

City of Portland, Oregon
**Proposed
Budget**

VOLUME ONE
**Citywide Summaries and
Bureau Budgets**



**Fiscal Year
2014-2015**

Proposed Budget

City of Portland, Oregon

Fiscal Year 2014-15

Volume One

**Citywide Summaries
and Bureau Budgets**

Mayor Charlie Hales

Commissioner Nick Fish

Commissioner Amanda Fritz

Commissioner Steve Novick

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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, 2013.

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*

PRESENTED TO

City of Portland

Oregon

For the Fiscal Year Beginning

July 1, 2013

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director



User's Guide

The FY 2014-15 Proposed Budget document consists of two volumes. Volume One contains general information and an overview of the Proposed 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 (capital project details are only included in the Adopted Budget).

If you have any questions about the budget document or the City's budget, please call the City Budget Office at (503) 823-6925.

Volume One - Bureau Budgets

Mayor's Message This is a message from Mayor Charlie Hales about the challenges and opportunities he and the four City Commissioners faced in preparing the FY 2014-15 budget. The message highlights the Mayor's budget priorities and the principles adhered to in crafting the budget.

Overviews

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, expenses, and the 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 (Adopted Budget only) begins with a description of the service area and budget highlights for bureaus in that service area. This is followed by the FY 2014-15 Proposed Budget for each bureau in the service area. The City's seven service areas are:

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

Volume Two - City Funds

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.

Capital Project Details

These sections, included only in the Adopted Budget, describe each of the City's capital projects by bureau and capital program. Each project includes a title, project description, funding source (last line of project description), historical and five-year projected costs, net operation and maintenance costs, the geographic location of the project, the project objective, total project cost (projected cost of the total project if expenditures are planned beyond the five-year plan), original project cost (displays the total project cost as identified during the first year of project implementation), and the confidence level of the bureau that the project costs will not change. Project titles beginning with "NEW" were not included in the previous year's five-year capital improvement plan.

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/>.

Figure 1: Appropriated Funds by Managing Agency

Managing Agency	Fund	Service Area	Fund Type
Bureau of Development Services			
	Development Services Fund	Community Development	Special Revenue
Bureau of Emergency Communications			
	Emergency Communication Fund	Public Safety	Special Revenue
Bureau of Environmental Services			
	Environmental Remediation Fund	Public Utilities	Enterprise
	Sewer System Construction Fund	Public Utilities	Enterprise
	Sewer System Debt Redemption Fund	Public Utilities	Enterprise
	Sewer System Operating Fund	Public Utilities	Enterprise
	Sewer System Rate Stabilization Fund	Public Utilities	Enterprise
Bureau of Fire & Police Disability & Retirement			
	Fire & Police Disability & Retirement Fund	Public Safety	Fiduciary
	Fire & Police Disability & Retirement Reserve Fund	Public Safety	Fiduciary
Bureau of Planning & Sustainability			
	Community Solar Fund	Community Development	Special Revenue
	Solid Waste Management Fund	Public Utilities	Enterprise
City Budget Office			

Figure 1: Appropriated Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
	Fire & Police Supplemental Retirement Reserve Fund	Public Safety	Fiduciary
	General Fund	City Fund	Major Governmental
	General Fund Reserve	City Fund	Special Revenue
Commissioner of Public Affairs			
	Children's Investment Fund	Community Development	Special Revenue
Office of Management & Finance			
	320 Cully Blvd. NPI Debt Service Fund	Community Development	Debt Service
	42nd Avenue NPI Debt Service Fund	Community Development	Debt Service
	82nd/Division NPI Debt Service Fund	Community Development	Debt Service
	Airport Way Debt Service Fund	Community Development	Debt Service
	Arts Education and Access Fund	Community Development	Special Revenue
	BFRES Facilities GO Bond Construction Fund	Public Safety	Capital Projects
	Bonded Debt Interest and Sinking Fund	City Support Services	Debt Service
	Closed - Cable Fund	Community Development	Fiduciary
	Central Eastside Industrial District Debt Service Fund	Community Development	Debt Service
	CityFleet Operating Fund	City Support Services	Internal Service
	Convention and Tourism Fund	Community Development	Special Revenue
	Convention Center Area Debt Service Fund	Community Development	Debt Service
	Division-Midway NPI Debt Service Fund	Community Development	Debt Service
	Education URA Debt Service Fund	Community Development	Debt Service
	Enterprise Business Solutions Services Fund	City Support Services	Internal Service
	Facilities Services Operating Fund	City Support Services	Internal Service
	Gateway URA Debt Redemption Fund	Community Development	Debt Service
	Governmental Bond Redemption Fund	City Support Services	Debt Service
	Grants Fund	City Support Services	Major Governmental
	Health Insurance Operating Fund	City Support Services	Internal Service
	Insurance and Claims Operating Fund	City Support Services	Internal Service
	Interstate Corridor Debt Service Fund	Community Development	Debt Service
	Lents Town Center URA Debt Redemption Fund	Community Development	Debt Service
	North Macadam URA Debt Redemption Fund	Community Development	Debt Service
	Parkrose NPI Debt Service Fund	Community Development	Debt Service
	Pension Debt Redemption Fund	City Support Services	Debt Service
	Printing & Distribution Services Operating Fund	City Support Services	Internal Service
	Closed - Private for Hire Transportation Safety Fund	Transportation & Parking	Special Revenue
	Property Management License Fund	Community Development	Special Revenue
	Public Safety GO Bond Fund	Public Safety	Capital Projects
	River District URA Debt Redemption Fund	Community Development	Debt Service
	Rosewood NPI Debt Service Fund	Community Development	Debt Service
	South Park Blocks Redemption Fund	Community Development	Debt Service
	Special Finance and Resource Fund	City Support Services	Capital Projects
	Special Projects Debt Service Fund	City Support Services	Debt Service
	Spectator Facilities Operating Fund	Parks, Recreation, & Culture	Enterprise
	Technology Services Fund	City Support Services	Internal Service
	Waterfront Renewal Bond Sinking Fund	Community Development	Debt Service
	Willamette Industrial URA Debt Service Fund	Community Development	Debt Service
	Workers' Comp Self Insurance Operating Fund	City Support Services	Internal Service
Office of the City Auditor			
	Assessment Collection Fund	Community Development	Special Revenue
	Bancroft Bond Interest & Sinking Fund	Community Development	Debt Service
	Local Improvement District Fund	Community Development	Capital Projects

Figure 1: Appropriated Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
Portland Bureau of Transportation			
	Gas Tax Bond Redemption Fund	Transportation & Parking	Debt Service
	Parking Facilities Fund	Transportation & Parking	Enterprise
	Transportation Operating Fund	Transportation & Parking	Major Governmental
	Transportation Reserve Fund	Transportation & Parking	Special Revenue
Portland Housing Bureau			
	Community Development Block Grant Fund	Community Development	Special Revenue
	Headwaters Apartment Complex Fund	Community Development	Enterprise
	HOME Grant Fund	Community Development	Special Revenue
	Housing Investment Fund	Community Development	Special Revenue
	Tax Increment Reimbursement Fund	Community Development	Special Revenue
Portland Parks & Recreation			
	Golf Fund	Parks, Recreation, & Culture	Enterprise
	Golf Revenue Bond Redemption Fund	Parks, Recreation, & Culture	Enterprise
	Parks Capital Improvement Program Fund	Parks, Recreation, & Culture	Capital Projects
	Parks Endowment Fund	Parks, Recreation, & Culture	Permanent
	Parks Local Option Levy Fund	Parks, Recreation, & Culture	Special Revenue
	Portland International Raceway Fund	Parks, Recreation, & Culture	Enterprise
	Portland Parks Memorial Fund	Parks, Recreation, & Culture	Special Revenue
Portland Police Bureau			
	Police Special Revenue Fund	Public Safety	Special Revenue
Portland Water Bureau			
	Hydroelectric Power Bond Redemption Fund	Public Utilities	Enterprise
	Hydroelectric Power Operating Fund	Public Utilities	Enterprise
	Hydroelectric Power Renewal and Replacement Fund	Public Utilities	Enterprise
	Water Bond Sinking Fund	Public Utilities	Enterprise
	Water Construction Fund	Public Utilities	Enterprise
	Water Fund	Public Utilities	Enterprise

Mayor's Message



Office of Mayor Charlie Hales City of Portland

Introduction

In my first budget, put together shortly after I took office, the City faced a \$21.5 million deficit. In that budget, the City Commissioners and I made tough choices to cut positions and programs, including those at the largest bureaus such as Police and Parks. But we used the opportunity to build a budget that was forward-looking, that made strategic reductions, and that improved the City's long-term fiscal outlook.

In the fall of 2013, as a result of the budget reductions and my direction to bureaus to hold the line on spending, the City found itself with a modest one-time surplus. I recommended that Council set aside \$8.1 million of those funds to pay down City debt, which in turn freed up additional funding for years to come.

Now, the City has turned the corner and we're in a much stronger position. We have retained our Aaa bond rating. Jobs are on the rise, and our economy is growing stronger. We have slightly more than \$9 million in discretionary funds to allocate, including \$4.6 million in ongoing funds and \$4.7 million in one-time funds. I have proposed a revamping of urban renewal areas that will create another \$1.5 million in new revenue. In addition, I have repurposed \$500,000 of contingency savings from FY 2013-14 for critical needs in FY 2014-15. In total, my budget includes \$11.3 million in discretionary resources above current service level, about 2.7 percent of the budget.

In FY 2014-15, I build upon the positive trends noted above and continue my focus on long-range fiscal planning and transparency.

Investment Priorities

My budget this year is the City's first "stabilization" budget after years of cuts. Although the additional \$11.3 million is only a little less than 3% of the discretionary budget, I have included initiatives aimed at three investment priorities: homelessness and hunger; emergency preparedness; and complete neighborhoods. Other investments address critical needs regarding equity and youth services.

Homelessness and Hunger (\$2.25 million)

- ◆ Includes \$1 million for outreach, referral, and permanent housing for those now homeless and programs for youth homelessness.
- ◆ An additional \$1 million would go for the Housing Investment Fund, which leverages federal and other money to build more units of affordable housing.

Emergency Preparedness (\$1.27 million)

- ◆ Includes funds for improving the community emergency notification system and regional disaster preparedness.
- ◆ My budget calls for \$1.2 million for the Jerome Sears Facility, to further develop the City-owned asset into a West Side emergency operations facility.

Complete Neighborhoods (\$1.97 million)

- ◆ Includes new and ongoing funding for the Schools Uniting Neighborhoods (SUN), program. Additional SUN Schools under the Mayor's proposal include adding 10 new schools to the 70 SUN schools operating now, and providing permanent funding for five sites that faced expiring grants.
- ◆ My proposed budget also includes funding for the East Portland Action Plan (\$300,000) and key investments in livability programs in the Office of Neighborhood Involvement and the Bureau of Planning and Sustainability.

Youth and Equity

Beyond SUN Schools, my proposed budget includes a wide array of programs to support young Portlanders. These include continued funding for the TriMet Youth Pass for Portland Public School students, summer internships, funds to prevent sex trafficking, funds for Earl Boyles Early Learning Center, the Greenspaces Restoration & Urban Naturalist Team program for students, and the Mayor's Black Male Achievement initiative.

The budget sets aside funds for strategic investments in equity, including Black Male Achievement; the Diversity and Civic Leadership Program within the Office of Neighborhood Involvement; funding for SE Works; a VOZ day laborers' work center; and an equity position within Portland Police. That person will direct and manage the operations and activities designed to increase diversity, equity, empowerment, inclusion, and cultural proficiency of the Police Bureau.

Transparency

My budget proposal further reduces the number of projects that have been funded on a "one-time" basis, year after year. Although these have generally been good causes, they were not a good budget practice, and they made it difficult for citizens to see what was in the City's base budget year after year. My budget eliminates some funding, and adds the high priority items into the ongoing base. In addition, I have moved a number of projects out of special appropriations and into bureaus where professional managers can monitor them and be accountable for results.

City/County Budgeting

A centerpiece of my budget this year is the City/County funding deal that I struck with the Chair of the Multnomah County Commission. The two of us were able to create some true clarity in the respective roles of the City and County.

The agreement makes the following changes:

- ◆ Moves responsibility for the Crisis Assessment and Treatment Center, a mental health facility, to the County
- ◆ Moves responsibility for funding the Hooper Sobering Center, a public safety facility, to the City
- ◆ Moves funding for senior centers to the County, and the enforcement of City code around specified animals to the City
- ◆ Expands City and County contributions to our youth, including the SUN program and programs to prevent the sexual exploitation of our children, which are shared responsibilities
- ◆ Expands City and County funding for short-term rent assistance to protect our most vulnerable citizens

Rethinking Urban Renewal

From early on in my term, I have been analyzing the use of urban renewal areas – sectors of the city set aside to address blight. Under Oregon law, a city may draw boundaries around urban renewal areas, temporarily freeze property taxes that go to other governments, and use any incremental property tax revenue growth to stimulate development and investment. When urban renewal areas expire, the property tax value of their enhanced developments then flow back to the city, county, schools, and other taxing jurisdictions.

I propose to return an estimated \$1.06 billion onto the tax rolls, which would provide approximately \$5 million to the City, County, and school budgets this year, growing to approximately \$6 million in 2015-16.

This proposal will provide an immediate increase of an estimated \$1.5 million into the City's 2014-15 budget, without raising taxes. Multnomah County and Portland-area schools would also receive immediate additional funds.

Measuring Success

Finally, my proposed budget will include key performance indicators, designed to track the outcomes of the priority funding. I believe that City residents and the media should be able to come back to us in a year and ask what we achieved with these investments, and we should be able to give them an answer. For FY 2014-15, I have asked the City Budget Office and relevant bureaus to develop long-term impact measures for the three priority areas of complete neighborhoods, homelessness, and emergency preparedness. We are also developing key performance indicators that will measure our short-term progress against those long-term goals. I believe that this effort will result in a more transparent, more accountable city government, and I look forward to tracking our progress and sharing those results with the public.

Utility Rates

As mayor, I remain committed to keeping Water and BES rates as low as possible. That commitment is challenged by the fact that the City manages hundreds of miles of distribution pipes underground, much of it 80, 90 or 100 years old, including the conduits that link to our most precious reservoir, Bull Run. My goal is to balance our responsibilities as stewards of this precious resource against the need to keep utility rates affordable.

This year, under the leadership of Commissioner Fish, we directed the Water Bureau and the Bureau of Environmental Services to submit 2.5% operating cuts. My proposed budget includes rate increases of 7.0% for water and 4.0% for BES, for a combined rate increase of just under 5.0%.

Conclusion

I believe this budget continues to put the City on a fiscally sustainable, long-term path to greater prosperity. The actions taken that I proposed last year contributed to the modest surplus that we have this year, and I am proposing to invest that surplus in key priorities and critical needs that will improve the quality of life of all Portlanders. I look forward to working with Council over the next few weeks as we finalize the City budget.



Charlie Hales

Mayor

Budget Overview

A Guide to the Budget Overview

The City of Portland (the City) budget document for FY 2014-15 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 2013-14. 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 Summaries section of this document.

Strategic Goals and Strategies

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 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

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

The Portland Plan

The Portland Plan is the document that will guide City development efforts and prioritization of limited resources through 2035. The plan is comprised of three integrated strategies: 1) thriving, educated youth; 2) economic prosperity and affordability; 3) and a healthy, connected City. All strategies are tied together by an equity framework to guide the plan implementation and improve City operational business practices, support actions that promote accountability, close disparity gaps, and increase community engagement in civic activities. In FY 2013-14, Requested Budgets were evaluated for connection to the Portland Plan goals and objectives. For budget enhancement requests, bureaus were directed to include narrative that describes the goals and objectives of the Portland Plan that the request would address. Council used this information to inform its decisions on each of the requests.

Budget Summary

Total City Budget

The total City budget is down by \$34.3 million from the FY 2013-14 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 Proposed Budget for FY 2014-15 is \$3.58 billion, which reflects a \$34.3 million (0.9%) decrease from the FY 2013-14 Revised Budget. As shown in Figure 1 below, the decreases are in capital outlay, contingency, debt service, and cash transfers, offset somewhat by increases in personnel services, external and internal materials and services, and ending fund 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 down by \$20.6 million from the FY 2013-14 Revised Budget.

After eliminating the intracity transfers, the City's net budget in FY 2014-15 is \$2.82 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures. A summary is shown below.

Figure 1: Requirements by Major Object Category

Major Object Category	Revised FY 2013-14	Proposed FY 2014-15	Dollar Change	Percent Change
Personnel Services	\$ 623,040,269	\$ 627,172,413	\$ 4,132,144	0.7%
External Materials & Services	655,782,861	656,259,982	477,121	0.1%
Internal Materials & Services	184,688,348	187,146,899	2,458,551	1.3%
Capital Outlay	300,444,490	240,838,368	(59,606,122)	-19.8%
Total City Bureau Expenses	1,763,955,968	1,711,417,662	(52,538,306)	-3.0%
Contingency	593,080,754	577,465,454	(15,615,300)	-2.6%
Ending Fund Balance	157,963,467	262,536,785	104,573,318	66.2%
Debt Service	466,171,168	452,851,147	(13,320,021)	-2.9%
Cash Transfers	636,190,841	578,819,541	(57,371,300)	-9.0%
Total City Budget	3,617,362,198	3,583,090,589	(34,271,609)	-0.9%
Less Intracity Transfers	(820,879,189)	(765,966,440)	54,912,749	-6.7%
Total Net City Expenses	\$ 2,796,483,009	\$ 2,817,124,149	\$ 20,641,140	0.7%

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

Figure 2: Resources by Major Object Category

Major Object Category	Revised FY 2013-14	Proposed FY 2014-15	Dollar Change	Percent Change
Beginning Fund Balance	\$ 797,803,075	\$ 815,000,768	\$ 17,197,693	2.2%
Taxes	485,060,241	504,519,186	19,458,945	4.0%
Licenses & Permits	196,489,044	205,701,327	9,212,283	4.7%
Service Charges & Fees	604,593,210	638,981,997	34,388,787	5.7%
Intergovernmental	235,806,153	208,362,486	(27,443,667)	-11.6%
Miscellaneous Sources	47,338,760	35,266,656	(12,072,104)	-25.5%
Bond & Note Proceeds	429,392,526	409,291,729	(20,100,797)	-4.7%
Intracity Transfers	820,879,189	765,966,440	(54,912,749)	-6.7%
Total City Budget	3,617,362,198	3,583,090,589	(34,271,609)	-0.9%
Less Intracity Transfers	(820,879,189)	(765,966,440)	54,912,749	-6.7%
Total Net City Budget	\$ 2,796,483,009	\$ 2,817,124,149	\$ 20,641,140	0.7%

Major Resources

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

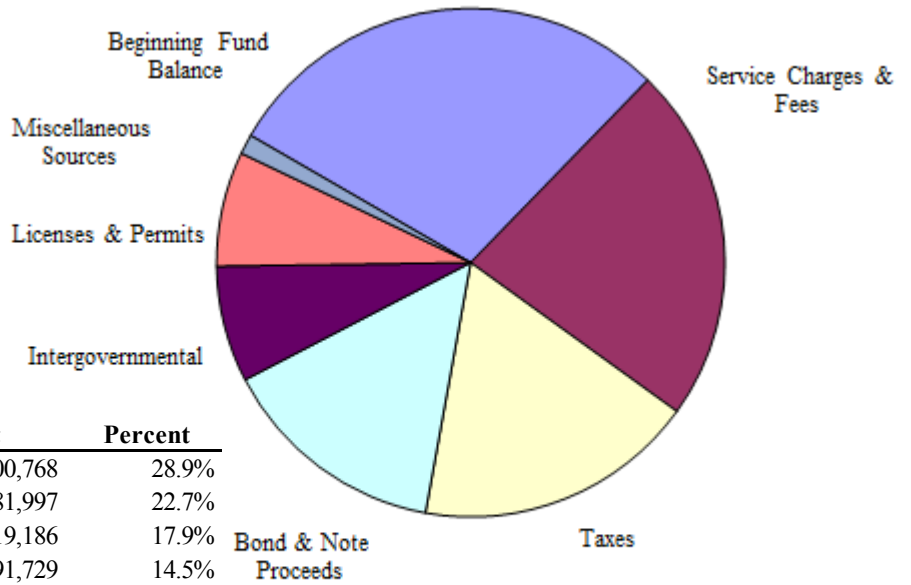
Beginning fund balance is increasing by \$17.2 million (2.2%).

Tax revenues are increasing by \$19.5 million (4.0%).

Service charges and fees are up \$34.4 million (5.7%). The proposed FY 2014-15 average effective sewer and stormwater bill increase is 4.0%, and the average effective water rate increase is 7.0%.

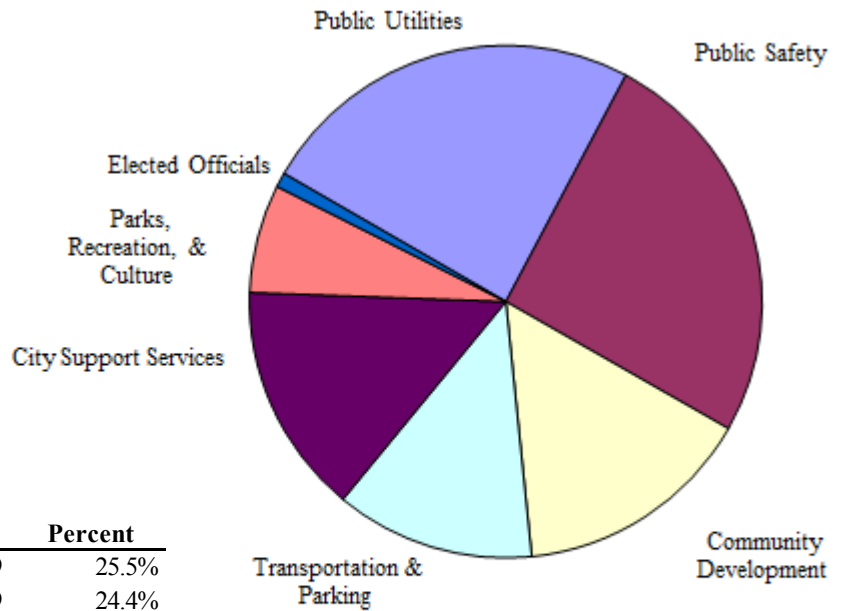
Bond and note proceeds are decreasing by \$20.1 million (4.7%)..

Figure 3: City Net Budget—Resources



Resource	Budget	Percent
Beginning Fund Balance	\$ 815,000,768	28.9%
Service Charges & Fees	638,981,997	22.7%
Taxes	504,519,186	17.9%
Bond & Note Proceeds	409,291,729	14.5%
Intergovernmental	208,362,486	7.4%
Licenses & Permits	205,701,327	7.3%
Miscellaneous Sources	35,266,656	1.3%
Total Net Budget	\$ 2,817,124,149	100.0%

Figure 4: Total City Bureau Expenses—Requirements by Service Area



Service Area	Budget	Percent
Public Safety	\$ 436,133,359	25.5%
Public Utilities	418,118,629	24.4%
Community Development	259,033,348	15.1%
City Support Services	249,793,961	14.6%
Transportation & Parking	215,435,044	12.6%
Parks, Recreation, & Culture	117,307,872	6.9%
Elected Officials	15,595,449	0.9%
Total City Bureau Expenses	\$ 1,711,417,662	100.0%

Budget Overview

General Fund Budget

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

Discretionary resources total \$422.8 million, 82.7% of the General Fund.

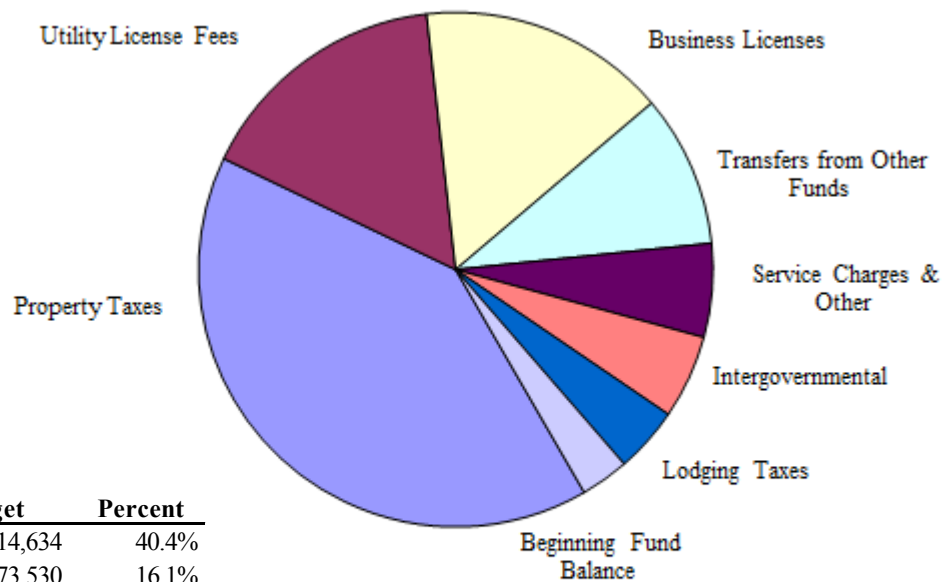
Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (from cigarette taxes and liquor sales), interest income, miscellaneous revenues, and cash transfers into the General Fund.

Nondiscretionary resources include interagency revenues, grants, service charges, permits and fees, 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.

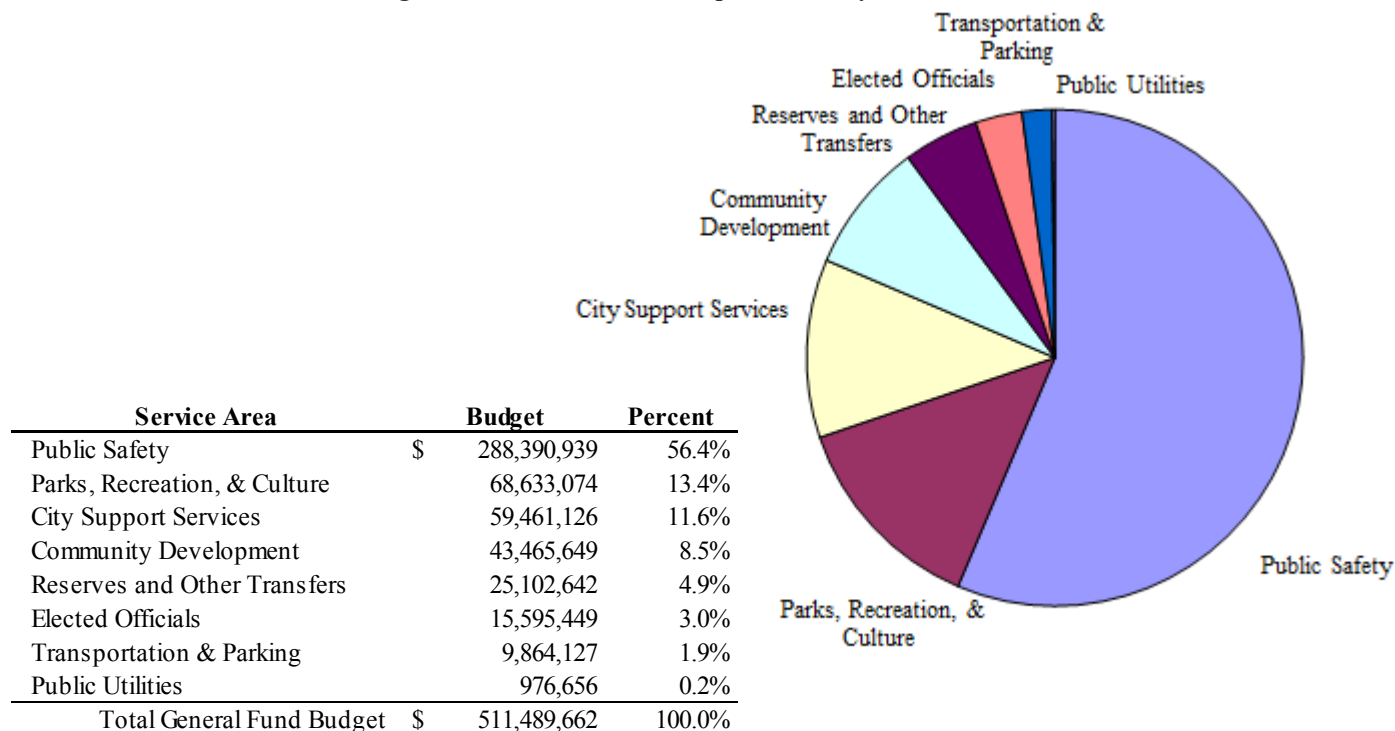
The following charts summarize the City's General Fund budget. General Fund resources are discussed in detail in the Financial Overview, and Table 9 in the Financial Summaries section shows General Fund discretionary and total resources as well as General Fund bureau appropriations backed by discretionary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

Figure 5: General Fund—Resources by Major Category



Resource	Budget	Percent
Property Taxes	\$ 206,814,634	40.4%
Utility License Fees	82,273,530	16.1%
Business Licenses	79,799,708	15.6%
Transfers from Other Funds	48,970,210	9.6%
Service Charges & Other	30,061,228	5.9%
Intergovernmental	26,972,262	5.3%
Lodging Taxes	21,088,811	4.1%
Beginning Fund Balance	15,509,279	3.0%
Total General Fund Budget	\$ 511,489,662	100.0%

Figure 6: General Fund—Requirements by Service Area



Addressing the Financial Challenges

The General Fund financial forecast for FY 2014-15 shows economic growth in line with economic growth patterns following a recession. Employment growth has increased, particularly in the construction, leisure, and hospitality sectors, and low inventory following 2013's double-digit growth in home values is expected to produce modest home value gains. Growth in marine freight movement and in the lodging industry will contribute to City revenue. In FY 2014-15, business license tax results are expected to come in at lower levels than in FY 2012-13, while property taxes and utility license taxes/franchise fees are showing strong growth. As a result, the City expects to have additional General Fund resources in FY 2014-15: \$4.6 million in additional ongoing resources and \$4.7 million in one-time resources.

Within the framework of a "stabilization" budget, the Mayor asked City bureaus to submit budget requests with no additional reduction packages, to focus realignment packages on the bureau's core mission, and to limit add package requests to those which address critical needs. He also asked bureaus to focus on the following priorities: Complete Neighborhoods, Homelessness and Hunger, and Emergency Preparedness. The Mayor's Proposed Budget achieves the objectives of a stabilization budget while continuing the City's commitment to equity and youth services. Details can be found in the Mayor's Message and the bureau pages that follow.

Capital Improvement Plan

Overview

The FY 2014-15 Proposed Capital Improvement Plan (CIP) budget totals \$359.9 million, not including the Portland Development Commission. The Citywide CIP for FY 2014-15 through FY 2018-19 is projected to be \$1.2 billion.

Budget Overview**FY 2014-15 Major
Projects by Service
Area***Public Safety*

◆ Police Training Facility	\$1,899,475
◆ Fire Station 21 Construction	\$3,180,755
◆ Public Safety Systems Revitalization Project	\$10,575,130
◆ Fire Apparatus Replacement	\$6,712,662

Parks, Recreation, and Culture

◆ Beech Park Development	\$4,050,000
◆ Mt. Tabor Facility	\$3,568,000
◆ Gateway Urban Plaza Development	\$4,000,000

Public Utilities

◆ Powell Butte Reservoir 2	\$8,400,000
◆ Interstate Facility Rehab	\$16,248,390
◆ Kelly Butte Reservoir	\$19,000,000
◆ Distribution Mains	\$13,361,000
◆ Surface Water Management	\$17,347,000
◆ Sewer Maintenance and Reliability projects	\$75,432,000

Transportation

◆ Paving Preservation	\$5,100,000
◆ Killingsworth: Commercial - MLK	\$2,500,502
◆ Division Streetscape / Reconstruction	\$1,700,000
◆ Street Light Efficiency Program	\$6,500,000

City Support Services

◆ AIX Hardware Tech. Refresh	\$618,600
◆ CityFleet Replacement	\$6,374,472
◆ Information Technology Advance	\$3,821,440

Dollars for Art

City Code requires that eligible capital projects dedicate a portion of the construction costs to the acquisition of public art, and that the City include the monetary contribution to the Regional Arts & Culture Council (RACC) for public art in the capital budget. These funds are in addition to the \$3.8 million of General Fund dollars awarded to the Regional Arts & Culture Council (RACC) in Special Appropriations. The following chart summarizes the total contribution to RACC from eligible capital projects.

Figure 7: Dedicated Dollars for Art by Capital Project

Project	Amount for Art
Office of Management & Finance	
Station 21 Construction	\$157,325
Police Training Facility	\$143,580
Office of Management & Finance subtotal	\$300,905
Portland Parks & Recreation	
Portland Tennis Center Bubble	\$16,766
Mt. Tabor Facility	\$600,000
Leach Botanical Garden Phase 3	\$16,532
Willamette Park Improvement	\$11,414
Westmoreland Park Playground Relocation	\$6,238
Marine Drive Trail	\$12,800
Dawson Park Improvements	\$26,598
Portland Parks & Recreation subtotal	\$690,348
Portland Bureau of Transportation	
Burnside & Pearl Dist Xing Improvement, W	\$28,248
Killingsworth: Commercial-MLK, N/NE	\$40,000
122nd: Holgate-Ramona, SE	\$16,920
Foster: 50th - 84th, SE	\$30,000
Road Rehabilitation Program, CW	\$32,377
Portland Bureau of Transportation subtotal	\$147,545
Citywide Total Dollars for Art	\$1,138,798

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 City Budget Director, 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.

