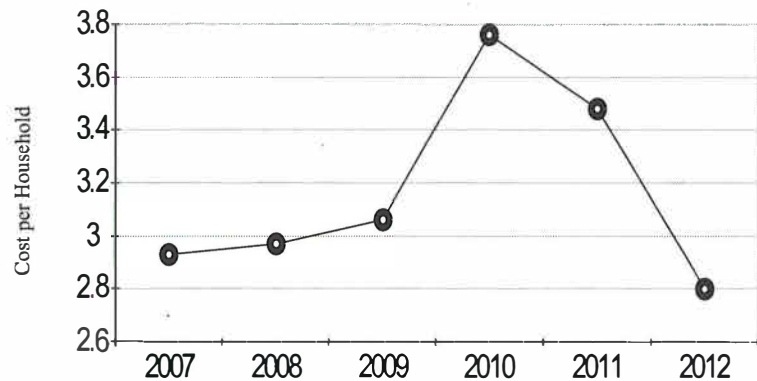
Cost per \$1,000 General Fund Revenue Collected

The bureau budget for administering and collecting General Fund revenues is below 1.4% of the total General Fund revenues collected by the bureau.



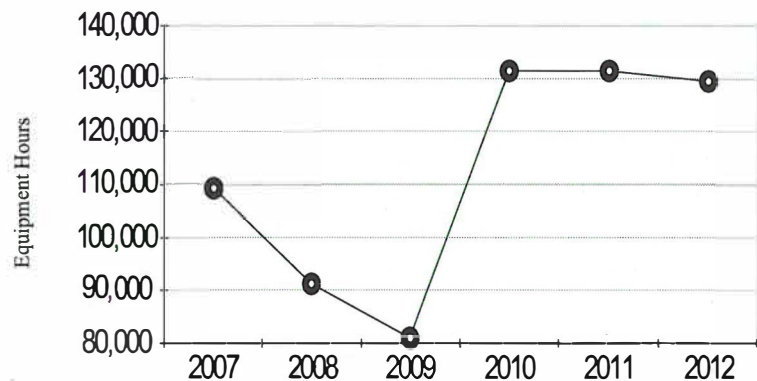
Cost per Household for Cable Regulations

The Mt. Hood Cable Regulatory Commission provides local regulation and consumer protection.



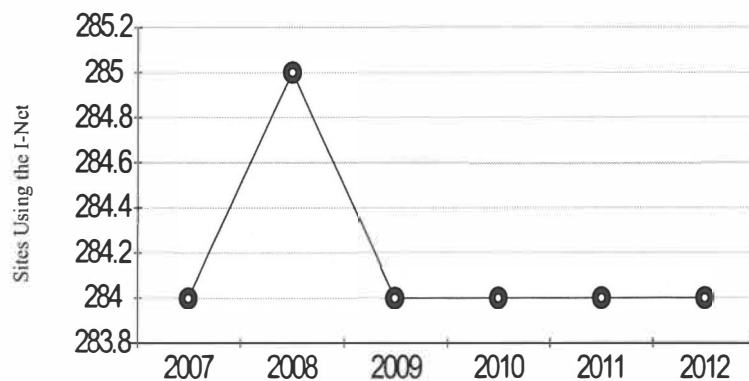
PCM - Number of Equipment Hours Used

Portland Community Media serves the local metropolitan area, offering training and use of television production and editing equipment.



Public Agency Sites Using the I-Net

The bureau facilitates the partnerships and oversees funds for the Community Institutional Network, which provides a high amount of bandwidth at low cost to libraries, schools, and local governments throughout Multnomah County.



Cable Communications and Franchise Management

Summary of Bureau Budget

Community Development Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 2,636,520 | 4,614,263 | 1,475,557 | 1,486,815 | 1,486,815 |
| Charges for Services | 0 | 38,000 | 3,034,794 | 3,898,170 | 3,898,170 |
| Intergovernmental | 73,545 | 0 | 0 | 0 | 0 |
| Miscellaneous | 1,473,527 | 84,476 | 58,000 | 58,000 | 58,000 |
| Total External Revenues | 4,183,592 | 4,736,739 | 4,568,351 | 5,442,985 | 5,442,985 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 1,784,256 | 1,880,830 | 1,789,943 | 1,877,843 | 1,926,593 |
| Fund Transfers - Revenue | 18,204 | 867 | 919 | 636 | 636 |
| Interagency Revenue | 253,146 | 290,579 | 295,051 | 317,821 | 366,571 |
| Total Internal Revenues | 2,055,606 | 2,172,276 | 2,085,913 | 2,196,300 | 2,293,800 |
| Beginning Fund Balance | 5,800,106 | 5,837,979 | 6,286,238 | 4,811,493 | 4,811,493 |
| Total Resources | \$12,039,304 | \$12,746,994 | \$12,940,502 | \$12,450,778 | \$12,548,278 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 960,850 | 986,253 | 1,016,618 | 1,019,196 | 1,019,196 |
| External Materials and Services | 4,855,149 | 5,025,195 | 5,976,595 | 7,711,703 | 7,760,453 |
| Internal Materials and Services | 370,657 | 421,271 | 491,151 | 504,003 | 552,753 |
| Total Bureau Expenditures | 6,186,656 | 6,432,719 | 7,484,364 | 9,234,902 | 9,332,402 |
| Fund Expenditures | | | | | |
| Contingency | 0 | 0 | 627,501 | 1,015,158 | 1,015,158 |
| Fund Transfers - Expense | 14,669 | 18,668 | 17,144 | 28,549 | 28,549 |
| Total Fund Expenditures | 14,669 | 18,668 | 644,645 | 1,043,707 | 1,043,707 |
| Ending Fund Balance | 5,837,979 | 6,295,607 | 4,811,493 | 2,172,169 | 2,172,169 |
| Total Requirements | \$12,039,304 | \$12,746,994 | \$12,940,502 | \$12,450,778 | \$12,548,278 |
| Programs | | | | | |
| Area Planning | | 20 | 0 | 0 | 0 |
| Cable Communications | | 5,659,335 | 7,080,112 | 8,499,656 | 8,597,156 |
| Franchise Management | | 773,364 | 404,252 | 735,246 | 735,246 |
| Total Programs | | \$6,432,719 | \$7,484,364 | \$9,234,902 | \$9,332,402 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|------------------------------------|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000425 | Cable/Franchise Director | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30000704 | Cable/Franchise Operations Manager | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000703 | Cable/Franchise Program Manager | 65,811 | 88,046 | 1.80 | 136,248 | 1.80 | 137,823 | 1.80 | 137,823 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 1.00 | 51,276 | 1.00 | 51,276 | 1.00 | 51,276 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 1.00 | 75,648 | 1.00 | 75,648 | 1.00 | 75,648 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 2.00 | 133,145 | 2.00 | 136,179 | 2.00 | 136,179 |
| TOTAL FULL-TIME POSITIONS | | | | 8.80 | 714,989 | 8.80 | 719,598 | 8.80 | 719,598 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 8.80 | 714,989 | 8.80 | 719,598 | 8.80 | 719,598 |

Cable Communications and Franchise Management

Budget Decisions

Community Development Service Area

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

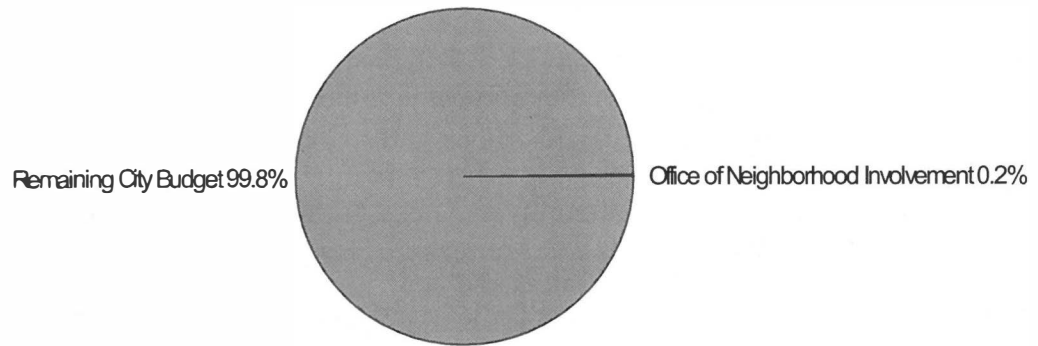
| Action | Amount | | | FTE | Decision |
|--|-----------|----------|---------------|------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 9,253,374 | 0 | 9,253,374 | 8.80 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (13,559) | 0 | (13,559) | 0.00 | PCM cut |
| | (4,618) | 0 | (4,618) | 0.00 | MHCRC cut |
| | (620) | 0 | (620) | 0.00 | OMF IA reductions |
| | 0 | 325 | 325 | 0.00 | OMF IA adds |
| Approved Budget Additions and Reductions | 0 | 97,500 | 97,500 | 0.00 | Funds for potential Comcast arbitration |
| Adopted Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| | (18,797) | 97,825 | 79,028 | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 9,332,402 | 8.80 | Total Adopted Budget |

Office of Neighborhood Involvement

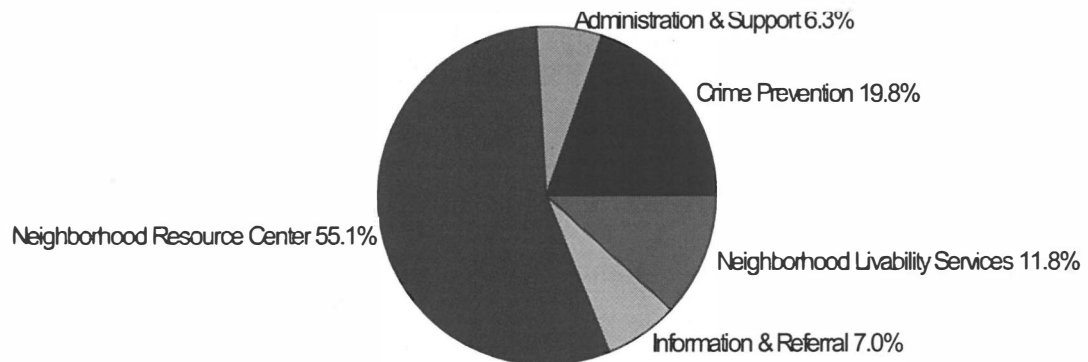
Community Development Service Area

Amanda Fritz, Commissioner-in-Charge
Amalia Alarcon de Morris, Director

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 6,809,839 | 7,079,728 | 269,889 | 3.96 |
| Capital | 10,000 | 0 | (10,000) | (100.00) |
| Total Requirements | 6,819,839 | 7,079,728 | 259,889 | 3.81 |
| Authorized Positions | 36.75 | 38.65 | 1.90 | 5.17 |

Bureau Summary

Bureau Mission

The Office of Neighborhood Involvement's (ONI's) mission is to promote a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe and livable neighborhoods and communities.

Bureau Overview

Bureau Goals

In support of the bureau's mission, the programs and activities focus on advancing the following goals:

- ◆ Increase the number and diversity of people who are involved and volunteer in their communities and neighborhoods
- ◆ Strengthen neighborhood and community capacity to build identity, skills, relationships, and partnerships
- ◆ Increase community and neighborhood impact on public decisions
- ◆ Provide tools and resources to improve neighborhood and community livability and safety and
- ◆ Provide accurate information and responsive and effective services to community members and organizations

ONI provides opportunities for Portlanders to interact with their City government and each other to help build safe and livable neighborhoods. ONI provides a framework for neighbors and community members to participate in a wide variety of community-building activities. ONI and its programs and services are a key resource for community members and City employees seeking to improve neighborhood and public involvement.

Bureau Organization

The bureau is organized into five bureau programs, each with a variety of services and program.

Community and Neighborhood Involvement Center (formerly Neighborhood Resource Center)

Services and programs include:

- ◆ Civic Engagement and Leadership Development (Neighborhood program, Diversity and Civic Leadership (DCL) programs, Disability program, Elders in Action program)
- ◆ Effective Engagement Solutions program (services include Restorative Listening Project, high-stakes facilitation, and residential siting facilitation and coordination)
- ◆ Public Involvement Best Practices program (services include coordination of Public Involvement Advisory Council (PIAC), coordination of Citywide Public Involvement Network (CPIN), and technical assistance on public involvement best practices)

Crime Prevention Center

Services include community organizing, problem solving, education, and events.

Information and Referral (I&R) Program

Services include information and referral regarding City and County services, and administrative support.

Neighborhood Livability Services

Programs and services include:

- ◆ Graffiti Abatement program
- ◆ Liquor Licensing program (services include license recommendation process and problem solving)
- ◆ Neighbor Mediation and Facilitation program

Administration

Services include strategic direction and policy, budget and financial management, and personnel management and support.

Strategic Direction**Introduction**

Portland is fortunate to have people who care passionately about their community and participate actively in civic governance. Neighborhood associations, district coalitions, DCL organizations, and ONI have served as key partners in promoting public participation in government and cultivating community leadership. ONI's strategic direction focuses on continuing to build and support that capacity and further expanding civic engagement.

Expanding Civic Engagement - Applying an Equity Lens

As Portland grows and becomes more diverse, ONI seeks to continue to expand involvement and bring additional people and communities into the public dialogue. The City has also recognized that historical efforts to involve under-engaged groups (people of color, people with disabilities, renters, people with low incomes) in City initiatives have not been very effective. In exploring solutions to this problem, ONI supports the existing neighborhood system's efforts to engage all neighbors. The support is through small grants, outreach, leadership training, and technical assistance.

ONI also supports the organizing and capacity building efforts of historically under-engaged communities. Strengthening the neighborhood system and supporting under-engaged groups' efforts are both critical to expanding civic engagement.

In addition, ONI must work with partners to review bureau practices and distribution of funding and services in order to develop a path to equity that aligns with the current work of the Portland Plan, which is due out in 2011. To this end, ONI partners are now embarking on policy discussions that will lead to a five-year strategic budget that seeks efficiencies, supports the plan's goals, and sets a path towards equity.

Office of Neighborhood Involvement

Community Development Service Area

Five Year Plan to Increase Community Involvement

In 2008, the Five Year Plan to Increase Community Involvement identified goals for improving Portland's public involvement process. The progress on the Five Year Plan has been impacted due to budget cuts and funding limitations, but the goals and recommendations continue to be the foundation of ONI's work. These goals were incorporated into ONI's strategic planning process to refine the bureau mission and develop the bureau goals.

ONI, in partnership with its Bureau/Budget Advisory Committee (BAC) continued to use the updated mission and goals to develop the FY 2011-12 budget. What resulted was a focus on maintaining funding for new programs to support implementation of the Five Year Plan. The group also prioritized maintaining existing staffing in order to ensure that programs could continue without reducing service levels.

Service Improvement Plan

ONI identified the following service areas for improvement in FY 2011-2012:

Coordinate implementation of the Five Year Plan to Increase Community Involvement - Address issues through ONI's Standards

The ONI Community and Neighborhood Involvement Center (CNIC) will continue to implement the goals and recommendations of the Five Year Plan to Increase Community Involvement in FY 2011-12. ONI will seek Council approval to update process for community engagement to review and develop recommendations for changes to ONI's Standards. With approval, ONI can initiate subcommittees to be identified by ONI's Bureau Advisory Committee to address issues such as whether to incorporate the DCL program organizational partners as ongoing core partners with ONI, the relationship of business district associations with ONI, and how to incorporate newly emerging Communities Beyond Neighborhood Boundaries in ONI's civic engagement program. In addition, a retreat has been scheduled with community partners to review progress on the five-year plan and to prepare for ONI BAC strategic five-year bureau budget discussions.

Coordinate implementation of the Five Year Plan to Increase Community Involvement - Expanded Implementation of Program Performance Measures

The CNIC will continue to implement the goals and recommendations of the Five Year Plan to Increase Community Involvement in FY 2011-12. ONI will continue the development and implementation of tools for tracking program performance. The Neighborhood Program implemented updated tools for tracking district coalition performance in FY 2010-11. The next focus is adapting those tools for program staff in the DCL, Disability, Effective Engagement, and Public Involvement Best Practices programs, and the DCL organization partner organizations.

Identify and implement solution for recurring office space challenges for Crime Prevention program

The ONI Crime Prevention program has 14 employees who are scattered around the city in eight different office locations. All but one of the locations are provided free of charge, which has been an appealing aspect of the arrangement. However, the arrangement carries with it many challenges that diminish the overall effectiveness of the program. The program manager and staff spend significant amounts of time looking for and securing office space and driving to pick up or

drop off supplies. Newer staff members have consistently expressed a wish to spend more time with their manager and peers as they learn the job. Having computer connections at seven field locations is expensive. It is difficult for the program manager to oversee employees at remote locations. All of these issues diminish the efficiency of the program.

In the spring and summer of 2011, ONI staff and the ONI BAC will explore ways to resolve the Crime Prevention office space problem in order to increase the efficiency of the program. The anticipated results for the public are higher levels of service.

Summary of Budget Decisions

Overview

In FY 2009-10 and FY 2010-11, General Fund one-time funding which supported specific ONI programs in prior years, was no longer continued. ONI realigned funding to support the bureau's most core programs, and Council approved one-time funding to continue two programs that are important to the City: the Neighbor Mediation and Facilitation and Graffiti Abatement programs.

Ranking of ONI Programs

ONI and its BAC, for the third year in a row, have done a program prioritization of the bureau's programs based on criteria of being core to ONI's mission and serving community needs. The programs have been ranked as follows:

- 1) Civic Engagement and Leadership Development
- 2) Crime Prevention program
- 3) Public Involvement Best Practices program
- 4) Effective Engagement Solutions program
- 5) Neighbor Mediation and Facilitation program
- 6) I&R program
- 7) Graffiti Abatement program
- 8) Liquor Licensing program

Add Packages

Neighborhood Mediation and Facilitation Program Continuation

The funding provides continuing resources of \$104,692 to allow ONI to retain mediation and facilitation services at the FY 2010-11 funding level plus a 3.5% inflationary factor. The program provides free neighborhood mediation services and collaborative decision-making and problem solving for groups and communities in conflict. The program retains the volunteer training and mentoring program to utilize volunteer mediators and facilitators to provide services, which leverages approximately 1,400 volunteer hours valued at almost \$30,000.

Graffiti Abatement Program Continuation

The one-time funding provides \$352,232 to maintain graffiti abatement efforts

The abatement program:

- ◆ Retains internal staffing for enforcement, education, and volunteer coordination;
- ◆ Provides supplies for volunteer cleanups;
- ◆ Provides funding for graffiti removal on certain private properties

Restore Neighborhood Small Grants Funding

ONI will receive an additionally \$93,855 in one-time resources which restores full funding to the Neighborhood Small Grants program. The grants provide neighborhood and community-based organizations opportunities to build community, attract new and diverse membership, and sustain those already involved. The grant program has experienced demands that far exceed funds available. This package restores funding to a level consistent with FY 2009-10 funding.

Enhanced Graffiti Volunteer Coordinator

The funding provides \$95,000 one-time for a volunteer coordinator position hired at the end of FY 2010-11. As the Graffiti Abatement program faced cuts in prior years, ONI focused on more volunteer cleanups throughout the city to leverage limited funding. Although difficult to manage with limited staff also focused on abatement and enforcement, this resulted in more frequent volunteer cleanups, neighborhood groups organizing for ongoing graffiti abatement, and cleanup at sites that have been chronic problems but otherwise would not qualify for free removal. This funding provides dedicated staff to focus on outreach, education, and organizing of volunteer cleanup activities.

East Portland Action Plan

The request was funded at \$279,692 one-time to maintain support for implementation of the East Portland Action Plan at the same funding level as FY 2010-11. The resources will fund an advocate position, operating expenses, community grants, and priority projects.

Realignment Package

Realign staff reductions for priority project funding (temporary)

Four ONI staff volunteered for a one-year reduction in hours for their positions. The positions include two neighborhood program coordinators, one Community and Neighborhood Involvement Center Program Manager, and one I&R administrative position. All positions are planned to be fully restored in the FY 2012-13 budget.

Although these reductions have program impacts, they were tentatively approved contingent on the funding being realigned to support priority programs and projects. ONI's BAC prioritization of programs and projects that support the Five Year Plan to Increase Community Involvement will direct the use of these reallocated funding in FY 2011-12.

Crime Prevention

| | |
|---|---|
| Description | The Crime Prevention program is designed to get neighbors involved in community policing efforts. Crime Prevention coordinators work closely with public safety activists, police precincts, community members, neighborhood associations, coalitions, state agencies, City bureaus, businesses, and social service providers to address crime and livability issues. |
| Goals | This program is linked to City goals to ensure a safe and peaceful community and improve the quality of life in neighborhoods. This program supports the ONI goals of providing tools and resources to improve neighborhood and community livability and safety and providing accurate information as well as responsive and effective services to community members and organizations. The program works to achieve these goals in fulfilling its mission to organize and support community partnerships to prevent crime and the fear of crime. |
| Performance | <p>The Crime Prevention program conducted a review of performance measures and implemented an expanded performance measurement system in FY 2008-09. The new measures more accurately reflect the core work of the program. In FY 2011-12, the Crime Prevention program will:</p> <ul style="list-style-type: none"> ◆ Increase the number of community members involved in active Neighborhood Watch, Business Watch, Community Foot Patrol, Enhanced Safety Properties, and other crime prevention programming by 10% ◆ Institutionalize Crime Prevention Through Environmental Design (CPTED) practices as part of the predevelopment and design/ development processes for multi-family housing in partnership with Portland Development Commission, Portland Housing Bureau, and Bureau of Development Services. ◆ Continue supporting Public Safety Action Committees in each of the neighborhood coalition areas to help connect community members to community policing efforts ◆ Market handouts translated into Spanish, Vietnamese, and Russian to Spanish-, Vietnamese-, and Russian-speaking communities in Portland, and ◆ Develop the capacity of communities to create and maintain good neighbor agreements |
| Changes to Services and Activities | There are no significant changes to the Crime Prevention services or activities in FY 2011-12. However, if implemented, the solution to address recurring office space challenges summarized in the ONI Service Improvement Plan should have a positive impact on the efficiency of the program. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 15.20 | 14.20 | 14.20 | 14.20 |
| Expenditures | | | | | |
| Crime Prevention | | 1,338,848 | 1,328,552 | 1,402,097 | 1,402,097 |
| Total Expenditures | | 1,338,848 | 1,328,552 | 1,402,097 | 1,402,097 |

Office of Neighborhood Involvement

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
|------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|

Workload

| | | | | | |
|---|-------|-------|-------|-------|-------|
| Number of Crime Prevention groups supported | 633 | 406 | 406 | 450 | 450 |
| Number of problem location cases processed | 2,939 | 3,961 | 3,961 | 3,800 | 3,500 |
| Number of Crime Prevention trainings for the public | 284 | 499 | 499 | 475 | 430 |
| Number of site security assessments performed | 155 | 159 | 159 | 150 | 150 |

Information & Referral

| | |
|---|---|
| Description | <p>The City of Portland/Multnomah County I&R program is a central resource for basic information and referral to all City and County programs. The program also provides information and referral services to the community for other local community and social services. The program staff provides assistance primarily by phone but also to walk-in patrons at both the Portland Building and City Hall and through electronic means of communication. The program's mission is to simplify accessibility to services while serving as ambassadors for both the City and the County government. I&R program costs are shared equally between the County and the City with City funding primarily through General Fund overhead.</p> |
| Goals | <p>This program supports the City goal to deliver efficient, effective, and accountable municipal services and the ONI goal to provide accurate information and responsive and effective services to community members and organizations. The program maintains an up-to-date database that serves as the backbone of the operation. Performance goals are managed daily to ensure efficient and responsive service is provided to its customers.</p> |
| Performance | <p>ONI will continue to meet or exceed the performance benchmarks in the City/County intergovernmental agreement of 90% of calls to the (503) 823-4000 line being answered within 25 seconds and fewer than 5% of calls abandoned.</p> <p>Numbers of calls, walk-ins, and emails received and responded to by ONI I&R staffs have remained steady over the past several years.</p> <p>Specific program objectives for FY 2011-12 are to:</p> <ul style="list-style-type: none">◆ Expand the availability of information and referral services to the community while streamlining service delivery.◆ Increase awareness and utilization of the City/County I&R both internally and to the community at large◆ Continue the work begun through the City's Customer Service Advisory Committee to improve customer service Citywide and◆ Inform and assist city leaders to understand the benefits of a common citywide customer relationship management (CRM) system and possibly a 3-1-1 Call Center to improve delivery of services to community members. |
| Changes to Services and Activities | <p>There are no significant changes to services and activities planned for FY 2011-12.</p> <p>There is still discussion going on among City officials regarding creating a 3-1-1 Center for the City of Portland though the progress has been delayed in part due to budget constraints. The Citywide Customer Service Advisory Committee has recommended to City Council that the City look at a common customer management system (CRM/CMS) for the City as a way to improve customer service.</p> |

Office of Neighborhood Involvement

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 5.85 | 5.75 | 5.75 | 5.75 |
| Expenditures | | | | | |
| Information & Referral | | 456,619 | 473,585 | 498,189 | 498,189 |
| Total Expenditures | | 456,619 | 473,585 | 498,189 | 498,189 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| % of calls answered in less than 25 seconds | 91% | 90% | 90% | 90% | 90% |
| Workload | | | | | |
| Number of calls & email inquiries responded to | 150,000 | 134,470 | 134,470 | 135,000 | 135,000 |

Administration & Support

| | |
|---|---|
| Description | ONI's administrative staff is charged with sound and responsive management of the bureau's fiscal, personnel, and policy issues. Administration staff will ensure the bureau responds to and continues implementing recommendations from the Five Year Plan to Increase Community Involvement, Public Involvement Standards, and VisionPDX. ONI administration will also continue to monitor the effectiveness of ONI standards, which define the roles and responsibilities of the bureau, the neighborhood offices and associations, as well as provide overall guidance for ONI program areas. |
| Goals | ONI administration supports the City goals of improving the quality of life in neighborhoods and to deliver efficient, effective, and accountable municipal services. Administration provides the support and policy direction for all ONI programs and ensures that they are advancing the bureau mission and goals. |
| Performance | Although administrative staff and budget have remained relatively constant, the percentages have changed slightly due to other bureau staff and budget changes. |
| Changes to Services and Activities | There are no significant changes to services and activities anticipated in FY 2011-12. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 3.00 | 3.00 | 3.00 | 3.00 |
| Expenditures | | | | | |
| Administration & Support | | 411,980 | 424,849 | 442,677 | 442,677 |
| Total Expenditures | | 411,980 | 424,849 | 442,677 | 442,677 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Administration staff as percent of total bureau staff | 7.9% | 7.5% | 8.1% | 8.4% | 8.4% |
| Administration budget as percent of total bureau budget | 5.7% | 6.2% | 6.6% | 7.2% | 6.8% |

Neighborhood Resource Center

Description

The Neighborhood Resource Center (NRC) promotes a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe, and livable neighborhoods and communities.

This is accomplished through a diverse network of neighborhood and community-based, non-profit organizations engaging geographically-defined neighborhoods, communities of color, immigrants and refugees, seniors, and people with disabilities. All work is in partnership with community organizations and or volunteer boards or commissions. ONI staff provides contract and grant management; group facilitation; leadership training; community organizing and non-profit management technical assistance; coordination of contact information lists and dissemination of information; development of public involvement best practices; high-stakes negotiations, facilitation, and conflict resolution; and special project coordination.

Civic Engagement and Leadership Development Programs

As part of the ONI BAC prioritization process several NRC programs were categorized into one cluster for purposes of the budget process. These programs provide civic engagement and leadership development services serving different constituencies. Programs include:

- ◆ Neighborhood program
- ◆ Diversity and Civic Leadership programs
- ◆ Disability program
- ◆ Elders in Action

Neighborhood Program

Portland's neighborhood network is made up of 95 Neighborhood Associations and their respective seven District Coalition offices. Through the coalition offices, residents active in neighborhood associations are able to:

- ◆ Advocate for neighborhood interests to local government
- ◆ Develop neighborhood plans and priorities
- ◆ Review and offer advice on critical community concerns
- ◆ Discuss issues through meetings, newsletters, and online forums and
- ◆ Organize community-building activities such as block parties and cleanups

This program is core to ONI's mission. There is one program coordinator to administer, promote, and advocate for Portland's neighborhood system. Budget cuts have eliminated funding available for small grants, language translation and interpretation, childcare, transportation access, and ADA accessibility. In addition funds were eliminated to support strategic partnership-building projects with under engaged communities. Despite these cuts, district coalitions continued to implement new initiatives for small grants, communications, and engagement efforts with under engaged communities.

ONI works with the seven district coalitions, Central NE Neighbors, East Portland Neighborhood Office, Neighbors West/Northwest, Northeast Coalition of Neighborhoods, North Portland Neighborhood Services, Southeast Uplift, and Southwest Neighborhoods, Inc., to:

- ◆ Strengthen community participation
- ◆ Increase the number and diversity of people involved
- ◆ Foster networking and collaborations between neighborhood and community
- ◆ Promote effective communication to keep the community informed
- ◆ Staff offices, maintain contact information, and document management
- ◆ Increase capacity and resource development
- ◆ Collaborate with other ONI programs

Diversity and Civic Leadership Programs

The DCL program was established in 2007 with a one program coordinator and the goal to expand opportunities for civic engagement of communities of color, and immigrant and refugee communities that have traditionally not been active in the City's civic governance.

The DCL Organizing Project provides support to the Center for Intercultural Organizing, Immigrant Refugee Community Organization, Latino Network/Verde NW, Native American Youth and Family Center, and Urban League of Portland to develop community identity and understanding of City governance; communication among community members; leadership opportunities for effective advocacy; representation on City advisory committees, boards, and commissions; and partnerships between diverse community and neighborhood organizations

Disability Program

The program was re-established in 2006 to help make Portland more inclusive for people with disabilities. With 1.5 FTE, the program provides information and referral, community advocacy through the Portland Commission on Disability, organizing engagement opportunities for community-building and awareness, and coordination of the Volunteer Emergency Registry (VER) and Emergency Self-Preparedness workshops.

The Portland Commission on Disability was reorganized by Council in December 2008 with a mission to guide the City in ensuring that it is a more accessible city by:

- ◆ Broadening outreach and inclusion of persons with disabilities
- ◆ Representing a wide spectrum of disabilities on behalf of the residents of the City
- ◆ Facilitating increased collaboration and exchange of information between persons with disabilities, City bureaus, and City Council

The VER is a cooperative effort of the City and County to assist people during an emergency and provides a registry of persons that would need assistance evacuating their home or would be unable to evacuate without special assistance or notification from emergency response personnel. The program is awarding a limited number of grants to community organizations to provide disability-specific emergency preparedness trainings for individuals with disabilities.

Office of Neighborhood Involvement

Community Development Service Area

The Disability program coordinator provides limited technical assistance to community, City bureaus, and City Council on disability-related issues.

Public Involvement Best Practices Program

The Public Involvement Best Practices program was established in 2007 with one program coordinator to develop public involvement processes citywide that are more accessible to the community. The goal is for all Portlanders to have access to City government and opportunities to affect public policy.

The program coordinates the PIAC, a board comprised of equal numbers of community members and city staff who focus on creating consistent expectations and processes for public involvement activities by reviewing and refining past recommendations regarding citywide public involvement, ensuring ongoing collaboration between the community, City bureaus, and Council, proposing guidelines and policy recommendations for citywide public involvement to City Council, and providing ongoing support to City bureaus with implementation of public involvement best practices and guidelines

Secondly, the program organizes the CPIN, a series of networking and training sessions for citywide public involvement staff on best practices for working with the community. Limited technical support is provided to City bureaus on the development of public involvement processes for specific planning, capital improvement, and policy initiatives. In FY 2010-11 the program funding shifted to General Fund overhead funding.

Effective Engagement Solutions Program

The Effective Engagement Solutions program, with one program coordinator, provides tools and resources for community members and City staff to address chronic conflicts and remove barriers to effective collaboration between neighborhoods, businesses, community organizations, the public, and City agencies.

The program coordinates the Restorative Listening Project on Gentrification, a monthly community forum for North/NE Portland residents to share their experiences with gentrification and its impacts on the community. The program also responds to requests by City Commissioners, agencies, and neighborhood associations for conflict resolution assessment, coaching services, and facilitation of high-stakes negotiations and meetings. The program provides limited technical assistance to District Coalitions and Neighborhood Associations for addressing chronic leadership, organizational, and community conflict issues. The program also provides group-home and facility siting conflict resolution in partnership with the Portland Housing Bureau.

Elders in Action

ONI provides a grant to Elders in Action, a private nonprofit organization, to support advocacy for the needs of seniors and to organize and train seniors to advocate for themselves. The organization supports an advisory commission, trains volunteers to link people to senior programs, and collaborates with neighborhood leaders and police regarding community safety issues.

| | |
|---|---|
| Goals | <p>Work is organized around three interdependent goals for creating a comprehensive community involvement strategy as outlined in the Five Year Plan to Increase Community Involvement:</p> <ul style="list-style-type: none">◆ Increase the number and diversity of people involved in their communities◆ Strengthen community capacity◆ Increase community impact on public decisions |
| Performance | <p>ONI continues to implement a more comprehensive system of measuring program workload and effectiveness that will continue in FY 2011-12. In FY 2010-11 the seven District Coalitions have implemented a methodology for tracking performance which is under evaluation. These tools will be used as a starting point for the other programs to begin tracking performance.</p> <p>The program is documenting the bureau's work utilizing social media and video production and partnering with Portland Community Media and Portland State University to produce digital storytelling for ONI's website.</p> |
| Changes to Services and Activities | <p>ONI's realignment package results in a 0.50 FTE reduction in staff for NRC programs for one year. This will limit NRC staff ability to assist other City bureaus on their public involvement processes, and slow response rates to requests for information and technical assistance. However, the savings from this reduction will provide funds to support one or more high priority projects to be determined by the BAC with a focus on furthering the bureau and program goals.</p> <p>The FY 2011-12 budget includes funding to restore the Neighborhood Small Grants program back to levels prior to recent budget cuts. This funding increases the grant funding available to pass through to the community organizations.</p> <p>The NRC programs may have changes to services and activities that are not yet known, resulting from the proposed new Office of Equity in FY 2011-12.</p> |

Office of Neighborhood Involvement

Community Development Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 12.75 | 12.40 | 11.90 | 11.90 |
| Expenditures | | | | | |
| Disability Services | | 151,733 | 164,011 | 167,070 | 167,070 |
| Elder Services | | 133,652 | 133,652 | 137,849 | 137,849 |
| Neighborhood Outreach & Support | | 4,104,936 | 3,505,178 | 3,596,762 | 3,596,762 |
| Neighborhood Resource Center | | 26 | 0 | 0 | 0 |
| Total Expenditures | | 4,390,346 | 3,802,841 | 3,901,681 | 3,901,681 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Number of people reached by direct communications | 1,222,169 | 1,593,336 | 1,593,336 | 1,000,000 | 1,000,000 |
| Number trained on leadership/organizational development skills | 982 | 1,546 | 1,546 | 1,000 | 1,000 |
| Number of activities - events, meetings, community projects by community groups | 1,629 | 4,221 | 4,221 | 2,000 | 2,000 |
| Number of partnerships among events/activities/projects with underrepresented groups | 5,751 | 5,900 | 5,900 | 2,500 | 2,500 |

Neighborhood Livability Services

| | |
|--------------------|--|
| Description | Neighborhood Livability Services provides a range of problem-solving tools and resources to address neighborhood livability and nuisance problems. |
| Goals | <p>The Neighborhood Livability programs support the City goals of ensuring a safe and peaceful community and improving the quality of life in neighborhoods. The programs support ONI goals of providing tools and resources to improve neighborhood and community livability and safety, and providing accurate information and responsive and effective services to community members and organizations.</p> <p>Graffiti Abatement Program</p> <p>The Graffiti Abatement program supports neighborhood livability by decreasing graffiti in partnership with the Portland Police Bureau, neighborhood and business associations, community partners, and volunteers. The graffiti abatement program:</p> <ul style="list-style-type: none">◆ Encourages reporting of graffiti, manages the graffiti hotline, responds to reports of graffiti with abatement notices or referrals, and maintains a tracking database◆ Coordinates paid and volunteer graffiti removal efforts, including developing and supporting partnerships with organized volunteer groups or other organizations that support removal efforts such as the Central City Concern Community Volunteer Corp◆ Provides community education regarding best practices in graffiti removal and delivers presentations and trainings to groups regarding graffiti trends, community impacts, and opportunities for public involvement in graffiti prevention◆ Coordinates with the Police Bureau, District Attorney's Office, City bureaus, businesses, regional partners, and the public to compile information to support prosecution efforts of graffiti vandals◆ Develops and maintains partnerships through monthly Graffiti Task Force meetings and an annual Graffiti Summit◆ Provides oversight for the enforcement of the City's Graffiti Abatement Code, that requires property owners remove graffiti, and the Graffiti Materials and Sales Code, that regulates retailers selling graffiti materials |

Office of Neighborhood Involvement

Community Development Service Area

Liquor Licensing Program

The Liquor Licensing program coordinates community input during the liquor license recommendation process and for problem solving at establishments that sell liquor and that generate community complaints or nuisance activities. The program is funded through revenues collected from liquor license processing fees. The goal of the program is to ensure that liquor establishments operate in a manner that does not negatively impact neighborhood livability. The program provides the following services:

- ◆ Coordinates with the Police Bureau, BDS Noise Control Officers, ONI Crime Prevention program, and the Oregon Liquor Control Commission (OLCC) on liquor license applications within the City, and makes recommendations to the OLCC
- ◆ Notifies affected community residents and businesses of pending liquor license applications and other opportunities for input on liquor related issues
- ◆ Collects community responses to license application notices for consideration during the license recommendation process
- ◆ Assists the resolution process regarding problems between neighbors and liquor licensees or applicants, including resource and referral, meeting facilitation, and the good neighbor agreement process
- ◆ Convenes and facilitates problem-solving and enforcement activities related to the City's Time, Place, and Manner Ordinance in addressing liquor establishment nuisance issues
- ◆ Provides public education regarding the liquor license application process and testimony preparation for OLCC and legislative hearings
- ◆ Monitors legislative proposals related to liquor licensing for potential impacts on City program and neighborhood livability

Neighborhood Mediation and Facilitation Program

The City of Portland has funded neighborhood mediation services for over 20 years. Beginning in FY 2002-03, ONI began contracting with Resolutions Northwest, an organization that provides free neighborhood mediation services to the public. The program has since expanded to include broader facilitation services including volunteer training and mentoring. Program services include free mediation services to help resolve neighbor-to-neighbor, neighbor-to-business, and other neighbor or neighborhood association-related conflicts within the City of Portland (issues often are related to noise, pets, property maintenance, nuisances, boundary disputes, harassment, threats, and minor assaults); collaborative decision-making and problem solving for groups and communities in conflict (good neighbor agreements and siting of community residential facilities as funded by the Portland Housing Bureau), and community conflict resolution training and education

Performance

The number of liquor license applications processed by ONI increased in FY 2007-08 as the program began processing temporary liquor sales licenses. In the subsequent years, there has been an increase in new liquor license applications.

Graffiti occurrences in the city have increased in recent years. The program implemented a tracking database to improve coordination and reporting. The program is working on an evaluation of current measures and development of measures to more accurately capture the workload and effectiveness of the program.

Although a reduction in Mediation and Facilitation program funding has reduced caseload capacity, there has also been a slight increase in demand for mediation that is thought to be caused by increased stress and conflict during the current economic recession.

Changes to Services and Activities

The FY 2011-12 Budget includes continuation of funding for the Graffiti Abatement and Mediation and Facilitation programs. These programs have been ongoing City programs for years but shifted to one-time funding in recent years. The Budget also separately includes one-time funding for a Graffiti Abatement Volunteer Coordinator who will focus on expansion of increasing the number of volunteer graffiti cleanup activities and ongoing volunteers.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 2.80 | 1.40 | 3.80 | 3.80 |
| Expenditures | | | | | |
| Community Residential Siting | | 191,293 | 25,984 | 25,984 | 25,984 |
| Graffiti Reduction | | 357,357 | 403,080 | 447,232 | 447,232 |
| Liquor License Notification | | 132,374 | 141,185 | 139,461 | 139,461 |
| Neighborhood Livability Services | | 0 | 0 | (6,853) | (6,853) |
| Neighborhood Mediation | | 63,751 | 214,763 | 229,260 | 229,260 |
| Total Expenditures | | 744,775 | 785,012 | 835,084 | 835,084 |

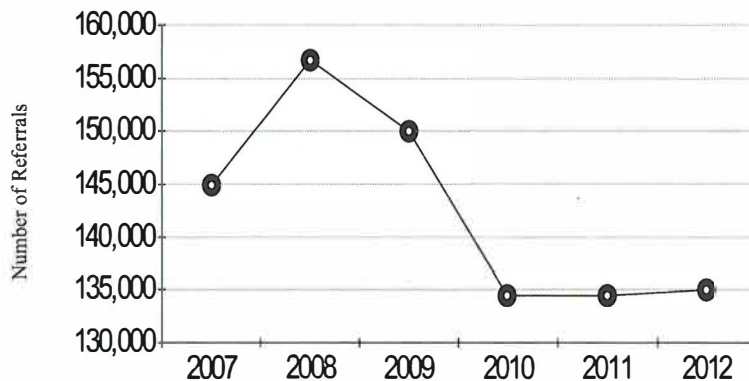
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of liquor licenses with complaints addressed through TPM enforcement | 48% | 63% | 63% | 63% | 63% |
| Percent of clients satisfied with mediation services | 91% | 97% | 97% | 97% | 97% |
| Workload | | | | | |
| Number of mediation cases | 384 | 380 | 380 | 380 | 380 |
| Number of liquor license applications processed | 1,330 | 1,658 | 1,658 | 1,600 | 1,600 |
| Number of facilitation cases | 22 | 32 | 32 | 30 | 30 |
| Number of Graffiti reports | 10,144 | 6,822 | 6,822 | 6,800 | 6,800 |

Performance Measures

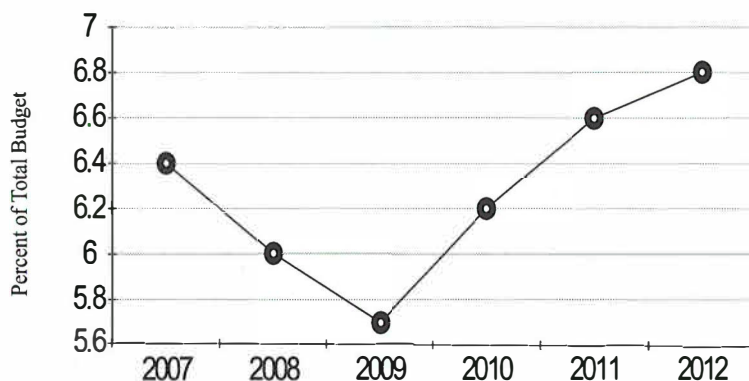
Number of Referrals

Numbers of calls have declined somewhat in the past couple of years as a result of the 2-1-1 social services line implementation in 2006. Call volumes to 823-4000 have recently stabilized.



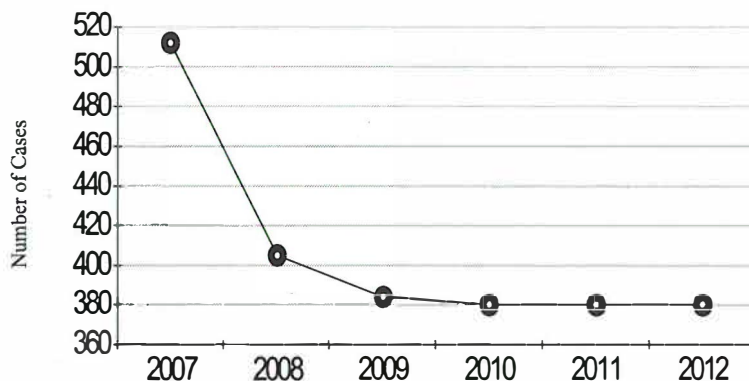
Administration Budget as Percent of Total Budget

Administration is comprised by personnel expenses and staffing has remained constant. However, bureau budget cuts beginning in FY 2009-10 increased the overall percentage.



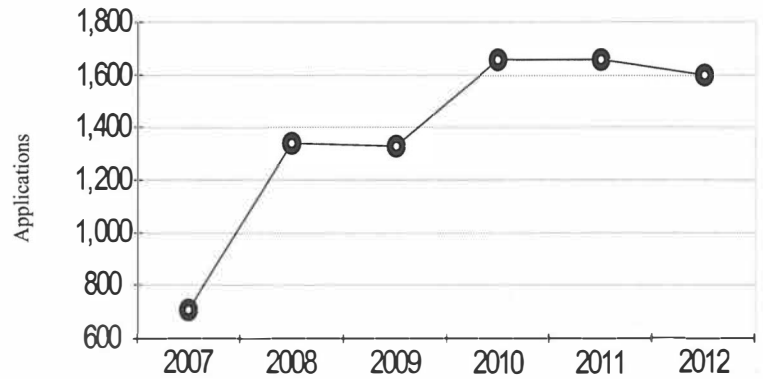
Number of Mediation Cases

Mediation cases have fluctuated due to change in program structure, funding, and demand. Caseload continues to decline as a result of budget reductions in FY 2009-10 through FY 2010-11 as well as an increased focus on capacity for group facilitation cases.



Liquor License Applications

Liquor applications increased in FY 2007-08 with the addition of processing for temporary sales licenses, but numbers are expected to stabilize. These numbers do not include renewals processed annually.



Office of Neighborhood Involvement

Community Development Service Area

Summary of Bureau Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 187,986 | 217,872 | 145,692 | 145,025 | 145,025 |
| Intergovernmental | 234,654 | 228,681 | 287,025 | 249,095 | 249,095 |
| Miscellaneous | 15,132 | 12,462 | 47,600 | 1,031 | 1,031 |
| Total External Revenues | 437,772 | 459,015 | 480,317 | 395,151 | 395,151 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 5,313,885 | 6,643,781 | 6,131,164 | 6,436,186 | 6,436,186 |
| General Fund Overhead | 143,998 | 153,725 | 155,628 | 205,461 | 205,461 |
| Interagency Revenue | 121,511 | 77,055 | 52,730 | 42,930 | 42,930 |
| Total Internal Revenues | 5,579,394 | 6,874,561 | 6,339,522 | 6,684,577 | 6,684,577 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$6,017,166 | \$7,333,576 | \$6,819,839 | \$7,079,728 | \$7,079,728 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 3,162,170 | 3,264,598 | 3,211,588 | 3,427,123 | 3,427,123 |
| External Materials and Services | 2,320,511 | 3,587,505 | 3,097,139 | 3,160,397 | 3,160,397 |
| Internal Materials and Services | 534,485 | 481,473 | 506,112 | 492,208 | 492,208 |
| Total Bureau Expenditures | 6,017,166 | 7,333,576 | 6,814,839 | 7,079,728 | 7,079,728 |
| Fund Expenditures | | | | | |
| Fund Transfers - Expense | 0 | 0 | 5,000 | 0 | 0 |
| Total Fund Expenditures | 0 | 0 | 5,000 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$6,017,166 | \$7,333,576 | \$6,819,839 | \$7,079,728 | \$7,079,728 |
| Programs | | | | | |
| Administration & Support | | 411,980 | 424,849 | 442,677 | 442,677 |
| Benefits | | 63 | 0 | 0 | 0 |
| Crime Prevention | | 1,338,848 | 1,328,552 | 1,402,097 | 1,402,097 |
| Housing Production & Preservation | | (9,056) | 0 | 0 | 0 |
| Information & Referral | | 456,619 | 473,585 | 498,189 | 498,189 |
| Neighborhood Livability Services | | 744,775 | 785,012 | 835,084 | 835,084 |
| Neighborhood Resource Center | | 4,390,346 | 3,802,841 | 3,901,681 | 3,901,681 |
| Total Programs | | \$7,333,576 | \$6,814,839 | \$7,079,728 | \$7,079,728 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|---|--------------|---------|-----------------------|------------------|------------------------|------------------|-----------------------|------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000437 | Administrative Supervisor II | 56,763 | 75,670 | 1.00 | 74,517 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000440 | Business Operations Supervisor | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000309 | Crime Prevention Program Administrator | 43,826 | 57,054 | 12.00 | 672,840 | 12.00 | 678,780 | 12.00 | 678,780 |
| 30000503 | Disability Program Specialist | 54,080 | 72,051 | 0.90 | 59,472 | 0.90 | 60,690 | 0.90 | 60,690 |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000016 | Information & Referral Specialist | 31,138 | 43,430 | 5.00 | 217,140 | 5.00 | 217,140 | 5.00 | 217,140 |
| 30000415 | Neighborhood Involvement Director | 92,186 | 128,752 | 1.00 | 127,884 | 1.00 | 128,316 | 1.00 | 128,316 |
| 30000502 | Neighborhood Office Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000500 | Neighborhood Programs Coordinator | 54,080 | 72,051 | 2.00 | 121,764 | 2.00 | 125,292 | 2.00 | 125,292 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 2.60 | 100,620 | 2.90 | 113,652 | 2.90 | 113,652 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 1.00 | 59,640 | 1.00 | 59,640 | 1.00 | 59,640 |
| 30000465 | Program Manager | 62,629 | 83,637 | 2.00 | 167,280 | 1.90 | 158,916 | 1.90 | 158,916 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 3.00 | 195,020 | 3.70 | 235,452 | 3.70 | 235,452 |
| TOTAL FULL-TIME POSITIONS | | | | 33.50 | 2,039,417 | 34.40 | 2,096,790 | 34.40 | 2,096,790 |
| 30000491 | Community Outreach & Informtn Assistant | 44,533 | 68,619 | 1.00 | 53,215 | 1.00 | 55,398 | 1.00 | 55,398 |
| 30000502 | Neighborhood Office Supervisor | 59,634 | 79,518 | 0.75 | 59,640 | 0.75 | 59,640 | 0.75 | 59,640 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 0.50 | 21,720 | 0.50 | 21,720 | 0.50 | 21,720 |
| TOTAL PART-TIME POSITIONS | | | | 2.25 | 134,575 | 2.25 | 136,758 | 2.25 | 136,758 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 1.00 | 72,048 | 1.00 | 75,000 | 1.00 | 75,000 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 0.00 | 0 | 1.00 | 67,368 | 1.00 | 67,368 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 72,048 | 2.00 | 142,368 | 2.00 | 142,368 |
| GRAND TOTAL | | | | 36.75 | 2,246,040 | 38.65 | 2,375,916 | 38.65 | 2,375,916 |

Community Development Service Area

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

| Action | Amount | | | FTE | Decision |
|---|-----------|----------|---------------|-------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 5,723,029 | 438,081 | 6,161,110 | 35.75 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 340,101 | 340,101 | 0.90 | Graffiti Abatement program one-time funding |
| | 0 | 101,418 | 101,418 | 0.00 | Mediation and Facilitation program one-time funding |
| | 0 | 12,131 | 12,131 | 0.00 | 3.5% Inflationary increases for Graffiti program |
| | 0 | 3,274 | 3,274 | 0.00 | 3.5% Inflationary increases for Mediation program |
| | 0 | 93,855 | 93,855 | 0.00 | Small Grants program one-time funding |
| | 0 | 95,000 | 95,000 | 1.00 | Graffiti limited term volunteer coordinator |
| | 0 | 129,692 | 129,692 | 1.00 | EPAP limited term coordinator |
| | 0 | 150,000 | 150,000 | 0.00 | EPAP implementation grants |
| | 1,336 | 0 | 1,336 | 0.00 | OMF IA adds |
| | (8,189) | 0 | (8,189) | 0.00 | OMF IA reductions |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | (1,336) | 1,336 | 0 | 0.00 | OMF IA add correction to ongoing |
| | (8,189) | 926,807 | 918,618 | 2.90 | Total FY 2011-12 Decision Packages |
| | | | 7,079,728 | 38.65 | Total Adopted Budget |

Office of Sustainable Development

Community Development Service Area

Bureau Summary

Summary of Budget Decisions

In January 2009, City Council merged the Bureau of Planning with the Office of Sustainable Development, creating a new Bureau of Planning and Sustainability (BPS).

Please see the Bureau of Planning and Sustainability in the FY 2011–12 Proposed Budget for all budget-related matters relating to the former Office of Sustainable Development. The Solid Waste Management Fund, managed by BPS, is reflected in Volume II of the Proposed Budget document.

Office of Sustainable Development

Community Development Service Area

Summary of Bureau Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 2,310,593 | 0 | 0 | 0 | 0 |
| Charges for Services | 1,521,186 | 0 | 0 | 0 | 0 |
| Intergovernmental | 502,206 | 149,721 | 0 | 0 | 0 |
| Miscellaneous | 191,830 | 0 | 0 | 0 | 0 |
| Total External Revenues | 4,525,815 | 149,721 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 1,496,386 | 0 | 0 | 0 | 0 |
| Fund Transfers - Revenue | 676,417 | 0 | 0 | 0 | 0 |
| Interagency Revenue | 728,652 | 0 | 0 | 0 | 0 |
| Total Internal Revenues | 2,901,455 | 0 | 0 | 0 | 0 |
| Beginning Fund Balance | 4,551,717 | (1,388,598) | 0 | 0 | 0 |
| Total Resources | \$11,978,987 | \$(1,238,877) | \$0 | \$0 | \$0 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 3,935,926 | 0 | 0 | 0 | 0 |
| External Materials and Services | 2,304,703 | 0 | 0 | 0 | 0 |
| Internal Materials and Services | 1,795,962 | 0 | 0 | 0 | 0 |
| Total Bureau Expenditures | 8,036,591 | 0 | 0 | 0 | 0 |
| Fund Expenditures | | | | | |
| Debt Service | 35,008 | 0 | 0 | 0 | 0 |
| Fund Transfers - Expense | 976,783 | 0 | 0 | 0 | 0 |
| Total Fund Expenditures | 1,011,791 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 2,930,605 | (1,238,877) | 0 | 0 | 0 |
| Total Requirements | \$11,978,987 | \$(1,238,877) | \$0 | \$0 | \$0 |
| Programs | | | | | |
| Administration & Support | | 0 | 0 | 0 | 0 |
| Policy, Research & Innovation | | 0 | 0 | 0 | 0 |
| Sustainability Education & Assistance | | 0 | 0 | 0 | 0 |
| Total Programs | | \$0 | \$0 | \$0 | \$0 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

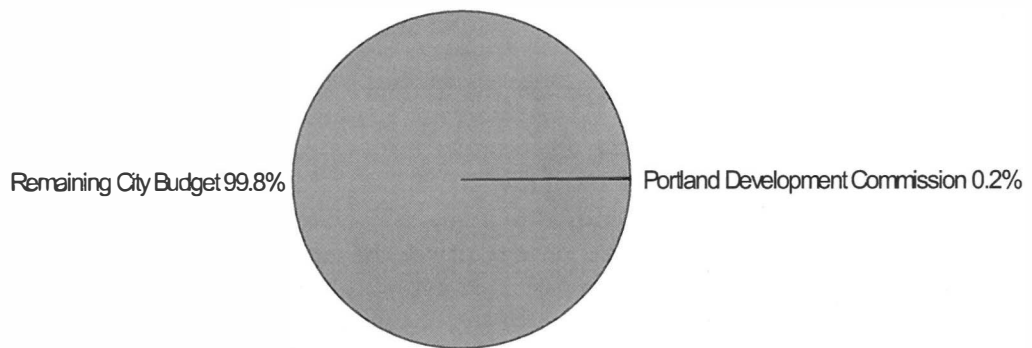
Portland Development Commission

Community Development Service Area

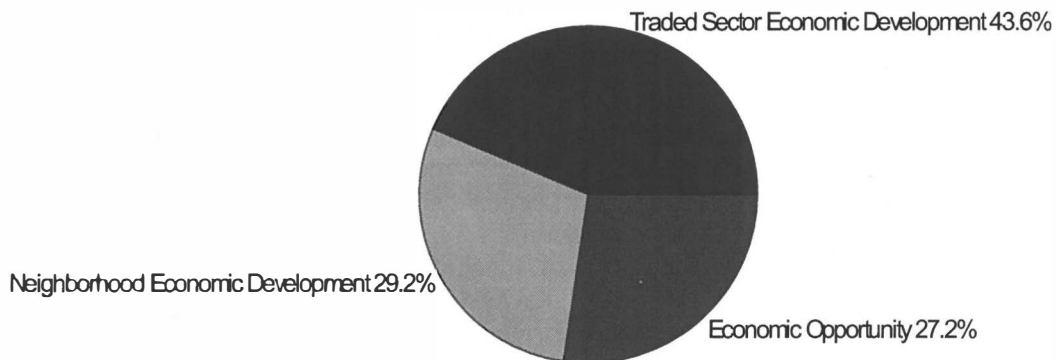
Mayor Sam Adams, Commissioner-in-Charge

Patrick Quinton, Executive Director

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 4,075,126 | 5,788,326 | 1,713,200 | 42.04 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 4,075,126 | 5,788,326 | 1,713,200 | 42.04 |
| Authorized Positions | 0.00 | 0.00 | 0.00 | 0.00 |

Bureau Summary

Bureau Mission

The mission of the Portland Development Commission (PDC) is to bring together resources to achieve Portland's vision of a diverse, sustainable community with healthy neighborhoods, a vibrant Central City, a strong regional economy, and quality jobs for all.

PDC's vision is to be a catalyst for positive change in the creation of a world class, 21st century city - a city in which economic prosperity, quality housing, and employment opportunities are available to all.

Bureau Overview

PDC is the city's economic development agency, charged with delivering on key elements of the City's five-year Economic Development Strategy: nurturing entrepreneurship and innovation; supporting the thousands of existing small businesses that form the backbone of Portland's economy; revitalizing existing commercial corridors to achieve Portland's goal of 20-minute neighborhoods; supporting a vital central city as the employment and retail core for the region; and retaining and creating high-skill, high-wage jobs through catalytic target industry initiatives that grow our job base and build the Portland region's competitive advantage.

Resources from the City's General Fund allow PDC, through the efforts of its Urban Development Department, to fulfill broad economic development goals that are not eligible for funding through tax increment financing. Work supported by the General Fund allows the opportunity to extend beyond urban renewal area (URA) boundaries and real estate improvements and investments to provide critical non-physical assistance, such as working capital and grants for technical assistance to help businesses expand, create jobs, and succeed. The Urban Development Department conducts both Citywide and URA-specific activities, connecting people and resources to promote job and wealth creation, economic opportunity, and neighborhood revitalization. Projects and programs vary in size and scope but share the consistent goals of facilitating business activity that fuels the retention and creation of livable wage jobs that support families, generate community wealth, and create healthy and vibrant neighborhoods throughout the city.

Strategic Direction

PDC economic and urban development activities are guided by two primary plans: the City of Portland's five-year Economic Development Strategy and the PDC 2010 - 2015 Strategic Plan.

In July 2009, PDC endorsed and the Portland City Council adopted the City's Portland Economic Development Strategy - A Five Year Plan for Promoting Economic Growth and Job Creation. In doing so, the City Council adopted Portland's first economic development strategy in more than 15 years. The goal of the strategy is to create 10,000 new jobs by 2014 and to build the most sustainable economy in the world. Key strategy objectives are to:

- ◆ Maximize Portland's competitiveness
- ◆ Drive urban innovation
- ◆ Stimulate neighborhood business vitality

At the center of PDC's 2010 - 2015 Strategic Plan are three goals that focus and drive the work of the Urban Development Department:

- ◆ Strong economic growth and competitiveness
- ◆ Healthy neighborhoods
- ◆ A vibrant Central City

The alignment of the goals articulated in PDC's Strategic Plan and the City's Economic Development Strategy is intentional. This consistency positions PDC and the City to more strategically focus limited public resources toward results as demonstrated by PDC's 2011-12 General Fund budget. General Fund resources enable PDC to fulfill broad economic development goals that are not eligible for tax increment financing (TIF). In addition, General Fund resources enable PDC to work citywide and even regionally to support economic development goals whereas TIF is restricted to designated URAs comprising less than 15% of City geography.

Service Improvement Plan

PDC intends on improving service through the following plans:

Improving Financial Products

Following the Customer Service Assessment, an internal project called Finance ReThink was chartered. The purpose of the ReThink is to assess PDC's financial products, determine if the right suite is offered given current needs and demands, and identify key opportunities to streamline and standardize financial products and their approval processes.

Workforce Development

PDC is committed to have a workforce trained in customer service and cultural competence in order to effectively communicate with a broad set of stakeholders. Employees interact with people from a spectrum of income levels and ethnicity. In order to give employees the proper tools, PDC created a Diversity Council in 2006 which has had a steady and enthusiastic volunteer participation. The Diversity Council continues in FY 2011-12 with ongoing opportunities for staff to engage in diversity events.

Summary of Budget Decisions

Development of PDC's FY 2011-12 General Fund budget was done within the context of continuing and building upon current programs, projects, and activities to achieve the economic and urban development goals of the Economic Development Strategy and PDC's Strategic Plan. Over the past two years, the Urban Development Department has undergone a reorganization to re-align its

structure, functions, and systems to enhance PDC's ability to deliver on these goals over the next several years. Current programs are continually reviewed and restructured, if necessary, to ensure that limited General Funds will leverage the largest impact toward increasing employment by 10,000 jobs in the next few years with an emphasis on key target industries, small businesses, and vibrant commercial corridors.

Add Packages

Programs funded with one-time General Fund resources in the Adopted Budget include:

Cluster Industry Research, Development, and Initiatives

The Adopted budget includes a total of \$492,000 of General Fund one-time funding for cluster industry research, development, initiatives, and recruitment. The additional one-time funding will:

- ◆ Expand work with Oregon Health & Science University (OHSU), Portland State University (PSU) and other Oregon University System (OUS) schools to advance commercialization of university research and provide support to new businesses and technologies related to the target industries with the potential for substantial job creation;
- ◆ Allow PDC to provide opportunity funds to finance target industry led initiatives; and
- ◆ Allow PDC to serve an additional 100 companies through its cluster activities.

Entrepreneurial Development

The Adopted Budget includes one-time funding of \$150,000 for a new program to provide direct funding to programs that provide intensive assistance to entrepreneurs and early stage start-ups. PDC's work with the entrepreneurial community over the past 18 months indicates that there is an impressive amount of start-up activity in the City. However, entrepreneurs face challenges when starting or expanding their business including identifying markets and customers for their products or services, managing the business aspects of growing a company, and accessing capital. These services are needed as a companion to the investment funds available from the Portland Seed Fund. PDC will offer a competitive process for organizations to submit proposals to provide these services and expects to fund two to three organizations during the fiscal year.

Seed Fund Initiative

One-time General Fund resources in the amount of \$500,000 are included in the Adopted Budget to provide additional capital to invest in the Portland Seed Fund which was established to provide critical early stage financing to high growth, start-up firms.

Targeted Business Recruitment

The Adopted Budget includes \$75,000 for targeted business recruitment. The additional one-time funding will allow PDC to expand its strategic recruitment efforts, particularly for companies seeking to locate on sites outside of Urban Renewal Areas. These funds will pay for strategic recruitment efforts including outbound visits to meet with targeted companies, trade show attendance, market research on targeted recruitments and marketing activities designed to promote the region's clusters at events.

International Business Development

The Adopted Budget includes one-time funding of \$205,000 to implement the international business development strategy developed by PDC and the Mayor's Office to increase the level of export and foreign direct investment activity in Portland. These funds will also help leverage work of the Brookings Institution and the metro export strategy which will provide PDC and the City with a greater in-depth understanding of the region's export economy and opportunities.

Neighborhood Main Street Revitalization

The Adopted Budget includes \$500,000 to continue one-time funding for the Neighborhood Main Street program which is designed to stimulate neighborhood businesses throughout the city in order to help achieve the City's goal of 20-minute neighborhoods. The program's specific focus is on delivering resources and expertise to business districts outside urban renewal districts. Funding will support the creation of three new Main Street districts.

Partners for Economic Progress Initiative

The Adopted Budget includes \$242,065 one-time funding for this new initiative which, like the Main Street Program, aims to improve neighborhood business growth and creation of 20-minute neighborhoods. This program will focus primarily on two or three economically challenged business areas outside of urban renewal areas that are either not yet ready for a full scale Main Street approach or that are not a good fit for this model. Program funds will be used to seed small-scale neighborhood economic development projects identified and developed by the community. Program funds will also be used to expand the capacity of community-based organizations to become active partners in neighborhood economic development through training in business development practices. Staff support will develop the program, identify communities for participation, and organize and provide technical assistance.

Small and Neighborhood Business Technical Assistance

The Adopted Budget includes \$600,000 for technical assistance to citywide small business technical assistance. This one-time funding will allow the City to establish small business development contracts with qualified non-profit providers. Funding will be directed to fill gaps in business technical assistance services with a focus on stabilizing and growing small businesses with modest incomes, businesses located in economically challenged areas, and businesses whose owners may need services provided in languages other than English. PDC's goal is to provide tailored business technical assistance to 100 targeted businesses with the funding.

One-Stop Permitting and Business Services Website

One-time General Fund resources in the amount of \$65,000 are budgeted to continue the development and maintenance of a website that will act as a primary clearinghouse for small business information in the City of Portland.

Small Business Working Capital

One-time General Fund resources in the amount of \$200,000 are included in the Adopted Budget to provide flexible working capital financing to small companies that are primed for growth but lack the cash to invest. The program focuses on targeted industry firms and neighborhood businesses.

Economic Opportunity Initiative (EOI)

The Adopted Budget includes one-time funding of \$158,000 to fund two EOI youth workforce development projects - Open Meadow and Outside In - that are currently supported with federal stimulus resources that are expiring. One-time General Fund resources had been allocated to these activities in the past; due to fiscal constraints this funding was not allocated in FY 2010-11. Funding will provide workforce development service to 148 low-income youth.

Reductions

In response to a directive to bureaus Citywide to reduce General Fund budgets, the ongoing General Fund component of PDC's budget is reduced by \$39,797.

Traded Sector Economic Development

Description

The Traded Sector program is PDC's core economic development function. The program helps to create jobs by raising the competitiveness and profile of Portland's five target industry clusters: Clean Tech, Advanced Manufacturing, Athletic & Outdoor, Software, and Research & Commercialization. Through this program PDC strategically deploys resources to provide direct assistance to entrepreneurs and start-up and expanding businesses. Program staff works collaboratively with industry coalitions to address barriers and seize opportunities to enhance the competitiveness of their individual firms and the Portland region.

As a result of the adoption of the Economic Development Strategy in FY 2009-10, PDC has a clear focus on five industry clusters and a well-defined goal of creating 10,000 net new jobs in five years. In addition, PDC has developed a more strategic recruitment and international strategy to attract new jobs and firms to Portland and further Portland's competitiveness as an innovative hub for all targeted industry clusters. PDC will work to ensure that the target industry cluster work, recruitment and international strategies are aligned with the newly merged Greenlight Greater Portland, a public-private regional entity with the objective of improving economic prosperity of the region.

Goals

To support the Five Year Economic Development Strategy's goal of creating 10,000 net new jobs by 2014, this program facilitates the development of target industry clusters through the implementation of industry defined strategies and action plans. Retention of existing businesses and jobs in the region and recruitment of new target industry businesses and jobs are important objectives.

Performance

PDC's traded sector work is primarily focused on implementing key initiatives and projects within each cluster action plan. Funding incentives and technical assistance are available for all target industry clusters. In FY 2010-11 more than 500 total jobs have been created or retained with the help of PDC loans or grants. This does not include the many businesses PDC has assisted in connecting to area business resources, nor does it capture the businesses that have benefitted from the target industry cluster work and initiatives.

Changes to Services and Activities

The Adopted Budget includes funding for cluster industry programs (\$492,000), Seed Fund enhancements (\$500,000), targeted business recruitment (\$75,000), international business development (\$205,000), and entrepreneurial development (\$150,000). This program previously was funded as a subprogram in the Neighborhood Economic Development program.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Traded Sector Economic Development | | 0 | 0 | 2,524,634 | 2,524,634 |
| Total Expenditures | | 0 | 0 | 2,524,634 | 2,524,634 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Economic Opportunity

| | |
|---|--|
| Description | Established in 2004, the Economic Opportunity Initiative (EOI) provides workforce and microenterprise development and other support services to vulnerable individuals at 0% to 50% of the median family income (MFI). Individuals enrolled in EOI receive long-term (three years) microenterprise or workforce development services. During enrollment, wrap-around supports are given to participants, as needed, to address specific barriers to success including language, drug and alcohol addictions, and criminal histories. |
| Goals | The Economic Opportunity Initiative supports the citywide goal to stimulate neighborhood business vitality and its objective to achieve broad-based prosperity. The program also supports implementation of the City's Equity Initiative and the Ten-Year Plan to End Homelessness. |
| Performance | EOI anticipates serving approximately 1,950 multi-barriered individuals and businesses with workforce or microenterprise training and appropriate support services. Approximately 1,650 individuals will receive workforce development services and 300 businesses will receive microenterprise support. EOI anticipates that approximately 50 percent of enrollees in the program will graduate after three years with a minimum of 25% increase in income or revenues. Approximately 52% of participants enrolled in EOI are minorities and another 15% are non-native speakers. |
| Changes to Services and Activities | <p>In FY 2011-12 the EOI program is facing a decline in total resources of approximately \$356,000 due to a reduction of Community Development Block Grant (CDBG) funds that are passed through to PDC from the Portland Housing Bureau and appears in that budget. The table below shows only General Fund resources.</p> <p>This anticipated resource decline for the EOI program results in a need to make significant changes. In FY 2010-11 one position was eliminated from the program. In FY 2011-12 an additional half position will be eliminated. As of FY 2011-12, the program will be supported by two positions. Over the next year PDC anticipates making program revisions to ensure alignment with the City's Neighborhood Economic Development Strategy and issuing a new request for proposals.</p> |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Microenterprise Growth | | 0 | 29,159 | 29,961 | 29,961 |
| Workforce Development | | 0 | 1,370,485 | 1,544,421 | 1,544,421 |
| Total Expenditures | | 0 | 1,399,644 | 1,574,382 | 1,574,382 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Neighborhood Economic Development

| | |
|--------------------|--|
| Description | <p>The goal of the Neighborhood Economic Development (NED) program is to foster economic opportunity and neighborhood vitality throughout Portland. Initiatives under this program allow the City, in collaboration with neighborhood residents, local businesses, and community development organizations, to grow vibrant commercial areas, support small business growth, and increase access to jobs by successfully positioning neighborhoods, local businesses, and their residents to connect to and compete in the regional economy.</p> |
| Goals | <p>The Neighborhood Economic Development program supports the citywide goal to stimulate neighborhood business vitality and its objective to achieve broad-based prosperity. The program also supports implementation of the City's Equity Initiative.</p> |
| Performance | <p>There are three citywide NED initiatives supported in this program:</p> <ul style="list-style-type: none"> ◆ The Portland Main Street program is a community-led revitalization program. In June 2010, Portland designated Alberta, Hillsdale, and St Johns as its first three Main Street districts. The districts receive grants for district administration, property and sustainability improvements, and promotional events. The City also provides technical assistance to the districts in implementation of the Main Street approach, district design support, and organizational capacity building. FY 2010-11 was the inaugural year for the three Main Street districts. The districts each hired a manager in the fall of 2010. The managers, their boards of directors, and volunteers have spent considerable time being trained in the Main Street approach, developing work plans, and beginning work on executing projects. National experience with the Main Street approach is that it takes approximately three years for Main Street districts to begin showing results in terms of job growth and reduced vacancy rates. ◆ The Business Portland website is a one-stop resource for Portland businesses, 77% of which have fewer than ten employees. The website, which began service in August 2010, provides current, relevant, and valuable content to Portland businesses through new blog postings, updated calendar entries, forum discussions, and information to those interested in starting or growing their businesses. ◆ The Alliance of Portland Neighborhood Business Associations (APNBA) is the City's local partner in building the capacity of Portland's 37 neighborhood business districts. Their work focuses on regular training and technical assistance workshops for the districts, administration of a business district grant program, and increasing the visibility of districts through marketing support. In July 2010, APNBA hired a new Executive Director. This past year has been a time of considerable growth for the organization in its capacity to efficiently and effectively serve Portland's business districts. |

Portland Development Commission

Community Development Service Area

Changes to Services and Activities

New funding has been added in the FY 2011-12 Adopted budget including \$200,000 for small business working capital, \$242,065 for the Partners In Economic Progress Initiative, and \$600,000 for small business technical assistance. The Traded Sector program used to be included as part of the Neighborhood Economic Development program. Beginning with the FY 2011-12 Adopted Budget, it has been broken out separately.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Community Economic Development | | 0 | 565,000 | 0 | 0 |
| Local Partner Initiatives | | 0 | 528,875 | 282,245 | 282,245 |
| Neighborhood Economic Development | | 0 | 0 | 1,407,065 | 1,407,065 |
| Trade Sector Job Create & Retain | | 0 | 1,581,607 | 0 | 0 |
| Total Expenditures | | 0 | 2,675,482 | 1,689,310 | 1,689,310 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Summary of Bureau Budget

Portland Development Commission

Community Development Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Intergovernmental | 0 | 20,171 | 0 | 0 | 0 |
| Total External Revenues | 0 | 20,171 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 0 | 0 | 4,075,126 | 5,788,326 | 5,788,326 |
| Total Internal Revenues | 0 | 0 | 4,075,126 | 5,788,326 | 5,788,326 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$0 | \$20,171 | \$4,075,126 | \$5,788,326 | \$5,788,326 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| External Materials and Services | 0 | 20,171 | 4,075,126 | 5,788,326 | 5,788,326 |
| Total Bureau Expenditures | 0 | 20,171 | 4,075,126 | 5,788,326 | 5,788,326 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$0 | \$20,171 | \$4,075,126 | \$5,788,326 | \$5,788,326 |
| Programs | | | | | |
| Accounting | | 20,171 | 0 | 0 | 0 |
| Economic Opportunity | | 0 | 1,399,644 | 1,574,382 | 1,574,382 |
| Neighborhood Economic Development | | 0 | 2,675,482 | 1,689,310 | 1,689,310 |
| Traded Sector Economic Development | | 0 | 0 | 2,524,634 | 2,524,634 |
| Total Programs | | \$20,171 | \$4,075,126 | \$5,788,326 | \$5,788,326 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Community Development Service Area

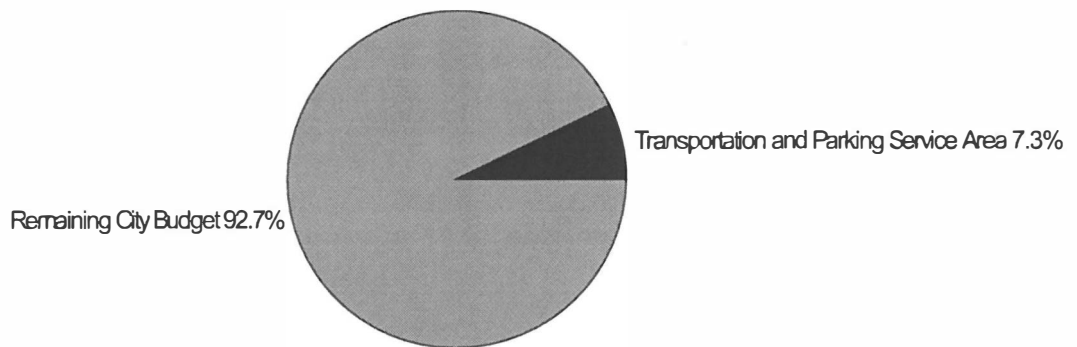
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|--|-----------|-----------|---------------|------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 2,641,058 | 0 | 2,641,058 | 0.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (39,797) | 0 | (39,797) | 0.00 | 1.5% discretionary reduction |
| | 0 | 492,000 | 492,000 | 0.00 | Cluster Industry programs |
| | 0 | 500,000 | 500,000 | 0.00 | Neighborhood Main Streets |
| | 0 | 500,000 | 500,000 | 0.00 | Seed Fund |
| | 0 | 65,000 | 65,000 | 0.00 | Business Services website |
| | 0 | 200,000 | 200,000 | 0.00 | Small Business Working Capital |
| | 0 | 75,000 | 75,000 | 0.00 | Targeted Business Recruitment |
| | 0 | 242,065 | 242,065 | 0.00 | Partners for Economic Progress Initiative |
| | 0 | 600,000 | 600,000 | 0.00 | Small Business Technical Assistance |
| | 0 | 205,000 | 205,000 | 0.00 | International Business Development |
| | 0 | 150,000 | 150,000 | 0.00 | Entrepreneurial Development |
| | 0 | 158,000 | 158,000 | 0.00 | Economic Opportunity Initiative |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| | (39,797) | 3,187,065 | 3,147,268 | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 5,788,326 | 0.00 | Total Adopted Budget |

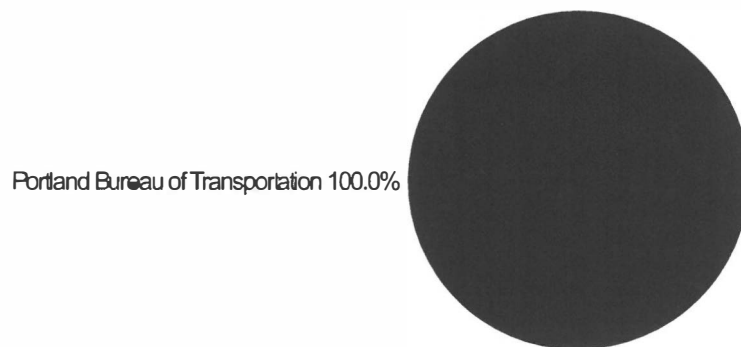
Transportation and Parking Service Area

- Portland Bureau of Transportation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 186,993,176 | 156,066,190 | (30,926,986) | (16.54) |
| Capital | 134,675,559 | 102,796,265 | (31,879,294) | (23.67) |
| Total Requirements | 321,668,735 | 258,862,455 | (62,806,280) | (19.53) |
| Authorized Positions | 750.73 | 761.18 | 10.45 | 1.39 |

Service Area Highlights

Description

The Transportation and Parking service area includes those programs that plan, build, manage, maintain, and facilitate an effective and safe transportation system and provide access and mobility throughout the city. The service area consists of one bureau, the Portland Bureau of Transportation (PBOT).

Major Themes

Bureau of Transportation

PBOT's total Adopted Budget for FY 2011-12 is \$258.9 million. Of that amount, the CIP for FY 2011-12 totals \$102.8 million.

After years of budget reductions, PBOT has an opportunity to address some of its deferred capital maintenance and provide for capital projects that will improve transportation safety and provide multi-modal improvements. The 2009 Oregon State Legislature passed HB 2001, the "Jobs and Transportation Act". This legislation will provide PBOT an estimated \$87 million over the five-year forecast.

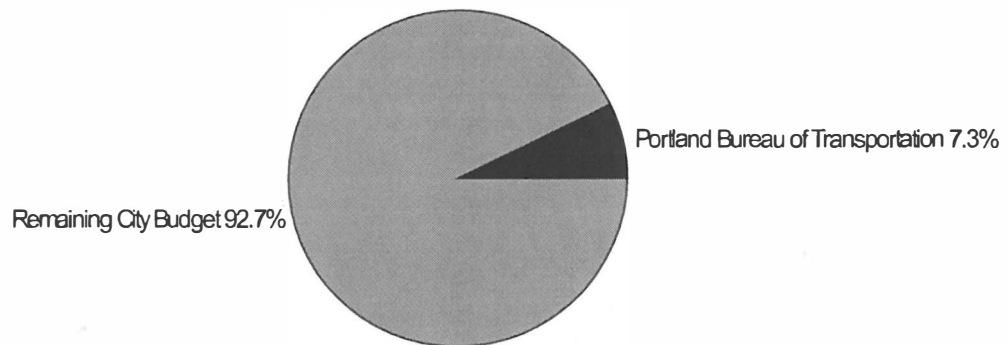
Portland Bureau of Transportation

Transportation and Parking Service Area

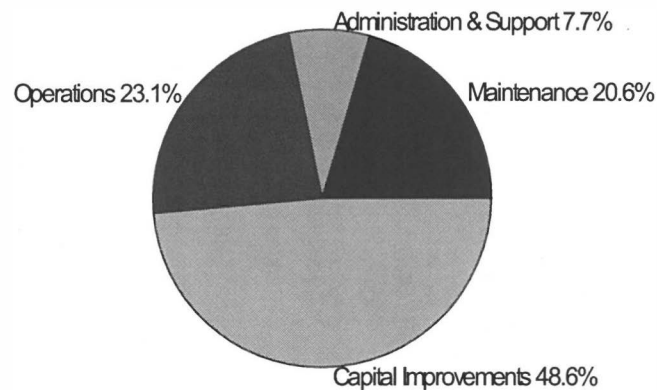
Mayor Sam Adams, Commissioner-in-Charge

Tom Miller, Director

Percent of City Budget



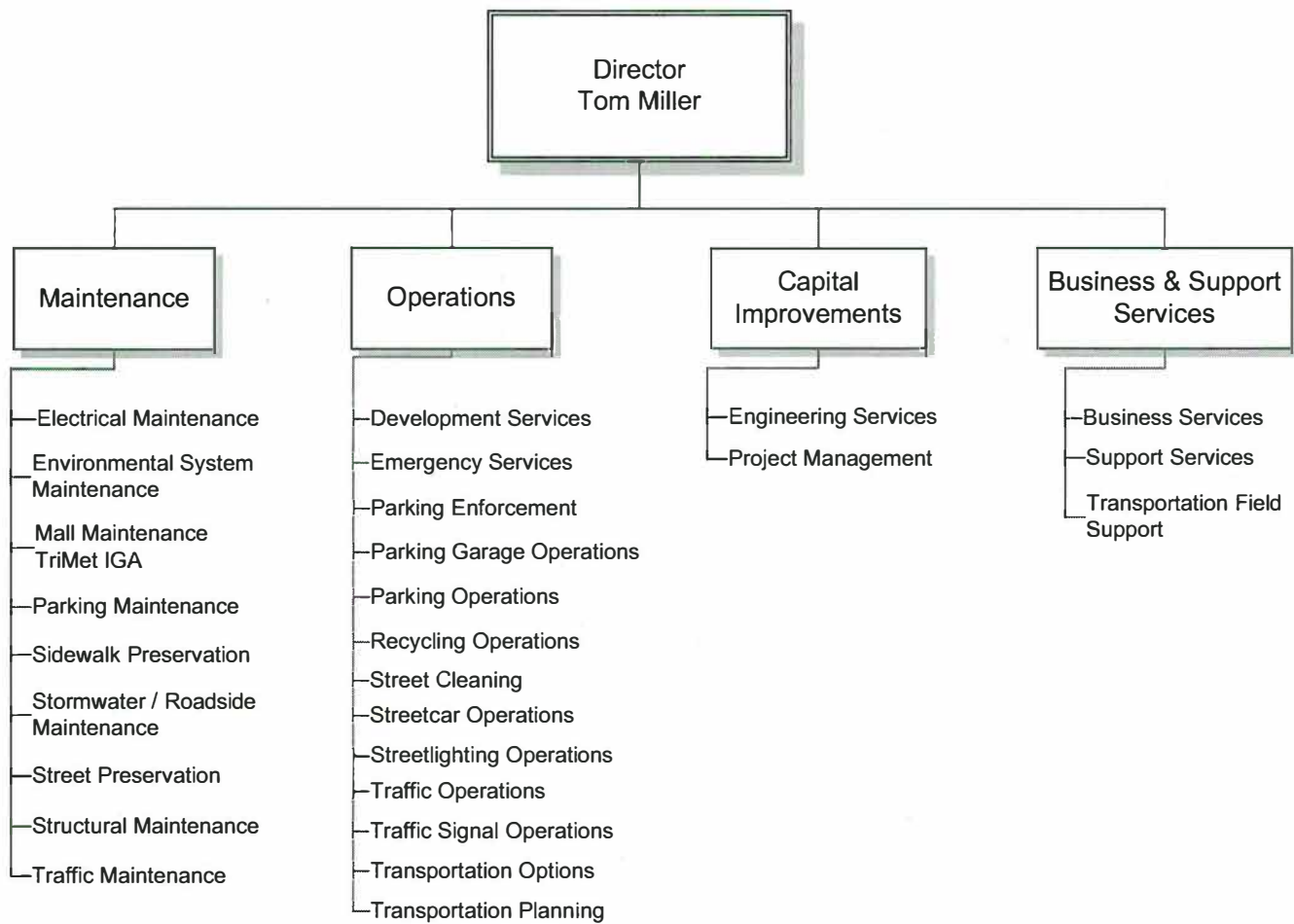
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 186,993,176 | 156,066,190 | (30,926,986) | (16.54) |
| Capital | 134,675,559 | 102,796,265 | (31,879,294) | (23.67) |
| Total Requirements | 321,668,735 | 258,862,455 | (62,806,280) | (19.53) |
| Authorized Positions | 750.73 | 761.18 | 10.45 | 1.39 |

Bureau of Transportation



Bureau Summary

Bureau Mission

The Portland Bureau of Transportation is the steward of the City's transportation system, and a community partner in shaping a livable city. We plan, build, manage, maintain, and advocate for an effective and safe transportation system that provides access and mobility.

Bureau Overview

The FY 2011-12 Adopted Budget for the Portland Bureau of Transportation (PBOT) totals \$219 million (not including fund level expenses) in four budget programs: Operations, Maintenance, Capital Improvement, and Business and Support Services.

Strategic Direction

Service Improvement Plan The following Service Improvement Plan items have been identified for FY 2011-12:

Pavement Management

Transportation's new pavement management system (Street Saver) was installed in the spring 2010. Rating of all collector and arterial streets using a new pavement rating system was completed in the fall of 2010. During FY 2011-12 PBOT will upload treatment rules and maintenance cost data into the system and as a result, PBOT will be able to run predictive models and report on pavement status, conditions, and unmet needs.

Mobile Technology

The bureau's current work processes and asset management tracking systems ineffective because the bureau continues to rely on manual documentation of the work that is done. This information may not make it into an electronic database for tracking and analysis of bureau accomplishments and needs. Numerous hours of staff time are currently being spent on this method of data processing and collection. Mobile technology can create efficiencies in the work that is done by eliminating paper work and the need for duplicate data entry.

During FY 2011-12, PBOT will identify and possibly purchase mobile options for improving workgroup data management and data capturing activities. Mobile options will be targeted to the specific needs of PBOT's Operations and Maintenance work groups.

Asset Management Levels of Service

Levels of service are a way of evaluating progress toward a result or goal. They provide a basis for communicating accomplishments and needs that are then used for business decision making. Establishing levels of service for transportation assets will advance asset management across the bureau and facilitate decision making. Defining asset-specific levels of service will involve the community, asset managers, and key PBOT decision makers.

Portland Bureau of Transportation

Transportation and Parking Service Area

The goal of this project is to establish SMART (Specific, Measurable, Attainable, Relevant, Time-bound) levels of service for Portland Bureau of Transportation's asset classes, which will be measured using data that is already being collected.

Significant Changes to Revenues

The following changes from the prior years' five-year forecasts are reflected in the FY 2011-12 budget:

- ◆ Motor Vehicle Tax shortfalls from the State Highway Trust Fund - \$2.3 million reduction to a new level of \$63.4 million.
- ◆ Utility License Fee shortfall (\$1.9 reduction to a new level of \$2.2 million).
- ◆ Overhead recovery shortfall due to changes in various implementation schedules (\$300,000).
- ◆ \$300,000 shortfall due to Leaf Collection Program payment issues

Summary of Budget Decisions

Reductions

Downtown Marketing Initiative Contract General Fund Reduction

PBOT's Downtown Initiative Contract with Travel Portland will be reduced by \$133,374 to comply with the Mayoral direction to provide an ongoing 1.5% cut to all services supported by the General Fund.

Senior Engineer Associate Reduction

The package reduced 0.5 FTE position and funding by \$52,320 for a Senior Engineer Associate in response to lower permitting fees which had funded half of this position.

Sewer Repair and Cleaning Reduction

The package reduced service and funding by \$250,000 in response to lower Bureau of Environmental Services interagency for sewer repair and cleaning.

Add Packages

Sunday Parkways Funding Gap

This add package bridges the \$170,000 funding gap for these citywide events in FY 2011-12. PBOT has been directed to organize and hold five expanded Sunday Parkways events in 2011. The total cost of delivering five events during the summer of 2011 is estimated to be \$470,000. This includes all staff coordination and event planning, community outreach, volunteer recruitment and coordination, route planning, police services, traffic control and barricades, media and outreach. The balance of funding needed to support the events will be provided by private sponsors or absorbed within the bureau's existing budget.

Budget Notes

BES - PBOT Maintenance Services Interagency

The City Auditor's December 2010 audit of the \$19 million interagency agreement, in which the Bureau of Transportation provides sewer maintenance services for the Bureau of Environmental Services, suggests the possibility of a first-year savings to ratepayers of \$1.7 million and \$1 million a year following if those maintenance services are performed in-house at the Bureau of Environmental Services.

City Council directs the Bureau of Environmental Services, the Bureau of Transportation, and the Office of Management and Finance to retain an independent consultant during the 2011 calendar year that will recommend efficiencies to the interagency agreement.

Utility License Fee Payment

The annual Utility License Fee (ULF) payment to the Portland Bureau of Transportation (PBOT) will be held constant at \$2.2 million dollars starting in FY 2011-12 and continuing through the five-year forecast. ULF revenues received by the City over and above the April 2011 forecast will be diverted to PBOT up to the original \$4.3 million cap.

Capital Budget

Capital Planning & Budgeting

Overview

The bureau's CIP budget for FY 2012-2016 continues to strive to achieve the goals of City Council and to provide diverse Transportation modes and alternatives. The total funding request for the five-year CIP plan is \$155 million. Of this amount only \$58 million (37%) is funded with General Transportation Revenues (GTR). The FY 2012-2016 include one-time \$16 million State House Bill (HB 2001) funding for pedestrian projects. The total requested CIP for the FY 2011-12 is \$103 million, of which \$25 million (25%) is funded with GTR. Other funding sources include various Federal and State grants, System Development Charges, Permit Engineering fees, and other public and private contracts. Principal funding partners include ODOT, Portland Development Commission (PDC), and Port of Portland. These totals represent currently committed funds. For some programs, no funds are currently committed beyond FY 2013-14. However, it is anticipated that funding for future projects will be secured and these programs will continue.

PBOT CIP projects are budgeted in seven major programs. These CIP programs have changed slightly from the previous year to be in line with the Transportation System Plan (TSP). Below is a list of the current CIP programs. Details of the programs are described in the following pages.

- ◆ Centers and Main Streets
- ◆ Freight and Industrial Area
- ◆ Local Street Design
- ◆ Neighborhood Livability
- ◆ Preservation & Rehabilitation
- ◆ Special Projects

Capital Programs & Projects

Centers and Main Streets Program

This program supports high-priority areas of the Regional 2040 growth concept, and requires urban design and integration with adjacent developments. One of the City's goals stemming from Region 2040 is to create higher-density centers of employment and housing. Projects in this program support centers that provide access to a variety of goods and services in a relatively small geographical area.

Portland Bureau of Transportation

Transportation and Parking Service Area

Another objective of this program is to develop main streets. Main streets typically serve neighborhoods and may develop a regional specialization (such as art, antiques, shopping, fine dining, entertainment, etc.) that attracts people from other parts of the region. Main street projects support a high level of pedestrian and bike amenities and are further supported by transit links between centers.

The requested five-year plan amounts to \$65 million. The majority of funding in this program comes from Federal and State grants, PDC, and SDC. This represents currently committed funds. While no funds are currently committed beyond FY 2013-14, it is anticipated that funding for future projects will be secured and the program will continue.

Freight and Industrial Area Program

This program supports freight operation in and around Portland. The efficient and safe transport of goods is essential to Portland's and the regional economy, and enhances our economic effectiveness as a distribution hub. This program also focuses on maintaining Portland's livability and safety by helping minimize truck impact in neighborhoods and by ensuring that freight corridors have adequate capacity to meet the economic needs of the region, we can inhibit truck encroachment into neighborhoods. This program provides for economic growth and freight mobility along regional traffic ways.

The majority of these projects in this program have been funded by Oregon Transportation Investment Act (OTIA) funds and once completed, the funds will be depleted. Unless new revenue sources are identified, this program will have limited capacity.

Local Street Development Program

This program includes projects that develop new local street network infrastructure and improve existing rights-of-way to current design standards or approved substandard levels. Projects may also include individual street elements to address a specific deficiency such as frontage improvements, sidewalks, drainage facilities, etc. This program responds to new development and redevelopment throughout the City by providing multi-modal access improvements to individual properties, land subdivisions, and sub-areas. Projects from this program are typically developed as a result of street improvement permits, local improvement districts, and special funding program.

Neighborhood Livability Program

This program includes projects to enhance neighborhood livability by creating safer local streets and improving accessibility to neighborhood destinations such as schools, parks, transit stops and local commercial areas. This program also promotes walking and bicycling as alternatives to automobile travel for local destinations. Projects in this program are typically neighborhood scale improvements that are implemented through relatively low cost improvements. Capital projects from this program may be integrated with other activities such as enforcement and education programs.

Preservation and Rehabilitation Program

This program provides for the maintenance and rehabilitation of existing transportation assets. It is divided into five subprograms that collectively support the City's goals for transportation, economic development, public safety, and neighborhood revitalization.

- ◆ The Environmental and Endangered Species Act (ESA) subprogram provides for reconstruction of segments of transportation elements specifically for the purpose of environmental and ESA goals and objectives. In the past few years, PBOT and BES, in coordination with Oregon Water Enhancement Board (OWEB), have identified and ranked 10 culvert replacement projects. These partners have identified funding for construction of these projects.
- ◆ The Signals and Street Lighting subprogram identifies and replaces traffic signals and streetlights that have exceeded their service life.
- ◆ The Streets subprogram area addresses the need to rebuild and rehabilitate the City's existing street network, with projects prioritized through periodic inspections and a pavement management system.
- ◆ The Structures subprogram projects are designed to preserve and rehabilitate existing structures to protect the value of the City's capital assets.
- ◆ The Facilities subprogram expenditures are generally in support of maintenance operations equipment which enhance maintenance efficiency and productivity. Projects in this subprogram may also better utilize space, and equipment, within the PBOT.

In recent years, due to CIP fiscal constraints, the funding for preservation and rehabilitation has greatly diminished. Transportation has not been able to fund any reconstruction projects in Streets and Structures subprogram for the last eight years, which has resulted in a further system deterioration.

Special Projects Program

This program provides for strategic system improvements that benefit specific transportation objectives, or have regional transportation significance. Projects in this program are not mode-specific and may be developed cooperatively within the guidelines of Metro's Regional Transportation Plan and other regional or state plans or agreements.

Administration & Support

Description

The Administration and Support Services program provides support for the Operations, Maintenance, and Capital Improvement programs of the bureau. The services are organized in the following areas:

Business Services

PBOT Business Services provides technical and internal administrative support for all transportation programs. This program includes payroll, accounting, budgeting, finance, asset management, information management, and contract management services. Additionally, this program works to ensure the most effective use of technology through the bureau's \$3.5 million interagency agreement (IA) with the Bureau of Technology Services (BTS).

Field Support

PBOT Field Support provides specialized services for all transportation programs to maximize the efficiency and effectiveness of field operations. This program provides for field communication in radio dispatch, stores operations, training and safety, and facility, equipment, and liability management.

Support Services

PBOT Support Services provides overall administrative guidance and direction for the Operations, Maintenance, and Capital Improvement programs of the bureau. In addition, this program provides reception and clerical support, communications support, and managing over \$5.6 million in central interagency agreements.

Goals

The primary goal of the of the Administration & Support program is to provide support for the services that plan, build, operate, and maintain an effective and safe transportation system.

Changes to Services and Activities

On February 1, 2006, PBOT assumed control of the Parks stores operation at Mt. Tabor as Parks had used a private vendor whose services contract was not being renewed. Parks agreed to fund two positions in PBOT and an IA was established. Starting in FY 2011-12, Parks will be assuming the management of the Mt. Tabor stores operation. In the decision package, the two stores positions are being removed from PBOT and added to Parks. The IA between PBOT and Parks for Mt. Tabor stores is ending except a small portion that pays PBOT for computer software, Maximo, use and support for the stores operation.

Portland Bureau of Transportation

Transportation and Parking Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 68.77 | 85.70 | 88.90 | 88.90 |
| Expenditures | | | | | |
| Administration & Support | | 732,978 | 0 | 0 | 0 |
| Business Services | | 10,125,973 | 5,552,617 | 3,218,074 | 3,824,093 |
| Field Support | | 4,618,440 | 12,776,714 | 5,579,166 | 5,647,950 |
| Support Services | | 5,239,753 | 6,630,530 | 7,376,424 | 7,418,094 |
| Total Expenditures | | 20,717,144 | 24,959,861 | 16,173,664 | 16,890,137 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Capital Improvements

Description

The bureau's CIP is a five-year financial plan for capital improvements to the city's transportation network. Projects included in the CIP are designed to meet City Council goals, including:

- ◆ Ensuring a safe and vibrant community
- ◆ Promoting economic vitality and opportunity
- ◆ Improving the quality of life in neighborhoods
- ◆ Protecting and enhancing the natural and built environment
- ◆ Operating and maintaining an effective and safe transportation system

Transportation CIP funding comes primarily from: federal grants, state grants, PDC and the Port of Portland. GTR and SDCs are generally used to match these grants.

Specific focus within the CIP include:

- ◆ Preservation and rehabilitation of transportation infrastructure
- ◆ Investing in freight routes
- ◆ Maximize transportation funding via leveraged dollars with regional partners
- ◆ Engineering services support including design, survey, inspection, construction management, technical support, and project management for capital projects

Federal funds allocated for transportation programs are based on a population percentage basis.

The CIP program is managed by the Capital Program group and is supported by the Engineering & Technical Services group, which provides design, survey, inspection construction management, and technical expertise.

Goals

The bureau's primary goal of the Capital Improvement Program is to plan and build an effective and safe transportation system. The program strives to:

- ◆ Repair and replace the infrastructure based on the most cost effective schedule to maximize the asset useful life
- ◆ Reduce the number of single occupancy vehicle trips where realistic transportation alternatives exist
- ◆ Reduce the number and duration of unexpected, non-repeating transportation delays
- ◆ Prevent crashes, especially at intersections, focusing on the 20 most dangerous intersections in Portland

Performance

PBOT recently began to report on new performance measures in order to communicate to stakeholders and elected officials how the capital program supports overarching City goals and maximizes program funding.

The number of Center & Main Street projects, known as "Twenty Minute Neighborhoods", supports the City's larger policy goals of creating higher-density centers for employment and housing. With high levels of pedestrian and bike amenities as well as improved access to transit, these projects support economic development and reductions in single occupancy vehicle trips needed to meet the City's Climate Action Goals and Metro's Region 2040 plan.

The percent of CIP funding from partner organizations determines the degree to which PBOT is able to leverage funding from federal, state, and local partners to construct needed multi-modal improvements. While a higher number speaks to successful and entrepreneurial relationships, it also reveals the degree to which PBOT's external partners influence the selection and implementation of particular projects.

Changes to Services and Activities

Capital program area changes from the FY 2010-11 Revised Budget to the FY 2011-12 Adopted Budget include:

- ◆ Centers and Main Streets - \$45.3 million decrease
- ◆ Freight and Industrial Area - \$4.8 million decrease
- ◆ Local Street Development - \$0.2 million increase
- ◆ Neighborhood Livability - \$9.8 million increase
- ◆ Preservation & Rehabilitation - \$10.2 million increase
- ◆ Special Projects - \$0.4 million increase

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 93.50 | 102.28 | 92.02 | 92.02 |
| Expenditures | | | | | |
| Capital Improvements | | (439,091) | 0 | 0 | 2,940 |
| Centers and Main Streets | | 75,561,873 | 100,664,778 | 55,320,811 | 55,320,811 |
| CIP Support - Engineering Services | | 3,331,611 | 4,446,046 | 3,637,541 | 3,637,541 |
| Freight and Industrial Areas | | 10,323,746 | 7,458,579 | 2,642,482 | 2,642,482 |
| Local Street Development | | 2,635,847 | 1,590,971 | 1,804,679 | 1,804,679 |
| Neighborhood Livability | | 3,388,246 | 8,778,784 | 18,661,494 | 18,661,494 |
| Preservation and Rehabilitation | | 8,172,775 | 9,468,783 | 19,637,014 | 19,637,014 |
| Safety and Congestion Management | | 485,553 | 0 | 0 | 0 |
| Special Projects | | 2,471,659 | 4,346,494 | 4,729,785 | 4,729,785 |
| Total Expenditures | | 105,932,219 | 136,754,435 | 106,433,806 | 106,436,746 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Twenty Minute Neighborhoods - The number of Center & Main Street projects | NA | NA | NA | 15 | 15 |
| Efficiency | | | | | |
| The percent of CIP funding from partner organizations | NA | NA | NA | 71% | 71% |

Maintenance

Description

The Maintenance program preserves the public investment of \$8.0 billion in transportation facilities and \$6.3 billion in sewer and stormwater infrastructure. The services are organized in the following areas:

Electrical Maintenance

The Electrical Maintenance program maintains the City's traffic signals and streetlights and locates underground systems for all projects and utility work that require digging into the right-of-way.

The Electrical Maintenance program works closely with Traffic Signal and Street Lighting engineering staff in the design and maintenance of traffic signal intersections. Specific activities within Electrical Maintenance include Traffic Signal Maintenance and Street Light Maintenance .

Environmental System Maintenance

The Environmental System Maintenance program maintains the City's sewer system. This program inspects and cleans the sewer system; investigates customer problems; and repairs and reconstructs damaged, broken, or deteriorated utilities in the sewer collection system. This program works in conjunction with BES.

Parking Maintenance

The Parking Maintenance program maintains the City's approximately 600 parking meters and 1,300 parking paystations. Activities include installing, servicing, repairing, testing, and reconditioning parking meters and paystations.

Sidewalk Preservation

The Sidewalk Preservation program oversees the maintenance of sidewalks, curbs, and corners. The City Charter assigns responsibility for the maintenance of sidewalks to the owner of the abutting property.

Specific focus within Sidewalk Preservation include:

- ◆ Corner/ADA Ramp program
- ◆ Mall sidewalk maintenance
- ◆ Posting/Inspection
- ◆ Sidewalk repairs

Stormwater and Roadside Maintenance

The Stormwater and Roadside Maintenance program maintains the surface stormwater conveyance systems and the landscaping in the right-of-way. This program works in conjunction with BES to comply with the regulations and guidelines set forth by a variety of federal, state, and local agencies.

Specific activities with the Stormwater and Roadside Maintenance program include repairs in non-functioning stormwater inlets to assure proper drainage.

Street Preservation

The Street Preservation program maintains arterial streets, investigates pavement problems, and administers contracts for paving services. The program identifies and prioritizes street maintenance projects based on visual inspections and core samplings of city streets. The Street Saver database helps to identify the most cost effective maintenance technique for each street based on its pavement condition and traffic volumes. The Street Preservation program focuses on arterial streets and a reduced level of maintenance to residential streets by responding primarily to hazards.

Specific focus within Street Preservation include:

- ◆ Cold milling
- ◆ Asphalt patching
- ◆ Street base repairs
- ◆ Pavement management/engineering
- ◆ Crack sealing
- ◆ Road condition analysis
- ◆ Gravel shoulders
- ◆ Speed bumps
- ◆ Hauling and cleanups

Structural Maintenance

The Structural Maintenance program maintains vehicle and pedestrian structures in the City's right-of-way system.

Specific focus within Structural Maintenance include:

- ◆ Retaining walls and tunnel repair
- ◆ Bridge and vaulted walk maintenance
- ◆ Guardrails and attenuators repair
- ◆ Structural inspections and design
- ◆ Stairways and fence repair
- ◆ Bike rack installation and repair

Traffic Maintenance

The Traffic Maintenance program maintains traffic control signs, parking signs, and street name signs. It also maintains pavement markings, lines, and legends on the street surface at intersections, crosswalks and other locations.

Goals

The primary goal of the Maintenance program is to efficiently provide services that maintain an effective and safe transportation system.

Portland Bureau of Transportation

Transportation and Parking Service Area

Performance

By strategic planning of its Bridge Maintenance and Capital Replacement program, PBOT has been successful in maintaining a low percentage of its bridges in poor or weight restricted condition over the past few years. This figure would ordinarily rise over time, due to bridge conditions deteriorating due to weathering and/or traffic impacts. However the City does have one bridge in very poor condition (NE 21st Ave over Columbia Slough) which requires immediate funding for rehabilitation or the bridge may close to freight traffic in the near future.

Changes to Services and Activities

BES made a one-time reduction its IA with PBOT Maintenance division by \$250,000 in response to increased efficiencies within the Environmental Systems Maintenance program.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 323.50 | 312.90 | 351.55 | 351.55 |
| Expenditures | | | | | |
| Electrical Maintenance | | 1,609,056 | 2,291,689 | 4,547,354 | 4,531,310 |
| Environmental System Maintenance | | 11,280,824 | 11,217,320 | 14,878,080 | 14,628,080 |
| Indirect Services | | 6,266,360 | 2,318,354 | 2,340,239 | 2,174,159 |
| Maintenance | | (391,688) | 3,630,662 | 659,151 | 659,151 |
| Mall Maintenance | | 828,515 | 828,515 | 0 | 0 |
| Sidewalk Preservation | | 2,857,512 | 3,215,140 | 4,374,258 | 4,436,262 |
| Stormwater Maintenance | | 922,723 | 963,208 | 1,297,042 | 1,297,042 |
| Street Preservation | | 9,286,634 | 10,485,611 | 11,165,827 | 11,165,827 |
| Structures | | 1,744,830 | 2,081,254 | 2,318,497 | 2,318,497 |
| Traffic Maintenance | | 2,483,583 | 3,572,017 | 3,965,132 | 3,965,132 |
| Total Expenditures | | 36,888,348 | 40,603,770 | 45,545,580 | 45,175,460 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| The percent of bridges in poor or very poor condition, defined as structurally deficient or weight-restricted | 20% | 18% | 19% | 19% | 19% |
| Workload | | | | | |
| The number of bridges owned and maintained by the City of Portland | 155 | 159 | 159 | 160 | 160 |

Operations

Description

The Operations program manages and operates the transportation system of the City of Portland. The services are organized in the following areas.

Development Services

The Development Services program facilitates public and private development of the public right-of-way which leads to job creation, housing construction, and enhanced neighborhood livability. 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. Development Services programs are primarily funded by development fees and permits.

Specifics within the Development Services program include:

- ◆ Central Business District program
- ◆ Development review
- ◆ Endangered Species Act (ESA)
- ◆ Utility permitting
- ◆ Right of Way acquisition
- ◆ Street system management
- ◆ Public works permits and permit reviews
- ◆ Tram operations

Emergency Services

The Emergency Services program provides around the clock response to emergencies that threaten public safety or inhibit safe transportation. These include snow/ice events, windstorms, floods, mud slides, other situations as a result of weather conditions, hazardous materials incidents, and cleanup following certain police or fire actions. Due to annual fluctuations in event occurrence, budgeted dollars and staff time are understated on average.

Parking Enforcement

The Parking Enforcement program enforces parking rules and regulations to maintain safe and continuous traffic flow, support retail and commercial businesses, and help ensure neighborhood livability. The purpose of enforcement is to provide turnover of limited on-street parking resources, remove obstructions in the public right-of-way for the safety of drivers and pedestrians, facilitate the free flow of traffic, clear areas for commercial delivery, remove hazardous vehicles, and enhance neighborhood livability. This program issues citations for parking violations; enforces neighborhood parking; clears obstructions from intersections, crosswalks, driveways, and sidewalks; and removes dangerous or abandoned vehicles from the right-of-way.

Specific focus within the Parking Enforcement program include:

- ◆ Abandoned Auto program
- ◆ Enforcement of Area and Residential Parking program

Portland Bureau of Transportation

Transportation and Parking Service Area

- ◆ Meter/Zone/Permit Enforcement program
- ◆ Parking Radio/Dispatch program
- ◆ Reserved Parking Delineator Placement program

Parking Garage Operations

Parking Garage Operations supports the operations and maintenance of the City-owned SmartPark garages. Transportation took over management of the garages in November 2008. The program coordinates a strategic management approach, focusing on the goal of improved fiscal responsibility, as well as implementing a comprehensive marketing plan. In FY 2011-12 this program will have a new City manager and a new contractor, Central Parking System.

Parking Operations

The Parking Operations program manages the supply and availability of on-street parking to support and connect land uses with City transportation systems. The program regulates parking by prescribing and managing parking controls that include parking meter technology, pavement and zone markings, parking signs, and special parking permits. Paid parking programs, which generate discretionary revenue for PBOT, are administered under this program.

Specific focus within the Parking Operations program include:

- ◆ Business and residential permits
- ◆ Bike parking
- ◆ Parking control
- ◆ Meter districts

Recycling Operations

The Recycling Operations program processes raw materials including asphalt, old concrete, street debris, and leaves to produce usable products including aggregate, rock, gravel, asphalt patch material, compost, blended soil, sand, and clean fill. This program helps the City meet sustainability goals, conserves natural resources, provides materials for City projects, and substantially lowers City hauling and disposal costs. This program receives partial funding from the sale of recycled products including compost, blended soil, and gravel.

Street Cleaning

The Street Cleaning program provides regularly scheduled mechanical cleaning of streets and the Central Business District (CBD). This program also provides special Clean Sweeps and cleans up after Rose Festival parades.

Specific focus within the Street Cleaning program include:

- ◆ Residential street cleaning
- ◆ Arterial street cleaning
- ◆ CBD street cleaning
- ◆ Clean bike and pedestrian areas
- ◆ Leaf Removal

- ◆ Transit Mall & Light Rail
- ◆ Sidewalk Scrubbing
- ◆ Mall Maintenance TriMet IGA

Streetlighting Operations

The Streetlighting Operations program is responsible for the design, operation and management of the City's street lighting system to promote traffic safety and neighborhood livability. Approximately 55,000 street lights are located in the City right-of-way. Freeway and ramp lighting are managed and maintained by ODOT. Maintenance for street lights is provided by the Electrical Maintenance program. This program receives \$6.3 million annual ongoing funding from the City's General Fund.

Specific focus within the Streetlighting Operations program include:

- ◆ Street light operations
- ◆ Street lighting infrastructure management
- ◆ Street light system energy costs

Street Car Operations

The Street Car Operations program manages and operates the City's streetcar system. The Street Car operates seven days a week on a loop from Northrup Street in northwest Portland to Lowell Street in southwest Portland. This program also maintains the streetcar vehicles, tracks, stops locations, and maintenance facility. This program is primarily funded by an intergovernmental agreement with TriMet, which pays for two-thirds of the operating and maintenance costs.

Traffic Operations

The Traffic Operations program manages traffic flow, circulation, and safety on City streets. Program staff investigate and respond to traffic-related concerns and needs from the public and other agencies.

Specific focus within Traffic Operations include:

- ◆ Traffic Safety program
- ◆ Inter-bureau and Continuous Operational Variance Permit (COVP) coordination
- ◆ Special events
- ◆ Traffic Operations and Investigations programs

Traffic Signals

The Traffic Signals program manages the operation of traffic signals and warning beacons throughout the City in order to promote safe and efficient traffic flow. This program manages 1,040 signalized intersections and 106 warning beacon locations, including 148 school zone beacons. This program also manages the Intelligent Transportation System (ITS), which works with other regional transportation agencies to provide a seamless transportation network, including over 100 miles of fiber-optic cable, over 100 miles of twisted-pair interconnect cable, 34 closed circuit TV cameras, and five variable message signs. The program also ensures an accurate monthly traffic signal electric power payment.

Specific focus within the Traffic Signals program include:

- ◆ Signal operations and timing
- ◆ Central signal computer and ITS
- ◆ Traffic signal system energy costs

Transportation Options

The Transportation Options program works to create a balanced and efficient transportation system by developing and encouraging alternatives to single-occupancy passenger vehicles (SOV's). Programs, policies, and activities are designed to remove barriers and provide incentives for people to choose to walk, bike, carpool, and travel by transit. This program's work is guided by Council-adopted goals to reduce per capita vehicle miles traveled by 30% and transportation-related carbon emissions by 40% by 2030.

Specific focus within Transportation Options include:

- ◆ SmartTrips
- ◆ Safe Routes to Schools education and encouragement
- ◆ Transportation Demand Management (TDM) policy
- ◆ Education and outreach
- ◆ Climate and energy workplan coordination
- ◆ Fareless Square and Transportation Management Association support
- ◆ Program evaluation

Transportation Planning

The Transportation Planning program provides overall planning direction, and recommends and ensures implementation of Council-approved transportation policies. Transportation Planning participates in regional, state, and federal transportation policy and funding, provides conceptual development for corridor and area-wide capital projects, and prepares transportation studies for development areas. The program ensures that all transportation modes are integrated into planning and engineering projects to support the City's goals for housing and employment growth, and maintaining established neighborhoods.

Specific focus within Transportation Planning include:

- ◆ Bi-State planning
- ◆ Freight system planning

- ◆ Pedestrian and bicycle system planning
- ◆ Regional policy planning
- ◆ Transit system planning
- ◆ Transportation System Plan (TSP) implementation

Goals The primary goal of the Operations program is to efficiently provide services that plan and operate an effective and safe transportation system.

Performance Portland's participating elementary schools receive encouragement, enforcement, and safety information while a core group of 25 to 40 schools also receives focused education, engineering and evaluation efforts. The goal is to progressively and sustainably add schools to the Safe Routes to School program as funding allows.

As projected in FY2009-10, PBOT saw a significant drop in permit activity due to the downturn in the economy. Permit activity has risen in FY2010-11 although the permit type has changed to smaller projects including remodeling and less new construction. FY2011-12 is projected to be slightly better than FY2010-11 with no significant increase expected.

Changes to Services and Activities The total cost of delivering five Sunday Parkways events with longer routes is estimated to be \$470,000. An add package bridges the \$170,000 funding gap for the expanded events in FY 2011-12. The funding will cover all staff coordination and event planning.

A Senior Engineer Associate position has been reduced by 0.5 FTE in response to lower permitting fee revenues which supported 50% of the full position. The associated funding has been reduced by \$52,320.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 257.71 | 249.85 | 229.70 | 228.70 |
| Expenditures | | | | | |
| Development Services | | 3,613,049 | 4,349,352 | 4,137,328 | 4,137,328 |
| Emergency Preparedness | | 582,079 | 147,782 | 167,931 | 167,931 |
| Engineering Services | | 2,165,236 | 1,730,500 | 1,705,000 | 1,705,000 |
| Indirect Services | | 1,651,973 | 339,285 | 0 | 0 |
| Operations | | 0 | 137,080 | 0 | 0 |
| Parking Enforcement | | 3,449,936 | 4,262,455 | 4,491,553 | 4,491,553 |
| Parking Garage Operations | | 6,835,216 | 6,339,406 | 6,552,643 | 7,515,866 |
| Parking Operations | | 3,296,981 | 2,773,300 | 2,819,512 | 2,819,512 |
| Recycling Operations | | 669,377 | 489,948 | 1,033,921 | 1,033,921 |
| Street Cleaning | | 5,164,553 | 4,441,024 | 7,007,921 | 6,945,917 |
| Street Lighting | | 6,019,929 | 7,891,053 | 6,960,477 | 6,963,861 |
| Streetcar Operations | | 4,839,139 | 5,606,000 | 5,658,000 | 5,658,000 |
| Traffic Operations | | 2,469,690 | 2,984,114 | 2,768,934 | 2,768,934 |
| Traffic Signals | | 2,241,343 | 1,775,352 | 1,576,994 | 1,586,714 |
| Tram Operations | | 511,003 | 275,606 | 285,848 | 285,848 |
| Transportation Options | | 2,860,448 | 3,478,636 | 3,236,081 | 3,167,297 |

Portland Bureau of Transportation

Transportation and Parking Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Transportation Planning | | 1,846,349 | 2,061,039 | 1,422,385 | 1,422,385 |
| Total Expenditures | | 48,216,300 | 49,081,932 | 49,824,528 | 50,670,067 |

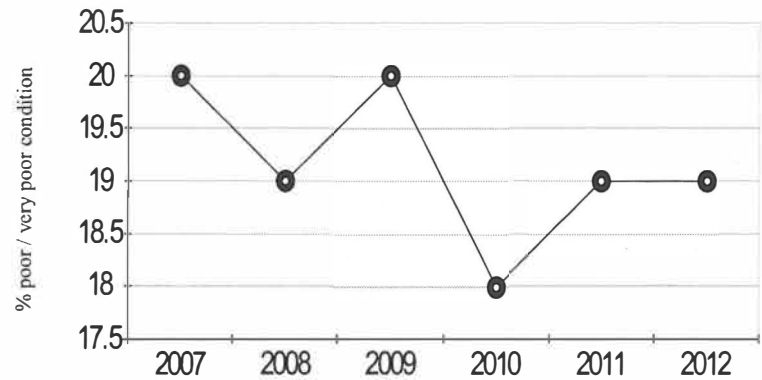
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Residential and Commercial Permits - percent issued within goal | 98% | 97% | 94% | 94% | 94% |
| Multi-Modal Travel - daily bicycle trips measured during summer months over Portland's four "bike-friendly" bridges (Hawthorne, Burnside, Broadway, and Steel), by calendar year | 16,711 | 15,749 | 17,576 | 18,630 | 18,630 |
| Workload | | | | | |
| Signalized intersections - number retimed | 23 | 188 | 92 | 80 | 80 |
| Safe Routes to School - number of Portland's participating elementary schools | 72 | 72 | 80 | 80 | 80 |
| Residential and Commercial Permits - number issued | 3,231 | 1,599 | 2,345 | 2,500 | 2,500 |

Performance Measures

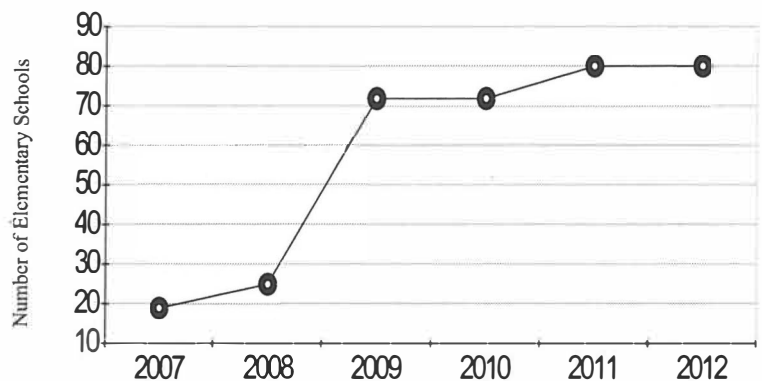
Bridge Condition

By strategic planning of its Bridge Maintenance and Capital Replacement program, PBOT has been successful in maintaining a low percentage of its bridges in poor or weight restricted condition over the past few years. This figure would ordinarily rise over time, due to bridge conditions deteriorating due to weathering and/or traffic impacts.



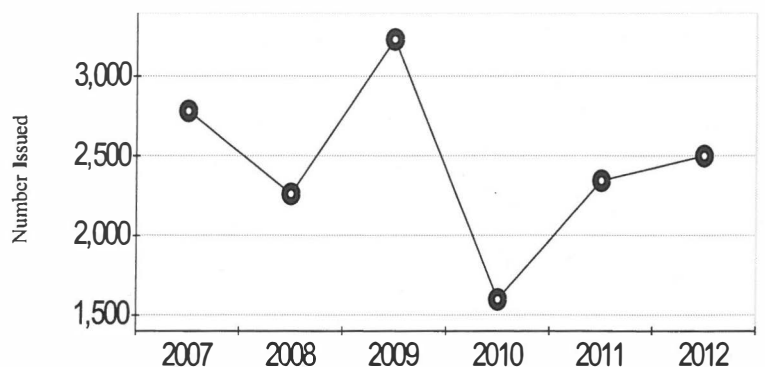
Safe Routes to School - Elementary Schools

Portland's participating elementary schools receive encouragement, enforcement, and safety information while the core group of 25 to 40 schools also receives education, engineering, and evaluation. The goal is to add schools to the Safe Routes to School program as funding allows.



Residential & Commercial Permits

As projected in FY09-10, PBOT saw a significant drop in permit activity due to the downturn in the economy. Permit activity has risen in FY10-11 although the permit type has changed to smaller projects including remodeling and less new construction. FY11-12 is projected to be slightly better than FY10-11 with no significant increase expected.



Portland Bureau of Transportation

Summary of Bureau Budget

Transportation and Parking Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 1,586,824 | 2,494,039 | 1,157,300 | 1,633,000 | 1,633,000 |
| Charges for Services | 27,897,848 | 40,116,603 | 40,872,339 | 41,959,049 | 41,959,049 |
| Intergovernmental | 47,346,685 | 112,658,687 | 169,133,293 | 119,595,588 | 119,710,588 |
| Bond & Note | 1,540,000 | 3,700,714 | 22,989,433 | 2,615,000 | 2,615,000 |
| Miscellaneous | 2,819,777 | 2,654,100 | 2,754,077 | 2,438,200 | 2,393,200 |
| Total External Revenues | 81,191,134 | 161,624,143 | 236,906,442 | 168,240,837 | 168,310,837 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 17,234,266 | 42,081,072 | 17,422,354 | 30,747,204 | 31,390,340 |
| Interagency Revenue | 25,964,224 | 28,371,424 | 29,294,830 | 27,904,914 | 27,304,414 |
| Total Internal Revenues | 43,198,490 | 70,452,495 | 46,717,184 | 58,652,118 | 58,694,754 |
| Beginning Fund Balance | 21,039,215 | 8,207,335 | 38,045,109 | 31,856,864 | 31,856,864 |
| Total Resources | \$145,428,839 | \$240,283,973 | \$321,668,735 | \$258,749,819 | \$258,862,455 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 60,614,258 | 61,828,481 | 70,544,445 | 71,982,628 | 71,851,068 |
| External Materials and Services | 46,540,833 | 48,645,496 | 50,487,002 | 40,892,613 | 40,608,093 |
| Internal Materials and Services | 20,952,546 | 25,518,070 | 30,403,003 | 28,752,785 | 30,363,697 |
| Capital Outlay | 4,151,308 | 75,672,000 | 99,965,548 | 76,349,552 | 76,349,552 |
| Total Bureau Expenditures | 132,258,945 | 211,664,047 | 251,399,998 | 217,977,578 | 219,172,410 |
| Fund Expenditures | | | | | |
| Debt Service | 5,582,735 | 16,387,189 | 24,703,080 | 9,741,231 | 9,741,231 |
| Contingency | 0 | 0 | 36,282,180 | 21,050,654 | 19,325,322 |
| Fund Transfers - Expense | 10,694,581 | 12,554,974 | 9,283,477 | 9,980,356 | 10,623,492 |
| Total Fund Expenditures | 16,277,316 | 28,942,163 | 70,268,737 | 40,772,241 | 39,690,045 |
| Ending Fund Balance | (3,107,422) | (322,237) | 0 | 0 | 0 |
| Total Requirements | \$145,428,839 | \$240,283,973 | \$321,668,735 | \$258,749,819 | \$258,862,455 |
| Programs | | | | | |
| Administration & Support | | 20,717,144 | 24,959,861 | 16,173,664 | 16,890,137 |
| Capital Improvements | | 105,932,219 | 136,754,435 | 106,433,806 | 106,436,746 |
| Debt Management | | (90,246) | 0 | 0 | 0 |
| Engineering | | 281 | 0 | 0 | 0 |
| Maintenance | | 36,888,348 | 40,603,770 | 45,545,580 | 45,175,460 |
| Operations | | 48,216,300 | 49,081,932 | 49,824,528 | 50,670,067 |
| Total Programs | | \$211,664,047 | \$251,399,998 | \$217,977,578 | \$219,172,410 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

This table summarizes project expenses by capital programs.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|---|-------------|------------|------------|--------------|------------|------------|------------|--------------|
| Project | Prior Years | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | 5-Year Total |
| Centers and Main Streets | | | | | | | | |
| Cully Boulevard: NE Prescott-Killingsworth | 1,065,772 | 3,500,000 | 82,566 | 0 | 0 | 0 | 0 | 82,566 |
| Division Streetscape | 556,221 | 1,226,882 | 1,161,023 | 1,200,000 | 0 | 0 | 0 | 2,361,023 |
| Gateway Phase II | 149 | 196,677 | 1,074,902 | 540,661 | 0 | 0 | 0 | 1,615,563 |
| Gibbs St Pedestrian Bridge | 1,125,488 | 1,700,884 | 1,100,884 | 0 | 0 | 0 | 0 | 1,100,884 |
| Killingsworth: Commercial-MLK | 2,303 | 350,000 | 1,139,858 | 1,532,432 | 0 | 0 | 0 | 2,672,290 |
| Lake Oswego Streetcar Extension | 0 | 0 | 507,393 | 0 | 0 | 0 | 0 | 507,393 |
| Milwaukie Light Rail Transit Project | 0 | 0 | 0 | 1,445,884 | 0 | 0 | 0 | 1,445,884 |
| Moody Pkwy | 143,182 | 14,395,657 | 20,899,111 | 4,734,413 | 0 | 0 | 0 | 25,633,524 |
| NE 97th Avenue | 23,802 | 255,000 | 1,253,597 | 0 | 0 | 0 | 0 | 1,253,597 |
| Portland - Milwaukie Light Rail Transit | 2,033,522 | 720,000 | 1,306,027 | 675,000 | 0 | 0 | 0 | 1,981,027 |
| Portland Streetcar Loop | 4,177,683 | 56,036,332 | 19,169,826 | 0 | 0 | 0 | 0 | 19,169,826 |
| Streetcar Prototype | 0 | 1,250,000 | 900,000 | 0 | 0 | 0 | 0 | 900,000 |
| Streetcar Track Relocation | 0 | 140,000 | 2,715,191 | 1,116,460 | 0 | 0 | 0 | 3,831,651 |
| Streetcar Vehicle Purchase | 0 | 6,000,000 | 2,500,000 | 0 | 0 | 0 | 0 | 2,500,000 |
| SW Bancroft and SW Macadam Intersection Improvement | 0 | 50,000 | 31,300 | 0 | 0 | 0 | 0 | 31,300 |
| WBurnside Congestion Study | 0 | 0 | 100,000 | 0 | 0 | 0 | 0 | 100,000 |
| Total Centers and Main Streets | 9,128,122 | 85,821,432 | 53,941,678 | 11,244,850 | 0 | 0 | 0 | 65,186,528 |
| Freight and Industrial Area | | | | | | | | |
| Columbia Blvd & MLK Blvd Street Improvements | 94,207 | 174,842 | 962,141 | 1,158,539 | 0 | 0 | 0 | 2,120,680 |
| Lombard: Columbia Slough Overcrossing | 158,986 | 499,012 | 981,897 | 0 | 0 | 0 | 0 | 981,897 |
| NE 82nd Ave & Columbia Intersection | 42,928 | 215,624 | 302,656 | 0 | 0 | 0 | 0 | 302,656 |
| Portland & Columbia Blvd | 160 | 150,000 | 300,000 | 0 | 0 | 0 | 0 | 300,000 |
| Total Freight and Industrial Area | 296,281 | 1,039,478 | 2,546,694 | 1,158,539 | 0 | 0 | 0 | 3,705,233 |
| Local Street Design | | | | | | | | |
| 136th Ave: N of Prescott to Whitaker, NE | 0 | 0 | 111,608 | 641,115 | 0 | 0 | 0 | 752,723 |
| Alberta St: 76th-79nd LID, NE | 0 | 0 | 197,118 | 456,290 | 0 | 0 | 0 | 653,408 |
| Commercial/Industrial Street | 0 | 430,433 | 918,514 | 836,000 | 856,000 | 876,000 | 896,000 | 4,382,514 |
| Lents Transit Center Neighborhood | 23,865 | 240,000 | 280,517 | 693,917 | 0 | 0 | 0 | 974,434 |
| Local Improvement District St Design | 0 | 302,052 | 266,922 | 280,000 | 294,000 | 309,000 | 324,000 | 1,473,922 |
| Pre-Local Improvement District St Design | 0 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 |
| Water Ave & Yamhill | 0 | 0 | 95,788 | 0 | 0 | 0 | 0 | 95,788 |
| Total Local Street Design | 23,865 | 1,002,485 | 1,900,467 | 2,937,322 | 1,180,000 | 1,215,000 | 1,250,000 | 8,482,789 |

Portland Bureau of Transportation

CIP Summary

Transportation and Parking Service Area

This table summarizes project expenses by capital programs.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|---|----------------|------------------|-------------------|-------------------|------------------|----------------|----------------|-------------------|
| Project | Prior Years | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | 5-Year Total |
| Neighborhood Livability | | | | | | | | |
| 11thAve:Gaines-Gibbs,SW | 0 | 0 | 574,875 | 82,271 | 0 | 0 | 0 | 657,146 |
| 12thAveBikeImprovements | 0 | 59,266 | 82,419 | 0 | 0 | 0 | 0 | 82,419 |
| 15Miles-BikeBoulevard | 0 | 1,332,858 | 1,000,000 | 1,000,000 | 0 | 0 | 0 | 2,000,000 |
| 7th&Salmon | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bike & Pedestrian - Affordable Transportation | 0 | 0 | 0 | 500,000 | 0 | 0 | 0 | 500,000 |
| Bike Parking Fund | 0 | 108,000 | 97,000 | 25,000 | 25,000 | 25,000 | 25,000 | 197,000 |
| BikewayNetworkCompletion | 0 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Bikeway: NE Thompson-SE Woodstock | 58,215 | 332,567 | 210,570 | 1,206,764 | 0 | 0 | 0 | 1,417,334 |
| Boones Ferry - Stephenson Street Improvements | 46,483 | 307,000 | 1,045,500 | 26,500 | 0 | 0 | 0 | 1,072,000 |
| Bridges/Over-Passes | 0 | 559,221 | 559,220 | 559,219 | 0 | 0 | 0 | 1,118,439 |
| Cycle Track | 0 | 400,000 | 668,428 | 0 | 0 | 0 | 0 | 668,428 |
| Glisan Bl | 0 | 30,000 | 31,466 | 0 | 0 | 0 | 0 | 31,466 |
| Interstate Livability | 0 | 125,000 | 200,000 | 0 | 0 | 0 | 0 | 200,000 |
| Killingswrth-Greeley | 30,897 | 275,000 | 86,378 | 0 | 0 | 0 | 0 | 86,378 |
| Lents Transit Center Foster Streetscape | 212,414 | 387,944 | 4,055,229 | 0 | 0 | 0 | 0 | 4,055,229 |
| MultnomahBoulevard,SW | 0 | 0 | 1,000,000 | 1,000,000 | 0 | 0 | 0 | 2,000,000 |
| PDCSmallProjects | 0 | 200,000 | 250,000 | 0 | 0 | 0 | 0 | 250,000 |
| Pedestrian Infill & Network | 0 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Pedestrian Safety | 0 | 347,025 | 277,025 | 277,025 | 0 | 0 | 0 | 554,050 |
| Red Electric Trail | 0 | 0 | 389,413 | 180,360 | 1,359,410 | 0 | 0 | 1,929,183 |
| RoseQuarterBikeImprovement | 0 | 81,565 | 92,258 | 0 | 0 | 0 | 0 | 92,258 |
| SafeRoutestoSchool-StateGrant | 0 | 95,000 | 311,847 | 0 | 0 | 0 | 0 | 311,847 |
| SafeRoutestoSchools-SR2S | 0 | 199,539 | 169,539 | 169,539 | 0 | 0 | 0 | 339,078 |
| SidewalkDeficiencies | 0 | 0 | 7,000,000 | 7,000,000 | 0 | 0 | 0 | 14,000,000 |
| Sidewalk Infill | 0 | 422,090 | 332,108 | 332,108 | 0 | 0 | 0 | 664,216 |
| Springwater | 0 | 194,000 | 548,862 | 0 | 0 | 0 | 0 | 548,862 |
| Terwilliger | 0 | 138,577 | 138,577 | 0 | 0 | 0 | 0 | 138,577 |
| Total Neighborhood Livability | 348,009 | 5,694,652 | 19,220,714 | 12,458,786 | 1,484,410 | 125,000 | 125,000 | 33,413,910 |
| Preservation & Rehabilitation | | | | | | | | |
| ARRA-South Auditorium Streetlighting | 386,365 | 2,058,830 | 2,334,620 | 0 | 0 | 0 | 0 | 2,334,620 |
| Burgard Road Over Abandoned Railroad | 438,537 | 546,309 | 1,824,257 | 0 | 0 | 0 | 0 | 1,824,257 |
| ColumbiaRiverCrossing | 0 | 326,226 | 1,379,133 | 0 | 0 | 0 | 0 | 1,379,133 |
| Grey to Green Crystal Springs Culverts | 194,401 | 179,030 | 69,405 | 71,000 | 0 | 0 | 0 | 140,405 |
| MLKStViaduct | 532,666 | 48,000 | 48,000 | 0 | 0 | 0 | 0 | 48,000 |
| RoadRehabilitationProgram | 0 | 2,800,000 | 2,800,000 | 2,800,000 | 2,800,000 | 2,800,000 | 2,800,000 | 14,000,000 |
| RR- Sandy | 0 | 1,908,057 | 4,508,057 | 0 | 0 | 0 | 0 | 4,508,057 |
| RR-Streets | 0 | 0 | 1,853,137 | 1,853,137 | 0 | 0 | 0 | 3,706,274 |
| SellwoodBridge | 0 | 220,000 | 372,500 | 0 | 0 | 0 | 0 | 372,500 |

This table summarizes project expenses by capital programs.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|-------------------|--------------------|--------------------|-------------------|------------------|------------------|------------------|--------------------|
| Project | Prior Years | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | 5-Year Total |
| Signal Communication | 0 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| Signal Reconstruction | 0 | 570,000 | 570,000 | 570,000 | 570,000 | 570,000 | 570,000 | 2,850,000 |
| Signal Rehabilitation | 0 | 279,609 | 279,609 | 279,609 | 0 | 0 | 0 | 559,218 |
| Street Light Replace | 0 | 279,609 | 279,609 | 279,609 | 0 | 0 | 0 | 559,218 |
| Vancouver Over Columbia Slough | 2,928,282 | 5,819,543 | 4,038,600 | 0 | 0 | 0 | 0 | 4,038,600 |
| Total Preservation & Rehabilitation | 4,480,251 | 15,135,213 | 20,456,927 | 5,953,355 | 3,470,000 | 3,470,000 | 3,470,000 | 36,820,282 |
| Special Projects | | | | | | | | |
| I-5 Macadam Ramp Access | 424,497 | 1,835,609 | 1,650,000 | 0 | 0 | 0 | 0 | 1,650,000 |
| Mt. IP/OTI A Program Match Fund | 0 | 428,385 | 464,785 | 514,785 | 514,785 | 514,785 | 514,785 | 2,523,925 |
| SM Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Smartmeter Replacement | 0 | 3,100,000 | 2,615,000 | 170,340 | 0 | 0 | 0 | 2,785,340 |
| Total Special Projects | 424,497 | 5,363,994 | 4,729,785 | 685,125 | 514,785 | 514,785 | 514,785 | 6,959,265 |
| Total Requirements | 14,701,025 | 114,057,254 | 102,796,265 | 34,437,977 | 6,649,195 | 5,324,785 | 5,359,785 | 154,568,007 |