Preparing the Proposed Budget

Acting as the Budget Officer, the Budget Director 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 City Budget Office, which then analyzes the requests and provides recommendations to the Council.

Public Involvement Process

The City engages in a proactive public outreach effort as part of the budget process. In order to ensure that all stakeholders were involved in the budget development process, bureaus were directed 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.

In advance of the Proposed Budget, the City held three community hearings where specific input was gathered from Portland residents. The feedback Portlanders provided helped the Mayor prioritize services and focus on specific areas where services could be enhanced. Testimony was also collected electronically, both via email and on the City's budget website.

Budget Web Site

The City maintains a community budget web page: www.portlandoregon.gov/cbo. The website allows the public to submit questions about the budget and offer budget suggestions. During the budget decision-making process, electronic testimony is accepted from the web site. The 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.
- ◆ 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 commissions a community survey to solicit the public's satisfaction with City services and perception of specific issues which are impacted or managed by the City government. For the period of 1990 through 2010, the City produced a Service Efforts and Accomplishments (SEA) report which presented workload and performance trends for each of the City's public services in a single comprehensive document. In the absence of the SEA, the City's performance and workload data will be maintained and reported separately by bureaus.

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

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 City Budget Office 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. The TSCC holds 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 votes 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. During the 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

On the next page is a summary of the FY 2014-15 budget calendar, adopted in January 2014.

Figure 8: FY 2014-15 Budget Schedule

Bureaus/PDC submit Requested Budgets, Five-Year Plans, and CIPs,	February 3
Special Appropriation requests for General Fund support due	February 3
Council Subcommittee Meetings	Feb - March
Public Hearings on Requested Budgets (2 hearings)	March – April
City Budget Office Requested Budget reviews distributed to Council	March 10
Spring BMP due to City Budget Office	March 31
Council work sessions on Requested Budgets	Mar 31 - Apr 4
Council work session on Spring BMP	April 22
Revised General Fund financial forecast released	April 30
Mayor releases Proposed Budget decisions	April 30
Council action to adopt Spring BMP	April 30
Proposed Budget document available	May 13
Budget Committee meeting – Mayor presents budget message	May 14
PDC Budget Committee meeting – PDC director presents Proposed Budget	May 14
First Utility Rate Review hearing	May 14
Budget Committee public hearing on City and PDC budgets	May 15
Utility Rate Review – second reading	May 21
Budget Committee action to approve City and PDC budgets	May 28
Approved Budget submitted to Tax Supervising & Conservation Commission	May 29
Over-expenditure ordinance due to City Budget Office	June 5
Council action to adopt over-expenditure ordinance	June 18
Tax Supervising & Conservation Commission hearing on Approved Budget	June 18
Council action to adopt budget	June 19



Financial Overview

City Financial Planning Process

Background

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 by fund 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.

Due to its significance to the City's annual budget, the General Fund five-year financial forecast and financial plan is described in detail.

General Fund Financial Forecast

Overview

The City Budget Office (CBO) generates five-year estimates of General Fund discretionary resources and requirements for Council each December and April. Discretionary resources include revenues plus beginning balance that are allocated by Council without restriction, in accordance with Council priorities. Discretionary resources include property taxes, utility license fees, business license taxes, lodging tax revenues, state shared (cigarette and liquor) revenues, 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.

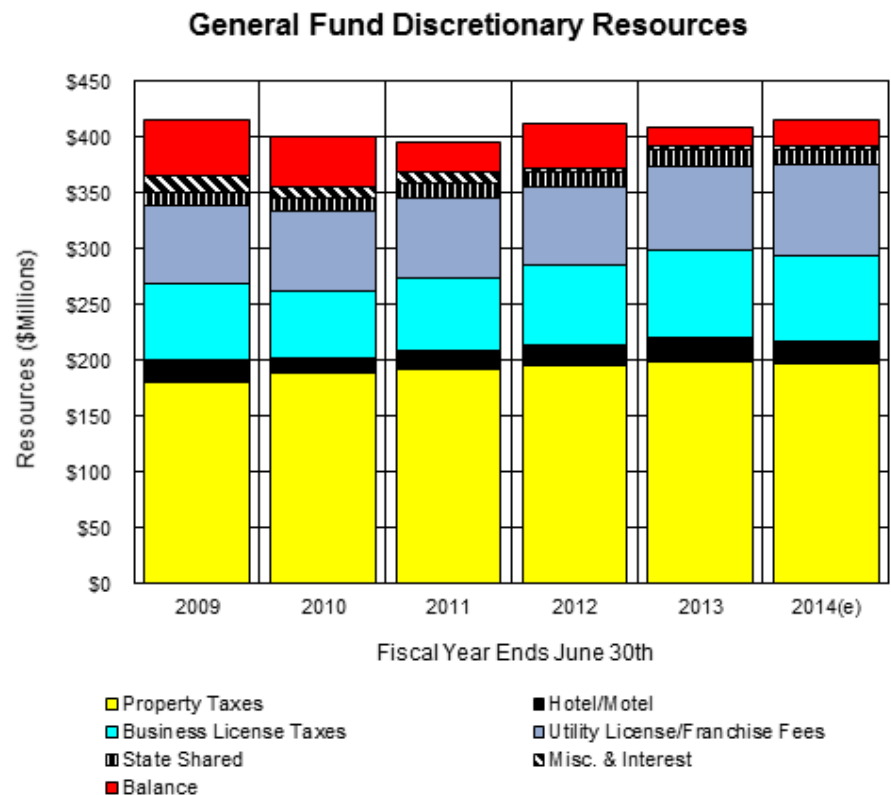
The Council's financial planning process starts with the preparation of a five-year revenue forecast. The five-year revenue forecast is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund “current appropriation levels” (CAL). Initial revenue and financial forecasts were published in December 2013 and formally reviewed with Council. Both of these forecasts are typically updated prior to the Mayor’s Proposed Budget decision-making. The original December financial forecast has since been updated twice:

- ◆ Both the revenue and financial forecasts were updated in early March. This update to the December forecast incorporated final cost-of-living adjustment information, as well as relevant updates to the revenue forecasts using the most recent financial and economic data.
- ◆ The final forecast, upon which the budget is based, was published at the end of April. This forecast also provided updated forecasts for various revenue streams, particularly business license taxes, which are predominantly paid in April. The discretionary beginning balance estimate, a key resource of the General Fund, is also updated in April. In addition to the forecast, the CBO also publishes a quarterly tracking report that summarizes the financial condition of the current fiscal year. This report is electronically distributed within the City and to numerous outside recipients. The most recent beginning balance estimate reflects financial information available to the CBO through March 31, 2014.

Historical Resources

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

Figure 9: General Fund Discretionary Resources



Over the past five years revenue growth has been a modest 1.5%, a condition caused by a variety of factors. In addition to the economic downturn, the City also lost a substantial amount of property tax revenue – estimated to be \$9 million – as a result of the formation of the Multnomah County Library District. The General Fund’s beginning fund balance has averaged about \$33.9 million, though smaller beginning balances are expected in the future. Prior to FY 2010-11, 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) also was flat reflecting a strong downturn in both the national and regional economies. The graph illustrates the impact of the last recession. Most recently, falling property values have slowed growth in property taxes, which make up about half of discretionary revenues and typically have grown by more than 3.5% per year, to about 0.5% each of the last two years.

General Fund business license revenue, having fallen during the recession and rebounding rapidly with higher corporate profits, grew by 2.3% annually over the past five years. Though revenues grew by 31% from FY 2009-10 to FY 2012-13, revenue growth will be close to zero in FY 2013-14, perhaps indicating that business investment has returned offsetting some profit taking.

Utility license and franchise fees have grown steadily, particularly over the last 18 months following the enactment of a tax increase on certain telecom providers. Ultimately, collections will exceed \$80 million in FY 2013-14, reflecting 3.3% annual growth since FY 2008-09. Underlying structural growth – net of the tax increase – has been more modest. Natural gas prices have remained at historical lows, dampening revenue growth. Meanwhile, traditional investor-owned electric utility franchise fees have also been growing very slowly.

Transient lodging tax revenues are similar to business license revenues in that they follow the business cycle. Transient lodging tax revenues will likely set a new peak in FY 2013-14. These revenues fell to \$14.2 million in FY 2009-10, but have increased steadily since, first eclipsing \$20 million in FY 2012-13.

State-shared cigarette and liquor tax revenues grew at a 2.1% rate over the last five years, with most of this growth occurring in the last two years, as a law change in Washington State drove many consumers to Oregon for liquor purchases. 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 be limited over the next 12 to 18 months.

Forecast Assumption

Accelerating Near-term Economic Growth

The inconsistent economic recovery is manifesting itself in slower revenue growth than would normally be experienced during an economic recovery. Furthermore, Multnomah County voters approved the formation of a library property tax district that, because of Oregon’s unique property tax system, reduced the City’s property tax collections beginning in FY 2013-14. However, the most recent local employment data show economic growth accelerating in first few months on 2014. Generally, most broad economic measures suggest positive momentum. Perhaps most notably, the housing market has boomed over the last 18 months, with the latest data showing record low inventory levels in most local markets continuing to push prices higher. Year-over-year employment growth during the first quarter of 2014 was nearly 3%, the fastest growth since the end of 2006. For private employers the growth was even greater, approaching 3.5%.

Specific revenue projections as they currently stand as of the April forecast are as follows:

Transient Lodging Taxes

The Transient Lodgings Tax is a tax upon daily or weekly renters at hotels, motels and other lodgings establishments. The tax rate within Multnomah County is 11.5%. Of the 11.5% tax collected within the City of Portland, 8% goes to the City of Portland: 5% to the General Fund and 3% to Travel Portland. The remaining 5.5% goes to Multnomah County: 2.5% to Convention Center Phase II, .275% to hotel/motel operators, and 2.725% to Convention Center Phase I and related operations. In addition, hotels with more than 50 rooms levy a special 2% tax to help fund tourism promotion. The City General Fund portion of transient lodging revenue forecast calls for FY 2014-15 revenues of about \$21.1 million versus an expected FY 2013-14 year-end of about \$20 million. The last 18 months saw robust growth and, until new supply enters the market, growth will likely be somewhat limited in the near term.

Utility License and Franchise Fees

Utilities, cable, and telecom companies that operate in the City of Portland pay roughly 5% of their revenues to the City for use of right-of-ways in conducting business. The five largest taxpayers are Portland General Electric (PGE), PacificCorp, Northwest Natural Gas, the City's Bureau of Environmental Services and Comcast Cable. The April forecast projects very modest energy-related revenue increases. Revenues are projected to continue to grow consistently over the life of the forecast. Both PacificCorp and PGE have pending rate hearings that could increase collections. Water and BES taxes are expected to grow steadily in order to fund infrastructure improvements. Overall revenues are projected to grow at 2.8% per year.

Property Taxes

Property taxes in Oregon are governed by a complex pair of voter-approved ballot measures from the 1990s (measures 5 and 50). Generally speaking, taxpayers pay \$4.577 per \$1,000 in assessed value; however, the actual amount paid may be less than that if certain limitations are met. Property taxes are expected to grow by about 3.5% annually over the life of the forecast, after the formation of Multnomah County's Library District reduced collections by an estimated \$9 million in FY 2013-14. Additionally, 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 began having a much more significant impact recently, as property tax compression doubled from FY 2009-10 to FY 2012-13. Though there is a lag because of the assessment cycle, the recent real market value increases should ease compression over the forecast horizon.

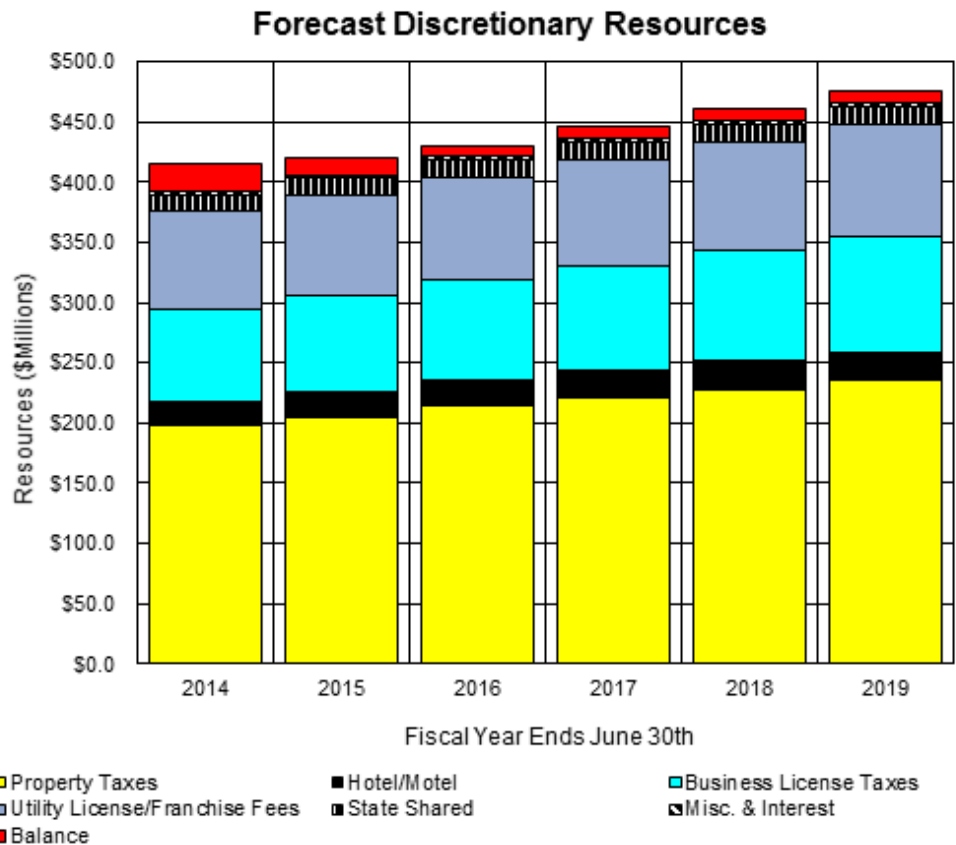
Business License Taxes

Generally speaking, businesses with more than \$50,000 in annual revenue pay a 2.2% tax on their income to the City of Portland. For those with no net taxable income there is a \$100 minimum payment required. 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. The last three years saw 31% growth, with collections rising to nearly \$78.2

million in FY 2012-13. Revenue Bureau staff currently estimate a FY 2013-14 year-end total of \$77 million. The reason for the modest decline is not clear at this time, though it could be reflective of business investment decisions decreasing net income in spite of revenue growth. The forecast for FY 2014-15 has been set at \$79.8 million with revenues forecast to grow moderately throughout the forecast horizon.

The figure below summarizes the current five-year revenue forecast (as of April). Average annual revenue growth is projected at 3.5%, with the largest increases in revenue occurring in the near-term of the forecast. The critical resource forecast assumption is the extending of pro-cyclical growth already seen in business license taxes and transient lodging taxes, along with some much needed easing of property tax compression beginning in FY 2014-15.

Figure 10: Forecast General Fund Discretionary Resources



**December and April
Financial Forecast
Results**

The economy has proceeded largely as expected during the current fiscal year resulting in only small changes from the December to April forecasts. For the first time since the current economic expansion began nearly five years ago, we are seeing data more indicative of historical economic growth following a recession. Unlike in previous years of the recovery, the public sector is no longer a drag on growth.

Initially, the December resource forecast for FY 2013-14 was about \$423.5 million. The December financial forecast was updated in late April using more recent current year revenue and expenditure information. The April revenue forecast update decreased estimated revenues slightly, reflecting lower expectations for business license tax revenue. Expense increases related to higher-than-expected inflation were largely offset by lower health care premiums and higher out-year revenue forecasts eliminating the need to reserve resources in order to balance future year budgets. The result is that the City is projected to be able to add \$4.6 million in ongoing spending and still fund current service levels over the five-year forecast horizon. Though changes from December to April were largely modest in nature, the most significant revenue adjustments, in addition to the decrease in business license taxes, were higher near-term property taxes and utility license/franchise fees throughout the forecast.

The table below summarizes April financial forecast results showing that resources are projected to exceed current appropriation level expenditures by a little more than \$9 million in FY 2014-15. Of this \$9.3 million, an estimated \$4.7 million are one-time resources.

Figure 11: Five-Year Financial Plan

Budget Category	Fiscal Year					
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Total Resources	\$406.2	\$420.8	\$429.2	\$445.6	\$460.2	\$476.2
Total Expenses	\$406.2	\$411.5	\$429.2	\$445.6	\$460.2	\$476.2
Available Ongoing		\$4.6	\$0.0	\$0.0	\$0.0	\$0.0
Available One-Time		\$4.7	\$0.0	\$0.0	\$0.0	\$0.0
Total Expenses with Adds & One-Time Spending	\$406.2	\$420.8	\$429.2	\$445.6	\$460.2	\$476.2

Note: Totals may not add due to rounding

The April financial forecast is based on two key assumptions:

- ◆ An expectation of modest economic growth, accelerating modestly through the end of 2014
- ◆ The financial forecast does include any impacts that may result from statewide pension reform lawsuits or, more imminently, the possible formation of a public water district that would strip the Water Bureau and the Bureau of Environmental Services from City control.

**Uncertainties and
Forecast Risks**

The Mayor’s Proposed Budget and financial plan balances the General Fund for the life of the five-year forecast given revenue forecast assumptions for business license and transient lodging tax revenues. The forecast shows the development in the out-years of one-time money.

Future financial uncertainties that may upset the forecast include:

- ◆ *Potential Future Obligations* – As was noted in the December forecast, the City has begun discussions regarding some potentially costly projects that could add significantly to the City’s General Fund expenses. In addition to long-term major maintenance and replacement projects, the Willamette River’s Superfund project may require some General Fund discretionary resources over the next several years. The City also received a federal grant allowing the City to avoid laying off 26 firefighters for the next two years. However, when funds run out, the City must either lay off those officers or find additional resources that are not currently projected in this forecast.
- ◆ *Public Utility District* – In May, voters will vote on the establishment of a new water district, which would govern the City’s current Water and Environmental Services bureaus. Currently, those bureaus constitute nearly \$30 million in City General Fund and overhead spending, in addition to various interagency agreements to which they are a party. Establishing a new governance structure for these bureaus will have budget consequences, the severity of which is unknown at this time because it would be dependent on actions to be decided by an elected board for the District.
- ◆ *Excess Ending Fund Balance* – This is largely an upside risk. During the last economic expansion excess ending fund balances approached \$30 million. While excess balances at that level are unlikely in our current economic and budget condition, an excess ending balance of \$15-\$20 million is more likely than a deficit.
- ◆ *General Economic Conditions* – The current economic expansion is closing in on its fifth year. Given that the average expansion lasts between six and seven years, it is possible that at least a moderate slowdown will occur at some point in the five-year forecast window.



Budget Notes

Purpose

Budget notes convey Council direction on a particular topic. Notes typically instruct a City bureau or office to take specific actions during the fiscal year. Sometimes notes are 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.

Citywide

Capital Asset Maintenance and Replacement Funding Options

Bureau asset managers are directed to work with the City Budget Office to develop options for funding and allocating resources to address recurring major maintenance and replacement needs of infrastructure assets. A report detailing the options and implementation timeline should be provided with the FY 2014-15 Fall BMP.

Emergency Preparedness

Council directs the Portland Bureau of Emergency Management to work with City bureaus to identify critical infrastructure needs related to emergency preparedness, including the City's fueling infrastructure. Bureaus should request one-time funding in the FY 2014-15 Fall BMP to begin work on the highest priority projects identified by the Portland Bureau of Emergency Management.

Office of Neighborhood Involvement

Funding Model for East Portland Neighborhood Improvements

The Office of Neighborhood Involvement shall work with East Portland Action Plan representatives and the East Portland Neighborhood Office to develop a transition plan that includes the most efficient and effective funding model to implement neighborhood improvements in East Portland. The Office of Neighborhood Involvement shall report to Council by November 19, 2014 with an ongoing implementation plan.

Portland Fire & Rescue

Medical Response Services

Council directs Portland Fire & Rescue to reconsider the City's role and potential reimbursement in regards to emergency medical response; including medical response services operating under a City supervising physician. Portland Fire & Rescue shall report its recommendations in a Council work session prior to December 31, 2014.

Portland Parks & Recreation and Bureau of Development Services

Tree Code Implementation

Prior to the January 1, 2015 effective date of the new tree regulations, the Bureau of Development Services and Portland Parks & Recreation are directed to provide a baseline performance report to the City Budget Office that: a) establishes the pre-implementation workload and service levels provided by the bureaus for the existing program and b) anticipated workloads and target levels of service for the new program. As part of the FY 2015-16 Fall Budget Monitoring Process (BMP), the bureau should provide a post-implementation follow-up report that analyzes actual performance data compared to the baseline report. This post-implementation report should be accompanied by a Fall Supplemental Budget request if a performance gap is shown to exist.

**Portland Water
Bureau and Office of
Management &
Finance**

Expand Monthly Statements

The Portland Water Bureau is directed to expand monthly statements to all retail customers for water, sewer, and stormwater services by January 1, 2015. Any costs associated with expanding the monthly statements shall be absorbed within current bureau resources and shall not result in any rate increase.

In addition, the Office of Management & Finance is directed to report on options for consolidating statements of all City services. The report shall identify relevant bureaus, services and statements, potential costs, and an implementation timeline.

Guide to Financial Summaries

Introduction

The Financial Summaries section of Volume One contains a variety of tables intended to help the reader view the FY 2014-15 Proposed Budget as a whole and includes consolidated 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, which 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 - Resources and Requirements*, offers the broadest picture of the City budget. The table includes FY 2011-12 Actuals, FY 2012-13 Actuals, the FY 2013-14 Revised Budget reflecting through accounting period 9 (March 31, 2014), and the FY 2014-15 Proposed 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 personnel 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 expenses 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 expense category. The total column of Table 3 is equal to the first column in Table 2.

Resources

Table 4, *Summary of Resources by Fund*, provides a more detailed view of the major revenue types received by each bureau. General Fund discretionary revenues are included in other external revenue.

Total Budget by Fiscal Year

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

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 general 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 2014-15 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 full-time equivalent 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 Resources and Requirements</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 2013-14 Revised Budget to the FY 2014-15 Proposed 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 Portland Police Bureau for police services. Those dollars, provided by TriMet, can only be spent by the Portland 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 intergovernmental revenues, services charges, permits, fees, and service reimbursements. 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, and utility license fees.</p>
Operating and Capital Budget	Table 10, <i>Operating and Capital Budget</i> , summarizes the operating and capital expenditures included in bureau budgets for the FY 2013-14 Revised Budget and FY 2014-15 Proposed Budget by bureau and fund.
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, north, or citywide.
Historical Funds	Table 13, <i>Historical Funds and Appropriations</i> , 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

The following debt summary tables are only included in the FY 2014-15 Adopted Budget:

- ◆ Table 14a, *Summary of Indebtedness - Debt Outstanding*, compares the change in total outstanding debt from FY 2013-14 to FY 2014-15.
- ◆ Table 14b, *Summary of Indebtedness - Actual Debt Outstanding*, compares the City's total outstanding debt for FY 2012-13, FY 2013-14, and the projected debt outstanding for FY 2014-15.
- ◆ Table 15, *Summary of Indebtedness - Debt Service*, shows the amount of debt payments (both principal and interest) the City expects to make in FY 2014-15.
- ◆ 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.



Table 1

Total City Budget – Resources and Requirements

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 2011-12	Actual FY 2012-13	Revised FY 2013-14	Proposed FY 2014-15
Resources				
External Revenues				
Taxes	450,024,116	477,555,855	485,060,241	504,519,186
Licenses & Permits	165,772,616	205,012,472	196,489,044	205,701,327
Charges for Services	529,700,472	598,779,606	604,593,210	638,981,997
Intergovernmental	274,868,897	219,909,543	235,806,153	208,362,486
Bond & Note	484,263,073	683,645,240	429,392,526	409,291,729
Miscellaneous	49,465,793	46,200,112	47,338,760	35,266,656
Total External Revenues	1,954,094,967	2,231,102,828	1,998,679,934	2,002,123,381
Internal Revenues				
General Fund Discretionary	0	0	0	0
General Fund Overhead	0	0	0	0
Fund Transfers - Revenue	520,242,974	515,074,095	636,190,841	578,819,541
Interagency Revenue	185,658,411	183,110,084	184,688,348	187,146,899
Total Internal Revenues	705,901,385	698,184,179	820,879,189	765,966,440
Beginning Fund Balance	794,879,024	662,488,242	797,803,075	815,000,768
Total Resources	3,454,875,376	3,591,775,249	3,617,362,198	3,583,090,589
Less Intracity Transfers	(705,901,385)	(698,184,179)	(820,879,189)	(765,966,440)
Total NET Budget	2,748,973,991	2,893,591,070	2,796,483,009	2,817,124,149
Requirements				
Bureau Expenditures				
Personnel Services	588,163,762	590,535,967	623,040,269	627,172,413
External Materials and Services	632,690,932	645,213,682	655,782,861	656,259,982
Internal Materials and Services	185,658,411	183,110,084	184,688,348	187,146,899
Capital Outlay	208,095,783	197,945,899	300,444,490	240,838,368
Total Bureau Expenditures	1,614,608,888	1,616,805,632	1,763,955,968	1,711,417,662
Fund Expenditures				
Debt Service	657,535,272	614,641,685	466,171,168	452,851,147
Contingency	0	0	593,080,754	577,465,454
Fund Transfers - Expense	520,242,974	515,074,096	636,190,841	578,819,541
Total Fund Expenditures	1,177,778,246	1,129,715,781	1,695,442,763	1,609,136,142
Ending Fund Balance	662,488,242	845,253,836	157,963,467	262,536,785
Total Requirements	3,454,875,376	3,591,775,249	3,617,362,198	3,583,090,589
Less Intracity Transfers	(705,901,385)	(698,184,180)	(820,879,189)	(765,966,440)
Total NET Budget	2,748,973,991	2,893,591,069	2,796,483,009	2,817,124,149

Appropriation Schedule – FY 2014-15

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	Contingency	Fund Requirements		Total Appropriation
			Interfund Cash Transfers	Debt Service	
Bureau of Development Services					
Development Services Fund	37,141,156	13,552,204	1,223,761	982,638	52,899,759
Total Bureau of Development Services	37,141,156	13,552,204	1,223,761	982,638	52,899,759
Bureau of Emergency Communications					
Emergency Communication Fund	19,080,434	1,730,000	702,083	1,371,594	22,884,111
Total Bureau of Emergency Communications	19,080,434	1,730,000	702,083	1,371,594	22,884,111
Bureau of Environmental Services					
Environmental Remediation Fund	4,405,159	1,965,539	147,094	1,208	6,519,000
Grants Fund	740,678	0	0	0	740,678
Sewer System Construction Fund	0	126,500,000	119,500,000	800,000	246,800,000
Sewer System Debt Redemption Fund	0	0	0	160,488,650	160,488,650
Sewer System Operating Fund	230,626,223	59,822,704	192,476,389	2,757,169	485,682,485
Sewer System Rate Stabilization Fund	0	20,050,000	0	0	20,050,000
Total Bureau of Environmental Services	235,772,060	208,338,243	312,123,483	164,047,027	920,280,813
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	123,153,400	11,275,000	891,953	31,636,349	166,956,702
Fire & Police Disability & Retirement Res Fund	0	750,000	750,000	0	1,500,000
Total Bureau of Fire & Police Disability & Retirement	123,153,400	12,025,000	1,641,953	31,636,349	168,456,702
Bureau of Planning & Sustainability					
Community Solar Fund	25,000	0	0	0	25,000
General Fund	8,381,760	0	0	0	8,381,760
Grants Fund	1,357,232	0	0	0	1,357,232
Solid Waste Management Fund	4,788,132	0	158,608	52,307	4,999,047
Total Bureau of Planning & Sustainability	14,552,124	0	158,608	52,307	14,763,039
City Budget Office					
General Fund	1,931,371	0	0	0	1,931,371
Total City Budget Office	1,931,371	0	0	0	1,931,371
Commissioner of Public Affairs					
Children's Investment Fund	12,039,785	462,750	25,000	0	12,527,535
General Fund	1,553,730	0	0	0	1,553,730
Total Commissioner of Public Affairs	13,593,515	462,750	25,000	0	14,081,265
Commissioner of Public Safety					
General Fund	951,337	0	0	0	951,337
Total Commissioner of Public Safety	951,337	0	0	0	951,337
Commissioner of Public Utilities					
General Fund	978,837	0	0	0	978,837
Total Commissioner of Public Utilities	978,837	0	0	0	978,837
Commissioner of Public Works					
General Fund	951,337	0	0	0	951,337
Total Commissioner of Public Works	951,337	0	0	0	951,337
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	64,550	0	0	0	64,550
82nd Ave/Division NPI Debt Service Fund	25,866	0	0	0	25,866
Airport Way Debt Service Fund	0	0	0	5,588,250	5,588,250
Bonded Debt Interest and Sinking Fund	0	0	0	12,574,133	12,574,133

Table 2

Appropriation Schedule – FY 2014-15

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	Contingency	Fund Requirements		Total Appropriation
			Interfund Cash Transfers	Debt Service	
Central Eastside Ind. District Debt Service Fund	0	0	0	6,695,099	6,695,099
Convention Center Area Debt Service Fund	0	0	0	7,815,818	7,815,818
Cully Blvd. NPI Debt Service Fund	82,137	0	0	0	82,137
Division-Midway NPI Debt Service Fund	49,616	0	0	0	49,616
Education URA Debt Service Fund	0	0	0	1,284,691	1,284,691
Fire & Police Supplemental Retirement Res Fund	8,800	0	0	0	8,800
Gateway URA Debt Redemption Fund	0	0	0	3,978,378	3,978,378
General Fund	0	11,254,788	34,649,556	8,891,057	54,795,401
General Reserve Fund	0	59,470,225	3,451,600	0	62,921,825
Governmental Bond Redemption Fund	0	0	0	1,436,494	1,436,494
Interstate Corridor Debt Service Fund	0	0	0	18,560,068	18,560,068
Lents Town Center URA Debt Redemption Fund	0	0	0	10,912,934	10,912,934
North Macadam URA Debt Redemption Fund	0	0	0	10,914,756	10,914,756
Parkrose NPI Debt Service Fund	26,792	0	0	0	26,792
Pension Debt Redemption Fund	0	0	0	4,504,592	4,504,592
River District URA Debt Redemption Fund	0	0	0	29,856,941	29,856,941
Rosewood NPI Debt Service Fund	56,899	0	0	0	56,899
South Park Blocks Redemption Fund	0	0	0	7,177,691	7,177,691
Special Finance and Resource Fund	62,714,543	0	0	62,126	62,776,669
Special Projects Debt Service Fund	0	0	0	6,675,032	6,675,032
Waterfront Renewal Bond Sinking Fund	0	0	0	9,483,533	9,483,533
Willamette Industrial URA Debt Service Fund	0	0	0	1,559,393	1,559,393
Total Fund & Debt Management	63,029,203	70,725,013	38,101,156	147,970,986	319,826,358
Office of Equity & Human Rights					
General Fund	1,298,820	0	0	0	1,298,820
Total Office of Equity & Human Rights	1,298,820	0	0	0	1,298,820
Office of Government Relations					
General Fund	1,459,518	0	0	0	1,459,518
Total Office of Government Relations	1,459,518	0	0	0	1,459,518
Office of Management & Finance					
Arts Education & Access Fund	12,130,066	250,000	25,000	0	12,405,066
BFRES Facilities GO Bond Construction Fund	2,248,200	0	67,233	0	2,315,433
CityFleet Operating Fund	29,097,141	18,576,822	1,049,582	393,471	49,117,016
Convention and Tourism Fund	11,192,702	61,702	25,000	0	11,279,404
EBS Services Fund	8,132,048	1,919,354	33,089	4,394,125	14,478,616
Facilities Services Operating Fund	33,750,482	27,133,586	694,977	7,611,789	69,190,834
General Fund	40,333,432	0	0	0	40,333,432
Health Insurance Operating Fund	57,624,839	11,647,252	277,212	31,090	69,580,393
Insurance and Claims Operating Fund	8,793,593	23,930,206	198,559	73,474	32,995,832
Printing & Distribution Services Operating Fund	6,008,673	566,716	279,103	133,340	6,987,832
Property Management License Fund	5,254,289	0	25,000	0	5,279,289
Public Safety GO Bond Fund	5,307,860	38,746	119,440	0	5,466,046
Spectator Facilities Operating Fund	5,489,982	2,611,611	214,991	6,562,747	14,879,331
Technology Services Fund	45,521,499	11,085,527	5,007,097	467,649	62,081,772