Portland Bureau of Transportation

FTE Summary

Transportation and Parking Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 37,606 | 52,499 | 3.00 | 157,500 | 3.00 | 157,500 | 3.00 | 157,500 |
| 30000063 | Accountant II | 49,171 | 60,070 | 2.00 | 109,248 | 2.00 | 109,248 | 2.00 | 109,248 |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 5.00 | 290,784 | 5.00 | 297,976 | 5.00 | 297,976 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 2.00 | 119,780 | 2.00 | 123,487 | 2.00 | 123,487 |
| 30000436 | Administrative Supervisor I | 54,080 | 72,051 | 2.00 | 140,832 | 2.00 | 142,242 | 2.00 | 142,242 |
| 30000437 | Administrative Supervisor II | 56,763 | 75,670 | 1.00 | 75,265 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000207 | Applications Analyst IV-Generalist | 65,811 | 88,046 | 2.00 | 175,879 | 2.00 | 176,088 | 2.00 | 176,088 |
| 30000090 | Asphalt Raker | 43,306 | 46,550 | 10.00 | 465,480 | 10.00 | 465,480 | 10.00 | 465,480 |
| 30000102 | Automotive Equip Oper II: Sewer Vacuum | 42,827 | 51,584 | 9.00 | 434,988 | 9.00 | 434,988 | 9.00 | 434,988 |
| 30000103 | Automotive Equip Oper II: Street Sweeper | 42,827 | 51,584 | 11.00 | 558,708 | 12.00 | 601,536 | 12.00 | 601,536 |
| 30000104 | Automotive Equip Oper II: Tractor-Trailr | 42,827 | 51,584 | 2.00 | 94,416 | 2.00 | 94,416 | 2.00 | 94,416 |
| 30000101 | Automotive Equipment Oper I | 40,352 | 48,901 | 50.00 | 2,393,244 | 51.00 | 2,433,600 | 52.00 | 2,482,500 |
| 30000458 | Bureau Director, Assistant to | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000441 | Business Operations Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000442 | Business Operations Manager, Sr | 92,186 | 128,752 | 1.00 | 118,560 | 1.00 | 123,015 | 1.00 | 123,015 |
| 30000440 | Business Operations Supervisor | 65,811 | 88,046 | 3.00 | 264,132 | 3.00 | 264,132 | 3.00 | 264,132 |
| 30000449 | Business Systems Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000331 | CAD Analyst | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000329 | CAD Technician II | 50,086 | 63,898 | 4.00 | 236,077 | 4.00 | 238,983 | 4.00 | 238,983 |
| 30000330 | CAD Technician III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30001259 | Capital Program Manager | 74,214 | 98,862 | 1.00 | 88,980 | 1.00 | 90,804 | 1.00 | 90,804 |
| 30001258 | Capital Project Control Manager | 74,214 | 98,862 | 1.00 | 88,096 | 1.00 | 91,708 | 1.00 | 91,708 |
| 30000399 | Capital Project Manager I | 60,840 | 77,709 | 4.00 | 290,252 | 4.00 | 295,788 | 4.00 | 295,788 |
| 30000686 | Capital Project Manager II | 65,811 | 88,046 | 9.00 | 715,984 | 9.00 | 727,193 | 10.00 | 808,793 |
| 30000687 | Capital Project Manager III | 68,994 | 92,726 | 5.00 | 459,850 | 5.00 | 463,326 | 5.00 | 463,326 |
| 30000110 | Carpenter | 50,835 | 55,224 | 7.00 | 382,176 | 7.00 | 382,176 | 7.00 | 382,176 |
| 30000491 | Community Outreach & Informtn Assistant | 44,533 | 68,619 | 1.00 | 51,408 | 1.00 | 51,408 | 1.00 | 51,408 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 59,634 | 79,518 | 2.00 | 140,424 | 2.00 | 143,944 | 2.00 | 143,944 |
| 30000107 | Concrete Finisher | 50,835 | 55,224 | 13.00 | 717,912 | 13.00 | 717,912 | 13.00 | 717,912 |
| 30000105 | Construction Equipment Operator | 42,952 | 54,850 | 18.00 | 958,768 | 18.00 | 968,290 | 18.00 | 968,290 |
| 30000733 | Development Services Manager | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,281 | 1.00 | 106,281 |
| 30000332 | Development Services Technician I | 37,378 | 50,086 | 1.00 | 50,088 | 1.00 | 50,088 | 1.00 | 50,088 |
| 30000334 | Development Services Technician III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000732 | Development Supervisor I | 62,629 | 83,637 | 2.00 | 167,280 | 2.00 | 167,280 | 2.00 | 167,280 |
| 30000634 | Electrical Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 2.00 | 149,100 |
| 30000116 | Electrician | 63,606 | 68,661 | 18.00 | 1,220,796 | 18.00 | 1,220,796 | 17.00 | 1,157,184 |
| 30000237 | Electronics Technician II:Traffic Signal | 55,328 | 67,080 | 3.00 | 201,240 | 3.00 | 201,240 | 3.00 | 201,240 |
| 30000487 | Emergency Management Program Manager | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000683 | Engineer, Chief | 101,421 | 145,205 | 1.00 | 139,591 | 1.00 | 144,848 | 1.00 | 144,848 |
| 30000684 | Engineer, City Traffic | 92,685 | 123,594 | 1.00 | 123,588 | 1.00 | 123,588 | 1.00 | 123,588 |
| 30000682 | Engineer, Principal | 92,685 | 123,594 | 3.00 | 363,048 | 3.00 | 367,800 | 3.00 | 367,800 |
| 30000680 | Engineer, Sr | 80,226 | 106,954 | 9.00 | 914,724 | 9.00 | 936,831 | 9.00 | 936,831 |
| 30000681 | Engineer, Supervising | 86,237 | 114,982 | 6.00 | 643,304 | 6.00 | 662,744 | 6.00 | 662,744 |
| 30000365 | Engineer-Civil | 79,997 | 97,219 | 4.00 | 384,252 | 4.00 | 386,574 | 4.00 | 386,574 |
| 30000369 | Engineer-Structural | 79,997 | 97,219 | 2.00 | 194,448 | 2.00 | 194,448 | 2.00 | 194,448 |
| 30000370 | Engineer-Traffic | 79,997 | 97,219 | 6.00 | 578,700 | 6.00 | 581,409 | 7.00 | 678,633 |
| 30000358 | Engineering Associate, Sr-Civil | 69,160 | 88,171 | 8.00 | 676,379 | 8.00 | 685,926 | 8.00 | 685,926 |
| 30000362 | Engineering Associate, Sr-Structural | 69,160 | 88,171 | 2.00 | 172,164 | 2.00 | 176,352 | 2.00 | 176,352 |
| 30000363 | Engineering Associate, Sr-Traffic | 69,160 | 88,171 | 8.00 | 637,240 | 8.00 | 646,497 | 7.00 | 558,321 |
| 30000353 | Engineering Associate-Civil | 56,846 | 76,190 | 6.00 | 373,465 | 6.00 | 381,963 | 6.00 | 381,963 |

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000696 | Engineering Survey Manager | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000324 | Engineering Technician I | 37,378 | 50,086 | 10.00 | 443,268 | 10.00 | 446,039 | 10.00 | 446,039 |
| 30000325 | Engineering Technician II | 50,086 | 63,898 | 18.00 | 1,065,397 | 18.00 | 1,079,715 | 18.00 | 1,079,715 |
| 30000326 | Engineering Technician III | 60,840 | 77,709 | 5.00 | 371,888 | 5.00 | 380,423 | 5.00 | 380,423 |
| 30000459 | Environmental Policy Analyst | 62,629 | 83,637 | 1.00 | 72,528 | 1.00 | 75,246 | 1.00 | 75,246 |
| 30000095 | Environmental Systems Crew Leader | 52,187 | 56,722 | 10.00 | 567,240 | 10.00 | 567,240 | 10.00 | 567,240 |
| 30000094 | Environmental Systems Maintenance Tech | 48,526 | 54,184 | 9.00 | 481,968 | 9.00 | 483,708 | 9.00 | 483,708 |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 3.00 | 208,392 | 3.00 | 213,840 | 3.00 | 213,840 |
| 30000566 | Financial Analyst, Assistant | 44,533 | 68,619 | 2.00 | 105,480 | 2.00 | 107,560 | 2.00 | 107,560 |
| 30000569 | Financial Analyst, Principal | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000127 | General Mechanic | 46,134 | 55,806 | 3.00 | 167,436 | 3.00 | 167,436 | 3.00 | 167,436 |
| 30000341 | GIS Technician I | 37,378 | 50,086 | 1.00 | 37,380 | 1.00 | 38,766 | 1.00 | 38,766 |
| 30000342 | GIS Technician II | 50,086 | 63,898 | 7.00 | 433,703 | 7.00 | 440,300 | 7.00 | 440,300 |
| 30000343 | GIS Technician III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000373 | Graphics Designer III | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000218 | Inf Syst Analyst, Principal-Gen | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000166 | Lighting & Signal Inspector | 65,146 | 75,400 | 2.00 | 150,792 | 2.00 | 150,792 | 2.00 | 150,792 |
| 30000855 | Maintenance Group Manager | 92,186 | 128,752 | 2.00 | 246,064 | 2.00 | 250,874 | 2.00 | 250,874 |
| 30000644 | Maintenance Planner/Scheduler | 54,080 | 72,051 | 2.00 | 117,804 | 2.00 | 122,640 | 2.00 | 122,640 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000453 | Management Analyst, Principal | 74,214 | 98,862 | 1.00 | 81,237 | 1.00 | 84,570 | 1.00 | 84,570 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 2.00 | 167,280 | 2.00 | 167,280 | 2.00 | 167,280 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 1.00 | 44,532 | 1.00 | 67,821 | 1.00 | 67,821 |
| 30000693 | Mapping & GIS Supervisor | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000327 | Mapping Data Technician I | 50,086 | 63,898 | 2.00 | 113,988 | 2.00 | 113,988 | 2.00 | 113,988 |
| 30000978 | Mapping Data Technician II | 60,840 | 77,709 | 1.00 | 74,052 | 1.00 | 76,797 | 1.00 | 76,797 |
| 30000347 | Materials Quality Compliance Specialist | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 7.00 | 301,156 | 7.00 | 303,996 | 7.00 | 303,996 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 7.00 | 355,704 | 7.00 | 357,049 | 7.00 | 357,049 |
| 30000112 | Painter | 50,835 | 55,224 | 1.00 | 55,224 | 1.00 | 55,224 | 1.00 | 55,224 |
| 30000185 | Parking Code Enforcement Officer | 37,752 | 48,173 | 40.00 | 1,882,560 | 40.00 | 1,896,168 | 40.00 | 1,896,168 |
| 30001158 | Parking Code Enfrmnt Ofcr-Abandnd Auto | 33,779 | 43,638 | 3.00 | 130,932 | 3.00 | 130,932 | 3.00 | 130,932 |
| 30000188 | Parking Collection Technician | 25,792 | 29,453 | 2.00 | 58,896 | 2.00 | 58,896 | 2.00 | 58,896 |
| 30000638 | Parking Control Manager | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000637 | Parking Enforcement Supervisor | 59,634 | 79,518 | 2.00 | 152,169 | 2.00 | 155,504 | 2.00 | 155,504 |
| 30000099 | Parking Pay Station Technician | 45,614 | 55,078 | 8.00 | 404,092 | 8.00 | 408,820 | 8.00 | 408,820 |
| 30000385 | Planner II, City-Land Use | 58,552 | 67,642 | 1.00 | 67,644 | 1.00 | 67,644 | 1.00 | 67,644 |
| 30000388 | Planner II, City-Transportation | 58,552 | 67,642 | 2.00 | 122,904 | 2.00 | 128,536 | 2.00 | 128,536 |
| 30000393 | Planner, Sr City-Land Use | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000396 | Planner, Sr City-Transportation | 60,840 | 77,709 | 5.00 | 385,510 | 5.00 | 388,560 | 5.00 | 388,560 |
| 30000395 | Planner, Sr City-Transportation Modeling | 60,840 | 77,709 | 1.00 | 77,712 | 1.00 | 77,712 | 1.00 | 77,712 |
| 30000640 | Portland Streetcar Maintenance Manager | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000643 | Portland Streetcar Maintenance Supvr | 56,763 | 75,670 | 1.00 | 69,660 | 1.00 | 72,519 | 1.00 | 72,519 |
| 30000639 | Portland Streetcar Operations Manager | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000839 | Portland Streetcar Operations Supvr | 56,763 | 75,670 | 1.00 | 71,760 | 1.00 | 73,230 | 1.00 | 73,230 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 5.00 | 390,912 | 5.00 | 393,954 | 5.00 | 393,954 |
| 30000465 | Program Manager | 62,629 | 83,637 | 5.00 | 378,108 | 5.00 | 380,539 | 5.00 | 380,539 |
| 30000466 | Program Manager, Sr | 74,214 | 98,862 | 1.00 | 97,368 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 4.00 | 265,200 | 4.00 | 270,655 | 4.00 | 270,655 |

Portland Bureau of Transportation

FTE Summary

Transportation and Parking Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------------------------------|--|--------------|---------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000632 | Public Works Division Manager | 85,800 | 116,293 | 3.00 | 303,294 | 3.00 | 310,958 | 3.00 | 310,958 |
| 30000690 | Public Works Inspection Supervisor | 62,629 | 83,637 | 2.00 | 167,280 | 2.00 | 167,280 | 2.00 | 167,280 |
| 30000228 | Public Works Inspector | 56,222 | 64,230 | 9.00 | 567,000 | 9.00 | 568,464 | 9.00 | 568,464 |
| 30000229 | Public Works Inspector, Sr | 60,965 | 71,843 | 4.00 | 287,376 | 4.00 | 287,376 | 4.00 | 287,376 |
| 30000679 | Public Works Permit Engineering Manager | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000630 | Public Works Supervisor II | 56,763 | 75,670 | 24.00 | 1,732,488 | 25.00 | 1,804,662 | 25.00 | 1,804,662 |
| 30000631 | Public Works Supervisor, Sr | 65,811 | 88,046 | 4.00 | 347,040 | 4.00 | 350,153 | 4.00 | 350,153 |
| 30000697 | Right of Way Acquisition Supervisor | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000348 | Right of Way Agent I | 37,378 | 50,086 | 2.00 | 78,612 | 2.00 | 80,515 | 2.00 | 80,515 |
| 30000349 | Right of Way Agent II | 50,086 | 63,898 | 3.00 | 169,188 | 3.00 | 170,562 | 3.00 | 170,562 |
| 30000350 | Right of Way Agent III | 60,840 | 77,709 | 3.00 | 212,266 | 3.00 | 218,596 | 3.00 | 218,596 |
| 30000481 | Risk Specialist | 54,080 | 72,051 | 1.00 | 59,694 | 1.00 | 62,142 | 1.00 | 62,142 |
| 30000486 | Safety & Risk Officer II | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000029 | Service Dispatcher | 33,405 | 46,758 | 3.00 | 140,292 | 3.00 | 140,292 | 3.00 | 140,292 |
| 30000030 | Service Dispatcher, Lead | 39,832 | 51,272 | 1.00 | 51,276 | 1.00 | 51,276 | 1.00 | 51,276 |
| 30000197 | Sidewalk Inspector | 49,858 | 56,722 | 4.00 | 226,896 | 4.00 | 226,896 | 4.00 | 226,896 |
| 30000089 | Sign Maker | 50,835 | 55,224 | 1.00 | 55,224 | 1.00 | 55,224 | 1.00 | 55,224 |
| 30000402 | Signals & Street Lighting Technician | 60,840 | 77,709 | 2.00 | 155,424 | 2.00 | 155,424 | 1.00 | 77,712 |
| 30000053 | Storekeeper/Acquisition Specialist I | 40,560 | 49,650 | 1.00 | 49,656 | 1.00 | 49,656 | 1.00 | 49,656 |
| 30000054 | Storekeeper/Acquisition Specialist II | 42,619 | 52,104 | 6.00 | 312,624 | 5.00 | 260,520 | 4.00 | 208,416 |
| 30000056 | Storekeeper/Acquisition Specialist III | 48,131 | 59,842 | 2.00 | 119,688 | 3.00 | 177,828 | 2.00 | 120,824 |
| 30000702 | Street Lights/Signals Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000091 | Street Maintenance Crew Leader | 52,187 | 56,722 | 7.00 | 392,532 | 7.00 | 392,532 | 7.00 | 392,532 |
| 30001079 | Survey Project Support Tech | 47,382 | 51,730 | 1.00 | 51,732 | 1.00 | 51,732 | 1.00 | 51,732 |
| 30000224 | Surveying Aide II | 41,475 | 45,968 | 9.00 | 409,248 | 9.00 | 409,248 | 9.00 | 409,248 |
| 30000694 | Surveying Supervisor | 62,629 | 83,637 | 1.00 | 62,628 | 1.00 | 62,628 | 1.00 | 62,628 |
| 30000225 | Surveyor I | 47,382 | 58,885 | 6.00 | 341,808 | 6.00 | 341,808 | 6.00 | 341,808 |
| 30000226 | Surveyor II | 55,016 | 63,045 | 2.00 | 126,096 | 2.00 | 126,096 | 2.00 | 126,096 |
| 30001558 | Timekeeping Specialist | 33,467 | 46,696 | 3.00 | 126,852 | 6.00 | 244,644 | 6.00 | 244,644 |
| 30000092 | Traffic Crew Leader | 50,294 | 54,704 | 7.00 | 378,540 | 8.00 | 428,832 | 8.00 | 428,832 |
| 30000699 | Traffic Investigations Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30001183 | Transportation Demand Mgmt Assistant | 32,510 | 41,517 | 2.00 | 66,356 | 1.17 | 39,802 | 1.17 | 39,802 |
| 30000351 | Transportation Demand Mgmt Spec I | 50,086 | 63,898 | 2.00 | 127,800 | 3.00 | 191,700 | 3.00 | 191,700 |
| 30000352 | Transportation Demand Mgmt Spec II | 60,840 | 77,709 | 3.00 | 226,154 | 2.90 | 222,005 | 2.90 | 222,005 |
| 30000853 | Transportation Dev & Engineering Grp Mgr | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30000420 | Transportation Director | 128,294 | 183,851 | 1.00 | 171,729 | 1.00 | 178,638 | 1.00 | 178,638 |
| 30000642 | Transportation Division Manager | 85,800 | 116,293 | 3.00 | 323,025 | 3.00 | 331,502 | 3.00 | 331,502 |
| 30000740 | Transportation Planner, Supervising | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000739 | Transportation Planning Coordinator | 59,634 | 79,518 | 3.00 | 238,572 | 3.00 | 238,572 | 3.00 | 238,572 |
| 30000741 | Transportation Planning Manager | 85,800 | 116,293 | 1.00 | 116,292 | 1.00 | 116,292 | 1.00 | 116,292 |
| 30000854 | Transportation Systems Grp Mgr | 92,186 | 128,752 | 1.00 | 114,420 | 1.00 | 116,766 | 1.00 | 116,766 |
| 30001037 | Utility Locator | 46,550 | 50,086 | 5.00 | 243,360 | 5.00 | 243,360 | 5.00 | 243,360 |
| 30000076 | Utility Worker I | 39,811 | 43,306 | 12.00 | 519,696 | 12.00 | 519,696 | 12.00 | 519,696 |
| 30000077 | Utility Worker II | 43,306 | 46,550 | 129.00 | 5,920,452 | 136.00 | 6,249,933 | 136.00 | 6,249,933 |
| 30000123 | Welder | 50,835 | 55,224 | 2.00 | 110,448 | 2.00 | 110,448 | 2.00 | 110,448 |
| TOTAL FULL-TIME POSITIONS | | | | 730.00 | 44,281,520 | 744.07 | 45,298,664 | 743.07 | 45,257,356 |
| 30000362 | Engineering Associate, Sr-Structural | 69,160 | 88,171 | 0.00 | 0 | -0.50 | (48,600) | -0.50 | (48,600) |
| 30000363 | Engineering Associate, Sr-Traffic | 69,160 | 88,171 | 0.90 | 62,244 | 0.50 | 34,584 | 0.50 | 34,584 |
| 30000325 | Engineering Technician II | 50,086 | 63,898 | 0.50 | 26,268 | 0.50 | 27,489 | 0.50 | 27,489 |
| 30000185 | Parking Code Enforcement Officer | 37,752 | 48,173 | 0.63 | 30,348 | 0.63 | 30,348 | 0.63 | 30,348 |

FTE Summary

Portland Bureau of Transportation

Transportation and Parking Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|--------------------------------------|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000462 | Program Specialist, Assistant | 44,533 | 68,619 | 1.00 | 68,616 | 1.00 | 68,616 | 1.00 | 68,616 |
| 30000029 | Service Dispatcher | 33,405 | 46,758 | 3.60 | 158,844 | 2.80 | 126,396 | 2.80 | 126,396 |
| 30000197 | Sidewalk Inspector | 49,858 | 56,722 | 0.90 | 51,048 | 0.80 | 45,372 | 0.80 | 45,372 |
| 30000224 | Surveying Aide II | 41,475 | 45,968 | 1.00 | 45,972 | 1.00 | 45,972 | 1.00 | 45,972 |
| 30000352 | Transportation Demand Mgmt Spec II | 60,840 | 77,709 | 1.40 | 108,792 | 1.25 | 97,140 | 1.25 | 97,140 |
| TOTAL PART-TIME POSITIONS | | | | 9.93 | 552,132 | 7.98 | 427,317 | 7.98 | 427,317 |
| 30000101 | Automotive Equipment Oper I | 40,352 | 48,901 | 1.00 | 48,900 | 0.58 | 28,525 | 0.58 | 28,525 |
| 30000365 | Engineer-Civil | 79,997 | 97,219 | 0.58 | 46,662 | 1.00 | 82,323 | 1.00 | 82,323 |
| 30000324 | Engineering Technician I | 37,378 | 50,086 | 0.58 | 21,805 | 1.00 | 38,458 | 1.00 | 38,458 |
| 30000465 | Program Manager | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 2.80 | 182,204 | 1.80 | 114,051 | 1.80 | 114,051 |
| 30001183 | Transportation Demand Mgmt Assistant | 32,510 | 41,517 | 1.00 | 33,178 | 1.84 | 63,101 | 1.84 | 63,101 |
| 30000351 | Transportation Demand Mgmt Spec I | 50,086 | 63,898 | 3.83 | 207,424 | 2.90 | 156,384 | 2.90 | 156,384 |
| TOTAL LIMITED TERM POSITIONS | | | | 10.80 | 623,813 | 10.13 | 566,482 | 10.13 | 566,482 |
| GRAND TOTAL | | | | 750.73 | 45,457,465 | 762.18 | 46,292,463 | 761.18 | 46,251,155 |

Transportation and Parking Service Area

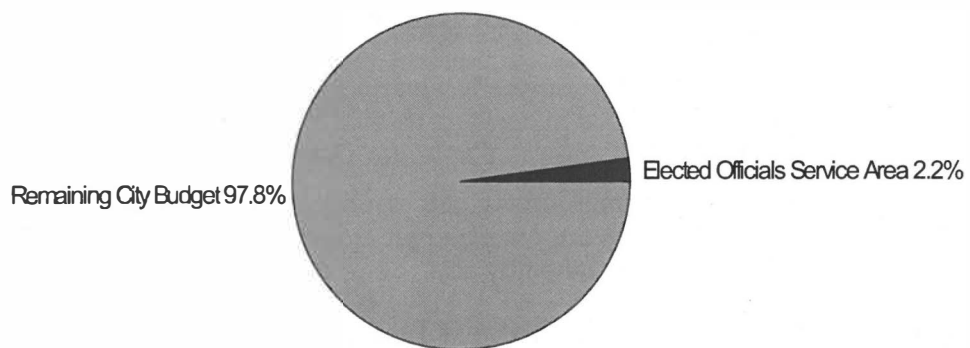
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|------------------|--------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 217,916,452 | 0 | 217,916,452 | 760.98 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (52,320) | 0 | (52,320) | (0.50) | PT Sr. Engineer Associate reduction |
| | (133,374) | 0 | (133,374) | 0.00 | Reduction in DMI contract for 1.5% ongoing cut |
| | 0 | 170,000 | 170,000 | 0.00 | Sunday Parkways one-time funding |
| | 0 | 0 | 0 | 1.70 | Limited term position increase |
| | 0 | 0 | 0 | 0.00 | Shifting DMI contract from Parking to Operating fund |
| | 0 | 76,820 | 76,820 | 0.00 | Misc. interagency technical adjustments |
| Approved Budget Additions and Reductions | | | | | |
| | (166,080) | 0 | (166,080) | (2.00) | Transfer of 2.0 Storekeeper positions to Parks |
| | 0 | 0 | 0 | 1.00 | Convert Auto Equip Operator to Permanent |
| | 0 | 1,610,912 | 1,610,912 | 0.00 | Parking Garage major maintenance project |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | (250,000) | (250,000) | 0.00 | BES IA reduction for sewer repair and cleaning |
| | (351,774) | 1,607,732 | 1,255,958 | 0.20 | Total FY 2011-12 Decision Packages |
| | | | 219,172,410 | 761.18 | Total Adopted Budget |

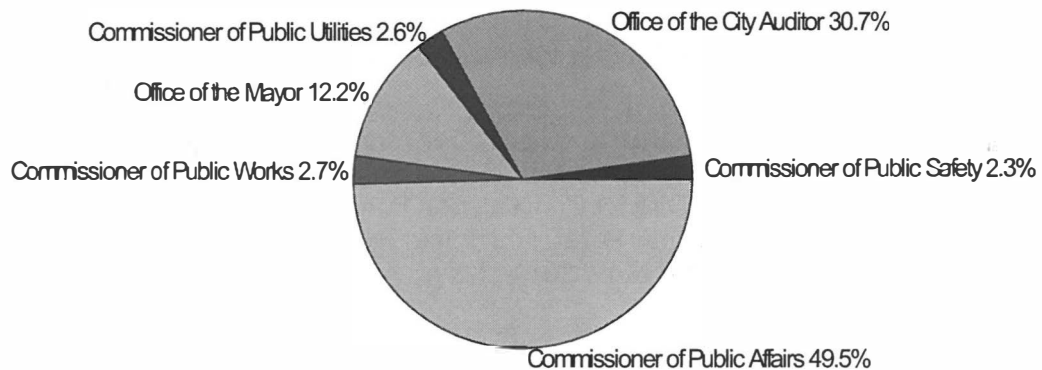
Elected Officials Service Area

- Office of the City Auditor
- Office of the Mayor
- Commissioner of Public Affairs
- Commissioner of Public Safety
- Commissioner of Public Utilities
- Commissioner of Public Works

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 77,545,492 | 79,768,217 | 2,222,725 | 2.87 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 77,545,492 | 79,768,217 | 2,222,725 | 2.87 |
| Authorized Positions | 114.59 | 113.01 | (1.58) | (1.38) |

Service Area Highlights

Description

The Elected Officials service area includes the offices of the Mayor, the Commissioners, and City Auditor.

Major Themes

Mayor's Office

The FY 2011-12 Adopted Budget for the Office of the Mayor is \$4.2 million. The budget includes \$450,750 for the Education program, \$235,000 for the Cradle-to-Career program, and \$32,500 for the Parkrose Restorative Justice program. A part-time Public Safety Counsel position was added. There is also an interagency agreement with the Office of Emergency Management for \$6,774 to support issues related to emergency management services.

Commissioners' Offices

The FY 2011-12 Adopted Budget for the Commissioner of Public Affairs includes an additional \$33,500 in ongoing resources to partially fund a Mental Health Specialist position at the Gateway Center for Domestic Violence Services.

The other commissioners' office budgets remain relatively unchanged. The mandatory 1.5% ongoing budget reductions and OMF interagency adds and reductions were taken by all.

Office of the City Auditor

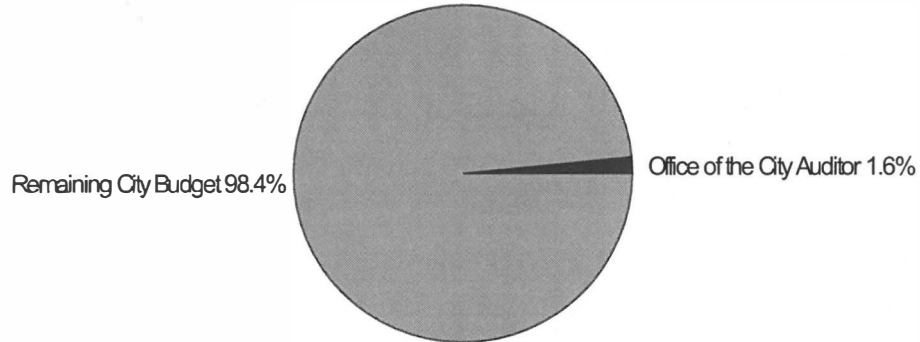
The Auditor's Office FY 2011-12 Adopted Budget includes 48.62 FTEs and an operating budget of \$9.1 million, a decrease of about 2% from the FY 2010-11 Revised Budget. The budget includes reductions of \$25,117 to bureau external materials & services and a \$7,907 net reduction resulting from OMF interagency adjustments. The budget includes add packages of \$57,744 of ongoing General Fund resources to fund 0.50 FTE Assistant IPR Director position and \$62,620 in interagency funding for increased Single Audit costs related to federal grant programs.

The Auditor's Office manages three funds: the Bancroft Bond Fund (\$19.5 million in FY 2011-12), the Assessment Collection Fund (\$80,000 in FY 2011-12), and the Local Improvement District Construction Fund (\$27 million in FY 2011-12). The Campaign Finance Fund, which had been managed by the Auditor's Office, was closed at the end of FY 2010-11.

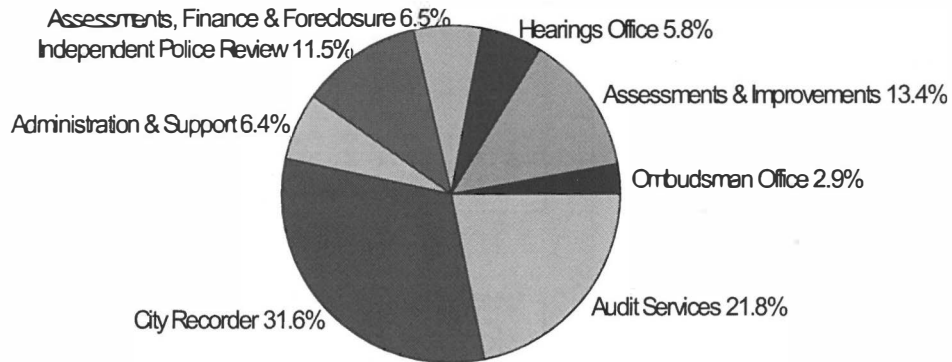
Office of the City Auditor

Elected Officials Service Area
La Vonne Griffin-Valade, City Auditor

Percent of City Budget



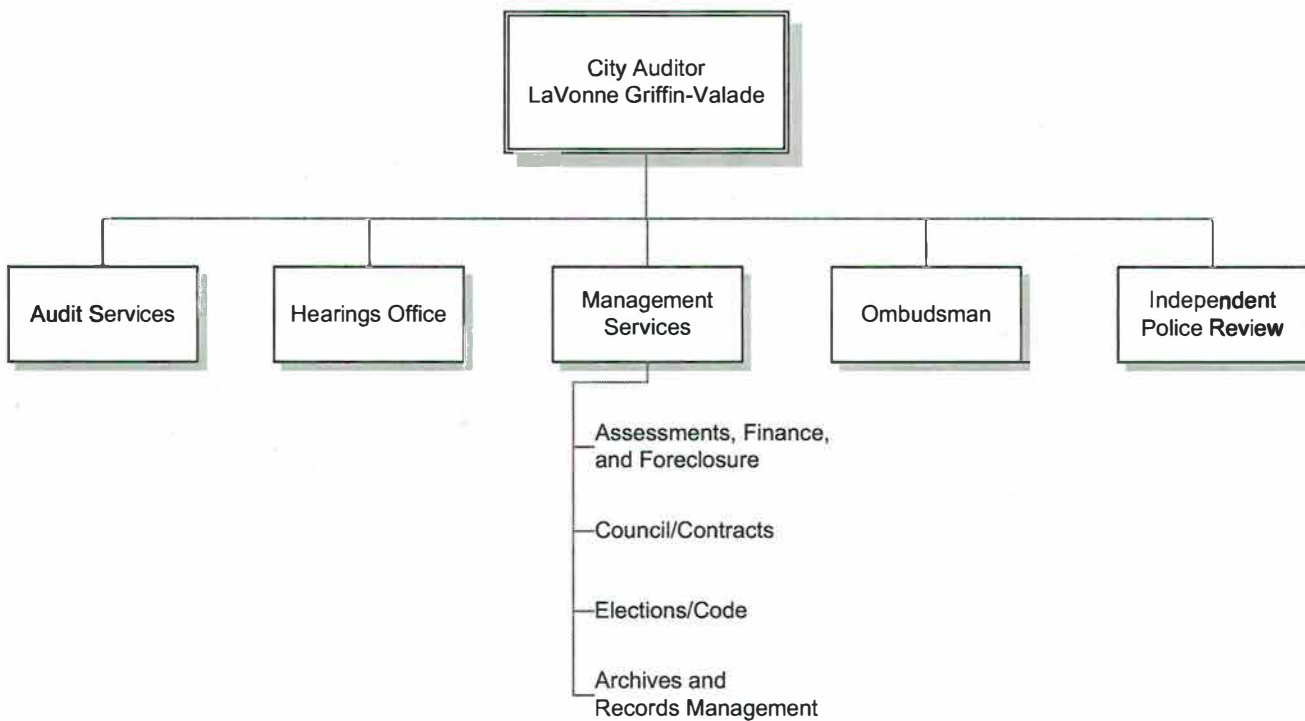
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 50,097,864 | 55,902,551 | 5,804,687 | 11.59 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 50,097,864 | 55,902,551 | 5,804,687 | 11.59 |
| Authorized Positions | 50.00 | 48.62 | (1.38) | (2.76) |

Office of the City Auditor



Bureau Summary

Bureau Mission

The mission of the City Auditor's Office is to ensure open and accountable government. This is accomplished by conducting independent and impartial reviews that promote efficient, effective, and equitable services and by providing access to City information.

Bureau Overview

The elected City Auditor provides accountability for the use of public resources. City Charter requires the Auditor to be professionally certified and assigns the Auditor a variety of responsibilities, including conducting performance audits, supervising City elections, maintaining all official records of the City, overseeing the Council agenda and meetings, and other accountability functions. City Code also authorizes the Auditor to provide civilian oversight of the Portland Police Bureau, the impartial hearing of appeals of City decisions, and the independent investigation of complaints.

The Assessments, Finance and Foreclosure program in the Auditor's Office also manages several large funds, totaling approximately \$46 million in FY 2011-12, which finance both large and small local improvement projects. Beginning this year, these figures are being displayed as part of the Auditor's Office budget. The operating budget for the Office in FY 2011-12 totals \$9.3 million.

Strategic Direction

Accountability

Portland has long been a leader in working for government accountability, largely through the efforts of the City Auditor's Office. The Auditor's role is to advocate for efficient service delivery to Portlanders, effective management of the City organization, and open and transparent processes.

Responsive Government

Over the last two fiscal years, the Auditor's Office has undertaken several initiatives to improve services and promote a more responsive government. These include the following:

- ◆ The Auditor's police oversight authority was strengthened considerably.
- ◆ The annual community survey was improved and revised.
- ◆ The Auditor's Office increased its capacity to conduct more frequent and comprehensive audits of the City's information technology systems.
- ◆ The Auditor launched a 24/7 tip line to allow anonymous reporting of concerns about possible employee misconduct. The reporting system is open to the public and City employees.

Summary of Budget Decisions

Reduction Packages 1.5% Mandatory Reduction

The Adopted Budget cuts the Auditor's Office budget by \$25,117 ongoing, which will reduce external materials and services by \$25,117 across all divisions.

OMF Interagency Agreement Adjustments

The packages reflect a net decrease of \$7,907 in interagency costs resulting from decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Add Packages

Assistant Director of IPR Position

The FY 2008-09 Adopted Budget created a full-time Assistant Independent Police Review (IPR) program Director position, half of which was funded with permanent ongoing dollars and the other half was funded with one-time funds for three years. The Adopted Budget includes an additional \$57,744 of ongoing dollars to maintain the full-time Assistant IPR Director position and reclassifies it as a permanent full-time position.

Interagency Agreements for Single Audit Cost Increases

The Auditor's Office administers the contract between the City and external auditors, including the Single Audit of federal grant dollars that the City receives. Prior to last year, the Auditor's Office received an allocation for up to six major programs to be included in the Single Audit. Because of increased federal grant funding, including economic stimulus grants, the number of major programs identified by the external auditor has increased to ten for the next fiscal year, resulting in a projected \$62,620 of additional audit costs. The Adopted Budget allows for the additional costs be recovered through IAs with bureaus receiving federal grant dollars.

Ombudsman Office

Description

The Office of the Ombudsman is an independent, impartial office that investigates the administrative acts of City agencies in a non-adversarial manner. When warranted, the office recommends appropriate changes to promote higher standards of competency, efficiency, and justice in the provision of City services. The Ombudsman has access to all City employees and records.

The Ombudsman's job is to investigate complaints from the public and determine whether the City has acted fairly and efficiently. If a complaint is justified, staff will work with the community member and the agency to find a fair solution and may recommend changes in policies or procedures to avoid subsequent problems. If a complaint is not justified, the office will explain the reasoning and the implications to the community member. This process protects employees from unfounded criticism.

The Ombudsman plays a significant role in addressing public concerns, thus avoiding more costly conflicts. The office is committed to increasing trust in government, continuing its outreach efforts to underrepresented members of the public, and investigating and managing reports received from the Auditor's Fraud Alert line.

Goals

The Office of the Ombudsman supports the City goal of delivering efficient, effective, and accountable municipal services and the bureau goal of improving City accountability and performance by reporting its independent and impartial reviews, conclusions, and recommendations.

Performance

The office responds to approximately 350 complaints and requests per year. The office manages another 35 or so reports received through the Auditor's Fraud Alert line. In FY 2009-10, a survey of those who had used the Office of the Ombudsman services indicated that 93% of respondents were satisfied with the timeliness of the response to their complaint; the goal was 85%. In FY 2009-10, 75% of respondents were satisfied with the overall service that they received; the goal was 75%. In the spring of each year, the Office of the Ombudsman produces an annual report describing samples of cases and accomplishments.

Changes to Services and Activities

The Office of the Ombudsman has increased the staff hours dedicated to outreach, particularly to underrepresented or disenfranchised members of the community.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 2.00 | 2.00 | 2.00 | 2.00 |
| Expenditures | | | | | |
| Ombudsman Office | | 287,447 | 308,294 | 304,529 | 304,529 |
| Total Expenditures | | 287,447 | 308,294 | 304,529 | 304,529 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Office of the City Auditor

Elected Officials Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percentage of citizens who are satisfied or very satisfied with the service they received. | 83% | 75% | 75% | 75% | 75% |
| Efficiency | | | | | |
| Percentage of citizens who feel the office's response was timely. | 95% | 93% | 85% | 85% | 85% |
| Workload | | | | | |
| Number of complaints and requests | 271 | 366 | 399 | 375 | 375 |

Administration & Support

Description

Administrative Support

The Management Services Division is the Auditor's executive office, providing leadership, accountability, and support for all activities of the City Auditor's Office. These functions include budgeting, accounting, human resources and payroll activities, purchasing, and information technology projects and systems. This division monitors problem-solving efforts throughout the office and serves as a contact point for other bureaus and offices in the City.

Direct Public Support

Management Services also provides direct support to members of the public. This division is responsible for managing the election processes for the City, and it also administers the lobbyist program, registers lobbying entities, receives and publishes lobbying reports, and maintains the online reporting applications. Management Services administers and maintains the repository of the Portland Policy Documents. Staff members review documents that add, delete, and/or amend Citywide policies and makes them available on PortlandOnline. This division also administers and supports PortlandOnline for all Auditor's Office functions.

Goals

Management Services helps attain the City's goal of delivering efficient, effective, and accountable municipal services, as well as the bureau goal of providing leadership and accountability for the City Auditor's Office.

Performance

In FY 2009-10, administrative costs were 7.9% of the total office budget, meeting the goal of being under 10%. The FY 2011-12 target is 8%. The office did not record the number of information requests processed by the Elections Office as initially intended; however, in FY 2011-12, the office will replace this measure with the annual number of elections filings, which serves as a better gauge of the office's workload. In FY 2009-10, the Elections Office processed 30 elections filings.

Changes to Services and Activities

A number of initiatives continue to have an impact on the workload of the division, including the ongoing implementation of Efiles/TRIM throughout bureaus, the implementation of SAP, the move to the new Archives Center, the potential office space reconfiguration, and the planned reviews of services such as the lobbyist program and the Assessment, Finance, & Foreclosure program. As a result of the November 2010 election, Management Services has discontinued the Campaign Finance Fund program and the Citizen Campaign Commission.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 4.00 | 4.00 | 4.00 | 4.00 |
| Expenditures | | | | | |
| Administration & Support | | 580,561 | 688,073 | 679,089 | 679,089 |
| Total Expenditures | | 580,561 | 688,073 | 679,089 | 679,089 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Office of the City Auditor

Elected Officials Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Administrative costs: Goal is 10% or less of total budget | 8.0% | 7.3% | 7.9% | 8.0% | 8.0% |
| Workload | | | | | |
| Number of Election Filings | 1 | 17 | 4 | 30 | 30 |

Audit Services

Description The mission of the Audit Services Division is to promote honest, efficient, effective, and fully accountable City government. The division conducts independent audits that, in accordance with government auditing standards, provide objective information and recommendations to City elected officials, City managers, and the public.

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, Audit Services has issued more than 190 audit reports and identified over \$18.1 million in measurable financial benefits to the City. Bureaus have implemented, or are in the process of implementing, almost 90% of audit report recommendations.

Goals Audit Services supports the City goal of delivering efficient, effective, and accountable City services and the Auditor's Office goal of improving City accountability and performance by reporting its independent and impartial audit results and recommendations.

Performance Audit Services issued nine audit reports in FY 2009-10 to help improve the City's public accountability and to identify opportunities for increased efficiency and effectiveness. The goal for FY 2011-12 is the completion of 12 audit reports. In FY 2009-10, the cost per audit hour was \$98; the projected cost for FY 2011-12 is \$108. In FY 2009-10, City management implemented 89% of audit recommendations, exceeding the current goal of 85%. The goal for FY 2011-12 remains at 85%.

These measures are important because the percentage of recommendations implemented reflects the value of audit recommendations to City management, as well as the real ability for management to make the suggested improvements. The measure of cost per audit hour is important to show the City's cost to provide an hour of audit time, which can be reviewed against other audit providers' costs as well as used in forecasting the total costs of an audit based on the estimated completion time. The number of audits issued is an important measurement of office activity and productivity and can be compared year-to-year, as well as measured against other offices and against the number of auditors on staff.

Changes to Services and Activities The Auditor's Office has increased its capacity to conduct more frequent and comprehensive audits of the City's information technology systems.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 12.80 | 12.80 | 12.12 | 12.12 |
| Expenditures | | | | | |
| Audit Services | | 1,531,195 | 1,605,467 | 1,659,734 | 1,659,734 |
| CAFR Audit | | 300,649 | 362,150 | 373,522 | 373,522 |
| PDC Audit | | 89,300 | 108,750 | 108,800 | 108,800 |
| Single Audit | | 0 | 155,000 | 156,550 | 156,550 |
| Total Expenditures | | 1,921,144 | 2,231,367 | 2,298,606 | 2,298,606 |

Office of the City Auditor

Elected Officials Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
|------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of report recommendations implemented | 90% | 89% | 85% | 85% | 85% |
| Efficiency | | | | | |
| Full cost per audit hour | \$110 | \$98 | \$108 | \$108 | \$108 |
| Workload | | | | | |
| Number of reports issued | 13 | 9 | 12 | 12 | 12 |

City Recorder

| | |
|---|--|
| Description | <p>The City Recorder program develops and maintains accurate and objective documentation of City business and manages Efiles/TRIM, an electronic records management program that facilitates access to Citywide information.</p> <p>Council Clerk and Contracts</p> <p>As the administrator of Council sessions, the Council Clerk prepares the agenda, processes ordinances and resolutions, and compiles official minutes. Staff also produces the official versions of City Charter and Code, gives final approval of City contract documents, approves claims for payment against the City, and disburses payments.</p> <p>Archives & Records Management</p> <p>Archives & Records Management is responsible for records retention schedules, records storage and confidential destruction, preservation of historical records, and reference and retrieval services for the public and City employees at the Portland Archives and Records Center (PARC). Staff assists elected officials and bureaus in managing their public records legally and efficiently. Staff helps bureaus to develop records retention schedules that meet bureau needs, and gives guidance and instruction on public records issues.</p> |
| Goals | <p>This program supports the City goal of delivering efficient, effective, and accountable services and the bureau's goal of ensuring open and transparent Council deliberations.</p> |
| Performance | <p>In FY 2009-10, the program processed 229,526 checks/deposit advices; the target for FY 2011-12 is 169,000. In FY 2009-10, the direct cost to retrieve and deliver a record was \$5.98 per request; in FY 2011-12 the targeted cost is \$6.50. In FY 2009-10, 105,345 electronic records were added to EFiles/TRIM; the target for FY 2011-12 is 130,000 records. Beginning in FY 2011-12, the Auditor will no longer report the number of electronic records added to EFiles/TRIM; instead the Auditor will report the number of EFiles records viewed by the public.</p> |
| Changes to Services and Activities | <p>There are significant changes that directly affect workload of this program. City employee and public usage of services has more than doubled since the opening of PARC at Portland State University campus in May 2010. The implementation of SAP has increased the workload in the Council Clerk & Contracts subdivision, an increased level of work that is projected to continue. The Citywide implementation of Efiles/TRIM to additional bureaus has increased the workload in Archives & Records Management.</p> |

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | | 15.00 | 15.00 | 15.00 | 15.00 |
| Expenditures | | | | | |
| Archives & Records Management | | 2,002,575 | 2,430,411 | 2,433,656 | 2,433,656 |

Office of the City Auditor

Elected Officials Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Council Clerk & Contracts | | 780,262 | 845,631 | 905,374 | 905,374 |
| Total Expenditures | | 2,782,837 | 3,276,042 | 3,339,030 | 3,339,030 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of requests provided within 24 hours | 99% | 99% | 99% | 85% | 85% |
| Number of electronic documents viewed through Efiles | 168,690 | 270,802 | 335,000 | 400,000 | 400,000 |
| Efficiency | | | | | |
| Direct cost per retrieval and delivery of record from Records Center | \$4.07 | \$5.98 | \$6.50 | \$6.50 | \$6.50 |
| Workload | | | | | |
| Number of checks/deposit advices processed | 238,937 | 229,526 | 179,500 | 169,000 | 169,000 |

Assessments, Finance & Foreclosure

| | |
|---|--|
| Description | <p>The Assessments, Finance, & Foreclosure program assists the City in providing a wide range of services to property owners through special assessments. The program helps plan and finance local improvement projects, such as sewer and street improvements and sidewalk repairs. The program also assists with code enforcement efforts, such as nuisance abatement and demolitions, and assesses civil penalties. The program oversees the Local Improvement District (LID) Construction Fund, the Bancroft Bond Fund, the Assessment Collection Fund, and the City's foreclosure program. These funds, totaling approximately \$46 million, are included in the Adopted Budget of the Auditor's Office.</p> <p>The primary objective of the foreclosure program is to protect the interest of bondholders and taxpayers by recovering costs incurred by the City in providing services. The program staff works closely with the Bureaus of Transportation, Development Services, Environmental Services, Water, and Parks and Recreation in providing counseling and assistance to property owners regarding their assessments. Staff members investigate and conduct research to see if individuals qualify for financial assistance, prepare individual payment plans, and contact other agencies for assistance as needed.</p> <p>A budget note was included in the FY 2010-11 Adopted Budget that directs the City's Chief Administrative Officer, in consultation with the City Auditor, to conduct an assessment of the financial condition of Bancroft Bond Interest and Sinking Fund, the adequacy of its reserves, and to propose policies to strengthen the long-term health of the fund. The Auditor's Office has reviewed a draft of this assessment and supports the overall findings. The Auditor recommends that a stakeholder group be convened to provide definition of what constitutes allowable and appropriate related expenditures.</p> |
| Goals | <p>The Assessments, Finance, & Foreclosure program supports the City goal of improving the quality of life in neighborhoods and the bureau goal of providing accurate assessment recordings, financing, and information to protect the interest of City bureaus, bondholders, and taxpayers.</p> |
| Performance | <p>In FY 2009-10, this program conducted 2,543 new assessments; the goal for FY 2011-12 is 1,436. In FY 2009-10, there were 1,272 assessments per staff person; the goal for FY 2011-12 is 718 assessments per staff person.</p> |
| Changes to Services and Activities | <p>In FY 2010-11, the Assessments, Finance, and Foreclosure program and the Bureau of Technology Services began a project to replace the Lien Accounting System. However, over the course of the year it became clear that further analysis of the application and replacement options was needed. This project is currently on hold until that analysis has been conducted and an effective, affordable solution for replacement has been identified.</p> |

Office of the City Auditor

Elected Officials Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 3.00 | 3.00 | 3.00 | 3.00 |
| Expenditures | | | | | |
| Assessments, Finance & Foreclosure | | 619,905 | 1,010,660 | 831,825 | 684,786 |
| Total Expenditures | | 619,905 | 1,010,660 | 831,825 | 684,786 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Number of assessments per staff person | 1,089 | 1,272 | 703 | 718 | 718 |
| Workload | | | | | |
| New liens assessed | 2,178 | 2,543 | 1,406 | 1,436 | 1,436 |

Hearings Office

| | |
|---|--|
| Description | <p>The Hearings Office provides a forum for public hearings and renders objective decisions based upon the City Code on matters over which City Council grants it jurisdiction. The office provides appeal hearings for City bureaus, conducts hearings on certain types of land use applications, and hears cases pursuant to intergovernmental agreements with other governmental bodies such as Multnomah County, the Port of Portland, and TriMet.</p> <p>The office provides a forum to allow the City and parties affected by governmental determinations to present evidence and arguments in contested cases. The Hearings Office hears cases initiated by a governmental body against a person or property, and cases brought by parties who believe that a governmental determination is not legally or factually correct, offering a venue for citizens to appeal where allowed by City Code. In all types of cases, the function of the Hearings Officer is to ensure the actions and determinations by the governmental body are legally supportable.</p> |
| Goals | The office supports the City goal of delivering efficient, effective, and accountable municipal services and the bureau goal of improving City accountability and performance by reporting its independent and impartial reviews, findings, conclusions, and recommendations. |
| Performance | The former reporting standard for measuring performance in the office prior to FY 2009-10 was based on code and appeal hearings not including land use, tow, and TriMet appeals. The current reporting standard includes all hearing cases closed, providing a measurement that more completely reflects the workload of the office. In FY 2009-10, the Hearings Officer determined 832 cases; the goal for FY 2011-12 is 638 cases. No land use cases were remanded by the Land Use Board of Appeals, and the Hearings Office has a goal of zero remanded cases for FY 2011-12. |
| Changes to Services and Activities | There are no significant changes to the office activities. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 3.90 | 3.90 | 3.50 | 3.50 |
| Expenditures | | | | | |
| Hearings Office | | 522,530 | 574,368 | 616,509 | 616,509 |
| Total Expenditures | | 522,530 | 574,368 | 616,509 | 616,509 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of code, appeal, land use, and tow cases | 210 | 832 | 638 | 638 | 638 |

Independent Police Review

Description

The Independent Police Review (IPR) division was established to improve police accountability and provide the opportunity for a fair resolution of complaints about the Portland Police Bureau (PPB). IPR works with the PPB to ensure that appropriate actions are taken to address complaints, that complainants and officers have an opportunity to appeal the results, and that preventable problems are identified and addressed.

IPR receives complaints, reviews, and participates in ongoing police internal investigations, and monitors and reports on complaint status. It also has the authority to conduct joint or independent investigations when necessary. IPR participates as a voting member of the Police Review Board, which is the body that reviews allegations of police misconduct. The division hires outside experts to review officer-involved shootings and in-custody deaths.

Staff in IPR provide assistance to the Citizen Review Committee, which reviews and rules on appeals of investigation findings and advises PPB on ways to improve practices.

Goals

The City Auditor's goal is to ensure that IPR carries out its civilian oversight responsibilities in a manner that is professional, unbiased, responsive, and fair. The work of IPR supports the City goal of delivering efficient, effective, and accountable services.

Performance

In FY 2009-10, IPR received 389 complaints; 375 complaints are projected for FY 2011-12. In FY 2010-11, the Auditor's annual resident survey reported that 34% of respondents rated IPR's efforts to regulate police conduct as good or very good; the goal for FY 2011-12 is 40%. In FY 2009-10, the percentage of cases closed within 150 days was 92%; however, IPR will replace this measure in FY 2011-12. To more accurately show efficiency, the division will report the median number of days to complete intake investigations. In 2009-2010, the median number of days was 14, and IPR has set a target of 14 days for FY 2011-12.

Changes to Services and Activities

City Council revised IPR's ordinance and modified some PPB disciplinary processes, effective April 30, 2010. The changes strengthened IPR's role in the oversight of PPB in three main areas: increased IPR's authority to conduct independent administrative investigations; strengthened IPR's role in administrative investigations undertaken by PPB; and revised PPB's disciplinary review board with provisions for a more transparent and balanced Police Review Board. The new and enhanced responsibilities have increased the workload of the Director and Assistant Director staff and the level of work is projected to continue into the future.

Office of the City Auditor

Elected Officials Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 9.80 | 9.30 | 9.00 | 9.00 |
| Expenditures | | | | | |
| Independent Police Review | | 1,066,847 | 1,224,282 | 1,218,148 | 1,218,148 |
| Total Expenditures | | 1,066,847 | 1,224,282 | 1,218,148 | 1,218,148 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percentage of residents rating IPR's regulation of Portland Police as good or very good | NA | NA | NA | 40% | 40% |
| Efficiency | | | | | |
| Median number of days to complete intake investigations | NA | NA | 14 | 14 | 20 |
| Workload | | | | | |
| Number of citizen complaints | 387 | 389 | 375 | 375 | 375 |

Assessments & Improvements

| | |
|---|---|
| Description | The Assessments and Improvements program accounts for the activities of the Assessments, Finance, and Foreclosure division of the Auditor's Office. The program administers the financing of local infrastructure improvements as approved by City Council. It accounts for the assessment and debt activities related to the Local Improvement District (LID) Construction Fund and the Assessments Collection Fund. The program also provides property owners with a variety of financing mechanisms to pay off their assessments. |
| Goals | The Assessments and Improvements program supports the City's goal of improving the quality of life in neighborhoods and the bureau goal of providing accurate assessment recordings, financing, and information to protect the interest of City bureaus, bondholders, and taxpayers. |
| Performance | As primarily a financing mechanism, the Assessments and Improvements program does not have performance measures. Rather, the performance measures of the Assessments, Finance, and Foreclosure division best capture the effectiveness and efficiency of this program. |
| Changes to Services and Activities | The size of the LID Construction Fund budget is primarily driven by the number of construction projects in process and under consideration at any one time. It is anticipated that funding activity will increase in FY 2011-12 with the expected completion of the Portland Streetcar Loop Extension LID projects. In addition, significant budget changes can occur with the sale of special assessment bonds for the financing of large LID projects and the increased use of system development charges to pay for City infrastructure. |

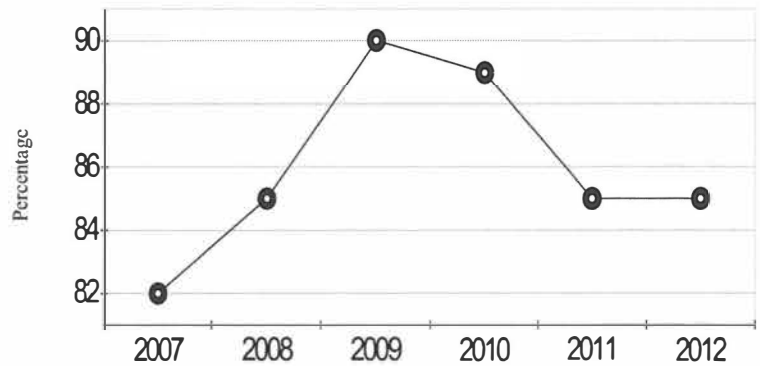
| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Assessments & Improvements | | 1,237,450 | 2,095,261 | 1,565,901 | 1,418,862 |
| Total Expenditures | | 1,237,450 | 2,095,261 | 1,565,901 | 1,418,862 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance Measures

Percent of audit recommendations implemented

In FY 2009-10, City management implemented 89% of audit recommendations, exceeding the goal of 85%. The goal for FY 2011-12 remains at 85%.



| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 1,129,738 | 1,267,193 | 1,150,928 | 1,146,885 | 1,146,885 |
| Intergovernmental | 46,755 | 0 | 0 | 0 | 0 |
| Bond & Note | 3,069,341 | 40,075,712 | 7,015,204 | 21,245,767 | 21,245,767 |
| Miscellaneous | 10,278,617 | 19,506,947 | 11,089,591 | 8,706,456 | 8,706,456 |
| Total External Revenues | 14,524,451 | 60,849,852 | 19,255,723 | 31,099,108 | 31,099,108 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 3,554,159 | 3,356,404 | 4,152,903 | 4,161,907 | 4,161,907 |
| General Fund Overhead | 3,043,180 | 3,303,301 | 3,609,767 | 3,737,201 | 3,737,201 |
| Fund Transfers - Revenue | 319,659 | 7,264 | 2,788 | 23,022 | 23,022 |
| Interagency Revenue | 830,798 | 795,300 | 1,205,028 | 1,005,243 | 858,204 |
| Total Internal Revenues | 7,747,796 | 7,462,269 | 8,970,486 | 8,927,373 | 8,780,334 |
| Beginning Fund Balance | 20,462,801 | 21,679,738 | 21,871,655 | 16,023,109 | 16,023,109 |
| Total Resources | \$42,735,048 | \$89,991,859 | \$50,097,864 | \$56,049,590 | \$55,902,551 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 4,478,915 | 4,721,831 | 4,819,740 | 4,939,032 | 4,939,032 |
| External Materials and Services | 1,576,251 | 1,174,951 | 2,333,466 | 1,756,966 | 1,756,966 |
| Internal Materials and Services | 3,342,970 | 3,320,208 | 4,275,250 | 4,157,639 | 3,863,561 |
| Total Bureau Expenditures | 9,398,136 | 9,216,991 | 11,428,456 | 10,853,637 | 10,559,559 |
| Fund Expenditures | | | | | |
| Debt Service | 10,006,910 | 32,591,810 | 14,461,809 | 11,529,179 | 11,529,179 |
| Contingency | 0 | 0 | 4,712,195 | 4,044,513 | 4,191,552 |
| Fund Transfers - Expense | 1,650,264 | 27,240,619 | 6,966,250 | 17,481,622 | 17,481,622 |
| Debt Service Reserves | 0 | 0 | 12,529,154 | 12,140,639 | 12,140,639 |
| Total Fund Expenditures | 11,657,174 | 59,832,429 | 38,669,408 | 45,195,953 | 45,342,992 |
| Ending Fund Balance | 21,679,738 | 20,942,440 | 0 | 0 | 0 |
| Total Requirements | \$42,735,048 | \$89,991,859 | \$50,097,864 | \$56,049,590 | \$55,902,551 |
| Programs | | | | | |
| Administration & Support | | 580,837 | 688,073 | 679,089 | 679,089 |
| Assessments & Improvements | | 1,237,450 | 2,095,261 | 1,565,901 | 1,418,862 |
| Assessments, Finance & Foreclosure | | 619,905 | 1,010,660 | 831,825 | 684,786 |
| Audit Services | | 1,921,144 | 2,231,367 | 2,298,606 | 2,298,606 |
| Campaign Finance | | 203,931 | 20,109 | 0 | 0 |
| City Recorder | | 2,782,837 | 3,276,042 | 3,339,030 | 3,339,030 |
| Commissioner's Office | | 4,810 | 0 | 0 | 0 |
| Hearings Office | | 522,530 | 574,368 | 616,509 | 616,509 |
| Housing Production & Preservation | | (13,060) | 0 | 0 | 0 |
| Independent Police Review | | 1,066,847 | 1,224,282 | 1,218,148 | 1,218,148 |
| Ombudsman Office | | 287,447 | 308,294 | 304,529 | 304,529 |
| Progress Board | | 2,312 | 0 | 0 | 0 |
| Total Programs | | \$9,216,991 | \$11,428,456 | \$10,853,637 | \$10,559,559 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 1.00 | 67,512 | 1.00 | 68,616 | 1.00 | 68,616 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 1.00 | 58,056 | 1.00 | 60,432 | 1.00 | 60,432 |
| 30000545 | Archivist & Records Center Supervisor | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000544 | Archivist, Assistant | 54,080 | 72,051 | 2.00 | 128,352 | 2.00 | 128,352 | 2.00 | 128,352 |
| 30000551 | Audit Services, Director of | 85,800 | 116,293 | 1.00 | 116,292 | 1.00 | 116,292 | 1.00 | 116,292 |
| 30000558 | Auditor, Chief Deputy City | 85,800 | 116,293 | 1.00 | 101,052 | 1.00 | 104,847 | 1.00 | 104,847 |
| 30000003 | Auditor, City | 102,294 | 102,294 | 1.00 | 102,300 | 1.00 | 102,300 | 1.00 | 102,300 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 1.00 | 66,660 | 1.00 | 68,028 | 1.00 | 68,028 |
| 30000546 | Clerk to City Council | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000491 | Community Outreach & Informtn Assistant | 44,533 | 68,619 | 1.00 | 68,616 | 1.00 | 68,616 | 1.00 | 68,616 |
| 30000492 | Community Outreach & Informtn Rep | 54,080 | 72,051 | 1.00 | 66,560 | 1.00 | 69,288 | 1.00 | 69,288 |
| 30000553 | Complaint Investigator | 56,763 | 75,670 | 3.00 | 217,572 | 3.00 | 220,058 | 3.00 | 220,058 |
| 30000547 | Council Support & Contracts Supervisor | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000552 | Foreclosure Program Manager | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000028 | Hearings Clerk | 43,118 | 55,058 | 2.00 | 110,112 | 2.00 | 110,112 | 2.00 | 110,112 |
| 30000598 | Hearings Officer | 85,800 | 116,293 | 1.00 | 116,292 | 1.00 | 116,292 | 1.00 | 116,292 |
| 30000556 | IPR Program Manager | 85,800 | 116,293 | 1.00 | 109,126 | 1.00 | 113,412 | 1.00 | 113,412 |
| 30000555 | IPR Program Manager, Assistant | 68,994 | 92,726 | 0.00 | 0 | 0.50 | 42,084 | 0.50 | 42,084 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 2.00 | 134,760 | 2.00 | 136,982 | 2.00 | 136,982 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 1.00 | 82,512 | 1.00 | 83,076 | 1.00 | 83,076 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 2.00 | 125,628 | 2.00 | 127,964 | 2.00 | 127,964 |
| 30000548 | Management Auditor | 56,763 | 75,670 | 4.00 | 280,304 | 4.00 | 286,340 | 4.00 | 286,340 |
| 30000550 | Management Auditor, Principal | 68,994 | 92,726 | 2.00 | 185,448 | 2.00 | 184,538 | 2.00 | 184,538 |
| 30000549 | Management Auditor, Sr | 62,629 | 83,637 | 3.00 | 223,356 | 3.00 | 229,218 | 3.00 | 229,218 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 3.00 | 128,012 | 3.00 | 128,472 | 3.00 | 128,472 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 2.00 | 102,552 | 2.00 | 102,552 | 2.00 | 102,552 |
| 30000554 | Ombudsman, City | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000542 | Records Center Assistant | 36,046 | 55,494 | 2.00 | 87,840 | 2.00 | 89,079 | 2.00 | 89,079 |
| 30000543 | Records Management Specialist | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| TOTAL FULL-TIME POSITIONS | | | | 45.00 | 3,263,686 | 45.50 | 3,341,722 | 45.50 | 3,341,722 |
| 30000553 | Complaint Investigator | 56,763 | 75,670 | 0.90 | 30,510 | 0.50 | 35,294 | 0.50 | 35,294 |
| 30000598 | Hearings Officer | 85,800 | 116,293 | 0.90 | 77,220 | 0.50 | 42,900 | 0.50 | 42,900 |
| 30000555 | IPR Program Manager, Assistant | 68,994 | 92,726 | 0.90 | 41,724 | 0.50 | 46,368 | 0.50 | 46,368 |
| 30000548 | Management Auditor | 56,763 | 75,670 | 0.90 | 28,812 | 0.50 | 33,106 | 0.50 | 33,106 |
| 30000549 | Management Auditor, Sr | 62,629 | 83,637 | 0.90 | 30,264 | 0.62 | 43,608 | 0.62 | 43,608 |
| TOTAL PART-TIME POSITIONS | | | | 4.50 | 208,530 | 2.62 | 201,276 | 2.62 | 201,276 |
| 30000555 | IPR Program Manager, Assistant | 68,994 | 92,726 | 0.50 | 42,084 | 0.50 | 43,380 | 0.50 | 43,380 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.50 | 42,084 | 0.50 | 43,380 | 0.50 | 43,380 |
| GRAND TOTAL | | | | 50.00 | 3,514,300 | 48.62 | 3,586,378 | 48.62 | 3,586,378 |

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

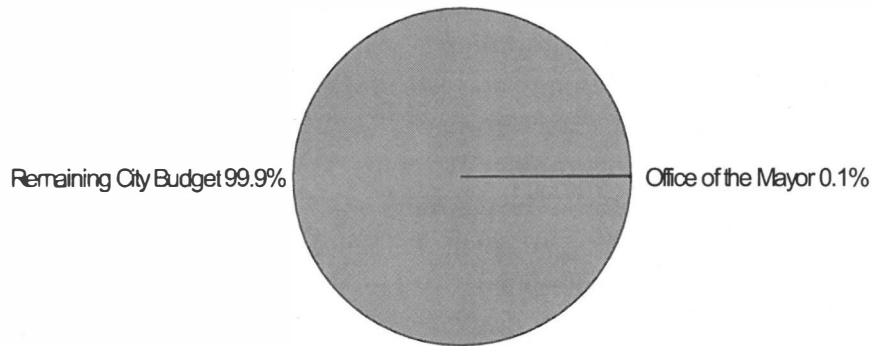
| Action | Amount | | | FTE | Decision |
|--|------------|-----------|---------------|-------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 10,709,157 | 0 | 10,709,157 | 48.12 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | 0 | 12,150 | 12,150 | 0.00 | Increased IA with BES for Hearings Office |
| | 0 | 7,840 | 7,840 | 0.00 | Increased IA with Police for Hearings Office |
| | 0 | 37,150 | 37,150 | 0.00 | Net of IA changes for Lien Accounting System |
| | (11,836) | 0 | (11,836) | 0.00 | OMF IA reductions |
| | 3,929 | 0 | 3,929 | 0.00 | OMF IA adds |
| | 57,744 | 0 | 57,744 | 0.50 | IPR Assistant Director position ongoing .50 FTE |
| | (25,117) | 0 | (25,117) | 0.00 | Ongoing mandatory reduction |
| | 0 | 62,620 | 62,620 | 0.00 | IAs with bureaus for external audit costs |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | (147,039) | (147,039) | 0.00 | Reverse transfer from Fund 401 to operating budget |
| | 0 | (147,039) | (147,039) | 0.00 | Reduce BTS IA for lien system replacement costs |
| | (3,929) | 3,929 | 0 | 0.00 | OMF IA adds correction to one-time |
| | 20,791 | (170,389) | (149,598) | 0.50 | Total FY 2011-12 Decision Packages |
| | | | 10,559,559 | 48.62 | Total Adopted Budget |

Office of the Mayor

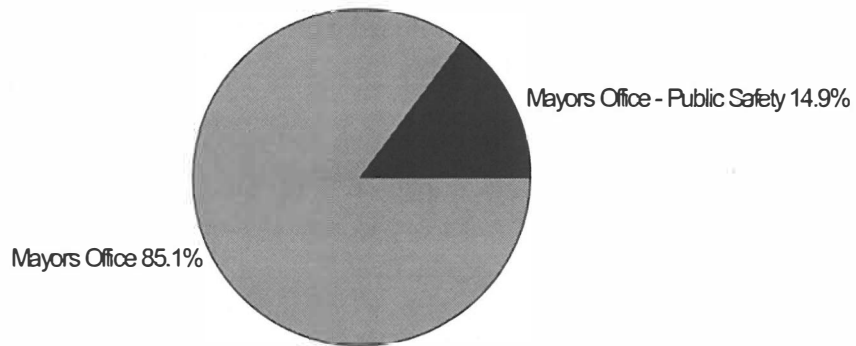
Elected Officials Service Area

Mayor Sam Adams, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 4,491,807 | 4,196,766 | (295,041) | (6.57) |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 4,491,807 | 4,196,766 | (295,041) | (6.57) |
| Authorized Positions | 25.60 | 25.40 | (0.20) | (0.78) |

Bureau Summary

Bureau Overview

The Office of the Mayor is the central hub for all City business and affairs. The FY 2011-12 Adopted Budget for the Office of the Mayor reflects this by dedicating staff and programs to address the concerns of Portland residents and City bureaus.

Bureau Assignments Mayor Adams is responsible for the following bureau assignments:

- ◆ Bureau of Transportation
- ◆ Bureau of Planning and Sustainability
- ◆ Office of the City Attorney
- ◆ Office of Government Relations
- ◆ Office of International Affairs
- ◆ Office of Management and Finance
- ◆ Portland Development Commission
- ◆ Portland Office of Emergency Management
- ◆ Portland Police Bureau

In addition, the Mayor has the following liaison responsibilities:

- ◆ Portland Neighborhood Business Associations
- ◆ Business Licenses Board of Appeals
- ◆ Design Commission
- ◆ Education Advocate
- ◆ Education Cabinet
- ◆ International Council on Local Environmental Initiatives
- ◆ Joint Policy Advisory Committee on Transportation
- ◆ League of Oregon Cities
- ◆ Metro Policy Advisory Committee
- ◆ Metro Solid Waste Advisory Committee
- ◆ Metropolitan Exposition and Recreation Commission
- ◆ Multnomah Youth Commission
- ◆ Office of Film & Video
- ◆ Office of Youth Violence Prevention
- ◆ Planning Commission
- ◆ Portland Mall Management, Inc.
- ◆ Portland Multnomah Progress Board
- ◆ Portland Streetcar, Inc.
- ◆ Regional Arts & Culture Council
- ◆ Regional Emergency Management Group
- ◆ Royal Rosarians
- ◆ Small Business Advisory Council
- ◆ Sustainable Development Commission
- ◆ Visitors Development Fund

- ◆ Workforce Development Board

Summary of Budget Decisions

Reduction Packages 1.5% Reduction

This decision package achieves the 1.5% General Fund reduction in the amount of \$21,954. This package reduces External Materials and Services (EMS) from the Professional Services commitment item.

OMF Interagency Adjustments

The packages reflect a net decrease of \$3,809 in interagency costs resulting from Office of Management and Finance's decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Add Packages

Education Program

The budget includes \$450,750 in one-time General Fund discretionary to continue to support youth initiatives that drive the city towards greater equity and economic stability. The program will provide funding for three components:

- ◆ Youth Engagement to continue youth leadership and community transformation through the Multnomah Youth Commission
- ◆ Summer Youth Connect to continue funding interventions that prevent dropouts by connecting youth to career pathways
- ◆ Education Strategy Support to provide general support for the College Access Campaign and Education Summit

Cradle-to-Career Implementation

This package provides \$235,000 in one-time General Fund discretionary for Cradle-to-Career implementation. The Cradle-to-Career strategy is the first county wide initiative to address the chronic educational challenges and prolific disparities in our schools. This strategy works by holding the community accountable to common indicators of success and exposing gaps and disparities. This is a data-driven strategy that helps our community to:

- ◆ Align our work and resources to target off-track youth
- ◆ Make smarter investments that yield measurable results
- ◆ Look at where there are disparities and invest in solutions that decrease them
- ◆ Get the entire community involved - beyond parents and educators already at the table - to support our children

Establish an Interagency Agreement with POEM

The package establishes an interagency agreement of \$6,774 between the Office of the Mayor and the Portland Office of Emergency Management (POEM) for 5% of an Office of the Mayor staff position.

Add 0.4 FTE for a Commissioner's Staff Representative

The package adds a part-time employee to the Public Safety and Peacekeeping team. The expenses associated with this position are offset by a commensurate reduction in EMS. There is no net increase of the Office of the Mayor budget from this decision package.

Parkrose Restorative Justice Program

This package includes \$32,500 in one-time General Fund discretionary for the Parkrose Restorative Justice Program. The funding will provide restorative justice conflict resolution services to students, faculty, and administrators.

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Intergovernmental | 117,882 | 108,902 | 119,212 | 122,554 | 122,554 |
| Miscellaneous | 76,524 | 24,764 | 45,669 | 0 | 0 |
| Total External Revenues | 194,406 | 133,666 | 164,881 | 122,554 | 122,554 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 911,088 | 1,349,556 | 2,610,245 | 2,156,115 | 2,156,115 |
| General Fund Overhead | 867,573 | 968,548 | 994,610 | 1,174,272 | 1,174,272 |
| Interagency Revenue | 422,611 | 519,544 | 722,071 | 743,825 | 743,825 |
| Total Internal Revenues | 2,201,272 | 2,837,648 | 4,326,926 | 4,074,212 | 4,074,212 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$2,395,678 | \$2,971,314 | \$4,491,807 | \$4,196,766 | \$4,196,766 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 1,651,868 | 2,055,958 | 2,218,451 | 2,433,829 | 2,433,829 |
| External Materials and Services | 302,878 | 537,987 | 1,862,333 | 1,421,819 | 1,421,819 |
| Internal Materials and Services | 440,932 | 377,369 | 411,023 | 341,118 | 341,118 |
| Total Bureau Expenditures | 2,395,678 | 2,971,314 | 4,491,807 | 4,196,766 | 4,196,766 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$2,395,678 | \$2,971,314 | \$4,491,807 | \$4,196,766 | \$4,196,766 |
| Programs | | | | | |
| Administration & Support | | 0 | 0 | 762 | 0 |
| Commissioner's Office | | 291 | 0 | 0 | 0 |
| Mayor's Office | | 2,969,677 | 3,826,628 | 3,571,232 | 3,571,994 |
| Mayor's Office - Public Safety | | 1,346 | 665,179 | 624,772 | 624,772 |
| Total Programs | | \$2,971,314 | \$4,491,807 | \$4,196,766 | \$4,196,766 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Elected Officials Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000004 | Commissioner's Admin Support Specialist | 36,046 | 55,494 | 3.00 | 140,358 | 3.00 | 145,348 | 3.00 | 145,348 |
| 30000005 | Commissioner's Staff Rep | 45,781 | 83,658 | 19.00 | 1,178,657 | 19.40 | 1,239,759 | 19.40 | 1,239,759 |
| 30000001 | Mayor | 121,451 | 121,451 | 1.00 | 121,452 | 1.00 | 121,452 | 1.00 | 121,452 |
| 30000008 | Mayor's Chief of Staff | 88,587 | 110,698 | 1.00 | 99,636 | 1.00 | 101,682 | 1.00 | 101,682 |
| 30000007 | Mayor's Deputy Chief of Staff | 73,570 | 91,936 | 1.00 | 82,776 | 1.00 | 84,468 | 1.00 | 84,468 |
| TOTAL FULL-TIME POSITIONS | | | | 25.00 | 1,622,879 | 25.40 | 1,692,709 | 25.40 | 1,692,709 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000005 | Commissioner's Staff Rep | 45,781 | 83,658 | 0.60 | 19,200 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.60 | 19,200 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 25.60 | 1,642,079 | 25.40 | 1,692,709 | 25.40 | 1,692,709 |

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

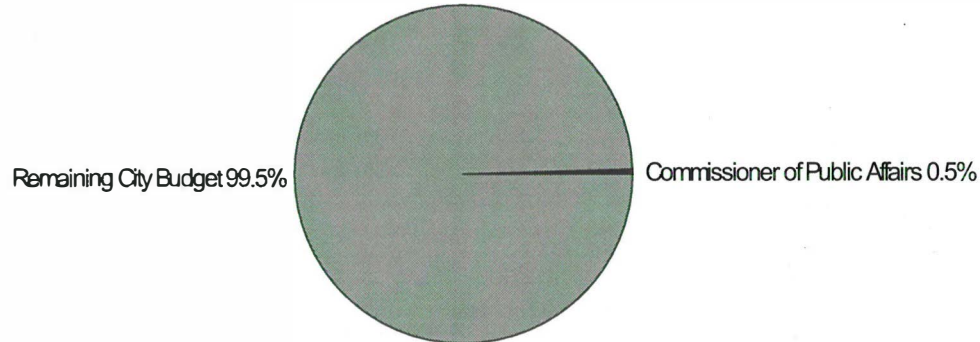
| Action | Amount | | | FTE | Decision |
|--|-----------|----------|---------------|-------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 3,497,505 | 0 | 3,497,505 | 25.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (21,954) | 0 | (21,954) | 0.00 | Mandatory reductions |
| | (4,571) | 0 | (4,571) | 0.00 | OMF IA reductions |
| | 0 | 450,750 | 450,750 | 0.00 | Mayor - Education program |
| | 6,774 | 0 | 6,774 | 0.40 | Establish IA with POEM |
| | 762 | 0 | 762 | 0.00 | OMF IA adds |
| | 0 | 235,000 | 235,000 | 0.00 | Cradle to Career |
| | 0 | 32,500 | 32,500 | 0.00 | Parkrose Restorative Justice program |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | (762) | 762 | 0 | 0.00 | OMF IA adds |
| | (19,751) | 719,012 | 699,261 | 0.40 | Total FY 2011-12 Decision Packages |
| | | | 4,196,766 | 25.40 | Total Adopted Budget |

Commissioner of Public Affairs

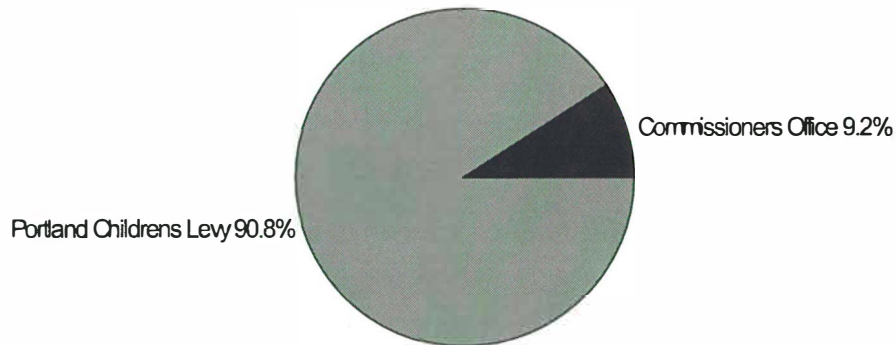
Elected Officials Service Area

Dan Saltzman, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 20,432,251 | 17,072,399 | (3,359,852) | (16.44) |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 20,432,251 | 17,072,399 | (3,359,852) | (16.44) |
| Authorized Positions | 14.80 | 14.80 | 0.00 | 0.00 |

Bureau Summary

Bureau Overview

The Office of the Commissioner of Public Affairs is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus and liaison responsibilities.

Bureau Assignments The Commissioner of Public Affairs is responsible for the following bureaus:

- ◆ Bureau of Development Services
- ◆ Bureau of Environmental Services
- ◆ Bureau of Fire & Police Disability & Retirement
- ◆ Office of Cable Communications and Franchise Management

In addition, the commissioner has the following liaison responsibilities:

- ◆ Portland Children's Levy
- ◆ Travel Portland
- ◆ Gateway Center for Domestic Violence Services

Summary of Budget Decisions

Reduction Packages 1.5% Reduction

The required 1.5% reduction equates to \$15,594. The reduction will be achieved by reductions to External Materials & Services.

OMF Interagency Adjustments

The packages reflect a net decrease of \$116 in interagency costs resulting from the Office of Management and Finance's decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Add Packages **Mental Health Specialist**

This package provides \$33,500 to fund a Mental Health & Addiction Specialist for victims and survivors of domestic violence at the Gateway Center for Domestic Violence Services. This position would be filled by a clinician who would provide mental health and additional assessments, referrals, and short-term counseling for those without other resources.

Commissioner's Office

Description

The Office of the Commissioner of Public Affairs supports and assists in the management of initiatives and priorities set forth by the commissioner. The program also contains the budget and staff for the Gateway Center for Domestic Violence Services.

Changes to Services and Activities

The Office of Youth Violence Prevention was transferred to the Office of the Mayor at the end of FY 2010-11. Due to the timing of the FY 2011-12 budget process, the subprogram budget was included in the Proposed Budget, but not in the final Adopted Budget.

The increase in the Domestic Violence subprogram is due to incorrect program budgeting in FY 2010-11. The Adopted Budget for this subprogram reflects the ongoing costs of the Gateway Center for Domestic Violence Services.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 11.00 | 11.00 | 11.00 | 11.00 |
| Expenditures | | | | | |
| Commissioner's Office | | 1,787,452 | 864,031 | 955,284 | 957,017 |
| Domestic Violence | | 0 | 1,946,397 | 610,360 | 610,360 |
| Total Expenditures | | 1,787,452 | 2,810,428 | 1,565,644 | 1,567,377 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Children's Levy

| | |
|---|--|
| Description | The purpose of the Portland Children's Levy is to help children arrive at school ready to learn, to provide safe and constructive after-school alternatives for kids, to prevent child abuse and neglect, and to help children in foster care to succeed. |
| Goals | <p>The Portland Children's Levy contracts with nonprofit providers and other governments to provide services to children throughout Portland. Funding comes from the proceeds of a second five-year property tax levy approved by voters in 2008 and is estimated to provide \$13.8 million in FY 2011–12. Programs are in five categories, as provided in the ballot measure language:</p> <ul style="list-style-type: none"> ◆ Early Childhood ◆ Child Abuse Prevention and Intervention ◆ After-School ◆ Mentoring ◆ Foster Care |
| Performance | <p>Programs must demonstrate that they are cost effective and have a proven record of success to be eligible for consideration for funding. An allocation committee awards grants through a competitive process. The allocation committee consists of a City of Portland Commissioner, a Multnomah County Commissioner, a member of the Portland Business Alliance, and one member appointed by the City, County, and Portland Business Alliance, respectively. Under provisions of the levy, the fund's administrative expenses, including staff costs, cannot exceed 5% of total revenue. The fund is audited annually to ensure this requirement is met.</p> <p>In 2009, the fund awarded \$37.9 million in 71 grants to nonprofit service providers to be spent over 3 fiscal years beginning July 1, 2009.</p> <p>In 2009, the Allocation Committee voted to set aside \$3 million toward the creation of a leverage fund. The leverage fund seeks to attract private funders, both local and national, to align their resources with the Children's Investment Fund for a concentrated investment to help serve Portland's children.</p> <p>The Children's Investment Fund was established in FY 2002-03 to account for the revenues and expenditures related to the Children's Levy which was renewed by Portland voters in November 2008. The current levy authorizes the ongoing revenue generation and operation of the Portland Children's Investment Fund through June 30, 2014.</p> |
| Changes to Services and Activities | There are no significant changes to the program in FY 2011–12. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 4.50 | 3.80 | 3.80 | 3.80 |
| Expenditures | | | | | |
| Administration & Support | | 10,392,139 | 589,043 | 621,506 | 621,506 |
| Investing in Children | | 3,063,238 | 15,644,728 | 14,766,283 | 14,766,283 |

Commissioner of Public Affairs

Elected Officials Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Portland Children's Levy | | 2,673 | 0 | 36,222 | 86,222 |
| Total Expenditures | | 13,458,050 | 16,233,771 | 15,424,011 | 15,474,011 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Number of children served | 13,165 | 15,500 | 13,000 | 13,000 | 13,000 |
| Efficiency | | | | | |
| Administrative cost as percent of cumulative tax revenue | 4.9% | 4.5% | 5.0% | 5.0% | 5.0% |
| Workload | | | | | |
| Number of administrative cost audits | 1 | 1 | 1 | 1 | 1 |
| Number of grant contracts managed | 65 | 73 | 71 | 79 | 79 |

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 242,451 | 13,639,743 | 12,746,355 | 12,167,402 | 12,167,402 |
| Intergovernmental | 0 | 0 | 225,000 | 0 | 0 |
| Miscellaneous | 365,619 | 119,053 | 0 | 0 | 50,000 |
| Total External Revenues | 608,070 | 13,758,795 | 12,971,355 | 12,167,402 | 12,217,402 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 419,362 | 1,103,027 | 1,400,687 | 1,057,317 | 1,057,317 |
| General Fund Overhead | 421,667 | 680,818 | 1,184,741 | 510,060 | 510,060 |
| Fund Transfers - Revenue | 0 | 0 | 0 | 5,683 | 5,683 |
| Interagency Revenue | 113,946 | 0 | 0 | 0 | 0 |
| Total Internal Revenues | 954,975 | 1,783,845 | 2,585,428 | 1,573,060 | 1,573,060 |
| Beginning Fund Balance | 15,870,778 | 6,451,195 | 4,875,468 | 3,281,937 | 3,281,937 |
| Total Resources | \$17,433,823 | \$21,993,835 | \$20,432,251 | \$17,022,399 | \$17,072,399 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 1,115,090 | 1,361,489 | 1,383,413 | 1,498,034 | 1,498,034 |
| External Materials and Services | 9,657,471 | 13,611,090 | 17,465,628 | 15,228,875 | 15,278,875 |
| Internal Materials and Services | 185,067 | 269,307 | 195,158 | 264,479 | 264,479 |
| Total Bureau Expenditures | 10,957,628 | 15,241,885 | 19,044,199 | 16,991,388 | 17,041,388 |
| Fund Expenditures | | | | | |
| Contingency | 0 | 0 | 1,363,052 | 6,011 | 6,011 |
| Fund Transfers - Expense | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Fund Expenditures | 25,000 | 25,000 | 1,388,052 | 31,011 | 31,011 |
| Ending Fund Balance | 6,451,195 | 6,726,950 | 0 | 0 | 0 |
| Total Requirements | \$17,433,823 | \$21,993,835 | \$20,432,251 | \$17,022,399 | \$17,072,399 |
| Programs | | | | | |
| Administration & Support | | 0 | 0 | 1,733 | 0 |
| Business Solutions | | 1,446 | 0 | 0 | 0 |
| Commissioner's Office | | 1,787,452 | 2,810,428 | 1,565,644 | 1,567,377 |
| Housing Production & Preservation | | (5,381) | 0 | 0 | 0 |
| Mayor's Office - Public Safety | | 317 | 0 | 0 | 0 |
| Portland Children's Levy | | 13,458,050 | 16,233,771 | 15,424,011 | 15,474,011 |
| Total Programs | | \$15,241,885 | \$19,044,199 | \$16,991,388 | \$17,041,388 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Commissioner of Public Affairs

FTE Summary

Elected Officials Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000002 | Commissioner | 102,294 | 102,294 | 1.00 | 102,300 | 1.00 | 102,300 | 1.00 | 102,300 |
| 30000004 | Commissioner's Admin Support Specialist | 36,046 | 55,494 | 4.00 | 169,607 | 4.00 | 174,512 | 4.00 | 174,512 |
| 30000006 | Commissioner's Chief of Staff | 77,730 | 103,314 | 1.00 | 92,812 | 1.00 | 96,617 | 1.00 | 96,617 |
| 30000005 | Commissioner's Staff Rep | 45,781 | 83,658 | 5.00 | 330,969 | 5.00 | 344,536 | 5.00 | 344,536 |
| TOTAL FULL-TIME POSITIONS | | | | 11.00 | 695,688 | 11.00 | 717,965 | 11.00 | 717,965 |
| 30000010 | Children's Levy Commissioner's Staff Rep | 74,214 | 98,862 | 3.80 | 323,372 | 3.80 | 330,414 | 3.80 | 330,414 |
| TOTAL PART-TIME POSITIONS | | | | 3.80 | 323,372 | 3.80 | 330,414 | 3.80 | 330,414 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 14.80 | 1,019,060 | 14.80 | 1,048,379 | 14.80 | 1,048,379 |

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

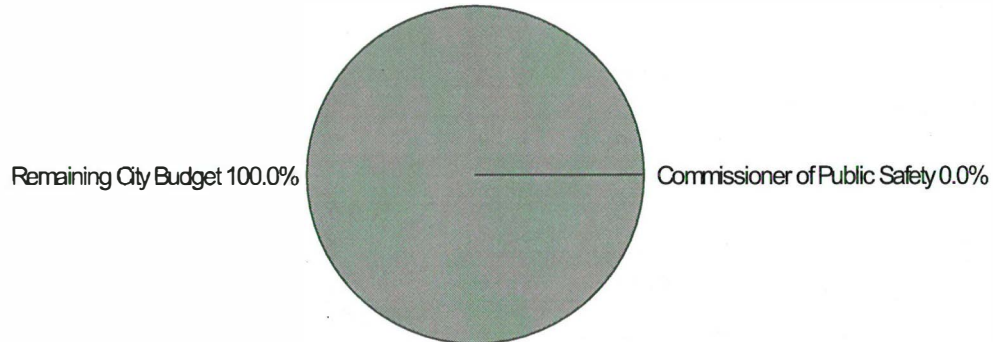
| Action | Amount | | | FTE | Decision |
|--|------------|----------|---------------|-------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 16,973,598 | 0 | 16,973,598 | 14.80 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (15,594) | 0 | (15,594) | 0.00 | Mandatory reductions |
| | (1,849) | 0 | (1,849) | 0.00 | OMF IA reductions |
| | 1,733 | 0 | 1,733 | 0.00 | OMF IA adds |
| | 33,500 | 0 | 33,500 | 0.00 | Mental Health Specialist |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | 50,000 | 50,000 | 0.00 | Interest income in Children's Investment Fund |
| | (1,733) | 1,733 | 0 | 0.00 | OMF IA adds |
| | 16,057 | 51,733 | 67,790 | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 17,041,388 | 14.80 | Total Adopted Budget |

Commissioner of Public Safety

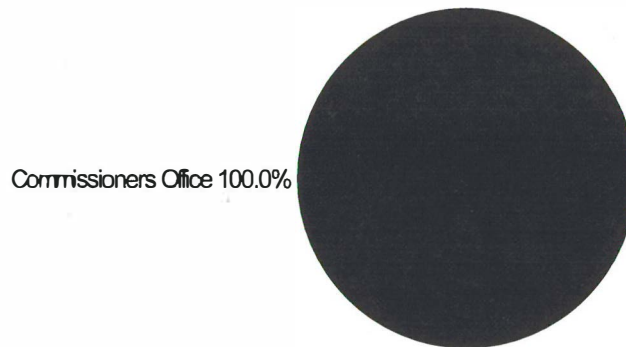
Elected Officials Service Area

Randy Leonard, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 750,716 | 777,571 | 26,855 | 3.58 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 750,716 | 777,571 | 26,855 | 3.58 |
| Authorized Positions | 6.39 | 6.39 | (0.00) | (0.00) |

Bureau Summary

Bureau Overview

The Commissioner of Public Safety is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The commissioner also provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments The Commissioner of Public Safety is responsible for the following bureaus:

- ◆ Portland Water Bureau
- ◆ Portland Fire & Rescue
- ◆ Bureau of Hydroelectric Power

In addition, the commissioner has the following liaison responsibilities:

- ◆ Rose Festival Association
- ◆ Regional Water Consortium Board
- ◆ Water Quality Advisory Committee
- ◆ Portland Utility Review Board
- ◆ Design Commission
- ◆ Historic Landmarks Commission
- ◆ Adjustment Committee
- ◆ Building Board of Appeals
- ◆ Taxicab Board of Review
- ◆ Towing Board of Review
- ◆ Multnomah County Animal Control
- ◆ Public Safety Systems Revitalization Project

Summary of Budget Decisions

Reduction Packages 1.5% Reduction

The required 1.5% reduction equates to \$5,000. The reduction is achieved by holding a 0.39 FTE Commissioner Administrative Support Specialist position vacant for approximately two months.

OMF Interagency Adjustments

The packages reflect a net decrease of \$1,126 in interagency costs resulting from Office of Management and Finance's decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Commissioner of Public Safety

Elected Officials Service Area

Summary of Bureau Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Total External Revenues | 0 | 0 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 281,430 | 289,455 | 318,943 | 327,198 | 327,198 |
| General Fund Overhead | 408,720 | 433,497 | 431,773 | 450,373 | 450,373 |
| Total Internal Revenues | 690,150 | 722,952 | 750,716 | 777,571 | 777,571 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$690,150 | \$722,952 | \$750,716 | \$777,571 | \$777,571 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 556,891 | 582,081 | 624,655 | 656,431 | 656,431 |
| External Materials and Services | 9,855 | 22,970 | 15,911 | 9,331 | 9,331 |
| Internal Materials and Services | 123,404 | 117,901 | 110,150 | 111,809 | 111,809 |
| Total Bureau Expenditures | 690,150 | 722,952 | 750,716 | 777,571 | 777,571 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$690,150 | \$722,952 | \$750,716 | \$777,571 | \$777,571 |
| Programs | | | | | |
| Administration & Support | | 0 | 0 | 334 | 0 |
| Commissioner's Office | | 722,952 | 750,716 | 777,237 | 777,571 |
| Total Programs | | \$722,952 | \$750,716 | \$777,571 | \$777,571 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|---|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000002 | Commissioner | 102,294 | 102,294 | 1.00 | 102,300 | 1.00 | 102,300 | 1.00 | 102,300 |
| 30000004 | Commissioner's Admin Support Specialist | 36,046 | 55,494 | 1.00 | 50,172 | 1.00 | 52,053 | 1.00 | 52,053 |
| 30000006 | Commissioner's Chief of Staff | 77,730 | 103,314 | 1.00 | 103,308 | 1.00 | 103,308 | 1.00 | 103,308 |
| 30000005 | Commissioner's Staff Rep | 45,781 | 83,658 | 3.00 | 192,072 | 3.00 | 198,939 | 3.00 | 198,939 |
| TOTAL FULL-TIME POSITIONS | | | | 6.00 | 447,852 | 6.00 | 456,600 | 6.00 | 456,600 |
| 30000005 | Commissioner's Staff Rep | 45,781 | 83,658 | 0.39 | 25,344 | 0.39 | 25,344 | 0.39 | 25,344 |
| TOTAL PART-TIME POSITIONS | | | | 0.39 | 25,344 | 0.39 | 25,344 | 0.39 | 25,344 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 6.39 | 473,196 | 6.39 | 481,944 | 6.39 | 481,944 |

Elected Officials Service Area

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

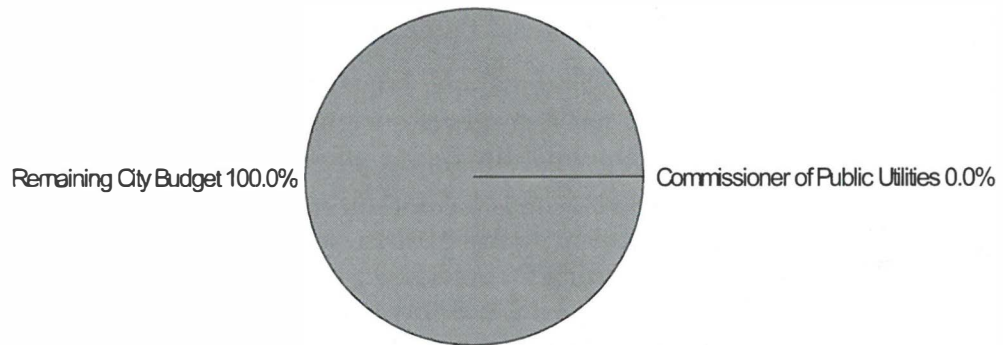
| Action | Amount | | | FTE | Decision |
|--|---------|----------|---------------|------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 783,697 | 0 | 783,697 | 6.39 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (5,000) | 0 | (5,000) | 0.00 | Mandatory reductions |
| | (1,460) | 0 | (1,460) | 0.00 | OMF IA reductions |
| | 334 | 0 | 334 | 0.00 | OMF IA adds |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | (334) | 334 | 0 | 0.00 | OMF IA adds |
| | (6,460) | 334 | (6,126) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 777,571 | 6.39 | Total Adopted Budget |

Commissioner of Public Utilities

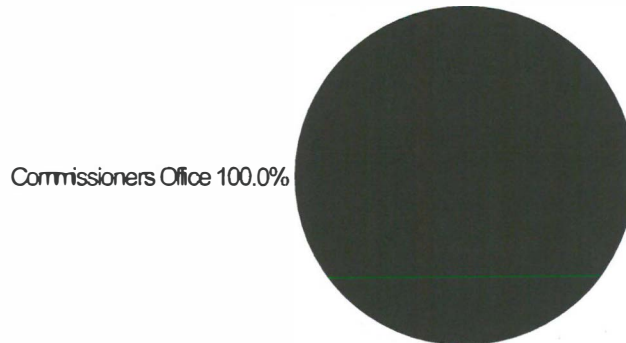
Elected Officials Service Area

Amanda Fritz, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 852,706 | 896,340 | 43,634 | 5.11 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 852,706 | 896,340 | 43,634 | 5.12 |
| Authorized Positions | 9.00 | 9.00 | (0.00) | (0.00) |

Bureau Summary

Bureau Overview

The Commissioner of Public Utilities is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The commissioner also provides leadership and management oversight for a portfolio of City bureaus.

The priorities of Commissioner Fritz, the Commissioner of Public Utilities, are providing basic services in every neighborhood, expanding living-wage jobs, and promoting community through neighborhood engagement, schools, and parks.

- ◆ Commissioner Fritz is focused on ensuring Portland has 95 safe, livable neighborhoods with basic urban services. She works to provide stable and sufficient funding for emergency services, safe streets, crime prevention, reliable utilities, and livability in every neighborhood. She considers protection of human rights, services for people with disabilities, and community engagement to be basic services.
- ◆ Commissioner Fritz is establishing mechanisms to manage the coordination of improvements associated with the Willamette and Columbia Rivers. She is working on the development of plans to implement them in order to achieve measurable improvements in the natural, built, and economic environments related to the rivers.
- ◆ Commissioner Fritz is committed to continuing her leadership in community engagement, helping citizens, staff, and elected officials work together more constructively, efficiently, and effectively.
- ◆ Commissioner Fritz works with multiple partners across bureaus, portfolios, agencies, and the metro region to improve coordination of planning, funding, and implementation on a wide range of local and regional challenges.

Bureau Assignments

Commissioner Fritz is responsible for the following bureaus:

- ◆ Bureau of Emergency Communications
- ◆ Office of Healthy Working Rivers
- ◆ Office of Human Relations
- ◆ Office of Neighborhood Involvement

In addition, Commissioner Fritz has the following liaison responsibilities for the City:

- ◆ BOEC Users Group - BOEC Finance Committee
- ◆ Portland Commission on Disability
- ◆ Portland Harbor Superfund
- ◆ Employee Wellness Program
- ◆ Friends of Last Thursday
- ◆ Human Rights Commission
- ◆ Safer PDX Steering Committee (Bazelon Project)

- ◆ Metro Policy Advisory Committee - with Mayor Adams
- ◆ Mt. Hood Cable Regulatory Commission
- ◆ Public Involvement Advisory Committee
- ◆ Sharing Public Sidewalks Advisory Committee
- ◆ Visitor Development Fund Board - with Commissioner Saltzman
- ◆ Blue Ribbon Committee for Harbor ReDi - with Mayor Adams

Summary of Budget Decisions

Reduction Packages 1.5% Reduction

The required 1.5% reduction equates to \$5,136. The reduction is achieved by holding a Commissioner Staff Representative position vacant for approximately one-and-a-half months.

OMF Interagency Adjustments

The packages reflect a net decrease of \$1,599 in interagency costs resulting from Office of Management and Finance's decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Commissioner of Public Utilities

Summary of Bureau Budget

Elected Officials Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Intergovernmental | 0 | 2,500 | 0 | 0 | 0 |
| Miscellaneous | 1,060 | 0 | 0 | 0 | 0 |
| Total External Revenues | 1,060 | 2,500 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 314,985 | 286,641 | 317,366 | 335,644 | 335,644 |
| General Fund Overhead | 421,045 | 445,903 | 446,348 | 467,060 | 467,060 |
| Interagency Revenue | 75,369 | 74,238 | 88,992 | 93,636 | 93,636 |
| Total Internal Revenues | 811,399 | 806,782 | 852,706 | 896,340 | 896,340 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$812,459 | \$809,282 | \$852,706 | \$896,340 | \$896,340 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 646,027 | 664,172 | 699,324 | 757,300 | 757,300 |
| External Materials and Services | 17,296 | 8,207 | 22,850 | 12,881 | 12,881 |
| Internal Materials and Services | 149,136 | 136,903 | 130,532 | 126,159 | 126,159 |
| Total Bureau Expenditures | 812,459 | 809,282 | 852,706 | 896,340 | 896,340 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$812,459 | \$809,282 | \$852,706 | \$896,340 | \$896,340 |
| Programs | | | | | |
| Administration & Support | | 0 | 0 | 358 | 0 |
| Commercial Insurance | | 298 | 0 | 0 | 0 |
| Commissioner's Office | | 811,226 | 852,706 | 895,982 | 896,340 |
| Housing Production & Preservation | | (2,242) | 0 | 0 | 0 |
| Total Programs | | \$809,282 | \$852,706 | \$896,340 | \$896,340 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|---|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000002 | Commissioner | 102,294 | 102,294 | 1.00 | 102,300 | 1.00 | 102,300 | 1.00 | 102,300 |
| 30000004 | Commissioner's Admin Support Specialist | 36,046 | 55,494 | 3.00 | 117,603 | 3.00 | 120,825 | 3.00 | 120,825 |
| 30000006 | Commissioner's Chief of Staff | 77,730 | 103,314 | 1.00 | 99,300 | 1.00 | 101,304 | 1.00 | 101,304 |
| 30000005 | Commissioner's Staff Rep | 45,781 | 83,658 | 4.00 | 239,208 | 4.00 | 243,186 | 4.00 | 243,186 |
| TOTAL FULL-TIME POSITIONS | | | | 9.00 | 558,411 | 9.00 | 567,615 | 9.00 | 567,615 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 9.00 | 558,411 | 9.00 | 567,615 | 9.00 | 567,615 |

Elected Officials Service Area

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

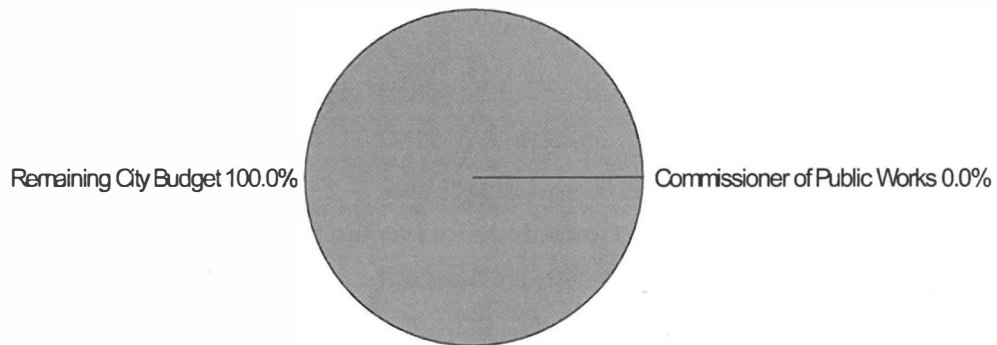
| Action | Amount | | | FTE | Decision |
|--|---------|----------|---------------|------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 903,075 | 0 | 903,075 | 9.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (5,136) | 0 | (5,136) | 0.00 | Mandatory reductions |
| | (1,957) | 0 | (1,957) | 0.00 | OMF IA reductions |
| | 358 | 0 | 358 | 0.00 | OMF IA adds |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | (358) | 358 | 0 | 0.00 | OMF IA adds |
| | (7,093) | 358 | (6,735) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 896,340 | 9.00 | Total Adopted Budget |

Commissioner of Public Works

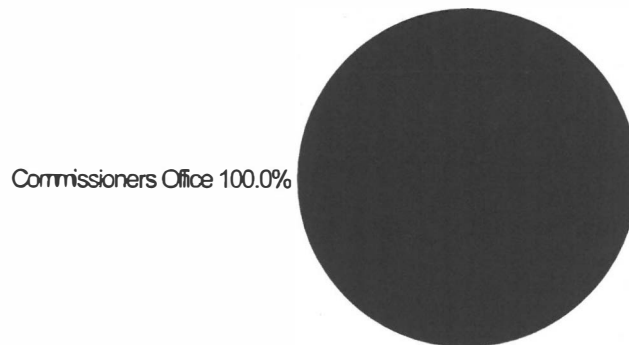
Elected Officials Service Area

Nick Fish, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 920,148 | 922,590 | 2,442 | 0.27 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 920,148 | 922,590 | 2,442 | 0.27 |
| Authorized Positions | 8.80 | 8.80 | (0.00) | (0.00) |

Bureau Summary

Bureau Overview

The Commissioner of Public Works is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The commissioner also provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments The Commissioner of Public Works is responsible for the following bureaus:

- ◆ Portland Housing Bureau
- ◆ Portland Parks and Recreation

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Housing Authority of Portland
- ◆ Elders in Action

Summary of Budget Decisions

Reduction Packages **1.5% Reduction**

The required 1.5% reduction equates to \$5,241. The reductions are taken from seasonal interns (\$3,792) and interagency expenses for cellular phones (\$1,449).

OMF IA Packages

The packages reflect a net decrease of \$1,677 in interagency costs resulting from Office of Management and Finance's decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Total External Revenues | 0 | 0 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 323,855 | 310,211 | 340,105 | 342,509 | 342,509 |
| General Fund Overhead | 448,031 | 466,836 | 460,043 | 480,081 | 480,081 |
| Interagency Revenue | 0 | 39,400 | 120,000 | 100,000 | 100,000 |
| Total Internal Revenues | 771,886 | 816,447 | 920,148 | 922,590 | 922,590 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$771,886 | \$816,447 | \$920,148 | \$922,590 | \$922,590 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 610,709 | 672,343 | 780,409 | 784,606 | 784,606 |
| External Materials and Services | 20,945 | 12,890 | 15,242 | 13,378 | 13,378 |
| Internal Materials and Services | 140,232 | 131,214 | 124,497 | 124,606 | 124,606 |
| Total Bureau Expenditures | 771,886 | 816,447 | 920,148 | 922,590 | 922,590 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$771,886 | \$816,447 | \$920,148 | \$922,590 | \$922,590 |
| Programs | | | | | |
| Administration & Support | | 0 | 0 | 332 | 0 |
| Commissioner's Office | | 811,619 | 920,148 | 922,258 | 922,590 |
| Support | | 4,827 | 0 | 0 | 0 |
| Total Programs | | \$816,447 | \$920,148 | \$922,590 | \$922,590 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Commissioner of Public Works

FTE Summary

Elected Officials Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|---|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000002 | Commissioner | 102,294 | 102,294 | 1.00 | 102,300 | 1.00 | 102,300 | 1.00 | 102,300 |
| 30000004 | Commissioner's Admin Support Specialist | 36,046 | 55,494 | 1.00 | 36,396 | 1.00 | 37,896 | 1.00 | 37,896 |
| 30000006 | Commissioner's Chief of Staff | 77,730 | 103,314 | 1.00 | 98,868 | 1.00 | 101,564 | 1.00 | 101,564 |
| 30000005 | Commissioner's Staff Rep | 45,781 | 83,658 | 5.80 | 338,390 | 5.80 | 348,177 | 5.80 | 348,177 |
| TOTAL FULL-TIME POSITIONS | | | | 8.80 | 575,954 | 8.80 | 589,937 | 8.80 | 589,937 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 8.80 | 575,954 | 8.80 | 589,937 | 8.80 | 589,937 |

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

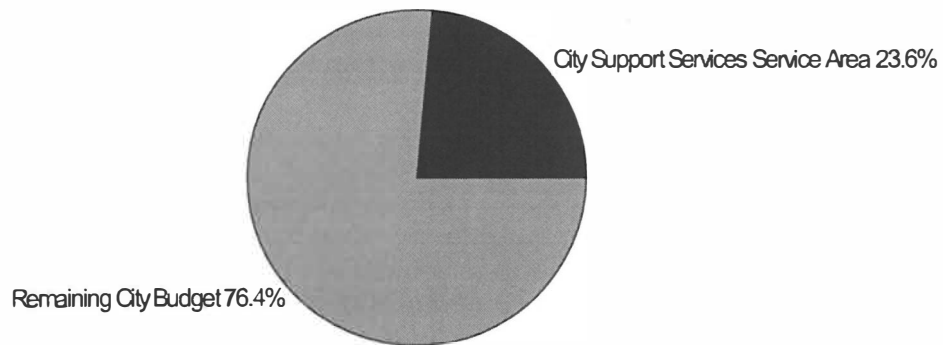
| Action | Amount | | | FTE | Decision |
|--|---------|----------|---------------|------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 929,508 | 0 | 929,508 | 8.80 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (5,241) | 0 | (5,241) | 0.00 | Mandatory reductions |
| | (2,009) | 0 | (2,009) | 0.00 | OMF IA reductions |
| | 332 | 0 | 332 | 0.00 | OMF IA adds |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | (332) | 332 | 0 | 0.00 | OMF IA adds |
| | (7,250) | 332 | (6,918) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 922,590 | 8.80 | Total Adopted Budget |



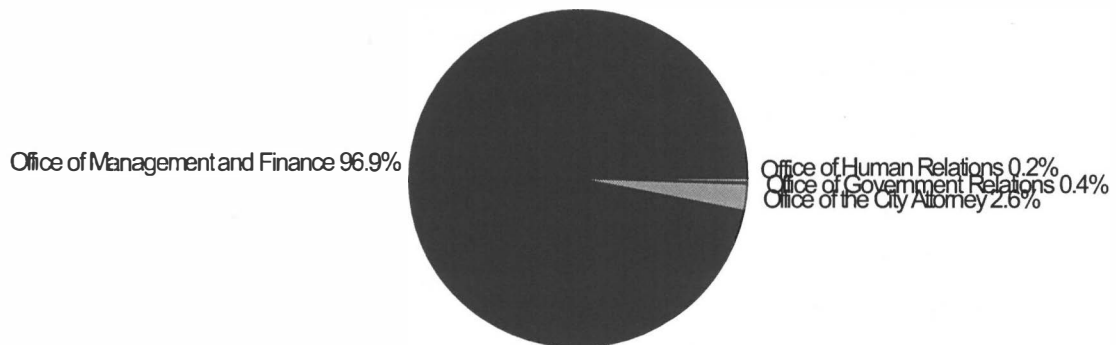
City Support Services Service Area

- Office of the City Attorney
- Office of Human Relations
- Office of Government Relations
- Office of Management and Finance

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 452,004,223 | 420,481,352 | (31,522,871) | (6.97) |
| Capital | 37,730,173 | 33,305,901 | (4,424,272) | (11.73) |
| Total Requirements | 489,734,396 | 453,787,253 | (35,947,143) | (7.34) |
| Authorized Positions | 739.68 | 748.28 | 8.60 | 1.16 |

Service Area Highlights

Description

The City Support Services service area includes the City's internal support bureaus and all Special Appropriations. The internal support bureaus are the Office of the City Attorney, the Office of Government Relations, the Office of Human Relations, and the Office of Management and Finance (OMF).

Major Themes

Office of the City Attorney

The FY 2011-12 Adopted Budget for the City Attorney's Office is \$9.58 million, an increase of 8.3% from the FY 2010-11 Revised Budget. The budget includes a net reduction of \$5,092 captured from savings in interagency agreements with OMF. The office was held harmless from the 1.5% mandatory reduction packages taken by larger bureaus.

Office of Management and Finance

The FY 2011-12 Adopted Budget for the OMF totals \$442.9 million, a decrease of 7.7% from the FY 2010-11 Revised Budget. Significant budgetary actions include 1.5% mandatory budget reductions, funding for the purchase of the Kelly Building, an ADA compliance assessment of City facilities, positions in procurement for the Minority Evaluator program and to support the local and federal stimulus programs, and a position in the Revenue Bureau for enhanced regulatory program enforcement.

Special Appropriations are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides. Some special appropriations are one-time allocations while others are ongoing.

Special Appropriations in the FY 2011-12 Adopted Budget total \$14.9 million, including \$5.2 million for Compensation Set-aside. Other major items include \$4.0 million for the Regional Arts and Culture Council, \$1.1 million for Downtown Services to keep downtown Portland safe and attractive, \$525,000 for a proposed Office of Equity, \$500,000 for the Future Connect Scholarship program, and \$600,000 for the Crisis Assessment Center.

Office of Government Relations

The FY 2011-12 Adopted Budget for the Office of Government Relations is \$1.3 million, an increase of 9.7% from the FY 2010-11 Revised Budget. The budget includes a net reduction of \$2,109 captured from savings in interagency agreements with the Office of Management and Finance. The office was held harmless from the 1.5% mandatory reduction packages taken by larger bureaus. The office received one-time General Fund discretionary funding for a limited term federal assistant position (\$48,000) and for additional costs related to the state moving to annual legislative sessions (\$16,240).

Office of Human Relations

The FY 2011-12 Adopted Budget for the Office of Human Relations is \$617,937 and includes 4.0 FTEs. The Adopted Budget includes a net decrease of \$661 due to OMF IA adjustments. The Office of Human Relations will be merged into the proposed new Office of Equity when that office is formed.

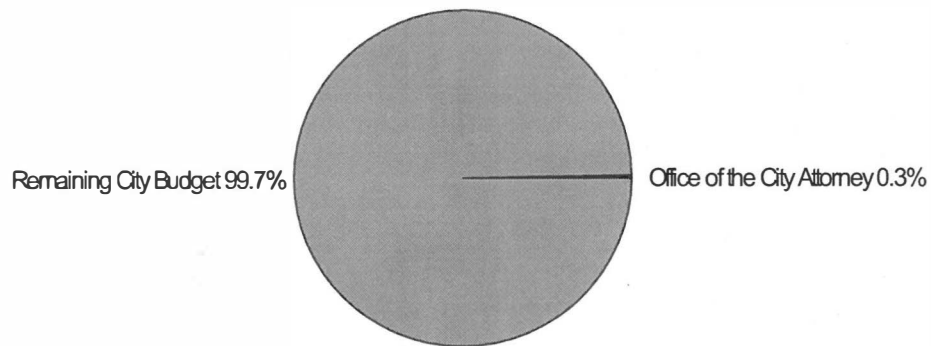
Office of the City Attorney

City Support Services Service Area

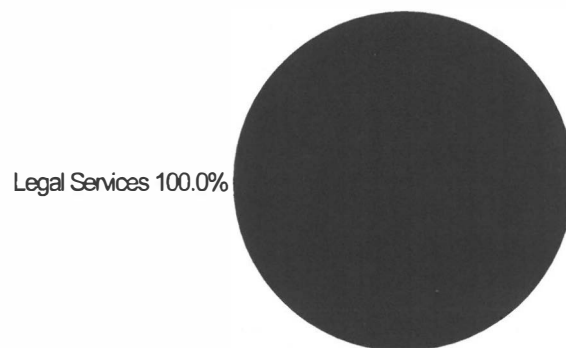
Mayor Sam Adams, Commissioner-in-Charge

Linda Meng, City Attorney

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 8,844,159 | 9,578,419 | 734,260 | 8.30 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 8,844,159 | 9,578,419 | 734,260 | 8.30 |
| Authorized Positions | 59.60 | 57.05 | (2.55) | (4.28) |



Bureau Summary

Bureau Mission

To help the City achieve its policy goals in the public interest by providing excellent, objective, timely, and economical legal advice and advocacy, unaffected by politics, personalities, or self-interest.

Bureau Overview

The City Attorney is appointed by the City Council. The City Attorney provides legal services and programs for the City of Portland. Attorneys and paralegals work with City Council members and their staff to find legally acceptable ways to achieve public objectives.

The office handles work generated by the City Council, City bureaus, employees, and individuals or organizations that bring claims or actions against the City. This work includes defending the City in court, initiating legal actions when appropriate in the public interest, handling other judicial and quasi-judicial matters, negotiating and reviewing contracts, reviewing policies and programs, providing legal advice and counsel, producing formal opinions, and performing any other legal services needed.

Legal obligations are created by the City Code and Charter, state statutes, regulations, administrative requirements, and federal law. In addition, the Oregon State Bar establishes ethical professional requirements that govern lawyers and the work performed for the City and City officials.

The office works on a wide range of subjects, such as constitutional aspects of municipal legislation, personnel and labor law issues, tort claims, workers' compensation, construction contracts and claims, land use litigation and planning, environmental issues, and code enforcement. The office also works on police and public records issues, fire and safety requirements, telecommunications, utilities and license fees, collection of revenues owed to the City, and franchises and contracts. Additional work includes advising, advocating, analyzing, reviewing activities and materials, negotiating agreements, drafting documents and legal instruments, and assisting in policy development and program implementation as requested and needed.

Legal services are affected by decisions made by City government, other governments, and private parties. Legal issues usually originate outside of the direct control of the City Attorney's Office. The office works with Council members and bureau managers to review the legal issues that may be associated with City projects and to assist in the successful completion of these projects.

Funding Sources and Uses

Interagency agreements with other bureaus and offices for specialized legal work in specific areas represent about 53% of the total operating budget of the City Attorney's Office. The remainder of the budget is supported by General Fund discretionary revenue (18%) and General Fund overhead recovery revenue (29%). Over 84% of the City Attorney's costs are for personal services. The Adopted Budget includes 57.05 FTE.

Strategic Direction

Summary

The City Attorney's Office continues to face increasingly complex legal issues and litigation. The City's legal work is usually not optional and must be performed by City lawyers or more expensive outside counsel. The City Attorney's Office continues its efforts to control overall legal costs by minimizing the use of outside counsel and by maximizing the use of paralegal assistants. The office currently is implementing new practice management software that is expected to significantly streamline work and increase efficiency.

Service Improvement Plan

Provide timely responses to inquires

The office initiated a 24-hour goal for initial responses to legal inquiries and continues to maintain that goal. When immediate answers cannot be provided, attorneys and staff will work with the client to agree on the timetable for response. Over 80% of clients rated initial response time as positive or very positive in the 2010 Customer Service Survey. However, the office would like to continue improvement in this area. The office is in its second year of the reorganization into practice groups. This has assisted attorneys in giving timely responses by providing additional support through information sharing and cross training. Practice groups will work to develop ways to improve timeliness, including providing additional feedback to clients and requesting feedback from clients as well.

Provide consistent legal advice throughout bureaus and council offices

The office is in its second year of the reorganization into practice groups. The purpose of the practice groups is to take advantage of the expertise of attorneys in the office and provide opportunities for sharing that knowledge. The groups meet monthly to discuss legal issues and projects generated by City bureaus, which provides additional resources and better consistency for the City. The practice management software system provides information resources that are accessible to all office staff. As the system progresses, information will be more easily and quickly accessible to attorneys and staff and will facilitate consistent responses to inquiries. Progress will be measured through the customer service survey.

Continue providing training to bureaus and council offices

The office continues to provide high quality legal advice and trainings to guide bureaus and officials and avoid risk. The office plans to increase trainings in ethics, public records and meetings, employment, construction, and tort liability. The office recently created a link on its website for City employees to access training materials and will continue to increase the use of technology and easily accessible media to provide training to bureaus and council offices on matters of general government.

Summary Of Budget Decisions

OMF IA Adjustments

OMF Interagency Adjustments

The packages reflect a net decrease of \$5,092 in interagency costs resulting from decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's General Fund discretionary allocation was made to balance the decreased costs.

Legal Services

| | |
|---|--|
| Description | Legal Services is the sole budget program in the City Attorney's Office. The Legal Services program includes the following personnel: the City Attorney, Chief Deputy City Attorneys, Deputy City Attorneys, Paralegal Assistants, Legal Assistants, and administrative staff. All personnel provide legal work directly to the City Council and City bureau staff. The Legal Services program allows the City Attorney's Office to represent the City in court litigation, administrative proceedings, appeals, and other judicial processes. This program also provides advice, consultation, and research on issues and questions regarding municipal operations and programs, contract negotiations, and training. |
| Goals | The Legal Services program supports the City's goal of delivering efficient, effective, and accountable municipal services. |
| Performance | The cost for legal services in the City Attorney's Office remains significantly lower than outside legal services. The total number of cases in which the City Attorney's Office has represented the City remains high and the complexity of those cases continues to increase. |
| Changes to Services and Activities | There are no significant changes to the Legal Services program. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 60.50 | 59.60 | 57.05 | 57.05 |
| Expenditures | | | | | |
| Legal Services | | 8,427,339 | 8,844,159 | 9,578,419 | 9,578,419 |
| Total Expenditures | | 8,427,339 | 8,844,159 | 9,578,419 | 9,578,419 |

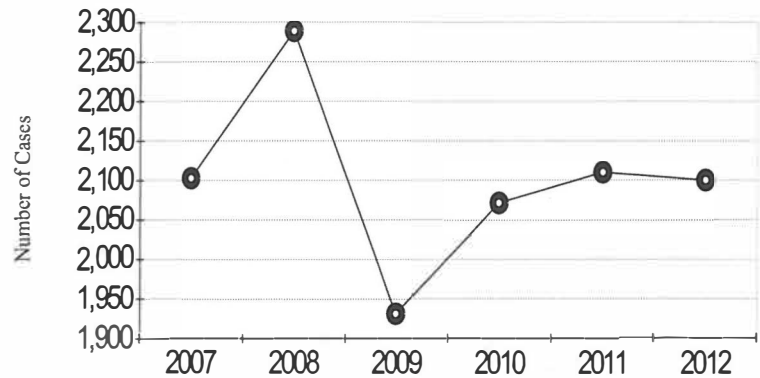
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Hourly Rate | \$144 | \$152 | \$146 | \$161 | \$161 |
| Workload | | | | | |
| Litigation Cases | 1,932 | 2,072 | 2,110 | 2,100 | 2,100 |
| Contracts Review and Approval | 5,603 | 6,395 | 5,960 | 6,000 | 6,000 |
| Training hours provided by City Attorney staff to other City staff | 187 | 303 | 285 | 300 | 300 |

Performance Measures

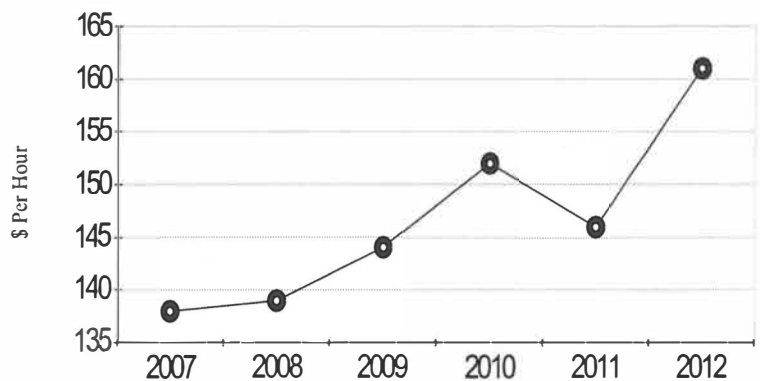
Litigation Cases Handled

Litigation cases handled include pending cases and new cases filed during the fiscal year. While there is fluctuation in total numbers of cases, the complexity of cases is consistently increasing.



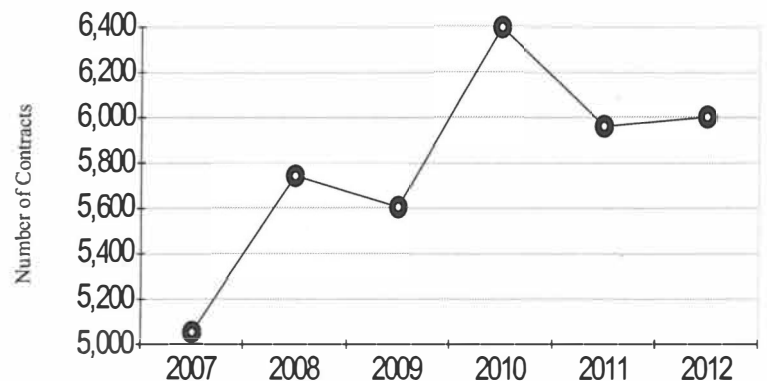
Hourly Rates

The fully loaded hourly rate includes expenses for staff and materials, and is significantly lower than outside counsel rates. For comparison, the average rate for Oregon attorneys according to the most recent Bar survey is \$250-275 per hour. (Oregon State Bar 2008 Hourly Rates Survey)



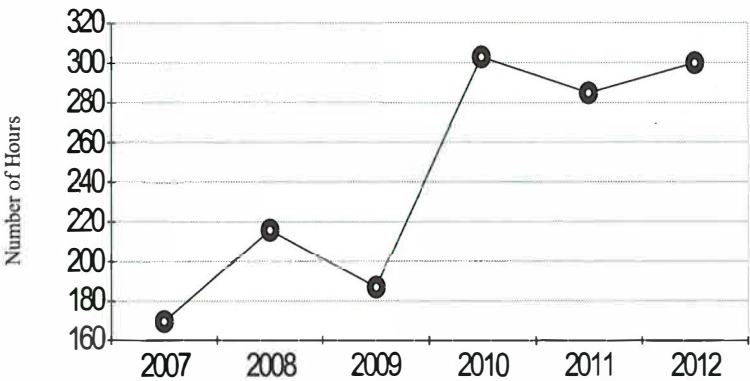
Contracts Reviewed and Approved

Contracts and agreements are reviewed for accuracy, completeness, and legal sufficiency.



Training Hours

City Attorney staff provide Citywide training to assure consistent and coordinated City services and to minimize risks.



| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 3,653 | 2,109 | 0 | 0 | 0 |
| Miscellaneous | 0 | 151 | 0 | 0 | 0 |
| Total External Revenues | 3,653 | 2,260 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 1,894,324 | 1,829,648 | 1,781,135 | 1,722,115 | 1,722,115 |
| General Fund Overhead | 1,915,850 | 2,209,030 | 2,539,320 | 2,806,711 | 2,806,711 |
| Interagency Revenue | 4,202,438 | 4,374,506 | 4,523,704 | 5,049,593 | 5,049,593 |
| Total Internal Revenues | 8,012,612 | 8,413,184 | 8,844,159 | 9,578,419 | 9,578,419 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$8,016,265 | \$8,415,443 | \$8,844,159 | \$9,578,419 | \$9,578,419 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 6,878,528 | 7,265,656 | 7,602,124 | 8,049,019 | 8,049,019 |
| External Materials and Services | 400,203 | 370,644 | 510,463 | 751,946 | 751,946 |
| Internal Materials and Services | 737,534 | 779,143 | 731,572 | 777,454 | 777,454 |
| Total Bureau Expenditures | 8,016,265 | 8,415,443 | 8,844,159 | 9,578,419 | 9,578,419 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$8,016,265 | \$8,415,443 | \$8,844,159 | \$9,578,419 | \$9,578,419 |
| Programs | | | | | |
| Legal Services | | 8,427,339 | 8,844,159 | 9,578,419 | 9,578,419 |
| Neighborhood Inspections | | (5,381) | 0 | 0 | 0 |
| Neighborhood Resource Center | | (6,515) | 0 | 0 | 0 |
| Total Programs | | \$8,415,443 | \$8,844,159 | \$9,578,419 | \$9,578,419 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|---------------------------------|--------------|---------|-----------------------|------------------|------------------------|------------------|-----------------------|------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000597 | Attorney, Chief Deputy City | 101,421 | 145,205 | 5.00 | 662,484 | 4.80 | 680,127 | 4.80 | 680,127 |
| 30000418 | Attorney, City | 128,294 | 183,851 | 1.00 | 177,986 | 1.00 | 182,872 | 1.00 | 182,872 |
| 30000595 | Attorney, Deputy City | 85,800 | 116,293 | 16.00 | 1,620,515 | 15.45 | 1,680,711 | 15.45 | 1,680,711 |
| 30000596 | Attorney, Sr Deputy City | 92,186 | 128,752 | 11.00 | 1,304,584 | 9.90 | 1,224,843 | 9.90 | 1,224,843 |
| 30000440 | Business Operations Supervisor | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.00 | 33,780 | 0.00 | 0 | 0.00 | 0 |
| 30000213 | Inf Syst Analyst III-Generalist | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000600 | Law Office Administrator | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000591 | Legal Assistant | 44,533 | 68,619 | 8.00 | 539,220 | 8.00 | 541,632 | 8.00 | 541,632 |
| 30000829 | Legal Assistant Supervisor | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000592 | Legal Assistant, Sr | 54,080 | 72,051 | 1.00 | 64,848 | 0.90 | 64,848 | 0.90 | 64,848 |
| 30000601 | Legal Contract Analyst | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 2.00 | 83,732 | 2.00 | 86,856 | 2.00 | 86,856 |
| 30000593 | Paralegal | 54,080 | 72,051 | 2.00 | 117,336 | 2.90 | 186,496 | 2.90 | 186,496 |
| 30000830 | Paralegal Supervisor | 62,629 | 83,637 | 1.00 | 75,264 | 0.90 | 75,276 | 0.90 | 75,276 |
| 30000594 | Paralegal, Sr | 59,634 | 79,518 | 2.00 | 159,048 | 2.00 | 159,048 | 2.00 | 159,048 |
| TOTAL FULL-TIME POSITIONS | | | | 55.00 | 5,283,889 | 52.85 | 5,327,801 | 52.85 | 5,327,801 |
| 30000595 | Attorney, Deputy City | 85,800 | 116,293 | 0.90 | 83,736 | 0.80 | 93,036 | 0.80 | 93,036 |
| 30000593 | Paralegal | 54,080 | 72,051 | 0.90 | 43,704 | 0.80 | 50,378 | 0.80 | 50,378 |
| 30000594 | Paralegal, Sr | 59,634 | 79,518 | 1.80 | 100,531 | 1.60 | 127,224 | 1.60 | 127,224 |
| TOTAL PART-TIME POSITIONS | | | | 3.60 | 227,971 | 3.20 | 270,638 | 3.20 | 270,638 |
| 30000595 | Attorney, Deputy City | 85,800 | 116,293 | 1.00 | 85,800 | 1.00 | 105,000 | 1.00 | 105,000 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 85,800 | 1.00 | 105,000 | 1.00 | 105,000 |
| GRAND TOTAL | | | | 59.60 | 5,597,660 | 57.05 | 5,703,439 | 57.05 | 5,703,439 |

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

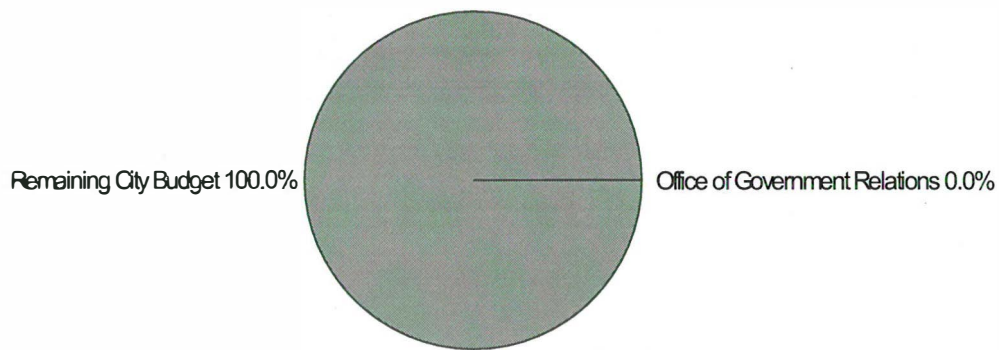
| Action | Amount | | | FTE | Decision |
|--|-----------|----------|---------------|-------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 9,583,511 | 0 | 9,583,511 | 57.05 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (5,092) | 0 | (5,092) | 0.00 | OMF IA adjustments |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | (4,018) | 4,018 | 0 | 0.00 | OMF IA adjustments |
| | (9,110) | 4,018 | (5,092) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 9,578,419 | 57.05 | Total Adopted Budget |

Office of Government Relations

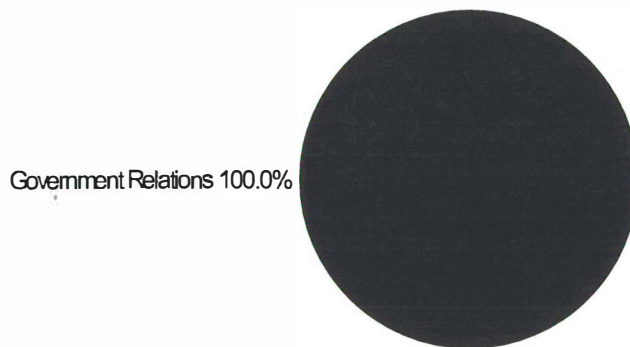
City Support Services Service Area

Mayor Sam Adams, Commissioner-in-Charge
Martha Pellegrino, Director

Percent of City Budget



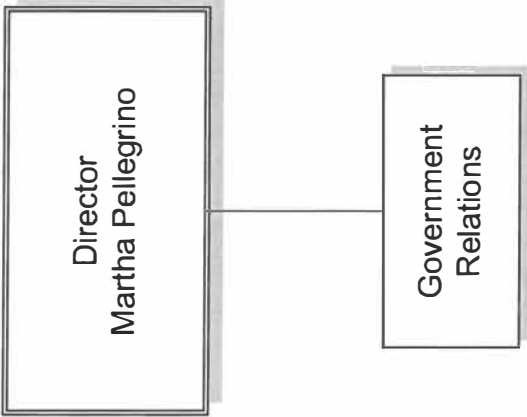
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 1,202,964 | 1,319,876 | 116,912 | 9.72 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 1,202,964 | 1,319,876 | 116,912 | 9.72 |
| Authorized Positions | 7.50 | 8.00 | 0.50 | 6.67 |

Office of Government Relations



Bureau Summary

Bureau Mission

The mission of the Office of Government Relations is to help the City of Portland achieve its legislative policy and funding goals through counsel to City Council and bureaus, effective advocacy to the federal, state, and regional governments, and coordination with other business and governmental partners across the state and throughout the country.

Bureau Overview

The Office of Government Relations provides government representation for all City bureaus, the Portland Development Commission, City Council, and the City Auditor. The office advances City policy goals and initiatives through advocacy to federal, state, and regional governments, and a broad range of non-governmental interests. The office has permanent staff in City Hall and temporary staff in Salem during legislative sessions.

Strategic Direction

Background

In recent years, the office has elevated its focus at the federal level by coordinating the City's efforts on more federal issues and initiatives. The office has also implemented new strategies for soliciting and integrating public input into the City's legislative agenda building process and has expanded intergovernmental outreach on the City's federal and state legislative agendas. Additionally, the office has increased the City's engagement on state advocacy as a result of coordinating legislative agendas for special sessions in even numbered years. This additional focus and comprehensive approach to government relations was needed to successfully address expanded state and federal legislative policy goals and initiatives.

Bureau Strategic Plan

The office's strategic plan objective is to successfully advocate for the City's state and federal legislative agendas. This is done through the following four approaches:

- ◆ **Intergovernmental Outreach:** The Office of Government Relations develops relationships with governments, business leaders, officials, and non-governmental organizations. This effort enhances the City's ability to advocate for, and achieve, its policy goals and initiatives at all levels of government.
- ◆ **State Government Advocacy:** The office engages council offices, bureaus, and the public to build the City's state legislative agenda. This agenda focuses the City's state legislative efforts during the legislative session. In addition, lobby staff provide advice to Council and bureaus during the legislative interim regarding state agency rule-making, funding decisions, and interim legislative activity.
- ◆ **Federal Government Advocacy:** The office builds a federal legislative agenda approved by Council to identify the priority policy and funding opportunities for the City before Congress and with federal agencies.

- ♦ **Communication and Advice:** The Office of Government Relations provides City bureaus and Council offices with strategic advice on City policy goals and initiatives and how to achieve those goals through government advocacy.

Five-year Horizon

The passage of annual legislative sessions by the voters in November of 2010 means that the state legislative program will run year-round, with a shorter, and likely more active, interim periods between sessions. The increased level of activity at the state level may mean that the office will need to hire an additional lobbyist in the near future.

State Legislative Sessions: The office will begin developing the State Legislative Agenda for the 2012 annual legislative session in August/September 2011. The office will use the interim period that follows to begin development of the 2013 regular legislative session. In February/March 2012, lobby staff will work from the Salem office for the annual legislative session; the annual sessions will require additional resources to cover expenses for City staff to work from the Salem offices for the months of February and March 2012.

Fiscal Years 2012-2016 Federal Agenda and Advocacy: The office will develop federal agendas every year for the next four years by soliciting the priorities from the Council offices and bureaus. The agenda will include appropriations for each federal fiscal year, policy issues for the 112th and 113th Congresses, the SAFETEA-LU Reauthorization (surface transportation reauthorization bill), and the Water Resources Development Act. This program includes lobbying activity by the City's federal representative in Washington D.C., the director of the Office of Government Relations, City Council, and City bureau staff.

Service Improvement Plan**Coverage of State Legislative Issues**

The ambitious agenda that the City Council and bureaus seek at the state level will fully occupy the lobby staff during the interim. The Office of Government Relations received one-time funding in the Adopted Budget for an additional position to focus on federal legislative issues, which should allow the director to focus more on the state legislative session. Funding this position on an ongoing basis would allow for deeper research and analysis and faster service to the Council offices and bureaus.

Bill Tracking and Response

The growing number of state bills in combination with the inadequate bill tracking system has made bill tracking inefficient and prone to error. It also requires additional staff time in Salem. In the next fiscal year, the office will update this technology, if funding allows.

Agenda Development

The agenda development process involved public input earlier in FY 2010-11. This process can be improved for the next regular legislative session to ensure the community has the opportunity to identify issues and that the process is transparent and efficient for staff.

Office of Government Relations

City Support Services Service Area

Customer Service

The office will continue to strive to meet a high level of customer service for Council offices and the bureaus, as well as the City's external customers. The office will aim to produce a customer service survey in the fall of 2011 to evaluate the office's customer relations efforts.

Summary of Budget Decisions

OMF IA Adjustments

OMF Interagency Adjustments

The packages reflect a net decrease of \$2,109 in interagency costs resulting from decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's General Fund discretionary allocation was made to balance the decreased costs.

Add Packages

Federal Assistant

The Adopted Budget includes \$48,000 of one-time General Fund discretionary resources for a limited term federal legislative assistant position. The position assists with the preparation and implementation of the City's federal legislative agenda. The position is primarily responsible for federal research, analyzing federal legislation, drafting federal correspondence, monitoring legislation, and preparing advocacy materials.

Annual Legislative Sessions

The Adopted Budget includes \$16,240 of one-time General Fund discretionary resources to cover additional expenses related to annual sessions at the Oregon State Legislature which will run 35 business days in even numbered years beginning in 2012.

Government Relations

| | |
|---|--|
| Description | The Government Relations program provides government representation for all City bureaus, the Portland Development Commission, the City Council, and the City Auditor. |
| Goals | The program supports the City goal of delivering efficient, effective, and accountable municipal services. |
| Performance | The program does not expect any significant changes in its performance measures in FY 2011-12. |
| Changes to Services and Activities | The Adopted Budget includes additional one-time resources to expand the program's federal legislative advocacy and to cover annual sessions at the state legislature. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 7.00 | 7.50 | 8.00 | 8.00 |
| Expenditures | | | | | |
| Government Relations | | 1,159,653 | 1,202,964 | 1,319,876 | 1,319,876 |
| Total Expenditures | | 1,159,653 | 1,202,964 | 1,319,876 | 1,319,876 |

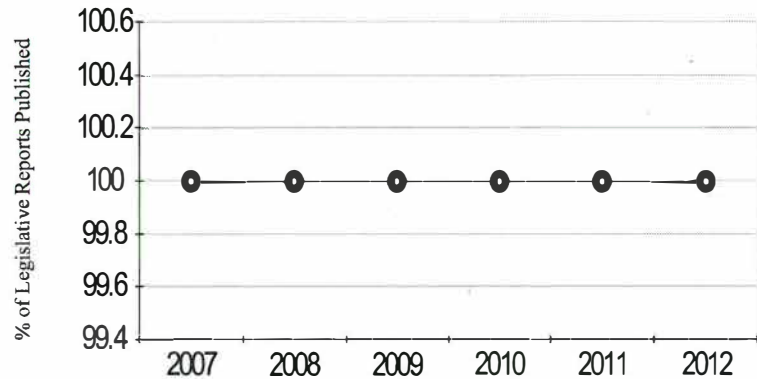
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Legislative Reporting | 100% | 100% | 100% | 100% | 100% |
| Percent of Targeted Legislators Contacted | 100% | 100% | 100% | 100% | 100% |

Performance Measures

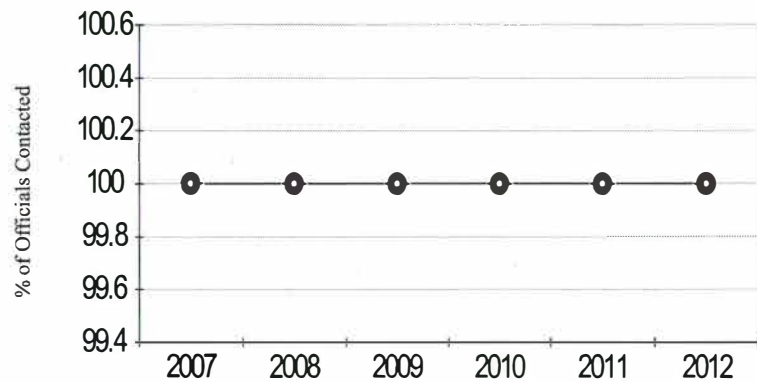
% of Legislative Reports Published

The Office of Government Relations will produce a Legislative Package for City Council review and adoption before the biennial legislative session, and a report on the results of that package following the session.