Appropriation Schedule – FY 2014-15

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		Fund Requirements		Total Appropriation
	Expenses	Contingency	Interfund Cash Transfers	Debt Service	
Workers' Comp. Self Insurance Operating Fund	4,670,101	14,936,893	158,970	68,726	19,834,690
Total Office of Management & Finance	275,554,907	112,758,415	8,175,253	19,736,411	416,224,986
Office of Neighborhood Involvement					
General Fund	7,619,598	0	0	0	7,619,598
Total Office of Neighborhood Involvement	7,619,598	0	0	0	7,619,598
Office of the City Attorney					
General Fund	10,535,600	0	0	0	10,535,600
Total Office of the City Attorney	10,535,600	0	0	0	10,535,600
Office of the City Auditor					
Assessment Collection Fund	1,545	77,588	0	0	79,133
Bancroft Bond Interest and Sinking Fund	0	0	0	6,513,196	6,513,196
General Fund	8,652,068	99,356	0	0	8,751,424
Local Improvement District Fund	1,368,840	2,937,678	1,916,594	2,920,291	9,143,403
Total Office of the City Auditor	10,022,453	3,114,622	1,916,594	9,433,487	24,487,156
Office of the Mayor					
General Fund	2,508,140	0	0	0	2,508,140
Total Office of the Mayor	2,508,140	0	0	0	2,508,140
Portland Bureau of Emergency Management					
General Fund	2,184,511	0	1,202,297	0	3,386,808
Grants Fund	362,969	0	0	0	362,969
Total Portland Bureau of Emergency Management	2,547,480	0	1,202,297	0	3,749,777
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	0	0	0	2,483,405	2,483,405
Grants Fund	21,952,385	0	0	0	21,952,385
Parking Facilities Fund	7,225,695	5,919,418	3,542,855	1,882,250	18,570,218
Transportation Operating Fund	186,256,964	55,504,467	9,723,401	13,893,315	265,378,147
Transportation Reserve Fund	0	4,237,935	0	0	4,237,935
Total Portland Bureau of Transportation	215,435,044	65,661,820	13,266,256	18,258,970	312,622,090
Portland Development Commission					
General Fund	5,220,564	0	0	0	5,220,564
Total Portland Development Commission	5,220,564	0	0	0	5,220,564
Portland Fire & Rescue					
General Fund	99,555,324	0	0	0	99,555,324
Grants Fund	2,199,116	0	0	0	2,199,116
Public Safety GO Bond Fund	4,940,000	1,772,662	0	0	6,712,662
Total Portland Fire & Rescue	106,694,440	1,772,662	0	0	108,467,102
Portland Housing Bureau					
Community Development Block Grant Fund	20,694,992	863,771	0	495,000	22,053,763
General Fund	11,714,277	0	0	0	11,714,277
Grants Fund	3,456,550	0	0	0	3,456,550
Headwaters Apartment Complex Fund	81,000	0	0	799,861	880,861
HOME Grant Fund	5,378,527	280,822	0	0	5,659,349
Housing Investment Fund	2,196,685	117,234	125,149	0	2,439,068
Tax Increment Financing Reimbursement Fund	43,319,513	0	471,329	0	43,790,842
Total Portland Housing Bureau	86,841,544	1,261,827	596,478	1,294,861	89,994,710

Table 2

Appropriation Schedule – FY 2014-15

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	Contingency	Fund Requirements		Total Appropriation
			Interfund Cash Transfers	Debt Service	
Portland Parks & Recreation					
General Fund	67,124,106	0	0	0	67,124,106
Golf Fund	7,480,081	1,786,951	361,628	168,442	9,797,102
Grants Fund	1,206,660	0	0	0	1,206,660
Parks Capital Improvement Program Fund	31,115,851	7,705,139	245,543	561,189	39,627,722
Parks Endowment Fund	19,308	0	0	0	19,308
Parks Local Option Levy Fund	495,074	0	478,663	0	973,737
Portland International Raceway Fund	1,382,634	193,638	188,666	321,063	2,086,001
Portland Parks Memorial Fund	2,994,176	2,604,610	205,700	0	5,804,486
Total Portland Parks & Recreation	111,817,890	12,290,338	1,480,200	1,050,694	126,639,122
Portland Police Bureau					
General Fund	174,262,570	0	0	0	174,262,570
Grants Fund	730,204	0	0	0	730,204
Police Special Revenue Fund	1,999,971	105,000	24,410	0	2,129,381
Total Portland Police Bureau	176,992,745	105,000	24,410	0	177,122,155
Portland Water Bureau					
Hydroelectric Power Bond Redemption Fund	0	0	0	2,690,452	2,690,452
Hydroelectric Power Operating Fund	729,888	315,916	403,921	20,616	1,470,341
Hydroelectric Power Renewal Replacement Fund	0	10,484,680	125,000	0	10,609,680
Water Bond Sinking Fund	0	0	0	50,743,377	50,743,377
Water Construction Fund	0	16,607,358	111,127,091	0	127,734,449
Water Fund	176,828,549	46,259,606	86,525,997	3,561,378	313,175,530
Total Portland Water Bureau	177,558,437	73,667,560	198,182,009	57,015,823	506,423,829
Special Appropriations					
General Fund	8,175,708	0	0	0	8,175,708
Total Special Appropriations	8,175,708	0	0	0	8,175,708
Total Citywide Appropriation	1,711,417,662	577,465,454	578,819,541	452,851,147	3,320,553,804

Summary of Bureau Expenses by Fund – FY 2014-15

Table 3

Financial Summaries

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

	Personnel Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Bureau of Development Services					
Development Services Fund	25,840,354	2,078,841	7,726,312	1,495,649	37,141,156
Total Bureau of Development Services	25,840,354	2,078,841	7,726,312	1,495,649	37,141,156
Bureau of Emergency Communications					
Emergency Communication Fund	14,292,969	855,305	3,932,160	0	19,080,434
Total Bureau of Emergency Communications	14,292,969	855,305	3,932,160	0	19,080,434
Bureau of Environmental Services					
Environmental Remediation Fund	356,788	3,127,609	920,762	0	4,405,159
Grants Fund	22,716	410,000	49,962	258,000	740,678
Sewer System Operating Fund	59,049,560	48,009,260	40,499,514	83,067,889	230,626,223
Total Bureau of Environmental Services	59,429,064	51,546,869	41,470,238	83,325,889	235,772,060
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	1,851,231	113,410,200	7,848,669	43,300	123,153,400
Total Bureau of Fire & Police Disability & Retirement	1,851,231	113,410,200	7,848,669	43,300	123,153,400
Bureau of Planning & Sustainability					
Community Solar Fund	0	25,000	0	0	25,000
General Fund	7,225,662	501,580	654,518	0	8,381,760
Grants Fund	1,145,582	68,650	143,000	0	1,357,232
Solid Waste Management Fund	2,108,776	1,068,900	1,610,456	0	4,788,132
Total Bureau of Planning & Sustainability	10,480,020	1,664,130	2,407,974	0	14,552,124
City Budget Office					
General Fund	1,583,099	151,377	196,895	0	1,931,371
Total City Budget Office	1,583,099	151,377	196,895	0	1,931,371
Commissioner of Public Affairs					
Children's Investment Fund	491,500	11,514,359	33,926	0	12,039,785
General Fund	1,092,317	322,071	139,342	0	1,553,730
Total Commissioner of Public Affairs	1,583,817	11,836,430	173,268	0	13,593,515
Commissioner of Public Safety					
General Fund	756,030	87,143	108,164	0	951,337
Total Commissioner of Public Safety	756,030	87,143	108,164	0	951,337
Commissioner of Public Utilities					
General Fund	791,155	78,732	108,950	0	978,837
Total Commissioner of Public Utilities	791,155	78,732	108,950	0	978,837
Commissioner of Public Works					
General Fund	822,173	15,651	113,513	0	951,337
Total Commissioner of Public Works	822,173	15,651	113,513	0	951,337
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	0	64,550	0	0	64,550
82nd Ave/Division NPI Debt Service Fund	0	25,866	0	0	25,866
Cully Blvd. NPI Debt Service Fund	0	82,137	0	0	82,137
Division-Midway NPI Debt Service Fund	0	49,616	0	0	49,616
Fire & Police Supplemental Retirement Res Fund	0	8,800	0	0	8,800
Parkrose NPI Debt Service Fund	0	26,792	0	0	26,792
Rosewood NPI Debt Service Fund	0	56,899	0	0	56,899

Table 3

Summary of Bureau Expenses by Fund – FY 2014-15

Financial Summaries

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

	Personnel Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Special Finance and Resource Fund	0	62,714,543	0	0	62,714,543
Total Fund & Debt Management	0	63,029,203	0	0	63,029,203
Office of Equity & Human Rights					
General Fund	1,065,435	97,528	135,857	0	1,298,820
Total Office of Equity & Human Rights	1,065,435	97,528	135,857	0	1,298,820
Office of Government Relations					
General Fund	972,740	322,778	164,000	0	1,459,518
Total Office of Government Relations	972,740	322,778	164,000	0	1,459,518
Office of Management & Finance					
Arts Education & Access Fund	0	11,559,500	570,566	0	12,130,066
BFRES Facilities GO Bond Construction Fund	0	0	0	2,248,200	2,248,200
CityFleet Operating Fund	7,418,863	12,452,573	1,987,233	7,238,472	29,097,141
Convention and Tourism Fund	0	10,964,465	228,237	0	11,192,702
EBS Services Fund	2,409,462	1,605,210	4,117,376	0	8,132,048
Facilities Services Operating Fund	3,775,737	25,548,332	2,602,324	1,824,089	33,750,482
General Fund	27,473,042	7,963,523	4,896,867	0	40,333,432
Health Insurance Operating Fund	1,305,358	55,789,340	530,141	0	57,624,839
Insurance and Claims Operating Fund	1,088,226	5,202,494	2,502,873	0	8,793,593
Printing & Distribution Services Operating Fund	1,685,521	3,307,194	668,458	347,500	6,008,673
Property Management License Fund	0	5,213,767	40,522	0	5,254,289
Public Safety GO Bond Fund	335,490	3,841,183	611,864	519,323	5,307,860
Spectator Facilities Operating Fund	188,268	4,033,350	268,364	1,000,000	5,489,982
Technology Services Fund	25,285,954	13,912,740	3,590,939	2,731,866	45,521,499
Workers' Comp. Self Insurance Operating Fund	1,105,663	2,905,153	659,285	0	4,670,101
Total Office of Management & Finance	72,071,584	164,298,824	23,275,049	15,909,450	275,554,907
Office of Neighborhood Involvement					
General Fund	3,735,080	3,306,098	578,420	0	7,619,598
Total Office of Neighborhood Involvement	3,735,080	3,306,098	578,420	0	7,619,598
Office of the City Attorney					
General Fund	8,925,252	734,953	875,395	0	10,535,600
Total Office of the City Attorney	8,925,252	734,953	875,395	0	10,535,600
Office of the City Auditor					
Assessment Collection Fund	0	0	1,545	0	1,545
General Fund	5,499,279	1,455,110	1,697,679	0	8,652,068
Local Improvement District Fund	0	5,000	1,363,840	0	1,368,840
Total Office of the City Auditor	5,499,279	1,460,110	3,063,064	0	10,022,453
Office of the Mayor					
General Fund	1,816,340	422,499	269,301	0	2,508,140
Total Office of the Mayor	1,816,340	422,499	269,301	0	2,508,140
Portland Bureau of Emergency Management					
General Fund	1,323,489	307,362	553,660	0	2,184,511
Grants Fund	174,218	2,000	186,751	0	362,969
Total Portland Bureau of Emergency Management	1,497,707	309,362	740,411	0	2,547,480

Summary of Bureau Expenses by Fund – FY 2014-15

Table 3

Financial Summaries

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

	Personnel Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Portland Bureau of Transportation					
Grants Fund	4,404,397	735,261	3,483,392	13,329,335	21,952,385
Parking Facilities Fund	192,736	3,365,204	3,667,755	0	7,225,695
Transportation Operating Fund	69,011,175	74,085,073	21,160,079	22,000,637	186,256,964
Total Portland Bureau of Transportation	73,608,308	78,185,538	28,311,226	35,329,972	215,435,044
Portland Development Commission					
General Fund	0	5,220,564	0	0	5,220,564
Total Portland Development Commission	0	5,220,564	0	0	5,220,564
Portland Fire & Rescue					
General Fund	87,155,434	6,613,944	5,730,946	55,000	99,555,324
Grants Fund	2,199,116	0	0	0	2,199,116
Public Safety GO Bond Fund	0	0	0	4,940,000	4,940,000
Total Portland Fire & Rescue	89,354,550	6,613,944	5,730,946	4,995,000	106,694,440
Portland Housing Bureau					
Community Development Block Grant Fund	1,321,630	18,963,200	410,162	0	20,694,992
General Fund	594,717	11,340,229	(220,669)	0	11,714,277
Grants Fund	643,379	2,750,871	62,300	0	3,456,550
Headwaters Apartment Complex Fund	0	81,000	0	0	81,000
HOME Grant Fund	342,627	5,035,900	0	0	5,378,527
Housing Investment Fund	826,100	1,370,585	0	0	2,196,685
Tax Increment Financing Reimbursement Fund	2,360,754	40,116,750	842,009	0	43,319,513
Total Portland Housing Bureau	6,089,207	79,658,535	1,093,802	0	86,841,544
Portland Parks & Recreation					
General Fund	45,171,125	14,898,741	7,054,240	0	67,124,106
Golf Fund	3,318,886	3,387,092	689,103	85,000	7,480,081
Grants Fund	100,705	152,200	0	953,755	1,206,660
Parks Capital Improvement Program Fund	1,663,330	3,085,778	435,775	25,930,968	31,115,851
Parks Endowment Fund	1,500	17,808	0	0	19,308
Parks Local Option Levy Fund	487,035	0	8,039	0	495,074
Portland International Raceway Fund	786,332	494,168	102,134	0	1,382,634
Portland Parks Memorial Fund	743,706	996,089	1,254,381	0	2,994,176
Total Portland Parks & Recreation	52,272,619	23,031,876	9,543,672	26,969,723	111,817,890
Portland Police Bureau					
General Fund	130,796,830	13,334,269	30,031,471	100,000	174,262,570
Grants Fund	380,748	349,456	0	0	730,204
Police Special Revenue Fund	0	1,999,971	0	0	1,999,971
Total Portland Police Bureau	131,177,578	15,683,696	30,031,471	100,000	176,992,745
Portland Water Bureau					
Hydroelectric Power Operating Fund	293,574	210,500	225,814	0	729,888
Water Fund	61,143,882	23,995,189	19,020,093	72,669,385	176,828,549
Total Portland Water Bureau	61,437,456	24,205,689	19,245,907	72,669,385	177,558,437
Special Appropriations					
General Fund	219,366	7,954,107	2,235	0	8,175,708
Total Special Appropriations	219,366	7,954,107	2,235	0	8,175,708
Total Citywide Bureau Expenses	627,172,413	656,259,982	187,146,899	240,838,368	1,711,417,662

Table 4

Summary of Resources by Fund – FY 2014-15

Financial Summaries

This table summarizes the major categories of estimated resources.

	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	37,564,325	1,842,518	2,920,761	24,572,155	66,899,759
Total Bureau of Development Services	0	37,564,325	1,842,518	2,920,761	24,572,155	66,899,759
Bureau of Emergency Communications						
Emergency Communication Fund	0	300,000	7,404,777	13,464,334	1,715,000	22,884,111
Total Bureau of Emergency Communications	0	300,000	7,404,777	13,464,334	1,715,000	22,884,111
Bureau of Environmental Services						
Environmental Remediation Fund	0	2,317,000	20,000	815,000	3,367,000	6,519,000
Grants Fund	0	0	740,678	0	0	740,678
Sewer System Construction Fund	0	700,000	125,400,000	20,700,000	100,000,000	246,800,000
Sewer System Debt Redemption Fund	0	0	10,275,000	160,213,650	56,800,000	227,288,650
Sewer System Operating Fund	0	306,589,114	977,200	122,116,171	56,180,000	485,862,485
Sewer System Rate Stabilization Fund	0	0	50,000	8,000,000	12,000,000	20,050,000
Total Bureau of Environmental Services	0	309,606,114	137,462,878	311,844,821	228,347,000	987,260,813
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	120,321,535	0	31,564,500	1,407,200	13,663,467	166,956,702
Fire & Police Disability & Retirement Res Fund	0	0	0	750,000	750,000	1,500,000
Total Bureau of Fire & Police Disability & Retirement	120,321,535	0	31,564,500	2,157,200	14,413,467	168,456,702
Bureau of Planning & Sustainability						
Community Solar Fund	0	0	25,000	0	0	25,000
General Fund	0	0	7,966,308	415,452	0	8,381,760
Grants Fund	0	0	1,357,232	0	0	1,357,232
Solid Waste Management Fund	0	5,075,129	74,466	10,000	2,269,583	7,429,178
Total Bureau of Planning & Sustainability	0	5,075,129	9,423,006	425,452	2,269,583	17,193,170
City Budget Office						
General Fund	0	0	1,931,371	0	0	1,931,371
Total City Budget Office	0	0	1,931,371	0	0	1,931,371
Commissioner of Public Affairs						
Children's Investment Fund	10,514,535	0	0	0	2,013,000	12,527,535
General Fund	0	0	1,553,730	0	0	1,553,730
Total Commissioner of Public Affairs	10,514,535	0	1,553,730	0	2,013,000	14,081,265
Commissioner of Public Safety						
General Fund	0	0	951,337	0	0	951,337
Total Commissioner of Public Safety	0	0	951,337	0	0	951,337
Commissioner of Public Utilities						
General Fund	0	0	978,837	0	0	978,837
Total Commissioner of Public Utilities	0	0	978,837	0	0	978,837
Commissioner of Public Works						
General Fund	0	0	951,337	0	0	951,337
Total Commissioner of Public Works	0	0	951,337	0	0	951,337
Fund & Debt Management						
42nd Avenue NPI Debt Service Fund	63,981	0	144	0	425	64,550
82nd Ave/Division NPI Debt Service Fund	25,808	0	58	0	0	25,866
Airport Way Debt Service Fund	5,588,250	0	21,151	0	1,462,250	7,071,651
Bonded Debt Interest and Sinking Fund	12,254,133	0	20,000	0	300,000	12,574,133

Summary of Resources by Fund – FY 2014-15

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Central Eastside Ind. District Debt Service Fund	6,004,574	0	21,307	0	3,075,081	9,100,962
Convention Center Area Debt Service Fund	7,962,194	0	33,480	0	5,384,058	13,379,732
Cully Blvd. NPI Debt Service Fund	78,222	0	176	0	3,739	82,137
Division-Midway NPI Debt Service Fund	48,735	0	110	0	771	49,616
Education URA Debt Service Fund	1,282,287	0	2,404	0	0	1,284,691
Fire & Police Supplemental Retirement Res Fund	0	0	200	0	19,400	19,600
Gateway URA Debt Redemption Fund	3,584,083	0	10,368	0	383,927	3,978,378
General Fund	227,903,445	162,073,238	(373,177,713)	22,505,152	15,491,279	54,795,401
General Reserve Fund	0	0	263,000	1,948,343	60,710,482	62,921,825
Governmental Bond Redemption Fund	0	0	0	1,436,494	0	1,436,494
Interstate Corridor Debt Service Fund	17,385,892	0	68,919	0	7,382,926	24,837,737
Lents Town Center URA Debt Redemption Fund	10,877,375	0	35,559	0	3,032,592	13,945,526
North Macadam URA Debt Redemption Fund	10,746,826	0	45,590	0	5,087,990	15,880,406
Parkrose NPI Debt Service Fund	26,732	0	60	0	0	26,792
Pension Debt Redemption Fund	0	0	682,558	3,805,494	766,540	5,254,592
River District URA Debt Redemption Fund	29,763,041	0	93,900	0	7,618,858	37,475,799
Rosewood NPI Debt Service Fund	56,343	0	127	0	429	56,899
South Park Blocks Redemption Fund	7,177,691	0	95,221	0	8,656,320	15,929,232
Special Finance and Resource Fund	0	0	62,776,669	0	0	62,776,669
Special Projects Debt Service Fund	0	0	6,679,032	0	0	6,679,032
Waterfront Renewal Bond Sinking Fund	9,483,533	0	61,399	0	7,538,116	17,083,048
Willamette Industrial URA Debt Service Fund	1,309,525	0	1,479	0	248,389	1,559,393
Total Fund & Debt Management	351,622,670	162,073,238	(302,264,802)	29,695,483	127,163,572	368,290,161
Office of Equity & Human Rights						
General Fund	0	0	1,298,820	0	0	1,298,820
Total Office of Equity & Human Rights	0	0	1,298,820	0	0	1,298,820
Office of Government Relations						
General Fund	0	0	1,321,685	137,833	0	1,459,518
Total Office of Government Relations	0	0	1,321,685	137,833	0	1,459,518
Office of Management & Finance						
Arts Education & Access Fund	10,900,000	0	60,000	0	1,445,066	12,405,066
BFRES Facilities GO Bond Construction Fund	0	0	1,000	0	2,314,433	2,315,433
CityFleet Operating Fund	0	0	1,270,177	29,629,569	18,217,270	49,117,016
Convention and Tourism Fund	11,159,000	0	5,500	0	114,904	11,279,404
EBS Services Fund	0	0	15,000	12,625,303	1,838,313	14,478,616
Facilities Services Operating Fund	0	1,361,164	136,477	31,608,193	36,085,000	69,190,834
General Fund	0	1,721,188	28,027,237	10,567,007	18,000	40,333,432
Health Insurance Operating Fund	0	57,410,845	909,301	0	11,260,247	69,580,393
Insurance and Claims Operating Fund	0	0	227,473	9,162,223	23,606,136	32,995,832
Printing & Distribution Services Operating Fund	0	82,328	1,093,616	5,268,357	543,531	6,987,832
Property Management License Fund	0	5,242,139	2,150	0	35,000	5,279,289
Public Safety GO Bond Fund	0	0	40,000	0	5,426,046	5,466,046
Spectator Facilities Operating Fund	0	7,167,210	2,087,121	0	5,625,000	14,879,331
Technology Services Fund	0	226,341	5,045,396	41,302,519	15,507,516	62,081,772

Table 4

Summary of Resources by Fund – FY 2014-15

Financial Summaries

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Workers' Comp. Self Insurance Operating Fund	0	0	128,215	3,709,904	15,996,571	19,834,690
Total Office of Management & Finance	22,059,000	73,211,215	39,048,663	143,873,075	138,033,033	416,224,986
Office of Neighborhood Involvement						
General Fund	0	295,620	7,306,117	17,861	0	7,619,598
Total Office of Neighborhood Involvement	0	295,620	7,306,117	17,861	0	7,619,598
Office of the City Attorney						
General Fund	0	6,000	5,376,723	5,152,877	0	10,535,600
Total Office of the City Attorney	0	6,000	5,376,723	5,152,877	0	10,535,600
Office of the City Auditor						
Assessment Collection Fund	0	0	850	14	78,269	79,133
Bancroft Bond Interest and Sinking Fund	0	0	6,888,053	0	15,275,069	22,163,122
General Fund	0	262,275	8,373,399	115,750	0	8,751,424
Local Improvement District Fund	0	788,500	4,796,823	64,164	3,493,916	9,143,403
Total Office of the City Auditor	0	1,050,775	20,059,125	179,928	18,847,254	40,137,082
Office of the Mayor						
General Fund	0	0	2,508,140	0	0	2,508,140
Total Office of the Mayor	0	0	2,508,140	0	0	2,508,140
Portland Bureau of Emergency Management						
General Fund	0	0	3,376,808	10,000	0	3,386,808
Grants Fund	0	0	362,969	0	0	362,969
Total Portland Bureau of Emergency Management	0	0	3,739,777	10,000	0	3,749,777
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	0	0	8,500	2,483,405	1,673,961	4,165,866
Grants Fund	0	0	21,952,385	0	0	21,952,385
Parking Facilities Fund	0	11,961,256	28,807	818,801	5,761,354	18,570,218
Transportation Operating Fund	0	50,604,352	121,122,906	43,064,449	50,586,440	265,378,147
Transportation Reserve Fund	0	0	20,000	700,000	3,517,935	4,237,935
Total Portland Bureau of Transportation	0	62,565,608	143,132,598	47,066,655	61,539,690	314,304,551
Portland Development Commission						
General Fund	0	0	5,220,564	0	0	5,220,564
Total Portland Development Commission	0	0	5,220,564	0	0	5,220,564
Portland Fire & Rescue						
General Fund	0	3,470,000	92,496,526	3,588,798	0	99,555,324
Grants Fund	0	0	2,199,116	0	0	2,199,116
Public Safety GO Bond Fund	0	0	0	0	6,712,662	6,712,662
Total Portland Fire & Rescue	0	3,470,000	94,695,642	3,588,798	6,712,662	108,467,102
Portland Housing Bureau						
Community Development Block Grant Fund	0	0	22,053,763	0	0	22,053,763
General Fund	0	0	11,637,115	77,162	0	11,714,277
Grants Fund	0	0	3,456,550	0	0	3,456,550
Headwaters Apartment Complex Fund	0	0	880,861	0	0	880,861
HOME Grant Fund	0	0	5,659,349	0	0	5,659,349
Housing Investment Fund	0	463,000	741,350	1,000,000	234,718	2,439,068
Tax Increment Financing Reimbursement Fund	0	0	37,124,999	0	6,665,843	43,790,842
Total Portland Housing Bureau	0	463,000	81,553,987	1,077,162	6,900,561	89,994,710

Summary of Resources by Fund – FY 2014-15

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Portland Parks & Recreation						
General Fund	0	17,498,589	47,525,040	2,100,477	0	67,124,106
Golf Fund	0	8,051,778	15,324	0	1,730,000	9,797,102
Grants Fund	0	0	1,206,660	0	0	1,206,660
Parks Capital Improvement Program Fund	0	9,306,451	4,105,238	2,129,656	24,086,377	39,627,722
Parks Endowment Fund	0	0	880	0	181,218	182,098
Parks Local Option Levy Fund	1,446	0	4,755	0	967,536	973,737
Portland International Raceway Fund	0	1,789,156	6,231	0	290,614	2,086,001
Portland Parks Memorial Fund	0	2,208,000	617,747	36,200	2,942,539	5,804,486
Total Portland Parks & Recreation	1,446	38,853,974	53,481,875	4,266,333	30,198,284	126,801,912
Portland Police Bureau						
General Fund	0	2,813,002	167,298,794	4,150,774	0	174,262,570
Grants Fund	0	0	730,204	0	0	730,204
Police Special Revenue Fund	0	0	353,600	0	1,775,781	2,129,381
Total Portland Police Bureau	0	2,813,002	168,382,598	4,150,774	1,775,781	177,122,155
Portland Water Bureau						
Hydroelectric Power Bond Redemption Fund	0	0	2,742,014	0	4,541,100	7,283,114
Hydroelectric Power Operating Fund	0	0	954,480	183,261	332,600	1,470,341
Hydroelectric Power Renewal Replacement Fund	0	0	327,510	0	10,282,170	10,609,680
Water Bond Sinking Fund	0	0	8,859,973	50,586,402	31,394,525	90,840,900
Water Construction Fund	0	1,750,000	111,377,373	31,339,417	51,745,148	196,211,938
Water Fund	0	145,585,324	1,689,077	113,696,946	52,204,183	313,175,530
Total Portland Water Bureau	0	147,335,324	125,950,427	195,806,026	150,499,726	619,591,503
Special Appropriations						
General Fund	0	0	8,044,641	131,067	0	8,175,708
Total Special Appropriations	0	0	8,044,641	131,067	0	8,175,708
Total Citywide Resources	504,519,186	844,683,324	652,920,871	765,966,440	815,000,768	3,583,090,589

Table 5

Total Resources and Requirements by Fiscal Year

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Bureau of Development Services					
Grants Fund	71,876	6,046	0	0	0
Development Services Fund	40,092,460	54,567,473	52,072,553	67,087,294	66,899,759
Total Bureau of Development Services	40,164,336	54,573,519	52,072,553	67,087,294	66,899,759
Bureau of Emergency Communications					
Grants Fund	163,029	0	0	0	0
Emergency Communication Fund	23,593,886	23,367,664	23,244,524	24,737,679	22,884,111
Total Bureau of Emergency Communications	23,756,915	23,367,664	23,244,524	24,737,679	22,884,111
Bureau of Environmental Services					
Environmental Remediation Fund	8,614,311	8,424,151	7,092,823	6,519,000	6,519,000
Sewer System Debt Redemption Fund	179,217,168	179,216,604	204,890,000	227,288,650	227,288,650
Sewer System Operating Fund	420,536,991	421,425,199	481,472,409	485,716,985	485,862,485
Sewer System Construction Fund	111,684,745	95,692,159	234,950,000	246,800,000	246,800,000
Sewer System Rate Stabilization Fund	30,881,845	12,414,460	6,015,000	20,050,000	20,050,000
Grants Fund	1,096,031	760,608	1,880,507	740,678	740,678
Total Bureau of Environmental Services	752,031,091	717,933,181	936,300,739	987,115,313	987,260,813
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Res Fund	1,500,000	1,500,000	750,000	1,500,000	1,500,000
Fire & Police Disability & Retirement Fund	142,051,431	150,949,138	162,103,816	169,085,086	166,956,702
Total Bureau of Fire & Police Disability & Retirement	143,551,431	152,449,138	162,853,816	170,585,086	168,456,702
Bureau of Planning & Sustainability					
Solid Waste Management Fund	8,015,671	7,786,296	7,011,217	7,429,178	7,429,178
Grants Fund	13,075,401	6,630,871	2,376,036	1,357,232	1,357,232
General Fund	9,715,586	9,200,806	8,039,136	8,265,973	8,381,760
Community Solar Fund	0	0	50,000	25,000	25,000
Total Bureau of Planning & Sustainability	30,806,658	23,617,973	17,476,389	17,077,383	17,193,170
Cable Communications & Franchise Management					
Closed - Cable Fund	12,441,770	0	0	0	0
General Fund	2,156,668	0	0	0	0
Total Cable Communications & Franchise Management	14,598,438	0	0	0	0
City Budget Office					
General Fund	0	547,956	1,922,934	2,963,280	1,931,371
Total City Budget Office	0	547,956	1,922,934	2,963,280	1,931,371
Commissioner of Public Affairs					
Children's Investment Fund	15,068,013	11,040,605	9,652,748	12,527,535	12,527,535
Grants Fund	27,049	145,906	0	0	0
General Fund	1,640,964	1,658,155	1,931,488	1,518,730	1,553,730
Total Commissioner of Public Affairs	16,736,026	12,844,666	11,584,236	14,046,265	14,081,265
Commissioner of Public Safety					
General Fund	742,113	650,735	909,442	926,337	951,337
Total Commissioner of Public Safety	742,113	650,735	909,442	926,337	951,337

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Commissioner of Public Utilities					
General Fund	834,880	842,797	994,200	971,337	978,837
Total Commissioner of Public Utilities	834,880	842,797	994,200	971,337	978,837
Commissioner of Public Works					
General Fund	837,647	872,516	909,529	926,337	951,337
Total Commissioner of Public Works	837,647	872,516	909,529	926,337	951,337
Fund & Debt Management					
Waterfront Renewal Bond Sinking Fund	50,493,194	16,919,370	16,757,151	17,083,048	17,083,048
Fire & Police Supplemental Retirement Res Fund	44,380	36,428	28,000	19,600	19,600
General Reserve Fund	48,984,519	51,080,120	61,208,376	62,921,825	62,921,825
Interstate Corridor Debt Service Fund	66,623,177	24,351,695	23,691,723	24,837,737	24,837,737
Governmental Bond Redemption Fund	1,302,956	1,464,852	1,435,044	1,436,494	1,436,494
Division-Midway NPI Debt Service Fund	0	0	70,015	49,616	49,616
Central Eastside Ind. District Debt Service Fund	7,878,291	8,003,713	8,370,167	9,100,962	9,100,962
Education URA Debt Service Fund	0	0	1,265,191	1,284,691	1,284,691
Bonded Debt Interest and Sinking Fund	11,477,218	11,205,017	10,676,015	12,941,669	12,574,133
Willamette Industrial URA Debt Service Fund	964,909	788,897	791,691	1,559,393	1,559,393
Parkrose NPI Debt Service Fund	0	0	61,568	26,792	26,792
Rosewood NPI Debt Service Fund	0	0	67,515	56,899	56,899
Airport Way Debt Service Fund	7,065,050	7,070,645	7,142,872	7,071,651	7,071,651
Gateway URA Debt Redemption Fund	3,473,819	4,033,259	4,148,791	3,978,378	3,978,378
Special Finance and Resource Fund	134,303,855	73,506,097	74,157,490	61,376,669	62,776,669
Grants Fund	62,069,192	64,583,532	16,502,000	0	0
42nd Avenue NPI Debt Service Fund	0	0	65,731	64,550	64,550
Lents Town Center URA Debt Redemption Fund	13,874,586	13,570,703	14,099,250	13,945,526	13,945,526
82nd Ave/Division NPI Debt Service Fund	0	0	66,418	25,866	25,866
River District URA Debt Redemption Fund	39,724,521	119,294,875	38,360,644	37,475,799	37,475,799
South Park Blocks Redemption Fund	15,776,601	15,709,505	15,934,126	15,929,232	15,929,232
Convention Center Area Debt Service Fund	76,412,211	12,516,188	12,717,767	13,379,732	13,379,732
Pension Debt Redemption Fund	4,531,886	4,943,134	5,003,666	5,254,592	5,254,592
Special Projects Debt Service Fund	84,722,568	6,234,656	6,477,336	6,679,032	6,679,032
North Macadam URA Debt Redemption Fund	16,687,010	16,603,609	16,943,639	15,880,406	15,880,406
General Fund	69,058,734	70,092,753	61,686,570	52,310,275	54,795,401
Cully Blvd. NPI Debt Service Fund	0	0	65,722	82,137	82,137
Total Fund & Debt Management	715,468,677	522,009,048	397,794,478	364,772,571	368,290,161
Office of Equity & Human Rights					
General Fund	414,442	1,149,441	1,417,055	1,385,070	1,298,820
Total Office of Equity & Human Rights	414,442	1,149,441	1,417,055	1,385,070	1,298,820
Office of Government Relations					
General Fund	1,247,548	1,251,889	1,222,840	1,330,789	1,459,518
Total Office of Government Relations	1,247,548	1,251,889	1,222,840	1,330,789	1,459,518
Office of Human Relations					
General Fund	260,210	0	0	0	0
Total Office of Human Relations	260,210	0	0	0	0