Legislative Outreach

Government Relations will continue with its outreach efforts before, during, and following legislative sessions.



| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Total External Revenues | 0 | 0 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 520,544 | 432,980 | 483,718 | 566,117 | 566,117 |
| General Fund Overhead | 618,778 | 652,488 | 646,975 | 669,430 | 669,430 |
| Interagency Revenue | 68,351 | 71,415 | 72,271 | 84,329 | 84,329 |
| Total Internal Revenues | 1,207,673 | 1,156,883 | 1,202,964 | 1,319,876 | 1,319,876 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$1,207,673 | \$1,156,883 | \$1,202,964 | \$1,319,876 | \$1,319,876 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 765,118 | 708,354 | 760,892 | 841,004 | 841,004 |
| External Materials and Services | 290,709 | 299,945 | 289,327 | 346,866 | 346,866 |
| Internal Materials and Services | 151,846 | 148,584 | 152,745 | 132,006 | 132,006 |
| Total Bureau Expenditures | 1,207,673 | 1,156,883 | 1,202,964 | 1,319,876 | 1,319,876 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$1,207,673 | \$1,156,883 | \$1,202,964 | \$1,319,876 | \$1,319,876 |
| Programs | | | | | |
| Commissioner's Office | | 368 | 0 | 0 | 0 |
| Government Relations | | 1,159,653 | 1,202,964 | 1,319,876 | 1,319,876 |
| Land Use Services | | (3,139) | 0 | 0 | 0 |
| Total Programs | | \$1,156,883 | \$1,202,964 | \$1,319,876 | \$1,319,876 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Office of Government Relations

FTE Summary

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|-------------------------------|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 1.00 | 58,716 | 1.00 | 60,726 | 1.00 | 60,726 |
| 30000005 | Commissioner's Staff Rep | 45,781 | 83,658 | 2.00 | 109,071 | 2.00 | 112,630 | 2.00 | 112,630 |
| 30000414 | Government Relations Director | 101,421 | 163,426 | 1.00 | 124,587 | 1.00 | 129,693 | 1.00 | 129,693 |
| 30000498 | Government Relations Lobbyist | 74,214 | 98,862 | 3.00 | 267,314 | 3.00 | 276,062 | 3.00 | 276,062 |
| TOTAL FULL-TIME POSITIONS | | | | 7.00 | 559,688 | 7.00 | 579,111 | 7.00 | 579,111 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000005 | Commissioner's Staff Rep | 45,781 | 83,658 | 0.50 | 22,890 | 1.00 | 55,176 | 1.00 | 55,176 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.50 | 22,890 | 1.00 | 55,176 | 1.00 | 55,176 |
| GRAND TOTAL | | | | 7.50 | 582,578 | 8.00 | 634,287 | 8.00 | 634,287 |

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

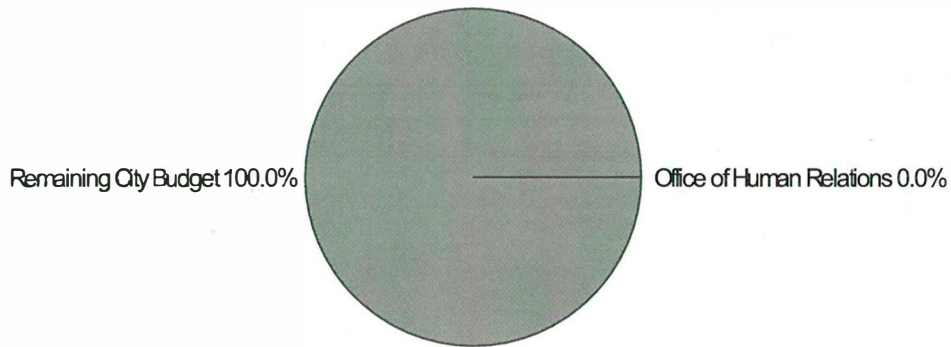
| Action | Amount | | | FTE | Decision |
|--|-----------|----------|---------------|------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 1,257,745 | 0 | 1,257,745 | 7.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (2,109) | 0 | (2,109) | 0.00 | OMF IA adjustments |
| | 0 | 48,000 | 48,000 | 1.00 | Federal assistant position |
| | 0 | 16,240 | 16,240 | 0.00 | Annual legislative sessions |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | (225) | 225 | 0 | 0.00 | OMF IA adjustments |
| | (2,334) | 64,465 | 62,131 | 1.00 | Total FY 2011-12 Decision Packages |
| | | | 1,319,876 | 8.00 | Total Adopted Budget |

Office of Human Relations

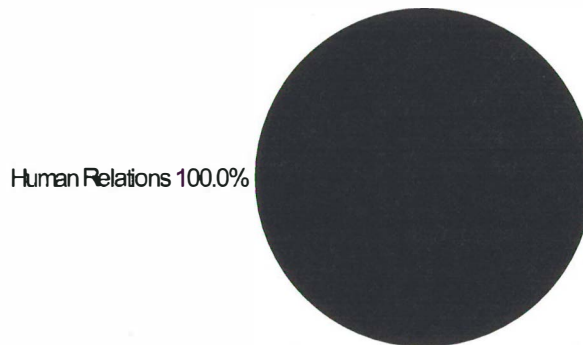
City Support Services Service Area

Amanda Fritz, Commissioner-in-Charge
Vacant, Director

Percent of City Budget



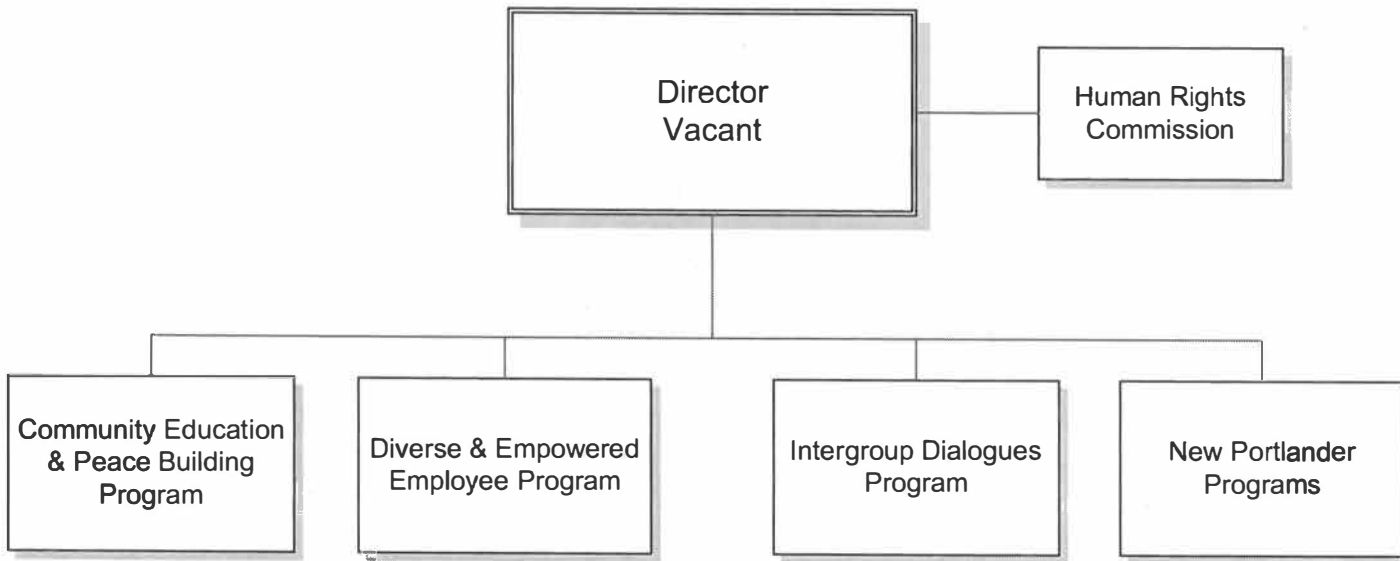
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 551,509 | 617,937 | 66,428 | 12.04 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 551,509 | 617,937 | 66,428 | 12.04 |
| Authorized Positions | 4.00 | 4.00 | 0.00 | 0.00 |

Office of Human Relations



Bureau Summary

Bureau Mission

As stated in City Code 23.01.010: "The City of Portland is committed to improving the lives of all its residents and strives to eliminate discrimination based on race, religion, color, sex, marital status, national origin, age, mental or physical disability, sexual orientation, gender identity or income levels because such discrimination poses a threat to the health, safety, and general welfare of the residents of Portland and the foundation of our community." The office and Human Rights Commission are dedicated to ensuring that the intent and spirit of the City Code is honored.

Bureau Overview

The Office of Human Relations (OHR) is currently being considered in this year's budget as dissolving and being reformed into the new Office of Equity. The Human Rights Commission (HRC), an independent commission devoted to issues of human rights, is currently staffed by the OHR but support for the commission will be transferred to the new Equity Office, at the time it is created.

Strategic Direction

Service Improvement Plan

The bureau will focus on the following strategic goals in FY 2011-12:

- Assist the HRC in implementing its strategic plan and programmatic goals. The HRC will continue to expand upon the successes of the Community and Police Relations Committee. The HRC will work to develop its communications and messaging in FY 2011-12.
- Provide leadership on human rights education and peace building in Portland. This program will continue to expand its Human Rights Education program to deliver presentations on strategic and emerging issues of human rights and equity.
- Facilitation of Inter-group Dialogues. The office will continue the inter-group dialogue discussions with existing staff from ONI and OHR.
- Facilitate opportunities for Portland to integrate newcomers into the economic, cultural, and political life of the city. The New Portlander program is staffed by one FTE and is continuing to serve newcomers to communities in the city. Measurement tools have are being developed that can evaluate the reach and impact of the program. The New Portlander program is currently in the process of appointing a leadership advisory committee to guide program priorities.

Summary of Budget Decisions

The Office of Human Relations' budget appropriation for FY 2011-12 is \$617,937.

OMF IA Adjustments

The packages reflect a net decrease of \$661 in interagency costs resulting from decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's General Fund discretionary allocation was made to balance the decreased costs.

Budget Notes

Office of Equity

The Office of Equity will be established in FY 2011-12 and funded with a combination of \$525,000 in new ongoing General Fund Discretionary resources and \$617,937 of existing resources currently budgeted in the Office of Human Relations. An ordinance establishing the new office, and a work plan, must be approved by Council before the \$525,000 of new resources can be expended on staff, materials and services, and related costs. However, up to \$100,000 of the new funding may be used to assist with the development of the structure and operations of the new office. Beginning in FY 2012-13, the Office of Equity will be considered for funding through the General Fund overhead model, with the General Fund Overhead Committee making a recommendation to Council in the FY 2011-12 Fall Budget Monitoring Process. Any overhead metrics necessary for the new office will be approved by the General Fund Overhead Committee.

Human Relations

Description

The Office of Human Relations manages five activity areas, or subprograms, which are described in detail below:

- ◆ The Human Rights Commission is a 15 member volunteer entity appointed by City Council to protect human rights and promote understanding, inclusion and justice for all who live, work, play, worship, and travel in Portland. The HRC oversees three ongoing committees including the Community and Police Relations committee, the Committee on Intergroup Understanding, and the Executive Committee.
- ◆ The New Portlander program works toward providing greater equity and inclusion for newcomer communities through opportunities that honor the social and cultural capital that new Portlanders contribute. The program uses targeted strategies to connect City bureaus to community organizations, businesses, and faith communities that serve newly settled Portlanders with the ultimate outcome of addressing interests and needs of those newly settled.
- ◆ The Education and Peace Building program goals are to provide education on local and global human rights issues and facilitate Portlanders' exploration and connecting around social justice issues. Current projects include the Human Rights Film and Dialogue series, education on strategic and emerging issues, and the "Everything You Ever Wanted To Know About Islam, But Were Afraid To Ask" dialogue.
- ◆ The Inter-group Dialogues program is a series of facilitated conversations between community members from different social identity groups that either have a history of conflict or potential conflict with one another. Dialogues occur over a period of time during which participants examine commonalities and differences and identify ways in which group identity affects their behavior and opportunities in society.
- ◆ Diverse and Empowered Employees program (DEEP) is a volunteer-led employee organization that assists the City of Portland in creating and enhancing a supportive and inclusive environment. DEEP offers mentoring and networking opportunities to the City's diverse workforce through nine affinity groups. DEEP also hosts regular educational events to expand employee awareness of diversity issues. The Office of Human Relations provides financial oversight to DEEP.

Goals

The Office of Human Relations' programs support the City goals of improving community livability and delivering efficient, effective, and accountable municipal services.

Performance

The HRC has established the goal of developing nine policy recommendation or reports on human rights issues in FY 2011-12. The New Portlander program has established the goals of reaching 3,000 people and conducting 40 educational presentations in FY 2011-12. The Education and Peace Building program has established the goals of 90% of program participants reporting increased levels of awareness or learning, achieving 500 participants in education program activities,

and sponsoring 20 educational events in FY 2011-12. The Intergroup Dialogue program has established the goals of 90% of program participants experiencing satisfaction, conducting ten dialogues on race or racism, and achieving 120 program participants. The DEEP program has established the goal of 15 educational events in FY 2011-12.

Changes to Services and Activities

No changes are currently planned for OHR in FY 2011-12, although the establishment of the new Office of Equity may impact OHR services and activities.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 4.00 | 4.00 | 4.00 | 4.00 |
| Expenditures | | | | | |
| Human Relations | | 671,692 | 551,509 | 87,012 | 87,012 |
| Human Relations Administration | | 0 | 0 | 53,909 | 53,909 |
| Human Relations DEEP | | 0 | 0 | 15,183 | 15,183 |
| Human Rights Commission | | 0 | 0 | 110,580 | 110,580 |
| Human Rights Education | | 0 | 0 | 95,907 | 95,907 |
| Intergroup Dialogues | | 0 | 0 | 145,422 | 145,422 |
| New Portlander Program | | 0 | 0 | 109,924 | 109,924 |
| Total Expenditures | | 671,692 | 551,509 | 617,937 | 617,937 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Number of Educational Actions for Human Rights (policy recommendations, reports, events) | NA | 3 | 9 | 9 | 9 |
| Number of participants reached, New Portlander Program Annually | NA | 2,700 | 3,540 | 3,000 | 3,000 |
| Number of New Portlander program partnerships annually | NA | 15 | 10 | 10 | 10 |
| Number of Human Rights educational events annually | NA | 7 | 14 | 20 | 20 |
| Number of Human Rights Education program participants reached annually | NA | 140 | 693 | 500 | 500 |
| Percent of Human Rights Education program participants reporting increased learning | NA | NA | 98% | 90% | 90% |
| Number of Intergroup Dialogue program participants annually | NA | 42 | 62 | 120 | 120 |
| Number of DEEP Affinity Groups | NA | 9 | 9 | 10 | 10 |
| Number of DEEP participants, annually | NA | 500 | 500 | 500 | 500 |
| Percent of Intergroup Dialogue Participants satisfied with experience | NA | NA | 86% | 90% | 90% |
| Efficiency | | | | | |
| Number of hours contributed to advocacy/policy development | NA | 1,239 | 1,974 | 2,000 | 2,000 |
| Value of volunteer time of the Human Rights Commission members | NA | \$22,178 | \$41,158 | \$41,000 | \$41,000 |
| Hours contributed by volunteer facilitators, Intergroup Dialogues | NA | 1,188 | 640 | 640 | 640 |
| Value of volunteer time annually, Intergroup Dialogues | NA | \$21,265 | \$13,344 | \$30,024 | \$30,024 |
| Percent of bureau costs allocated to administration | NA | NA | NA | 20% | 20% |

Office of Human Relations

City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of educational presentations, New Portlander program | NA | 17 | 34 | 40 | 40 |
| Number of Hours contributed to equity and policy consultations annually | NA | NA | 327 | 200 | 200 |
| Number of Intergroup Dialogues conducted on race/racism annually | NA | 5 | 5 | 10 | 10 |
| Number of DEEP educational events, annually | NA | 15 | 15 | 15 | 15 |

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Total External Revenues | 0 | 0 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 414,715 | 666,231 | 551,509 | 617,937 | 617,937 |
| Total Internal Revenues | 414,715 | 666,231 | 551,509 | 617,937 | 617,937 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$414,715 | \$666,231 | \$551,509 | \$617,937 | \$617,937 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 322,179 | 393,195 | 422,754 | 422,473 | 422,473 |
| External Materials and Services | 51,517 | 248,167 | 90,087 | 156,713 | 156,713 |
| Internal Materials and Services | 41,019 | 24,869 | 38,668 | 38,751 | 38,751 |
| Total Bureau Expenditures | 414,715 | 666,231 | 551,509 | 617,937 | 617,937 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$414,715 | \$666,231 | \$551,509 | \$617,937 | \$617,937 |
| Programs | | | | | |
| Housing Production & Preservation | | (5,461) | 0 | 0 | 0 |
| Human Relations | | 671,692 | 551,509 | 617,937 | 617,937 |
| Total Programs | | \$666,231 | \$551,509 | \$617,937 | \$617,937 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Office of Human Relations

City Support Services Service Area

FTE Summary

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|---------------------------------------|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 1.00 | 55,500 | 1.00 | 57,579 | 1.00 | 57,579 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 59,634 | 79,518 | 1.00 | 64,980 | 1.00 | 67,200 | 1.00 | 67,200 |
| 30000929 | Human Relations Director | 92,186 | 128,752 | 1.00 | 103,144 | 1.00 | 107,372 | 1.00 | 107,372 |
| TOTAL FULL-TIME POSITIONS | | | | 3.00 | 223,624 | 3.00 | 232,151 | 3.00 | 232,151 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 1.00 | 63,744 | 1.00 | 65,914 | 1.00 | 65,914 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 63,744 | 1.00 | 65,914 | 1.00 | 65,914 |
| GRAND TOTAL | | | | 4.00 | 287,368 | 4.00 | 298,065 | 4.00 | 298,065 |

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

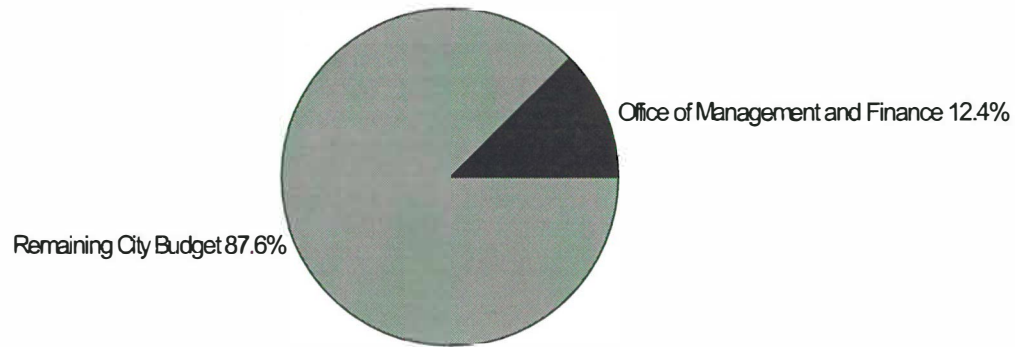
| Action | Amount | | | FTE | Decision |
|--|---------|----------|---------------|------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 618,598 | 0 | 618,598 | 4.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (672) | 0 | (672) | 0.00 | OMF IA reductions |
| | 11 | 0 | 11 | 0.00 | OMF IA adds |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | (11) | 11 | 0 | 0.00 | OMF IA add correction to one-time |
| | (672) | 11 | (661) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 617,937 | 4.00 | Total Adopted Budget |

Office of Management and Finance

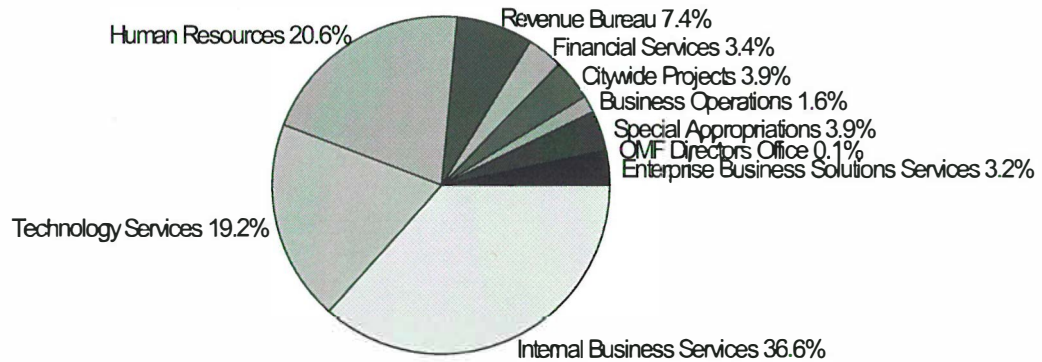
City Support Services Service Area

Mayor Sam Adams, Commissioner-in-Charge
Jack D. Graham, Chief Administrative Officer

Percent of City Budget



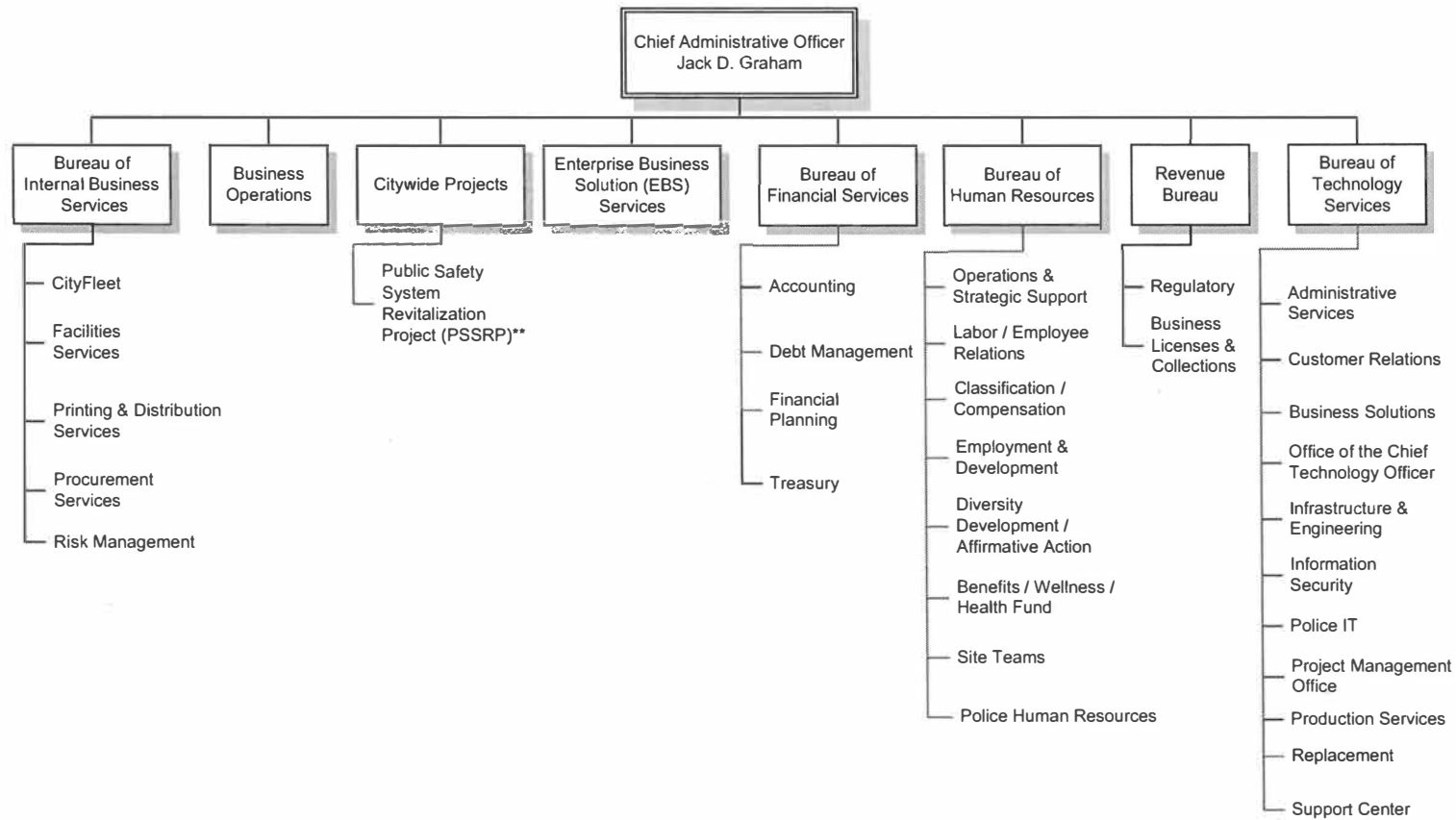
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2010-11 | Adopted FY 2011-12 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 441,957,100 | 409,583,057 | (32,374,043) | (7.32) |
| Capital | 37,730,173 | 33,305,901 | (4,424,272) | (11.73) |
| Total Requirements | 479,687,273 | 442,888,958 | (36,798,315) | (7.67) |
| Authorized Positions | 672.58 | 683.23 | 10.65 | 1.58 |

Office of Management & Finance



** The PSSRP reports to an Executive Steering Committee, Chaired by Carmen Merlo, the Director of POEM.

Bureau Summary

Bureau Mission

Managing the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community.

Bureau Overview

Services to the City

The Office of Management and Finance (OMF) is overseen by the City's Chief Administrative Officer (CAO) and provides core central services necessary for the operation of the City of Portland government. OMF also provides services to other government agencies such as the 800 MHz Public Safety Radio System, Integrated Regional Network Enterprise (IRNE), Portland Police Database System (PPDS), Multnomah County Business Income Tax collection, and Printing and Distribution. OMF consists of the bureaus of Financial Services (BFS), Human Resources (BHR), Internal Business Services (BIBS), Revenue, Technology Services (BTS), the divisions of Business Operations and Enterprise Business Solution (EBS), and special projects.

Summary of Resources

OMF is funded through a combination of resources. Approximately half of OMF's funding is through interagency charges to other City bureaus. Interagency revenue primarily includes charges for Technology Services, EBS Services, CityFleet, Facilities, Printing and Distribution, and Risk Management. In FY 2011-12, only 10% of OMF's budget is funded through General Fund discretionary resources, mainly to fund portions of Financial Services, Human Resources, Business Operations, Procurement Services, and Revenue. Other resources to OMF include general obligation (GO) bond proceeds for the Fire & Rescue GO Bond Construction Fund, the Public Safety GO Bond, user fees for the Spectator Facilities Fund, and payroll charges for the Health Insurance fund. Financial Services also receives some interagency revenues for Debt Management, and Treasury recovers its costs through a reduction in interest earnings distributed to bureaus and from fees paid in support of the deferred compensation program. Most OMF internal service funds also have outside agency customers.

Chief Administrative Office

In addition to Citywide responsibilities and managing OMF to ensure cost effective administrative and support services, the Chief Administrative Officer is responsible for providing the Mayor and City Council with accurate and timely information and analysis on a wide array of financial and policy issues.

Bureau of Financial Services

The Bureau of Financial Services provides financial management services to the City in areas such as financial reporting and planning, treasury, debt issuance, accounting, payroll, budget process management and publication, and grants management. The division is managed by the Chief Financial Officer (CFO).

| | |
|---|--|
| Bureau of Human Resources | The Bureau of Human Resources is responsible for management of the City's human resources systems including administrative rules and procedures, and is responsible for assisting City bureaus to recruit, develop, and retain a competent and high-quality workforce. The bureau also manages employee benefits, the Health Insurance Fund, classification and compensation, labor relations, and workforce training. |
| Bureau of Internal Business Services | The Bureau of Internal Business Services manages a range of core internal services critical to meeting City business needs such as facilities, fleet, printing, procurement, and risk management. These services are offered Citywide. |
| Revenue Bureau | The Revenue Bureau is responsible for consolidated revenue collection efforts. Revenue programs issue permits, enforce regulations, and collect several additional types of revenue including business license tax, transient lodging tax, and business property management. |
| Bureau of Technology Services | The Bureau of Technology Services provides strategic planning and management of the City's communications-related and information technology equipment and systems. BTS provides expert and cost effective communications and information technology services to the City and regional partners, promoting interoperability. BTS is managed by the Chief Technology Officer (CTO). |
| Business Operations | The Division provides an array of financial management, communications, policy development, and project management services to OMF bureaus and divisions, citywide projects, and City Council offices. The division performs financial analysis and management of all OMF funds as well as coordinating and administering OMF-wide initiatives and projects. |
| Enterprise Business Solution | Enterprise Business Solution provides ongoing support for the integrated EBS/SAP system, which serves every City bureau and its financial and human resources systems. The division manager reports to the CAO. |
| Citywide Projects | Within Citywide projects is the Public Safety Systems Revitalization Project (PSSRP), which replaces aging public safety technology systems that support critical citywide needs. PSSRP will ensure enhanced regional interoperability. The CAO serves in an advisory role for this project and OMF administratively supports this project. |

Strategic Direction

| | |
|------------------|---|
| OMF Goals | OMF's strategic goals include: <ul style="list-style-type: none"> ◆ Ensure long-term financial health. Strengthen the City's financial position, maintain assets, and plan prudently for the future ◆ Enhance customer service. Continuously improve communications and focus on helping customers achieve their goals ◆ Foster a knowledgeable and diverse workforce. Support an inclusive workplace and create opportunities for employees to grow and develop |
|------------------|---|

Office of Management and Finance

City Support Services Service Area

- ◆ Continuously improve business processes. Initiate business improvements, including those that implement better business practices, effectively using technologies, support sustainability efforts, and create efficiencies

By focusing on these strategic directions, OMF will continue to provide key internal support to the City Council goal to deliver efficient, effective, and accountable municipal services and to council initiatives.

Citywide and Major Initiatives

Current Citywide and OMF initiatives include:

- ◆ Providing sound financial and policy guidance to support services in an economic recession
- ◆ Developing the City workforce to meet current and future challenges
- ◆ Expanding the City's effective use and implementation of SAP technology
- ◆ Implementing the OMF 2010-12 Strategic Plan
- ◆ Leading efforts to manage the use of technology to meet business needs
- ◆ Providing new opportunities for the public to learn about the City's budget
- ◆ Implementing new online services for business, employees, and the public
- ◆ Managing and maintaining Citywide assets
- ◆ Providing leadership and staff support for the Public Safety Systems Revitalization Program and staff support for the new Public Safety GO Bond Independent Citizen Committee

Service Improvement Plan

Maximizing the City's investment in SAP

The Office of Management and Finance's goal is to improve the City's proficiency in using SAP and to plan for future functionality. The current plan to achieve these goals includes increasing staff in EBS to support current stabilization efforts, continuing to improve staff knowledge and skills with individual training plans, developing an approach to resolve implementation challenges, and developing a plan for new functionality implementation.

Create a strategic direction for OMF for FY 2010-12

The office plans to implement OMF's 2010-12 Strategic Plan action items in FY 2011-12. The plan includes communicating the new OMF mission, values, and goals, and developing an approach to track progress made on action items

Develop internal capacity

The office plans to develop internal capacity to take on new roles and challenges by implementing employee development activities and communicating more tools to help hiring managers build and manage a diverse organization. In addition, they will provide OMF-wide training opportunities for employees.

Summary of Budget Decisions

OMF Interagency Adjustments for General Fund Bureaus and Divisions

The packages reflect a net decrease of \$44,946 in interagency costs resulting from decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's General Fund discretionary allocation was made to balance the decreased costs.

| | |
|---|---|
| Reserve Reductions | One-time reductions to the reserves in OMF's internal services funds totals \$1,296,290. This money will be transferred to customer funds. |
| | Operating reserves |
| | <ul style="list-style-type: none"> ◆ Bureau of Technology Services \$80,487 ◆ Insurance and Claims \$41,531 ◆ Workers' Compensation \$40,329 ◆ Facilities Services \$518,248 ◆ CityFleet \$133,545 ◆ Printing and Distribution \$82,150 |
| | Other reserves |
| | <ul style="list-style-type: none"> ◆ Printing and Distribution Capital Reserve \$200,000 ◆ Printing and Distribution Technology Reserve \$200,000 |
| Bureau of Financial Services | Debt Management Reduction |
| | The package reduces \$8,540 of ongoing interagency revenues and external materials and services expenses. |
| | Public Finance and Treasury Reduction |
| | The package reduces \$17,094 of ongoing interest income revenues and external materials and services expenses. |
| | Financial Planning and Accounting Reduction |
| | The package reduces \$37,791 of ongoing General Fund discretionary support for the annual public outreach survey that collects citizen feedback on budget related issues. |
| | Budget Mapping and Performance Management |
| | The package continues one-time support for a 0.40 limited term position, and related materials and services expenses, to work on the City's geographic budget mapping effort and enhanced performance management work. The package is supported with \$62,950 of interagency revenues from all bureaus in the City. |
| Bureau of Human Resources | Professional Services Reduction |
| | The package reduces \$54,302 of ongoing General Fund discretionary support for contractual services in the Employment and Development and Diversity Development programs. |
| Bureau of Internal Business Services | Reduce Police Bureau Usage of Retail Fuel |
| | This package reduces ongoing costs associated with Portland Police Bureau usage of retail fuel cards by \$63,945. |

Reduce Overtime and Facility Costs

This package reduces overtime and facility costs at the Kerby Garage by \$28,260 due to a change in shift scheduling.

Adjust Police Life-cycle for Lieutenant Vehicles

This action will adjust the Police Lieutenant vehicles from a five-year to seven-year replacement cycle, because these vehicles have not been used in severe duty. This will generate a saving of \$43,200.

City Hall Security Costs Reduction

This action will reduce the security costs for City Hall by \$20,000 through contracting efficiencies and changes to the scope of work in the new contract.

Portland Building Discretionary Maintenance Project Reduction

This package will reduce the amount for unbudgeted minor maintenance projects in the Portland Building. These projects do not include emergency or safety projects. The projected saving is \$85,000.

Unfilled Position Vacancy in Printing & Distribution

This package will leave a Reproduction Operator I vacant in FY 2011-12. There is no negative impact on operations anticipated at this time. This will generate savings of \$58,061.

Reduce External Materials & Services in Procurement Services

This package will reduce the Bureau of Procurement Services appropriation for external materials & services by \$12,751.

Flu Clinics To Serve Average Number of Employees

This package will reduce the estimated cost of the flu shots in FY 2011-12 to match with the average costs that the City has experienced for this service in recent years. The projected savings is \$15,000.

Risk Management Training, Travel, and Subscription Reduction

This action will reduce the Risk Management Division's appropriation for training, travel, and subscription by \$8,440.

ADA Compliance Assessment of City Facilities

This action provides \$373,096 in interagency revenue to fund the first phase of the Citywide ADA Compliance Assessment project. This effort is required for the City to remain in compliance with federal requirements of Title II of the Americans with Disabilities Act. The total cost of the project is currently estimated at \$776,000 and will be completed in FY 2013-14.

Purchase Kelly Building

This package will provide \$751,486 in General Fund one-time funding toward the purchase the Kelly Building located at 4747 E. Burnside Street from Multnomah County. The Police Bureau Traffic Division currently occupies half of the facility and the County has announced its intention to sell the building. If the building is sold, it could be very disruptive and potentially expensive for the Traffic Division to relocate.

Restore Previously Cut Project Manager

This package will provide \$89,208 to restore a previously cut project manager position to complete the current backlog of funded projects. The position will be funded by project management fees.

Minority Evaluator Program Staff

This action will provide \$129,167 in interagency revenue to extend one limited term position in the Bureau of Procurement Services to support the Minority Evaluator Program (MEP). The program was adopted by Council in 2009 and it requires that all evaluation panels for Requests for Proposals include at least one minority community member.

Local Stimulus/ARRA Contract Compliance Staffing

This package authorizes \$162,720 in interagency revenue to extend two limited term positions in the Bureau of Procurement Services for the next two fiscal years (FY 2011-12 and 2012-13) to manage the increased workload caused by the Federal American Recovery and Reinvestment Act (ARRA) and the local stimulus efforts initiated by City Council in 2009.

Revenue Bureau**Salary Savings**

The package reduces \$61,583 of ongoing General Fund discretionary support. The reduction will be achieved through salary savings from employee turnover and lower-cost new hires.

Enhanced Regulatory Program Enforcement

The package adds a new full-time permanent position to enhance the bureau's ability to collect user fees from the City's towing services contract and special events fees. The position will be funded with \$83,000 of additional regulatory revenues resulting from rate increases for these two services.

Leaf Removal Program

The package converts a limited term position to permanent in response to the Bureau of Transportation (PBOT) Leaf Fee program's approval for ongoing funding. The position will be funded through an interagency agreement with PBOT.

Office of Management and Finance

City Support Services Service Area

Bureau of Technology Services

Reduce Professional Services in Bureau of Technology Services

This action will reduce the bureau's appropriation for professional services by \$181,335.

Part-time Employee Expense Reduction

This action will reduce the interagency agreement BTS has with the Parking Fund to support the computing equipment at various SmartPark garages. BTS will reassign staff from other activities to continue support for this equipment. The projected savings is \$57,000.

Salary Savings

This \$245,808 reduction would be achieved by holding several positions vacant in FY 2011-12.

Business Operations

Salary Savings

The package reduces \$21,187 of ongoing General Fund discretionary support. The reduction will be achieved through salary savings by holding a Community Service Aide position vacant.

Enterprise Business Solution

Reduce Professional, Technical, and Expert Services

This action will reduce the EBS appropriation for Professional, Technical & Expert (PTE) Services by \$118,186 as part of the Citywide 1.5% required budget reduction. The reduction represents approximately 10% of the total appropriation in this category for FY 2011-12.

Citywide Projects - PSSRP

Public Safety Systems Revitalization Project

The package reduces \$11,509 of ongoing General Fund discretionary support. The reduction will be achieved through savings in the project's external materials and services budget.

Special Appropriations

Please refer to the Special Appropriation Division for information on the section.

Budget Notes

PSSRP and BTS

The Public Safety Systems Revitalization Project (PSSRP), in consultation with Bureau of Technology Services staff, shall begin crafting sustainment plans for the projects remaining in PSSRP's portfolio, including the human and financial resources necessary for the successful and continuous operation and maintenance of those projects. PSSRP shall report back to Council by January 1, 2012 with initial operations and maintenance estimates for the remaining projects. In addition, PSSRP shall continuously update the plans as the projects become more fully developed and more information about operation and maintenance needs are available.

| | |
|---|---|
| Enterprise Business Solution | The Office of Management and Finance will work with City bureaus to document efficiencies resulting from the effective use of SAP and how those efficiencies improved service delivery. The first priority for any identified savings will be to reinvest those resources to fund future automation projects that will further increase operational efficiency. |
| General Fund target adjustments for FY 2012-13 | <p>Council directs the Office of Management and Finance to increase General Fund current appropriation level targets for the following bureaus in FY 2012-13:</p> <ul style="list-style-type: none">◆ Bureau of Emergency Communications - \$1,052,692 for additional costs to operate and maintain the new Computer Aided Dispatch system.◆ Multiple bureaus - Out-year increases in all approved labor contracts.◆ Portland Police Bureau - \$1,785,000 for ten consecutive years for the repayment of a \$15,000,000 bond to support the construction of a public safety training center. OMF, Portland Police Bureau, and Portland Parks & Recreation are directed to return to Council in the Fall BMP with the refined project timeline, cost estimates, comprehensive financing strategies, and a report on the prospects for private/public partnerships for this project. |
| Capital Budgeting Process | Council directs the Office of Management and Finance to establish a taskforce to review the citywide Capital Improvement Project (CIP) budget documents and processes. The taskforce will generate recommendations to improve the public transparency and accountability of the documents and process. The taskforce will include members of the Financial Planning Division, Public Utility Review Board, one representative each from the major infrastructure bureaus' Budget Advisory Committees, the Auditor's Office, one representative from the Public Involvement Advisory Council, and appropriate representatives from the major infrastructure bureaus which include Portland Water Bureau, Bureau of Environmental Services, Portland Bureau of Transportation, Portland Parks and Recreation and the Office of Management and Finance. A report is due back to Council by November 1, 2011, so that changes can be incorporated into the FY 2012-13 budget process. |
| ADA Compliance | Council directs Commissioner Fritz to provide the oversight of the compliance activities related to the Americans with Disabilities Act. The budgeted appropriation for these activities will remain within the Office of Management & Finance - Facilities Services. |
| PURB Review | Council directs the Office of Management and Finance to work with the Portland Water Bureau, Bureau of Environmental Services, and the Bureau of Planning and Sustainability, to develop a process for the members of the Portland Utility Review Board to review mid-year budget monitoring process changes. |
| Financial Policies | Council directs the Office of Management and Finance to develop a citywide financial policy outlining guidelines for what should and should not be included in the rates of rate-dependent City bureaus, with a particular focus on the Portland Water Bureau and Bureau of Environmental Services rates. |

Office of Management and Finance

City Support Services Service Area

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| Overhead Model | Council directs the Office of Management and Finance to update the General Fund Overhead Model. Updates to the model may include adjustments to cost pools, bureau metrics, and allocation methodologies. A report to Council outlining the changes to the model will be delivered to Council during the FY 2011-12 Fall Budget Monitoring Process. Upon receipt of the report, Council may authorize General Fund target adjustments for FY 2012-13 as recommended in the report. |
| Office of Cable and Franchise Management Funding | Council directs Financial Planning to add sustainable levels of funding to the FY 2012-13 forecast to replace the one-time funds (i.e. litigation and audit funds) of the Office of Cable Communication and Franchise Management. Financial Planning and the Office of Cable Communication and Franchise Management will provide adequate accountability to separate its materials and services to prevent the comingling of these funds. |
| BES - PBOT Maintenance Services Interagency | <p>The City Auditor's December 2010 audit of the \$19 million interagency agreement, in which the Bureau of Transportation provides sewer maintenance services for the Bureau of Environmental Services, suggests the possibility of a first-year savings to ratepayers of \$1.7 million and \$1 million a year following if those maintenance services are performed in-house at the Bureau of Environmental Services.</p> <p>City Council directs the Bureau of Environmental Services, the Bureau of Transportation, and the Office of Management and Finance to retain an independent consultant during the 2011 calendar year that will recommend efficiencies to the interagency agreement.</p> |
| Office of Equity | <p>The Office of Equity will be established in FY 2011-12 and funded with a combination of \$525,000 in new ongoing General Fund Discretionary resources and \$617,937 of existing resources currently budgeted in the Office of Human Relations. An ordinance establishing the new office, and a work plan, must be approved by Council before the \$525,000 of new resources can be expended on staff, materials and services, and related costs. However, up to \$100,000 of the new funding may be used to assist with the development of the structure and operations of the new office. Beginning in FY 2012-13, the Office of Equity will be considered for funding through the General Fund overhead model, with the General Fund Overhead Committee making a recommendation to Council in the FY 2011-12 Fall Budget Monitoring Process. Any overhead metrics necessary for the new office will be approved by the General Fund Overhead Committee.</p> |

Capital Budget

Capital Planning & Budgeting

| | |
|---------------------------------|--|
| Capital Planning Process | The capital planning process is closely tied to OMF's overall asset management program, which drives the capital projects in the Capital Improvement Plan (CIP) and the Major Maintenance (MM) projects in OMF's five-year plan. |
|---------------------------------|--|

Projects in the CIP and MM plans are developed with input from internal and external customers, as well as staff who maintain the infrastructure. OMF works closely with its customers to understand their businesses and how their assets support and serve their work objectives. Projects found in these plans also address Council's established goals, objectives, and policies.

Facilities

CIP projects for new or relocated facilities, including those for the Bureau of Fire and Rescue, are the result of considerable planning and collaboration with bureaus and citizens, and adhere to City Council decisions and directives. They keep City facilities useful and adaptive to the changing needs of local government.

Technology

Programs in the Bureau of Technology Services (BTS) are selected through a management review group, which serves to coordinate related items. Priority is given to items that support clear business needs of BTS and its customers.

Since BTS is responsible for most all City information technology and communications infrastructure, the primary coordination opportunities are in the areas of network improvements and storage management. Fiber network improvements are planned through joint participation of Telecommunications and Network Engineering personnel. Fiber construction is coordinated through a cooperative agreement with TriMet and the Oregon Department of Transportation (with the active participation of the Bureau of Transportation) and direct discussions with the Water Bureau and the Bureau of Environmental Services. Production Services and Production Engineering teams worked together to develop integrated plans providing disk storage resources to meet anticipated demand.

Enterprise Business Solution

In November 2010, EBS began planning for future maintenance and enhancements to SAP through the road mapping process. Division staff met with Bureau users and consultants to identify potential expansions of the current system and new future functionality. The road map report completed in FY 2010-11 will guide the EBS governance committees in capital planning over the next several years.

Financial Forecast Overview

This plan includes projects funded from a variety of sources.

- ◆ Portland Fire and Rescue facilities' projects are funded from General Obligation (GO) bonds authorized by voters in November 1998 and November 2010.
- ◆ The Emergency Coordination Center will be funded through Facilities Services Fund debt financing, cash from Water and BTS, and GO bonds.
- ◆ Vehicle replacement rates charged to bureaus via CityFleet interagency service agreements fund vehicle replacement projects.
- ◆ Risk Management rates and money set aside in the BTS Fund will fund the project to replace the Risk Management Information System (RMS).
- ◆ BTS CIP programs include a number of projects funded from BTS reserves.
- ◆ PSSRP projects are funded through a General Fund debt financing; cash from the General and BTS funds; and GO bonds.

Office of Management and Finance

City Support Services Service Area

Asset Management and Replacement Plans

The OMF CIP includes four categories of capital projects:

- ◆ Replacement projects replace assets at the end of their useful lives. Due to the nature of these assets they are on regular replacement schedules. Examples include: CityFleet vehicle replacement and BTS technology equipment replacement projects. These projects are generally funded by interagency rates charged to customers.
- ◆ New assets in support of growing City programs whose current assets do not meet their functional requirements. Examples include: an ECC for the Office of Emergency Management, a new management information system for Risk Management, and the PSSRP projects. These projects are funded with one-time resources or debt financings.
- ◆ Major renovations or new construction of assets that have become outdated due to new code requirements, new functional requirements, and deferred maintenance and renovations. Examples include the renovation of Portland Fire & Rescue's Station 18 and the replacement of Station 31. Fire facilities projects are funded with a voter approved GO bond. Other projects are funded with one-time resources or debt financings.
- ◆ Expansion of the City's infrastructure to accommodate growing demand. Examples include expansion of the City's Integrated Regional Networking Enterprise (IRNE). Generally these projects are funded out of fund reserves.

These replacement and new construction projects are one part of OMF's asset management program. The other part is the regular major maintenance of assets. These major maintenance projects do not meet the definition of capital expenses, so they are not included in this plan; however, they are included in the OMF five-year plan.

Capital Programs & Projects

The OMF CIP is organized around the following divisions and programs structure:

Technology Services

- ◆ Telecommunications
- ◆ Production Services
- ◆ Network Engineering and Support
- ◆ 800 MHz Radio Engineering

Internal Business Services

- ◆ Facilities Services
- ◆ CityFleet
- ◆ Risk Management

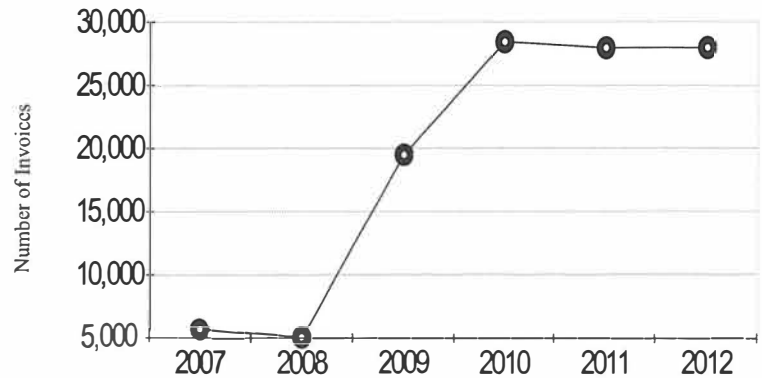
Citywide Projects

- ◆ PSSRP

Performance Measures

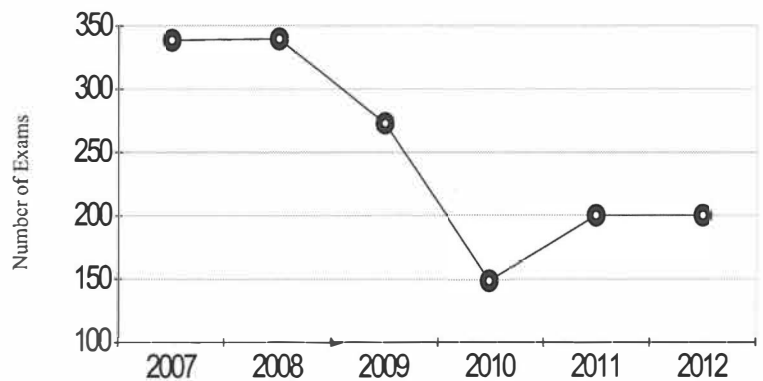
Accounts Receivable Invoices Issued

Due to the implementation of the Enterprise Business Solution, SAP, accounts receivable invoices are now recognized for all transactions within the new system. This resulted in a dramatic increase in invoices issued, allowing better tracking of expenditures.



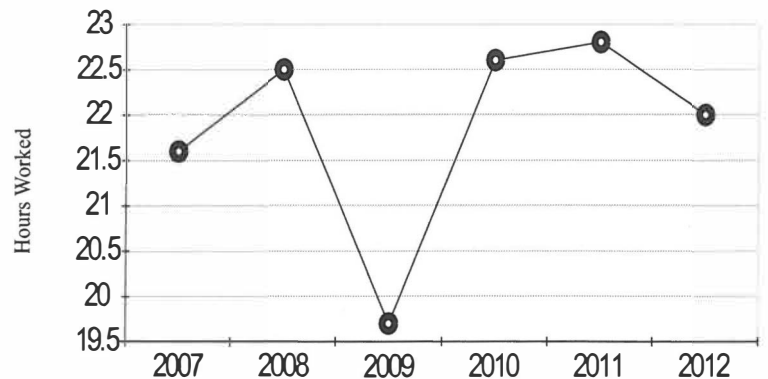
Number of Recruitments

The number of recruitments decreased during recent years. Due to current financial conditions, the number of recruitments is likely to remain constant going forward.



Percent of MWESB Hours Worked

The percent of minority/women contractor hours worked on City construction contracts has risen in recent years, but is expected to decline slightly in FY 2010-11.

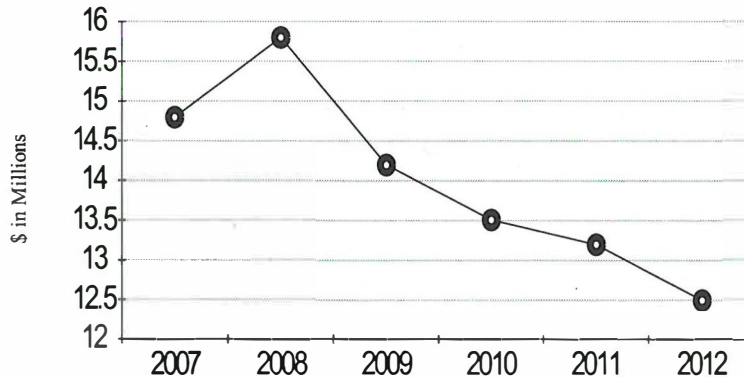


Office of Management and Finance

City Support Services Service Area

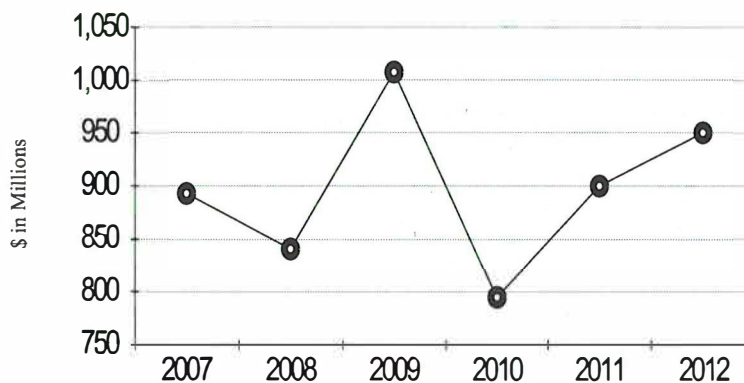
Procurement Card Use

The use of procurement cards for less paper intensive purchasing increased steadily prior to the implementation of SAP. Due to the paperless processing implemented with SAP, card use is now on a downward trend.



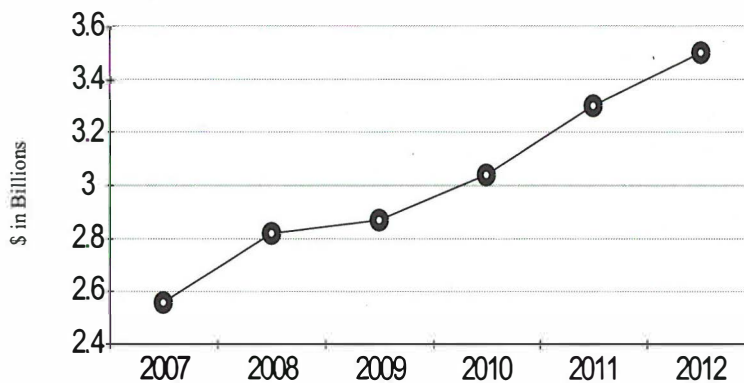
Investment Portfolio

The size of the investments managed by the Treasury has grown as a result of growth in City revenues.



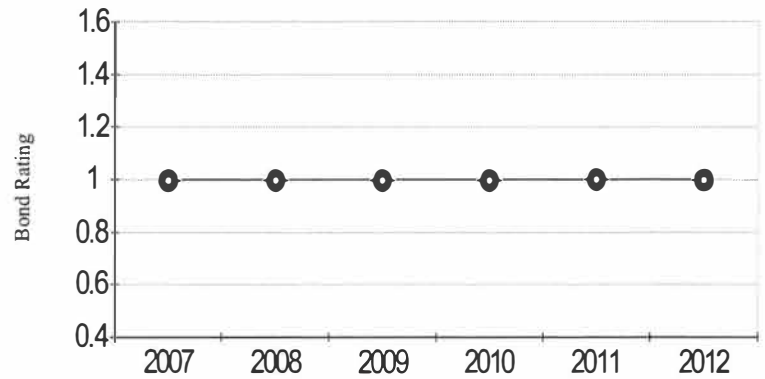
Debt Under Management

The level of debt managed by Debt Management continues to grow.

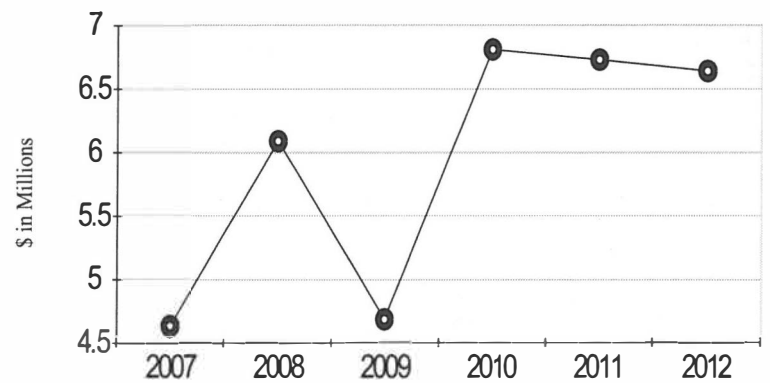


City's Unlimited Tax General Bond Rating (1=Aaa)

The City continues to have a high bond rating.

**Business License Tax Gap**

The tax gap is the difference between business taxes and fees owed and the amount paid. The recent increases in the gap are directly related to the downturn in the economy (businesses are unable to pay the taxes). Systematic and sustained collections have held the gap to within an acceptable range.



Office of Management and Finance

City Support Services Service Area

Summary of Bureau Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 3,927,818 | 2,287,477 | 3,531,640 | 3,049,720 | 3,049,720 |
| Licenses & Permits | 6,330,334 | 5,525,734 | 5,777,536 | 6,223,064 | 6,223,064 |
| Charges for Services | 54,664,097 | 47,039,280 | 48,125,989 | 46,985,754 | 46,994,404 |
| Intergovernmental | 8,961,976 | 11,853,591 | 23,564,424 | 9,804,808 | 9,914,808 |
| Bond & Note | 48,061,790 | 24,128,397 | 56,962,992 | 5,451,000 | 5,451,000 |
| Miscellaneous | 11,465,096 | 7,359,621 | 5,340,241 | 8,105,642 | 8,007,662 |
| Total External Revenues | 133,411,111 | 98,194,099 | 143,302,822 | 79,619,988 | 79,640,658 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 22,826,097 | 28,909,068 | 21,491,219 | 27,675,438 | 28,496,835 |
| General Fund Overhead | 12,287,474 | 14,012,682 | 11,098,506 | 11,491,938 | 11,491,938 |
| Fund Transfers - Revenue | 23,200,743 | 36,154,037 | 7,339,878 | 12,407,337 | 12,248,852 |
| Interagency Revenue | 130,010,470 | 123,076,796 | 137,184,912 | 136,925,820 | 138,689,740 |
| Total Internal Revenues | 188,324,784 | 202,152,584 | 177,114,515 | 188,500,533 | 190,927,365 |
| Beginning Fund Balance | 149,871,038 | 147,560,182 | 159,269,936 | 189,556,112 | 172,320,935 |
| Total Resources | \$471,606,933 | \$447,906,865 | \$479,687,273 | \$457,676,633 | \$442,888,958 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 62,687,712 | 65,635,589 | 69,381,876 | 72,411,271 | 72,513,281 |
| External Materials and Services | 134,946,397 | 128,057,103 | 155,323,993 | 132,293,238 | 132,984,226 |
| Internal Materials and Services | 30,330,268 | 23,056,598 | 26,389,174 | 25,355,580 | 25,507,129 |
| Capital Outlay | 21,247,261 | 12,567,405 | 31,039,825 | 20,292,928 | 19,189,825 |
| Total Bureau Expenditures | 249,211,638 | 229,316,695 | 282,134,868 | 250,353,017 | 250,194,461 |
| Fund Expenditures | | | | | |
| Debt Service | 43,482,532 | 32,326,098 | 20,587,055 | 19,582,924 | 19,582,925 |
| Contingency | 0 | 0 | 168,648,513 | 172,051,935 | 157,581,300 |
| Fund Transfers - Expense | 20,037,824 | 18,731,299 | 7,848,137 | 15,467,721 | 15,309,236 |
| Total Fund Expenditures | 63,520,356 | 51,057,397 | 197,083,705 | 207,102,580 | 192,473,461 |
| Ending Fund Balance | 158,874,939 | 167,532,773 | 468,700 | 221,036 | 221,036 |
| Total Requirements | \$471,606,933 | \$447,906,865 | \$479,687,273 | \$457,676,633 | \$442,888,958 |
| Divisions | | | | | |
| Business Operations | | 3,734,795 | 3,982,535 | 4,112,377 | 4,112,377 |
| EBS Services | | 9,919,634 | 8,321,077 | 7,953,575 | 7,953,575 |
| Revenue Bureau | | 16,990,837 | 18,354,559 | 18,401,706 | 18,401,706 |
| OMF Director's Office | | 664,285 | 356,572 | 372,979 | 372,979 |
| Human Resources | | 48,700,473 | 51,393,572 | 51,529,660 | 51,579,660 |
| Technology Services | | 40,184,411 | 47,893,689 | 48,056,344 | 48,156,344 |
| Financial Services | | 8,031,052 | 8,457,611 | 8,501,093 | 8,619,743 |
| Citywide Projects | | 6,714,362 | 15,816,023 | 14,655,887 | 9,812,774 |
| Internal Business Services | | 80,639,445 | 120,381,973 | 87,123,395 | 91,539,302 |
| Special Appropriations | | 13,737,401 | 7,177,257 | 9,646,001 | 9,646,001 |
| Total Divisions | | \$229,316,695 | \$282,134,868 | \$250,353,017 | \$250,194,461 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

This table summarizes project expenses by capital programs.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|-------------|------------|------------|--------------|------------|------------|------------|--------------|
| Project | Prior Years | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | 5-Year Total |
| BTS | | | | | | | | |
| Comm.Mgmt.SuiteUpgrade | 0 | 0 | 0 | 303,229 | 0 | 0 | 0 | 303,229 |
| CoreStorageCapacityExpansion | 1,399,202 | 841,000 | 1,300,000 | 3,482,000 | 3,500,000 | 0 | 0 | 8,282,000 |
| IRNE Construction-Fiber Construction | 199,423 | 283,968 | 238,000 | 65,000 | 65,000 | 65,000 | 65,000 | 498,000 |
| IRNENetworkTechnologyRefresh | 49,488 | 148,000 | 154,000 | 150,000 | 0 | 0 | 0 | 304,000 |
| IRNEVoiceSystemMigration | 0 | 0 | 0 | 0 | 3,081,500 | 0 | 0 | 3,081,500 |
| Local Area Network Technology Refresh | 0 | 0 | 705,000 | 1,250,000 | 820,000 | 578,400 | 560,100 | 3,913,500 |
| WaltersHillSiteDevelopment | 0 | 0 | 75,000 | 900,000 | 0 | 0 | 0 | 975,000 |
| Wireless Network 802.11n Deployment | 0 | 0 | 126,000 | 143,000 | 235,000 | 0 | 0 | 504,000 |
| Total BTS | 1,648,113 | 1,272,968 | 2,598,000 | 6,293,229 | 7,701,500 | 643,400 | 625,100 | 17,861,229 |
| CityFleet | | | | | | | | |
| BDSReplacement | 0 | 0 | 338,503 | 83,144 | 13,324 | 272,495 | 333,293 | 1,040,759 |
| CityFleet Replacement | 0 | 0 | 395,896 | 0 | 104,501 | 174,030 | 181,748 | 856,175 |
| Fire Replacement | 0 | 0 | 803,911 | 605,829 | 265,549 | 771,277 | 641,816 | 3,088,382 |
| GolfReplacement | 0 | 0 | 125,302 | 160,574 | 600,079 | 269,073 | 146,933 | 1,301,961 |
| Parks Replacement | 0 | 0 | 845,860 | 574,502 | 708,083 | 1,414,120 | 297,081 | 3,839,646 |
| PBOT Replacement | 0 | 0 | 2,754,494 | 803,326 | 1,602,780 | 1,801,424 | 1,976,641 | 8,938,665 |
| Police Replacement | 0 | 0 | 2,040,574 | 3,943,827 | 1,148,907 | 3,269,308 | 2,987,300 | 13,389,916 |
| Total CityFleet | 0 | 0 | 7,304,540 | 6,171,202 | 4,443,223 | 7,971,727 | 6,564,812 | 32,455,504 |
| Facilities | | | | | | | | |
| EmergencyCoordinationCenter | 1,110,447 | 837,328 | 5,305,229 | 4,146,767 | 184,839 | 0 | 0 | 9,636,835 |
| FireGOBond-Station 18 | 1,118,995 | 1,418,296 | 1,524,110 | 0 | 0 | 0 | 0 | 1,524,110 |
| FireGOBond-Station 31 | 2,767,841 | 3,007,948 | 818,031 | 0 | 0 | 0 | 0 | 818,031 |
| FireGOStation 21 | 0 | 261,000 | 800,000 | 1,907,000 | 4,932,000 | 0 | 0 | 7,639,000 |
| NewArchivesCenter | 17,499,419 | 1,000,000 | 900,000 | 0 | 0 | 0 | 0 | 900,000 |
| Total Facilities | 22,496,702 | 6,524,572 | 9,347,370 | 6,053,767 | 5,116,839 | 0 | 0 | 20,517,976 |
| Citywide Projects | | | | | | | | |
| CADReplacementProject | 6,169,813 | 6,973,025 | 150,772 | 0 | 0 | 0 | 0 | 150,772 |
| FireRMS System | 63,304 | 58,526 | 787,333 | 0 | 0 | 0 | 0 | 787,333 |
| RadioReplacementProject | 1,973,452 | 7,726,379 | 5,372,827 | 12,304,000 | 18,593,000 | 3,920,000 | 0 | 40,189,827 |
| RegJIN Project | 212,818 | 200,941 | 7,395,059 | 3,148,748 | 0 | 0 | 0 | 10,543,807 |
| Total Citywide Projects | 8,419,387 | 14,958,871 | 13,705,991 | 15,452,748 | 18,593,000 | 3,920,000 | 0 | 51,671,739 |
| Risk Management | | | | | | | | |
| Risk Management Information System Project | 0 | 500,000 | 350,000 | 0 | 0 | 0 | 0 | 350,000 |
| Total Risk Management | 0 | 500,000 | 350,000 | 0 | 0 | 0 | 0 | 350,000 |
| Total Requirements | 32,564,202 | 23,256,411 | 33,305,901 | 33,970,946 | 35,854,562 | 12,535,127 | 7,189,912 | 122,856,448 |

OMF Directors Office

Overview

The Chief Administrative Officer (CAO) provides direction to managers who perform an array of financial management, administrative policy development, and project management services to OMF bureaus, the City Council, and other City bureaus.

Administration & Support

| | |
|---|--|
| Description | <p>The CAO reports to the Mayor and advises the Mayor, Council, and bureau managers on strategic issues and provides leadership and support for a variety of Citywide projects. The CAO directs OMF, which is responsible for financial planning and management, human resources, revenue collection, technology, fleet, facilities, printing and distribution, procurement, enterprise business systems, and risk management services. In addition, the CAO implements Council policies by developing Citywide systems, policies, and programs, as well as directs Citywide projects.</p> <p>The CAO's office objectives include:</p> <ul style="list-style-type: none"> ◆ Ensuring the delivery of cost effective and responsive Citywide administrative services. ◆ Providing accurate, timely information, and analysis to the Mayor and Council. ◆ Implementing the City's strategic objectives. ◆ Achieving ongoing efficiency in administrative functions and eliminating duplicate services. |
| Goals | <p>This office supports all City goals through Citywide management and oversight; it specifically supports the City goal of delivering efficient, effective, and accountable municipal services. As the director of OMF, the CAO has responsibility for ensuring that all OMF strategic plan goals are accomplished.</p> |
| Performance | <p>Although the program has no specific performance measures, it is continuously evaluated through the successful management and completion of OMF initiatives, which includes significant projects such as the Public Safety Systems Revitalization Program (PSSRP), ongoing service delivery for the Enterprise Business Solution Division, and other critical Mayor and Council-directed policy projects and activities.</p> |
| Changes to Services and Activities | <p>After passage of a public safety bond measure in November 2010, the CAO gained responsibility to oversee an independent review committee and to provide an annual report to the City Council on the components of the bond.</p> |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 2.00 | 2.00 | 2.00 | 2.00 |
| Expenditures | | | | | |
| CAO's Office | | 664,285 | 356,572 | 372,979 | 372,979 |
| Total Expenditures | | 664,285 | 356,572 | 372,979 | 372,979 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

OMF Directors Office
City Support Services Service Area

Summary of Division Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 1,716 | 6,422 | 1,375 | 0 | 0 |
| Miscellaneous | 617 | 0 | 0 | 0 | 0 |
| Total External Revenues | 2,333 | 6,422 | 1,375 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 258,944 | 196,943 | 182,885 | 178,030 | 178,030 |
| General Fund Overhead | 300,000 | 326,642 | 172,312 | 194,949 | 194,949 |
| Fund Transfers - Revenue | 0 | 134,279 | 0 | 0 | 0 |
| Interagency Revenue | 136,000 | 0 | 0 | 0 | 0 |
| Total Internal Revenues | 694,944 | 657,864 | 355,197 | 372,979 | 372,979 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$697,277 | \$664,285 | \$356,572 | \$372,979 | \$372,979 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 660,818 | 626,695 | 325,346 | 326,898 | 326,898 |
| External Materials and Services | 10,233 | 13,099 | 12,280 | 14,280 | 14,280 |
| Internal Materials and Services | 26,226 | 24,492 | 18,946 | 31,801 | 31,801 |
| Total Bureau Expenditures | 697,277 | 664,285 | 356,572 | 372,979 | 372,979 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$697,277 | \$664,285 | \$356,572 | \$372,979 | \$372,979 |
| Programs | | | | | |
| Administration & Support | | 664,285 | 356,572 | 372,979 | 372,979 |
| Total Programs | | \$664,285 | \$356,572 | \$372,979 | \$372,979 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

FTE Summary**OMF Directors Office**
City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|------------------------------|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| 30000406 | Chief Administrative Officer | 128,294 | 183,851 | 1.00 | 180,528 | 1.00 | 183,575 | 1.00 | 183,575 |
| TOTAL FULL-TIME POSITIONS | | | | 2.00 | 252,576 | 2.00 | 255,623 | 2.00 | 255,623 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 2.00 | 252,576 | 2.00 | 255,623 | 2.00 | 255,623 |

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

| Action | Amount | | | FTE | Decision |
|--|---------|----------|---------------|------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 373,060 | 0 | 373,060 | 2.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (81) | 0 | (81) | 0.00 | OMF IA adjustments |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| | (81) | 0 | (81) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 372,979 | 2.00 | Total Adopted Budget |

Business Operations

Overview

The Office of Management and Finance provides internal services to support the operational needs of City bureaus and provides coordination and leadership on overall administrative services. Under the direction of the CAO, Business Operations provides finance and management services to all OMF bureaus. Business Operations also manages OMF-wide initiatives and provides an array of policy development, communications, and project management services to OMF bureaus, City Council, and other City bureaus. Business Operations duties include strategic planning, performance measurement, workforce planning, and managing special projects assigned by the CAO, the Mayor's Office, and City Council.