Table 5

Total Resources and Requirements by Fiscal Year

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Office of Management & Finance					
CityFleet Operating Fund	46,387,351	48,147,733	49,637,756	49,766,609	49,117,016
Property Management License Fund	4,804,487	5,064,697	5,118,885	5,304,289	5,279,289
Convention and Tourism Fund	3,782,747	7,354,708	9,630,500	11,279,404	11,279,404
Printing & Distribution Services Operating Fund	8,280,551	6,888,708	7,413,153	7,050,177	6,987,832
Technology Services Fund	93,250,137	80,147,400	75,032,783	61,952,683	62,081,772
BFRES Facilities GO Bond Construction Fund	3,577,960	1,731,505	2,355,346	2,315,433	2,315,433
Closed - Cable Fund	0	14,576,301	0	0	0
Arts Education & Access Fund	0	7,820,909	20,121,953	12,405,066	12,405,066
Facilities Services Operating Fund	86,516,545	70,871,687	52,566,427	67,729,959	69,190,834
Health Insurance Operating Fund	66,163,106	66,409,291	70,319,492	69,580,393	69,580,393
Closed - Private for Hire Trans. Safety Fund	222,104	302,081	0	0	0
Grants Fund	2,675,628	1,954,405	602,110	0	0
EBS Services Fund	16,865,899	16,657,686	14,907,893	14,458,470	14,478,616
Spectator Facilities Operating Fund	28,175,232	17,796,092	14,342,142	14,879,331	14,879,331
General Fund	36,041,186	38,156,438	44,723,118	41,614,864	40,333,432
Public Safety GO Bond Fund	26,273,683	24,433,694	53,002,956	5,466,046	5,466,046
Insurance and Claims Operating Fund	35,567,322	35,998,979	37,717,536	33,487,740	32,995,832
Workers' Comp. Self Insurance Operating Fund	22,677,737	21,760,571	20,145,944	19,823,688	19,834,690
Emergency Communication Fund	1,072,684	201,976	58,680	0	0
Total Office of Management & Finance	482,334,359	466,274,861	477,696,674	417,114,152	416,224,986
Office of Neighborhood Involvement					
Grants Fund	4,980	0	0	0	0
General Fund	6,708,579	7,008,921	7,668,313	9,502,474	7,619,598
Total Office of Neighborhood Involvement	6,713,559	7,008,921	7,668,313	9,502,474	7,619,598
Office of the City Attorney					
General Fund	9,127,953	8,977,893	10,258,092	10,645,704	10,535,600
Total Office of the City Attorney	9,127,953	8,977,893	10,258,092	10,645,704	10,535,600
Office of the City Auditor					
Local Improvement District Fund	16,289,117	6,637,902	29,740,109	9,283,585	9,143,403
Bancroft Bond Interest and Sinking Fund	22,201,585	22,829,163	22,168,276	22,163,122	22,163,122
General Fund	8,809,732	8,620,061	9,382,716	9,895,795	8,751,424
Assessment Collection Fund	81,633	80,755	80,081	79,133	79,133
Total Office of the City Auditor	47,382,067	38,167,881	61,371,182	41,421,635	40,137,082
Office of the Mayor					
Grants Fund	2,413	0	0	0	0
General Fund	3,974,270	4,060,288	2,711,490	2,078,140	2,508,140
Total Office of the Mayor	3,976,683	4,060,288	2,711,490	2,078,140	2,508,140
Portland Bureau of Emergency Management					
Grants Fund	881,078	381,835	4,548,069	362,969	362,969
General Fund	1,723,697	1,560,498	1,998,642	5,068,511	3,386,808
Total Portland Bureau of Emergency Management	2,604,775	1,942,333	6,546,711	5,431,480	3,749,777

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	2,745,911	4,495,091	2,824,145	4,165,866	4,165,866
Transportation Operating Fund	176,097,927	237,211,506	208,970,166	267,962,614	265,378,147
Parking Facilities Fund	21,242,316	18,917,433	21,123,954	18,568,018	18,570,218
Grants Fund	34,510,993	(24,498,448)	30,169,686	21,952,385	21,952,385
Transportation Reserve Fund	2,513,954	2,517,935	3,012,787	4,237,935	4,237,935
Total Portland Bureau of Transportation	237,111,101	238,643,517	266,100,738	316,886,818	314,304,551
Portland Development Commission					
Grants Fund	0	97,450	0	0	0
General Fund	4,731,295	6,083,631	4,577,437	5,305,564	5,220,564
Total Portland Development Commission	4,731,295	6,181,081	4,577,437	5,305,564	5,220,564
Portland Fire & Rescue					
Grants Fund	1,565,639	1,710,780	1,937,710	2,199,116	2,199,116
General Fund	95,457,139	95,785,223	97,213,849	100,919,786	99,555,324
Public Safety GO Bond Fund	7,121,000	6,689,287	15,302,952	6,712,662	6,712,662
Total Portland Fire & Rescue	104,143,778	104,185,290	114,454,511	109,831,564	108,467,102
Portland Housing Bureau					
Headwaters Apartment Complex Fund	1,556,001	1,551,527	876,617	880,861	880,861
Tax Increment Financing Reimbursement Fund	51,598,145	34,670,564	44,280,945	43,782,926	43,790,842
HOME Grant Fund	3,945,764	5,166,828	8,608,600	5,659,349	5,659,349
Community Development Block Grant Fund	9,336,789	14,012,077	24,029,506	22,053,763	22,053,763
Housing Investment Fund	5,882,350	4,492,756	1,993,920	4,439,068	2,439,068
Grants Fund	1,424,493	4,330,553	5,822,547	3,456,550	3,456,550
General Fund	11,675,880	11,580,831	12,249,947	12,664,277	11,714,277
Total Portland Housing Bureau	85,419,422	75,805,136	97,862,082	92,936,794	89,994,710
Portland Parks & Recreation					
Portland Parks Memorial Fund	3,164,403	3,978,415	5,836,542	5,804,486	5,804,486
Portland International Raceway Fund	2,369,294	2,374,411	2,465,494	2,086,001	2,086,001
Parks Endowment Fund	182,947	183,239	183,095	182,098	182,098
Parks Capital Improvement Program Fund	25,516,897	43,149,592	46,862,858	42,567,885	39,627,722
Golf Revenue Bond Redemption Fund	1,560,746	3,057	6,052	0	0
Grants Fund	1,340,045	1,166,935	2,333,984	1,206,660	1,206,660
General Fund	61,724,177	61,369,330	63,596,443	68,877,212	67,124,106
Parks Local Option Levy Fund	4,354,014	2,917,812	2,148,018	973,737	973,737
Golf Fund	9,134,673	9,241,250	9,483,178	9,797,102	9,797,102
Total Portland Parks & Recreation	109,347,196	124,384,041	132,915,664	131,495,181	126,801,912
Portland Police Bureau					
Police Special Revenue Fund	2,463,928	2,633,864	1,779,640	2,129,381	2,129,381
Grants Fund	1,908,517	637,441	2,116,631	730,204	730,204
General Fund	170,192,708	166,363,837	170,094,259	174,228,570	174,262,570
Total Portland Police Bureau	174,565,153	169,635,142	173,990,530	177,088,155	177,122,155
Portland Water Bureau					
Water Fund	269,452,057	341,250,460	353,337,907	312,775,281	313,175,530
Hydroelectric Power Renewal Replacement Fund	9,794,221	10,104,944	10,227,130	10,609,680	10,609,680
Hydroelectric Power Operating Fund	1,305,404	1,422,813	1,531,560	1,485,507	1,470,341

Table 5

Total Resources and Requirements by Fiscal Year

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Water Construction Fund	101,361,407	276,393,307	190,743,298	196,038,456	196,211,938
Grants Fund	556,837	1,670,533	1,212,000	0	0
Hydroelectric Power Bond Redemption Fund	7,166,712	7,188,059	7,271,152	7,283,114	7,283,114
Water Bond Sinking Fund	47,542,047	181,852,259	77,280,908	90,815,102	90,840,900
Total Portland Water Bureau	437,178,685	819,882,375	641,603,955	619,007,140	619,591,503
Special Appropriations					
Grants Fund	0	0	47,189	0	0
General Fund	8,788,938	14,515,967	10,854,895	9,981,998	8,175,708
Total Special Appropriations	8,788,938	14,515,967	10,902,084	9,981,998	8,175,708
Total Citywide	3,454,875,376	3,591,775,249	3,617,362,198	3,602,651,540	3,583,090,589

Tax Levy Computation

Table 6

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 2014-15						
Total Budget Requirements	704,521,769	511,489,662	12,574,133	166,956,702	973,737	12,527,535
Less: Budgeted Resources, Except Taxes to Be Levied	(362,708,589)	(309,965,621)	(565,000)	(48,935,167)	(973,737)	(2,269,064)
Equals: Taxes Necessary To Balance	341,813,180	201,524,041	12,009,133	118,021,535	0	10,258,471
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	17,115,200	10,076,202	600,457	5,901,077	0	537,465
Equals: Estimated (Measure 50) Levy Receivable	358,928,380	211,600,243	12,609,590	123,922,612	0	10,795,936
Add: Estimated Measure 50 Levy Compression	43,086,934	20,526,210	0	12,960,618	0	9,600,106
Taxes to Be Levied	402,015,314	232,126,453	12,609,590	136,883,230	0	20,396,042
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to \$10 Limit	252,522,495	232,126,453	0	0	0	20,396,042
Levy for Pension & Disability Obligations	136,883,230	0	0	136,883,230	0	0
Levy for Bonded Indebtedness	12,609,590	0	12,609,590	0	0	0
Taxes To Be Levied	402,015,314	232,126,453	12,609,590	136,883,230	0	20,396,042
Fiscal Year 2013-14						
Total Budget Requirements	678,857,623	494,277,076	10,676,015	162,103,770	2,148,014	9,652,748
Less: Budgeted Resources, Except Taxes to Be Levied	(355,278,976)	(305,668,424)	(527,000)	(45,685,538)	(2,148,014)	(1,250,000)
Equals: Taxes Necessary to Balance	323,578,647	188,608,652	10,149,015	116,418,232	0	8,402,748
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	18,443,983	10,750,693	578,494	6,635,839	0	478,957
Equals: Estimated (Measure 50) Levy Receivable	342,022,630	199,359,345	10,727,509	123,054,071	0	8,881,705
Add: Estimated Measure 5 Levy Compression	45,900,353	21,715,467	0	13,329,469	0	10,855,417
Taxes to Be Levied	387,922,983	221,074,812	10,727,509	136,383,540	0	19,737,121
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to \$10 Limit	240,811,934	221,074,812	0	0	0	19,737,121
Levy for Pension & Disability Obligations	136,383,540	0	0	136,383,540	0	0
Levy for Bonded Indebtedness	10,727,509	0	10,727,509	0	0	0
Taxes to Be Levied	387,922,983	221,074,812	10,727,509	136,383,540	0	19,737,121

Table 7

Urban Renewal Certification

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
Not Applicable				
Part 2: Option Three Plans (Standard Rate).				
Plan Area Name	Increment Value to Use		Amount from Division of Tax	Special Levy Amount
Airport Way			\$2,540,000	\$4,157,781
Oregon Convention Center			\$5,740,000	\$3,920,898
Downtown Waterfront			\$7,710,000	\$3,845,322
South Park Blocks			\$5,660,000	\$3,075,999
Part 3: Other Standard Rate Plans				
Plan Area Name	Increment Value to Use		100% from Division of Tax	Estimated Division of Tax
Lents Town Center			Yes	\$14,786,615
Gateway Regional Center			Yes	\$4,880,960
River District	\$1,424,799,374			\$33,173,967
North Macadam			Yes	\$14,598,659
Interstate Corridor			Yes	\$23,184,329
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			Yes	\$7,124,345
Willamette Industrial Area	\$0.00			\$0
Education District			Yes	\$1,593,002
42nd Avenue			Yes	\$99,484
82nd & Division			Yes	\$42,061
Cully Boulevard			Yes	\$117,176
Division-Midway			Yes	\$80,544
Parkrose			Yes	\$43,210
Rosewood			Yes	\$89,996
Notice to Assessor of Permanent Increase in Frozen Value.				
Plan Area Name			New frozen value \$	
Plan Area Name			New frozen value \$	

Summary of Authorized Positions

Table 8

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.

Bureau Positions	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Proposed FY 2014-15	Change
Bureau of Development Services	182.53	207.25	242.93	244.45	1.52
Bureau of Emergency Communications	145.00	142.58	138.00	139.00	1.00
Bureau of Environmental Services	543.03	538.23	521.08	518.67	(2.42)
Bureau of Fire & Police Disability & Retirement	16.70	16.80	16.20	16.20	0.00
Bureau of Planning & Sustainability	115.55	109.55	99.51	96.80	(2.71)
Cable Communications & Franchise Management	8.90	0.00	0.00	0.00	0.00
City Budget Office	0.00	12.00	12.58	13.00	0.42
Commissioner of Public Affairs	14.55	14.56	14.21	14.21	0.00
Commissioner of Public Safety	6.00	6.00	7.00	7.00	0.00
Commissioner of Public Utilities	8.40	8.00	7.00	7.00	0.00
Commissioner of Public Works	9.00	8.90	8.50	8.50	0.00
Fund & Debt Management	0.00	0.00	0.00	0.00	0.00
Office of Equity & Human Rights	1.00	9.00	9.00	9.00	0.00
Office of Government Relations	7.25	7.00	7.00	8.00	1.00
Office of Human Relations	4.00	0.00	0.00	0.00	0.00
Office of Management & Finance	672.50	648.63	635.92	635.63	(0.29)
Office of Neighborhood Involvement	39.26	37.08	39.92	39.15	(0.77)
Office of the City Attorney	58.25	58.50	59.35	60.35	1.00
Office of the City Auditor	49.30	49.50	49.62	50.12	0.50
Office of the Mayor	25.40	24.08	16.00	17.00	1.00
Portland Bureau of Emergency Management	18.90	17.58	17.58	13.00	(4.58)
Portland Bureau of Transportation	762.08	745.17	734.18	737.00	2.82
Portland Development Commission	0.00	0.00	0.00	0.00	0.00
Portland Fire & Rescue	753.97	729.57	716.07	714.60	(1.47)
Portland Housing Bureau	57.00	54.90	56.17	56.90	0.73
Portland Parks & Recreation	445.13	420.44	433.10	451.67	18.57
Portland Police Bureau	1,224.41	1,211.83	1,170.92	1,170.58	(0.33)
Portland Water Bureau	630.80	618.50	579.40	566.35	(13.05)
Special Appropriations	0.00	0.97	2.00	2.00	0.00
Total Full-Time Equivalents	5,798.91	5,696.63	5,593.24	5,596.18	2.94

Table 9

General Fund Resources and Requirements

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 2013-14	Proposed FY 2014-15	Revised FY 2013-14	Proposed FY 2014-15
Resources				
Property Taxes	193,726,152	206,814,634	193,726,152	206,814,634
Lodging Taxes	19,052,588	21,088,811	19,052,588	21,088,811
Business Licenses	79,063,630	79,799,708	79,063,630	79,799,708
Utility License Fees	77,396,471	82,273,530	77,396,471	82,273,530
Interagency Revenue	0	0	23,369,027	23,380,705
Overhead Recovery	0	0	26,963,418	22,011,585
Service Charges, Permits & Fees	0	0	25,118,646	26,066,674
Other Intergovernmental Revenues	1,980,216	2,067,174	12,186,849	12,234,102
State Shared Cigarette & Liquor	13,819,575	14,535,088	13,819,575	14,535,088
Interest Income	0	0	952,977	1,015,958
Cash Transfers	3,050,774	696,639	10,323,754	3,780,992
Miscellaneous Revenues	50,000	0	3,028,929	2,978,596
Beginning Fund Balance	29,349,775	15,491,279	29,360,379	15,509,279
General Fund Resources	417,489,181	422,766,863	514,362,395	511,489,662
Requirements				
Bureau of Planning & Sustainability	6,898,594	7,192,113	8,039,136	8,381,760
City Budget Office	773,810	891,714	1,922,934	1,931,371
Commissioner of Public Affairs	1,407,430	1,041,625	1,931,488	1,553,730
Commissioner of Public Safety	385,385	439,232	909,442	951,337
Commissioner of Public Utilities	470,143	466,732	994,200	978,837
Commissioner of Public Works	385,166	439,232	909,529	951,337
Office of Equity & Human Rights	802,268	817,445	1,417,055	1,298,820
Office of Government Relations	317,808	594,062	1,222,840	1,459,518
Office of Management & Finance	13,746,557	14,582,875	44,723,118	40,333,432
Office of Neighborhood Involvement	6,840,602	6,672,647	7,668,313	7,619,598
Office of the City Attorney	1,958,268	2,482,433	10,258,092	10,535,600
Office of the City Auditor	3,139,069	3,863,459	9,382,716	8,652,068
Office of the Mayor	1,044,937	1,362,562	2,711,490	2,508,140
Portland Bureau of Emergency Management	781,806	1,003,972	1,998,642	2,184,511
Portland Development Commission	4,577,437	5,220,564	4,577,437	5,220,564
Portland Fire & Rescue	89,500,209	91,727,511	97,213,849	99,555,324
Portland Housing Bureau	12,031,115	11,637,115	12,249,947	11,714,277
Portland Parks & Recreation	43,914,268	46,337,983	63,596,443	67,124,106
Portland Police Bureau	155,453,787	159,092,144	170,094,259	174,262,570
Special Appropriations	10,579,646	7,888,308	10,854,895	8,175,708
Bureau Expenditures	355,008,305	363,753,728	452,675,825	455,392,608
Total Bureau Expenses	355,008,305	363,753,728	452,675,825	455,392,608
Contingency	7,152,421	11,254,788	7,152,421	11,354,144
Overhead Recovery True-Up	794,334	3,084,376	28	68,939
Debt Service	7,325,708	8,891,057	7,325,708	8,891,057
Transfers to Other Funds	47,208,413	35,782,914	47,208,413	35,782,914
General Fund Requirements	417,489,181	422,766,863	514,362,395	511,489,662

Operating and Capital Budget

Table 10

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Revised FY 2013-14			Proposed FY 2014-15		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Bureau of Development Services						
Development Services Fund	47,375,426	4,697,127	52,072,553	63,078,319	3,821,440	66,899,759
Total Bureau of Development Services	47,375,426	4,697,127	52,072,553	63,078,319	3,821,440	66,899,759
Bureau of Emergency Communications						
Emergency Communication Fund	23,244,524	0	23,244,524	22,884,111	0	22,884,111
Total Bureau of Emergency Communications	23,244,524	0	23,244,524	22,884,111	0	22,884,111
Bureau of Environmental Services						
Environmental Remediation Fund	7,092,823	0	7,092,823	6,519,000	0	6,519,000
Grants Fund	817,937	1,062,570	1,880,507	482,678	258,000	740,678
Sewer System Construction Fund	234,950,000	0	234,950,000	246,800,000	0	246,800,000
Sewer System Debt Redemption Fund	204,890,000	0	204,890,000	227,288,650	0	227,288,650
Sewer System Operating Fund	363,472,409	118,000,000	481,472,409	374,212,485	111,650,000	485,862,485
Sewer System Rate Stabilization Fund	6,015,000	0	6,015,000	20,050,000	0	20,050,000
Total Bureau of Environmental Services	817,238,169	119,062,570	936,300,739	875,352,813	111,908,000	987,260,813
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	162,028,816	75,000	162,103,816	166,913,402	43,300	166,956,702
Fire & Police Disability & Retirement Res Fund	750,000	0	750,000	1,500,000	0	1,500,000
Total Bureau of Fire & Police Disability & Retirement	162,778,816	75,000	162,853,816	168,413,402	43,300	168,456,702
Bureau of Planning & Sustainability						
Community Solar Fund	50,000	0	50,000	25,000	0	25,000
General Fund	8,039,136	0	8,039,136	8,381,760	0	8,381,760
Grants Fund	2,376,036	0	2,376,036	1,357,232	0	1,357,232
Solid Waste Management Fund	7,011,217	0	7,011,217	7,429,178	0	7,429,178
Total Bureau of Planning & Sustainability	17,476,389	0	17,476,389	17,193,170	0	17,193,170
City Budget Office						
General Fund	1,922,934	0	1,922,934	1,931,371	0	1,931,371
Total City Budget Office	1,922,934	0	1,922,934	1,931,371	0	1,931,371
Commissioner of Public Affairs						
Children's Investment Fund	9,652,748	0	9,652,748	12,527,535	0	12,527,535
General Fund	1,931,488	0	1,931,488	1,553,730	0	1,553,730
Total Commissioner of Public Affairs	11,584,236	0	11,584,236	14,081,265	0	14,081,265
Commissioner of Public Safety						
General Fund	909,442	0	909,442	951,337	0	951,337
Total Commissioner of Public Safety	909,442	0	909,442	951,337	0	951,337
Commissioner of Public Utilities						
General Fund	994,200	0	994,200	978,837	0	978,837
Total Commissioner of Public Utilities	994,200	0	994,200	978,837	0	978,837
Commissioner of Public Works						
General Fund	909,529	0	909,529	951,337	0	951,337
Total Commissioner of Public Works	909,529	0	909,529	951,337	0	951,337
Fund & Debt Management						
42nd Avenue NPI Debt Service Fund	65,731	0	65,731	64,550	0	64,550

Table 10

Operating and Capital Budget

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Revised FY 2013-14			Proposed FY 2014-15		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
82nd Ave/Division NPI Debt Service Fund	66,418	0	66,418	25,866	0	25,866
Airport Way Debt Service Fund	7,142,872	0	7,142,872	7,071,651	0	7,071,651
Bonded Debt Interest and Sinking Fund	10,676,015	0	10,676,015	12,574,133	0	12,574,133
Central Eastside Ind. District Debt Service Fund	8,370,167	0	8,370,167	9,100,962	0	9,100,962
Convention Center Area Debt Service Fund	12,717,767	0	12,717,767	13,379,732	0	13,379,732
Cully Blvd. NPI Debt Service Fund	65,722	0	65,722	82,137	0	82,137
Division-Midway NPI Debt Service Fund	70,015	0	70,015	49,616	0	49,616
Education URA Debt Service Fund	1,265,191	0	1,265,191	1,284,691	0	1,284,691
Fire & Police Supplemental Retirement Res Fund	28,000	0	28,000	19,600	0	19,600
Gateway URA Debt Redemption Fund	4,148,791	0	4,148,791	3,978,378	0	3,978,378
General Fund	61,686,570	0	61,686,570	54,795,401	0	54,795,401
General Reserve Fund	61,208,376	0	61,208,376	62,921,825	0	62,921,825
Governmental Bond Redemption Fund	1,435,044	0	1,435,044	1,436,494	0	1,436,494
Grants Fund	16,502,000	0	16,502,000	0	0	0
Interstate Corridor Debt Service Fund	23,691,723	0	23,691,723	24,837,737	0	24,837,737
Lents Town Center URA Debt Redemption Fund	14,099,250	0	14,099,250	13,945,526	0	13,945,526
North Macadam URA Debt Redemption Fund	16,943,639	0	16,943,639	15,880,406	0	15,880,406
Parkrose NPI Debt Service Fund	61,568	0	61,568	26,792	0	26,792
Pension Debt Redemption Fund	5,003,666	0	5,003,666	5,254,592	0	5,254,592
River District URA Debt Redemption Fund	38,360,644	0	38,360,644	37,475,799	0	37,475,799
Rosewood NPI Debt Service Fund	67,515	0	67,515	56,899	0	56,899
South Park Blocks Redemption Fund	15,934,126	0	15,934,126	15,929,232	0	15,929,232
Special Finance and Resource Fund	74,157,490	0	74,157,490	62,776,669	0	62,776,669
Special Projects Debt Service Fund	6,477,336	0	6,477,336	6,679,032	0	6,679,032
Waterfront Renewal Bond Sinking Fund	16,757,151	0	16,757,151	17,083,048	0	17,083,048
Willamette Industrial URA Debt Service Fund	791,691	0	791,691	1,559,393	0	1,559,393
Total Fund & Debt Management	397,794,478	0	397,794,478	368,290,161	0	368,290,161
Office of Equity & Human Rights						
General Fund	1,417,055	0	1,417,055	1,298,820	0	1,298,820
Total Office of Equity & Human Rights	1,417,055	0	1,417,055	1,298,820	0	1,298,820
Office of Government Relations						
General Fund	1,222,840	0	1,222,840	1,459,518	0	1,459,518
Total Office of Government Relations	1,222,840	0	1,222,840	1,459,518	0	1,459,518
Office of Management & Finance						
Arts Education & Access Fund	20,121,953	0	20,121,953	12,405,066	0	12,405,066
BFRES Facilities GO Bond Construction Fund	64,467	2,290,879	2,355,346	67,233	2,248,200	2,315,433
City Fleet Operating Fund	39,774,778	9,862,978	49,637,756	42,742,544	6,374,472	49,117,016
Convention and Tourism Fund	9,630,500	0	9,630,500	11,279,404	0	11,279,404
EBS Services Fund	14,907,893	0	14,907,893	14,028,616	450,000	14,478,616
Emergency Communication Fund	58,680	0	58,680	0	0	0

Operating and Capital Budget

Table 10

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Revised FY 2013-14			Proposed FY 2014-15		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Facilities Services Operating Fund	43,048,402	9,518,025	52,566,427	67,291,359	1,899,475	69,190,834
General Fund	37,723,510	6,999,608	44,723,118	36,702,305	3,631,127	40,333,432
Grants Fund	0	602,110	602,110	0	0	0
Health Insurance Operating Fund	70,319,492	0	70,319,492	69,580,393	0	69,580,393
Insurance and Claims Operating Fund	37,433,609	283,927	37,717,536	32,995,832	0	32,995,832
Printing & Distribution Services Operating Fund	7,413,153	0	7,413,153	6,987,832	0	6,987,832
Property Management License Fund	5,118,885	0	5,118,885	5,279,289	0	5,279,289
Public Safety GO Bond Fund	26,363,560	26,639,396	53,002,956	322,780	5,143,266	5,466,046
Spectator Facilities Operating Fund	14,342,142	0	14,342,142	14,879,331	0	14,879,331
Technology Services Fund	68,518,800	6,513,983	75,032,783	58,980,350	3,101,422	62,081,772
Workers' Comp. Self Insurance Operating Fund	19,862,017	283,927	20,145,944	19,834,690	0	19,834,690
Total Office of Management & Finance	414,701,841	62,994,833	477,696,674	393,377,024	22,847,962	416,224,986
Office of Neighborhood Involvement						
General Fund	7,668,313	0	7,668,313	7,619,598	0	7,619,598
Total Office of Neighborhood Involvement	7,668,313	0	7,668,313	7,619,598	0	7,619,598
Office of the City Attorney						
General Fund	10,258,092	0	10,258,092	10,535,600	0	10,535,600
Total Office of the City Attorney	10,258,092	0	10,258,092	10,535,600	0	10,535,600
Office of the City Auditor						
Assessment Collection Fund	80,081	0	80,081	79,133	0	79,133
Bancroft Bond Interest and Sinking Fund	22,168,276	0	22,168,276	22,163,122	0	22,163,122
General Fund	9,382,716	0	9,382,716	8,751,424	0	8,751,424
Local Improvement District Fund	29,740,109	0	29,740,109	9,143,403	0	9,143,403
Total Office of the City Auditor	61,371,182	0	61,371,182	40,137,082	0	40,137,082
Office of the Mayor						
General Fund	2,711,490	0	2,711,490	2,508,140	0	2,508,140
Total Office of the Mayor	2,711,490	0	2,711,490	2,508,140	0	2,508,140
Portland Bureau of Emergency Management						
General Fund	1,998,642	0	1,998,642	3,386,808	0	3,386,808
Grants Fund	4,548,069	0	4,548,069	362,969	0	362,969
Total Portland Bureau of Emergency Management	6,546,711	0	6,546,711	3,749,777	0	3,749,777
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	2,824,145	0	2,824,145	4,165,866	0	4,165,866
Grants Fund	1,112,046	29,057,640	30,169,686	584,680	21,367,705	21,952,385
Parking Facilities Fund	21,123,954	0	21,123,954	18,570,218	0	18,570,218
Transportation Operating Fund	168,538,135	40,432,031	208,970,166	200,877,679	64,500,468	265,378,147
Transportation Reserve Fund	3,012,787	0	3,012,787	4,237,935	0	4,237,935
Total Portland Bureau of Transportation	196,611,067	69,489,671	266,100,738	228,436,378	85,868,173	314,304,551
Portland Development Commission						
General Fund	4,577,437	0	4,577,437	5,220,564	0	5,220,564
Total Portland Development Commission	4,577,437	0	4,577,437	5,220,564	0	5,220,564

Table 10

Operating and Capital Budget

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Revised FY 2013-14			Proposed FY 2014-15		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Portland Fire & Rescue						
General Fund	97,213,849	0	97,213,849	99,555,324	0	99,555,324
Grants Fund	1,937,710	0	1,937,710	2,199,116	0	2,199,116
Public Safety GO Bond Fund	0	15,302,952	15,302,952	0	6,712,662	6,712,662
Total Portland Fire & Rescue	99,151,559	15,302,952	114,454,511	101,754,440	6,712,662	108,467,102
Portland Housing Bureau						
Community Development Block Grant Fund	24,029,506	0	24,029,506	22,053,763	0	22,053,763
General Fund	12,249,947	0	12,249,947	11,714,277	0	11,714,277
Grants Fund	5,822,547	0	5,822,547	3,456,550	0	3,456,550
Headwaters Apartment Complex Fund	876,617	0	876,617	880,861	0	880,861
HOME Grant Fund	8,608,600	0	8,608,600	5,659,349	0	5,659,349
Housing Investment Fund	1,993,920	0	1,993,920	2,439,068	0	2,439,068
Tax Increment Financing Reimbursement Fund	44,280,945	0	44,280,945	43,790,842	0	43,790,842
Total Portland Housing Bureau	97,862,082	0	97,862,082	89,994,710	0	89,994,710
Portland Parks & Recreation						
General Fund	63,499,581	96,862	63,596,443	67,124,106	0	67,124,106
Golf Fund	9,438,178	45,000	9,483,178	9,712,102	85,000	9,797,102
Golf Revenue Bond Redemption Fund	6,052	0	6,052	0	0	0
Grants Fund	467,285	1,866,699	2,333,984	240,194	966,466	1,206,660
Parks Capital Improvement Program Fund	14,827,679	32,035,179	46,862,858	8,839,572	30,788,150	39,627,722
Parks Endowment Fund	183,095	0	183,095	182,098	0	182,098
Parks Local Option Levy Fund	2,148,018	0	2,148,018	973,737	0	973,737
Portland International Raceway Fund	2,465,494	0	2,465,494	2,086,001	0	2,086,001
Portland Parks Memorial Fund	5,836,542	0	5,836,542	5,804,486	0	5,804,486
Total Portland Parks & Recreation	98,871,924	34,043,740	132,915,664	94,962,296	31,839,616	126,801,912
Portland Police Bureau						
General Fund	170,094,259	0	170,094,259	174,262,570	0	174,262,570
Grants Fund	2,116,631	0	2,116,631	730,204	0	730,204
Police Special Revenue Fund	1,779,640	0	1,779,640	2,129,381	0	2,129,381
Total Portland Police Bureau	173,990,530	0	173,990,530	177,122,155	0	177,122,155
Portland Water Bureau						
Grants Fund	100,000	1,112,000	1,212,000	0	0	0
Hydroelectric Power Bond Redemption Fund	7,271,152	0	7,271,152	7,283,114	0	7,283,114
Hydroelectric Power Operating Fund	1,531,560	0	1,531,560	1,470,341	0	1,470,341
Hydroelectric Power Renewal Replacement Fund	10,227,130	0	10,227,130	10,609,680	0	10,609,680
Water Bond Sinking Fund	77,280,908	0	77,280,908	90,840,900	0	90,840,900
Water Construction Fund	190,743,298	0	190,743,298	196,211,938	0	196,211,938
Water Fund	223,485,307	129,852,600	353,337,907	216,361,530	96,814,000	313,175,530
Total Portland Water Bureau	510,639,355	130,964,600	641,603,955	522,777,503	96,814,000	619,591,503
Special Appropriations						
General Fund	10,854,895	0	10,854,895	8,175,708	0	8,175,708
Grants Fund	47,189	0	47,189	0	0	0

Operating and Capital Budget

Table 10

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Revised FY 2013-14			Proposed FY 2014-15		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Total Special Appropriations	10,902,084	0	10,902,084	8,175,708	0	8,175,708
Total Citywide	3,180,731,705	436,630,493	3,617,362,198	3,223,235,436	359,855,153	3,583,090,589

Table 11**Capital Budget by Bureau**

Financial Summaries

This table summarizes Capital Improvement Plan project costs by bureau. The summary totals only include amounts for projects budgeted within the five-year capital plan.