Administration & Support

Description

The OMF Business Operations objectives include:

- ◆ Providing leadership and management oversight for the OMF budget. Services include budget development and administration, rate and capital plan development, preparation of the financial plan, monitoring, business case analysis, financial project management, and performance reporting.
- ◆ Providing analysis, policy development, and management for Citywide projects and Council initiatives, such as assessing financial legislation and pension liability issues.
- ◆ Representing OMF in Citywide efforts, such as improving workforce diversity, increasing sustainability, and enhancing customer service efforts.
- ◆ Managing OMF's web sites and the PortlandOnline portal, sustainability programs, and diversity and affirmative action and equal employment opportunity programs.
- ◆ Providing public information, internal communications, and outreach services for OMF.
- ◆ Providing budget development and monitoring services, as well as specific administrative services to the five City Council offices.
- ◆ Providing timekeeping, FMLA coordination, accounts payable, requisitioning, and other administrative services to several OMF business groups.

Goals

This program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as all OMF goals.

Performance

The OMF Business Operations Division continues to perform well on customer service surveys. Performance indicators reveal that while the number of transactions processed has increased, transactions processed per employee have also increased, indicating increased efficiency.

Changes to Services and Activities

After passage of a new public safety general obligation bond measure in November 2010, Business Operations gained responsibility for the financial management of the bond fund and for staffing the new Independent Citizen Committee, which provides oversight to the fund's projects. Business Operations also gained responsibility for the process and citizen oversight associated with the Technology Oversight Committee.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 33.00 | 33.00 | 33.00 | 33.00 |
| Expenditures | | | | | |
| Administration & Support | | 3,721,562 | 3,982,535 | 4,112,377 | 4,112,377 |
| Total Expenditures | | 3,721,562 | 3,982,535 | 4,112,377 | 4,112,377 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Business Operations
City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Total budget managed annually (in millions) | \$309 | \$278 | \$280 | \$288 | \$288 |
| Percent of Appropriation Units that were managed in full compliance for the fiscal year | 100% | 100% | 100% | 100% | 100% |
| Efficiency | | | | | |
| Annual number of accounts payable invoices processed per Business Operations accountant | 10,098 | 10,438 | 10,500 | 10,500 | 10,500 |
| Number of OMF employees per timekeeper | 43 | 57 | 57 | 57 | 57 |
| Workload | | | | | |
| Annual number of accounts payable invoices processed | 26,761 | 24,008 | 26,000 | 26,000 | 26,000 |
| Annual dollar amount of interagency billings (in millions) | \$130 | \$132 | \$132 | \$135 | \$135 |

Business Operations

City Support Services Service Area

Summary of Division Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 6,837 | 3,500 | 0 | 0 | 0 |
| Miscellaneous | 12,000 | 23,255 | 8,870 | 0 | 0 |
| Total External Revenues | 18,837 | 26,755 | 8,870 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 993,538 | 1,039,773 | 870,516 | 831,648 | 831,648 |
| General Fund Overhead | 405,666 | 469,008 | 662,500 | 918,528 | 918,528 |
| Fund Transfers - Revenue | 0 | 0 | 138,477 | 0 | 0 |
| Interagency Revenue | 2,309,556 | 2,199,260 | 2,302,172 | 2,362,201 | 2,362,201 |
| Total Internal Revenues | 3,708,760 | 3,708,041 | 3,973,665 | 4,112,377 | 4,112,377 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$3,727,597 | \$3,734,795 | \$3,982,535 | \$4,112,377 | \$4,112,377 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 2,816,185 | 2,379,668 | 2,994,986 | 3,116,738 | 3,196,738 |
| External Materials and Services | 120,559 | 540,191 | 164,171 | 357,735 | 277,735 |
| Internal Materials and Services | 790,853 | 814,936 | 823,378 | 637,904 | 637,904 |
| Total Bureau Expenditures | 3,727,597 | 3,734,795 | 3,982,535 | 4,112,377 | 4,112,377 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$3,727,597 | \$3,734,795 | \$3,982,535 | \$4,112,377 | \$4,112,377 |
| Programs | | | | | |
| Administration & Support | | 3,721,562 | 3,982,535 | 4,112,377 | 4,112,377 |
| Benefits | | 173 | 0 | 0 | 0 |
| Debt Management | | 713 | 0 | 0 | 0 |
| Financial Planning | | 17,675 | 0 | 0 | 0 |
| Housing Production & Preservation | | (5,381) | 0 | 0 | 0 |
| Operations and Maintenance | | 53 | 0 | 0 | 0 |
| Total Programs | | \$3,734,795 | \$3,982,535 | \$4,112,377 | \$4,112,377 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|---------------------------------|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 37,606 | 52,499 | 1.00 | 52,500 | 1.00 | 52,500 | 1.00 | 52,500 |
| 30000063 | Accountant II | 49,171 | 60,070 | 5.00 | 295,944 | 5.00 | 298,320 | 5.00 | 298,320 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 1.00 | 54,752 | 1.00 | 56,995 | 1.00 | 56,995 |
| 30000436 | Administrative Supervisor I | 54,080 | 72,051 | 1.00 | 55,004 | 1.00 | 57,257 | 1.00 | 57,257 |
| 30000441 | Business Operations Manager | 74,214 | 98,862 | 2.00 | 173,088 | 2.00 | 173,088 | 2.00 | 173,088 |
| 30000442 | Business Operations Manager, Sr | 92,186 | 128,752 | 1.00 | 117,800 | 1.00 | 122,632 | 1.00 | 122,632 |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 3.00 | 192,924 | 3.00 | 195,404 | 3.00 | 195,404 |
| 30000566 | Financial Analyst, Assistant | 44,533 | 68,619 | 1.00 | 68,616 | 1.00 | 68,616 | 1.00 | 68,616 |
| 30000569 | Financial Analyst, Principal | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 7.00 | 543,785 | 7.00 | 554,407 | 7.00 | 554,407 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 1.00 | 61,711 | 1.00 | 64,250 | 1.00 | 64,250 |
| 30000453 | Management Analyst, Principal | 74,214 | 98,862 | 1.00 | 84,066 | 1.00 | 87,510 | 1.00 | 87,510 |
| 30000460 | Policy Analyst | 79,830 | 106,288 | 2.00 | 210,096 | 2.00 | 212,568 | 2.00 | 212,568 |
| TOTAL FULL-TIME POSITIONS | | | | 27.00 | 2,009,154 | 27.00 | 2,042,415 | 27.00 | 2,042,415 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000011 | Office Support Specialist I | 28,350 | 39,354 | 1.00 | 39,360 | 1.00 | 39,360 | 1.00 | 39,360 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 39,360 | 1.00 | 39,360 | 1.00 | 39,360 |
| GRAND TOTAL | | | | 28.00 | 2,048,514 | 28.00 | 2,081,775 | 28.00 | 2,081,775 |

Business Operations

Budget Decisions

City Support Services Service Area

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

| Action | Amount | | | FTE | Decision |
|--|-----------|----------|---------------|-------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 4,140,012 | 0 | 4,140,012 | 28.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (6,448) | 0 | (6,448) | 0.00 | OMF IA adjustments |
| | (21,187) | 0 | (21,187) | 0.00 | Reduce communications temp staff |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | (832) | 832 | 0 | 0.00 | OMF IA adjustments |
| | (28,467) | 832 | (27,635) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 4,112,377 | 28.00 | Total Adopted Budget |

Financial Services

Overview

The Bureau of Financial Services (BFS) develops and communicates complex financial and policy information to elected officials, bureau managers, and the public; represents the City regarding financial management to external parties; provides technical support, business process advice, and policy interpretation services to City bureaus and PDC; and provides a comprehensive range of complex financial services in support of City operations. BFS includes the divisions of Accounting, Financial Planning, and Public Finance and Treasury.

Debt Management

| | |
|---|--|
| Description | Debt Management provides advice and expertise to City bureaus and the Portland Development Commission (PDC) in managing long-term and short-term capital financing programs. The program's primary activities are debt transaction management, post-issuance rebate compliance and management, continuing disclosure, issuance of conduit revenue bonds, investor and rating agency relations, and financial analysis for special projects. |
| Goals | Debt Management supports the Citywide goal of delivering efficient, effective, and accountable municipal services. The program supports the OMF goal of ensuring long-term financial health. |
| Performance | Key objectives for this program are assuring timely access to the capital markets, low-cost financing, and high credit ratings to ensure that City bureaus have cost-effective funding options available to implement capital programs. The City's long-term debt has grown steadily over the past several years although the number of outstanding issues under management is relatively constant. Short-term borrowing programs have increased in number and complexity, requiring greater management and staff resources. |
| Changes to Services and Activities | This past fiscal year, Debt Management merged with Treasury to form the Public Finance and Treasury Division. The Debt Manager became the manager of this new division, with a new Debt Manager hired in FY 2010-11. This past year, \$818 million in bonds were issued towards both new City projects and refinancing of outstanding debt, including a first time debt issuance of \$64.9 million in urban renewal and redevelopment funds for the North Macadam urban renewal district. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 3.25 | 3.25 | 3.25 | 3.40 |
| Expenditures | | | | | |
| Debt Management | | 986,808 | 767,541 | 750,960 | 888,749 |
| Total Expenditures | | 986,808 | 767,541 | 750,960 | 888,749 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| City's Unlimited Tax General Obligation Bond Rating (1=Aaa) | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Workload | | | | | |
| Debt Under Management (in billions) | \$2.87 | \$3.04 | \$3.30 | \$3.50 | \$3.50 |
| Number of Long-Term Debt Issues Outstanding | 67 | 72 | 75 | 78 | 78 |
| Number of Short-Term Borrowing Programs Managed | 18 | 22 | 20 | 20 | 20 |

Financial Planning

| | |
|---|---|
| Description | <p>Financial Planning includes the City's financial planning and grants administration functions. Financial Planning coordinates the development of the City's budget, creates the City's published budget documents, analyzes City policies and ordinances for fiscal and policy impacts, provides fiduciary oversight of the General Fund, and performs special studies. The program generates General Fund revenue and financial forecasts, manages and participates in the preparation of complex economic analyses, and performs related duties. The program also monitors bureau expenditures and revenues, coordinates budget amendments, and provides analysis of financial plans and operating and capital budgets. The program provides consultation, training, and technical assistance to City bureaus, hosts community budget forums, and assists the Mayor and Council with budgetary decision making.</p> <p>The Grants Management unit minimizes potential financial liability by ensuring only allowable costs are charged to grants by working to eliminate findings by grantors and auditors. Grants administration maximizes the City's cash flow from grantors, which increases interest earnings. Staff increases the City's potential to receive new grants by ensuring applications are well prepared and meet any specific application requirements. Grants administration coordinates and prepares the federally required Single Audit Report and the Federally Approved Indirect Cost Allocation Plan.</p> |
| Goals | Financial Planning supports the Citywide goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health. |
| Performance | Performance is measured by the accuracy of financial forecasts, the number of active federal grants, and the number of grant audit findings. The City's grants administration is recognized as a model for other jurisdictions. |
| Changes to Services and Activities | Financial Planning added several new projects this past year, including a budget mapping project and developing a performance management system, both of which will continue into FY 2011-12. The Grants Management unit continued to focus on increased bureau compliance with grant billing deadlines. Additionally, a new City Economist was hired in FY 2010-11. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 18.15 | 16.95 | 17.35 | 17.35 |
| Expenditures | | | | | |
| Budget & Economics | | 2,299,491 | 2,121,380 | 2,397,787 | 2,397,787 |
| Grants Management | | 30,771 | 485,458 | 3,738 | 3,738 |
| Total Expenditures | | 2,330,262 | 2,606,838 | 2,401,525 | 2,401,525 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Financial Services

City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Accuracy of Financial Forecasts (Percent within Actuals) | 1.1% | 1.3% | 2.0% | 2.0% | 2.0% |
| Workload | | | | | |
| Number of active grants - all types | 393 | 462 | 468 | 475 | 475 |

Treasury

| | |
|---|---|
| Description | <p>Treasury serves as the City's banking and investment operation. The program manages the City's investment program; coordinates and reconciles all City cash deposits and disbursements; provides cash and investment accounting; provides trustee account management; and processes passport applications. In addition, Treasury is responsible for negotiating and managing all banking, trust, and merchant service agreements and managing the interface between the City's financial institutions and all City bureaus. Treasury's daily activities are critical to the execution of the City's investment policy and strategies, and compliance with applicable Internal Revenue Service arbitrage rebate requirements. Treasury supports all Citywide cash operations and serves as the primary resource for reconciliation of cash for central accounting, outside audit, and investment purposes.</p> <p>Treasury also manages the City's deferred compensation plan, a Citywide supplemental retirement program currently serving more than 3,100 active and 2,000 inactive participants. Treasury ensures plan compliance with governing regulations, City Code and City collective bargaining agreements.</p> |
| Goals | <p>The Treasury program supports the Citywide goal to deliver efficient, effective, and accountable municipal services. Treasury supports the OMF goal of ensuring long-term financial health.</p> |
| Performance | <p>Implementation of the City's new Enterprise Business Solution (EBS) system changed many of Treasury's traditional functions. Treasury continues to serve as the City's cash custodian, however a significant portion of the daily cash reconciliation and deposit processing functions are managed through the system, and deposit activities are now coordinated with other bureaus. Treasury's new and primary responsibility is clearing and reconciling deposit items against revenue items recorded in the system.</p> <p>The deferred compensation program has reduced plan fees and improved investment and retirement planning services. The City's deferred compensation service provider contract with ING expired in 2010 and the City renegotiated a new contract with ING that will expire in 2013. Overall plan participation rates remain stable at approximately 55% with continuing increases in average participant deferrals.</p> |
| Changes to Services and Activities | <p>This past fiscal year, Treasury merged with Debt Management to form the Public Finance and Treasury Division. The Debt Manager became the manager of this new division, and is the City's new Treasurer. In FY 2011-12, Treasury anticipates continuing increased automation and reduction of paper-based workflow. In FY 2008-09, due to extraordinary market conditions, Treasury suspended plans to implement the City's proposed securities lending program but will continue to monitor market conditions and search for opportunities to generate additional income in FY 2011-12.</p> |

Financial Services

City Support Services Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | | 10.10 | 10.10 | 10.10 | 10.10 |
| Expenditures | | | | | |
| Deferred Compensation | | 206,610 | 236,774 | 257,352 | 266,002 |
| Treasury | | 0 | 0 | (3,740) | (3,740) |
| Treasury Operations | | 965,680 | 1,130,836 | 1,217,126 | 1,217,126 |
| Total Expenditures | | 1,172,290 | 1,367,610 | 1,470,738 | 1,479,388 |
| Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure. | | | | | |
| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
| Effective | | | | | |
| Percent of Employees Participating in Deferred Compensation Program | 54% | 55% | 55% | 57% | 57% |
| Investment portfolio yield - % of benchmark | 224% | 280% | 100% | 100% | 100% |
| Efficiency | | | | | |
| Percent of Bank Reconciliation Transactions Cleared | 98% | 100% | 100% | 100% | 100% |
| Workload | | | | | |
| Investment Portfolio (in millions) | \$1,007 | \$795 | \$900 | \$950 | \$950 |

Accounting

| | |
|---|---|
| Description | <p>The Accounting program provides accounting and financial reporting services and manages the City's corporate accounting systems and processes. Program activities include:</p> <ul style="list-style-type: none"> ◆ Ensuring City accounting operations result in accurate, complete, and timely information. ◆ Establishing and maintaining Citywide accounting standards. ◆ Monitoring and processing payments, billings, and employee paychecks. ◆ Helping City bureaus achieve fiscal compliance, accuracy, and timeliness. ◆ Monitoring accounting operations and ensuring adequate internal controls are in place for compliance with City, State, and Federal regulations and Generally Accepted Accounting Principles to maintain the City's Aaa credit rating from Moody's Investors Service. ◆ Preparing financial reports, including the City's Comprehensive Annual Financial Report (CAFR), that comply with current accounting principles and regulatory requirements. |
| Goals | Accounting supports the City goal to deliver efficient, effective, and accountable municipal services by maintaining a financially healthy City government, and the program supports the OMF goal of ensuring long-term financial health. |
| Performance | The program received the Government Finance Officers Certificate of Achievement for Excellence in Financial Reporting for the 31st year for the 2009 Comprehensive Annual Financial Report, which completes the 2009 reporting cycle. The program also issued the 2010 CAFR, and received a clean audit opinion from the City's external auditors. The program has provided key development and leadership roles in the implementation of the City's EBS project while continuing to deliver the same high level of financial and accounting services. |
| Changes to Services and Activities | Accounting continues to assist City staff in optimizing use of the new EBS system to streamline and enhance payroll and accounting functions. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 29.25 | 29.25 | 29.25 | 29.25 |
| Expenditures | | | | | |
| Accounting | | 3,696,022 | (83,442) | 3,395,873 | 3,395,873 |
| Accounting Administration | | 24,157 | 706,382 | 411,290 | 411,290 |
| Processing and Payroll | | 0 | 1,106,163 | 19,636 | 19,636 |
| Quality Assurance and Customer Relations | | 0 | 982,391 | 13,290 | 13,290 |
| Technical Accounting | | 0 | 1,004,128 | 9,992 | 9,992 |
| Total Expenditures | | 3,720,179 | 3,715,622 | 3,850,081 | 3,850,081 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Financial Services

City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Number of Payroll Checks Without Error | 182,914 | 195,426 | 191,517 | 189,602 | 189,602 |
| Percent of Accounts Receivable Invoices Collected within 60 Days | 60% | 66% | 40% | 42% | 42% |
| Efficiency | | | | | |
| Percent of Payroll Checks Direct Deposited | 83% | 84% | 86% | 88% | 88% |
| Number of Manual Payroll Checks Issued | 997 | 3,125 | 3,219 | 3,316 | 3,316 |
| Number of Manual Accounts Payable Checks Issued | 119 | 309 | 132 | 132 | 132 |
| Number of Journal Entries Processed | 1,100 | 1,948 | 2,188 | 2,254 | 2,254 |
| Workload | | | | | |
| Number of accounts receivable invoices issued | 19,494 | 28,464 | 28,000 | 28,000 | 28,000 |

Summary of Division Budget

Financial Services
City Support Services Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 190,494 | 214,082 | 324,774 | 303,352 | 312,002 |
| Intergovernmental | 375,648 | 268,534 | 234,823 | 216,399 | 326,399 |
| Miscellaneous | 869,262 | 1,035,943 | 1,045,891 | 1,151,658 | 1,151,658 |
| Total External Revenues | 1,435,404 | 1,518,559 | 1,605,488 | 1,671,409 | 1,790,059 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 2,205,113 | 3,334,994 | 2,792,536 | 2,458,133 | 2,458,133 |
| General Fund Overhead | 3,977,362 | 2,614,366 | 3,308,802 | 3,649,838 | 3,649,838 |
| Interagency Revenue | 535,111 | 563,132 | 750,785 | 721,713 | 721,713 |
| Total Internal Revenues | 6,717,586 | 6,512,493 | 6,852,123 | 6,829,684 | 6,829,684 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$8,152,990 | \$8,031,052 | \$8,457,611 | \$8,501,093 | \$8,619,743 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 6,094,454 | 6,091,810 | 6,072,215 | 6,534,617 | 6,543,267 |
| External Materials and Services | 716,459 | 694,483 | 986,918 | 765,644 | 875,644 |
| Internal Materials and Services | 1,342,077 | 1,244,759 | 1,398,478 | 1,200,832 | 1,200,832 |
| Total Bureau Expenditures | 8,152,990 | 8,031,052 | 8,457,611 | 8,501,093 | 8,619,743 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$8,152,990 | \$8,031,052 | \$8,457,611 | \$8,501,093 | \$8,619,743 |
| Programs | | | | | |
| Accounting | | 3,720,179 | 3,715,622 | 3,850,081 | 3,850,081 |
| Administration & Support | | (194,213) | 0 | 27,789 | 0 |
| Benefits | | 7,768 | 0 | 0 | 0 |
| Debt Management | | 986,808 | 767,541 | 750,960 | 888,749 |
| EBS Services | | 8,468 | 0 | 0 | 0 |
| Financial Planning | | 2,330,262 | 2,606,838 | 2,401,525 | 2,401,525 |
| Housing Production & Preservation | | (5,381) | 0 | 0 | 0 |
| Procurement | | 4,869 | 0 | 0 | 0 |
| Treasury | | 1,172,290 | 1,367,610 | 1,470,738 | 1,479,388 |
| Total Programs | | \$8,031,052 | \$8,457,611 | \$8,501,093 | \$8,619,743 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Financial Services

FTE Summary

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|-------------------------------------|--------------|---------|-----------------------|------------------|------------------------|------------------|-----------------------|------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 37,606 | 52,499 | 3.00 | 157,500 | 3.00 | 157,500 | 3.00 | 157,500 |
| 30000063 | Accountant II | 49,171 | 60,070 | 5.00 | 269,736 | 5.00 | 272,904 | 5.00 | 272,904 |
| 30000064 | Accountant III | 54,142 | 66,102 | 8.00 | 524,586 | 8.00 | 528,678 | 8.00 | 528,678 |
| 30000559 | Accountant, Assistant Systems | 44,533 | 68,619 | 2.00 | 113,148 | 2.00 | 113,148 | 2.00 | 113,148 |
| 30000560 | Accountant, Systems | 56,763 | 75,670 | 1.00 | 67,056 | 1.00 | 68,430 | 1.00 | 68,430 |
| 30000564 | Accounting Compliance Manager | 68,994 | 92,726 | 1.00 | 87,935 | 1.00 | 91,349 | 1.00 | 91,349 |
| 30000565 | Accounting Policy Manager | 65,811 | 88,046 | 1.00 | 81,297 | 1.00 | 84,633 | 1.00 | 84,633 |
| 30000561 | Accounting Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000562 | Accounting Supervisor, Sr | 62,629 | 83,637 | 2.00 | 148,428 | 2.00 | 150,648 | 2.00 | 150,648 |
| 30000061 | Accounting Technician | 31,138 | 43,430 | 2.00 | 86,856 | 2.00 | 86,856 | 2.00 | 86,856 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 2.00 | 97,157 | 2.00 | 100,107 | 2.00 | 100,107 |
| 30000410 | Chief Financial Officer | 114,026 | 163,426 | 1.00 | 149,511 | 1.00 | 155,637 | 1.00 | 155,637 |
| 30000563 | Controller | 92,186 | 128,752 | 1.00 | 115,008 | 1.00 | 119,331 | 1.00 | 119,331 |
| 30000573 | Debt Analyst, Principal | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000572 | Debt Analyst, Sr | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000574 | Debt Manager | 92,186 | 128,752 | 1.00 | 92,184 | 1.00 | 94,074 | 1.00 | 94,074 |
| 30000578 | Economist, City | 79,830 | 106,288 | 1.00 | 91,020 | 1.00 | 94,130 | 1.00 | 94,130 |
| 30000576 | Economist, Sr | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 2.00 | 121,716 | 2.00 | 123,492 | 2.00 | 123,492 |
| 30000569 | Financial Analyst, Principal | 74,214 | 98,862 | 3.00 | 268,632 | 3.00 | 274,124 | 3.00 | 274,124 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 8.20 | 606,424 | 8.20 | 619,794 | 8.20 | 619,794 |
| 30000570 | Financial Planning Division Manager | 92,186 | 128,752 | 1.00 | 120,936 | 1.00 | 125,716 | 1.00 | 125,716 |
| 30000856 | Investment Officer | 79,830 | 106,288 | 1.00 | 91,126 | 1.00 | 94,859 | 1.00 | 94,859 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 4.00 | 161,424 | 4.00 | 161,424 | 4.00 | 161,424 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 1.00 | 65,654 | 1.00 | 68,348 | 1.00 | 68,348 |
| 30000580 | Treasurer, City | 101,421 | 145,205 | 1.00 | 142,098 | 1.00 | 145,200 | 1.00 | 145,200 |
| 30000581 | Treasury Analyst | 56,763 | 75,670 | 1.00 | 56,760 | 1.00 | 56,760 | 1.00 | 56,760 |
| 30001358 | Treasury Analyst, Principal | 68,994 | 92,726 | 1.00 | 92,526 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30001083 | Treasury Analyst, Sr | 62,629 | 83,637 | 1.00 | 79,452 | 1.00 | 82,444 | 1.00 | 82,444 |
| TOTAL FULL-TIME POSITIONS | | | | 59.20 | 4,238,246 | 59.20 | 4,312,386 | 59.20 | 4,312,386 |
| 30000567 | Financial Analyst | 56,763 | 75,670 | 0.50 | 37,836 | 0.50 | 37,836 | 0.50 | 37,836 |
| TOTAL PART-TIME POSITIONS | | | | 0.50 | 37,836 | 0.50 | 37,836 | 0.50 | 37,836 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 0.00 | 0 | 0.40 | 33,600 | 0.40 | 33,600 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.40 | 33,600 | 0.40 | 33,600 |
| GRAND TOTAL | | | | 59.70 | 4,276,082 | 60.10 | 4,383,822 | 60.10 | 4,383,822 |

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

| Action | Amount | | | FTE | Decision |
|--|-----------|----------|---------------|-------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 8,509,434 | 0 | 8,509,434 | 59.70 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (7,866) | 0 | (7,866) | 0.00 | OMF IA adjustments |
| | (25,634) | 0 | (25,634) | 0.00 | Treasury & Finance - reduce M&S |
| | (37,791) | 0 | (37,791) | 0.00 | FPD - reduce budget outreach |
| | 0 | 62,950 | 62,950 | 0.40 | FPD - budget mapping position |
| Approved Budget Additions and Reductions | 110,000 | 0 | 110,000 | 0.00 | PDC IGA for debt mgmt svcs |
| | 8,650 | 0 | 8,650 | 0.00 | Deferred Comp - updated salary assumptions |
| Adopted Budget Additions and Reductions | (472) | 472 | 0 | 0.00 | OMF IA adjustments |
| | 46,887 | 63,422 | 110,309 | 0.40 | Total FY 2011-12 Decision Packages |
| | | | 8,619,743 | 60.10 | Total Adopted Budget |

Human Resources

Overview

The Bureau of Human Resources (BHR) provides strategic leadership and management for Citywide human resources systems, which link to the overall business strategies of the Council and bureaus as they relate to administration and support services, benefits and wellness, classification and compensation, employment, training and development, diversity development and affirmative action, and labor relations. BHR is responsible for the development, refinement, and oversight of the City's Human Resources administrative rules and procedures, civil service board, Citywide Family Medical Leave Act and Oregon Family Leave Act, Health Insurance Portability and accountability privacy oversight, and time management. It is also responsible, through its corporate-level activities and site teams, for helping City bureaus to recruit, develop, and retain a competent and high-quality workforce representative of the community.

BHR also manages the Police Bureau's Personnel Division, the City's health insurance programs, and provides leadership and expertise to the City Council and the Labor Management Benefit Committee in developing strategic direction for the City's benefits and wellness programs.

BHR is responsible for implementation of the following initiatives: workplace harassment and discrimination training, manager and supervisor core competency training, cultural competency training, bias reduction training, and the metro regional diversity conferences in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and the Portland Development Commission. In addition, the bureau conducts ongoing outreach recruitment efforts for the City's public safety bureaus and manages the Cooperative Leadership Institute for the public utility bureaus.

Administration & Support

Description Administration & Support manages, administers, and coordinates the City's human resources systems. It is responsible for business process oversight to the Organization Management, Personnel Administration, and Time Administration programs. The program administers and manages the central human resources information systems, provides internal communication to employees and process stakeholders on HR-related issues and concerns, maintains central employee data, coordinates with Payroll on employee pay related issues, and develops and maintains the City's HR administrative rules and policies. Additionally, it provides HR consultation to bureau directors and Council. Administration & Support manages the Human Resources and Health Benefits program budget and finances, the City's college work-study program, the contract for the Child Development Center, and Citywide family leave programs. It provides administrative support to the Civil Service Board and the City's pre-employment medical program.

Goals The program supports the City goal of delivering efficient, effective, and accountable municipal services by managing the HR system and supports OMF's goal of improving business processes and customer service by developing solutions to bureaus' human resources issues and providing strategic human resources consultation to bureau directors and the City Council.

Performance Many of the activities are new or substantially changed with the implementation of SAP Human Capital Management (HCM). A new set of measures were introduced late in FY 2010-11 and continue to assist in developing a measure of baseline performance for Administration & Support. An increase in workload is expected both in FY 2011-12 and 2012-13 as a result of new labor contract implementation, as well as a growing need for expanded oversight and management of HCM systems to maintain and enhance service delivery to bureaus. As the Administration & Support SAP HCM program management responsibilities mature, performance measures will continue to be evaluated to further refine performance measures as necessary.

Changes to Services and Activities There are no significant changes for FY 2011-12.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 11.86 | 12.70 | 12.70 | 12.70 |
| Expenditures | | | | | |
| Administration & Support | | 1,599,027 | 2,157,199 | 2,244,027 | 2,244,027 |
| Total Expenditures | | 1,599,027 | 2,157,199 | 2,244,027 | 2,244,027 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|

| | | | | | |
|--|--|------|------|------|------|
| Efficiency | | | | | |
| % of Average Basic Pay Records Unlocked by Final Payroll Run | | 100% | 100% | 100% | 100% |

Human Resources

City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of Interim & Successor Agreement Negotiations | 1 | 7 | 13 | 13 | 13 |
| Number of Labor Relations Training Sessions | 18 | 15 | 31 | 31 | 31 |
| Employee Personnel Transactions Reviewed | | 8,075 | 9,000 | 9,000 | 9,000 |
| Central Time Management Transactions | | 4,891 | 5,400 | 5,400 | 5,400 |
| OM Transactions Administered | | 4,023 | 5,000 | 5,000 | 5,000 |

Health Insurance

| | |
|---|--|
| Description | The Health Insurance program is tied to the Health Insurance Operating Fund and pays medical and prescription claims for City employees, dependents, retirees, and other participants in the City's self-insured medical plans. |
| Goals | The program supports the Citywide goal of delivering efficient, effective, and accountable municipal services. This program supports the OMF goal of ensuring long-term financial health. |
| Performance | There are no performance measures tied to this program. |
| Changes to Services and Activities | The City continues its efforts to moderate healthcare costs through collaboration with the City's unions by seeking input on plan design, disease management, wellness, and other health plan initiatives. The City will continue working to educate employees about program costs and individual responsibility to make decisions about health and healthcare that will improve the overall health status of plan participants. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 0.00 | 0.00 | 0.00 | 0.00 |
| Expenditures | | | | | |
| Health Insurance | | 0 | 70,868 | 42,408,904 | 42,458,904 |
| Total Expenditures | | 0 | 70,868 | 42,408,904 | 42,458,904 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Labor Relations

| | |
|---|---|
| Description | Labor Relations oversees labor negotiations and acts as the official representative of the City with eight employee bargaining units. The program assists the City Council in developing and executing bargaining strategies and helps bureaus comply with the City's labor agreements through management training and contract interpretation advice. In addition, the program responds to and resolves grievances and other disciplinary matters, tracks disciplinary actions Citywide, provides bureaus with investigative support for misconduct investigations, and oversees compliance with federal and state labor laws and City policies. In addition, the program operates the City's Commercial Drivers License Random Testing program, Targeted Severance program, and Unemployment Insurance Benefits Appeal program. |
| Goals | Labor Relations supports the City goal of delivering efficient, effective, and accountable municipal services by planning thoughtful labor negotiation strategies, providing targeted management training, and increasing workforce productivity through performance management efforts. This program supports the OMF goals of ensuring long-term financial health through labor contract negotiation and enhancing customer service by strengthening collaborative partnerships with customers, users, and stakeholders. |
| Performance | The number of total grievances is expected to decrease from 158 in FY 2009-10 to 120 in FY 2011-12 due to improved collaboration with labor unions and training of managers and supervisors. This results in more consistent contract interpretation and application. |
| Changes to Services and Activities | Labor Relations is actively engaged in the development and provision of training for managers and supervisors on labor-related laws and policies and contract application practices. The program will create and offer the following trainings: Administering Discipline, Grievance Adjustment, and how to administer the newly negotiated labor agreements in an effort to improve City compliance with labor agreements and decrease grievance activity. Additionally, the program is responding to City Council's goal to improve collaboration and communication by holding monthly meetings with labor leaders. The program will also negotiate the maintenance contract, which expired on June 30, 2011. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 6.00 | 6.00 | 6.00 | 6.00 |
| Expenditures | | | | | |
| Labor Relations | | 699,795 | 725,506 | 770,565 | 770,565 |
| Total Expenditures | | 699,795 | 725,506 | 770,565 | 770,565 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Human Resources
City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Total Number of Grievances Received by the LR System | 129 | 158 | 120 | 120 | 120 |

Class/Compensation

Description Class/Compensation plans, designs, implements, monitors, and maintains Citywide classification and compensation plans, programs, policies, and systems. In addition, Class/Compensation supports labor contract negotiations through compensation and labor market analysis.

Goals Class/Compensation supports the City goal of delivering efficient, effective, and accountable municipal services by providing the legal framework for compensation. Class/Compensation supports the OMF goal of fostering a knowledgeable and diverse workforce by developing compensation plans commensurate with market conditions.

Performance The number of annual classification actions is indicative of the number of items reviewed and processed via classification requests. During FY 2009-10, the Class/Compensation program processed 491 classification actions, including those resulting from reorganizations within certain bureaus. The number of classification actions should continue to be consistent over time, even as the broader economic picture improves and additional positions are added or restored.

Changes to Services and Activities The program will continue work on classification and compensation policy review. In addition, Class/Compensation will undertake a District Council of Trade Unions (DCTU) market study and review the non-represented compensation structure.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 5.00 | 5.00 | 5.00 | 5.00 |
| Expenditures | | | | | |
| Class/Compensation | | 540,041 | 547,604 | 531,461 | 531,461 |
| Total Expenditures | | 540,041 | 547,604 | 531,461 | 531,461 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|

Workload

| | | | | | |
|---|-----|-----|-----|-----|-----|
| Number of Classification Actions Annually | 420 | 491 | 450 | 450 | 450 |
|---|-----|-----|-----|-----|-----|

Employment & Development

| | |
|---|--|
| Description | Employment & Development is responsible for managing the City's recruitment, training, and employee development activities. |
| Goals | Employment & Development supports the City goal of delivering efficient, effective, and accountable municipal services by seeking high-quality candidates who can effectively do the jobs specified by City bureaus. This program supports the OMF goal of fostering a knowledgeable and diverse workforce by supporting the recruitment needs of City bureaus. |
| Performance | The number of employment applications processed is projected to decrease slightly from 11,825 in FY 2009-10 to 10,000 in FY 2010-11. The program expects the total number of applications processed to increase in FY 2011-12 due to the projected economic upturn. Streamlining work processes, and the implementation of a new recruitment system, will allow analysts to absorb an increasing recruitment workload. |
| Changes to Services and Activities | In FY 2011-12, Employment & Development will implement a new applicant tracking and recruitment system called NeoGov. This will enable city staff to improve recruitment efficiencies and provide better service to applicants and City bureaus. Employment & Development will also be responsible for training recruitment analysts and business partners in the proper use of this new system. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 12.00 | 12.00 | 12.00 | 12.00 |
| Expenditures | | | | | |
| Employment & Development | | 1,058,009 | 1,213,099 | 1,204,027 | 1,204,027 |
| Total Expenditures | | 1,058,009 | 1,213,099 | 1,204,027 | 1,204,027 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percentage of Recruitments Meeting Original or Renegotiated Timelines | 97% | 96% | 97% | 98% | 98% |
| Workload | | | | | |
| Employment Exams Posted | 273 | 149 | 200 | 200 | 200 |
| Number of Participant Training Hours Coordinated or Presented by BHR | 7,645 | 8,019 | 6,000 | 7,500 | 7,500 |
| Number of Employment Applications Received | 19,952 | 11,825 | 10,000 | 13,000 | 13,000 |

Diversity Development/Affirmative Action

| | |
|---|---|
| Description | The Diversity Development/Affirmative Action program supports the development of a diverse and culturally competent workforce, oversees the creation of an inclusive workplace culture, and ensures compliance with affirmative action and equal employment opportunity laws, regulations, and guidelines. |
| Goals | The program supports the City goal of delivering efficient, effective, and accountable municipal services by educating the workforce to be respectful of diversity and cultural differences. The program supports the OMF goal of fostering a knowledgeable and diverse workforce. |
| Performance | <p>One performance measure used to determine the effectiveness of the program is the percentage of diverse applicants per recruitment. The percentage of diverse applicants per recruitment is expected to remain constant in FY 2011-12 at 30% for female applicants and 20% for minority applicants. Further community outreach efforts are planned to enhance these percentages.</p> <p>The City and Multnomah County have co-sponsored an annual diversity conference for 16 years. Over 1,200 City employees have attended the annual conference since it started in 2000.</p> |
| Changes to Services and Activities | In January 2011, the manager began working with internal and external customers and stakeholders to develop a comprehensive diversity outreach program, including work with secondary and post-secondary educational institutions as well as trade and vocational programs throughout the Portland metro area. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 5.00 | 4.00 | 4.00 | 4.00 |
| Expenditures | | | | | |
| Diversity Development/Affirmative Action | | 567,145 | 595,642 | 467,916 | 467,916 |
| Total Expenditures | | 567,145 | 595,642 | 467,916 | 467,916 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percentage of female applicants per recruitment | 37% | 22% | 30% | 30% | 30% |
| Percentage of minority applicants per recruitment | 20% | 20% | 20% | 20% | 20% |

Benefits

Description Benefits is responsible for managing and administering the City's employee benefit plans including medical, dental, vision, life, long-term disability, dependent care and medical expense reimbursement, and employee assistance plans.

Additionally, this program area is responsible for promoting the physical and emotional well-being of City employees. The program coordinates and promotes a variety of physical activities, maintains fitness centers, and conducts educational classes on a variety of topics.

Goals Benefits specifically supports the City goal of delivering efficient, effective, and accountable municipal services by providing an affordable benefits plan for City employees. Benefits supports the OMF goal to ensure long-term financial health by providing support to an affordable City benefits program.

The program also assists employees in learning how to develop and maintain a healthy lifestyle. Having healthy employees, especially those who understand their health issues, results in fewer medical claims. In addition, it lowers the rate of absenteeism, and reduces the number of employees on disability.

Performance The number of active participants in the employee benefits plans remains steady, commensurate with the workforce. Since its inception in 2006, the Benefits program continues to expand to meet the increasing needs of employees. As programs have been added, more employees find activities tailored to their needs.

Changes to Services and Activities There are no significant changes in the program for FY 2011-12.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 10.04 | 10.30 | 10.30 | 10.30 |
| Expenditures | | | | | |
| Benefits | | 39,188,885 | 43,822,520 | 1,593,787 | 1,593,787 |
| Total Expenditures | | 39,188,885 | 43,822,520 | 1,593,787 | 1,593,787 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of Participants in Benefits Program | 5,900 | 5,610 | 5,610 | 5,700 | 5,700 |
| Number of Fitness Center Enrollees | 1,200 | 1,165 | 1,250 | 1,400 | 1,400 |
| Number of Fitness Center Visitors | 24,444 | 22,800 | 24,000 | 25,500 | 25,500 |

Human Resources

City Support Services Service Area

Site Teams

| | |
|---|--|
| Description | The Site Teams program provides human resources consultation, services, and training to City bureaus to ensure that bureau directors, managers, supervisors, and the entire City workforce have immediate access to BHR professionals to support their business and work-related needs. Program staff facilitate bureau use of all human resources programs and coordinate a Citywide approach to the application of rules, policies, and best practices. |
| Goals | Site teams support the City goal of delivering efficient, effective, and accountable municipal services. The site teams also assist bureaus in attracting, managing, developing, and retaining their workforce so that bureau managers have the resources needed to achieve all Citywide goals and priorities. These teams support the OMF goal of fostering a knowledgeable and diverse workforce. |
| Performance | The performance measures for the program indicate the level of investment of the City in managing its workforce, and are used as a standard comparison with other organizations. |
| Changes to Services and Activities | The program is focusing on improved customer service through a variety of activities. These include collaboration with customer bureaus and stakeholders to design human resources programs that recognize the contributions of their workforce, maximize service to the public, and meet the Council's community improvement and budgetary goals. The program will revise and implement the Manager & Supervisory Core Competency training, and will continue to assist the Diversity Development/ Affirmative Action program in delivering training to customer bureaus. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 20.00 | 20.00 | 20.00 | 20.00 |
| Expenditures | | | | | |
| Site Teams | | 2,501,928 | 2,261,134 | 2,308,973 | 2,308,973 |
| Total Expenditures | | 2,501,928 | 2,261,134 | 2,308,973 | 2,308,973 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| City Employees per BHR Employee | 109 | 95 | 96 | 96 | 96 |
| Cost of Providing HR Service per City FTE | \$1,125 | \$1,097 | \$1,295 | \$1,295 | \$1,295 |

Summary of Division Budget
Human Resources
City Support Services Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 35,211,267 | 38,838,837 | 39,376,693 | 39,071,924 | 39,071,924 |
| Miscellaneous | 3,456,230 | 1,277,355 | 1,112,334 | 4,126,066 | 4,126,066 |
| Total External Revenues | 38,667,497 | 40,116,192 | 40,489,027 | 43,197,990 | 43,197,990 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 3,473,852 | 3,162,636 | 3,197,756 | 3,745,825 | 3,745,825 |
| General Fund Overhead | 2,724,512 | 3,244,464 | 3,595,106 | 3,264,067 | 3,264,067 |
| Fund Transfers - Revenue | 461,546 | 255,892 | 325,543 | 115,500 | 115,500 |
| Interagency Revenue | 593,872 | 1,434,792 | 505,674 | 532,076 | 532,076 |
| Total Internal Revenues | 7,253,782 | 8,097,785 | 7,624,079 | 7,657,468 | 7,657,468 |
| Beginning Fund Balance | 16,076,911 | 16,525,785 | 15,705,501 | 18,689,380 | 18,689,380 |
| Total Resources | \$61,998,190 | \$64,739,761 | \$63,818,607 | \$69,544,838 | \$69,544,838 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 6,507,038 | 6,917,602 | 7,207,895 | 7,510,232 | 7,510,232 |
| External Materials and Services | 35,731,938 | 40,550,304 | 42,878,647 | 42,733,766 | 42,733,766 |
| Internal Materials and Services | 1,104,501 | 1,232,566 | 1,307,030 | 1,285,662 | 1,335,662 |
| Total Bureau Expenditures | 43,343,477 | 48,700,473 | 51,393,572 | 51,529,660 | 51,579,660 |
| Fund Expenditures | | | | | |
| Debt Service | 20,809 | 19,728 | 26,660 | 26,660 | 26,660 |
| Contingency | 0 | 0 | 11,836,430 | 17,488,533 | 17,438,533 |
| Fund Transfers - Expense | 2,108,119 | 314,059 | 561,945 | 499,985 | 499,985 |
| Total Fund Expenditures | 2,128,928 | 333,787 | 12,425,035 | 18,015,178 | 17,965,178 |
| Ending Fund Balance | 16,525,785 | 15,705,501 | 0 | 0 | 0 |
| Total Requirements | \$61,998,190 | \$64,739,761 | \$63,818,607 | \$69,544,838 | \$69,544,838 |
| Programs | | | | | |
| Accounting | | 59,484 | 0 | 0 | 0 |
| Administration & Support | | 1,599,027 | 2,157,199 | 2,244,027 | 2,244,027 |
| Administration & Support | | 1,765,920 | 0 | 0 | 0 |
| Benefits | | 39,188,885 | 43,822,520 | 1,593,787 | 1,593,787 |
| Class/Compensation | | 540,041 | 547,604 | 531,461 | 531,461 |
| Diversity Development/Affirmative Action | | 567,145 | 595,642 | 467,916 | 467,916 |
| Employment & Development | | 1,058,009 | 1,213,099 | 1,204,027 | 1,204,027 |
| Health Insurance | | 0 | 70,868 | 42,408,904 | 42,458,904 |
| Housing Production & Preservation | | (6,278) | 0 | 0 | 0 |
| Human Relations | | (5,381) | 0 | 0 | 0 |
| Labor Relations | | 699,795 | 725,506 | 770,565 | 770,565 |
| Operations | | 85,422 | 0 | 0 | 0 |
| Site Teams | | 2,501,928 | 2,261,134 | 2,308,973 | 2,308,973 |
| Special Appropriation - City Support Services | | 651,885 | 0 | 0 | 0 |
| Specialized Planning | | (5,409) | 0 | 0 | 0 |
| Total Programs | | \$48,700,473 | \$51,393,572 | \$51,529,660 | \$51,579,660 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Human Resources

FTE Summary

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| 30000436 | Administrative Supervisor I | 54,080 | 72,051 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| 30000530 | Affirmative Action/Diversity Manager | 79,830 | 106,288 | 1.00 | 66,912 | 1.00 | 68,280 | 1.00 | 68,280 |
| 30000539 | Benefits Analyst | 56,763 | 75,670 | 2.00 | 151,320 | 2.00 | 151,340 | 2.00 | 151,340 |
| 30001535 | Benefits Coordinator | 62,629 | 83,637 | 1.00 | 68,100 | 1.00 | 69,964 | 1.00 | 69,964 |
| 30000541 | Benefits Manager | 79,830 | 106,288 | 1.00 | 96,864 | 1.00 | 100,836 | 1.00 | 100,836 |
| 30000538 | Benefits Specialist | 54,080 | 72,051 | 2.00 | 123,433 | 2.00 | 128,086 | 2.00 | 128,086 |
| 30000540 | Benefits Supervisor | 62,629 | 83,637 | 1.00 | 62,628 | 1.00 | 62,628 | 1.00 | 62,628 |
| 30000441 | Business Operations Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000533 | Classification/Compensation Analyst, Sr | 56,763 | 75,670 | 2.00 | 131,685 | 2.00 | 133,596 | 2.00 | 133,596 |
| 30000534 | Classification/Compensation Coordinator | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000535 | Classification/Compensation Manager | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000527 | Employment & Development Coordinator | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000528 | Employment & Development Manager | 79,830 | 106,288 | 1.00 | 100,860 | 1.00 | 104,655 | 1.00 | 104,655 |
| 30000522 | Human Resources Analyst, Sr | 56,763 | 75,670 | 8.00 | 567,820 | 8.00 | 573,260 | 8.00 | 573,260 |
| 30000523 | Human Resources Coordinator | 62,629 | 83,637 | 13.00 | 1,060,415 | 13.00 | 1,074,779 | 13.00 | 1,074,779 |
| 30001055 | Human Resources Cost Analyst | 68,994 | 92,726 | 1.00 | 92,724 | 1.00 | 92,724 | 1.00 | 92,724 |
| 30000409 | Human Resources Director | 125,445 | 179,754 | 1.00 | 179,748 | 1.00 | 179,748 | 1.00 | 179,748 |
| 30000526 | Human Resources Director, Assistant | 101,421 | 145,205 | 1.00 | 145,200 | 1.00 | 145,200 | 1.00 | 145,200 |
| 30000525 | Human Resources Manager, Police | 79,830 | 106,288 | 1.00 | 105,944 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000524 | Human Resources Site Team Manager | 79,830 | 106,288 | 3.00 | 317,762 | 3.00 | 318,852 | 3.00 | 318,852 |
| 30000520 | Human Resources Technician | 44,533 | 68,619 | 12.00 | 677,391 | 12.00 | 695,978 | 12.00 | 695,978 |
| 30000536 | Labor Relations Coordinator | 62,629 | 96,179 | 4.00 | 352,452 | 4.00 | 361,038 | 4.00 | 361,038 |
| 30000537 | Labor/Employee Relations Manager | 79,830 | 106,288 | 1.00 | 98,914 | 1.00 | 102,934 | 1.00 | 102,934 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 4.00 | 173,712 | 4.00 | 173,712 | 4.00 | 173,712 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 1.00 | 51,276 | 1.00 | 51,276 | 1.00 | 51,276 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 1.00 | 71,928 | 1.00 | 74,388 | 1.00 | 74,388 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 1.00 | 54,084 | 1.00 | 55,556 | 1.00 | 55,556 |
| TOTAL FULL-TIME POSITIONS | | | | 70.00 | 5,343,372 | 70.00 | 5,417,314 | 70.00 | 5,417,314 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 70.00 | 5,343,372 | 70.00 | 5,417,314 | 70.00 | 5,417,314 |

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

| Action | Amount | | | FTE | Decision |
|--|------------|----------|---------------|-------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 51,594,666 | 0 | 51,594,666 | 70.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (10,704) | 0 | (10,704) | 0.00 | OMF IA adjustments |
| | (54,302) | 0 | (54,302) | 0.00 | Reduce M&S for employee development |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | 50,000 | 50,000 | 0.00 | Health Fund payment for 4th floor remodel |
| | (1,054) | 1,054 | 0 | 0.00 | OMF IA adjustments |
| | (66,060) | 51,054 | (15,006) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 51,579,660 | 70.00 | Total Adopted Budget |

Internal Business Services

Overview

The Bureau of Internal Business Services is the central provider for an array of internal services to other City bureaus and includes the following divisions: CityFleet, Facilities Services, Printing & Distribution, Procurement Services, and Risk Management. Each division operates efficiently and economically, and meets or exceeds federal, state, and local standards, while providing excellent customer service. Staff are instrumental in developing City policies and procedures that reflect the City's leading edge approach to social, environmental, and economic goals.

Administration & Support

The Administrative Support program consists of the Director's office and any programs developed in response to Council directives. The Director plans, organizes, integrates, and directs the organization, as well as oversees financial management, administration, personnel, and operations of the five internal services programs of the bureau.

CityFleet

CityFleet is responsible for managing and maintaining the City's vehicles and equipment, procuring new and replacement vehicles, and managing the City's fueling infrastructure and the City's Motor Pool. The current size of the City's fleet is 2,850 vehicles. The programs within CityFleet include: Maintenance & Repair, New & Replacement Acquisitions, and Vehicle Pool.

Facilities Services

Facilities Services operates and maintains a large portfolio of City-owned and leased facilities. Facilities Services is also responsible for overseeing the operations of key City-owned spectator properties. The programs within Facilities Services include: Fire Station Renovation & Construction, Operations and Maintenance, Project Management Office, Property Management, and Spectator Facilities.

Printing & Distribution

Printing & Distribution (P&D) provides centralized, high quality, convenient, technologically current, and cost-effective reproduction and mailing services to City bureaus and external customers, as well as the public. The programs within P&D include: Copy Services, Distribution, Duplicating, and Microfilm.

Procurement Services

Procurement Services provides leadership, policy development, oversight, and management of the City's procurement and contracting processes. The programs within Procurement Services include: Procurement and Outside Services.

Risk Management

Risk Management oversees the City's self insurance for liability, tort, and workers' compensation. Risk's responsibilities also include policy development and direction for the City's loss prevention program, OSHA compliance, management of the City's commercial insurance portfolio, and occupational health. The programs within Risk Management include: Commercial Insurance, Liability, Loss Prevention, Occupational Health & Infectious Disease, and Workers' Compensation.

Enterprise Operations Management

| | |
|---|--|
| Description | The Enterprise Operations Management program is the management function of the Spectator Facilities Fund. The Spectator Facilities Fund is comprised of City-owned spectator properties including PGE Park-Jeld Wen Field, Memorial Coliseum, Rose Quarter parking structures, and the City's business interest in other Rose Quarter facilities including the Rose Garden. These facilities are operated by private companies under long-term agreements with the City. |
| Goals | This program supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health. |
| Performance | Assure that the various agreements are up-to-date and performance of the business requirements of these agreements are met. |
| Changes to Services and Activities | None |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Enterprise Operations Management | | 145,482 | 147,659 | 224,463 | 222,069 |
| Total Expenditures | | 145,482 | 147,659 | 224,463 | 222,069 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Administration & Support

| | |
|---|--|
| Description | The Administration & Support program consists of the Director's Office and any programs developed in response to Council directives. The Director plans, organizes, integrates and directs the organization, financial management, administration, personnel and operations of the five internal services programs of the bureau. |
| Goals | The program supports City goals to deliver efficient, effective, and accountable municipal services and to create sustainable economic development. This program also supports the OMF goal of continuously improving business processes by promoting a sustainable City government and reducing the environmental impact of city operations. |
| Performance | The performance of the program is measured by the bureau's effective oversight of its service programs, fiscally responsible operation, consistent compliance with City technology standards, and response to Council mandates. |
| Changes to Services and Activities | <p>The Bureau of Internal Business Services is developing ongoing internal goals and service improvements. In FY 2011-12 the Director will:</p> <ul style="list-style-type: none"> ◆ Continue building strong, cooperative relationships with the service program administrators and staff. ◆ Establish effective oversight methodologies. ◆ Respond to program needs and requirements. ◆ Provide effective communication and education strategies. ◆ Meet Council mandates through effective policy development. ◆ Find cost, operational, and management efficiencies. ◆ Include sustainable practices in all activities. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Administration & Support | | 4,698,040 | 287,301 | 852,077 | 915,195 |
| Management Services | | 178 | 0 | 0 | 0 |
| Stores & Order Fulfillment | | 0 | 1,000 | 0 | 0 |
| Total Expenditures | | 4,698,218 | 288,301 | 852,077 | 915,195 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Administration & Support

| | |
|---|---|
| Description | The Public Safety Administration & Support program includes fund level management and administration costs and debt issuance costs associated with two General Obligation (GO) bond funds, the Public Safety GO Bond Fund and the Fire Facilities GO Bond Fund. |
| Goals | The program supports the City goal of public safety by improving public safety infrastructure. |
| Performance | The performance of the program is measured by the financial stability of the funds and completing the objectives of the GO bond measures. |
| Changes to Services and Activities | None |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Administration & Support | | 5,167,594 | 64,600 | 127,600 | 127,600 |
| Total Expenditures | | 5,167,594 | 64,600 | 127,600 | 127,600 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Maintenance & Repair

| | |
|---|--|
| Description | <p>The CityFleet Maintenance & Repair program is responsible for scheduled preventive maintenance and repairs of City vehicles and equipment. Additionally, the program provides services such as welding, machining, project design, and metal fabrication. The Body & Paint and Vehicle Processing Center (VPC) operations were merged to provide better management, cost control, and integration of similar business activities. CityFleet is also responsible for managing the fueling infrastructure, maintaining emergency generators, renting construction equipment, and disposing of vehicles and equipment at the end of economic life cycles.</p> |
| Goals | <p>This program supports the City goal to deliver efficient, effective, and accountable municipal services and the OMF goal of enhanced customer service.</p> |
| Performance | <p>Key indicators of success for this program include: ensuring availability of the fleet, providing scheduled maintenance, tracking the number of preventive maintenance services completed over the fiscal year, gauging customer satisfaction with repair services, and initiating general measures to streamline maintenance and repair. In particular, improving the parts management program will help CityFleet meet its goal of having parts available at least 80% of the time upon request by shop technicians, and the program is expected to meet this goal in FY 2011-12. Other new performance measures track the use of alternate fuels, hybrid, and electric technology.</p> |
| Changes to Services and Activities | <p>In concert with City Council's focus on finding energy alternatives and the Council initiative on biodiesel, CityFleet added a new biofuel station at its 1st Avenue and SW Jefferson facility, upgraded its Stanton Yard fueling station to meet Department of Environmental Quality requirements to accommodate alternative fuels, and added a new state-of-the-art alternative fuel station at Sandy River. When procuring vehicles and equipment, CityFleet will continue to balance functionality, environmental, and economic concerns.</p> <p>The City uses a state-of-the-art, fully-automated fuel management system to fuel vehicles and equipment without the use of keys, cards, or PINs. The system now includes the Sandy River fueling station, and the biodiesel tank at its 1st Avenue and SW Jefferson facility, which expanded the number of fueling stations managed by CityFleet. For vehicles equipped with on-board computers, the fuel system captures pertinent vehicle data, including engine ontime, odometer readings, highest coolant temperature, minimum battery charge, and diagnostic trouble code data. This new technology is located at the seven fueling sites and on all fueled vehicles and equipment maintained by CityFleet.</p> <p>The City is committed to environmental stewardship and sustainable business practices. CityFleet works collaboratively with the Bureau of Planning and Sustainability to achieve Citywide sustainability goals, including an idle reduction policy intended to improve engine life, reduce fuel costs, reduce vehicle emissions, and improve health and safety for our employees and the citizens of Portland.</p> |

Internal Business Services

City Support Services Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Fuel Management Program | | 4,875,033 | 7,761,216 | 6,367,729 | 6,367,729 |
| Maintenance & Repair | | 8,001,086 | 8,430,081 | 8,328,359 | 8,427,708 |
| Parts Room | | 3,476,742 | 2,544,376 | 2,765,656 | 2,765,656 |
| Total Expenditures | | 16,352,861 | 18,735,673 | 17,461,744 | 17,561,093 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of customers rating repair service satisfaction "usually" or "always" | 97% | 96% | 96% | 95% | 95% |
| Efficiency | | | | | |
| Instock parts fill rate (goal to have parts available for efficient repair process) | 72% | 80% | 81% | 80% | 80% |
| Percent of CityFleet vehicles that utilize alternate fuel and hybrid technology | 31% | 35% | 35% | 40% | 40% |

New & Replacement Acquisitions

| | |
|---|---|
| Description | The New & Replacement Acquisitions program of CityFleet performs the purchase and preparation of new and replacement vehicles and the retirement of vehicles and equipment that have reached the end of their economic lifecycles. The Vehicle Processing Center (VPC) inspects, licenses, and prepares new vehicles for service. The lease equipment operation and the VPC were merged to provide better management, cost control, and integration of similar business activities. This program also manages the rental of large passenger vans, buses, and other atypical vehicles to augment the fleet during peak demand. |
| Goals | This program supports the City goal to deliver efficient, effective, and accountable municipal services and the OMF goal of enhancing customer service. |
| Performance | Performance measures track purchasing timeliness and cost effectiveness of vehicles purchased. Customer satisfaction is tracked regularly. Cost-effective approaches are maintained by continuously comparing the outright purchase cost versus the rent/lease cost when lease vehicles and equipment are requested. |
| Changes to Services and Activities | A multi-year customer review process was implemented and structured to result in streamlined purchasing approval within the budget process. This allows actual purchasing to begin each July so that all purchases can be completed within the fiscal year without multiple requests for Council approval. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Leases & Rentals | | 862,136 | 1,187,003 | 1,075,632 | 1,075,632 |
| New & Replacement Acquisitions | | 4,318,625 | 13,493,871 | 7,070,434 | 9,651,331 |
| Replacement Vehicles | | 1,941,700 | 0 | 0 | 0 |
| Total Expenditures | | 7,122,461 | 14,680,874 | 8,146,066 | 10,726,963 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percentage of total fleet vehicles that are leased | 2.0% | 5.0% | 5.0% | 5.0% | 5.0% |
| Percent of customers rating acquisition service satisfaction "usually" or "always" | 97% | 93% | 96% | 95% | 95% |
| Efficiency | | | | | |
| Percent of acquisition projects under budget | 98% | 95% | 93% | 90% | 90% |
| Workload | | | | | |
| Number of new vehicles purchased | 270 | 324 | 325 | 300 | 300 |
| Percent of fleet purchase completed by 12/31 | 66% | 65% | 66% | 65% | 65% |

Vehicle Pool

| | |
|---|--|
| Description | The CityFleet Vehicle Pool program maintains vehicles for short-term use by City bureaus. A contemporary vehicle pool key manager system, located at the vehicle pool facility (1st Avenue and SW Jefferson), allows convenient online vehicle reservations, self-serve vehicle key access, and fully-automated, short-term motor pool billing. Daily rental activity is uploaded to the host server, enabling better vehicle tracking and optimized motor pool use. |
| Goals | This program supports the City goal to deliver efficient, effective, and accountable municipal services and the OMF goal of enhancing customer service. |
| Performance | The program's primary performance measure tracks the efficiency of the use of the vehicle pool by comparing the percentage of usage against availability. The usage rate has improved from 85% in FY 2009-10 to 90% in FY 2010-11. This trend is expected to continue in FY 2011-12. |
| Changes to Services and Activities | No significant changes in FY 2011-12. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Vehicle Pool | | 64,436 | 70,294 | 75,167 | 75,167 |
| Total Expenditures | | 64,436 | 70,294 | 75,167 | 75,167 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Percentage of usage against availability | 92% | 82% | 81% | 80% | 80% |

Property Management

Description The Facilities Services' Property Management program is responsible for the City's real properties. Property Management evaluates real property transactions and negotiates the acquisition and disposal of real property. This program manages leases and tenant matters for City-owned commercial property. Property Management conducts research, negotiation, and lease development for bureaus seeking space in privately owned properties. In addition, this program evaluates and disposes of unassigned or surplus property, including demolition of unwanted structures. Property Management staff also provides advice and technical assistance to other bureaus on real property related issues.

Goals The Property Management program primarily supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.

Performance Property Management manages approximately 1.468 million square feet owned by the City and leased to others, with an annual rent of \$2.3 million. There is also approximately 250,000 square feet of privately-owned property leased by the City for City use. Property managers administer occupancy agreements for bureaus in City-owned buildings.

Changes to Services and Activities No significant changes in FY 2011-12.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Property Management | | 341,732 | 620,357 | 280,595 | 278,297 |
| Total Expenditures | | 341,732 | 620,357 | 280,595 | 278,297 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Portfolio management - Total square footage per property management employee | 358,000 | 685,529 | 685,629 | 685,629 | 685,629 |
| Workload | | | | | |
| Portfolio size - Total square footage of facilities managed | 717,000 | 1,371,259 | 1,371,259 | 1,371,259 | 1,371,259 |
| Number of internal leases | 84 | 91 | 90 | 90 | 90 |
| Number of external leases | 35 | 50 | 50 | 50 | 50 |

Project Management Office

| | |
|---|---|
| Description | The Facilities Services Project Management program provides project management services for the development of new buildings, major maintenance projects, Fire General Obligation Bond construction projects, parking garage major maintenance projects, and other tenant improvement projects requested by bureaus. Project management includes development of project cost estimates, consultant selection and management, construction planning and management services, space planning, master planning, and management of the public bidding process. Tenant relocations are also coordinated through this program. As part of the annual Capital Improvement Plan budget process, this program develops the capital project work scopes, schedules, and project estimates. In addition, project managers are responsible for recordkeeping for construction and related contract documents. |
| Goals | The Project Management program supports the City goal of delivering efficient, effective, and accountable municipal services and preserving infrastructure, and supports OMF's goal of ensuring long-term financial health. |
| Performance | The Project Management program worked on projects with a total value of over \$8.4 million in FY 2010-11. |
| Changes to Services and Activities | Significant budget changes from FY 2010-11 to FY 2011-12 include: no carryover for major maintenance projects, new major maintenance projects based on project planning, a new Emergency Coordination Center construction cost estimate, new Union Station grant projects, a new fire station 21 project, the completion of the new archives center construction project, and planning for a new police training facility. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Project Management | | 5,229,138 | 22,769,261 | 8,149,469 | 9,933,138 |
| Total Expenditures | | 5,229,138 | 22,769,261 | 8,149,469 | 9,933,138 |
| Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure. | | | | | |
| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
| Workload | | | | | |
| Value of capital projects completed | \$8,400,000 | \$8,260,000 | \$8,400,000 | \$8,400,000 | \$8,400,000 |

Operations and Maintenance

Description

The Facilities Services Operations and Maintenance program provides a variety of services, including:

- ◆ 24/7 building operation and maintenance and repair program.
- ◆ Preventive maintenance of building systems, including HVAC, electrical, and plumbing in City owned facilities.
- ◆ Annual building inspections.
- ◆ Development and implementation of security policies and procedures and administration of service contracts.
- ◆ Management of the buildings' fire, life, safety systems.
- ◆ Management of the operations and maintenance dispatch center and the facility center work order system.
- ◆ Administration of the custodial contracts, the elevator contracts, recycling and waste management services and landscape services for the various facilities.
- ◆ Maintenance and contract services to other bureaus on a time and materials basis.
- ◆ Management of major maintenance projects and some tenant improvement projects requested by other bureaus.

Goals

Facilities Operations and Maintenance supports the City goal of delivering efficient, effective, and accountable municipal services and of preserving public infrastructure. This program supports the OMF goal of ensuring long-term financial health.

Performance

Facilities Operations and Maintenance completed over 8,800 scheduled and requested work orders during FY 2010-11. The square foot per maintenance FTE was 275,000. The buildings in the Facilities portfolio are in good or better condition (based on annual inspections) according to the facility condition index.

Changes to Services and Activities

No significant changes in FY 2011-12.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Operations and Maintenance | | 13,908,663 | 15,361,347 | 20,283,007 | 20,203,624 |
| Total Expenditures | | 13,908,663 | 15,361,347 | 20,283,007 | 20,203,624 |
| Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure. | | | | | |
| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
| Effective | | | | | |
| Percentage of City facilities maintained in good or better condition | 90% | 95% | 95% | 95% | 95% |
| Efficiency | | | | | |
| Square foot of portfolio per maintenance FTE | 275,000 | 275,000 | 275,000 | 275,000 | 275,000 |

Internal Business Services

City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of work orders completed for scheduled maintenance | 3,225 | 3,361 | 3,500 | 3,500 | 3,500 |
| Number of work orders completed for customer service requests | 5,710 | 5,966 | 6,000 | 6,000 | 6,000 |

Spectator Facilities

Description

The Facilities Services' Spectator Facilities program oversees the operation of key City owned spectator properties including Jeld-Wen Field (formerly PGE Park), Veterans Memorial Coliseum, Rose Quarter parking structures, and the City's business interests in other Rose Quarter facilities including the Rose Garden. These facilities are operated by private companies under long-term agreements with the City.

The Portland Timbers, Portland's Major League Soccer (MLS) team, played its first home match on April 14, 2011 at Jeld-Wen Field, which will continue to be the home for Portland State University football, high school football, summer concerts and other community activities.

The Rose Quarter is the home venue for the Portland Trail Blazers and the Portland Winter Hawks of the Western Hockey League. In addition to the games of the tenant teams, the Rose Quarter hosts numerous concerts, business meetings, touring shows, conventions, and charitable events each year.

The scope of responsibilities for this program includes operations and maintenance planning for the facilities, planning and implementing capital improvements, fund financial planning and budgeting, contract management and revenue collection, special projects, and liaison activities between the City and other governmental agencies and community groups.

Goals

Spectator Facilities supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.

Performance

This program assures that the various agreements are up-to-date and performance of the business requirements of these agreements are met.

Changes to Services and Activities

The City entered into a public-private partnership with Peregrine Sports LLC in March of 2010 to fund the conversion of PGE Park into a soccer-specific venue for a new MLS team in Portland. The parties also entered into a new 25-year operating agreement that addresses the long term financial obligations of the parties. The renovation is complete and Peregrine entered into a new stadium naming rights agreement with the Jeld-Wen corporation.

OMF, PDC, Portland Arena Management, the real estate subsidiary of the Portland Trail Blazers, and the Portland Winter Hawks are pursuing a major renovation project for the Veterans Memorial Coliseum. The project team is working to reach agreements on project scope, funding, construction management, and certain modifications to existing Rose Quarter agreements. The goal is to complete negotiations on these agreements by the end of 2011. If agreements are reached, major construction work would start in the spring of 2012.

| FTE & Financials | | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | | |
| Spectator Facilities - PGE Park | | | 1,634,638 | 10,630,619 | 1,113,616 | 1,113,616 |

Internal Business Services

City Support Services Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Spectator Facilities - Rose Quarter | | 798,401 | 1,150,000 | 630,000 | 630,000 |
| Spectator Facilities Administration | | (478,811) | 516,048 | 596,864 | 597,164 |
| Total Expenditures | | 1,954,228 | 12,296,667 | 2,340,480 | 2,340,780 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Fire Station Renovation & Construction

| | |
|---|---|
| Description | <p>In 1998 Portland voters authorized the sale of \$53.8 million in general obligation bonds to support a \$64.9 million program to improve the City's emergency facilities including:</p> <ul style="list-style-type: none">◆ Seismic upgrades to allow firefighters to effectively respond to an earthquake in the metropolitan area.◆ Relocation and construction of new facilities to meet the goal of a four-minute response time to emergency calls.◆ Renovation of facilities to be consistent with the evolving mission of Portland Fire and Rescue (PF&R), e.g., a major portion of the work is emergency medical service, yet few of the facilities were appropriately equipped for this service.◆ Addressing American's with Disabilities Act (ADA) accessibility requirements and female firefighter accommodation.◆ Upgrades to emergency facilities that are approaching the end of their useful lives. <p>The program invests in PF&R infrastructure and, with the inclusion of community rooms and public art, improves the neighborhoods where fire stations are located. The program, managed through the Facilities Services Project Management program, completed the expansion of the Portland Communications Center and construction of five new fire stations and 23 remodeled stations.</p> |
| Goals | <p>Seismically upgrading these buildings supports the City goal of ensuring a safe community in that the facilities will better survive natural disasters, allowing first responders and their equipment to be available to assist the community. This program also supports the OMF goal of ensuring long-term financial health.</p> |
| Performance | <p>Through December 2010 the program resulted in the expansion of the Portland Communications Center, upgrades to 24 fire stations and administrative offices, and the construction of four new fire stations. For FY 2011-12 it is expected that the construction of a new Station 31 and the renovation of Station 18 will be in progress.</p> |
| Changes to Services and Activities | <p>Projects for Fire stations 18 and 31 are underway. After their completion, all projects will be complete and this program will be terminated.</p> <p>Projects related to passage of the recent Public Safety GO Bond including construction of the Emergency Communications Center (ECC) and Station 21 will begin. Station 21 will house the new fire boat and crew.</p> |

Internal Business Services

City Support Services Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Fire Station New Construction | | 0 | 3,268,948 | 1,618,031 | 1,618,031 |
| Fire Station Renovation & Construction | | 0 | 241,854 | 114,368 | 114,368 |
| Fire Station Renovations | | 250 | 1,418,296 | 1,524,110 | 1,524,110 |
| Total Expenditures | | 250 | 4,929,098 | 3,256,509 | 3,256,509 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Internal Business Services

City Support Services Service Area

Copy Services

| | |
|---|--|
| Description | Printing & Distribution's Copy Services program supports all City bureaus and a few external governmental agencies and neighborhood associations with current technology digital copiers and printers. Each placement is configured specifically for that work group's volume needs and business processes, with most equipment capable of the latest scanning and network printing technology. In addition to providing equipment, maintenance, and consumables with each placement, this program provides voluntary printer audit services designed to identify potential cost and process efficiencies. |
| Goals | This program is designed to accomplish the City goal of delivering efficient, effective, and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support the goal of continuously improving business processes. |
| Performance | Copy Services manages over 300 copier and printer devices located in bureaus throughout the City. In FY 2010-11, this program managed 18.2 million prints and sold and delivered 7.6 million sheets of paper to downtown higher-volume installations. All paper sold contained at least 30% post-consumer waste (PCW) with an increasing number of customers mandating 100% PCW for their standard copy paper. |
| Changes to Services and Activities | No significant changes in FY 2011-12. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Copier/Printer Services | | 189,403 | 262,514 | 264,296 | 264,296 |
| Copy Services | | 186 | 0 | (11,150) | 0 |
| New Equipment | | 128,165 | 165,250 | 161,250 | 161,250 |
| Total Expenditures | | 317,754 | 427,764 | 414,396 | 425,546 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|----------------------------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Total number of in-bureau copies | 17,500,000 | 18,230,000 | 18,000,000 | 18,000,000 | 18,000,000 |

Duplicating

Description

Printing & Distribution Duplicating program provides centralized reproduction and binding services. The central print shop specializes in shorter length, quick turnaround printing and xerography.

This location operates two shifts during the business week and delivers most service requests overnight. Services provided include digital reproduction, traditional bindery, and digital prepress services. Work that is more efficiently completed on specialized equipment not used by P&D is outsourced to commercial printers through a competitive bid process. This program supports City cost control efforts by working with bureaus to comply with City printing standards and sustainable paper policies.

In FY 2009-10 this program began obtaining authorized signatures for all City work that is an exception to City standards. In addition to City bureaus, reproduction services are also provided to larger local government agencies including Multnomah County, PDC, the State of Oregon, and Metro, as well as numerous smaller local government agencies and partners. This program also operates a second service center at 1900 SW 4th Avenue for the public use associated with the Bureau of Development Services permitting process.

Goals

The Duplicating program supports the City goal of delivering efficient, effective, and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support the goal to continuously improve business processes.

Performance

The Duplicating program annually prints and binds 40 million pages in-house. The basic copy center rate, which is the most commonly charged rate, has remained relatively constant. The FY 2011-12 copy center rate is \$0.03 per sheet.

Changes to Services and Activities

Due to increasing requests for short-run digital color, this program will continue to emphasize this area more and more.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| 1900 Building Service Center | | 213,433 | 240,323 | 220,851 | 220,747 |
| Customer Service | | 164,649 | 196,664 | 199,232 | 199,232 |
| Duplicating | | 1,564,509 | 0 | 0 | 0 |
| Main Print Shop | | 804,915 | 2,704,746 | 2,630,445 | 2,591,748 |
| Vended Printing | | 1,011,783 | 856,706 | 873,888 | 873,888 |
| Total Expenditures | | 3,759,288 | 3,998,439 | 3,924,416 | 3,885,615 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|

Effective

| | | | | | |
|------------------------------------|-------|-------|-------|-------|-------|
| Percentage of work shipped on time | 98.8% | 99.0% | 99.0% | 99.0% | 99.0% |
|------------------------------------|-------|-------|-------|-------|-------|

Internal Business Services

City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Basic Copy Center Rate | \$0.0300 | \$0.0300 | \$0.0300 | \$0.0310 | \$0.0310 |
| Workload | | | | | |
| Total number of work orders completed | 29,669 | 20,542 | 20,000 | 20,000 | 20,000 |
| Total number of copy center sheets | 13,400,000 | 11,840,000 | 11,000,000 | 11,000,000 | 11,000,000 |
| Total number of press impressions | 9,600,000 | 9,600,000 | 8,000,000 | 8,000,000 | 8,000,000 |
| Total Number of Digital Color Prints (in millions) | NA | NA | 1.20 | 1.40 | 1.40 |

Microfilm

| | |
|---|--|
| Description | Printing & Distribution's Microfilm program supports City bureaus with traditional microfilming services. Services include archival filming and processing for documents requiring long-term retention (the State of Oregon still does not recognize digital imaging as being archival); jacketizing, duplicating, and file maintenance services for bureaus still using film and fiche as a part of their workflow; and high-volume scanning-to-file and direct-to-film services. |
| Goals | The program is designed to accomplish the City goal of delivering efficient, effective, and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support the goal to continuously improve business processes. |
| Performance | This program processed over 250,000 traditional film exposures and 400 work orders in FY 2010-11. Annual volumes fluctuate from year to year due to the inconsistent nature of special projects. The program consistently exceeds its goal of a 98% on-time completion rate, and generally performs at or above 99%. |
| Changes to Services and Activities | No significant changes in FY 2011-12. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Microfilm | | 86 | 0 | 0 | 0 |
| Microfilming | | 164,637 | 261,383 | 124,764 | 124,764 |
| Total Expenditures | | 164,723 | 261,383 | 124,764 | 124,764 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|----------------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Work shipped on time | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Distribution

Description

Printing & Distribution's Distribution program supports City bureaus with interoffice mail and U.S. Mail services. Services include daily scheduled interoffice mail delivery for most City locations, delivery of incoming U.S. mail to select downtown locations, centralized outgoing U.S. mail processing, printing deliveries, and special delivery of a variety of materials. Distribution ensures all outgoing U.S. mail meets U.S. Postal Service requirements, all City legal requirements are met through same-day processing of all outgoing U.S. mail, all postage and handling costs are correctly allocated to sending bureaus, and all mail is processed for the lowest possible postage.

The program supports City cost control efforts by working with bureaus to comply with the City's mailing standards. In FY 2009-10 this program began obtaining authorized signatures for all mailing that is an exception to the standards. This program also provides centralized control and accounting for all City postage dollars.

Goals

The program is designed to accomplish the City goal of delivering efficient, effective, and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support continuously improving business processes.

Performance

Over 7.5 million pieces of mail and \$1.6 million of postage were managed in FY 2010-11. While the program anticipates processing a minimum of 800,000 pieces of mail per distribution employee each year, recently the actual number has been well above the target, at over 1 million per employee. This is the result of increasing efficiencies in mail processing and several large special projects that may or may not recur.

Changes to Services and Activities

The Distribution program will perform an efficiency audit of its delivery system in FY 2011-12.

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Distribution | | 63,949 | 0 | 0 | 0 |
| Interoffice Mail | | 410,353 | 454,880 | 442,371 | 442,322 |
| Postage | | 1,632,103 | 1,762,982 | 1,844,790 | 1,844,790 |
| Special Delivery | | 2,943 | 15,074 | 17,425 | 17,425 |
| US Mail | | 150,955 | 261,114 | 156,112 | 156,112 |
| Total Expenditures | | 2,260,304 | 2,494,050 | 2,460,698 | 2,460,649 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Total number of pieces mailed per distribution employee | 1,383,161 | 1,253,498 | 900,000 | 900,000 | 900,000 |

Liability

| | | | | | |
|---|---|--|--|--|--|
| Description | Risk Management's Liability program manages the City's self-insured and self-administered general tort and fleet liability operations, adjusting all tort claims filed against the City. Most of this program's budget consists of estimated claims payments, legal expenses (both internal and external), and the cost of the excess liability policy. The program also provides subrogation services recovering costs from third parties for harm they caused to city bureaus. The focus of the program is to adjust all claims in a timely manner to reduce and control the cost of current and potential litigation. The primary activities of this program are required by city code and subject to state statute. | | | | |
| Goals | Liability is designed to carry out the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health. | | | | |
| Performance | The effectiveness of this program is inversely related to the incurred cost of fleet and general liability claims. The number of general liability claims is holding steady. The average cost of general claims is expected to be affected by a small number of extremely expensive claims. A steady increase in the cost of litigation continues into the foreseeable future. The 2009 Legislature raised the tort caps for all public entities in Oregon. The law will now allow the caps to be increased annually until 2015. As expected, the impact of higher tort caps is beginning to be seen in the claims filed during the past year. Increased repair costs continue as a major factor of fleet liability claims cost. This past year there was another exceptionally serious vehicle crash that will keep the average fleet claim cost above earlier years' averages. | | | | |
| Changes to Services and Activities | <p>Changes to Medicare reporting was expected in calendar 2010 but has been delayed until October 2011. For the first time, tort claims with medical payments made to Medicare eligible individuals must be reported to the federal government. And Medicare must approve settlements involving bodily injury. It is expected to increase claims costs and slow claim closure, increasing claim workload. During 2010, the City finalized its reporting method and is prepared to begin mandatory reporting whenever Medicare requires.</p> <p>A Risk Management information system was slated to be purchased in FY 2009-10 to replace an aging data system that has limited functionality and has been supported by a sole contracted programmer, who wrote the program years ago and retired in 2008. Risk Management is working with the EBS program to scope an SAP solution for a new risk management information system, since the current risk data system has increasing performance issues. The new system would be designed to identify, target, and track risk management related information that can help contain and manage costs.</p> | | | | |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Liability | | 6,550,350 | 10,647,377 | 7,623,662 | 7,623,586 |

Internal Business Services

City Support Services Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Subrogation | | 94,961 | 120,761 | 98,328 | 98,968 |
| Total Expenditures | | 6,645,311 | 10,768,138 | 7,721,990 | 7,722,554 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Incurred cost of general liability claims per \$100 payroll | \$0.50 | \$0.90 | \$1.75 | \$1.75 | \$1.75 |
| Incurred cost of fleet liability claims per 100,000 miles driven | \$3,832 | \$4,120 | \$4,500 | \$4,750 | \$4,750 |

Workers' Compensation

| | |
|---|--|
| Description | <p>Risk Management's Workers' Compensation program manages the City's self-insured, self-administered workers' compensation services. Most of this program's budget consists of claims payments, legal expenses (both internal and external), and the cost of the workers' compensation excess claims policy. The mission of this program is to provide timely and equitable benefits to injured employees, advise management and employees on workers' compensation issues, injured worker return to work and compliance with related regulatory requirements. The primary activities of this program are mandated by City code, Oregon statute, and administrative rules.</p> |
| Goals | <p>The Workers' Compensation program is designed to carry out the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.</p> |
| Performance | <p>The effectiveness of this program is inversely related to the incurred cost of workers' compensation claims. Actuarial projections continue to show favorable cost containment in all open claims. The continued influence of medical services in cost development indicates the effectiveness of return to work practices that have reduced time loss and indemnity payments. Single digit medical inflation should continue to stem cost increases which may be offset by statutory changes to required benefits.</p> |
| Changes to Services and Activities | <p>Changes to Medicare reporting became effective in calendar 2010. The Workers' Compensation team led the compliance analysis, data conversion and testing for the new requirements. Markets are projecting as much as a 20% increase in costs of affected claims due to these new rules. No cost increase impact has been seen during 2010.</p> <p>A Risk Management information system was scheduled to be purchased in FY 2009-10 to replace an aging data system that has limited functionality. Implementation of a new system should improve data collection and integration, further enabling Risk Management to identify, target and track meaningful services that control costs. EBS project management is exploring whether SAP can be used as a risk management information system.</p> |

Internal Business Services

City Support Services Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Risk Management - Worker's Comp MCOs | | 24,745 | 0 | 0 | 0 |
| Workers' Compensation | | 3,715,666 | 4,513,659 | 3,780,932 | 3,781,082 |
| Total Expenditures | | 3,740,411 | 4,513,659 | 3,780,932 | 3,781,082 |
| Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure. | | | | | |
| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
| Effective | | | | | |
| Incurred cost of workers' compensation claims per \$100 payroll | \$0.52 | \$0.54 | \$1.25 | \$1.25 | \$1.25 |

Occupational Health & Infectious Disease

| | |
|---|--|
| Description | <p>Risk Management's Occupational Health & Infectious Disease program manages:</p> <ul style="list-style-type: none"> ◆ Citywide and bureau-specific occupational infectious disease programs. ◆ Immunizations and 24/7 follow-up of blood-borne pathogen exposures. ◆ The City's flu vaccination program. ◆ Respiratory protection medical surveillance. ◆ Infectious disease training and awareness. |
| Goals | Occupational Health & Infectious Disease carries out the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of enhancing customer service. |
| Performance | The workload of this program is measured by the annual number of bodily fluid exposure incidents managed, as well as the number of employees trained in dealing with blood-borne pathogens. The numbers are expected to remain relatively constant for the next two years. The number of employees served is not expected to increase substantially in the near term. However, a significant number of expected retirements of long trained, experienced personnel in the upcoming year may result in an increase in the incidence of exposures among inexperienced personnel. |
| Changes to Services and Activities | To improve services to sworn Patrol Officers, a satellite clinic opened in the Traffic Division Roll Call Room. In cooperation with the Fire & Police Disability and Retirement Bureau, Occupational Health made changes to its referral protocol to facilitate uninterrupted coverage for sworn police and fire employees who have had body fluid exposures. They will also reinstitute an OSHA required lead medical surveillance program during FY 2011-12. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Employee Flu Vaccination | | 26,968 | 34,250 | 25,749 | 25,749 |
| Infectious Disease | | 9,256 | 0 | 0 | 0 |
| Occupational Health & Infectious Disease | | 147,099 | 186,851 | 151,608 | 151,608 |
| Total Expenditures | | 183,323 | 221,101 | 177,357 | 177,357 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of bodily fluid exposure incidents managed | 11 | 23 | 20 | 26 | 26 |
| Number of employees trained to deal with bloodborne pathogens | 1,660 | 1,399 | 1,250 | 1,250 | 1,250 |

Commercial Insurance

| | |
|---|--|
| Description | Risk Management's Commercial Insurance program includes the marketing, purchase, and management of all the City's commercial policies. The cost of the policies that insure all City property and special policies to cover unique requirements of various City bureaus are captured in this program. The costs of the workers' compensation excess and the liability excess policies, however, are captured in the Workers' Compensation and the Liability programs, respectively. |
| Goals | Commercial Insurance is designed to carry out the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health. |
| Performance | Commercial insurance protects City assets and is an integral part of the City's financial portfolio. The cost of commercial insurance is greatly determined by market trends, as well as the special liability coverage needs of various City bureaus. Excess liability insurance was successfully renewed for FY 2010-11 within anticipated budget projections, without an increase in City retention and no sub-limit on City Attorney costs. The property insurance also renewed with the incumbent and within budget projections. To improve the City's position in attracting competitive quotes for its property coverage, Risk completed the first phase of an analysis to update property values for underwriting purposes. The Construction, Occupancy, Protection Exposure data, as well as GPS coordinates for covered city buildings have been entered into GIS. |
| Changes to Services and Activities | Phase two of the property values underwriting project will be complete in 2011. In cooperation with the City's broker, updated insurance appraisals were obtained in time for the FY 2011-12 commercial insurance renewal. This information will also be used to calculate a maximum probable loss and recalibrate the City's property coverage parameters. These calculations and adjustments will be made during 2011 in conjunction with key bureau stakeholders. The insurance broker contract is due to be rebid this upcoming year. Risk also participated in a State-Local Government Task Group in 2010 to develop acceptable indemnity and insurance requirements for Intergovernmental Agreements. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Commercial Insurance | | 77,237 | 168,856 | 164,233 | 164,051 |
| Insurance Policies | | 1,657,278 | 1,251,706 | 1,310,342 | 1,310,342 |
| Total Expenditures | | 1,734,515 | 1,420,562 | 1,474,575 | 1,474,393 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Annual cost of City's property premium based on market conditions | \$746,200 | \$959,000 | \$869,100 | \$1,149,924 | \$1,149,924 |

Loss Prevention

| | |
|---|---|
| Description | The Loss Prevention program is where Risk Management provides leadership and coordination of Citywide efforts to prevent losses due primarily to tort, fleet accidents, general liability claims, and the prevention of losses due to workforce injuries. Loss Prevention also assists the City in meeting OSHA compliance requirements and OSHA Division One services to meet the State's workers' compensation self-insurance requirements. |
| Goals | The program is designed to carry out the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health. |
| Performance | The program's effectiveness is inversely related to the number of claims each year. The number of general liability claims and fleet liability claims appear to be holding steady. The number of employee injuries per 200,000 hours worked continues to decline following the national trend. |
| Changes to Services and Activities | During 2010 Loss Prevention provided training and risk assessment tools to Procurement and bureau contract staff. These tools should help avoid unanticipated torts related to contracting issues. The Loss Prevention team is currently fully staffed. As a result, a refresh and update of core safety and OSHA compliance assistance will be available to bureaus in the upcoming year. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Loss Prevention - Liability | | 320,025 | 363,061 | 308,008 | 307,825 |
| Loss Prevention - Workers Comp | | 255,320 | 396,865 | 338,988 | 338,988 |
| Total Expenditures | | 575,345 | 759,926 | 646,996 | 646,813 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Number of general liability claims per 200,000 hours worked | 8.26 | 8.80 | 9.50 | 9.50 | 9.50 |
| Number of fleet liability claims per 100,000 miles driven | 0.91 | 0.76 | 1.12 | 1.12 | 1.12 |
| Number of workers' compensation claims per 200,000 hours worked | 6.02 | 5.00 | 6.00 | 6.00 | 6.00 |

Procurement

| | |
|---|--|
| Description | <p>Procurement Services provides leadership, policy development, oversight and management of the City's procurement and contracting processes. Reporting to the BIBS Director, the Chief Procurement Officer provides operational management for the division, awards contracts and price agreements of \$500,000 or less, recommends contract awards to City Council for contracts in excess of \$500,000, authorizes contract amendments and final payments on contracts, adopts procedures and administrative rules, and resolving protests of contract award decisions. Administrative staff provide support and oversees internal business and operational needs. Additionally, administrative staff develops policy, reports on the City's sustainable procurement efforts, and operate the Minority Evaluator Program.</p> <p>Procurement Services houses two programs, Procurement and Outside Services, and work teams of: Construction and Public Improvements Contracting; Goods and Services; Technology Services; and Professional, Technical, and Expert (PTE) Services Contracting.</p> |
| Goals | <p>Federal and state laws, City Code, or Council directives mandate the services and oversight functions provided by Procurement Services' teams; Procurement Services activities link to all City goals. Procurement Services further supports the OMF goals of long-term financial health.</p> |
| Performance | <p>Program efficiency is measured by the number of procurements successfully completed during the fiscal year. Effectiveness is measured by the use of minority/women/emerging small business (M/W/ESB) firms as prime and sub contractors, as well as having a diverse workforce by requiring the use of minority and women workers on City projects. The efficiency of the procurement card program is measured by the number of cards issued and annual expenditures.</p> |
| Changes to Services and Activities | <p>During FY 2011-12, the Procurement team will be responding to the findings of the comprehensive Disparity Study completed in FY 2010-11. Funding in FY 2011-12 will allow Procurement Services to develop a Supplier Diversity program to ensure opportunities for M/W/ESB involvement in the City's commodity and services supply chain. A temporary staff increase will also be funded in order to provide crucial compliance services for the many Local Stimulus projects contracted during 2009 and 2010.</p> |

Internal Business Services

City Support Services Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Procurement | | 2,881,985 | 4,440,533 | 4,163,231 | 4,163,231 |
| Total Expenditures | | 2,881,985 | 4,440,533 | 4,163,231 | 4,163,231 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent of apprenticeship hours worked on City contracts | 16.00% | 17.91% | 19.20% | 18.00% | 18.00% |
| Percent of formal prime contracts less than \$200,000 awarded to M/W/ESB contractors | 42.0% | 61.5% | 28.0% | 25.0% | 25.0% |
| Percent of minority/women contractor hours worked on City construction contracts | 19.7% | 22.6% | 22.8% | 22.0% | 22.0% |
| Efficiency | | | | | |
| Total procurement card expenditures (in millions) | \$14.20 | \$13.51 | \$13.20 | \$12.50 | \$12.50 |
| Workload | | | | | |
| Number of formal and informal PTE contracts processed | 407 | 300 | 230 | 230 | 230 |

Outside Services

| | |
|---|---|
| Description | Procurement Services' Outside Services Team provides support and policy development for the Fair Contracting and Employment Strategy. The Strategy and the resulting administrative rules are the City's foundation for providing opportunities to M/W/ESB construction firms. Members of the Outside Services team are responsible for the Sheltered Market Program, Good Faith Effort Program, Workforce Training and Hiring Program, Project Management Training Program, and the PTE Marketing and Outreach Program. Members of the Outside Services team also market and perform compliance services for the Portland Development Commission and the Housing Authority of Portland through intergovernmental agreements. |
| Goals | The team supports economic development through the promotion of opportunities for small, women-owned and minority-owned businesses is the focus of the Outside Services team. In addition, it supports the OMF goal of continuously improving business practices. |
| Performance | The Outside Services team's performance is measured by the number of minority-owned, women-owned and emerging small businesses used in City contracting as prime and sub contractors, and by the use of women and minority apprentices on City construction projects. |
| Changes to Services and Activities | In FY 2011-12 the Outside Services group will be responsible for responding to the Disparity Study completed during FY 2010-11, including review of existing policies and procedures and development of new initiatives based on study findings. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Outside Services | | 1,079,592 | 1,112,287 | 1,036,863 | 1,036,863 |
| Total Expenditures | | 1,079,592 | 1,112,287 | 1,036,863 | 1,036,863 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Summary of Division Budget

Internal Business Services

City Support Services Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 16,841,453 | 7,895,169 | 8,394,497 | 7,426,831 | 7,426,831 |
| Intergovernmental | 4,276,694 | 5,407,152 | 15,375,028 | 3,632,996 | 3,632,996 |
| Bond & Note | 37,748,427 | 2,298,786 | 27,786,070 | 5,451,000 | 5,451,000 |
| Miscellaneous | 5,813,782 | 3,598,890 | 2,732,807 | 1,843,525 | 1,745,545 |
| Total External Revenues | 64,680,356 | 19,199,997 | 54,288,402 | 18,354,352 | 18,256,372 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 368,071 | 1,246,495 | 1,605,197 | 1,204,151 | 1,204,151 |
| General Fund Overhead | 2,473,062 | 2,775,125 | 3,216,231 | 3,312,822 | 3,312,822 |
| Fund Transfers - Revenue | 7,077,926 | 3,503,163 | 4,668,011 | 3,616,599 | 3,616,599 |
| Interagency Revenue | 71,046,058 | 68,844,500 | 75,528,702 | 72,531,974 | 74,484,703 |
| Total Internal Revenues | 80,965,117 | 76,369,283 | 85,018,141 | 80,665,546 | 82,618,275 |
| Beginning Fund Balance | 102,966,609 | 101,536,135 | 90,390,482 | 106,505,403 | 105,878,927 |
| Total Resources | \$248,612,082 | \$197,105,415 | \$229,697,025 | \$205,525,301 | \$206,753,574 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 16,524,329 | 16,975,011 | 18,487,000 | 18,649,349 | 18,649,349 |
| External Materials and Services | 41,709,542 | 42,869,386 | 62,281,773 | 44,142,133 | 45,891,594 |
| Internal Materials and Services | 11,024,974 | 8,414,622 | 9,573,375 | 10,223,261 | 10,224,810 |
| Capital Outlay | 19,057,437 | 12,380,426 | 30,039,825 | 14,108,652 | 16,773,549 |
| Total Bureau Expenditures | 88,316,282 | 80,639,445 | 120,381,973 | 87,123,395 | 91,539,302 |
| Fund Expenditures | | | | | |
| Debt Service | 38,231,781 | 12,615,848 | 13,433,541 | 13,281,821 | 13,281,821 |
| Contingency | 0 | 0 | 92,118,600 | 100,936,562 | 97,748,928 |
| Fund Transfers - Expense | 9,213,127 | 4,251,509 | 3,762,911 | 4,183,523 | 4,183,523 |
| Total Fund Expenditures | 47,444,908 | 16,867,357 | 109,315,052 | 118,401,906 | 115,214,272 |
| Ending Fund Balance | 112,850,892 | 99,598,613 | 0 | 0 | 0 |
| Total Requirements | \$248,612,082 | \$197,105,415 | \$229,697,025 | \$205,525,301 | \$206,753,574 |
| Programs | | | | | |
| Administration & Support | | 4,698,218 | 288,301 | 852,077 | 915,195 |
| Administration & Support | | 11,890 | 0 | 0 | 0 |
| Administration & Support | | 5,167,594 | 64,600 | 127,600 | 127,600 |
| Administration & Support | | (24,393) | 0 | 0 | 0 |
| Business Solutions | | 636 | 0 | 0 | 0 |
| Commercial Insurance | | 1,734,515 | 1,420,562 | 1,474,575 | 1,474,393 |
| Copy Services | | 317,754 | 427,764 | 414,396 | 425,546 |
| Distribution | | 2,260,304 | 2,494,050 | 2,460,698 | 2,460,649 |
| Duplicating | | 3,759,288 | 3,998,439 | 3,924,416 | 3,885,615 |
| Enterprise Operations Management | | 145,482 | 147,659 | 224,463 | 222,069 |
| Fire Station Renovation & Construction | | 250 | 4,929,098 | 3,256,509 | 3,256,509 |
| Fuel Management | | (38,065) | 0 | 0 | 0 |
| Liability | | 6,645,311 | 10,768,138 | 7,721,990 | 7,722,554 |
| Loss Prevention | | 575,345 | 759,926 | 646,996 | 646,813 |
| Maintenance & Repair | | 16,352,861 | 18,735,673 | 17,461,744 | 17,561,093 |
| Microfilm | | 164,723 | 261,383 | 124,764 | 124,764 |
| Neighborhood Resource Center | | (2,276) | 0 | 0 | 0 |

Internal Business Services

Summary of Division Budget

City Support Services Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| New & Replacement Acquisitions | | 7,122,461 | 14,680,874 | 8,146,066 | 10,726,963 |
| Occupational Health & Infectious Disease | | 183,323 | 221,101 | 177,357 | 177,357 |
| Operations and Maintenance | | 13,908,663 | 15,361,347 | 20,283,007 | 20,203,624 |
| Outside Services | | 1,079,592 | 1,112,287 | 1,036,863 | 1,036,863 |
| PGE Park | | 4,137 | 0 | 0 | 0 |
| Plan Review | | (4,313) | 0 | 0 | 0 |
| Procurement | | 2,881,985 | 4,440,533 | 4,163,231 | 4,163,231 |
| Project Management Office | | 5,229,138 | 22,769,261 | 8,149,469 | 9,933,138 |
| Property Management | | 341,732 | 620,357 | 280,595 | 278,297 |
| Recreation | | 3,735 | 0 | 0 | 0 |
| Rose Quarter | | 2,284,699 | 0 | 0 | 0 |
| Special Appropriations - Community Development | | 81,162 | 0 | 0 | 0 |
| Specialized Planning | | (5,381) | 0 | 0 | 0 |
| Spectator Facilities | | 1,954,228 | 12,296,667 | 2,340,480 | 2,340,780 |
| Vehicle Pool | | 64,436 | 70,294 | 75,167 | 75,167 |
| Workers' Compensation | | 3,740,411 | 4,513,659 | 3,780,932 | 3,781,082 |
| Total Programs | | \$80,639,445 | \$120,381,973 | \$87,123,395 | \$91,539,302 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|---|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 3.00 | 155,844 | 3.00 | 158,351 | 3.00 | 158,351 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 1.00 | 50,632 | 1.00 | 52,704 | 1.00 | 52,704 |
| 30000436 | Administrative Supervisor I | 54,080 | 72,051 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| 30000437 | Administrative Supervisor II | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000125 | Auto Body Restorer | 51,355 | 55,806 | 4.00 | 223,248 | 4.00 | 223,248 | 4.00 | 223,248 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 1.00 | 75,360 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30001208 | Chief Procurement Officer | 92,186 | 128,752 | 1.00 | 119,724 | 1.00 | 123,405 | 1.00 | 123,405 |
| 30000477 | Claims Analyst | 54,080 | 72,051 | 1.00 | 61,032 | 1.00 | 63,320 | 1.00 | 63,320 |
| 30000478 | Claims Analyst, Sr | 59,634 | 79,518 | 3.00 | 228,432 | 3.00 | 231,276 | 3.00 | 231,276 |
| 30000066 | Claims Technician | 41,059 | 52,832 | 2.00 | 103,172 | 2.00 | 105,672 | 2.00 | 105,672 |
| 30000470 | Contractor Dev Program Coordinator | 62,629 | 83,637 | 3.00 | 246,811 | 3.00 | 249,886 | 3.00 | 249,886 |
| 30000472 | Contractor Development Supervisor | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000469 | Contracts Compliance Specialist | 56,763 | 75,670 | 4.00 | 302,688 | 4.00 | 302,688 | 4.00 | 302,688 |
| 30000041 | Distribution Technician | 37,981 | 46,550 | 4.00 | 186,192 | 4.00 | 186,192 | 4.00 | 186,192 |
| 30000042 | Distribution Technician, Lead | 39,894 | 48,880 | 1.00 | 48,876 | 1.00 | 48,876 | 1.00 | 48,876 |
| 30000368 | Engineer-Mechanical | 79,997 | 97,219 | 1.00 | 97,224 | 1.00 | 97,224 | 1.00 | 97,224 |
| 30000719 | Facilities Construction Proj Mgr,Supvsg | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000718 | Facilities Construction Project Manager | 62,629 | 83,637 | 3.00 | 250,836 | 4.00 | 313,548 | 4.00 | 313,548 |
| 30000717 | Facilities Construction Project Spec | 54,080 | 72,051 | 2.00 | 126,132 | 2.00 | 126,132 | 2.00 | 126,132 |
| 30000456 | Facilities Contracts Coordinator | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000711 | Facilities Maint Dispatch/Scheduler | 41,475 | 63,856 | 2.00 | 95,988 | 2.00 | 99,036 | 2.00 | 99,036 |
| 30000713 | Facilities Maintenance Supervisor | 54,080 | 72,051 | 1.00 | 72,048 | 1.00 | 72,048 | 1.00 | 72,048 |
| 30000071 | Facilities Maintenance Technician | 55,515 | 59,966 | 14.00 | 826,140 | 14.00 | 826,140 | 14.00 | 826,140 |
| 30000715 | Facilities Services Division Manager | 85,800 | 116,293 | 1.00 | 110,412 | 1.00 | 113,805 | 1.00 | 113,805 |
| 30000712 | Facilities Services Specialist | 54,080 | 72,051 | 2.00 | 134,508 | 2.00 | 136,648 | 2.00 | 136,648 |
| 30001108 | Internal Business Services Director | 101,421 | 145,205 | 1.00 | 145,200 | 1.00 | 145,200 | 1.00 | 145,200 |
| 30000721 | Mail/Micrographics Supervisor | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 1.00 | 56,760 | 1.00 | 56,760 | 1.00 | 56,760 |
| 30000450 | Management Assistant | 44,533 | 68,619 | 1.00 | 56,214 | 1.00 | 58,518 | 1.00 | 58,518 |
| 30000129 | Motorcycle Mechanic | 51,355 | 55,806 | 1.00 | 55,812 | 1.00 | 55,812 | 1.00 | 55,812 |
| 30000475 | Occupational Health Program Manager | 65,811 | 88,046 | 1.00 | 71,328 | 1.00 | 74,244 | 1.00 | 74,244 |
| 30000011 | Office Support Specialist I | 28,350 | 39,354 | 1.00 | 39,360 | 1.00 | 39,360 | 1.00 | 39,360 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 3.00 | 123,468 | 3.00 | 130,000 | 3.00 | 130,000 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 2.00 | 99,324 | 2.00 | 101,207 | 2.00 | 101,207 |
| 30000722 | Print Shop Supervisor | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000044 | Printing & Distrib Custmr Svc Rep, Lead | 46,738 | 58,531 | 1.00 | 58,536 | 1.00 | 58,536 | 1.00 | 58,536 |
| 30000043 | Printing & Distrib Customer Svc Rep | 40,664 | 50,814 | 3.00 | 142,308 | 3.00 | 142,308 | 3.00 | 142,308 |
| 30000723 | Printing & Distribution Manager | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30000059 | Procurement Specialist | 47,008 | 57,387 | 3.00 | 161,772 | 3.00 | 161,772 | 3.00 | 161,772 |
| 30000058 | Procurement Specialist, Assistant | 39,208 | 47,840 | 5.00 | 239,793 | 5.00 | 244,622 | 5.00 | 244,622 |
| 30000060 | Procurement Specialist, Sr | 55,307 | 70,138 | 3.00 | 201,268 | 3.00 | 209,172 | 3.00 | 209,172 |
| 30000471 | Procurement Supervisor | 62,629 | 83,637 | 4.00 | 302,760 | 4.00 | 305,118 | 4.00 | 305,118 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 5.00 | 347,052 | 5.00 | 359,134 | 5.00 | 359,134 |
| 30000465 | Program Manager | 62,629 | 83,637 | 1.00 | 62,628 | 1.00 | 62,628 | 1.00 | 62,628 |
| 30000463 | Program Specialist | 54,080 | 72,051 | 1.00 | 67,356 | 1.00 | 69,656 | 1.00 | 69,656 |
| 30000698 | Property Acquisition & Services Manager | 62,629 | 83,637 | 2.00 | 144,338 | 2.00 | 148,622 | 2.00 | 148,622 |
| 30000473 | Purchasing Manager | 79,830 | 106,288 | 1.00 | 93,000 | 1.00 | 95,544 | 1.00 | 95,544 |
| 30000047 | Reprographic Operator I | 33,550 | 43,014 | 6.00 | 248,652 | 6.00 | 248,652 | 6.00 | 248,652 |
| 30000048 | Reprographic Operator II | 40,664 | 50,814 | 4.00 | 193,128 | 4.00 | 193,128 | 4.00 | 193,128 |
| 30000049 | Reprographic Operator III | 46,738 | 58,531 | 2.00 | 117,072 | 2.00 | 117,072 | 2.00 | 117,072 |

Internal Business Services

FTE Summary

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|---|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000484 | Risk Manager | 79,830 | 106,288 | 1.00 | 105,194 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000481 | Risk Specialist | 54,080 | 72,051 | 2.00 | 123,360 | 2.00 | 127,223 | 2.00 | 127,223 |
| 30000482 | Risk Specialist, Sr | 59,634 | 79,518 | 2.00 | 159,048 | 2.00 | 159,048 | 2.00 | 159,048 |
| 30000483 | Risk Supervisor | 68,994 | 92,726 | 3.00 | 265,644 | 3.00 | 270,117 | 3.00 | 270,117 |
| 30000716 | Spectator Facilities Manager | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000055 | Storekeeper/Acquisition II:Auto Part Spec | 42,619 | 52,104 | 4.00 | 208,416 | 4.00 | 208,416 | 4.00 | 208,416 |
| 30000467 | Stores System Supervisor I | 54,080 | 72,051 | 1.00 | 66,144 | 1.00 | 68,630 | 1.00 | 68,630 |
| 30000457 | Technology Svcs Contracts Coordinator | 59,634 | 79,518 | 1.00 | 79,524 | 1.00 | 79,524 | 1.00 | 79,524 |
| 30000131 | Vehicle & Equipment Mechanic | 51,355 | 55,806 | 48.00 | 2,652,264 | 48.00 | 2,652,264 | 48.00 | 2,652,264 |
| 30000132 | Vehicle & Equipment Mechanic, Lead | 53,851 | 58,552 | 2.00 | 112,404 | 2.00 | 112,404 | 2.00 | 112,404 |
| 30000706 | Vehicle Acquisition Analyst | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000709 | Vehicle Maintenance Superintendent | 68,994 | 92,726 | 1.00 | 92,472 | 1.00 | 92,661 | 1.00 | 92,661 |
| 30000707 | Vehicle Maintenance Supervisor I | 56,763 | 75,670 | 4.00 | 280,680 | 4.00 | 288,137 | 4.00 | 288,137 |
| 30000708 | Vehicle Maintenance Supervisor II | 62,629 | 83,637 | 1.00 | 78,756 | 1.00 | 81,984 | 1.00 | 81,984 |
| 30000705 | Vehicle Program Specialist | 44,533 | 68,619 | 1.00 | 68,616 | 1.00 | 68,616 | 1.00 | 68,616 |
| 30001360 | Vehicle Services Administration Supvr | 62,629 | 83,637 | 1.00 | 62,628 | 1.00 | 64,126 | 1.00 | 64,126 |
| 30000710 | Vehicle Services Manager | 85,800 | 116,293 | 1.00 | 116,292 | 1.00 | 116,292 | 1.00 | 116,292 |
| 30000123 | Welder | 50,835 | 55,224 | 3.00 | 165,672 | 3.00 | 165,672 | 3.00 | 165,672 |
| 30000480 | Workers Comp/Disability Analyst, Sr | 59,634 | 79,518 | 2.00 | 144,132 | 2.00 | 145,452 | 2.00 | 145,452 |
| 30000479 | Workers Compensation/Disability Analyst | 54,080 | 72,051 | 1.00 | 64,828 | 1.00 | 67,478 | 1.00 | 67,478 |
| TOTAL FULL-TIME POSITIONS | | | | 195.00 | 12,234,826 | 196.00 | 12,403,588 | 196.00 | 12,403,588 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000469 | Contracts Compliance Specialist | 56,763 | 75,670 | 0.00 | 0 | 1.00 | 56,208 | 1.00 | 56,208 |
| 30000058 | Procurement Specialist, Assistant | 39,208 | 47,840 | 0.00 | 0 | 1.00 | 56,208 | 1.00 | 56,208 |
| 30000060 | Procurement Specialist, Sr | 55,307 | 70,138 | 1.00 | 60,948 | 1.00 | 65,980 | 1.00 | 65,980 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 0.00 | 0 | 1.00 | 80,316 | 1.00 | 80,316 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 60,948 | 4.00 | 258,712 | 4.00 | 258,712 |
| GRAND TOTAL | | | | 196.00 | 12,295,774 | 200.00 | 12,662,300 | 200.00 | 12,662,300 |

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

| Action | Amount | | | FTE | Decision |
|--|------------|-----------|---------------|--------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 86,047,887 | 0 | 86,047,887 | 197.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (135,405) | 0 | (135,405) | 0.00 | CityFleet Operating Fund |
| | (105,000) | 1,124,582 | 1,019,582 | 0.00 | Facilities Services Operating Fund |
| | (23,440) | 0 | (23,440) | 0.00 | Risk Management Funds |
| | (12,751) | 291,887 | 279,136 | 3.00 | Procurement Services |
| | (58,061) | 0 | (58,061) | 0.00 | Printing & Distribution Operating Fund |
| | (6,304) | 0 | (6,304) | 0.00 | OMF interagency packages |
| Approved Budget Additions and Reductions | 0 | 1,610,912 | 1,610,912 | 0.00 | Facilities Services Operating Fund |
| | 0 | 193,268 | 193,268 | 0.00 | CityFleet Operating Fund |
| | 0 | (28,000) | (28,000) | 0.00 | Printing & Distribution Operating Fund |
| Adopted Budget Additions and Reductions | (776) | 776 | 0 | 0.00 | OMF interagency packages |
| | 0 | 150,300 | 150,300 | 0.00 | Facilities Services Operating Fund |
| | 0 | 2,486,978 | 2,486,978 | 0.00 | CityFleet Operating Fund |
| | 0 | 1,500 | 1,500 | 0.00 | BIBS Administrative Services |
| | 0 | 300 | 300 | 0.00 | Spectator Facilities |
| | 0 | 300 | 300 | 0.00 | Printing & Distribution Operating Fund |
| | 0 | 199 | 199 | 0.00 | Insurance & Claims |
| | 0 | 150 | 150 | 0.00 | Workers Compensation |
| | (341,737) | 5,833,152 | 5,491,415 | 3.00 | Total FY 2011-12 Decision Packages |
| | | | 91,539,302 | 200.00 | Total Adopted Budget |

Revenue Bureau

Overview

The Revenue Bureau was formed with the following goals:

- ◆ Improve the City's ability to respond to and effectively serve its customers whether in person, over the phone, or via the internet.
- ◆ Create easier, more centralized access for the public, businesses, and other jurisdictions to do business with the City.
- ◆ Continue its emphasis on revenue collection.
- ◆ Achieve ongoing savings due to improvements in system delivery and process.

The Regulatory and Revenue Collection programs of the bureau strive to provide outstanding service, to efficiently and equitably collect revenues to fund essential City services, and to provide regulatory oversight to promote safety and livability.

Revenue Collections

| | |
|---|--|
| Description | The Revenue Collections program provides revenue collection and administrative support for business income tax, transient lodgings tax, business improvement districts, special assessment liens, and the utility billing system. |
| Goals | The program supports the City goal to deliver efficient, effective, and accountable municipal services by delivering responsive, competitive government services and maintaining a financially healthy City. The program supports the OMF goals of ensuring long-term financial health and continuously improving business processes. |
| Performance | The program will continue efforts to identify new revenue sources, enhance collection efforts, and improve use of information technology to complete work more efficiently. The performance measures for this program include total revenues collected, cost per dollar collected, and number of accounts managed. Other measures are the number of e-commerce transactions and the dollar amount collected from these transactions. |
| Changes to Services and Activities | The program will continue to pursue initiatives to streamline the bureau's business management functions and pursue the possibility of expanding revenue collections with other City bureaus. The bureau has been collecting significant revenues through the efforts of the Unlicensed Compliance team, the Delinquent Collections team, and the Audit section. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 58.43 | 57.84 | 57.09 | 58.09 |
| Expenditures | | | | | |
| Business Solutions | | 2,654,177 | 3,461,016 | 3,332,854 | 3,332,854 |
| License and Tax | | 10,878,127 | 12,106,873 | 11,826,158 | 11,826,158 |
| Operations | | 2,243,687 | 1,831,278 | 2,020,416 | 2,020,416 |
| Total Expenditures | | 15,775,991 | 17,399,167 | 17,179,428 | 17,179,428 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Business License Tax Gap - Difference between business taxes paid and owed (in millions) | \$4.69 | \$6.81 | \$6.73 | \$6.64 | \$6.64 |
| Total license & tax revenue collected (in millions) | \$157 | \$145 | \$147 | \$148 | \$148 |
| Total other revenues collected (in millions) | \$15 | \$24 | \$16 | \$18 | \$18 |
| Efficiency | | | | | |
| Cost per license & tax dollar collected | \$0.03 | \$0.04 | \$0.04 | \$0.04 | \$0.04 |
| Cost per operations dollar collected | \$0.04 | \$0.02 | \$0.04 | \$0.04 | \$0.04 |
| Number of e-commerce transactions | 9,796 | 10,533 | 11,325 | 12,178 | 12,178 |

Revenue Bureau

City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of license & tax accounts managed | 61,067 | 65,873 | 72,773 | 76,913 | 76,913 |
| Number of collections accounts managed | 4,918 | 4,801 | 4,721 | 4,547 | 4,547 |

Regulatory

| | |
|---|--|
| Description | The Regulatory program issues permits and enforces regulations for private for-hire ground transportation companies, vehicles and drivers (including taxis, executive sedans, shuttles, limousines, medical transportation, and pedicabs), towing companies, vehicles, drivers and City contracts, pay and park lots, private property impounds, secondhand dealers, social games, amusement devices, payday lenders, and special events. The program collects more than \$880,000 in revenues for the City. |
| Goals | The program supports the City goal to deliver efficient, effective, and accountable municipal services by delivering responsive, competitive government services and maintaining a financially healthy City, and supports the OMF strategic plan goal of enhancing customer service and continuously improving business processes. |
| Performance | Over the last two year's, program revenues have been steadily increasing due to revisions in code and administrative rules. These changes, coupled with improved enforcement, resulted in higher compliance rates and increased revenues. Revenues for FY 2011-12 are currently projected to be more than double the amount collected in FY 2008-09. |
| Changes to Services and Activities | <p>The primary services and activities of this division are consistent with prior years. In addition to the code and rule improvements, the bureau has increased administrative and on-the-street enforcement in the private for-hire transportation program. Other changes are as follows:</p> <ul style="list-style-type: none"> ◆ Inspections and permitting have been revised to increase convenience for permittees. ◆ A new database built for tracking and reporting is now in use in all Regulatory programs and will support the compliance monitoring, enforcement, and reporting in the coming years. ◆ Targeted compliance monitoring is planned for the amusement device permit program. ◆ A new City towing contract is being prepared and will be approved and awarded prior to September 2011. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 7.30 | 7.41 | 8.41 | 8.41 |
| Expenditures | | | | | |
| Regulatory | | 425,875 | 429,816 | 668,937 | 668,937 |
| Regulatory - Payday Lenders | | 2,400 | 0 | 0 | 0 |
| Regulatory - Private Property Impound | | 59 | 0 | 0 | 0 |
| Regulatory - Second Hand Dealers | | 98,447 | 97,674 | 102,612 | 102,612 |
| Regulatory - Special Events | | 108,514 | 88,338 | 94,626 | 94,626 |
| Regulatory - Taxi | | 216,667 | 181,698 | 190,992 | 190,992 |
| Regulatory - Towing | | 142,785 | 157,866 | 165,111 | 165,111 |
| Total Expenditures | | 994,747 | 955,392 | 1,222,278 | 1,222,278 |

Revenue Bureau

City Support Services Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
|------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
|-------------|----------------------|----------------------|---------------------------|--------------------|----------------------|

Workload

| | | | | | |
|------------------------------------|---------|---------|---------|---------|-----------|
| Total Regulatory Revenue collected | 585,794 | 885,374 | 900,000 | 900,000 | 1,200,000 |
| Number of Permits/Contracts Issued | 3,525 | 3,600 | 3,873 | 3,873 | 3,873 |

Summary of Division Budget

Revenue Bureau
 City Support Services Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 3,927,818 | 2,287,477 | 3,531,640 | 3,049,720 | 3,049,720 |
| Licenses & Permits | 6,330,334 | 5,525,734 | 5,777,536 | 6,223,064 | 6,223,064 |
| Charges for Services | 37,510 | 29,243 | 28,650 | 28,100 | 28,100 |
| Intergovernmental | 1,312,291 | 864,437 | 856,552 | 877,966 | 877,966 |
| Miscellaneous | 164,990 | 96,575 | 94,918 | 67,000 | 67,000 |
| Total External Revenues | 11,772,943 | 8,803,467 | 10,289,296 | 10,245,850 | 10,245,850 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 3,524,903 | 3,914,420 | 3,968,957 | 4,032,711 | 4,032,711 |
| Fund Transfers - Revenue | 10,000 | 735 | 711 | 0 | 0 |
| Interagency Revenue | 4,179,340 | 3,548,798 | 4,119,754 | 4,142,534 | 4,142,534 |
| Total Internal Revenues | 7,714,243 | 7,463,953 | 8,089,422 | 8,175,245 | 8,175,245 |
| Beginning Fund Balance | 1,043,269 | 1,319,641 | 566,074 | 219,882 | 219,882 |
| Total Resources | \$20,530,455 | \$17,587,061 | \$18,944,792 | \$18,640,977 | \$18,640,977 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 5,169,151 | 5,637,722 | 5,827,074 | 6,230,298 | 6,288,666 |
| External Materials and Services | 9,207,768 | 9,113,371 | 9,982,125 | 9,624,768 | 9,566,400 |
| Internal Materials and Services | 3,075,253 | 2,239,744 | 2,545,360 | 2,546,640 | 2,546,640 |
| Total Bureau Expenditures | 17,452,172 | 16,990,837 | 18,354,559 | 18,401,706 | 18,401,706 |
| Fund Expenditures | | | | | |
| Contingency | 0 | 0 | 107,595 | 0 | 0 |
| Fund Transfers - Expense | 1,758,642 | 28,061 | 13,938 | 18,235 | 18,235 |
| Total Fund Expenditures | 1,758,642 | 28,061 | 121,533 | 18,235 | 18,235 |
| Ending Fund Balance | 1,319,641 | 568,163 | 468,700 | 221,036 | 221,036 |
| Total Requirements | \$20,530,455 | \$17,587,061 | \$18,944,792 | \$18,640,977 | \$18,640,977 |
| Programs | | | | | |
| Commissioner's Office | | (1,389) | 0 | 0 | 0 |
| Debt Management | | 237,665 | 0 | 0 | 0 |
| License and Tax | | 46 | 0 | 0 | 0 |
| Plan Review | | (10,842) | 0 | 0 | 0 |
| Regulatory | | 994,747 | 955,392 | 1,222,278 | 1,222,278 |
| Revenue Collection | | 15,775,991 | 17,399,167 | 17,179,428 | 17,179,428 |
| Site Development | | (5,381) | 0 | 0 | 0 |
| Total Programs | | \$16,990,837 | \$18,354,559 | \$18,401,706 | \$18,401,706 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Revenue Bureau

City Support Services Service Area

FTE Summary

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|-------------------------------------|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000063 | Accountant II | 49,171 | 60,070 | 1.00 | 56,646 | 1.00 | 58,882 | 1.00 | 58,882 |
| 30000064 | Accountant III | 54,142 | 66,102 | 1.00 | 66,108 | 1.00 | 66,108 | 1.00 | 66,108 |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 1.00 | 56,844 | 1.00 | 58,590 | 1.00 | 58,590 |
| 30000437 | Administrative Supervisor II | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 5.00 | 359,500 | 5.00 | 369,006 | 5.00 | 369,006 |
| 30000447 | Business Systems Analyst, Assistant | 44,533 | 68,619 | 2.00 | 95,851 | 2.00 | 98,870 | 2.00 | 98,870 |
| 30000449 | Business Systems Analyst, Sr | 62,629 | 83,637 | 2.00 | 159,181 | 2.00 | 163,159 | 2.00 | 163,159 |
| 30000017 | Customer Accounts Specialist I | 33,405 | 46,758 | 2.00 | 93,528 | 2.00 | 93,528 | 2.00 | 93,528 |
| 30000568 | Financial Analyst, Sr | 62,629 | 83,637 | 1.00 | 81,396 | 1.00 | 83,079 | 1.00 | 83,079 |
| 30000588 | License & Tax Division Manager | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 2.00 | 135,996 | 2.00 | 140,519 | 2.00 | 140,519 |
| 30000466 | Program Manager, Sr | 74,214 | 98,862 | 1.00 | 98,868 | 1.00 | 98,868 | 1.00 | 98,868 |
| 30001033 | Regulatory Division Manager | 74,214 | 98,862 | 1.00 | 91,032 | 1.00 | 94,764 | 1.00 | 94,764 |
| 30000190 | Regulatory Program Administrator | 60,112 | 72,176 | 3.00 | 216,540 | 3.00 | 216,540 | 3.00 | 216,540 |
| 30000189 | Regulatory Program Specialist | 41,829 | 53,768 | 2.00 | 101,760 | 3.00 | 145,836 | 3.00 | 145,836 |
| 30000191 | Revenue & Taxation Specialist I | 33,405 | 43,430 | 6.00 | 240,528 | 6.00 | 244,169 | 7.00 | 281,549 |
| 30000193 | Revenue & Taxation Specialist III | 41,829 | 53,768 | 4.00 | 209,304 | 4.00 | 210,936 | 4.00 | 210,936 |
| 30000194 | Revenue & Taxation Specialist IV | 45,406 | 57,346 | 13.00 | 711,156 | 13.00 | 718,068 | 13.00 | 718,068 |
| 30000196 | Revenue & Taxation Specialist V | 48,984 | 61,610 | 4.00 | 246,432 | 4.00 | 246,432 | 4.00 | 246,432 |
| 30000586 | Revenue Audit Supervisor | 65,811 | 88,046 | 1.00 | 88,044 | 1.00 | 88,044 | 1.00 | 88,044 |
| 30000404 | Revenue Auditor | 56,763 | 75,670 | 3.00 | 215,012 | 3.00 | 221,508 | 3.00 | 221,508 |
| 30000405 | Revenue Auditor, Sr | 62,629 | 83,637 | 3.00 | 250,920 | 3.00 | 250,920 | 3.00 | 250,920 |
| 30000413 | Revenue Bureau Director | 101,421 | 145,205 | 1.00 | 123,324 | 1.00 | 127,955 | 1.00 | 127,955 |
| 30000443 | Revenue Bureau Operations Manager | 79,830 | 106,288 | 1.00 | 100,008 | 1.00 | 103,086 | 1.00 | 103,086 |
| 30000587 | Tax Supervisor | 62,629 | 83,637 | 1.00 | 63,056 | 1.00 | 65,642 | 1.00 | 65,642 |
| 30000531 | Training & Development Analyst | 56,763 | 75,670 | 1.00 | 69,188 | 1.00 | 72,029 | 1.00 | 72,029 |
| TOTAL FULL-TIME POSITIONS | | | | 64.00 | 4,112,178 | 65.00 | 4,218,494 | 66.00 | 4,255,874 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000191 | Revenue & Taxation Specialist I | 33,405 | 43,430 | 0.75 | 25,056 | 0.00 | 0 | 0.00 | 0 |
| 30000194 | Revenue & Taxation Specialist IV | 45,406 | 57,346 | 0.50 | 28,668 | 0.50 | 28,668 | 0.50 | 28,668 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.25 | 53,724 | 0.50 | 28,668 | 0.50 | 28,668 |
| GRAND TOTAL | | | | 65.25 | 4,165,902 | 65.50 | 4,247,162 | 66.50 | 4,284,542 |

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

| Action | Amount | | | FTE | Decision |
|--|------------|----------|---------------|-------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 18,394,152 | 0 | 18,394,152 | 64.50 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (13,863) | 0 | (13,863) | 0.00 | OMF IA adjustments |
| | (61,583) | 0 | (61,583) | 0.00 | Salary savings reduction |
| | 83,000 | 0 | 83,000 | 1.00 | Enhanced regulatory enforcement |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 1.00 | Position to assist in the collection of leaf removal fees |
| Adopted Budget Additions and Reductions | (1,774) | 1,774 | 0 | 0.00 | OMF IA adjustments |
| | 5,780 | 1,774 | 7,554 | 2.00 | Total FY 2011-12 Decision Packages |
| | | | 18,401,706 | 66.50 | Total Adopted Budget |

Technology Services

Overview

Bureau of Technology Services (BTS) provides leadership in planning and management of the City's information technology and communications related equipment, systems, and services. BTS also provides these same services to many regional government agencies.

Technology Services Programs are:

- ◆ Administrative Services
- ◆ Business Solutions
- ◆ Office of the Chief Technology Officer
- ◆ Customer Relations
- ◆ Information Security
- ◆ Infrastructure & Engineering
- ◆ Police IT
- ◆ Production Services
- ◆ Project Management Office
- ◆ Replacement
- ◆ Support Center

Administration & Support

| | |
|---|--|
| Description | The Administrative Services program delivers efficient and effective ordering, storekeeping, budget development, and clerical services. Administrative Services is responsible for executing streamlined processes to deliver timely and efficient order fulfillment of technology products; delivers consistent and effective clerical services in support of all bureau staff needs, bureau policy development, timekeeping, payroll, and personnel administration; maintains effective inventory controls of technology equipment and software; and provides budget coordination with staff from Business Operations. |
| Goals | Administrative Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes. |
| Performance | Administrative Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to enhance customer service. |
| Changes to Services and Activities | Key areas of focus for FY 2011-12 include the development and bureau wide training for a number of new bureau specific operational procedures and rules, and implementing storekeeping functions for the Police Bureau that are consistent with the rest of the City. Additionally, the storekeeping and order fulfillment work unit will be revising BTS pay and inventory procedures to increase overall efficiency and effectiveness. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 10.00 | 9.00 | 9.00 | 9.00 |
| Expenditures | | | | | |
| Administration | | 7,474,671 | 2,216,141 | 2,085,449 | 2,085,449 |
| Administration & Support | | 0 | 10,770 | 0 | 0 |
| Stores & Order Fulfillment | | (39,666) | 34,822 | 602,927 | 602,927 |
| Total Expenditures | | 7,435,005 | 2,261,733 | 2,688,376 | 2,688,376 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Days elapsed from ordering a new desktop PC to installation | 4 | 4 | 4 | 4 | 4 |
| Efficiency | | | | | |
| Number of bureau staff per clerical employee | 74 | 56 | 73 | 73 | 73 |

Customer Relations

| | |
|---|--|
| Description | Customer Relations works with BTS customers to identify business requirements in order to develop solutions and service level agreements aligned with their business needs. The responsibility of Customer Relations is to understand the customers' business and key challenges, gather customer business requirements to assist in the development of appropriate technology solutions, collaboratively develop technology work plans in lock-step with the yearly budget process, provide transparent and timely two way communication and information sharing that builds strong partnerships between BTS and its customers, and provide ongoing management and revisions to the BTS Service Catalog and bureau specific Service Level Agreements. |
| Goals | Customer Relations supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to enhance customer service. |
| Performance | Performance is measured for this program by tracking the percentage of customers that rate the Customer Relations program 4 out of 5 on the annual BTS Customer Service Survey. |
| Changes to Services and Activities | Key activities for FY 2011-12 include increasing BTS understanding of customer business knowledge, greater proactive engagement with customers in the effort to define out-year business needs, and increased marketing of BTS service offerings. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 5.00 | 5.00 | 5.00 | 5.00 |
| Expenditures | | | | | |
| Customer Relations | | 799,163 | 785,941 | 651,090 | 651,090 |
| Total Expenditures | | 799,163 | 785,941 | 651,090 | 651,090 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| BTS Customer Survey Satisfaction Average Rating (5=highest) | NA | NA | NA | 4 | 4 |

Business Solutions

| | |
|---|--|
| Description | Business Solutions develops and supports corporate wide and bureau specific business applications and services, advancing e-government and e-commerce initiatives that address internal and public needs, and strategic planning. Key responsibilities of Business Solutions are to provide citywide application development, implementation, and support; develop and maintain the BTS strategic plan and technology roadmap; engineer new technology solutions to meet customer business needs; and provide oversight for any outsourced application development and selection of all third party applications and services. |
| Goals | Business Solutions supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes. |
| Performance | Performance of this program is measured through the use of BTS' primary e-government and e-commerce platforms. PortlandOnline has received national e-government awards and the payment gateway is increasingly used to conduct secure online payment transactions including processing yearly revenue of over \$61 million. |
| Changes to Services and Activities | Key activities for FY 2011-12 include contributing to the major projects of RegJIN, which replaces the legacy police records management system, technology support of the Bureau of Development Services project for online plan reviews, mobile field inspections and digitization of plan diagrams and documents. Additionally, the new Planning and Development work unit will focus on developing strategic solutions aligned with the future business needs of the City, and the e-government work unit will continue efforts to enhance CivicApps to increase the number of public datasets. Also, the e-government program will explore implementing a replacement content management system for PortlandOnline built upon an Open Source platform. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 63.90 | 64.63 | 65.63 | 65.63 |
| Expenditures | | | | | |
| Business Solutions | | (655,269) | 7,743,381 | 3,579,996 | 3,579,996 |
| Corporate Applications | | 6,246,219 | 1,303,955 | 4,894,088 | 4,894,088 |
| Planning and Development | | 0 | 0 | 554,215 | 554,215 |
| Vertical Applications | | 2,769,068 | 51,900 | 1,455,554 | 1,455,554 |
| Total Expenditures | | 8,360,019 | 9,099,236 | 10,483,853 | 10,483,853 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Technology Services

City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Average number of unique visitors per day to PortlandOnline | 25,000 | 18,822 | 17,214 | 17,000 | 17,000 |
| Average number of page views per day to PortlandOnline | 328,000 | 469,684 | 120,000 | 120,000 | 120,000 |
| Average number of maps per day served through PortlandMaps | 84,000 | 46,739 | 50,000 | 50,000 | 50,000 |
| Payment Gateway Availability | NA | NA | NA | 99.9% | 99.9% |
| Efficiency | | | | | |
| Yearly revenue processed electronically through the payment gateway (in millions) | \$49 | \$59 | \$61 | \$61 | \$61 |
| Workload | | | | | |
| Application and Development Hours Billed | 45,000 | 35,566 | 36,000 | 36,100 | 36,100 |

Office of the Chief Technology Officer

| | |
|---|---|
| Description | The Office of the Chief Technology Officer (CTO) provides overall management and leadership for the Bureau of Technology Services. This program includes the positions of the CTO and Deputy Director, and is staffed with an Executive Assistant. |
| Goals | The Office of the CTO supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes. |
| Performance | The Office of the CTO works with all BTS programs to sustain a culture of responsive customer service; meet all legal and regulatory compliance conditions and council mandates; assist with maximizing the City's investment in SAP and ensuring the success of the City's large technology replacement projects; meet or exceed service level commitments; continue to reduce the overall number of unplanned service outages; and promote citywide alignment with BTS standards, policies and technology roadmaps. Performance is measured through yearly OMF customer satisfaction surveys. |
| Changes to Services and Activities | Key activities for FY 2011-12 include technology leadership and oversight of key commitments to the Public Safety System Revitalization Program (PSSRP) with major milestones successfully completed for the replacement of the City's analog public safety radio system and law enforcement records management system. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 3.00 | 3.00 | 3.00 | 3.00 |
| Expenditures | | | | | |
| CTO Office | | 618,063 | 783,660 | 329,991 | 429,991 |
| Total Expenditures | | 618,063 | 783,660 | 329,991 | 429,991 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| OMF Customer Survey Average Satisfaction Rating (4=highest) | NA | NA | NA | 4 | 4 |

Infrastructure & Engineering

| | |
|---|---|
| Description | Infrastructure & Engineering maintains a robust public safety radio, telecom, video and network environment. The responsibilities of Infrastructure & Engineering are to rapidly respond to and resolve all voice, radio, and network support issues; effectively engineer and maintain the City's communications systems, networks, and structured cable/fiber plant; and support and maintain the Integrated Regional Network (IRNE) and Institutional Network (INET) services for government agencies throughout Multnomah County. |
| Goals | Infrastructure & Engineering supports the city goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes. |
| Performance | Infrastructure & Engineering is primarily focused on the reliability and availability of critical network and communications systems and services, as well as the efficiency and effectiveness of the staff who support large quantities of technology equipment such as radios and telephones. |
| Changes to Services and Activities | Scheduled activities in FY 2011-12 include beginning end-of-life equipment replacement for a large number of local area network switches and routers, technical deliverables in support of the replacement of the City's analog public safety radio system, revising the City's smartphone roadmap to include new and emerging cellular technologies and planning efforts required to replace the City's analog telephone switch. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 60.00 | 60.00 | 60.00 | 60.00 |
| Expenditures | | | | | |
| 800 MHz | | 393,500 | 2,188,700 | 1,977,943 | 1,977,943 |
| Cable Plant Engineering | | 1,223 | 7,500 | 5,000 | 5,000 |
| Data Center & Production Support | | 1,170,937 | 1,483,500 | 143,692 | 143,692 |
| Infrastructure & Engineering | | 3,616,459 | 4,304,737 | 2,717,731 | 2,717,731 |
| Network Engineering & Support | | 286,718 | 449,396 | 1,551,449 | 1,551,449 |
| Production Engineering | | 48,668 | 57,915 | 0 | 0 |
| Radio & Video Operations | | 1,513,369 | 2,329,574 | 2,090,215 | 2,090,215 |
| Telecomm Engineering | | 13,030 | 30,367 | 65,098 | 65,098 |
| Telecomm Operations | | 4,184,693 | 8,340,743 | 8,635,458 | 8,635,458 |
| Total Expenditures | | 11,228,597 | 19,192,432 | 17,186,586 | 17,186,586 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Technology Services

City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Percent Uptime for Phone Switch | 100% | 100% | 100% | 100% | 100% |
| Number of Telephone Lines Provided in Service | 7,120 | 7,903 | 7,850 | 7,850 | 7,850 |
| Percentage of time radio system operated without failure | 100.00% | 100.00% | 100.00% | 99.99% | 99.99% |
| Internet Availability Percentage | 99.99% | 99.99% | 99.95% | 99.90% | 99.90% |
| Network Availability (excluding scheduled maintenance) | NA | NA | NA | 99.8% | 99.8% |
| Efficiency | | | | | |
| Number of pieces of electronic radio equipment maintained per technician | 1,393 | 1,263 | 1,265 | 1,275 | 1,275 |
| Number of pieces of electronic radio equipment maintained | 7,664 | 6,950 | 6,950 | 7,000 | 7,000 |
| Average number of telephone trouble tickets resolved per technician | 78 | 376 | 375 | 385 | 385 |
| Workload | | | | | |
| Number of Service Orders Submitted | 1,352 | 1,220 | 1,200 | 1,250 | 1,250 |
| Number of radio communication units accessing system | 8,321 | 8,610 | 8,200 | 8,200 | 8,200 |

Information Security

| | |
|---|--|
| Description | The mission of Information Security is to ensure the confidentiality, integrity, and availability of all City data and communications systems and assets. The responsibilities of this program are to develop and measure compliance to information policies and procedures; implement effective technical, administrative and physical security controls to minimize risk; and develop and maintain the BTS business continuity and disaster recovery plan. |
| Goals | Information Security supports the city goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes. |
| Performance | The performance of this program is primarily measured by the effectiveness of BTS to proactively protect the City's technology environment from security threats. |
| Changes to Services and Activities | The focus in FY 2011-12 will be maintaining compliance with payment card industry security regulations that are expected to be revised over the fiscal year, and enhancements to BTS' ability to withstand and recover from natural or manmade disasters. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 4.00 | 4.00 | 4.00 | 4.00 |
| Expenditures | | | | | |
| Information Security | | 852,819 | 1,285,691 | 640,382 | 640,382 |
| Total Expenditures | | 852,819 | 1,285,691 | 640,382 | 640,382 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Pct of compliance with Current Payment Card Security Standards for City's electronic payment gateway | 100% | 100% | 100% | 100% | 100% |
| Average Time Between Security Incidents (Involving 5 or more workstations) In Days | NA | NA | NA | 180 | 180 |
| Percentage of Computers Able to Accept Security Patching | NA | NA | NA | 99% | 99% |
| Efficiency | | | | | |
| Average Deployment Cycle for Major Security Software Updates - Workstations in days | NA | NA | NA | 30 | 30 |
| Average Deployment for Security Updates - servers, in days | NA | NA | NA | 90 | 90 |
| Maximum Pct of Computers w/o Current Security Software Installed and Functioning | NA | NA | NA | 5% | 5% |

Police IT

| | |
|---|--|
| Description | Police IT supports effective application development and maintenance, and provides quality infrastructure and field support to the Police Bureau. The responsibilities of Police IT are to develop and maintain Police data applications and supporting systems, and rapidly respond to and resolve all Police field and infrastructure support requests. |
| Goals | Police IT supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes. |
| Performance | Performance results of Police IT reflect the ability to maintain a stable technology infrastructure to meet the 24/7 needs of the Police Bureau, to maintain the availability of the Field Reporting System, and to replace aged and failing office and mobile computing equipment. |
| Changes to Services and Activities | Key activities for FY 2011-12 include working on the implementation of a replacement law enforcement records management system (RegJIN) scheduled for competition in March 2013, completing the implementation of an electronic citation system and quartermaster system, and implementing enhanced security mechanisms for the large fleet of mobile data computer. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 17.00 | 17.00 | 17.00 | 17.00 |
| Expenditures | | | | | |
| Police Applications | | 992,331 | 17,400 | 594,712 | 594,712 |
| Police Infrastructure Support | | 655,619 | 1,917,536 | 865,103 | 865,103 |
| Total Expenditures | | 1,647,950 | 1,934,936 | 1,459,815 | 1,459,815 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Field Reporting System Availability (excluding scheduled maintenance) | NA | NA | NA | 99.5% | 99.5% |

Project Management Office

| | |
|---|--|
| Description | The mission of the Project Management Office (PMO) is to deliver effective and consistent bureau wide project management practices for all disciplines of technology services provided by each BTS program. The responsibilities of PMO are to implement consistent project management methodologies and approaches regardless of technology discipline or program, facilitate project oversight including priority and resource alignment across the organization, and facilitate effective technology governance to ensure BTS is working on the City's highest priority technology initiatives. |
| Goals | PMO supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improves business processes. |
| Performance | Performance of this program is measured through direct customer survey feedback at the completion of projects, as well as the quantity of hours billed for project management service. |
| Changes to Services and Activities | Activities planned in FY 2011-12 include implementing a project portfolio management system, developing a citywide technology governance model, and increasing customer understanding regarding project development and cost estimation. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 9.00 | 9.00 | 9.00 | 9.00 |
| Expenditures | | | | | |
| Project Management | | 1,040,485 | 1,591,437 | 840,521 | 840,521 |
| Total Expenditures | | 1,040,485 | 1,591,437 | 840,521 | 840,521 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Customers rating project management service provided as excellent | 75% | 80% | 80% | 80% | 80% |
| # of total billable project hours managed by PMO | NA | 1,220 | 1,300 | 1,300 | 1,300 |