Bureau	Prior Years	Revised	Proposed	Capital Plan				5-Year Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Bureau of Development Services	0	4,697,127	3,821,440	2,727,880	0	0	0	6,549,320
Bureau of Environmental Services	110,382,777	100,045,570	111,908,000	105,452,000	106,915,000	104,349,000	101,282,000	529,906,000
Bureau of Fire & Police Disability & Retirement	309,581	75,000	43,300	34,900	35,400	36,900	38,400	188,900
Office of Management & Finance	18,975,377	49,238,679	22,847,962	20,167,251	8,713,402	7,865,934	8,330,794	67,925,343
Portland Bureau of Transportation	17,163,975	49,575,251	85,868,173	21,681,849	10,896,201	3,845,606	3,719,614	126,011,443
Portland Fire & Rescue	1,359,000	15,302,952	6,712,662	0	0	0	0	6,712,662
Portland Parks & Recreation	13,060,227	16,780,256	31,839,616	10,938,716	11,111,510	11,584,760	12,308,475	77,783,077
Portland Water Bureau	304,683,678	123,755,600	96,814,000	67,230,000	77,070,000	92,180,000	59,060,000	392,354,000
Total City Capital Plan	465,934,615	359,470,435	359,855,153	228,232,596	214,741,513	219,862,200	184,739,283	1,207,430,745

Capital Budget by Geographic Area

Table 12

Financial Summaries

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau. The summary totals only include amounts for projects budgeted within the five-year capital plan.

Bureau Geographic Area	Prior Years	Revised	Proposed	Capital Plan				5-Year Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Bureau of Development Services								
Citywide	0	4,697,127	3,821,440	2,727,880	0	0	0	6,549,320
Total Bureau of Development Services	0	4,697,127	3,821,440	2,727,880	0	0	0	6,549,320
Bureau of Environmental Services								
Central City	218,002	1,000,000	96,000	0	0	0	0	96,000
Citywide	95,584,215	53,631,000	61,135,000	57,666,000	40,952,000	28,645,000	34,190,000	222,588,000
East	0	605,000	1,508,000	11,000	0	0	0	1,519,000
North	2,069,545	7,950,000	5,352,000	10,249,000	21,194,000	10,010,000	8,925,000	55,730,000
Northeast	0	400,000	203,000	1,346,000	3,787,000	14,149,000	5,595,000	25,080,000
Northwest	0	2,702,000	3,771,000	2,054,000	4,103,000	8,070,000	6,658,000	24,656,000
Southeast	11,719,400	13,546,570	12,155,000	17,280,000	18,087,000	26,792,000	28,627,000	102,941,000
Southwest	791,615	19,256,000	26,778,000	14,353,000	18,292,000	16,683,000	17,287,000	93,393,000
Undetermined	0	900,000	745,000	2,193,000	0	0	0	2,938,000
West	0	55,000	165,000	300,000	500,000	0	0	965,000
Total Bureau of Environmental Services	110,382,777	100,045,570	111,908,000	105,452,000	106,915,000	104,349,000	101,282,000	529,906,000
Bureau of Fire & Police Disability & Retirement								
Citywide	309,581	75,000	43,300	34,900	35,400	36,900	38,400	188,900
Total Bureau of Fire & Police Disability & Retirement	309,581	75,000	43,300	34,900	35,400	36,900	38,400	188,900
Office of Management & Finance								
Citywide	8,971,450	34,661,920	17,768,021	19,929,551	8,337,702	7,408,734	8,330,794	61,774,802
Northeast	6,461,566	7,681,407	1,899,475	0	0	0	0	1,899,475
Southeast	3,542,361	6,895,352	3,180,466	237,700	375,700	457,200	0	4,251,066
Total Office of Management & Finance	18,975,377	49,238,679	22,847,962	20,167,251	8,713,402	7,865,934	8,330,794	67,925,343
Portland Bureau of Transportation								
Central City	0	0	566,914	1,500,000	4,551,087	0	0	6,618,001
Citywide	5,132,927	18,626,772	23,075,529	9,329,424	6,052,217	3,777,614	3,719,614	45,954,398
East	4,133	726,408	4,075,809	0	0	0	0	4,075,809
North	321,574	4,600,000	2,224,159	0	0	0	0	2,224,159
Northeast	3,434,438	5,549,168	4,976,625	4,165,913	12,258	3,973	0	9,158,769
Northeast/Southeast	663,877	1,272,840	1,260,900	1,250,175	0	0	0	2,511,075
Northwest	307,331	2,326,352	2,617,929	0	0	0	0	2,617,929
Southeast	5,513,870	10,713,652	44,380,145	3,862,466	278,666	0	0	48,521,277
Southwest	1,785,825	5,760,059	2,690,163	1,573,871	1,973	64,019	0	4,330,026
Total Portland Bureau of Transportation	17,163,975	49,575,251	85,868,173	21,681,849	10,896,201	3,845,606	3,719,614	126,011,443
Portland Fire & Rescue								
Citywide	1,359,000	15,302,952	6,712,662	0	0	0	0	6,712,662
Total Portland Fire & Rescue	1,359,000	15,302,952	6,712,662	0	0	0	0	6,712,662
Portland Parks & Recreation								
Central City	6,959,519	4,522,617	8,637,692	1,000,000	1,000,000	3,050,000	5,500,000	19,187,692
Citywide	4,977,417	2,201,352	7,931,936	6,736,716	7,163,888	8,234,760	6,222,662	36,289,962
East	18,763	974,795	9,050,000	2,595,000	2,593,200	72,000	277,000	14,587,200
North	687,031	6,110,846	2,899,331	215,000	0	0	282,813	3,397,144
Northeast	113,861	2,229,664	855,000	231,000	225,422	0	0	1,311,422
Northwest	0	0	0	0	129,000	228,000	26,000	383,000
Southeast	302,936	347,387	2,057,767	161,000	0	0	0	2,218,767

Table 12

Capital Budget by Geographic Area

Financial Summaries

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau. The summary totals only include amounts for projects budgeted within the five-year capital plan.

Bureau Geographic Area	Prior Years	Revised	Proposed	Capital Plan				5-Year Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Southwest	700	393,595	407,890	0	0	0	0	407,890
Total Portland Parks & Recreation	13,060,227	16,780,256	31,839,616	10,938,716	11,111,510	11,584,760	12,308,475	77,783,077
Portland Water Bureau								
Central City	12,807,000	12,820,000	18,848,390	12,940,000	20,360,000	28,540,000	0	80,688,390
Citywide	108,552,613	33,262,600	24,044,610	27,740,000	28,570,000	29,610,000	31,180,000	141,144,610
East	88,134,000	21,960,000	8,400,000	0	0	0	0	8,400,000
North	642,000	0	4,000	0	0	0	0	4,000
Northeast	2,473,200	379,000	2,470,000	490,000	520,000	520,000	520,000	4,520,000
Northeast/Southeast	0	0	400,000	30,000	0	0	0	430,000
Northwest	41,000	0	2,000	0	0	0	0	2,000
Southeast	41,669,124	41,810,000	21,696,000	8,220,000	0	0	0	29,916,000
Southwest	2,954,000	1,490,000	9,965,000	5,860,000	20,000	0	0	15,845,000
Undetermined	45,954,741	6,289,000	6,224,000	7,040,000	10,200,000	11,490,000	15,120,000	50,074,000
West	1,456,000	5,745,000	4,760,000	4,910,000	17,400,000	22,020,000	12,240,000	61,330,000
Total Portland Water Bureau	304,683,678	123,755,600	96,814,000	67,230,000	77,070,000	92,180,000	59,060,000	392,354,000
Total City Capital Plan	465,934,615	359,470,435	359,855,153	228,232,596	214,741,513	219,862,200	184,739,283	1,207,430,745

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 2011-12	Actual FY 2012-13	Revised FY 2013-14	Proposed FY 2014-15
HISTORICAL FUNDS				
Private for Hire Transportation Safety Fund	222,104	302,081	0	0
Cable Fund	12,441,770	14,576,301	0	0
Total Historical Funds	12,663,874	14,878,382	0	0
HISTORICAL SPECIAL APPROPRIATIONS				
CARES Northwest	50,000	50,000	0	0
Cully Concordia Adult ESOL Classes	20,000	0	0	0
Fostering Success Initiative	117,000	0	0	0
Japanese Garden Society of Oregon	40,000	0	0	0
Miracles Club	10,000	0	0	0
Sports Fields	200,000	0	0	0
Needle Exchange Program	65,000	65,000	0	0
Portland Rose Festival Foundation	20,000	70,000	0	0
Police Activities League	30,000	30,000	0	0
Portland Art Museum Energy Efficiency	100,000	0	0	0
Portland Center for Performing Arts Foundation	50,000	0	0	0
Oregon Food Bank	100,000	100,000	0	0
Black Parent Initiative	100,000	0	0	0
Crisis Assessment & Treatment Center	597,500	597,000	634,107	0
First Stop Portland	0	15,000	0	0
School Funding	0	6,628,243	0	0
Outdoor School (EZ Foundation)	0	50,000	0	0
Council Transition Costs	0	82,254	0	0
Lines for Life (Oregon Partnership)	0	150,000	0	0
Total Historical Special Appropriations	1,499,500	7,837,497	634,107	0
Total Historical Funds and Appropriations	\$14,163,374	\$22,715,879	\$634,107	\$0

Bureau of Emergency Communications

Public Safety Service Area

Steve Novick, Commissioner-in-Charge

Lisa Turley, Director

Bureau Summary

Bureau Mission

Our mission is to be the vital connection between the community and emergency service responders by answering 9-1-1 and non-emergency public safety calls, triaging for proper response, and dispatching appropriate resources.

Bureau Overview

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

The FY 2014-15 Proposed Budget for Emergency Communications totals \$19 million for the operating budget and supports 138 positions in the target budget with one additional position approved via a decision package. Of these positions, 113 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 \$22.9 million and includes the operating budget, \$1.2 million for Computer-Aided-Dispatch (CAD) debt service payment, and \$1.7 million in operations contingency.

Strategic Direction

Operations Staffing Issues

Currently there are 79 certified Emergency Communications Senior Dispatchers, a level similar to the previous year. In addition, there are 24 trainees and 9 certified Call Takers. Emergency Communications's goal is to maintain approval for 120 FTE with a certified staffing level of at least 102, with the remaining positions filled by trainees. Maintaining a 24/7 operation with less than 102 certified staffing levels means that the bureau must resort to utilizing more overtime hours in order to ensure adequate staffing of call takers and police and fire certified dispatchers on all shifts. Staffing at a lower level could result in a reduction in service levels for both call-taking (long wait times) and dispatching (fewer radio nets in operation and less management of responder units). As a result of potentially lower staffing level and the potential loss of additional positions to allow continued recruitment, the bureau will be unable to sustain the performance standards agreed upon with partner agencies.

Bureau of Emergency Communications

Public Safety Service Area

As partner agencies implement new response strategies, priorities, and requirements, the bureau faces the challenge of providing sufficient staffing levels to meet potentially new obligations. These new response strategies include continuing involvement with the Portland Police Bureau's initiatives to better manage incidents involving mental health issues (as a result of the US Department of Justice settlement) and Portland Fire and Rescue's Rapid Response Vehicle initiative. Although these are partner agency initiatives, any changes that are implemented will have a very direct impact on workload and staffing.

Summary of Budget Decisions

The FY 2014-15 Proposed Budget includes funding for operation of the 9-1-1 center at a level similar to FY 2013-14.

Add Package

Add CAD Coordinator. Additional revenues of approximately \$121,800 from 9-1-1 tax for prepaid cellphones will be used to add 1.0 FTE Computer-Aided (CAD) Coordinator - the bureau's top priority. The position will support general CAD system maintenance and provide additional on-call coverage for emergency fixes to the system, ensuring the City's dispatch system continues to function properly.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	185,174	473,014	285,950	300,000	300,000
Intergovernmental	6,498,886	5,963,971	7,098,830	7,497,674	7,389,777
Miscellaneous	35,124	22,523	50,000	15,000	15,000
Total External Revenues	6,719,184	6,459,508	7,434,780	7,812,674	7,704,777
Internal Revenues					
Fund Transfers - Revenue	12,717,324	13,053,499	13,328,677	15,210,005	13,464,334
Interagency Revenue	37	0	0	0	0
Total Internal Revenues	12,717,361	13,053,499	13,328,677	15,210,005	13,464,334
Beginning Fund Balance	4,320,370	3,854,657	2,481,067	1,715,000	1,715,000
Total Resources	\$23,756,915	\$23,367,664	\$23,244,524	\$24,737,679	\$22,884,111
Requirements					
Bureau Expenditures					
Personnel Services	13,166,714	13,309,166	13,713,919	15,246,537	14,292,969
External Materials and Services	523,897	809,031	1,233,031	1,791,501	855,305
Internal Materials and Services	4,109,852	4,043,124	3,751,313	3,903,954	3,932,160
Capital Outlay	163,029	0	0	0	0
Total Bureau Expenditures	17,963,492	18,161,321	18,698,263	20,941,992	19,080,434
Fund Expenditures					
Debt Service	1,324,372	1,334,387	1,357,746	1,371,594	1,371,594
Contingency	0	0	2,290,524	1,730,000	1,730,000
Fund Transfers - Expense	614,394	1,388,354	897,991	694,093	702,083
Total Fund Expenditures	1,938,766	2,722,741	4,546,261	3,795,687	3,803,677
Ending Fund Balance	3,854,657	2,483,602	0	0	0
Total Requirements	\$23,756,915	\$23,367,664	\$23,244,524	\$24,737,679	\$22,884,111
Programs					
Administration & Support	3,178	3,722	0	0	0
9-1-1 Operations	17,960,314	18,157,599	18,698,263	20,941,992	19,080,434
Total Programs	17,963,492	\$18,161,321	\$18,698,263	\$20,941,992	\$19,080,434

Bureau of Emergency Communications

FTE Summary

Public Safety Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000436	Administrative Supervisor I	56,534	75,338	1.00	68,640	1.00	70,520	1.00	70,520
30000441	Business Operations Manager	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30001533	Business Systems Analyst, Principal	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000449	Business Systems Analyst, Sr	65,478	87,422	0.00	0	1.00	88,212	1.00	88,212
30000031	Emerg Commun Call Taker	41,259	53,688	10.00	496,740	10.00	505,276	10.00	505,276
30000034	Emerg Commun Dispatcher, Sr	52,858	68,765	95.00	5,817,238	101.00	6,347,292	95.00	5,934,732
30000786	Emerg Commun Operations Mgr	89,710	121,576	1.00	121,572	1.00	121,572	1.00	121,572
30000787	Emerg Commun Operations Mgr, Assistant	72,134	96,928	2.00	193,848	2.00	193,848	2.00	193,848
30000035	Emerg Commun Police Dispatcher	50,882	66,156	2.00	132,312	2.00	132,312	2.00	132,312
30000789	Emerg Commun Program Manager	72,134	96,928	1.00	95,556	1.00	96,582	1.00	96,582
30000785	Emerg Commun Supervisor	65,478	87,422	11.00	919,587	14.00	1,202,387	11.00	937,751
30000835	Emerg Commun Support Specialist	32,552	46,758	2.00	84,942	2.00	87,222	2.00	87,222
30000788	Emerg Commun Training & Dev Mgr	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000429	Emergency Communications Director	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000487	Emergency Management Program Manager	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000568	Financial Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000451	Management Analyst	59,342	79,123	1.00	57,456	1.00	59,340	1.00	59,340
30000452	Management Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000013	Office Support Specialist III	41,642	55,203	2.00	96,840	2.00	96,840	2.00	96,840
30001558	Timekeeping Specialist	34,986	50,274	1.00	50,280	1.00	50,280	1.00	50,280
30000531	Training & Development Analyst	59,342	79,123	1.00	75,440	1.00	78,479	1.00	78,479
TOTAL FULL-TIME POSITIONS				137.00	8,916,831	147.00	9,836,542	138.00	9,159,346
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000449	Business Systems Analyst, Sr	65,478	87,422	1.00	79,584	1.00	83,972	1.00	83,972
TOTAL LIMITED TERM POSITIONS				1.00	79,584	1.00	83,972	1.00	83,972
GRAND TOTAL				138.00	8,996,415	148.00	9,920,514	139.00	9,243,318

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 2014-15	18,966,624	0	18,966,624	138.00	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	121,800	0	121,800	1.00	Addition of CAD coordinator position
	(7,990)	0	(7,990)	0.00	Technical adjustment
	113,810	0	113,810	1.00	Total FY 2014-15 Decision Packages
			19,080,434	139.00	Total Proposed Budget

Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

Mayor Charlie Hales, Commissioner-in-Charge

Samuel Hutchison, Director

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

The Retirement System Payments program governs direct pension benefits to members hired before January 1, 2007 and their survivors and alternate payees. The Mayor's Proposed FY 2014-15 program budget is \$106.3 million, including \$92,000 for program delivery. This is an increase of \$1.8 million or 1.7% over the FY 2013-14 Revised Budget. It is estimated that there will be 2,024 pension recipients in FY 2014-15.

Oregon PERS Contributions

The Oregon PERS Contributions program 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 \$7.0 million for FY 2014-15, an increase of \$0.6 million or 9.2% over the FY 2013-14 Revised Budget.

Disability and Death Benefits

The Disability and Death Benefits program administers all direct benefit costs for disability (i.e. lost time from work), medical claims, vocational rehabilitation, and death benefits. Estimated expenditures for FY 2014-15 total \$7.5 million, a decrease of \$0.9 million or 10.5% from the FY 2013-14 Revised Budget. The program budget includes \$1.0 million of costs related to program delivery.

Administration and Support

The Administration and Support program includes all other costs of operating the bureau. Budgeted expenditures in the Administration and Support program total \$2.3 million, which is unchanged from FY 2013-14 Revised Budget. The Administration and Support budget represents 1.9% of total bureau requirements. Including delivery costs allocated to the retirement and disability programs, the percentage is 2.7%.

Strategic Direction

FPDR completed a number of major initiatives last year, including upgrade of the FPDR database and implementation of City Charter changes approved by the voters in November 2012. Another significant project to update the bureau's records retention plan and processes, particularly with respect to electronic documents, should be complete in 2014. Moving forward, the bureau's new director has identified several focus areas:

- ◆ Complete the bureau continuity of operations plan, to ensure FPDR can make pension and disability payments and continue other critical functions in case of disaster or technological failure
- ◆ Continue to improve the bureau's use of technology by creating a five-year technology roadmap and exploring electronic document management options
- ◆ Apply process mapping techniques to improve controls, efficiency, and knowledge sharing among staff, and to help in assessing technology needs

Summary of Budget Decisions

FPDR has no budget decision packages for the Mayor's Proposed FY 2014-15 Budget. There are technical adjustments totaling \$2.1 million to adjust the beginning fund balance as a result of the timing of a settlement occurring in FY 2013-14 and to balance to the OMF interagency agreements.

Capital Budget

Capital Summary

CIP Highlights

The bureau's only capital project is for minor improvements to FPDR's new database. Capital improvements are budgeted at \$43,300 in FY 2014-15 and \$188,900 in total for the five-year period beginning with FY 2014-15.

Major Issues

FPDR awaits the implementation of the Office of Management & Finance's new risk management software to determine if additional improvements are required to the FPDR database to meet the City Charter requirement for comparable recordkeeping with the City's Workers' Compensation records.

Changes from Prior Year

FPDR failed to capitalize internal labor costs associated with the development and continued improvement of the database in FY 2011-12 and FY 2012-13. Internal labor costs will be budgeted and capitalized in the proper period beginning in FY 2013-14. FPDR's independent auditors have deemed the prior year expenses immaterial to the financial statements.

The CIP originally anticipated that post go-live capital improvements would be made at a relatively even pace over several years. Instead many improvements were made in FY 2013-14, primarily because of vendor availability and the programming required to implement unanticipated benefit changes mandated by the 2013 Oregon Legislature. FPDR now expects capital spending on the database to taper down significantly beginning in FY 2014-15.

Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

Council Goals and Priorities By providing for consistent tracking and management of pension data for the City's public safety sworn employees, the database project contributes to the City's goal to ensure a safe and peaceful community.

Criteria FPDR ranks the database project as a high priority because it is critical to delivering benefits.

Capital Planning and Budgeting

Capital Planning Process FPDR staff reviewed the previous estimates for database capital improvements and operating and maintenance costs and determined that two changes needed to be made to previous estimates. Those changes are to begin capitalizing appropriate internal labor costs and to reflect those expected costs in the capital budget for FY 2013-14 and beyond, and to shift some capital spending from out-years into FY 2013-14.

City Comprehensive Plan FPDR's capital program is not intended to address the City's Comprehensive Plan as FPDR's only capital asset is an intangible asset. The Comprehensive Plan addresses only tangible assets.

Financial Forecast Overview FPDR's five-year financial forecast projects an 18.9% increase in total fund requirements, net of tax anticipation notes, over the life of the plan. Increased requirements are primarily attributable to growth in the Retirement System Payments and Oregon PERS Contributions programs. The database capital project will increase total fund requirements by less than 0.1% in each year of the forecast. All capital costs, as well as the associated maintenance and support expenses, are reflected in the five-year financial forecast.

Asset Management and Replacement Plan FPDR does not have a formal asset management and replacement plan for the database. Ongoing annual asset management costs are estimated at approximately \$35,000 until the database warranty expires in fall 2015, when maintenance and operating costs are expected to rise to roughly \$45,000 per year. In addition, capital enhancements of approximately \$20,000 per year are anticipated for the five-year period beginning FY 2014-15. The useful life of the new database is estimated at ten years. No funding will be set aside for its future replacement. All maintenance, improvement, and future replacement costs will be funded from the dedicated FPDR property tax levy.

Capital Programs and Projects

Capital Program Descriptions FPDR has one capital program for acquisitions, within which there is one capital project: capital improvement of the bureau's database.

Funding Sources The funding source for this capital project, as with most FPDR expenses, is property taxes generated by the dedicated FPDR property tax levy.

Major Projects FPDR's FY 2014-15 capital improvement plan includes one project, capital improvements to FPDR's new database. The new database went live in October 2012, after which all expenses charged to the project are for capital improvements to the new database. Capital improvement expenses are expected to decline beginning in FY 2014-15 as opportunities for further enhancements diminish.

Net Operating and Maintenance Costs

FPDR estimates the new database's total operating and maintenance costs at roughly \$35,000 per year until the warranty expires in FY 2015-16, then costs are expected to rise to approximately \$45,000 per year. These costs include \$15,000 per year for the two servers required to operate the new database.

Bureau of Fire & Police Disability & Retirement

Summary of Bureau Budget

Public Safety Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Taxes	104,761,974	112,489,717	118,618,232	120,394,919	120,321,535
Charges for Services	34	31	0	0	0
Bond & Note	16,922,981	21,355,124	28,000,000	31,258,000	31,258,000
Miscellaneous	1,291,178	1,597,173	430,000	306,500	306,500
Total External Revenues	122,976,167	135,442,045	147,048,232	151,959,419	151,886,035
Internal Revenues					
Fund Transfers - Revenue	1,503,970	1,503,009	759,046	1,500,000	1,500,000
Interagency Revenue	142,000	360,200	542,200	652,200	657,200
Total Internal Revenues	1,645,970	1,863,209	1,301,246	2,152,200	2,157,200
Beginning Fund Balance	18,929,294	15,143,884	14,504,338	16,473,467	14,413,467
Total Resources	\$143,551,431	\$152,449,138	\$162,853,816	\$170,585,086	\$168,456,702
Requirements					
Bureau Expenditures					
Personnel Services	1,704,039	1,688,512	1,848,432	1,839,937	1,851,231
External Materials and Services	102,280,642	106,520,788	112,495,263	115,552,600	113,410,200
Internal Materials and Services	5,448,732	6,111,357	7,211,119	7,847,199	7,848,669
Capital Outlay	138,934	170,648	75,000	43,300	43,300
Total Bureau Expenditures	109,572,347	114,491,305	121,629,814	125,283,036	123,153,400
Fund Expenditures					
Debt Service	16,998,192	21,437,345	28,339,886	31,636,349	31,636,349
Contingency	0	0	12,024,417	12,025,000	12,025,000
Fund Transfers - Expense	1,837,008	1,571,012	859,699	1,640,701	1,641,953
Total Fund Expenditures	18,835,200	23,008,357	41,224,002	45,302,050	45,303,302
Ending Fund Balance	15,143,884	14,949,476	0	0	0
Total Requirements	\$143,551,431	\$152,449,138	\$162,853,816	\$170,585,086	\$168,456,702
Programs					
Disability & Death Benefits	7,961,778	7,623,918	8,431,806	7,517,763	7,548,363
Administration & Support	2,083,643	2,051,210	2,316,390	2,214,668	2,327,432
Retirement System Payments	94,791,289	99,550,362	104,471,502	108,550,605	106,277,605
Oregon PERS Contributions	4,735,637	5,265,815	6,410,116	7,000,000	7,000,000
Total Programs	109,572,347	\$114,491,305	\$121,629,814	\$125,283,036	\$123,153,400

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised	Proposed	Capital Plan				5-Year Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Maintenance and Reliability								
Database Capital Improvements	309,581	75,000	43,300	34,900	35,400	36,900	38,400	188,900
Total Maintenance and Reliability	309,581	75,000	43,300	34,900	35,400	36,900	38,400	188,900
Total Requirements	309,581	75,000	43,300	34,900	35,400	36,900	38,400	188,900

Bureau of Fire & Police Disability & Retirement

FTE Summary

Public Safety Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	51,397	64,688	1.00	64,692	1.00	64,692	1.00	64,692
30000436	Administrative Supervisor I	56,534	75,338	1.00	67,776	1.00	70,554	1.00	70,554
30000449	Business Systems Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000066	Claims Technician	42,931	56,888	1.00	48,024	1.00	50,760	1.00	50,760
30000065	Claims Technician, Assistant	33,322	48,048	1.00	48,048	1.00	48,048	1.00	48,048
30000412	FPDR Director	96,366	134,597	1.00	115,476	1.00	120,216	1.00	120,216
30001384	FPDR Financial Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000582	FPDR Operations Manager	77,584	103,355	1.00	93,204	1.00	95,748	1.00	95,748
30000592	Legal Assistant, Sr	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30000450	Management Assistant	46,571	71,739	1.00	55,595	1.00	57,874	1.00	57,874
30000012	Office Support Specialist II	32,552	46,758	1.00	46,764	1.00	46,764	1.00	46,764
30000480	Workers Comp/Disability Analyst, Sr	62,338	83,138	2.00	156,498	2.00	162,717	2.00	162,717
30000479	Workers Compensation/Disability Analyst	56,534	75,338	2.00	132,756	2.00	134,324	2.00	134,324
TOTAL FULL-TIME POSITIONS				15.00	1,102,697	15.00	1,125,561	15.00	1,125,561
30000568	Financial Analyst, Sr	65,478	87,422	1.20	104,904	1.20	104,904	1.20	104,904
TOTAL PART-TIME POSITIONS				1.20	104,904	1.20	104,904	1.20	104,904
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				16.20	1,207,601	16.20	1,230,465	16.20	1,230,465

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 2014-15	125,283,036	0	125,283,036	16.20	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(2,129,636)	0	(2,129,636)	0.00	Proposed technical adjustments
	(2,129,636)	0	(2,129,636)	0.00	Total FY 2014-15 Decision Packages
			123,153,400	16.20	Total Proposed Budget

Portland Police Bureau

Public Safety Service Area

Mayor Charlie Hales, Commissioner-in-Charge

Michael Reese, Chief of Police

Bureau Summary

Bureau Mission

The mission of the Portland Police Bureau is to work with the community to maintain and create safe neighborhoods. We 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 Goals

The four goals for the Portland Police Bureau reflect its commitment to developing long-term solutions to serious crime issues and to maintaining a safe city. The goals and the strategies that follow are designed to create and sustain healthy, vital neighborhoods:

1. Develop long-term solutions to crime and social disorder
2. Build community trust
3. Create a professional work force to meet the public safety needs of the City
4. Implement best practices for effective policing

Bureau Overview

The Portland Police Bureau is managed and directed by the Chief of Police with three Assistant Chiefs. The bureau consists 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. This branch provides strategic direction and leadership for the bureau.

Operations Branch

The Operations Branch includes the following divisions and units:

- ◆ **Central Precinct** - Central Precinct serves a residential population of 181,000, and a daytime population of 150,000. The precinct covers 41 square miles and includes the following functions: patrol, Mounted Patrol Unit, bike officers, Street Crimes Unit (SCU), City-wide graffiti investigations, Neighborhood Response Team (NRT), the Behavioral Health Unit, and the Service Coordination Team.
- ◆ **East Precinct** - East Precinct serves 225,000 people and covers 36 square miles. The precinct includes the functions of patrol, NRT, SCU, and the Prostitution Coordination Team.
- ◆ **North Precinct** - North Precinct serves 178,000 people and covers 58 square miles. The precinct includes the functions of patrol, NRT, and SCU.
- ◆ **Traffic Division** - The division's primary responsibilities are traffic and DUII enforcement. The divisions units include the Motor Unit, Traffic Investigations Unit, and the photo-enforcement program.
- ◆ **Transit Division** - Policing of the Transit District involves participation from 17 agencies to provide safety and police services in the district. The bureau's Transit Police expenses are reimbursed by TriMet.
- ◆ **Youth Services Division** - The division includes School Resource Officers, the Crisis Response Team, the Gang Resistance Education and Training program (GREAT) for local schools, Western Region GREAT program staffing, and juvenile/runaway resources.

Investigations Branch

The Investigations Branch includes the following units and divisions:

- ◆ **Detectives Division** - The Detective division includes units focusing on person crimes including Homicide, Assault, Robbery, Sex Crimes, Human Trafficking, and Detective Coordination Team units.
- ◆ **Drugs and Vice Division** - The division works closely with local, state, and federal law enforcement agencies to investigate and eliminate illegal drug trafficking organizations in the Portland area and region.
- ◆ **Family Services Division** - The division is comprised of the Child Abuse Team, Domestic Violence Reduction Unit, the WomanStrength, GirlStrength, and BoyStrength programs, and the Vulnerable Adult and Elder Crimes Unit.
- ◆ **Forensic Evidence** - The division provides investigative and support services for the citizens of Portland, Police Bureau members, and the criminal justice system.
- ◆ **Property Evidence Division** - The division is responsible for the care of property and evidence stored at the evidence warehouse and at the Rivergate Vehicle Storage facility.
- ◆ **Tactical Operations Division** - The division is comprised of multiple specialized units including the Special Emergency Response Team (SERT), Explosives Disposal Unit (EDU), Crisis Negotiation Team (CNT), Gang Enforcement Team (GET), Gun Task Force, and the Air Support Unit (ASU).

Portland Police Bureau

Public Safety Service Area

The Services Branch includes the following units and divisions:

- ◆ **Fiscal Services Division** - The division provides expert financial and business advice and guidance to bureau management including: payroll, timekeeping, accounting, grants, contracts, council documents, budget development, procurement, quartermaster, fleet, facilities, alarms unit, and SAP change management.
- ◆ **Information Technology Division** - The division provides information technology services to the bureau including: installing and maintaining desktop and laptop computers, network security, servers, and network accounts; technical project management and consulting services for technical solutions; and support for the network connections and security for the 50 plus partner agencies who participate in the regional police records system, managed by the bureau.
- ◆ **Personnel Division** - The division conducts disciplinary investigations, background investigations, and recruitments; liaises with the Citizens Police Review Committee; and carries out City equity initiatives related to recruiting.
- ◆ **Professional Standards Division** - The division includes the bureau discipline coordinator, the Use of Force Inspector, Employee Information System administration, as well as the Internal Affairs Unit which investigates internal and external misconduct complaints of employees.
- ◆ **Records Division** - The division reads, classifies, and processes all police reports according to Uniform Crime Reporting standards.
- ◆ **Strategic Services Division** - The division includes: the Statistical Analysis Unit which is responsible for GIS mapping, land use reviews, and qualitative and quantitative analysis; the Crime Analysis Unit which is responsible for crime trend analysis; and, the Emergency Management Unit responsible for Incident Command System (ICS) compliance, and for disaster management, planning, recovery, and training. Additionally the division dedicates resources to the bureau-wide Mobile Data Computer (MDC) Project and is responsible for DOJ Agreement compliance coordination.
- ◆ **Training Division** - The division is responsible for training all sworn members of the bureau. The division provides on-going training for members who hold specific certifications and conducts evaluation of probationary officers.

Strategic Direction

The Police Bureau's strategic direction includes the bureau's strategic initiatives:

1. Maintaining a safe city
2. Building community trust
3. Investing in our employees
4. Being good fiscal stewards of public dollars

U.S. Department of Justice Settlement Agreement

The City of Portland expects to finalize an agreement with the United States Department of Justice Civil Rights Division (DOJ) and United States Attorney for the District of Oregon regarding changes to policies and procedures in, and oversight of, the Portland Police Bureau. The Agreement contains provisions related to the bureau's use of force, training, Employee Information System, officer accountability, community engagement and outreach, and crisis intervention, as well as the City's role in the provision of community-based mental health services. In the FY 2012-13 Winter Supplemental Budget Ordinance,

City Council authorized 17 additional full-time positions and a \$3.86 million ongoing increase in the bureau's FY 2013-14 Current Appropriation Level to enable the Police Bureau to perform the additional work required to implement the changes to policies and procedures to comply with the DOJ agreement. The Police Bureau has already undertaken significant steps to comply with the provisions of the draft agreement.

Technology Issues

There are multiple technology issues in the short term. The first is to continue the expansion of the mobile audio visual (MAV) recording system to all police patrol vehicles.

Another of the bureau's technology issues is the need for dual authentication for smart phones, tablets, and the MDCs. The Federal Bureau of Investigation (FBI) Criminal Justice Information Service (CJIS) provides the policy for information technology security standards for storing, processing, and transmitting criminal justice information for state and local law enforcement agencies. The policy standards are, in turn, enforced in Oregon by the Law Enforcement Data System (LEDS) division of the Oregon State Police. A new policy standard is going into effect in September 2014 which will require computers storing, processing, or transmitting criminal justice information in a non-secure location (which includes computers in vehicles) to require two factor authentication for access to the computer. In the case of the Portland Police MDCs, this means an officer will need to know his or her user name, password, and to now scan a uniquely identifiable identity item.

Lastly, the bureau seeks to purchase in-car printers to address two operational needs; one is to achieve officer efficiencies, and the other is to replace motorcycle officers' handheld technology. The purchase and installation of in-car printers and replacement of obsolete hand-held units for motorcycle officers, in conjunction with the implementation of the Regional Justice Information Network (RegJIN) records management system, will provide a much needed productivity improvement for police. Mobile printers will improve efficiency by allowing officers to use the full capabilities of the RegJIN system to produce documents and printed forms including traffic citations, parking tickets, and property receipts.

Summary of Budget Decisions

The Mayor's Proposed Budget appropriates \$157,856,002 in ongoing General Fund discretionary resources, \$1,236,142 in one-time General Fund discretionary resources. The Mayor's Proposed Budget includes the addition of \$397,000 in General Fund resources for programs previously funded as Special Appropriations but will now be budgeted in, and administered by, the Police Bureau. One-time General Fund resources totaling \$988,000 are added for continuation of two ongoing programs administered by the Police Bureau.

Budget Development

The Police Bureau's budget development process included a review of the activities and programs it currently conducts to ensure that the budget allocation is in line with the current public and internal service priorities.

Public involvement and participation in this process was provided in public meetings of the bureau Budget Advisory Committee (BAC). The BAC prioritized core services and recommended policy direction to develop a budget responsive to the public safety and neighborhood livability needs of the community. Additionally, the bureau surveyed internal bureau command staff and the public to solicit prioritized police services. The result is a budget which supports core services, supports City goals and priorities, and reflects the allocation of available resources to the bureau's highest priority functions.

Key Priorities

Equity Program Manager

The Mayor's Proposed Budget includes additional ongoing General Fund resources of \$152,208 for the establishment of an Equity Program Manager position dedicated to implementing practices, policies and procedures that further diversity and equity in the Police Bureau. The position will coordinate the bureau's focused diversity and equity trainings for command-level and sergeant, detective, officer, and nonsworn training. The Community/Police Relations Committee's initial training has been completed for the Chief's Office, command, and sergeants in the bureau, but the curriculum needs modification before it is ready to deliver at the officer level. More generally, the position will be responsible for creating and delivering training regarding implicit bias and institutional racism. The Equity Program Manager will implement the Community/Police Relations Committee's work on the bureau-specific equity lens for the evaluation and development of bureau process, practices, and policies. Areas of focus will be on the recruitment process and staff training. The Police Bureau believes that in becoming a bureau with greater awareness of equity and diversity, the bureau will be more responsive to the communities it serves.

Critical Needs

The Police Bureau has significant requirements for which there are not acceptable options for realignment due to the negative impact that would be placed onto other core-mission programs or services. The following items rose to a critical level of importance requiring additional resources.

RegJIN Technical Support Analyst

The Mayor's Proposed Budget includes authorization to create an analyst position, dedicated to the Regional Justice Information Network (RegJIN), funded from a combination of partner agency funding and Police Bureau resources. The position will be budgeted in, and managed by, the Bureau of Technology Services. RegJIN is the replacement to the current law-enforcement records management system used by Portland and regional partner agencies. The scheduled go-live date for RegJIN is December 2014, and substantial work remains to be done both before and after implementation.

The Proposed Budget will establish a BTS Information Systems Technical Analyst (ISTA) VI position to be embedded with the Portland Police Bureau and funded by a combination of \$47,216 from existing bureau resources and \$87,688 from new revenue from subscribing partner agencies. The position will provide technical support for the RegJIN system. The addition of RegJIN partner agencies, network locations, more complicated network and application security, account maintenance, and other new responsibilities will create a new body of work for the Police IT Division to accomplish, requiring additional staffing to assist in accomplishing the new work.

BTS IA Increase: Enterprise Server

The Mayor's Proposed Budget adds \$248,142 in one-time funding to partially offset the cost increases to the bureau related to the City's enterprise server. Only two applications remain on the mainframe, including the Police Bureau's PPDS system, which will spread the costs between fewer user bureaus and increase the costs for those continuing to use the system. The Police Bureau anticipates moving off of the enterprise server mid-year in FY 2014-15 and therefore ceasing to incur these costs.

Lifeworks New Options for Women (NOW)

The Mayor's Proposed Budget adds \$100,000 in ongoing funding to the Police Bureau for this program. Lifeworks NOW provides treatment and education methodologies designed to provide alternatives to prostitution. The bureau's Prostitution Coordination Team (PCT) is a program designed to reduce crime and improve the lives of people caught in the cycle of addiction and criminality. The PCT works closely with the Multnomah County District Attorney's office and Lifeworks NOW to balance the need for protective services, law enforcement and addressing the root causes of criminal behavior.

Janus Youth Funding

The Mayor's Proposed Budget adds \$247,000 in ongoing funding to the Police Bureau for administration of the contract for this program. The funding provides shelter beds for victims of human trafficking. This funding was previously in Special Appropriations, but now resides in the bureau's budget.

Sexual Assault Resource Center (SARC)

The Mayor's Proposed Budget adds \$50,000 in ongoing funding to the Police Bureau to administer the contract for this program. SARC is used by Janus Youth and the LifeWorks NOW program for referrals of 18 to 25 year old clients who have been identified by law enforcement on suspicion of being victimized by Commercial Sexual Exploitation (CSE). SARC identifies and transitions a victim to New Options for Women (NOW) for additional services. This funding was previously in Special Appropriations, but now resides in the bureau's budget.

Hooper Sobering Station

The Mayor's Proposed Budget adds \$658,000 in one-time funding to the Police Bureau for this program. The Hooper Sobering Station provides a safe environment for intoxicated individuals under the influence of a controlled substance and assists individuals in accessing additional care and treatment. The services are administered by Central City Concern. The sobering station admits persons 24 hours per day, seven days per week and provides at least one Emergency Medical Technician at all times. The bureau received ongoing funding of \$639,000 in FY 2013-14 to cover approximately half of the cost of the program. This addition of one-time funding covers the other half of the cost that had been paid by the County in prior years, but will be assumed by the City in FY 2014-15, residing in the bureau's budget.

CHIERS Funding

The Mayor's Proposed Budget adds \$330,000 in one-time funding to the Police Bureau for the Central City Concern Hooper Inebriate Emergency Response Service (CHIERS) van. This funding provides for the operation of the CHIERS roving response van ten hours per day, seven days per week. The van has an emergency medical technician on board who is well-equipped to work with street alcoholics, substance abusers, and the mentally ill. The CHIERS roving response van assess transports alcoholics and addicts from the streets throughout the city to the safe environment of the sobering station.

Realignment Packages

Existing programs and resources were reviewed to identify workable realignments to address high-priority, core-mission needs with the lowest negative impact to core-mission programs that would provide that resource. The Proposed Budget includes the following decision package.

Data Analyst for Strategic Services Division

The Mayor's Proposed Budget includes a realignment in which the bureau will reclassify a current vacant position to a Crime Analyst position within the Strategic Services Division's Crime Analysis Unit. This position will manage data and provide crime analysis services to support the investigative efforts of divisions within the Investigations Branch and other areas of need. Currently there is no staff resource dedicated to maintenance and analysis of data for the Detective or Tactical Operations Divisions. The need for and importance of additional capacity for data management, crime analysis and reporting will increase sharply as the DOJ agreement is finalized and implementation is underway.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Licenses & Permits	1,556,749	1,906,533	1,931,000	1,931,000	1,931,000
Charges for Services	1,214,457	841,449	905,192	969,690	882,002
Intergovernmental	11,376,183	10,531,818	8,833,904	7,528,704	7,578,704
Miscellaneous	1,108,359	1,145,720	1,531,050	1,761,750	1,711,750
Total External Revenues	15,255,748	14,425,520	13,201,146	12,191,144	12,103,456
Internal Revenues					
General Fund Discretionary	157,352,892	152,017,719	155,453,787	158,933,112	159,092,144
Fund Transfers - Revenue	0	300,000	0	0	0
Interagency Revenue	3,151,584	3,196,271	3,841,857	4,188,118	4,150,774
Total Internal Revenues	160,504,476	155,513,990	159,295,644	163,121,230	163,242,918
Beginning Fund Balance	(1,195,071)	(304,368)	1,493,740	1,775,781	1,775,781
Total Resources	\$174,565,153	\$169,635,142	\$173,990,530	\$177,088,155	\$177,122,155
Requirements					
Bureau Expenditures					
Personnel Services	130,564,738	131,035,454	130,188,605	131,531,861	131,177,578
External Materials and Services	13,321,363	10,001,251	14,962,685	15,610,312	15,683,696
Internal Materials and Services	30,126,645	27,876,390	27,599,516	29,816,826	30,031,471
Capital Outlay	851,784	794,838	1,122,365	0	100,000
Total Bureau Expenditures	174,864,530	169,707,933	173,873,171	176,958,999	176,992,745
Fund Expenditures					
Contingency	0	0	105,684	105,000	105,000
Fund Transfers - Expense	4,991	671,425	11,675	24,156	24,410
Total Fund Expenditures	4,991	671,425	117,359	129,156	129,410
Ending Fund Balance	(304,368)	(744,216)	0	0	0
Total Requirements	\$174,565,153	\$169,635,142	\$173,990,530	\$177,088,155	\$177,122,155
Programs					
Citizen Partnership	429,785	463,253	257,177	319,057	373,585
Administration & Support	171	0	0	0	0
Cycle of Violence Reduction	16,645,023	15,721,059	16,014,941	16,664,452	16,889,713
Investigations	24,242,417	23,043,471	21,726,790	22,078,537	21,908,296
Strategy & Finance	16,852,139	14,534,416	20,196,272	20,836,778	18,143,451
Traffic Safety	12,044,812	13,053,847	11,384,809	11,539,333	12,649,739
Data Access	13,060,475	12,673,934	13,282,273	12,830,130	13,284,191
Employee Performance	2,012,009	1,844,595	2,430,818	2,631,707	2,650,785
Emergency Management	36,278	1,422	0	0	0
Human Resources Development	11,070,928	9,609,109	9,142,960	9,020,679	9,796,421
Neighborhood Safety	5,126,285	5,672,659	8,141,473	8,580,355	8,870,603
Emergency Response & Problem Solving	72,844,071	72,622,133	70,978,333	72,213,128	72,114,535
Communications	500,137	468,035	317,325	244,843	311,426
Total Programs	174,864,530	\$169,707,933	\$173,873,171	\$176,958,999	\$176,992,745

Public Safety Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	39,312	56,514	6.00	339,120	6.00	339,120	6.00	339,120
30000063	Accountant II	51,397	64,688	1.00	64,692	1.00	64,692	1.00	64,692
30000434	Administrative Assistant	46,571	71,739	5.00	314,265	5.00	323,409	5.00	323,409
30000433	Administrative Specialist, Sr	43,368	66,768	6.00	343,663	6.00	355,014	5.00	290,000
30000436	Administrative Supervisor I	56,534	75,338	2.00	146,826	2.00	149,466	3.00	216,234
30000437	Administrative Supervisor II	59,342	79,123	2.00	141,115	2.00	143,656	2.00	143,656
30000771	Alarm Program Coord	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000096	Auto Servicer	39,707	48,672	4.00	192,400	4.00	194,688	4.00	194,688
30000441	Business Operations Manager	77,584	103,355	1.00	101,064	1.00	103,356	1.00	103,356
30000442	Business Operations Manager, Sr	96,366	134,597	1.00	130,896	1.00	134,592	1.00	134,592
30000449	Business Systems Analyst, Sr	65,478	87,422	1.00	68,160	1.00	70,956	1.00	70,956
30000478	Claims Analyst, Sr	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30000492	Community Outreach & Informtn Rep	56,534	75,338	1.00	74,844	1.00	75,172	1.00	75,172
30000494	Community Outreach & Invlvmt Program Mgr	65,478	87,422	1.00	63,384	0.00	0	0.00	0
30000777	Crime Analyst	62,338	83,138	5.00	372,498	6.00	459,696	6.00	459,696
30000776	Crime Analyst, Assistant	46,571	71,739	0.00	0	0.00	0	1.00	71,736
30000309	Crime Prevention Program Administrator	45,802	61,443	2.00	121,688	2.00	122,880	2.00	122,880
30000017	Customer Accounts Specialist I	34,923	50,357	1.00	50,352	1.00	50,352	1.00	50,352
30000079	Equestrian Trainer	41,683	51,085	1.00	51,084	1.00	51,084	1.00	51,084
30000050	Evidence Control Specialist	44,554	54,475	9.00	463,728	9.00	484,506	9.00	484,506
30000566	Financial Analyst, Assistant	46,571	71,739	1.00	71,736	1.00	71,736	1.00	71,736
30000769	Home Security Specialist	35,277	50,502	1.00	50,508	1.00	50,508	1.00	50,508
30000215	Inf Syst Tech Analyst VI-Generalist	69,430	92,872	0.00	0	1.00	98,952	0.00	0
30000451	Management Analyst	59,342	79,123	5.00	375,647	5.00	380,576	5.00	380,576
30000452	Management Analyst, Sr	65,478	87,422	1.00	76,464	1.00	78,552	1.00	78,552
30000450	Management Assistant	46,571	71,739	4.00	248,714	4.00	252,678	3.00	180,942
30000025	Police Administrative Support Spec, Sr	41,642	55,203	16.00	861,291	16.00	876,844	16.00	876,844
30000024	Police Administrative Support Specialist	32,552	46,758	29.00	1,289,834	29.00	1,307,988	29.00	1,307,988
30000300	Police Captain	120,453	125,923	13.00	1,611,984	13.00	1,628,400	13.00	1,628,400
30000431	Police Chief	134,118	192,192	1.00	185,190	1.00	192,192	1.00	192,192
30000784	Police Chief, Assistant	106,038	151,798	3.00	450,552	3.00	453,784	3.00	453,784
30000301	Police Commander	135,366	135,366	5.00	676,860	5.00	676,860	5.00	676,860
30000307	Police Criminalist	77,730	87,859	15.00	1,298,434	15.00	1,303,752	15.00	1,303,752
30000778	Police Data Research Supervisor	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000022	Police Desk Clerk	29,078	41,413	10.00	354,510	10.00	358,416	10.00	358,416
30000302	Police Detective	77,730	87,859	88.00	7,621,806	88.00	7,650,656	88.00	7,650,656
30000833	Police Evidence & Property Mgr	68,806	92,040	1.00	83,736	1.00	87,168	1.00	87,168
30000837	Police Evidence Control Supervisor	56,534	75,338	2.00	150,672	2.00	150,672	2.00	150,672
30000772	Police ID Technologies Coordinator	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000304	Police Identification Technician	53,872	68,806	15.00	1,026,938	15.00	1,030,167	15.00	1,030,167
30000305	Police Identification Technician, Lead	58,573	74,838	3.00	224,532	3.00	224,532	3.00	224,532
30000775	Police Internal Affairs Investigator	59,342	79,123	7.00	525,641	7.00	530,503	7.00	530,503
30000310	Police Investigative Accountant	77,979	90,750	1.00	90,756	1.00	90,756	1.00	90,756
30000299	Police Lieutenant	104,749	109,491	31.00	3,375,168	31.00	3,375,168	31.00	3,375,168
30000297	Police Officer	46,634	76,398	647.00	48,259,098	651.00	48,915,393	647.00	48,685,665
30000306	Police Photographic Reproduction Spec	62,379	74,838	2.00	149,688	2.00	149,688	2.00	149,688
30000774	Police Program Specialist, Sr	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30000020	Police Records Specialist	32,552	46,758	49.00	2,140,537	49.00	2,154,165	49.00	2,154,165
30000779	Police Records Supervisor	59,342	79,123	3.00	209,545	3.00	214,895	3.00	214,895
30000021	Police Records Training Coordinator	41,642	55,203	9.00	468,217	9.00	469,680	9.00	469,680

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000298	Police Sergeant	77,730	87,859	134.00	11,417,648	134.00	11,514,740	134.00	11,514,740		
30000464	Program Coordinator	62,338	83,138	1.00	80,430	1.00	83,136	1.00	83,136		
30000465	Program Manager	65,478	87,422	1.00	70,008	1.00	72,888	1.00	72,888		
30000466	Program Manager, Sr	77,584	103,355	0.00	0	1.00	113,124	1.00	113,124		
30000463	Program Specialist	56,534	75,338	1.00	69,544	1.00	72,396	1.00	72,396		
30000495	Public Information Officer	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30000083	Stable Attendant	39,707	48,672	2.00	97,344	2.00	97,344	2.00	97,344		
30000531	Training & Development Analyst	59,342	79,123	3.00	177,678	3.00	184,018	3.00	184,018		
30000532	Training & Development Officer	65,478	87,422	1.00	83,076	1.00	86,484	1.00	86,484		
30000518	Video Production Specialist	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336		
TOTAL FULL-TIME POSITIONS						1,161.00	87,496,561	1,167.00	88,704,446	1,162.00	88,377,520
TOTAL PART-TIME POSITIONS						0.00	0	0.00	0	0.00	0
30000433	Administrative Specialist, Sr	43,368	66,768	1.00	62,816	0.25	16,305	0.25	16,305		
30000452	Management Analyst, Sr	65,478	87,422	0.92	58,102	0.33	21,828	0.33	21,828		
30000299	Police Lieutenant	104,749	109,491	1.00	109,488	1.00	109,488	1.00	109,488		
30000297	Police Officer	46,634	76,398	6.00	458,424	6.00	458,424	6.00	458,424		
30000462	Program Specialist, Assistant	46,571	71,739	1.00	61,068	1.00	62,740	1.00	62,740		
TOTAL LIMITED TERM POSITIONS						9.92	749,898	8.58	668,785	8.58	668,785
GRAND TOTAL						1,170.92	88,246,459	1,175.58	89,373,231	1,170.58	89,046,305

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 2014-15	175,207,649	0	175,207,649	1,169.58	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	152,208	0	152,208	1.00	Equity program manager
	247,000	0	247,000	0.00	Janus Youth
	50,000	0	50,000	0.00	Sexual Assault Resource Center (SARC)
	100,000	0	100,000	0.00	Lifeworks NOW
	0	248,142	248,142	0.00	BTS IA increase: Enterprise Server
	0	330,000	330,000	0.00	CHIERS funding
	0	658,000	658,000	0.00	Hooper Sobering
	0	(254)	(254)	0.00	Balance General Fund Overhead costs
	549,208	1,235,888	1,785,096	1.00	Total FY 2014-15 Decision Packages
			176,992,745	1,170.58	Total Proposed Budget

Portland Fire & Rescue

Public Safety Service Area

Dan Saltzman, Commissioner-in-Charge

Erin Janssens, Fire Chief

Bureau Summary

Bureau Mission

Portland Fire & Rescue 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

We save lives and property.

We set high standards for our staff.

We are highly trained.

We are fiscally responsible.

We are responsive to our customers.

We are good neighbors.

Bureau Overview

In 2013, the Oregon Values and Beliefs Project conducted three statewide surveys asking questions about public policy priorities and willingness to support some increase in taxes or reallocation of funds from other services. From a list of 20 public policy preferences, 79% of Oregonians ranked public safety, such as police and fire protection, the second highest priority (education services were ranked first). Sixty-five percent of Oregonians consider emergency and disaster preparedness important and would support some increase or reallocation in tax dollars to increase these services. Like Oregonians, Portland citizens place a high value on emergency response and services. In the City Auditor's citizen survey, Portland citizens consistently rate PF&R's services as good or very good.

PF&R's Service Area

Portland Fire & Rescue (PF&R) is the largest fire and emergency services provider in the State of Oregon, serving the City of Portland and the regional metropolitan area. In addition to responding to fire, medical, and other emergency incidents, PF&R provides critical public safety services including fire prevention and public education. PF&R is usually first on scene for all emergencies and acts as an important safety net for those suffering from homelessness or without support systems. The FY 2013-14 Adopted Budget is \$101.7 million, with 715 full-time-equivalent (FTE) positions.

Portland Fire & Rescue

Public Safety Service Area

Core Services

As an all-hazards emergency response agency, PF&R provides the public with critical safety services: 24/7 fire, medical, and other emergency incident response; fire prevention services (code enforcement and inspection, plan review, arson investigation); and life/safety public education. Efficient training, facilities, apparatus maintenance, technology, financial, and other functions are tightly integrated into all bureau operations and provide mission-critical support to frontline firefighters and inspectors providing essential services to our community. In FY 2012-13, PF&R responded to over 70,000 calls for emergency services requiring over 85,000 unit responses.

Emergency Operations Deployment Model

PF&R's emergency operations deployment model is a network of fire & rescue stations with apparatus optimally positioned across PF&R's geographic service area in order to maximize fire, medical, and other emergency service response reliability, and to minimize response time and, therefore, community risk. PF&R's 30 fire & rescue stations provide emergency response 24 hours a day, 365 days a year. Current station locations were determined after thorough analysis and data modeling in 1997 by outside consultants and re-evaluated and confirmed in 2006. All 30 operational fire & rescue stations are classified as essential facilities by ORS 455.447, and 29 have been seismically upgraded or replaced (Station 21's seismic upgrade is underway and funded by the 2010 GO Bond).

All-Hazards Emergency Response

PF&R provides cost efficiencies to the public through its highly trained, all-hazards fire & rescue personnel, providing 24/7, 9-1-1 response services for all types of emergency incidents. In addition, PF&R's core services are cost effective through diligent, ongoing efforts to prevent emergencies from occurring through public education and fire prevention, which includes plan review and code enforcement. PF&R's firefighters, stations, apparatus, and specialized units provide economies of scale and scope by serving as the lead agency on high-risk natural disasters (such as earthquake, pandemics, floods, and landslides), and other catastrophic events (such as Chemical, Biological, Radiological/Nuclear and Explosive (CBRNE), building collapse and terrorist events).

PF&R operates 28 engine companies, nine truck companies (including two quints), four Rapid Response Vehicles (RRVs), and one heavy squad unit responding from 30 fire & rescue stations. Additional support is provided by other specialty units that are cross staffed from on-duty resources. Special units include: water rescue, marine response, urban wildland interface, structural/trench collapse, high-angle rope rescue, foam response, CBRNE response, and hazardous materials (HazMat). PF&R's crew size for both engines and trucks is the minimum National Fire Protection Agency (NFPA) guideline of four personnel.

Twenty-eight fire & rescue stations have a fire engine. Engines respond to a wide variety of all-hazards incidents, including fires, emergency investigations, motor vehicle accidents, and medical calls. An engine company is a firefighting and rescue apparatus unit specializing in:

- ◆ Fire attack
- ◆ Water supply and water pumping (capable of supplying up to 1,500 gallons of water per minute)
- ◆ Lay-in fire hose lines
- ◆ Advanced Life Support (ALS) (paramedic)
- ◆ All-hazards investigation and mitigation
- ◆ Carry an array of small tools and EMS equipment

Due to limited resources, only nine stations have a truck or quint company. PF&R's nine truck companies are strategically positioned across the geographic service area to improve response reliability and response times throughout the city. Each truck covers a much larger geographic area than the immediate Fire Management Area (FMA). A truck company is a firefighting and rescue apparatus unit specializing in:

- ◆ Ventilating super-heated toxic gases at fires enabling engine crews to attack fire
- ◆ Forcible entry
- ◆ Search and rescue of fire victims
- ◆ Laddering structures for emergency rescue access and egress
- ◆ Elevating master streams or bridging elevated distances
- ◆ Salvage and overhaul operations (protection of property to prevent additional property damage during fires or to search for hidden fire), and securing structures
- ◆ Extrications using hydraulic spreaders and cutters at motor vehicle "pin-in" accidents including rail and transit, vehicle stabilization and shoring
- ◆ Specialized saw work
- ◆ Provide lighting at emergency scenes

Innovation and Efficiency Reconfigurations

In July 2013, PF&R identified two double-companies (stations with both an engine and a truck) that could be responsibly reconfigured into a single quint apparatus to continue to meet emergency response demands in those service areas. A quint is an apparatus assigned as a truck (aerial, limited ground ladders, saws, and rescue equipment) with water pumping capability and limited hose.

Keeping all fire & rescue stations open with four-person crews on apparatus is important to each and every neighborhood in order to provide critical emergency functions within national staffing and response standards, and as validated in the 1997 and 2006 TriData response studies adopted by Council. This helps maintain the City's Insurance Services Office (ISO) rating, which assists Portland residents with lower insurance premiums.

Over the last 15 years, PF&R has seen a 21% increase in emergency call volume citywide. When evaluating the demand for services in East Portland over the same period, East Portland has experienced a 56% increase in fire and rescue calls.

Because of the overwhelming need for more resources, four Rapid Response Vehicles (RRV) were placed in service. Three RRVs operate in East Portland, and the fourth serves Old Town/China Town and North Portland. The RRV program focuses on lower-acuity healthcare or public assist calls, which account for approximately 5,000 responses annually or 7% of PF&R's incident total. RRVs travel Code 1 (no lights and sirens) to type codes triaged by BOEC to be a non-emergency. By responding to low-acuity calls, the RRV program improves the response reliability of critical four-person companies responding to fire, rescue, and medical calls where time and resources (staffing and equipment) are critical. At the four stations where RRVs are deployed, response reliability has improved by approximately 8%.

A four-month Alternative Destination/Alternative Transport Pilot Program involving Multnomah and Clackamas counties began in November 2013. The purpose of the pilot program is to identify individual 9-1-1 callers that could be safely served in non-emergency department locations, such as urgent or primary care clinics. The pilot program will test whether lower acuity medical emergency 9-1-1 callers can be safely and effectively triaged on scene with paramedic assessment and then receive non-emergency transport and care in a

timely manner. The potential benefits of the program are improved patient outcomes, improved patient experience, and savings to the healthcare system. If the pilot program proves successful, it will be expanded throughout the City and County and, like the RRV Program, should have a similar positive effect on response reliability, response time, and advance equity.

Another way PF&R is advancing equity is using the RRVs to pilot a partnership with Healthshare of Oregon to improve health outcomes and reduce costs. Because the expected outcome will benefit the entire healthcare system, PF&R and Multnomah County Emergency Medical Services (MCEMS) are looking to expand this pilot citywide.

Strategic Direction

In November 2009, PF&R undertook a year-long process to create its 2010-2015 Strategic Plan. A Strategic Planning Steering Committee was formed, comprised of bureau leadership, staff, stakeholders, and community members, who oversaw the development process. Throughout this process, input was solicited from the public, employees, stakeholders, and various agencies using PF&R's services to ensure the Strategic Plan's goals achieve the community's needs and priorities. Adopted by the City Council on November 17, 2010, the 2010-2015 Strategic Plan consists of 18 goals which are organized around the following four strategic themes:

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

Ongoing Funding of 26 Positions Currently Funded by the SAFER Grant

As a result of FY 2013-14 budget reductions, 26 positions (the equivalent of two fire & rescue companies) were eliminated from PF&R's FY 2013-14 budget. To bridge this gap, PF&R applied for and received the federal 2013 Staffing for Adequate Fire and Emergency Response (SAFER) grant to fund the 26 positions. However, the grant will end in January 2016 and PF&R will need ongoing budget resources to continue the positions and the services they provide thereafter.

Without adding back ongoing funds for the 26 firefighter positions, PF&R will have to close two fire & rescue stations, eliminating two frontline fire & rescue companies or apparatus and decreasing on-duty staffing by eight firefighters.

Response Reliability and Response Time

Emergency response reliability and response time are one of the most significant issues currently facing Portland Fire & Rescue (PF&R). Reliable and timely response is at the very core of PF&R's mission for emergency services, including fire, rescue, and medical emergencies. Due to budget reductions, PF&R's emergency response resources have decreased while demand for services continues to rise. Unless permanent, ongoing funding is secured to support the current service level, PF&R's response reliability and response time will continue to erode in the future.

Response time is a critical factor in both fire and medical response. Depending on materials and furnishings, fires double in size every minute. Flashover -- spontaneous ignition of super-heated gases -- can occur within two to four minutes, igniting all materials in the area and causing exponential fire spread. Because newer building materials and furnishings are loaded with petroleum products, today's fires burn hotter and faster. Structural failure and collapse also occur more quickly. Newer materials have a higher density of toxic or carcinogenic gases; released quickly, these gases can overcome an individual, negatively affecting their ability to escape and complicating a firefighters ability to execute a rescue.

Summary of Budget Decisions

The Mayor's FY 2014-15 Proposed Budget maintains existing service levels and does not allocate additional resources to PF&R.

Budget Note

Medical Response Services

Council directs Portland Fire & Rescue to reconsider the City's role and potential reimbursement in regards to emergency medical response; including medical response services operating under a City supervising physician. Portland Fire & Rescue shall report its recommendations in a Council work session prior to December 31, 2014.

Capital Budget

Capital Summary

CIP Highlights

The bureau's CIP budget supports the replacement of Portland Fire & Rescue's emergency response apparatus. In accordance with the General Obligation (GO) Bond measure passed in November 2010, the bond proceeds fund the replacement of fire apparatus through FY 2015-16. A total of \$19.8 million is dedicated to apparatus, and approximately \$6.7 million is budgeted in FY 2014-15.

Major Issues

Portland Fire & Rescue does not anticipate any major capital issues during this five-year CIP period. Because apparatus replacement is funded with bond proceeds, there are no identified financial constraints that could impact this project.

Changes from Prior Year

The amount of funds allocated for FY 2014-15 is in line with prior years' budgets. The FY 2014-15 CIP budget includes funding for four engines, two trucks, and two rehab/air units.

Council Goals and Priorities

This CIP supports the Council goal of protecting the most basic City services: public safety. The City of Portland is committed to maintaining a high quality of public safety infrastructure for fire, police, and emergency response. The Council resolution that referred the measure to voters to provide funding for apparatus replacement referenced the City's commitment to maintaining emergency response vehicles for the safety of the public and firefighters adequate to protect life, property and the environment.

Criteria

The criteria the bureau uses to determine when a piece of emergency apparatus should be replaced is dependent on the vehicles age and mileage. Currently, frontline fire Engines and Trucks are replaced after 15 years or 120,000 miles and then kept in reserve status for an additional 5 years.

Capital Planning & Budgeting

Capital Planning Process Portland Fire & Rescue's capital planning process for the apparatus replacement project uses the apparatus replacement schedule that is developed and maintained by staff to determine when a specific emergency response vehicle is due for replacement. Prior to the passage of the bond, Portland Fire & Rescue had not been able to replace apparatus as needed because of decreased General Fund resources. With dedicated GO bond proceeds, the bureau will be current with its apparatus replacement schedule.

Financial Forecast Overview The apparatus replacement financial forecast is based on the 15- year-or-120,000-mile replacement criteria, age and mileage of the current front-line apparatus, projected apparatus usage and purchase costs. The 2010 Public Safety GO Bond program and Portland Fire & Rescue's ongoing budget will provide adequate funding for the bureau to meet its fire apparatus replacement schedule over the 15 years after the passage of the bond measure.

Asset Management and Replacement Plans The FY 2014-15 apparatus replacement project is part of PF&R's 15-year apparatus replacement plan, which calls for replacement of all frontline fire engines and trucks after 15 years or 120,000 miles. Once an apparatus reaches these thresholds, it is rotated into reserve status for a period of at least five years, providing great cost efficiencies to the City.

Capital Programs and Projects

Maintaining a high quality fleet of emergency response apparatus is essential for PF&R to provide core services of protecting life, property, and the environment. Through the 2010 GO Bond levy, PF&R has acquired an aerial tillered fire truck, a heavy rescue squad, four rapid response vehicles and two fireboats. An additional twenty frontline apparatus are designated for replacement in accordance with PF&R's replacement plan as approved in the GO Bond.

Capital Program Description Portland Fire & Rescue (PF&R) has one ongoing capital project -- apparatus replacement -- for FY 2014-15. In November 2010, the citizens of Portland approved a GO Bond measure in the amount of \$72,400,000, of which \$19,800,000 is dedicated for fire apparatus replacement and \$7,900,000 is earmarked for the construction of Station 21. As stated in the ballot measure, the bond proceeds fund the replacement of fire apparatus through FY 2015-16. The Station 21 project is not included in PF&R's budget and is managed by the Office of Management and Finance.

Funding Sources The apparatus replacement project is funded by the GO Bond for the next three years and General Fund ongoing discretionary resources thereafter.