Production Services

| | |
|---|--|
| Description | The mission of Production Services is to maintain a fast, reliable and cost effective server, email, storage, backup and database infrastructure and effectively manage the City's data center facilities. The responsibilities of the Production Services program are to properly maintain the City's state of the art data center facilities; support the City's server, email, storage and backup infrastructure; and effectively maintain the infrastructure of the City's mission critical production systems (SAP, Cayenta, Synergen, Maximo, CAD, TRACS, PPDS and email). |
| Goals | Production Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes. |
| Performance | Performance measures for Production Services focus on the reliability of the City's key mission critical production systems. |
| Changes to Services and Activities | Key activities for FY 2011-12 include supporting the new infrastructure of the City's replacement computer aided dispatch (CAD) system, implementing technologies to store digitized documents for the Bureau of Development Services, upgrading and enhancing the City's storage area network, implementing more effective capacity management processes and procedures, and implementing new tools to facilitate online collaboration. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 3.00 | 3.00 | 3.00 | 3.00 |
| Expenditures | | | | | |
| Production Services | | 171,943 | 2,768,114 | 5,748,700 | 5,748,700 |
| Total Expenditures | | 171,943 | 2,768,114 | 5,748,700 | 5,748,700 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Mission Critical Production System Availability - Cayenta | NA | NA | NA | 99.98% | 99.98% |
| Mission Critical Production System Availability - SAP | NA | NA | NA | 99.98% | 99.98% |
| Email Availability (excluding scheduled maintenance) | NA | NA | NA | 99.98% | 99.98% |
| Public Safety System Availability - BOEC | NA | NA | NA | 99.99% | 99.99% |
| Public Safety System Availability - Police | NA | NA | NA | 99.99% | 99.99% |

Replacement

| | |
|---|--|
| Description | Replacement coordinates the purchase of replacement equipment on behalf of customer bureaus that pay into the replacement fund through their interagency charges. Included in these purchases are radio and related equipment, personal computers (PC), and laptops. This program also tracks replacement fund balances held for customers to apply toward future replacement purchases. |
| Goals | Replacement supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes. |
| Performance | There is currently no performance measure for this program. |
| Changes to Services and Activities | In FY 2011-12, BTS will explore implementing a mandatory replacement component into the rates for server, storage, and networking infrastructure. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Replacement | | 194,305 | 972,637 | 1,200,000 | 1,200,000 |
| Total Expenditures | | 194,305 | 972,637 | 1,200,000 | 1,200,000 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Support Center

| | |
|---|---|
| Description | The Support Center acts as the first point of contact for the majority of customer support needs. It also implements and manages effective support systems and tools. The responsibilities of the Support Center are to respond to and resolve all desktop and laptop issues and provide the first level of support of printing issues; act as the central point for user account and access management; deliver new and replacement desktop computers on time to meet customer needs; effectively manage City PC and server systems with robust, down-the-wire administration and deployment tools; and engineer, implement, and maintain the systems and tools needed for tracking service requests and computing assets. |
| Goals | The Support Center supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to enhance customer service. |
| Performance | Performance measures for the Support Center focus on responsiveness in resolving support issues reported to the HelpDesk, and the overall effectiveness and efficiency of support staff. |
| Changes to Services and Activities | Key activities for FY 2011-12 include enhancing bureau wide incident response processes, making a software upgrade and other improvements to their call tracking system including tracking telecom related service requests in the same system used for office computing, deploying new 64-bit Windows 7 desktop and laptop computers through PC lifecycle replacements, and improving overall accuracy of equipment and software asset inventory. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 48.00 | 47.00 | 47.00 | 47.00 |
| Expenditures | | | | | |
| Desktop Support | | 840,779 | 463,000 | 1,596,941 | 1,596,941 |
| Help Desk | | 621,006 | 84,000 | 1,345,605 | 1,345,605 |
| PC Deployment | | 327,557 | 70,600 | 500,176 | 500,176 |
| Server & Messaging Support | | 1,207,291 | 759,700 | 0 | 0 |
| Support Center | | 4,298,256 | 5,694,172 | 2,262,577 | 2,262,577 |
| Support Systems & Asset Management | | 413,086 | 141,200 | 860,844 | 860,844 |
| User Access & Account Management | | 124,332 | 5,200 | 260,887 | 260,887 |
| Total Expenditures | | 7,832,307 | 7,217,872 | 6,827,030 | 6,827,030 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Technology Services

City Support Services Service Area

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| First Call Resolution: Percentage of problems resolved by Help Desk without escalation to Field Staff | 60% | 81% | 78% | 65% | 65% |
| Percentage of Calls Answered within 20 Seconds | NA | NA | NA | 80% | 80% |
| Resolution Time: Percentage of Problems Resolved Same Day | NA | NA | NA | 75% | 75% |
| Efficiency | | | | | |
| Number of Desktop/Laptop computers Supported per Technician | 126 | 129 | 126 | 130 | 130 |
| Replace All Eligible PCs Every 4th Year Under the Lifecycle Replacement Program | NA | NA | NA | 25% | 25% |
| Workload | | | | | |
| Number of Email Accounts Supported | 6,227 | 6,277 | 6,350 | 6,300 | 6,300 |
| Average Number of HelpDesk Tickets per Month | NA | NA | NA | 4,800 | 4,800 |

Summary of Division Budget

Technology Services
 City Support Services Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 2,374,820 | 52,027 | 0 | 155,547 | 155,547 |
| Intergovernmental | 2,993,233 | 4,884,301 | 6,005,330 | 5,077,447 | 5,077,447 |
| Bond & Note | 10,313,363 | 2,656,757 | 64,996 | 0 | 0 |
| Miscellaneous | 1,097,224 | 1,270,675 | 333,500 | 777,393 | 777,393 |
| Total External Revenues | 16,778,640 | 8,863,759 | 6,403,826 | 6,010,387 | 6,010,387 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 522,107 | 341,725 | 26,246 | 5,793 | 5,793 |
| Interagency Revenue | 45,651,694 | 45,869,964 | 43,080,149 | 44,102,766 | 43,913,957 |
| Total Internal Revenues | 46,173,801 | 46,211,689 | 43,106,395 | 44,108,559 | 43,919,750 |
| Beginning Fund Balance | 29,784,249 | 23,977,651 | 24,700,861 | 21,431,487 | 22,807,902 |
| Total Resources | \$92,736,690 | \$79,053,099 | \$74,211,082 | \$71,550,433 | \$72,738,039 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 22,386,683 | 23,982,872 | 24,919,301 | 26,102,359 | 26,102,359 |
| External Materials and Services | 27,294,654 | 12,027,117 | 17,793,037 | 15,713,707 | 15,713,707 |
| Internal Materials and Services | 9,595,310 | 3,987,444 | 4,181,351 | 3,824,002 | 3,924,002 |
| Capital Outlay | 2,186,084 | 186,978 | 1,000,000 | 2,416,276 | 2,416,276 |
| Total Bureau Expenditures | 61,462,731 | 40,184,411 | 47,893,689 | 48,056,344 | 48,156,344 |
| Fund Expenditures | | | | | |
| Debt Service | 5,229,942 | 4,517,898 | 1,833,404 | 1,880,681 | 1,880,681 |
| Contingency | 0 | 0 | 21,552,617 | 19,686,983 | 20,521,259 |
| Fund Transfers - Expense | 2,066,366 | 8,003,279 | 2,931,372 | 1,926,425 | 2,179,755 |
| Total Fund Expenditures | 7,296,308 | 12,521,177 | 26,317,393 | 23,494,089 | 24,581,695 |
| Ending Fund Balance | 23,977,651 | 26,347,511 | 0 | 0 | 0 |
| Total Requirements | \$92,736,690 | \$79,053,099 | \$74,211,082 | \$71,550,433 | \$72,738,039 |
| Programs | | | | | |
| Administration & Support | | 7,435,005 | 2,261,733 | 2,688,376 | 2,688,376 |
| Administration & Support | | 149 | 0 | 0 | 0 |
| Administration & Support | | (7,568) | 0 | 0 | 0 |
| Assessments & Improvements | | 382 | 0 | 0 | 0 |
| Business Solutions | | 8,360,019 | 9,099,236 | 10,483,853 | 10,483,853 |
| Customer Relations | | 799,163 | 785,941 | 651,090 | 651,090 |
| Information Security | | 852,819 | 1,285,691 | 640,382 | 640,382 |
| Infrastructure & Engineering | | 11,228,597 | 19,192,432 | 17,186,586 | 17,186,586 |
| Office of the Chief Technology Officer | | 618,063 | 783,660 | 329,991 | 429,991 |
| Operations and Maintenance | | 138 | 0 | 0 | 0 |
| Police IT | | 1,647,950 | 1,934,936 | 1,459,815 | 1,459,815 |
| Production Services | | 171,943 | 2,768,114 | 5,748,700 | 5,748,700 |
| Project Management Office | | 1,040,485 | 1,591,437 | 840,521 | 840,521 |
| Quality Assurance | | 10,322 | 0 | 0 | 0 |
| Replacement | | 194,305 | 972,637 | 1,200,000 | 1,200,000 |
| Site Teams | | 331 | 0 | 0 | 0 |
| Support Center | | 7,832,307 | 7,217,872 | 6,827,030 | 6,827,030 |
| Total Programs | | \$40,184,411 | \$47,893,689 | \$48,056,344 | \$48,156,344 |

Technology Services

City Support Services Service Area

Summary of Division Budget

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 44,533 | 68,619 | 1.00 | 44,532 | 1.00 | 44,532 | 1.00 | 44,532 |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 1.00 | 63,852 | 1.00 | 63,852 | 1.00 | 63,852 |
| 30000201 | Applications Analyst I-Generalist | 54,080 | 72,051 | 1.00 | 62,172 | 1.00 | 64,716 | 1.00 | 64,716 |
| 30000203 | Applications Analyst II-Generalist | 56,763 | 75,670 | 2.00 | 151,344 | 2.00 | 151,344 | 2.00 | 151,344 |
| 30000204 | Applications Analyst III-Generalist | 62,629 | 83,637 | 19.00 | 1,525,845 | 19.00 | 1,538,421 | 19.00 | 1,538,421 |
| 30000207 | Applications Analyst IV-Generalist | 65,811 | 88,046 | 10.00 | 780,930 | 10.00 | 793,820 | 10.00 | 793,820 |
| 30000206 | Applications Analyst IV-GIS,Enterprise | 65,811 | 88,046 | 1.00 | 65,808 | 1.00 | 65,808 | 1.00 | 65,808 |
| 30001234 | Applications Analyst IV-Web Developer | 65,811 | 88,046 | 2.00 | 131,616 | 2.00 | 132,966 | 2.00 | 132,966 |
| 30000448 | Business Systems Analyst | 56,763 | 75,670 | 1.00 | 61,500 | 1.00 | 63,188 | 1.00 | 63,188 |
| 30000602 | CAD Software Engineer | 74,214 | 98,862 | 1.00 | 90,108 | 1.00 | 92,880 | 1.00 | 92,880 |
| 30000411 | Chief Technology Officer | 114,026 | 163,426 | 1.00 | 163,428 | 1.00 | 163,428 | 1.00 | 163,428 |
| 30000832 | Chief Technology Officer, Assistant | 101,421 | 145,205 | 1.00 | 140,002 | 1.00 | 144,087 | 1.00 | 144,087 |
| 30000700 | Communications Engineer | 65,811 | 88,046 | 2.00 | 163,608 | 2.00 | 166,969 | 2.00 | 166,969 |
| 30000238 | Communications Switch Technician | 55,328 | 67,080 | 2.00 | 134,160 | 2.00 | 134,160 | 2.00 | 134,160 |
| 30000627 | Communications Systems Administrator | 74,214 | 98,862 | 1.00 | 93,408 | 1.00 | 96,906 | 1.00 | 96,906 |
| 30000624 | Communications Systems Marketing Rep | 56,763 | 75,670 | 1.00 | 75,672 | 1.00 | 75,672 | 1.00 | 75,672 |
| 30000628 | ComNet Operations Manager | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30000626 | ComNet Technical Project Coordinator | 62,629 | 83,637 | 1.00 | 62,628 | 1.00 | 62,628 | 1.00 | 62,628 |
| 30000234 | Electronics Technician I: Communications | 47,258 | 57,366 | 4.00 | 229,488 | 4.00 | 229,488 | 4.00 | 229,488 |
| 30000236 | Electronics Technician II: Commu | 55,328 | 67,080 | 9.00 | 591,972 | 9.00 | 591,972 | 9.00 | 591,972 |
| 30000341 | GIS Technician I | 37,378 | 50,086 | 1.00 | 50,088 | 1.00 | 50,088 | 1.00 | 50,088 |
| 30000209 | Inf Syst Analyst I-Telecomm | 54,080 | 72,051 | 1.00 | 57,264 | 1.00 | 59,613 | 1.00 | 59,613 |
| 30000210 | Inf Syst Analyst II-Generalist | 56,763 | 75,670 | 23.00 | 1,621,941 | 23.00 | 1,644,298 | 23.00 | 1,644,298 |
| 30000211 | Inf Syst Analyst II-Telecomm | 56,763 | 75,670 | 4.00 | 302,688 | 4.00 | 302,688 | 4.00 | 302,688 |
| 30000213 | Inf Syst Analyst III-Generalist | 62,629 | 83,637 | 19.00 | 1,473,052 | 19.00 | 1,497,079 | 19.00 | 1,497,079 |
| 30000215 | Inf Syst Analyst IV-Generalist | 65,811 | 88,046 | 15.00 | 1,279,834 | 15.00 | 1,289,628 | 15.00 | 1,289,628 |
| 30001003 | Inf Syst Analyst IV-Security | 65,811 | 88,046 | 1.00 | 65,808 | 1.00 | 68,508 | 1.00 | 68,508 |
| 30000218 | Inf Syst Analyst, Principal-Gen | 74,214 | 98,862 | 26.00 | 2,452,874 | 26.00 | 2,464,580 | 26.00 | 2,464,580 |
| 30000217 | Inf Syst Analyst, Principal-GIS Enterprs | 74,214 | 98,862 | 4.00 | 388,140 | 4.00 | 394,817 | 4.00 | 394,817 |
| 30000219 | Inf Syst Analyst, Principal-Proj Mgmt | 74,214 | 98,862 | 6.00 | 562,712 | 6.00 | 574,579 | 6.00 | 574,579 |
| 30000220 | Inf Syst Analyst, Principal-Security | 74,214 | 98,862 | 2.00 | 158,802 | 2.00 | 162,267 | 2.00 | 162,267 |
| 30000610 | Inf Syst Mgr, Sr-Applications | 85,800 | 116,293 | 2.00 | 221,472 | 2.00 | 225,072 | 2.00 | 225,072 |
| 30000613 | Inf Syst Mgr, Sr-General | 85,800 | 116,293 | 4.00 | 455,247 | 4.00 | 462,828 | 4.00 | 462,828 |
| 30000614 | Inf Syst Mgr, Sr-Production | 85,800 | 116,293 | 1.00 | 111,612 | 1.00 | 115,803 | 1.00 | 115,803 |
| 30000615 | Inf Syst Mgr, Sr-Security | 85,800 | 116,293 | 1.00 | 109,320 | 1.00 | 113,434 | 1.00 | 113,434 |
| 30001035 | Inf Syst Mgr-Corporate Applications | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000607 | Inf Syst Mgr-Generalist | 79,830 | 106,288 | 3.00 | 318,852 | 3.00 | 318,852 | 3.00 | 318,852 |
| 30000608 | Inf Syst Mgr-Network Manager | 79,830 | 106,288 | 2.00 | 186,120 | 2.00 | 186,120 | 2.00 | 186,120 |
| 30001004 | Inf Syst Mgr-Proj Mgmt | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000609 | Inf Syst Mgr-Wide Area Network | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000604 | Inf Syst Supvr-Bureau IS & GIS | 74,214 | 98,862 | 2.00 | 188,976 | 2.00 | 190,824 | 2.00 | 190,824 |
| 30000605 | Inf Syst Supvr-Generalist | 74,214 | 98,862 | 7.00 | 653,018 | 7.00 | 659,858 | 7.00 | 659,858 |
| 30000199 | Inf Syst Technician II | 44,533 | 68,619 | 12.00 | 713,596 | 12.00 | 724,323 | 12.00 | 724,323 |
| 30000200 | Inf Syst Technician III | 54,080 | 72,051 | 4.00 | 287,592 | 4.00 | 287,992 | 4.00 | 287,992 |
| 30000618 | IT Strategic Technology Planning Manager | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30000452 | Management Analyst, Sr | 62,629 | 83,637 | 1.00 | 63,484 | 1.00 | 66,088 | 1.00 | 66,088 |
| 30000012 | Office Support Specialist II | 31,138 | 43,430 | 1.00 | 43,428 | 1.00 | 43,428 | 1.00 | 43,428 |
| 30000013 | Office Support Specialist III | 39,832 | 51,272 | 2.00 | 99,324 | 2.00 | 102,283 | 2.00 | 102,283 |
| 30000622 | SAP Architect- XI/PI | 101,421 | 145,205 | 1.00 | 145,200 | 1.00 | 145,200 | 1.00 | 145,200 |
| 30000053 | Storekeeper/Acquisition Specialist I | 40,560 | 49,650 | 2.00 | 90,216 | 2.00 | 90,216 | 2.00 | 90,216 |

Technology Services

FTE Summary

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|-------------------------------------|--|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000054 | Storekeeper/Acquisition Specialist II | 42,619 | 52,104 | 1.00 | 52,104 | 1.00 | 52,104 | 1.00 | 52,104 |
| 30000056 | Storekeeper/Acquisition Specialist III | 48,131 | 59,842 | 1.00 | 59,844 | 1.00 | 59,844 | 1.00 | 59,844 |
| 30000625 | Technical Operations Supervisor | 62,629 | 83,637 | 1.00 | 83,640 | 1.00 | 83,640 | 1.00 | 83,640 |
| 30000620 | Technology Services Bureau Business Rep | 79,830 | 106,288 | 3.00 | 292,404 | 3.00 | 292,404 | 3.00 | 292,404 |
| 30000619 | Technology Svcs Customer Service Analyst | 85,800 | 116,293 | 1.00 | 116,292 | 1.00 | 116,292 | 1.00 | 116,292 |
| TOTAL FULL-TIME POSITIONS | | | | 220.00 | 17,913,365 | 220.00 | 18,097,935 | 220.00 | 18,097,935 |
| 30000204 | Applications Analyst III-Generalist | 62,629 | 83,637 | 0.63 | 32,928 | 0.63 | 34,171 | 0.63 | 34,171 |
| TOTAL PART-TIME POSITIONS | | | | 0.63 | 32,928 | 0.63 | 34,171 | 0.63 | 34,171 |
| 30000204 | Applications Analyst III-Generalist | 62,629 | 83,637 | 0.50 | 31,314 | 1.00 | 62,628 | 1.00 | 62,628 |
| 30000212 | Inf Syst Analyst II-GIS,Vertical | 56,763 | 75,670 | 0.50 | 28,380 | 1.00 | 56,760 | 1.00 | 56,760 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 59,694 | 2.00 | 119,388 | 2.00 | 119,388 |
| GRAND TOTAL | | | | 221.63 | 18,005,987 | 222.63 | 18,251,494 | 222.63 | 18,251,494 |

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

| Action | Amount | | | FTE | Decision |
|--|------------|----------|---------------|--------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 48,540,487 | 0 | 48,540,487 | 222.63 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (57,000) | 0 | (57,000) | 0.00 | Part-time employee expense reduction |
| | (181,335) | 0 | (181,335) | 0.00 | Reduce professional services |
| | (245,808) | 0 | (245,808) | 0.00 | Hold positions vacant |
| Approved Budget Additions and Reductions | 0 | (41,770) | (41,770) | 0.00 | Adjust interagency agreements |
| Adopted Budget Additions and Reductions | 0 | 141,770 | 141,770 | 0.00 | Adjust interagency agreements |
| | (484,143) | 100,000 | (384,143) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 48,156,344 | 222.63 | Total Adopted Budget |

Citywide Projects

Overview

Citywide Projects includes the Public Safety Systems Revitalization Project (PSSRP), a critical public safety technology capital project that replaces and enhances several systems used by the City and its regional partners in support of emergency dispatch, law enforcement, and emergency rescue. These systems will be used to prepare for, and respond to, emergency incidents including wide scale disasters for the City and for regional partners. Current projects include:

- ◆ Computer-Aided-Dispatch (CAD), used for emergency dispatch functions for City bureaus including Police Bureau and Fire Bureau, as well as several external agencies such as the Port of Portland and the cities of Gresham and Fairview.
- ◆ Portland Police Data System (PPDS), a legacy police records management system used by the Police Bureau, as well as many local and state law enforcement agencies.
- ◆ 800 MHz Public Safety Radio System, which provides voice and data services to over 10,000 individual users across the City, as well as regional public safety partners.
- ◆ Portland Fire Records Management System, which provide operational support of fire and rescue services.

Public Safety Systems Revitalization Program

| | |
|---|---|
| Description | The PSSRP office provides overall management and technical leadership for PSSRP and includes staff needed to plan for and implement these new system replacements. |
| Goals | PSSRP supports the City goal of maintaining the safety and well being of the region's citizens and its businesses, as well as the continued health of the natural environment. |
| Performance | There are no performance measures associated with PSSRP in the budget. Quality and effectiveness of PSSRP are measured and reported monthly by an independent quality assurance (QA) services firm on contract with the City. Each month, the QA consultant assesses and reports on 45 critical project management areas for the core PSSRP projects (CAD Next, RegJIN, Fire RMS and 800 MHz Regional Radio). |
| Changes to Services and Activities | The PSSRP director position is currently vacant but it is expected that all available positions will be filled FY 2011-12. Anticipated activities in FY 2011-12 include awarding a contract for a new PPDS replacement system after a competitive Request for Proposal (RFP) process, developing a strategy to replace the operational systems in support of the Fire Bureau, continuing work on replacement of the 800 MHz Radio system, and pursuing public safety grant opportunities to address PSSRP funding gaps. |

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | | 10.00 | 10.00 | 10.00 | 10.00 |
| Expenditures | | | | | |
| Public Safety Systems Revitalization Program | | 6,180,205 | 15,816,023 | 14,655,887 | 9,812,774 |
| Total Expenditures | | 6,180,205 | 15,816,023 | 14,655,887 | 9,812,774 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Citywide Projects

Summary of Division Budget

City Support Services Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Intergovernmental | 4,110 | 429,167 | 1,092,691 | 0 | 0 |
| Bond & Note | 0 | 8,825,944 | 29,111,926 | 0 | 0 |
| Miscellaneous | 0 | 34,858 | 0 | 0 | 0 |
| Total External Revenues | 4,110 | 9,289,968 | 30,204,617 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 237,850 | 1,120,005 | 1,851,670 | 1,347,561 | 1,347,561 |
| Fund Transfers - Revenue | 7,374,594 | 16,934,046 | 2,180,890 | 8,663,735 | 8,505,250 |
| Interagency Revenue | 5,469,361 | 0 | 0 | 0 | 0 |
| Total Internal Revenues | 13,081,805 | 18,054,051 | 4,032,560 | 10,011,296 | 9,852,811 |
| Beginning Fund Balance | 0 | 1,889,619 | 23,413,745 | 38,725,121 | 20,435,495 |
| Total Resources | \$13,085,915 | \$29,233,639 | \$57,650,922 | \$48,736,417 | \$30,288,306 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 2,467,156 | 883,234 | 1,287,259 | 1,361,643 | 1,316,635 |
| External Materials and Services | 7,831,280 | 5,257,072 | 12,367,445 | 8,468,798 | 7,438,693 |
| Internal Materials and Services | 894,120 | 574,056 | 2,161,319 | 1,057,446 | 1,057,446 |
| Capital Outlay | 3,740 | 0 | 0 | 3,768,000 | 0 |
| Total Bureau Expenditures | 11,196,296 | 6,714,362 | 15,816,023 | 14,655,887 | 9,812,774 |
| Fund Expenditures | | | | | |
| Debt Service | 0 | 1,203,687 | 1,177,500 | 0 | 0 |
| Contingency | 0 | 0 | 40,123,120 | 25,416,795 | 12,223,612 |
| Fund Transfers - Expense | 0 | 163,500 | 534,279 | 8,663,735 | 8,251,920 |
| Total Fund Expenditures | 0 | 1,367,187 | 41,834,899 | 34,080,530 | 20,475,532 |
| Ending Fund Balance | 1,889,619 | 21,152,090 | 0 | 0 | 0 |
| Total Requirements | \$13,085,915 | \$29,233,639 | \$57,650,922 | \$48,736,417 | \$30,288,306 |
| Programs | | | | | |
| Administration & Support | | 129 | 0 | 0 | 0 |
| Administration & Support | | (111,252) | 0 | 0 | 0 |
| Administration & Support | | 200 | 0 | 0 | 0 |
| Administration & Support | | 644,242 | 0 | 0 | 0 |
| Enterprise Business Solution Project | | (1,516) | 0 | 0 | 0 |
| Public Safety Systems Revitalization Program | | 6,180,205 | 15,816,023 | 14,655,887 | 9,812,774 |
| Public Safety Systems Revitalization Program | | 2,354 | 0 | 0 | 0 |
| Total Programs | | \$6,714,362 | \$15,816,023 | \$14,655,887 | \$9,812,774 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|---------------------------------------|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000218 | Inf Syst Analyst, Principal-Gen | 74,214 | 98,862 | 2.00 | 173,088 | 2.00 | 173,088 | 2.00 | 173,088 |
| 30000219 | Inf Syst Analyst, Principal-Proj Mgmt | 74,214 | 98,862 | 1.00 | 78,360 | 1.00 | 80,772 | 1.00 | 80,772 |
| 30000607 | Inf Syst Mgr-Generalist | 79,830 | 106,288 | 1.00 | 106,284 | 1.00 | 106,284 | 1.00 | 106,284 |
| 30000451 | Management Analyst | 56,763 | 75,670 | 2.00 | 128,793 | 2.00 | 134,082 | 2.00 | 134,082 |
| 30001031 | Technology Capital Project Manager I | 85,800 | 116,293 | 3.00 | 342,828 | 3.00 | 347,340 | 3.00 | 347,340 |
| 30001032 | Technology Capital Project Manager II | 101,421 | 145,205 | 1.00 | 140,560 | 1.00 | 145,200 | 1.00 | 145,200 |
| TOTAL FULL-TIME POSITIONS | | | | 10.00 | 969,913 | 10.00 | 986,766 | 10.00 | 986,766 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 10.00 | 969,913 | 10.00 | 986,766 | 10.00 | 986,766 |

City Support Services Service Area

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

| Action | Amount | | | FTE | Decision |
|--|-----------|-------------|---------------|-------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 1,360,523 | 13,308,326 | 14,668,849 | 10.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (11,509) | 0 | (11,509) | 0.00 | Reduction in external materials & services |
| | (1,619) | 0 | (1,619) | 0.00 | OMF IA reductions |
| | 166 | 0 | 166 | 0.00 | OMF IA adds |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | (4,943,000) | (4,943,000) | 0.00 | Reduction in Radio Project budget |
| | 0 | (20,403) | (20,403) | 0.00 | Net change in CAD-Next budget |
| | 0 | 120,290 | 120,290 | 0.00 | Increase in PPDS budget |
| | (166) | 166 | 0 | 0.00 | OMF IA add changed to one-time |
| | (13,128) | (4,842,947) | (4,856,075) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 9,812,774 | 10.00 | Total Adopted Budget |

Enterprise Business Solutions Services

Overview

Enterprise Business Solution (EBS) implements, maintains, and continuously improves the City's SAP integrated resource planning system. EBS provides functional, technical, communications, change management, end user training, and administrative services in support of the SAP system. The division currently supports approximately 1,300 financial system users, 750 human resources and payroll users in 28 business groups responsible for executing critical business processes, and more than 1,600 employee self-service users.

Enterprise Business Solutions Services

| | |
|---|---|
| Description | <p>EBS supports the continuous improvement and effective use of SAP within the City. The responsibilities of EBS are to: support the users of the SAP system to perform the financial and human resources activities of the City, drive efficient use of the SAP system and assist the bureaus to improve the execution of the operational responsibilities of the City, and deliver enhanced functionality of the SAP system and maximize the City's investment in this system.</p> <p>The functional and technical staff support services in the enterprise environment, which include daily financial transactions and reporting, project and asset management, grant management, payroll processing, personnel administration, and organizational management. Staff works with the EBS Program Advisory Committee and the EBS Executive Steering Committee to plan enhancements to the SAP system and to maintain the City's investment in SAP. In FY 2010-11, the division completed the implementation of the Business Objects reporting that will enable the end users to more efficiently access data from SAP, expand employee and manager self-service, and deliver additional functionality identified by the SAP roadmap.</p> |
| Goals | EBS supports the Citywide goal of delivering efficient, effective, and accountable municipal services and the OMF mission of managing the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community. |
| Performance | EBS performance is measured through customer service satisfaction, training accomplished, the number of high priority change requests received and completed, and the number of daily open Help Desk tickets. As the program continues to define and execute standardized operational processes, customer satisfaction and efficiencies will increase. The targets for FY 2011-12 include a customer satisfaction rating of 2.5 out of 4 possible points, 150 training sessions completed, and 40 high priority change requests completed annually. |
| Changes to Services and Activities | Key changes during FY 2010-11 and FY 2011-12 include the hiring of additional staffing to address the right-sizing of the organization to fully support the City's users and reduce reliance on more expensive outside consulting services. EBS training efforts for FY 2011-12 are focused on a more cost effective delivery of training via e-learning in order to reduce the number of training sessions required. Upon full integration of additional staffing, the division can improve operational efficiencies to provide consistent support, train users to gain the necessary SAP expertise, and deliver new functionality to City bureaus including deploying SAP to all employees. |

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | | 15.50 | 20.00 | 20.00 | 20.00 |
| Expenditures | | | | | |

Enterprise Business Solutions Services

City Support Services Service Area

| FTE & Financials | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| EBS Services | | 9,879,888 | 8,321,077 | 7,953,575 | 7,953,575 |
| Total Expenditures | | 9,879,888 | 8,321,077 | 7,953,575 | 7,953,575 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Performance | Actual FY 2008-09 | Actual FY 2009-10 | Yr End Est. FY 2010-11 | Base FY 2011-12 | Target FY 2011-12 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effective | | | | | |
| Customer Service satisfaction rating (scale 1 to 4) | NA | 2.18 | 2.00 | 2.25 | 2.50 |
| Efficiency | | | | | |
| Percent of high priority change requests completed annually | NA | NA | 50% | 65% | 65% |
| Workload | | | | | |
| Number of training sessions delivered | NA | 158 | 200 | 150 | 150 |
| Number of high priority change requests received annually | NA | NA | 60 | 100 | 60 |
| Number of high priority change requests completed annually | NA | NA | 30 | 75 | 40 |
| Average number of Help Desk tickets open daily | NA | NA | 50 | 100 | 50 |

Enterprise Business Solutions Services

Summary of Division Budget

City Support Services Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Bond & Note | 0 | 10,346,911 | 0 | 0 | 0 |
| Miscellaneous | 42,868 | 22,070 | 11,921 | 140,000 | 140,000 |
| Total External Revenues | 42,868 | 10,368,981 | 11,921 | 140,000 | 140,000 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 36,942 | 1,580,168 | 0 | 0 | 0 |
| General Fund Overhead | 2,246,378 | 4,430,659 | 0 | 0 | 0 |
| Fund Transfers - Revenue | 7,754,570 | 14,984,197 | 0 | 5,710 | 5,710 |
| Interagency Revenue | 0 | 345,000 | 10,885,676 | 12,506,543 | 12,506,543 |
| Total Internal Revenues | 10,037,890 | 21,340,024 | 10,885,676 | 12,512,253 | 12,512,253 |
| Beginning Fund Balance | 0 | 2,311,351 | 4,493,273 | 3,984,839 | 4,289,349 |
| Total Resources | \$10,080,758 | \$34,020,357 | \$15,390,870 | \$16,637,092 | \$16,941,602 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 61,274 | 2,140,976 | 2,260,800 | 2,210,737 | 2,210,737 |
| External Materials and Services | 447,009 | 3,382,802 | 1,780,340 | 1,294,806 | 1,294,806 |
| Internal Materials and Services | 2,369,554 | 4,395,857 | 4,279,937 | 4,448,032 | 4,448,032 |
| Total Bureau Expenditures | 2,877,837 | 9,919,634 | 8,321,077 | 7,953,575 | 7,953,575 |
| Fund Expenditures | | | | | |
| Debt Service | 0 | 13,968,936 | 4,115,950 | 4,393,762 | 4,393,763 |
| Contingency | 0 | 0 | 2,910,151 | 4,113,937 | 4,418,446 |
| Fund Transfers - Expense | 4,891,570 | 5,970,891 | 43,692 | 175,818 | 175,818 |
| Total Fund Expenditures | 4,891,570 | 19,939,827 | 7,069,793 | 8,683,517 | 8,988,027 |
| Ending Fund Balance | 2,311,351 | 4,160,895 | 0 | 0 | 0 |
| Total Requirements | \$10,080,758 | \$34,020,357 | \$15,390,870 | \$16,637,092 | \$16,941,602 |
| Programs | | | | | |
| Administration & Support | | 15,000 | 0 | 0 | 0 |
| EBS Services | | 9,879,888 | 8,321,077 | 7,953,575 | 7,953,575 |
| License and Tax | | 18,887 | 0 | 0 | 0 |
| Revenue Collection | | 5,859 | 0 | 0 | 0 |
| Total Programs | | \$9,919,634 | \$8,321,077 | \$7,953,575 | \$7,953,575 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000433 | Administrative Specialist, Sr | 41,475 | 63,856 | 1.00 | 59,511 | 1.00 | 61,950 | 1.00 | 61,950 |
| 30000440 | Business Operations Supervisor | 65,811 | 88,046 | 1.00 | 80,040 | 1.00 | 83,043 | 1.00 | 83,043 |
| 30000449 | Business Systems Analyst, Sr | 62,629 | 83,637 | 12.00 | 854,717 | 12.00 | 873,990 | 12.00 | 873,990 |
| 30000494 | Community Outreach & Invlmt Program Mgr | 62,629 | 83,637 | 1.00 | 62,628 | 1.00 | 62,628 | 1.00 | 62,628 |
| 30001433 | SAP Business Systems Analyst, Principal | 74,214 | 98,862 | 2.00 | 166,430 | 2.00 | 170,148 | 2.00 | 170,148 |
| 30001233 | SAP Support Manager | 92,186 | 128,752 | 1.00 | 128,748 | 1.00 | 128,748 | 1.00 | 128,748 |
| 30000532 | Training & Development Officer | 62,629 | 83,637 | 2.00 | 124,572 | 2.00 | 127,110 | 2.00 | 127,110 |
| TOTAL FULL-TIME POSITIONS | | | | 20.00 | 1,476,646 | 20.00 | 1,507,617 | 20.00 | 1,507,617 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 20.00 | 1,476,646 | 20.00 | 1,507,617 | 20.00 | 1,507,617 |

City Support Services Service Area

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

| Action | Amount | | | FTE | Decision |
|--|-----------|----------|---------------|-------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 8,071,761 | 0 | 8,071,761 | 20.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | (118,186) | 0 | (118,186) | 0.00 | Mandatory Reductions |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| | (118,186) | 0 | (118,186) | 0.00 | Total FY 2011-12 Decision Packages |
| | | | 7,953,575 | 20.00 | Total Adopted Budget |

Special Appropriations

Overview

Special appropriations are included in OMF for reporting purposes only. They are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides. The Office of Management and Finance provides management and oversight for the appropriations under the direction of City Council. Some appropriations are one-time allocations while others are ongoing.

Ongoing Special Appropriations

City Membership and Dues

This special appropriation provides \$267,549 in ongoing resources to fund the costs related to the City memberships in various organizations to which the City subscribes as a municipality. This special appropriation will be administered by the Office of Management and Finance.

Clean and Safe

This special appropriation provides \$20,437 in ongoing resources to support the City's share of the downtown Business Improvement District. This special appropriation will supplement charges to downtown property owners. The funds are used for guides, marketing strategies, enhanced security, and street cleaning in the downtown area.

Compensation Set-Aside

This special appropriation is a set-aside for General Fund adjustments to salaries for City employees, based on projected inflation. These funds are distributed as necessary to bureaus during the spring budget monitoring process each fiscal year. The amount estimated for FY 2011-12 is \$5,230,522.

COPPEA Training

This \$14,665 ongoing allocation is for a training set-aside in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA).

Crisis Assessment & Treatment Center

This appropriation provides ongoing funding of \$600,000 for the City's share of the operational costs of the Crisis Assessment & Treatment Center.

Council Emergency Fund

This funding of \$5,305 is for the annual appropriation for the Mayor and Commissioners as specified in the City Charter. This appropriation is administered by the Mayor's Office.

Special Appropriations

City Support Services Service Area

Downtown Services

This special appropriation provides \$1,067,352 in ongoing resources to keep downtown Portland a safe and attractive center for people and businesses. Contracted services include bicycle patrol, public restroom cleaning in the downtown parks, and Pioneer Courthouse Square security. The appropriation also funds an interagency agreement with Portland Parks and Recreation to maintain flowers pots along the transit mall and light rail corridor. This appropriation accomplishes different work than the Clean and Safe special appropriation.

Future Connect Scholarship

This package will provide \$500,000 in ongoing funding to the Future Connect Scholarship. This program is designed to create a pathway to an Associate's Degree by helping youth with the financial burden of attending college. It also serves as an incentive for youth who are most at-risk of not graduating college on time. This scholarship covers the cost for the first two years of study at Portland Community College.

Leaders Roundtable

This special appropriation provides \$14,208 in ongoing resources to fund the City's share for an advisory group of community leaders. It is convened to coordinate and improve interrelated services attended by staff from the Mayor's Office. This special appropriation will be administered by the Mayor's Office.

Mayor's Secret Service

This special appropriation provides an annual amount of \$2,132 for the Mayor's Secret Service Fund as specified in the City Charter. This special appropriation will be administered by the Mayor's Office.

Office of Equity

This appropriation provides ongoing funding of \$525,000 for the proposed creation of the Office of Equity in FY 2011-12.

Portland Center for the Performing Arts (PCPA)

This ongoing funding of \$774,040 is to meet the City's obligation to the PCPA. This is a contractual payment to provide operating and capital support to the City-owned performing arts facilities.

Regional Arts and Culture Council (RACC)

RACC's base budget includes a total of \$3,826,883 ongoing funding and \$200,000 one-time funding for Work for Art in accordance with the contract.

**One-time Special
Appropriations****Black Parent Initiative**

This package will provide \$100,000 to the Black Parent Initiative (BPI), which inspires and mobilizes black parents to ensure their children achieve educational excellence. BPI's In-Home Program provides one-on-one training and family contact in the home, using the Effective Black Parenting model, individualized service plans, classes, and support groups. This program keeps kids safely at home, and increases the role of relatives and natural support systems, therefore decreasing the disproportionate number of Black youth in Portland's Child Welfare System.

CARES Northwest

This package will provide \$50,000 in financial assistance to CARES Northwest. This organization is the designated provider for medically based child abuse assessment and intervention services for Multnomah and Washington counties in Oregon.

CASH Oregon Free Tax Preparation

This package will provide \$75,000 to CASH Oregon for free tax preparation service. CASH Oregon serves primarily low income and disadvantaged individuals throughout Portland and Multnomah County. Very few people served by CASH have adequate access to computers or tax preparation software; many are challenged by language barriers and lack basic financial literacy. In addition to tax preparation services, CASH also assists people with their personal finances by connecting them to educational resources and related community services.

Cully-Concordia Adult ESOL Classes

This \$20,000 funding continues the English for Speakers of Other Languages (ESOL) classes for adults in the Cully neighborhood. This program offers free ESOL instruction for adults by volunteer literacy tutors with materials provided by the program and tailored to the needs of each student.

East Portland SUN School Equity

The SUN service system provides a range of programs to improve student's academic success and build family self-sufficiency. The SUN School model allows for these services to be delivered via school sites and to school populations. A poverty index is used to determine where SUN Schools should be based. David Douglas High school is the only high-poverty index school in the region without a SUN program. This \$100,000 provides the base start-up amount for a SUN High School. Additional dollars will be leveraged by the County to provide additional start up support.

Fostering Success Initiative

This package will provide \$117,000 to the Fostering Success Initiative. The City of Portland will collaborate with other governmental and non-governmental entities including the state, county, court system and education system to improve the lives and educational futures of our community's foster children.

Special Appropriations

City Support Services Service Area

The first step in this process is to convene a workgroup of representative partners to examine the feasibility of both a service center and housing devoted to foster youth as they age out of the foster care system. A workgroup will convene in 2011 to assess the viability of such a center and create and outline for its programming and services. The workgroup shall also review various housing models and make recommendations regarding those models and whether or not they should be incorporated into a service center.

Janus Youth Program - Human Trafficking

This appropriation provides support of \$150,000 for the Janus Youth Program for victim shelter beds.

Japanese Garden Society of Oregon

This package will provide \$40,000 to the Japanese Garden Society of Oregon. The Portland Japanese Garden has been an important cultural asset for the City of Portland for 48 years. The Garden is in need of a physical and programmatic expansion that will serve regional, national, and international visitors. The total cost of the expansion is estimated at \$19,200,000. The Garden will match City's contribution two to one with commitments from its Board.

Miracles Club

This package will provide \$10,000 to the Miracles Club. The club provides services for recovering addicts and their families, including 12-step meetings, social gathering space, and weekly family nights where parents and their children get together, play, dance and enjoy themselves in atmosphere free of drugs and alcohol. Funds will be used to support the Miracles Club peer-to-peer mentoring program. The Portland City Council previously supported the Miracles Club to attain its own permanent location on Martin Luther King, Jr. Blvd. The new Miracles Club will be opening this summer and in addition to offering its alcohol and drug recovery programs the Club will also have alcohol and drug free housing.

Needle Exchange

This appropriation provides financial support of \$65,000 for the Needle Exchange Program in FY 2011-12.

Oregon Food Bank

This request will provide \$100,000 in financial assistance to the Oregon Food Bank. This organization collects and distributes emergency food to those in need.

Police Activities League (PAL)

This package will provide \$30,000 to the Police Activities League (PAL). PAL builds partnerships between youth, police and the community through recreational, athletic and educational programs designed to encourage and develop good citizenship and to improve the quality of life in the Portland metropolitan area. PAL targets youth who are at risk of joining gangs, not reaching benchmarks in school, and/or live in low income or high risk neighborhoods.

Portland Art Museum Energy Efficiency

This appropriation provides financial support of \$100,000 for the Portland Art Museum Energy Efficiency Program in FY 2011-12.

Portland Center for the Performing Arts (PCPA) Foundation

This appropriation provides financial support of \$50,000 for the PCPA Foundation in FY 2011-12.

Portland Loos

This action will provide \$152,000 in funding for new public toilets throughout the City.

Portland Rose Festival

This request will provide \$20,000 in funding for 141 public toilets along the 4.2 mile Grand Floral Parade and at the Oregon Convention Center for parade-goers with special needs. Additionally, the project will provide enforcement of City rules regarding the prohibition of marking space in the public right-of-way.

RACC - Creative Advocacy Network

This action provides \$150,000 to the Creative Advocacy Network (CAN). CAN's mission is to increase public funding for the arts to ensure that every child has access to arts education and every resident has access to arts and cultural experiences. The agency intends to match dollar for dollar by private sector funding to further leverage City's investment.

RACC - Equity & Diversity Initiatives

As part of the new five-year contract with the City, RACC is working to improve its internal measuring systems and to expand its outreach to the minority communities to better serve all Portlanders. This \$48,417 in funding will allow RACC to invest in more cultural diversity training; translate guidelines and application materials into Spanish, Russian, Chinese, Somali and Vietnamese; and increase from 0.25 FTE to 1.0 FTE the staff dedicated to coordinating these diversity outreach activities.

RACC - Right Brain Initiative

The Right Brain Initiative helps ensure that arts education remains in Portland schools, providing students with the critical 21st century skills that they will need to succeed in school and in life. The agency estimates that \$50,000 in funding will leverage an additional \$50,000 from other public and private partners to allow an expansion of the program from 23 to 30 participating schools in FY 2011-12.

RACC - Work for Art

This request will provide \$50,000 in funding for one part-time staff position during RACC's busiest campaign to attract new donors. With this additional help, RACC estimates that it will be able to raise \$755,000 in FY 2011-12, which is an increase of \$75,000 compared to the previous fiscal year.

Special Appropriations

City Support Services Service Area

Sports Fields

For the past few years, the City of Portland has provided funding to support the development of sports fields at area high schools. The Parks 2020 Vision calls for developing and improving sports fields throughout the city. This \$300,000 in FY 2011-12 funding will leverage additional funding from Portland Public Schools or the Parkrose School District, along with private organizations, corporations and individual donors.

VOZ Workers Right Education Project

This package will provide \$25,000 to the VOZ Workers Rights Education. This is a worker-led organization that empowers immigrants and day laborers to gain control over their conditions through leadership development, organizing, and community education.

Summary of Division Budget
Special Appropriations
City Support Services Service Area

| | Actual FY 2008-09 | Actual FY 2009-10 | Revised FY 2010-11 | Proposed FY 2011-12 | Adopted FY 2011-12 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Miscellaneous | 8,123 | 0 | 0 | 0 | 0 |
| Total External Revenues | 8,123 | 0 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 11,726,884 | 13,313,634 | 7,021,702 | 13,877,379 | 14,698,776 |
| General Fund Overhead | 160,494 | 152,418 | 143,555 | 151,734 | 151,734 |
| Interagency Revenue | 89,478 | 271,349 | 12,000 | 26,013 | 26,013 |
| Total Internal Revenues | 11,976,856 | 13,737,401 | 7,177,257 | 14,055,126 | 14,876,523 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$11,984,979 | \$13,737,401 | \$7,177,257 | \$14,055,126 | \$14,876,523 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personal Services | 624 | 0 | 0 | 368,400 | 368,400 |
| External Materials and Services | 11,876,955 | 13,609,279 | 7,077,257 | 9,177,601 | 9,177,601 |
| Internal Materials and Services | 107,400 | 128,122 | 100,000 | 100,000 | 100,000 |
| Total Bureau Expenditures | 11,984,979 | 13,737,401 | 7,177,257 | 9,646,001 | 9,646,001 |
| Fund Expenditures | | | | | |
| Contingency | 0 | 0 | 0 | 4,409,125 | 5,230,522 |
| Total Fund Expenditures | 0 | 0 | 0 | 4,409,125 | 5,230,522 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$11,984,979 | \$13,737,401 | \$7,177,257 | \$14,055,126 | \$14,876,523 |
| Programs | | | | | |
| Diversity Development/Affirmative Action | | 0 | 0 | 525,000 | 525,000 |
| Economic Opportunity | | 1,359,427 | 0 | 0 | 0 |
| Mayor's Office | | 14,181 | 0 | 0 | 0 |
| Special Appropriation - City Support Services | | 1,059,421 | 6,351,488 | 329,872 | 329,872 |
| Special Appropriation - Parks, Rec & Culture | | 5,086,400 | 867,019 | 7,028,692 | 7,028,692 |
| Special Appropriation - Public Safety | | 0 | 0 | 30,000 | 30,000 |
| Special Appropriations - Community Development | | 6,104,917 | (41,250) | 1,732,437 | 1,732,437 |
| Support | | 113,056 | 0 | 0 | 0 |
| Total Programs | | \$13,737,401 | \$7,177,257 | \$9,646,001 | \$9,646,001 |

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Special Appropriations

FTE Summary

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2009-10 | | Proposed FY 2010-11 | | Adopted FY 2010-11 | |
|------------------------------|---------------------|--------------|---------|-----------------------|--------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000464 | Program Coordinator | 59,634 | 79,518 | 0.00 | 0 | 4.00 | 260,016 | 4.00 | 260,016 |
| TOTAL FULL-TIME POSITIONS | | | | 0.00 | 0 | 4.00 | 260,016 | 4.00 | 260,016 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 0.00 | 0 | 4.00 | 260,016 | 4.00 | 260,016 |

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

| Action | Amount | | | FTE | Decision |
|--|-----------|-----------|---------------|------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2011-12 | 6,018,584 | 200,000 | 6,218,584 | 0.00 | FY 2011-12 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 100,000 | 100,000 | 0.00 | Oregon Food Bank |
| | 0 | 20,000 | 20,000 | 0.00 | Portland Rose Festival |
| | 0 | 300,000 | 300,000 | 0.00 | Sports Fields |
| | 0 | 75,000 | 75,000 | 0.00 | CASH Oregon Free Tax Preparation |
| | 0 | 152,000 | 152,000 | 0.00 | Portland Loos |
| | 0 | 50,000 | 50,000 | 0.00 | CARES Northwest |
| | 0 | 50,000 | 50,000 | 0.00 | RACC - Right Brain Initiative |
| | 0 | 150,000 | 150,000 | 0.00 | RACC - Creative Advocacy Network |
| | 0 | 50,000 | 50,000 | 0.00 | RACC - Work for Art |
| | 0 | 48,417 | 48,417 | 0.00 | RACC - Equity & Diversity Initiatives |
| | 0 | 30,000 | 30,000 | 0.00 | Police Activities League |
| | 0 | 117,000 | 117,000 | 0.00 | Fostering Success Initiative |
| | 0 | 100,000 | 100,000 | 0.00 | Black Parent Initiative |
| | 0 | 25,000 | 25,000 | 0.00 | VOZ Workers Right Education Project |
| | 500,000 | 0 | 500,000 | 0.00 | Future Connect Scholarship |
| | 0 | 100,000 | 100,000 | 0.00 | East Portland SUN School Equity |
| | 0 | 10,000 | 10,000 | 0.00 | Miracles Club |
| | 0 | 40,000 | 40,000 | 0.00 | Japanese Garden Society of Oregon |
| | 0 | 20,000 | 20,000 | 0.00 | Cully-Concordia Adult ESOL Classes |
| | 525,000 | 0 | 525,000 | 4.00 | Office of Equity |
| | 0 | 50,000 | 50,000 | 0.00 | PCPA Foundation |
| | 0 | 65,000 | 65,000 | 0.00 | Needle Exchange |
| | 0 | 150,000 | 150,000 | 0.00 | Janus Youth - Eliminate Human Trafficking |
| | 0 | 100,000 | 100,000 | 0.00 | Portland Art Museum Energy Efficiency |
| | 600,000 | 0 | 600,000 | 0.00 | Crisis Assessment Center |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| | 1,625,000 | 1,802,417 | 3,427,417 | 4.00 | Total FY 2011-12 Decision Packages |
| | | | 9,646,001 | 4.00 | Total Adopted Budget |



Acronyms

The following are acronyms and terms commonly used by the City of Portland.

| | | |
|---------------|-------|---|
| AA | | Affirmative Action |
| AP | | Accounting period |
| BAC | | Budget Advisory Committee |
| BDS | | Bureau of Development Services |
| BES | | Bureau of Environmental Services |
| BFS | | Bureau of Financial Services within OMF |
| BHR | | Bureau of Human Resources |
| BOD | | Biochemical oxygen demand (a strength measure of sewage) |
| BOEC | | Bureau of Emergency Communications |
| BRASS | | Portland's budgeting software |
| BTS | | Bureau of Technology Services within OMF |
| BMP | | Budget Monitoring Process |
| CAFR | | Comprehensive Annual Financial Report |
| CAD | | Computer-Aided Dispatch system, used by BOEC |
| CAL | | Current appropriation level |
| CAO | | Chief Administrative Officer (in OMF) |
| CBRNE | | Chemical, biological, radiological, nuclear, explosive |
| CFO | | Chief Financial Officer (in OMF) |
| CIP | | Capital Improvement Plan |
| CIS | | Customer Information System (Portland's utility billing system) |
| COPPEA | | City of Portland Professional Employees Association |
| CPI | | Consumer Price Index |
| CRC | | Capital Review Committee |
| CRP | | Clean River Plan |
| CSL | | Current service level |
| CSO | | Combined sewer overflow |
| DCTU | | District Council of Trade Unions |
| DEQ | | (State) Department of Environmental Quality |
| EBS | | Enterprise Business System, the project that replaced IBIS (the City's former financial system) |

Acronyms

| | |
|-----------------------|--|
| ECC | Emergency Coordination Center |
| EPA | U.S. Environmental Protection Agency |
| ESA | Endangered Species Act |
| ESB | Emerging small business |
| FEMA | Federal Emergency Management Administration |
| FPD | Financial Planning Division within OMF |
| FPDR | Fire & Police Disability & Retirement |
| FTE | Full-time equivalent employees |
| FY | Fiscal year |
| GAAP | Generally accepted accounting principles |
| GFOA | Government Finance Officers Association |
| GIS | Geographic Information System |
| GO Bond | General obligation bond |
| GTR | General transportation revenues |
| HR | Human Resources |
| IA | Interagency agreement |
| IBIS | Integrated Business Information System, the City's former central financial system |
| ITAX | Temporary Multnomah County personal income tax for tax years 2003 through 2005 |
| IGA | Intergovernmental agreement |
| LCDC | (State) Land Conservation and Development Commission |
| LID | Local Improvement District |
| LT2 | Long-Term 2 Surface Water Treatment Rule |
| LUBA | Land Use Board of Appeals |
| M&S | Materials and services |
| M/W/ESB | Minority/Women-owned/Emerging Small Business |
| Metro | Portland metropolitan regional government |
| MFR | Managing for Results |
| MDCs | Mobile Data Computers, in police patrol cars |
| NOAA Fisheries | National Oceanic & Atmospheric Administration—National Marine Fisheries Service |
| NPDES | National Pollutant Discharge Elimination System |
| O&M | Operation and maintenance |
| OAR | Oregon Administrative Rules |
| ODOT | Oregon Department of Transportation |

| | |
|--------------------|---|
| OHR | Office of Human Relations |
| OMF | Office of Management & Finance |
| ONI | Office of Neighborhood Involvement |
| OPSRP | Oregon Public Services Retirement Plan, successor to PERS |
| OPUC or PUC | Oregon Public Utility Commission |
| ORS | Oregon Revised Statutes |
| OSD | Office of Sustainable Development |
| OYVP | Office of Youth Violence Prevention |
| P&D | Printing & Distribution within OMF |
| PBOT | Portland Bureau of Transportation |
| PDC | Portland Development Commission |
| PERS | Public Employees Retirement System, succeeded by OPSRP for newer public employees |
| PF&R | Portland Fire & Rescue |
| PFFA | Portland Fire Fighters Association |
| PHB | Portland Housing Bureau |
| POEM | Portland Office of Emergency Management |
| PP&R | Portland Parks & Recreation |
| PPA | Portland Police Association |
| PPCOA | Portland Police Commanding Officers Association |
| PPDS | Portland Police Data System |
| PPI | Producer Price Index |
| PSSRP | Public Safety Systems Revitalization Project |
| PTE | Professional, technical, and expert services |
| PURB | Portland Utility Review Board |
| QA | Quality assurance |
| RACC | Regional Arts & Culture Council |
| RFP | Request for proposal |
| ROW | Right-of-way |
| RWSP | Regional Water Supply Plan |
| SAFE | Street Access for Everyone |
| SAP | New City financial and human resource system (successor to IBIS), implemented in FY 2008-09 |
| SCT | Service Coordination Team |
| SDC | System development charge |
| SEA | Service Efforts and Accomplishments Report |

Acronyms

| | |
|--------------------------|---|
| <i>SMF</i> | Street Maintenance Fee |
| <i>TAN</i> | Tax anticipation note |
| <i>TIF</i> | Tax increment financing |
| <i>TMDL</i> | Total maximum daily load |
| <i>TSCC</i> | Tax Supervising & Conservation Commission |
| <i>UGB</i> | Urban Growth Boundary |

Glossary

2040 PLAN: A planning guide for regional growth in the Portland metropolitan area over the next 35 to 50 years. The plan was produced by Metro, the regional governing body for the Portland metropolitan area.

ACCOUNT: The classification of appropriation by type of expenditure or revenue (see Line Item).

ACCOUNTING PERIOD: The City's fiscal year is divided into 12 accounting periods. Each accounting period is one month long. A 13th accounting period expands beyond month 12.

ACCRUAL: An entry which records an expense for which no cash disbursement has occurred at the end of the fiscal year, although the expense was incurred in that fiscal year. Accruals are used to ensure expenses are recorded in the fiscal year in which they are incurred, regardless of when payment actually takes place.

APPROPRIATION: The legal authority to spend funds designated for a specific purpose.

BALANCED BUDGET: Oregon Administrative Rule 150-294.352(1)-(B), relating to Local Budget Law, states that the City "must construct its budget in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund" and "the total of all resources of the district must equal the total of all expenditures and all requirements for the district." A budget that meets these specifications is considered balanced.

BALLOT MEASURE 37: A measure approved by Oregon voters in November of 2004. The measure requires state and local governments to reimburse property owners for reduced property values attributable to government regulation, or to waive the applicable regulations. Ballot Measure 49, passed in 2007, overturned and modified many Measure 37 provisions.

BALLOT MEASURE 47: A property tax limitation measure approved by Oregon voters in November 1996.

BALLOT MEASURE 50: A property tax limitation measure referred by the Oregon Legislature to voters as a replacement for Ballot Measure 47. Measure 50 was approved by voters in May 1997.

BEGINNING FUND BALANCE: Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

BRASS: The Budget Reporting and Analysis Support System, the City's budget software system. BRASS is used to develop and track the City's budget.

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

BUDGET: A financial, operating, and management plan for the provision of services. A budget provides for the receipt of revenues and establishes legal appropriations for the fiscal year or period.

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

BUDGET COMMITTEE: A special committee required under Oregon Local Budget Law. The committee, which in Portland's case is identical in composition to the City Council, reviews the Mayor's Proposed Budget and votes to approve 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. The budget message is a requirement of Oregon Local Budget Law.

BUDGET MONITORING PROCESS (BuMP): A report submitted by bureaus three times each year, typically occurring in October, January, and April. The report compares planned and actual expenditures, revenues, and performance measure data. Bureaus can also request appropriation changes through the BuMP processes.

BUDGET NOTES: Directives included in the budget adoption ordinance that instruct a bureau or office to take a specific action, or that convey Council intent with respect to a particular issue.

BUDGET PHASES: The following are the major versions of the budget. Each corresponds with a different phase of the budget process.

- ◆ **REQUESTED:** A bureau's requested appropriation as submitted to the Financial Planning Division and the City Council.
- ◆ **PROPOSED:** The Mayor's recommended budget as presented to the Budget Committee.
- ◆ **APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission. The Approved Budget occurs after the release of the Mayor's Proposed Budget and before the final Adopted Budget.
- ◆ **ADOPTED:** The budget as adopted by City Council. It is the Adopted Budget from which the City operates during the fiscal year.
- ◆ **REVISED:** The budget as amended by ordinances adopted by City Council throughout the fiscal year.

BUREAU ADVISORY COMMITTEE (BAC): A committee, specific to a particular bureau, consisting of community members appointed to advise the bureau on its budget requests and to make recommendations to Council.

BUREAU GOAL: A specific statement of results that a bureau plans to achieve to meet an identified community need.

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

CAPITAL EQUIPMENT: Machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

CAPITAL IMPROVEMENT: An expenditure of at least \$10,000 that extends an asset's useful life and/or improves its efficiency, capacity, or usability. The life expectancy of a capital improvement must be at least ten years.

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

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

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

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

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

DESTINATION FUND: A fund receiving transferred dollars from another fund (the "source fund").

ENTERPRISE BUSINESS SOLUTION (EBS): The financial software system that replaced the City's Integrated Business Information System and other financial software programs used throughout the City.

ENDING FUND BALANCE: The amount that remains unspent in a fund after subtracting budgeted expenditures, including contingency.

EXPENSES:

- ◆ **BUREAU EXPENSES:** Requirements of the programs or services provided by the City's bureaus. The major bureau expense categories are personal services, internal and external materials and services, and capital outlay.

- ◆ **FUND EXPENSES:** Requirements of a fund for supporting programs and services. The major fund expense categories are contingency, 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.

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 government.

FINANCIAL OUTLOOK: Report on the General Fund's current financial condition. The report is used by Council and produced 12 times per year, once each month.

FINANCIAL PLANNING DIVISION: The unit within the Office of Management and Finance that plans and administers the budget process for the City. This includes the issuance of instructions to bureaus, analysis of requests, preparation of the Mayor's Proposed Budget, and preparation of the Adopted Budget.

FISCAL YEAR (FY): The twelve-month period beginning July 1 and ending June 30.

FUND: A budgetary and accounting mechanism for designating a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. Fund categories include governmental, proprietary, and fiduciary. Funds are established in accordance with state and local laws, regulations, and other limitations.

- ◆ **CAPITAL PROJECTS FUNDS:** Funds dedicated to the acquisition, construction, or improvement of capital assets. (Construction funds for the Bureau of Environmental Services and the Water Bureau are considered enterprise funds.)
- ◆ **DEBT SERVICE FUNDS:** Funds that account for the payment of debt service on general obligation, revenue, assessment, improvement, and urban renewal tax increment bonds.
- ◆ **ENTERPRISE FUNDS:** Funds that are used to account for activities that render services on a user fee basis and are expected to function without General Fund resources. Enterprise funds include the Hydroelectric Power Operating, Water, Sewer System Operating, Solid Waste Management, Golf, and Parking Facilities Funds.
- ◆ **FIDUCIARY FUNDS:** The City has three fiduciary funds, all used to account for the retirement and disability costs of police and fire personnel. Revenues for the main fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948.
- ◆ **GENERAL FUND:** The General Fund includes resources for all general purpose activities of the City that are supported by property taxes and other discretionary resources, and by General Fund overhead recovery revenue.
- ◆ **GOVERNMENTAL FUNDS:** Funds that support the general government activities of the City. The largest and most visible governmental fund is the General Fund, which supports police, fire, parks, and other services. The Transportation Operating Fund is the other major governmental fund. Capital projects, debt service, permanent, and special revenue funds are also governmental funds.
- ◆ **INTERNAL SERVICE FUNDS:** Funds that provide central services such as fleet maintenance and printing to other bureaus and agencies. These funds operate almost solely with revenues received from the agencies using their services.
- ◆ **PERMANENT FUNDS:** Funds for gifts or bequests that are legally restricted to the extent that only interest earnings on the principal may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.
- ◆ **PROPRIETARY FUNDS:** A category of funds that includes enterprise funds and internal service funds.

◆ **RESERVE FUNDS:** Funds established to provide a holding place for emergency and counter-cyclical reserve monies. Dollars must be transferred from reserve funds to operating funds to be expended. Transfers are only permitted under circumstances that are clearly specified when the fund is created. Examples include the General Reserve and Transportation Reserve Funds. Reserve funds are special revenue funds.

◆ **SPECIAL REVENUE FUNDS:** Funds established to receive money from specific sources that can be used only for specific purposes. Reserve funds are examples.

GENERAL FUND DISCRETIONARY: General Fund discretionary resources are those that the City Council can allocate to programs and services in any area. Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (from cigarette taxes and liquor sales), interest income, and miscellaneous revenues and cash transfers into the General Fund. General Fund bureaus receive General Fund discretionary revenue that is an allocation of these discretionary resources.

GENERAL FUND OVERHEAD: General Fund overhead consists of those functions that provide general support to other parts of City government. Overhead functions include the Bureaus of Financial Services, Human Resources, and Purchases in the Office of Management and Finance, the Offices of the Mayor, City Commissioners, Auditor, Attorney, and Emergency Management. The budgets for these bureaus and offices are allocated to other bureaus through the General Fund overhead model. Non-General Fund bureaus transfer General Fund overhead to the General Fund, where it funds General Fund overhead recovery revenue that is to support the overhead functions. General Fund bureaus' share of General Fund overhead is not collected; instead, the overhead functions receive General Fund discretionary revenue to cover what would be the General Fund bureaus' share of General Fund overhead.

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

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

GRANT: Donated financial assistance received from state, federal, or other third-party sources or similar assistance to non-city entities from City revenues.

INTEGRATED BUSINESS INFORMATION SYSTEM (IBIS): The City's previous central financial system, including general ledger, accounts payable, accounts receivable, payroll, and other modules. IBIS has been replaced with a new system (EBS) during FY 2008-09.

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

INTERNAL SERVICE BUREAUS: Bureaus that exist to provide services to other City bureaus. These services include fleet, printing and distribution, facilities management, risk management (insurance), and technology services.

LINE ITEM: The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, utilities and local travel are line items within the external materials and services major object category.

LOCAL BUDGET LAW: Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties, and special districts within Oregon.

MAJOR OBJECT CATEGORIES: Broad categories of expenditures. Major object categories include personal services, external and internal materials and services, capital outlay, interfund transfers, contingency, and debt service. (See Account or Line Item.)

MINOR EQUIPMENT: Tools or equipment with a unit cost of less than \$5,000.

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

OBJECTIVE: A desired result, established for a group of related activities within a bureau. The achievement of an objective satisfies part or all of a bureau goal.

OFFICE OF MANAGEMENT AND FINANCE (OMF): The organizational unit that includes many of the City's central administrative functions such as human resources, accounting, treasury, and debt management, as well as the internal service bureaus. Included is the Financial Planning Division, which is responsible for planning and administering the budget process.

ONE-TIME EXPENDITURES: These are expenditures for one-time projects or services. After the project or service is completed, expenditures are terminated, and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

ONE-TIME REVENUES: Revenues that are either nonrecurring (such as certain grant awards, legal settlements etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements but less than the amount required in the fifth year of the financial forecast.

ONGOING EXPENDITURES: Continuing expenditures that maintain established levels of service (as compared to one-time expenditures).

ONGOING REVENUES: Discretionary General Fund revenues that are sufficient to fund services through the five years of the financial forecast.

OREGON REVISED STATUTES (ORS): The laws of the State of Oregon.

OVERHEAD: An amount assessed, usually at the fund level, to support administrative and general support services budgeted in the General Fund. The collection of overhead charges from all City funds ensures that all bureaus share the cost of necessary central services, such as accounting, legal services, and purchasing.

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

- ◆ **BENCHMARK:** A measure of system-wide effectiveness or efficiency. For example, the public safety system consists of police, corrections, prosecution, legal defense, adjudication, and other related services. A benchmark is designed to track the performance of an overall system.
- ◆ **EFFECTIVENESS MEASURE:** A qualitative and/or quantitative measure of the extent to which the performance of related tasks achieve a desired result or objective.
- ◆ **EFFICIENCY MEASURE:** The extent to which the process utilized by an organization to produce goods and/or services minimizes the use of resources.
- ◆ **WORKLOAD MEASURE:** A quantity of work performed.

PORTLAND DEVELOPMENT COMMISSION (PDC): The Portland Development Commission is the City of Portland's urban renewal agency. The commission oversees the investment of urban renewal tax increment revenues in specified urban renewal areas.

PORTLAND/MULTNOMAH PROGRESS BOARD: A community-wide committee responsible for developing and updating community benchmarks (see Benchmark).

PORTLAND UTILITY REVIEW BOARD (PURB): An appointed body of community members that provides independent and representative customer review of water, sewer, and solid waste financial plans and rates. This board operates in an advisory capacity to the City Council.

PROGRAM: A set of activities and projects that seek to accomplish a common specific objective. Programs are typically considered subdivisions of a bureau.

PUBLIC FACILITIES PLAN: A document that describes significant projects that will support land uses in the City's Comprehensive Plan and other projects, divided into short-term (five years) and long-term (6-20 years) needs. The plan supports the City of Portland's Comprehensive Plan and Capital Improvement Plan. There are two classes of public facilities:

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

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

REQUIREMENTS: Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, interfund cash transfers, debt service, and ending fund balance.

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

RESOURCES: Revenue and other monies that a bureau has or expects to receive. Resources include estimated revenues and beginning fund balance.

REVENUE: Money received into a fund or appropriation unit from outside the fund or appropriation unit.

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

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

SPECIAL APPROPRIATION: Special appropriations are used for special projects and programs that provide citywide benefit and are not part of any particular bureau's operating budget.

SUPPLEMENTAL BUDGET: A supplemental budget is required to increase the size of a fund, or to make a transfer from a fund's contingency. Local budget law provides for Minor Supplemental Budget and Major Supplemental Budget processes. The former gives the City Council the authority to make small changes by ordinance, while the latter provides a more complex process for large changes.

- ◆ **MAJOR SUPPLEMENTAL BUDGET:** The Major Supplemental Budget is used when a fund's requirements will increase by 10% or more. Proposed changes in resources and requirements for each fund must be submitted to TSCC which holds a formal public hearing before Council can adopt the Major Supplemental Budget.

- ◆ **MINOR SUPPLEMENTAL BUDGET:** The Minor Supplemental Budget is used when increases to a fund are less than 10% of expenditures, or transfers, of any amount, from contingency are requested. This simpler supplemental budget is included with the BuMP Ordinance.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

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