Net Operating and Maintenance Costs Fire apparatus maintenance is included in PF&R's operating budget. Timely apparatus replacement should stabilize maintenance costs.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Licenses & Permits	1,889,367	2,077,621	1,736,000	1,900,000	1,900,000
Charges for Services	1,222,763	1,370,320	1,265,000	1,570,000	1,570,000
Intergovernmental	2,396,254	2,628,011	2,501,710	2,778,116	2,778,116
Bond & Note	0	0	12,679,000	0	0
Miscellaneous	230,646	361,391	216,200	120,000	120,000
Total External Revenues	5,739,030	6,437,343	18,397,910	6,368,116	6,368,116
Internal Revenues					
General Fund Discretionary	88,999,231	88,633,260	89,500,209	93,067,469	91,727,511
General Fund Overhead	175,141	71,451	67,917	70,015	70,015
Fund Transfers - Revenue	0	0	587,874	0	0
Interagency Revenue	2,444,300	2,692,424	3,276,649	3,613,302	3,588,798
Total Internal Revenues	91,618,672	91,397,135	93,432,649	96,750,786	95,386,324
Beginning Fund Balance	6,786,076	6,350,812	2,623,952	6,712,662	6,712,662
Total Resources	\$104,143,778	\$104,185,290	\$114,454,511	\$109,831,564	\$108,467,102
Requirements					
Bureau Expenditures					
Personnel Services	83,919,639	83,897,695	86,265,389	89,895,012	89,354,550
External Materials and Services	6,614,584	5,675,288	7,874,596	7,548,843	6,613,944
Internal Materials and Services	5,665,573	5,541,723	4,826,574	5,520,047	5,730,946
Capital Outlay	1,593,170	6,715,096	6,230,066	5,095,000	4,995,000
Total Bureau Expenditures	97,792,966	101,829,802	105,196,625	108,058,902	106,694,440
Fund Expenditures					
Contingency	0	0	9,257,886	1,772,662	1,772,662
Fund Transfers - Expense	0	140,000	0	0	0
Total Fund Expenditures	0	140,000	9,257,886	1,772,662	1,772,662
Ending Fund Balance	6,350,812	2,215,488	0	0	0
Total Requirements	\$104,143,778	\$104,185,290	\$114,454,511	\$109,831,564	\$108,467,102
Programs					
Administration & Support	22,388,481	25,589,985	25,083,862	26,828,064	25,583,372
Prevention	7,150,761	6,957,746	6,915,414	6,692,426	6,692,656
Emergency Operations	68,253,724	69,282,071	73,197,349	74,538,412	74,418,412
Total Programs	97,792,966	\$101,829,802	\$105,196,625	\$108,058,902	\$106,694,440

Public Safety Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised	Proposed	Capital Plan				5-Year Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Acquisitions								
Apparatus Replacement	1,359,000	15,302,952	6,712,662	0	0	0	0	6,712,662
Total Acquisitions	1,359,000	15,302,952	6,712,662	0	0	0	0	6,712,662
Total Requirements	1,359,000	15,302,952	6,712,662	0	0	0	0	6,712,662

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	39,312	56,514	1.00	50,904	1.00	53,552	1.00	53,552
30000064	Accountant III	56,597	71,178	1.00	71,184	1.00	71,184	1.00	71,184
30000061	Accounting Technician	32,552	46,758	2.00	79,320	2.00	79,320	2.00	79,320
30000434	Administrative Assistant	46,571	71,739	4.00	266,803	4.00	268,847	4.00	268,847
30000433	Administrative Specialist, Sr	43,368	66,768	4.00	243,378	4.00	247,381	4.00	247,381
30000436	Administrative Supervisor I	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30000441	Business Operations Manager	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000442	Business Operations Manager, Sr	96,366	134,597	1.00	125,460	1.00	130,608	1.00	130,608
30000440	Business Operations Supervisor	68,806	92,040	1.00	81,988	1.00	85,348	1.00	85,348
30000449	Business Systems Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000333	Development Services Technician II	52,832	67,413	2.00	127,392	2.00	130,836	2.00	130,836
30000820	EMS Coordinator	115,699	115,699	0.00	0	1.00	115,704	0.00	0
30000489	EMS Program Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000819	EMS Specialist	91,159	101,772	2.00	199,944	2.00	203,544	2.00	203,544
30000714	Facilities Maintenance Supervisor, Sr	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30000071	Facilities Maintenance Technician	58,032	62,691	3.00	188,064	3.00	188,064	3.00	188,064
30000566	Financial Analyst, Assistant	46,571	71,739	1.00	64,757	0.60	43,428	0.60	43,428
30000806	Fire Battalion Chief	111,311	116,377	14.00	1,591,821	14.00	1,627,154	14.00	1,627,154
30000807	Fire Battalion Chief, Staff	117,989	123,359	0.00	0	1.00	123,360	0.00	0
30000803	Fire Captain	89,617	101,202	32.00	3,151,668	32.00	3,227,064	32.00	3,227,064
30000817	Fire Captain, Staff	107,274	107,274	2.00	210,744	2.00	214,560	2.00	214,560
30000432	Fire Chief	119,205	170,830	1.00	170,832	1.00	170,832	1.00	170,832
30000823	Fire Chief, Deputy	99,694	132,598	6.00	759,516	5.00	663,000	5.00	663,000
30000825	Fire Division Chief	109,172	145,206	2.00	290,400	2.00	290,400	2.00	290,400
30000793	Fire Fighter	42,396	76,592	433.00	31,085,744	434.00	32,127,353	434.00	32,127,353
30000795	Fire Fighter Specialist	44,940	81,188	4.00	287,228	4.00	303,922	4.00	303,922
30000808	Fire Inspector	78,051	88,064	23.00	1,870,277	22.00	1,838,587	22.00	1,838,587
30000811	Fire Inspector, Sr	89,617	101,202	6.00	578,436	7.00	708,456	7.00	708,456
30000812	Fire Inspector/Specialist	82,734	93,347	10.00	908,424	10.00	929,094	10.00	929,094
30000815	Fire Investigator	82,734	93,347	5.00	458,460	5.00	466,740	5.00	466,740
30000336	Fire Land Use Review Technician	56,784	72,446	1.00	71,808	1.00	72,444	1.00	72,444
30000798	Fire Lieutenant	78,051	88,064	105.00	8,929,909	104.00	9,071,942	104.00	9,071,942
30000801	Fire Lieutenant, Staff	82,734	93,347	5.00	457,008	6.00	554,400	6.00	554,400
30000826	Fire Marshal	109,172	145,206	1.00	145,200	1.00	145,200	1.00	145,200
30001082	Fire Marshal, Assistant	90,217	119,992	2.00	219,936	2.00	222,816	2.00	222,816
30000800	Fire Training Officer	82,734	93,347	3.00	243,828	3.00	255,115	3.00	255,115
30000822	Harbor Pilot	78,051	88,064	10.00	846,168	10.00	874,156	10.00	874,156
30000451	Management Analyst	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000453	Management Analyst, Principal	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000452	Management Analyst, Sr	65,478	87,422	1.00	83,928	1.00	87,024	1.00	87,024
30000012	Office Support Specialist II	32,552	46,758	2.00	80,892	2.00	85,546	2.00	85,546
30000112	Painter	53,144	59,467	1.00	59,472	1.00	59,472	1.00	59,472
30000463	Program Specialist	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30000497	Public Information Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30001958	Statistician	65,478	87,422	1.00	63,384	1.00	65,484	1.00	65,484
30001558	Timekeeping Specialist	34,986	50,274	1.00	44,976	1.00	48,816	1.00	48,816
30000077	Utility Worker II	45,282	48,672	1.00	48,672	1.00	48,672	1.00	48,672
30000131	Vehicle & Equipment Mechanic	53,685	60,091	7.00	420,672	7.00	420,672	7.00	420,672
30000707	Vehicle Maintenance Supervisor I	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000708	Vehicle Maintenance Supervisor II	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420

Public Safety Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000519	Video Production Manager	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000518	Video Production Specialist	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
TOTAL FULL-TIME POSITIONS						714.00	55,700,525	715.60	57,442,025
30000474	EAP Specialist	56,534	75,338	0.90	34,016	0.50	38,016	0.50	38,016
TOTAL PART-TIME POSITIONS						0.90	34,016	0.50	38,016
30001533	Business Systems Analyst, Principal	72,134	96,928	0.50	48,900	0.50	48,900	0.50	48,900
30000713	Facilities Maintenance Supervisor	56,534	75,338	0.67	49,576	0.00	0	0.00	0
30000465	Program Manager	65,478	87,422	0.00	0	1.00	66,060	0.00	0
TOTAL LIMITED TERM POSITIONS						1.17	98,476	1.50	114,960
GRAND TOTAL						716.07	55,833,017	717.60	57,595,001

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 2014-15	106,694,440	0	106,694,440	714.60	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	0	0	0	0.00	None
	0	0	0	0.00	Total FY 2014-15 Decision Packages
			106,694,440	714.60	Total Proposed Budget

Portland Bureau of Emergency Management

Public Safety Service Area

Steve Novick, Commissioner-in-Charge

Carmen Merlo, Director

Bureau Summary

Bureau Mission

The mission of the Portland Bureau of Emergency Management (PBEM) is disaster risk reduction through leadership and coordination. PBEM utilizes planning, training and exercises to continually develop and sustain the city's mitigation, preparedness, response and recovery capabilities.

Bureau Overview

The Portland Bureau of Emergency Management works 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 mitigate, absorb or adapt to the impacts of an emergency or disaster without undermining the long-term well-being of individuals, the economy, or the environment.

Bureau Goals

The following goals and objectives outline a prioritized work plan that will guide the work of the bureau between 2014-2016. The bureau's work is aligned around five strategic goals:

1. Expand and maintain a complete suite of mitigation, response and recovery plans that meet objective standards of high professional achievement in the field of emergency management.
2. Advance Emergency Coordination Center (ECC) readiness.
3. Inspire a culture of preparedness.
4. Integrate emergency management into broader community-oriented goals and investment strategies.
5. Adopt equity and diversity goals as part of a whole community approach to emergency preparedness.

Bureau Organization

The bureau's organizational structure consists of the following six subprogram areas:

- ◆ Administration
- ◆ Public Information & Communication
- ◆ Emergency Operations and Emergency Coordination Center
- ◆ Planning
- ◆ Finance and Grants
- ◆ Exercise and Training

Strategic Direction

Emergency Management Accreditation Program (EMAP)

PBEM's three-year strategy is designed to build on the work of the previous strategic plan, and to bring forward new projects and initiatives to elevate the bureau's services to an even higher level. A focus of the strategy is the pursuit of the national Emergency Management Accreditation Program (EMAP). In the emergency management discipline, EMAP is the industry standard for excellence. It is a refined set of program requirements based on years of lessons learned from emergencies. Communities achieving EMAP accreditation are among the most prepared to handle any emergency. Around the country, few state agencies - and even fewer cities - successfully meet each of the 64 EMAP requirements, and none presently in Oregon.

Basic Earthquake Emergency Communication Node (BEECN)

The Portland Bureau of Emergency Management has identified and equipped 48 locations throughout the city to serve as initial gathering locations for the community if a large-scale emergency makes it impossible to get help or information via traditional means. PBEM's goal is to have each Basic Earthquake Emergency Communication Node staffed approximately 24 hours after a citywide emergency by nearby Neighborhood Emergency Teams (NETs), other community volunteers or City of Portland employees to begin information sharing and resource planning between the neighborhood and the City's Emergency Coordination Center. These sites will form the basis for ongoing emergency planning efforts and are aligned with Portland Plan goals.

Summary of Budget Decisions

Additions

The FY 2014-15 Mayor's Proposed FY Budget approves five decision packages submitted by PBEM. Two packages align with the Mayor's key priorities of emergency preparedness, two address critical needs, and one package is an internal realignment of existing bureau resources.

Citywide Adjustment for OMF Interagency Agreements

The Mayor's Proposed Budget includes rate increases from the Office of Management and Finance (OMF) interagency agreements due to the increased COLA assumptions. As a result, PBEM has decreased external materials & services to balance the rate totaling \$3,060.

Community Emergency Notification System (CENS) - Key Priority

The Mayor's Proposed Budget includes \$100,000 in ongoing General Fund resources for the Community Emergency Notification System (CENS). These funds will support the implementation of a community emergency notification system to ensure public emergency alerts and notifications continue to be delivered to residents and emergency responders.

West Side Operations Area (Sears Center) - Key Priority

General Fund one-time resources totaling \$1,202,297 are included in the Mayor's Proposed Budget as a commitment and down payment to support the development of a fueling station and parking lot relocation for the West Side Operations Area.

Sr. Community Outreach & Information Representative - Realignment

Through an internal realignment of resources, the Limited Term Sr. Community Outreach & Information Representative position is converted to a permanent position.

Accountant II - Critical

The Mayor's Proposed Budget converts an Assistant Financial Analyst position to an Accountant II position funded with an additional \$12,480 in General Fund ongoing resources.

Regional Disaster Preparedness Organization - Critical

The Regional Disaster Preparedness Organization (RDPO) is a multi-disciplinary, multi-jurisdictional collaborative partnership of public, private and nonprofit organizations that develops and advances all-hazards disaster preparedness efforts in the Portland Metropolitan Region. To provide stability for the regional work without reliance on federal grant funds, the Mayor's Proposed Budget includes \$38,180 of ongoing General Fund resources to continue the Regional Administrator and associated positions.

Budget Note

Emergency Preparedness

Council directs the Portland Bureau of Emergency Management to work with City bureaus to identify critical infrastructure needs related to emergency preparedness, including the City's fueling infrastructure. Bureaus should request one-time funding in the FY 2014-15 Fall BMP to begin work on the highest priority projects identified by the Portland Bureau of Emergency Management.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Intergovernmental	7,356,589	6,373,431	4,548,069	362,969	362,969
Miscellaneous	2,036	1,110	0	0	0
Total External Revenues	7,358,625	6,374,541	4,548,069	362,969	362,969
Internal Revenues					
General Fund Discretionary	623,120	461,433	781,806	3,908,524	2,206,269
General Fund Overhead	1,081,541	1,087,955	1,216,836	1,149,987	1,170,539
Interagency Revenue	17,000	10,000	0	10,000	10,000
Total Internal Revenues	1,721,661	1,559,388	1,998,642	5,068,511	3,386,808
Beginning Fund Balance	(6,475,511)	(5,991,596)	0	0	0
Total Resources	\$2,604,775	\$1,942,333	\$6,546,711	\$5,431,480	\$3,749,777
Requirements					
Bureau Expenditures					
Personnel Services	1,806,988	1,632,632	1,959,887	1,497,707	1,497,707
External Materials and Services	6,281,023	5,628,484	3,961,035	312,422	309,362
Internal Materials and Services	508,360	433,974	625,789	737,351	740,411
Capital Outlay	0	58,944	0	0	0
Total Bureau Expenditures	8,596,371	7,754,034	6,546,711	2,547,480	2,547,480
Fund Expenditures					
Fund Transfers - Expense	0	0	0	2,884,000	1,202,297
Total Fund Expenditures	0	0	0	2,884,000	1,202,297
Ending Fund Balance	(5,991,596)	(5,811,701)	0	0	0
Total Requirements	\$2,604,775	\$1,942,333	\$6,546,711	\$5,431,480	\$3,749,777
Programs					
Emergency Management	8,596,371	7,754,034	6,546,711	2,547,480	2,547,480
Total Programs	8,596,371	\$7,754,034	\$6,546,711	\$2,547,480	\$2,547,480

Portland Bureau of Emergency Management

FTE Summary

Public Safety Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	51,397	64,688	1.00	51,396	1.00	54,211	1.00	54,211
30000493	Community Outreach & Informtn Rep, Sr	62,338	83,138	0.00	0	1.00	63,564	1.00	63,564
30000430	Emergency Management Director	96,366	134,597	1.00	134,592	1.00	134,592	1.00	134,592
30000790	Emergency Management Operations Manager	83,450	111,114	1.00	99,608	1.00	103,690	1.00	103,690
30000566	Financial Analyst, Assistant	46,571	71,739	1.00	45,072	0.00	0	0.00	0
30000452	Management Analyst, Sr	65,478	87,422	1.00	86,088	1.00	87,420	1.00	87,420
30000012	Office Support Specialist II	32,552	46,758	1.00	46,764	1.00	46,764	1.00	46,764
30000464	Program Coordinator	62,338	83,138	1.00	68,060	1.00	70,852	1.00	70,852
30000465	Program Manager	65,478	87,422	1.00	78,006	1.00	81,204	1.00	81,204
30000463	Program Specialist	56,534	75,338	4.00	295,836	4.00	298,216	4.00	298,216
30000495	Public Information Officer	65,478	87,422	1.00	69,180	1.00	71,068	1.00	71,068
TOTAL FULL-TIME POSITIONS				13.00	974,602	13.00	1,011,581	13.00	1,011,581
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000493	Community Outreach & Informtn Rep, Sr	62,338	83,138	0.58	37,856	0.00	7,148	0.00	7,148
30000464	Program Coordinator	62,338	83,138	3.00	181,008	0.00	0	0.00	0
30000466	Program Manager, Sr	77,584	103,355	1.00	85,968	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				4.58	304,832	0.00	7,148	0.00	7,148
GRAND TOTAL				17.58	1,279,434	13.00	1,018,729	13.00	1,018,729

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 2014-15	2,480,256	0	2,480,256	14.00	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	100,000	0	100,000	0.00	CENS System
	(70,956)	0	(70,956)	(1.00)	Reclass Ast. Financial Analyst to Accountant II
	38,180	0	38,180	0.00	Regional Disaster Preparedness Organization
	<u>67,224</u>	<u>0</u>	<u>67,224</u>	<u>(1.00)</u>	<u>Total FY 2014-15 Decision Packages</u>
			<u>2,547,480</u>	<u>13.00</u>	<u>Total Proposed Budget</u>



Portland Parks & Recreation

Parks, Recreation, & Culture Service Area

Amanda Fritz, Commissioner-in-Charge

Mike Abbaté, Director

Bureau Summary

Bureau Mission

Sustaining a healthy park and recreation system to make Portland a great place to live, work and play.

Portland Parks & Recreation (PP&R) helps Portlanders play - providing the safe places, facilities, and programs that promote physical, mental, and social activity. We get people, especially kids, outside, active and connected to the community. As we do this, there will be an increase in the wellness of our residents and the livability of our city.

We accomplish this through:

- ◆ 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 community building;
- ◆ Providing dynamic recreation programs and services that promote health and well-being for all;
- ◆ Partnering with the community we serve.

Bureau Overview

Portland's Park & Recreation System

Portland Parks & Recreation is the steward of a diverse portfolio of parks and recreation facilities used extensively by the city's residents and visitors. The total parkland managed by the bureau is 11,546 acres and represents about 12% of the geographical area within the city of Portland. Not included in this acreage are 238,000 street trees cared for by PP&R staff. The bureau operates 13 swimming pools, 11 community centers, three music/dance centers, five golf courses, and one motor raceway.

The Organization

Portland Parks & Recreation manages one of the nation's most comprehensive park and recreation systems. The bureau employs more than 450 full-time equivalent employees and more than 2,800 seasonal staff in a variety of roles. Additionally, the organization enhances service levels with about 476,000 hours of volunteer time each year. Services are delivered through four departments as follows:

City Nature

This department manages Portland's natural areas, urban forest, recreational trails, street trees, wildlife habitat and community gardens in an integrated and sustainable manner. This department also provides horticultural services to other City programs.

Parks and Recreation Services

This department is responsible for the daily maintenance of developed parks; general recreation services including community centers, aquatics, and sports; as well as specialized recreation services for seniors, people with disabilities, and through the Schools Uniting Neighborhoods (SUN) program. This department also includes the Golf program consisting of five courses, and Portland International Raceway.

Asset Management

This department provides park planning, new park development, and maintenance and management of existing assets. The department oversees the preparation and administration of the bureau's Capital Improvement Plan.

Office of the Director

The Office of the Director provides leadership and advocacy for parks and recreation at the city, regional, state, and national levels. The office collaborates and coordinates with local and regional partners, provides policy direction to the bureau, engages the public and provides customer service and park security. The office manages the finances of the bureau, including fundraising and pursuing and managing grants. PP&R's workforce development and bureau-wide training are coordinated in the Office of the Director. Performance and analysis, property acquisition, and business development are also provided by this office.

Strategic Direction

In 2011, PP&R was recognized as the best managed park system in the nation. This Gold Medal from the National Recreation and Parks Association resulted from more than a century of recurring community investments, innovative programs, a highly appreciated and motivated staff, and a broad spectrum of parks and facilities.

PP&R's focus over the next three years will be on actions that close gaps in the parks system and recreation programs so that everyone has an opportunity for healthy and active recreation. With one out of five Portland families citywide (and nearly two out of five in east Portland) lacking ready-access to a park or natural area, deepening community partnerships will be critical if the bureau is to serve more Portlanders and leverage public investments. Addressing inequities in access to parks and recreation opportunities will be a guiding lens for prioritizing action. Commitment to the bureau's 2012-15 Strategic Plan will ensure that PP&R continues to thrive into the future. The 2012-15 PP&R Strategic Plan includes the following themes and associated goals:

Health

- ◆ Expand active recreation by partnering with the public health community
- ◆ Contribute to improved health outcomes for youth through increased physical activity and improved nutrition

Recreation Services

- ◆ Connect more youth to the outdoors, physical activity, and their communities
- ◆ Improve the recreation service delivery model through coordinated programming, integrated marketing, and supporting services

Access and Equity

- ◆ Provide equitable access to developed parks and natural areas within walking distance to all residents
- ◆ Improve recreation opportunities for underserved communities

Trails

- ◆ Meet the demand for trails by closing gaps in the trail network
- ◆ Strengthen management tools for developing and maintaining PP&R trails

Asset Management

- ◆ Improve the condition of the bureau's built and natural assets by implementing an asset management program
- ◆ Lower the system-wide risk of asset failure to provide established levels of service

Sustainability

- ◆ Extend ecologically sustainable landscape management practices throughout the entire spectrum of the bureau's green infrastructure
- ◆ Reduce consumption of water and energy resources system wide

Summary of Budget Decisions

The Mayor's Proposed Budget includes a net increase of \$2.0 million ongoing General Fund with a one-time offset of \$416,632. The items below reflect the decision packages that constitute those changes.

Add Packages

Parks Seasonal Staff Converted to Full-Time

Twenty (20) new full-time equivalents are budgeted to convert seasonal staff in PP&R recreation centers. These employees currently work at various recreation sites. While staffing in the bureau is generally seasonal in nature, a number of positions have evolved to be essentially full-time. This conversion is funded with new discretionary General Fund (\$281,426), additional recreation revenues attributable to improved revenue forecasts (\$281,426), and the existing seasonal budget associated with the positions.

GRUNT

The Greenspaces Restoration & Urban Naturalist Team (GRUNT) is a program that, since 2008, has connected at-risk teens to nature through training and employment opportunities. The goal of the program is to diversify the bureau and the environmental field by getting urban youth interested in nature and environmental careers and by providing them with the skills and experiences that they will need to be successful. This program has been partially funded through grants from other local governments. Those grants are not being renewed. The Mayor's Proposed includes \$60,000 new General Fund to backfill those grants and ensure the continuation of this program.

Major Maintenance

The major maintenance allocation is currently just over \$1.3 million annually and is used to address capital, major repair, and replacement to aging infrastructure. This package adds \$250,000 to the allocation and will increase PP&R current capacity to allocate to the projects with the highest need.

SUN School Stabilization and Expansion

As part of a comprehensive agreement with Multnomah County, the City will provide an additional \$740,000 in ongoing General Fund to restore the pre-FY 2013-14 level of funding for County-operated schools, restore ongoing funding of all PP&R-operated schools, and provide additional resources to the County to help expand programming to all schools in the county that score in the 50th percentile on the SUN poverty index. A \$235,000 one-time off-set for this funding is included in the Proposed Budget as Parks Local Option Levy funds were already scheduled to fund three PP&R schools for FY 2014-15.

Maintenance for New and Existing Assets

The Mayor's Proposed Budget includes new ongoing General Fund totaling \$354,161 to maintain assets have been recently put into service or will be in the next fiscal year. A portion of that funding - \$86,212 - is offset on a one-time basis to account for mid-year in-service dates. Two positions are added utilizing these funds; the positions support and enhance asset management and routine maintenance functions.

Portland Loos Transfer

As part of the Mayor's Proposed Budget, the Bureau of Environmental Services will no longer maintain the loos installed in downtown Portland. Since these public restrooms are primarily located in or next to City parks, PP&R will take on this responsibility, funded with a General Fund allocation of \$119,000.

Tree Regulatory Improvement Project

With the effective date of the new tree code in January 2015, the Mayor's Proposed Budget includes funding in both PP&R and the Bureau of Development Services. The Parks funding totals \$217,812 ongoing General Fund and \$128,625 ongoing fee revenue. A one-time offset is included for revenues and expenses to reflect the start-up timing in FY 2014-15. The net impact of these offsets reduces the General Fund discretionary allocation by \$95,420 on a one-time basis. Three positions are added to implement the project including two inspectors and one customer service representative. One of the added inspectors is funded only in FY 2015-16, after the initial launch of the program. A budget note will be included to establish a workload trigger for adding additional staffing for the tree project if necessary.

Budget Note

Tree Code Implementation

Prior to the January 1, 2015 effective date of the new tree regulations, the Bureau of Development Services and Portland Parks & Recreation are directed to provide a baseline performance report to the City Budget Office that: a) establishes the pre-implementation workload and service levels provided by the bureaus for the existing program and b) anticipated workloads and target levels of service for the new program. As part of the FY 2015-16 Fall Budget Monitoring Process (BMP), the bureau should provide a post-implementation follow-up report that analyzes actual performance data compared to the baseline report. This post-implementation report should be accompanied by a Fall Supplemental Budget request if a performance gap is shown to exist.

Capital Budget

Capital Summary

CIP Highlights

Portland Parks & Recreation has in excess of \$1.03 billion of assets (replacement value, not including land value) spread over 11,546 acres of park space. The Capital Improvement Program (CIP), which builds upon City priorities, Parks 2020 Vision, and the Total Asset Management Plan, has two primary objectives: fixing the system by maintaining existing assets and growing the system in order to provide equal recreation opportunities to all residents. PP&R does both of these as efficiently and sustainably as possible. Specifically, PP&R strives to:

- ◆ Protect and maintain those existing assets that provide desired levels of service through maintenance, rehabilitation, and renewal that extend the life of the asset
- ◆ Provide new service and expand capacity that accommodates growth and provides equitable levels of service through the expansion of existing facilities and the construction of new parks and facilities
- ◆ Improve efficiency, environmental quality and energy conservation wherever possible

For FY 2015-2019, the CIP reflects an expanded emphasis on capital maintenance to address ongoing major maintenance, large individual maintenance projects, and system-wide improvement projects; and a focus on maintaining equity of access by the public to existing assets. The CIP only presents projects that have anticipated funding; no unfunded projects are presented in PP&R's five-year Capital Improvement Plan. Because the five-year CIP only includes projects with anticipated funding sources, it is a subset of the full five-year forecast of all capital projects needed to maintain existing assets or expand the system.

The funding required for capital maintenance of the existing asset base over the five-year forecast is over \$235.3 million. Currently, \$226.2 million is unfunded. Only \$1.6 million is funded by external sources over the next five years. The internal allocation of discretionary General Fund resources for major maintenance is \$1.47 million or \$7.4 million over the five-year plan. PP&R continues to address the highest priority concerns with these funds.

Major Issues

The bureau continues to face several key challenges in relation to capital investment.

Unmet Service Needs

There are parts of Portland where families and residents do not have ready access to parks, recreation facilities, or open space. Along with deteriorating infrastructure, this has been a community concern that is voiced regularly and was thoroughly documented in the Parks 2020 Vision plan. PP&R has a service level goal articulated in this plan to provide a park or natural area within a half mile of every resident in Portland. In 2013, the bureau met the service level goal for 80% of Portlanders. PP&R continues to work towards ensuring that 100% of Portlanders will be within a half mile of a park or natural area, while also recognizing that providing new parks and recreation facilities can be difficult due to the magnitude of the upfront investment to acquire or develop property as well as the limited amount of operating and maintenance resources available. Plans for park growth in the CIP are about \$480 million over a ten-year period.

Funding

As PP&R seeks alternative funding sources to respond to priority needs, some types of projects are more readily funded than others. The System Development Charge (SDC) and tax increment financing in urban renewal areas are good sources of funding for land acquisition and project development. This is especially true where population is growing and additional capacity is needed. Since SDCs are intended to respond to increased capacity needs due to growth (housing and commercial), they are not resources for performing maintenance activities on existing infrastructure. Finding alternative solutions to fund major capital improvements for existing infrastructure as well as improved ongoing operations and maintenance are major challenges. PP&R is exploring options for dedicated, stable sources of funding for operations and maintenance.

Aging Infrastructure

The park system dates back to 1860 and includes many heavily used facilities and active open spaces. Aging infrastructure limits service levels in developed parks, community centers, and cultural facilities. Years of reduced investment and deferred maintenance have further aged infrastructure and increased the funding gap between what PP&R ought to be investing in capital repair, rehabilitation, and replacement of existing infrastructure, and what PP&R has been able to invest.

Certainty of Operating and Maintenance Funds

One of the greatest issues facing Portland's park system is the increasing cost of operations and maintenance (O&M). A dependable, annual revenue stream for O&M is essential to maintain the existing infrastructure in the system. PP&R is dependent upon ongoing O&M funds being identified in concert with new park construction, consistent with City financial policies.

Changes from Prior Year

The following capital projects were completed during the past year:

- ◆ Columbia Pool replaster
- ◆ Grant, Mt Tabor, and Helensview Community Gardens
- ◆ E205 Cherry Park and Midland Park amenities
- ◆ Oaks Bottom Upper Trail Restoration
- ◆ Terwilliger Parkway signage
- ◆ South Zone District maintenance facility
- ◆ King School basketball court improvements
- ◆ Piccolo Park drinking fountain installation
- ◆ Delta Park pressurized sewer replacement
- ◆ Sacajawea dog off leash area (DOLA) renovation
- ◆ Matt Dishman heat plate exchange replacement

Work continues on the following capital projects:

- ◆ Maintenance facility improvements at Delta Park and close out of Chimney Park maintenance facility
- ◆ South Waterfront Greenway Trail
- ◆ NE 52nd and Alberta property development
- ◆ Thomas Cully Park development

Council Goals and Priorities

PP&R continues to develop its system plan, which will help the bureau meet the goals laid out in the Parks 2020 Vision plan. These include:

- ◆ Ensure Portland's park and recreation legacy for future generations;
- ◆ Provide a wide variety of high quality recreation services and opportunities for all residents;
- ◆ Preserve, protect, and restore Portland's natural resources to provide "Nature in the City";
- ◆ Create an interconnected regional and local system of paths and walks to make Portland "The Walking City of the West"; and
- ◆ Develop parks and recreation facilities and programs that promote "Community in the City".

PP&R recently developed its 2012-2015 Strategic Plan, which outlines specific initiatives for the bureau to accomplish in the next three years.

Criteria

Capital projects are prioritized within the bureau's twenty-year capital improvement program. Projects are rated through a capital project review committee which uses the Capital Project Review Criteria and Rating system. This rating system and criteria is included in the PP&R Capital Planning Manual.

Based upon the rating of each capital project, the ranking for the five-year CIP is created for submission in the PP&R Capital Budget.

Each capital project request is reviewed with regard to the following criteria:

- ◆ Legal compliance
- ◆ Americans with Disabilities Act compliance
- ◆ Public support
- ◆ Conformance to City and/or PP&R plans
- ◆ Effect on level of service
- ◆ Addresses equity
- ◆ Addresses human health and safety
- ◆ Protects capital assets or facilities
- ◆ Improves environmental quality
- ◆ Effects of operating and maintenance costs
- ◆ Financing/business opportunities for the capital project or ongoing maintenance

Capital Planning & Budgeting**Capital Planning Process**

PP&R receives requests for capital projects throughout the year from neighborhoods, field staff, and other public agencies. Projects are developed through a variety of planning efforts, including neighborhood, district, master, management, and site specific plans. Asset management, inventory and condition information, and staff technical knowledge also inform development of capital project requests. Because park development is integral to many other city planning efforts, PP&R staff coordinates projects with a variety of citywide teams.

Potential projects are compiled in a database and scored by an interdepartmental team, using criteria described below. Selected projects that can be matched with anticipated funding resources are then prioritized into the five-year capital forecast and reviewed by an interdepartmental team.

Portland Parks & Recreation

Parks, Recreation, & Culture Service Area

City Comprehensive Plan

PP&R's Capital Improvement Plan (CIP) is consistent with the existing City Comprehensive Plan directives. The City Comprehensive Plan addresses public facilities and directs PP&R to maximize the quality, safety, and usability of parkland and facilities through the efficient operation and maintenance of park improvements, preservation of parks and open space, and equitable allocation of active and passive recreation opportunities for the residents of Portland.

Improvements should be based on low, long-term maintenance costs, broad community support, and addressing deficient areas of the park system. These improvements should support neighborhood stabilization and community development projects and policies and be consistent with park master plans.

Financial Forecast Overview

The major challenge to the bureau's 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 priorities with the public.

Asset Management and Replacement Plans

PP&R continues to refine and implement its asset management practices approach by extending condition and risk assessment to all asset classes, establishing maintenance standards, and integrating asset management into bureau management practices. In 2012, PP&R restructured to assign dedicated staff to a new Asset Management group.

Capital Programs & Projects

Capital Program Description

Projects within the capital program meet two primary objectives: maintaining the system and expanding the system. PP&R has fewer existing funding resources available to maintain the existing system than to expand the system through acquisition or new development. To act as a proper steward of public resources and budget accordingly, Portland Parks & Recreation attempts to balance the two primary objectives by only expanding the system as resources are made available to sustain system maintenance over the long term. For maintenance and smaller growth projects, the bureau requests and sets aside funds each year so that maintenance and expansion needs can be adequately met.

The bureau categorizes projects into six program areas: Acquisitions; Buildings & Pools; Developed Parks; Green Infrastructure; Recreation Features; Utilities, Roads, and Trails; and Enterprise. Each program area, except Acquisitions, includes maintenance as well as growth-related projects. The \$77.87 million, five year distribution of projects across program areas is as follows:

- ◆ Acquisitions - \$7.75 million (10%)
- ◆ Building & Pools \$5.88 million (8%)
- ◆ Developed Parks \$50.88 million (65%)
- ◆ Green Infrastructure \$919 thousand (1%)
- ◆ Enterprise \$485 thousand (less than 1%)
- ◆ Recreation Features \$3.23 million (4%)
- ◆ Utilities, Roads and Trails \$8.73 million (11%)

Funding Sources

The diverse capital funding sources for PP&R for FY 2014-15 include:

- ◆ Tax increment financing from the Portland Development Commission (PDC) - \$2.4 million (8%).
- ◆ General Fund (including carryover) - \$4.08 million (13%)
- ◆ System Development Charges (SDC) - \$22.7 million (73%)
- ◆ Enterprise Funds (Golf & PIR) - \$85,000 (less than 1%)
- ◆ Interagency, Donations, and Grants - \$1.84 million (6%)

Major Projects

Major Maintenance: Ongoing General Fund is \$1,472,768. Of this amount, over \$199,500 will be used to repair the roof at Charles Jordan Community Center. Another \$300,000 will be used do bridge assessment and start repairs. \$369,677 will be used to start improvements at Mt Tabor Yard and the Urban Forestry Yard. The remainder will be held for emergency projects and contingency.

Buildings & Pools: Carry-over funding freed up by the payoff of the line of credit will make inroads on improving the maintenance facility at both Mt Tabor Yard and the Urban Forestry Yard at Delta Park.

Green Infrastructure: Portland Development Commission is currently funding improvements at Leach Botanical Garden. Mitigation funding from the Sellwood Bridge project is funding site restoration at the River View property.

Developed Parks: Major projects include Beech Park development and the Gateway Urban Plaza project, as well as development projects at the NE 52nd & Alberta property and Thomas Cully Park in the Cully neighborhood. Improvements at Willamette Park are slated to begin in FY 2015-16.

Enterprise: The Golf program is planning for small improvement projects and PIR does not have plans for capital improvements.

Recreation Features: The Portland Tennis Center "Bubble" project, which will enclose four of the eight outdoor courts thus increasing public indoor use and operating revenue, should be completed by late summer. The bureau will continue to work on the Delta Park Artificial Turf project, as well as the Marshall Park Playground and the Westmoreland Nature Play projects. Funding from Columbia Sportswear will resurface the upper tennis courts at Sellwood Park.

Utilities, Roads, and Trails: PP&R will inventory and do assessments of all park bridges; this project will be funded over five years and total \$1 million. This is being funded out of the General Fund major maintenance allocation. SDCs will provide funding for the following trail projects: South Waterfront Greenway Central District Phase II, South Waterfront Greenway North District, Sellwood GAP, and Marine Drive Trail and Bridgeton Road projects.

Net Operating and Maintenance Costs

As new assets such as natural areas, playgrounds, trails, and new parks are placed into service, the bureau will request resources to cover the operating and maintenance costs through either direct Council action or the budget monitoring process, per City financial policy. This is necessary in order to ensure that new assets are maintained and are financially sustainable.

Portland Parks & Recreation

Summary of Bureau Budget

Parks, Recreation, & Culture Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Taxes	11,789	5,593	1,922	1,446	1,446
Licenses & Permits	778,554	775,758	431,028	401,907	454,414
Charges for Services	31,641,303	39,497,489	36,113,253	38,118,134	38,399,560
Intergovernmental	5,190,642	8,377,514	8,720,379	3,913,771	3,913,771
Bond & Note	3,131,248	1,759,201	0	0	0
Miscellaneous	2,243,748	2,976,727	2,693,134	3,230,121	3,230,121
Total External Revenues	42,997,284	53,392,282	47,959,716	45,665,379	45,999,312
Internal Revenues					
General Fund Discretionary	43,102,683	41,135,305	43,914,268	48,425,022	46,337,983
Fund Transfers - Revenue	3,432,523	2,177,769	4,600,701	5,085,109	2,144,946
Interagency Revenue	2,846,884	3,661,761	1,926,166	2,121,387	2,121,387
Total Internal Revenues	49,382,090	46,974,835	50,441,135	55,631,518	50,604,316
Beginning Fund Balance	16,967,822	24,016,924	34,514,813	30,198,284	30,198,284
Total Resources	\$109,347,196	\$124,384,041	\$132,915,664	\$131,495,181	\$126,801,912
Requirements					
Bureau Expenditures					
Personnel Services	47,109,150	47,093,315	49,631,942	53,963,661	52,272,619
External Materials and Services	19,641,966	19,785,016	24,705,870	23,070,647	23,031,876
Internal Materials and Services	9,520,235	9,213,987	9,640,703	9,722,483	9,543,672
Capital Outlay	4,820,048	12,083,903	23,574,431	29,759,723	26,969,723
Total Bureau Expenditures	81,091,399	88,176,221	107,552,946	116,516,514	111,817,890
Fund Expenditures					
Debt Service	2,078,234	1,109,419	4,372,159	1,050,694	1,050,694
Contingency	0	0	20,146,301	12,291,703	12,290,338
Fund Transfers - Expense	2,160,639	695,938	681,468	1,473,480	1,480,200
Total Fund Expenditures	4,238,873	1,805,357	25,199,928	14,815,877	14,821,232
Ending Fund Balance	24,016,924	34,402,463	162,790	162,790	162,790
Total Requirements	\$109,347,196	\$124,384,041	\$132,915,664	\$131,495,181	\$126,801,912
Programs					
Support	12,663,080	11,929,523	13,503,712	12,833,261	12,771,896
Recreation	28,805,681	29,445,382	29,317,165	31,412,980	31,288,163
Community	6,511,753	6,649,809	6,141,807	6,814,246	6,358,454
Infrastructure	33,110,885	40,151,507	58,590,262	65,456,027	61,399,377
Total Programs	81,091,399	\$88,176,221	\$107,552,946	\$116,516,514	\$111,817,890

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2013-14	Proposed FY 2014-15	Capital Plan				5-Year Total
				FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Acquisitions								
Central City Park Acquisition	0	0	0	500,000	1,500,000	1,500,000	1,500,000	5,000,000
Metro Bond Local Share Natural Area Acquisition	457,320	90,000	100,000	0	0	0	0	100,000
Non Central City Park Acquisitions Program	0	0	650,000	500,000	500,000	500,000	500,000	2,650,000
Total Acquisitions	457,320	90,000	750,000	1,000,000	2,000,000	2,000,000	2,000,000	7,750,000
Buildings & Pools								
Capital Equipment Reserve	198,000	381,742	480,742	99,000	99,000	99,000	99,000	876,742
Charles Jordan Community Center Roof	3,872	0	199,500	0	0	0	0	199,500
Computer Hardware Equipment Reserve	0	297,000	297,000	0	0	0	0	297,000
Deferred Maintenance - Small Roofs Painting	284,602	0	0	64,213	64,213	64,213	64,213	256,852
Major Maintenance	1,052,748	272,610	504,591	373,503	350,675	571,547	359,449	2,159,765
Matt Dishman CC Pool Replaster	0	0	0	0	96,422	0	0	96,422
Mt Tabor Facility	1,530	0	1,528,524	0	0	0	0	1,528,524
Mt Tabor Summit Restroom	0	0	0	161,000	0	0	0	161,000
St Johns CC Roof Replacement	0	0	0	0	0	0	282,813	282,813
Total Buildings & Pools	1,540,752	951,352	3,010,357	697,716	610,310	734,760	805,475	5,858,618
Developed Parks								
Beech Park Development	0	0	4,050,000	1,500,000	2,300,000	0	0	7,850,000
Central City Park Development	0	0	2,000,000	1,000,000	1,000,000	3,000,000	5,500,000	12,500,000
Dawson Park Improvements	420,103	1,972,310	600,000	0	0	0	0	600,000
Gateway Urban Plaza Development	0	0	4,000,000	900,000	100,000	0	0	5,000,000
Non Central City Park Development Program	53,026	0	5,490,503	5,000,000	4,350,000	5,200,000	3,400,000	23,440,503
Pettygrove Park	19,512	41,489	8,773	0	0	0	0	8,773
Rocky Butte-Masonry	0	166,000	0	166,000	0	0	0	166,000
USS Oregon WWII Memorial Repair & Access Improvements	10,600	56,400	0	0	0	50,000	0	50,000
Waterfront Park Turf	264,791	75,603	67,337	0	0	0	0	67,337
Werbin - Cully Park Development	88,525	1,900,000	750,000	0	0	0	0	750,000
Willamette Park Improvement	64,373	590,133	588,061	0	0	0	0	588,061
Total Developed Parks	920,930	4,801,935	17,554,674	8,566,000	7,750,000	8,250,000	8,900,000	51,020,674
Golf								
Golf Small Capital Projects	0	0	85,000	100,000	100,000	100,000	100,000	485,000
Total Golf	0	0	85,000	100,000	100,000	100,000	100,000	485,000
Green Infrastructure								
Leach Botanical Garden Phase 3	4,213	896,133	800,000	0	0	0	0	800,000

Parks, Recreation, & Culture Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2013-14	Proposed FY 2014-15	Capital Plan				5-Year Total
				FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Riverview Property Restoration	700	249,300	119,300	0	0	0	0	119,300
Total Green Infrastructure	4,913	1,145,433	919,300	0	0	0	0	919,300

Recreation Features

Argay Park - Playground Swingset Replacement	0	0	0	15,000	0	0	0	15,000
Couch Park Playground Replacement	0	0	0	0	129,000	228,000	0	357,000
Delta Park Artificial Turf	12,183	2,087,817	500,000	0	0	0	0	500,000
Ed Benedict Park Sports Field Safety Imp.	0	0	0	20,000	6,000	0	0	26,000
Fernhill Sports Field Safety Improvements	0	0	0	20,000	6,000	0	0	26,000
Hancock Park - Playground Swingset Replacement	0	0	0	15,000	0	0	0	15,000
Hancock Park Play Area Safety and ADA	0	0	0	0	123,000	0	0	123,000
Harrison Park - Playground Swingset Replacement	0	0	0	15,000	0	0	0	15,000
King School Park - Playground Swingset Replacement	0	0	0	15,000	0	0	0	15,000
Knott Park Sports Field Safety Improvements	0	0	0	0	0	0	174,000	174,000
Lents Park - Playground Swingset Replacement	0	0	0	15,000	0	0	0	15,000
Lents Park Playground Replacement	0	0	0	0	187,200	0	0	187,200
Lents Tennis Court Restoration	0	0	0	0	0	72,000	103,000	175,000
Marshall Park Playground	0	144,295	288,590	0	0	0	0	288,590
Nike Basketball Courts Repair	0	50,000	24,100	0	0	0	0	24,100
Portland Tennis Center Bubble	38,131	1,111,869	500,000	0	0	0	0	500,000
Sellwood Park Tennis Court Renovation	0	0	50,000	0	0	0	0	50,000
Two Plum Park - Play Area Safety and ADA	0	0	0	15,000	0	0	0	15,000
Unthank Park - Playground Swingset Replacement	0	0	0	15,000	0	0	0	15,000
Wallace Park Sport Field Safety Improvements	0	0	0	0	0	0	26,000	26,000
Westmoreland Park Playground Relocation	258,638	279,397	450,000	0	0	0	0	450,000
Total Recreation Features	308,952	3,673,378	1,812,690	145,000	451,200	300,000	303,000	3,011,890

Utilities, Roads & Trails

Bridge Inventory & Assessment	0	0	300,000	100,000	200,000	200,000	200,000	1,000,000
Chimney Park Bridge North Willamette Trail	152,316	195,888	153,000	0	0	0	0	153,000
Columbia Slough Trail Head	14,550	78,662	200,000	0	0	0	0	200,000
Marine Drive Trail Gaps	25,336	163,664	105,000	0	0	0	0	105,000

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2013-14	Proposed FY 2014-15	Capital Plan				5-Year Total
				FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Marine Drive Trail, Bridgeton Road to Levee	93,804	1,668,000	1,260,000	0	0	0	0	1,260,000
N Portland Greenway Trail Crossing	0	0	0	200,000	0	0	0	200,000
South Waterfront Greenway - North District	0	0	1,373,521	0	0	0	0	1,373,521
South Waterfront Greenway Central Trail - SDC	6,562,112	2,647,123	4,100,000	0	0	0	0	4,100,000
Springwater-Sellwood Gap Trail	42,768	67,990	29,243	0	0	0	0	29,243
Swan Island Wauld Bluff Trail Lower	4,753	186,831	186,831	0	0	0	0	186,831
Ventura Park New Irrigation System	0	0	0	130,000	0	0	0	130,000
Total Utilities, Roads & Trails	6,895,639	5,008,158	7,707,595	430,000	200,000	200,000	200,000	8,737,595
Total Requirements	10,128,506	15,670,256	31,839,616	10,938,716	11,111,510	11,584,760	12,308,475	77,783,077

Parks, Recreation, & Culture Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	39,312	56,514	1.00	39,312	1.00	42,432	1.00	42,432
30000063	Accountant II	51,397	64,688	2.00	129,384	2.00	129,384	2.00	129,384
30000061	Accounting Technician	32,552	46,758	1.00	46,764	1.00	46,764	1.00	46,764
30000434	Administrative Assistant	46,571	71,739	1.00	67,512	1.00	70,284	1.00	70,284
30000433	Administrative Specialist, Sr	43,368	66,768	5.00	247,290	5.00	254,048	5.00	254,048
30000436	Administrative Supervisor I	56,534	75,338	1.00	54,720	1.00	56,532	1.00	56,532
30000437	Administrative Supervisor II	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000753	Aquatic Program Supervisor	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30001737	Arborist I	45,282	48,672	2.00	93,960	2.00	93,960	2.00	93,960
30001738	Arborist II	45,989	52,541	3.00	145,382	3.00	150,628	3.00	150,628
30000248	Arborist III	52,125	59,301	7.00	415,128	7.00	415,128	7.00	415,128
30001739	Arborist IV	55,390	62,691	1.00	55,392	1.00	55,392	1.00	55,392
30000749	Arts Programs Supervisor	62,338	83,138	1.00	73,176	1.00	75,426	1.00	75,426
30000101	Automotive Equipment Oper I	42,182	51,126	6.00	306,792	6.00	306,792	6.00	306,792
30001584	Botanic Spec I-Community Gardens	53,498	68,286	1.00	59,922	1.00	63,492	1.00	63,492
30000878	Botanic Spec I-Forestry	53,498	68,286	1.00	54,360	1.00	57,600	1.00	57,600
30000315	Botanic Spec I-Generalist	53,498	68,286	1.00	67,680	1.00	68,292	1.00	68,292
30001333	Botanic Spec I-Trails	53,498	68,286	1.00	67,680	1.00	68,292	1.00	68,292
30000316	Botanic Spec I-Youth & Comnty Programs	53,498	68,286	2.00	117,084	2.00	122,072	2.00	122,072
30000317	Botanic Spec II-Arboretum Collection	56,326	71,843	1.00	71,196	1.00	71,844	1.00	71,844
30000319	Botanic Spec II-Environmental Education	56,326	71,843	1.00	55,824	1.00	59,088	1.00	59,088
30001005	Botanic Spec II-Forestry	56,326	71,843	1.00	67,824	1.00	71,276	1.00	71,276
30000321	Botanic Spec II-Ntrl Resource Ecologist	56,326	71,843	5.00	337,236	6.00	398,896	5.00	342,568
30000322	Botanic Spec II-Pest Mgmt	56,326	71,843	1.00	71,196	1.00	71,844	1.00	71,844
30000323	Botanic Spec II-Rose Garden	56,326	71,843	1.00	71,196	1.00	71,844	1.00	71,844
30000831	Botanic Technician I	39,437	52,832	7.00	313,701	10.00	442,334	8.00	363,470
30001383	Botanic Technician II	43,389	58,115	2.00	107,100	3.00	155,479	2.00	112,087
30000441	Business Operations Manager	77,584	103,355	1.00	98,304	1.00	101,664	1.00	101,664
30000440	Business Operations Supervisor	68,806	92,040	1.00	91,524	1.00	91,911	1.00	91,911
30000447	Business Systems Analyst, Assistant	46,571	71,739	1.00	57,396	1.00	59,748	1.00	59,748
30000449	Business Systems Analyst, Sr	65,478	87,422	1.00	80,313	1.00	83,601	1.00	83,601
30000329	CAD Technician II	52,832	67,413	1.00	66,816	1.00	67,416	1.00	67,416
30000330	CAD Technician III	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000454	Capital Improvmtnt Program Planning Supvr	77,584	103,355	1.00	75,108	1.00	77,580	1.00	77,580
30000686	Capital Project Manager II	68,806	92,040	2.00	150,324	2.00	154,950	2.00	154,950
30000687	Capital Project Manager III	72,134	96,928	3.00	263,676	3.00	265,980	3.00	265,980
30000110	Carpenter	53,144	59,467	8.00	475,776	8.00	475,776	8.00	475,776
30002058	Citywide Recreation Supervisor	62,338	83,138	1.00	60,336	1.00	62,340	1.00	62,340
30002008	Community Garden Technician	43,389	58,115	1.00	42,996	1.00	45,172	1.00	45,172
30000492	Community Outreach & Informtn Rep	56,534	75,338	1.00	72,114	1.00	74,778	1.00	74,778
30000493	Community Outreach & Informtn Rep, Sr	62,338	83,138	1.00	81,060	1.00	83,136	1.00	83,136
30000494	Community Outreach & Invlvmt Program Mgr	65,478	87,422	1.00	87,048	1.00	87,389	1.00	87,389
30000105	Construction Equipment Operator	44,907	57,346	2.00	114,696	2.00	114,696	2.00	114,696
30000333	Development Services Technician II	52,832	67,413	0.00	0	0.00	0	1.00	52,836
30000116	Electrician	66,498	71,781	2.00	143,568	2.00	143,568	2.00	143,568
30000119	Electrician, Supervising	73,320	79,144	1.00	79,140	1.00	79,140	1.00	79,140
30000121	Electrician/Instrument Technician	68,515	73,965	1.00	68,520	1.00	68,520	1.00	68,520
30000358	Engineering Associate, Sr-Civil	72,946	93,018	1.00	92,184	1.00	93,024	1.00	93,024
30000353	Engineering Associate-Civil	59,966	80,350	1.00	79,644	1.00	80,352	1.00	80,352
30000324	Engineering Technician I	39,437	52,832	0.00	0	1.00	39,432	1.00	39,432

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000720	Facilities Construction Proj Spec,Supvsg	68,806	92,040	1.00	87,816	1.00	90,216	1.00	90,216
30000714	Facilities Maintenance Supervisor, Sr	62,338	83,138	1.00	62,436	1.00	65,004	1.00	65,004
30000070	Facilities Maintenance Tech Apprentice	37,606	59,550	1.00	59,556	1.00	59,556	1.00	59,556
30000071	Facilities Maintenance Technician	58,032	62,691	6.00	376,128	6.00	376,128	6.00	376,128
30000567	Financial Analyst	59,342	79,123	2.00	137,676	2.00	140,295	2.00	140,295
30000566	Financial Analyst, Assistant	46,571	71,739	1.00	71,736	1.00	71,736	1.00	71,736
30000568	Financial Analyst, Sr	65,478	87,422	1.00	86,400	1.00	87,420	1.00	87,420
30000127	General Mechanic	48,235	60,091	1.00	60,096	1.00	60,096	1.00	60,096
30000343	GIS Technician III	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000764	Golf Course Superintendent	62,338	83,138	4.00	315,762	4.00	319,664	4.00	319,664
30000765	Golf, Director of	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000085	Greenskeeper I	40,830	49,982	14.00	681,432	14.00	694,584	14.00	694,584
30000086	Greenskeeper II	45,989	52,541	5.00	262,680	5.00	262,680	5.00	262,680
30000087	Greenskeeper III	47,694	57,741	5.00	288,720	5.00	288,720	5.00	288,720
30001334	Horticultural Supervisor	62,338	83,138	1.00	76,290	1.00	79,416	1.00	79,416
30000252	Horticulturist	45,406	54,850	23.00	1,223,820	23.00	1,230,172	23.00	1,230,172
30000930	Landscape Architect Project Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000098	Maintenance Mechanic	47,694	53,331	12.00	625,140	12.00	632,175	12.00	632,175
30000073	Maintenance Worker	24,482	29,016	2.00	53,496	2.00	53,496	2.00	53,496
30000451	Management Analyst	59,342	79,123	1.00	78,516	1.00	79,128	1.00	79,128
30000453	Management Analyst, Principal	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000452	Management Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000450	Management Assistant	46,571	71,739	3.00	200,838	2.90	201,900	2.90	201,900
30000750	Music Programs Supervisor	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30000768	Natural Areas Supervisor	62,338	83,138	2.00	159,362	2.00	162,487	2.00	162,487
30000012	Office Support Specialist II	32,552	46,758	4.00	187,056	4.00	187,056	4.00	187,056
30000013	Office Support Specialist III	41,642	55,203	4.00	220,800	4.00	220,800	4.00	220,800
30000112	Painter	53,144	59,467	3.00	172,092	3.00	174,917	3.00	174,917
30001709	Park Ranger	35,277	50,502	7.00	259,812	16.00	586,602	7.00	269,082
30000757	Park Ranger Supervisor	46,571	71,739	1.00	59,160	1.00	61,584	1.00	61,584
30000439	Parks & Rec Administrative Mgr	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30001585	Parks & Rec Asset Manager	89,710	121,576	1.00	108,839	1.00	113,306	1.00	113,306
30000834	Parks & Rec Central Svcs Mgr	77,584	103,355	1.00	78,640	1.00	81,864	1.00	81,864
30000756	Parks & Rec City Nature Zone Mgr	68,806	92,040	2.00	171,489	2.00	176,332	2.00	176,332
30000746	Parks & Rec Natural Areas Manager	89,710	121,576	1.00	103,608	1.00	106,794	1.00	106,794
30000748	Parks & Rec Services Manager	96,366	134,597	1.00	134,592	1.00	134,592	1.00	134,592
30000755	Parks & Rec Zone Manager	72,134	96,928	4.00	368,680	4.00	375,473	4.00	375,473
30000428	Parks & Recreation Director	119,205	170,830	1.00	149,796	1.00	154,404	1.00	154,404
30001983	Parks & Recreation Director, Assistant	96,366	134,597	1.00	123,180	1.00	128,226	1.00	128,226
30000084	Parks Maintenance Crew Leader	47,653	57,574	4.00	220,380	4.00	220,380	4.00	220,380
30000759	Parks Maintenance Supervisor	59,342	79,123	5.00	349,912	5.00	357,289	5.00	357,289
30001685	Parks Maintenance Supervisor II	62,338	83,138	1.00	83,076	1.00	83,136	1.00	83,136
30000742	Parks Planner, Supervising	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30001733	Parks Property & Business Devel Mgr	72,134	96,928	1.00	92,988	1.00	96,364	1.00	96,364
30000758	Parks Security Manager	65,478	87,422	1.00	84,496	1.00	87,420	1.00	87,420
30000081	Parks Technician	43,971	49,982	30.00	1,469,340	32.00	1,570,872	30.00	1,482,936
30000761	Parks Turf Maint, Irrigatn & Equip Supvr	62,338	83,138	1.00	79,128	1.00	82,368	1.00	82,368
30000386	Planner II, City-Parks	61,755	71,365	2.00	129,632	2.00	133,116	2.00	133,116
30000392	Planner, Sr City-Environmental	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000464	Program Coordinator	62,338	83,138	2.00	125,300	2.00	129,964	2.00	129,964

Portland Parks & Recreation

FTE Summary

Parks, Recreation, & Culture Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000465	Program Manager	65,478	87,422	3.00	228,984	3.00	234,288	3.00	234,288
30000466	Program Manager, Sr	77,584	103,355	0.00	0	1.00	82,734	1.00	82,734
30000463	Program Specialist	56,534	75,338	6.00	364,353	7.00	431,436	6.00	374,904
30000497	Public Information Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000629	Public Works Supervisor I	46,571	71,739	0.00	0	1.00	46,572	0.00	0
30000766	Raceway Maintenance Supervisor	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30000767	Raceway Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000268	Recreation Coord I-Aquatics	41,954	51,438	9.00	462,996	9.00	462,996	9.00	462,996
30000269	Recreation Coord I-At-Risk Yth Outreach	41,954	51,438	4.00	197,900	4.00	202,164	4.00	202,164
30000281	Recreation Coord I-Custmr Svc Supp/Trg	41,954	51,438	2.00	100,164	2.00	101,324	2.00	101,324
30000273	Recreation Coord I-Disabled Citizens	41,954	51,438	2.00	93,396	2.00	98,718	2.00	98,718
30000274	Recreation Coord I-Environmental Educ	41,954	51,438	3.00	154,332	3.00	154,332	3.00	154,332
30000276	Recreation Coord I-Generalist	41,954	51,438	31.00	1,551,988	31.00	1,558,332	30.00	1,516,380
30000278	Recreation Coord I-Multnomah Art Center	41,954	51,438	2.00	102,888	2.00	102,888	2.00	102,888
30000275	Recreation Coord I-Public Events Permit	41,954	51,438	1.00	51,444	1.00	51,444	1.00	51,444
30000280	Recreation Coord I-Senior Recreation	41,954	51,438	1.00	41,952	1.00	41,952	0.00	0
30000282	Recreation Coord I-Tennis	41,954	51,438	1.00	45,828	1.00	47,997	1.00	47,997
30001508	Recreation Coord I-Urban Parks	41,954	51,438	1.00	51,444	1.00	51,444	1.00	51,444
30000286	Recreation Coord II-Adaptive & Inclusive	44,533	54,808	1.00	54,024	1.00	54,804	1.00	54,804
30000284	Recreation Coord II-Aquatics	44,533	54,808	4.00	219,216	4.00	219,216	4.00	219,216
30000979	Recreation Coord II-At-Risk Yth Outreach	44,533	54,808	1.00	54,804	1.00	54,804	1.00	54,804
30000285	Recreation Coord II-Comnty Music Center	44,533	54,808	1.00	54,804	1.00	54,804	1.00	54,804
30002034	Recreation Coord II-Educ & Enrichment	44,533	54,808	1.00	54,804	1.00	54,804	1.00	54,804
30000288	Recreation Coord II-Fitness	44,533	54,808	1.00	54,804	1.00	54,804	1.00	54,804
30000290	Recreation Coord II-Multnomah Art Center	44,533	54,808	1.00	54,804	1.00	54,804	1.00	54,804
30002035	Recreation Coord II-Preschool	44,533	54,808	1.00	54,024	1.00	54,804	1.00	54,804
30000287	Recreation Coord II-Public Events Permit	44,533	54,808	1.00	54,804	1.00	54,804	1.00	54,804
30000292	Recreation Coord II-Senior Recreation	44,533	54,808	1.00	54,804	1.00	54,804	1.00	54,804
30002036	Recreation Coord II-Special Events&Mktg	44,533	54,808	1.00	44,532	1.00	44,532	1.00	44,532
30002033	Recreation Coord II-Sports	44,533	54,808	1.00	54,024	1.00	54,804	1.00	54,804
30000256	Recreation Leader-FT-Aquatics	29,515	42,619	2.00	85,248	2.00	85,248	2.00	85,248
30000257	Recreation Leader-FT-Comnty Music Center	29,515	42,619	1.00	42,624	1.00	42,624	1.00	42,624
30000258	Recreation Leader-FT-Custmr Svc Ctr Rep	29,515	42,619	2.00	85,248	2.00	85,248	2.00	85,248
30000259	Recreation Leader-FT-Disabled Citizens	29,515	42,619	1.00	29,520	0.00	0	0.00	0
30000260	Recreation Leader-FT-Environmental Educ	29,515	42,619	0.00	0	1.00	29,520	0.00	0
30000261	Recreation Leader-FT-Generalist	29,515	42,619	0.00	0	21.00	619,920	20.00	590,400
30000262	Recreation Leader-FT-Pre-School	29,515	42,619	2.00	59,040	2.00	59,040	2.00	59,040
30000266	Recreation Leader-FT-Senior Recreation	29,515	42,619	1.00	42,624	0.00	0	0.00	0
30000267	Recreation Leader-FT-Tennis	29,515	42,619	1.00	29,520	1.00	29,520	1.00	29,520
30000744	Recreation Supervisor I	59,342	79,123	10.00	756,782	10.00	769,610	10.00	769,610
30000350	Right of Way Agent III	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000485	Safety & Risk Officer I	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000928	Sports Management Supervisor	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30000054	Storekeeper/Acquisition Specialist II	44,554	54,475	1.00	54,480	1.00	54,480	1.00	54,480
30000056	Storekeeper/Acquisition Specialist III	50,315	62,566	1.00	62,568	1.00	62,568	1.00	62,568
30000250	Tree Inspector	52,686	65,208	8.00	521,664	8.00	521,664	10.00	627,048
30000080	Turf Maintenance Technician	40,830	49,982	17.00	828,964	17.00	831,372	17.00	831,372
30000763	Urban Forestry Supervisor	62,338	83,138	2.00	137,472	2.00	142,184	2.00	142,184
30000076	Utility Worker I	41,621	45,282	11.00	494,496	13.00	579,870	11.00	496,638
30000077	Utility Worker II	45,282	48,672	11.00	528,624	10.00	483,336	10.00	483,336

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000499	Volunteer Program Coordinator	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128		
30000123	Welder	53,144	59,467	1.00	59,472	1.00	59,472	1.00	59,472		
TOTAL FULL-TIME POSITIONS						424.00	24,854,645	464.90	26,607,973	444.90	25,852,873
30000386	Planner II. City-Parks	61,755	71,365	0.90	61,835	0.90	64,224	0.90	64,224		
30000263	Recreation Leader-FT-Pottery	29,515	42,619	0.90	38,352	0.90	38,352	0.90	38,352		
30000262	Recreation Leader-FT-Pre-School	29,515	42,619	1.80	64,920	1.80	68,700	1.80	68,700		
TOTAL PART-TIME POSITIONS						3.60	165,107	3.60	171,276	3.60	171,276
30000686	Capital Project Manager II	68,806	92,040	1.00	74,064	0.17	12,850	0.17	12,850		
30000717	Facilities Construction Project Spec	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336		
30000386	Planner II. City-Parks	61,755	71,365	0.50	31,110	1.00	61,752	0.00	0		
30000463	Program Specialist	56,534	75,338	1.00	56,532	1.00	58,269	1.00	58,269		
30000258	Recreation Leader-FT-Custmr Svc Ctr Rep	29,515	42,619	1.00	42,624	0.00	0	0.00	0		
30000267	Recreation Leader-FT-Tennis	29,515	42,619	1.00	37,720	1.00	29,520	1.00	29,520		
TOTAL LIMITED TERM POSITIONS						5.50	317,386	4.17	237,727	3.17	175,975
GRAND TOTAL						433.10	25,337,138	472.67	27,016,976	451.67	26,200,124

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 2014-15	109,883,708	0	109,883,708	426.67	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	562,852	0	562,852	20.00	Seasonal staffing conversion
	60,000	0	60,000	0.00	GRUNT program grant backfill
	250,000	0	250,000	0.00	Major maintenance allocation increase
	740,000	(235,000)	505,000	0.00	SUN program expansion
	354,161	(86,212)	267,949	2.00	New asset operations and maintenance
	119,000	0	119,000	0.00	Portland Loos transfer from BES
	270,319	(95,420)	174,899	3.00	Tree Regulatory Improvement Project
	(5,518)	0	(5,518)	0.00	Various technical adjustments
	2,350,814	(416,632)	1,934,182	25.00	Total FY 2014-15 Decision Packages
			111,817,890	451.67	Total Proposed Budget

Bureau of Environmental Services

Public Utilities Service Area

Nick Fish, Commissioner-in-Charge

Dean Marriott, Director

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.

Environmental Services provides sewage and stormwater collection and treatment services to accommodate Portland's current and future needs.

Environmental Services protects the quality of surface and ground waters and conducts activities that plan and promote healthy ecosystems in our watersheds.

Bureau Overview

The bureau has six major functional program areas and serves a population of approximately 592,000. The bureau operates and maintains sanitary sewer and stormwater collection systems with retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, and reimbursements for services provided to other bureaus. The bureau is also the City's lead agency for watershed protection and restoration. The bureau's six primary functional program areas are: Engineering Services, Pollution Prevention Services, Watershed Services, Wastewater Services, Portland Harbor, and Administrative Services.

The FY 2014-15 Mayor's Proposed Budget for operating and capital expenditures is \$235.7 million, which is \$4.2 million or 1.7% lower than the Revised Budget for FY 2013-14 and includes 518.67 full-time equivalent positions. The Capital Improvement Plan (CIP) decreases \$6.4 million from FY 2013-14 which is primarily due to a higher revised budget due to prior year construction lags. The operating portion of the Mayor's Proposed Budget is 1.8% higher or \$2.1 million higher than the FY 2013-14 Revised Budget. Increases are the result of the Utility Franchise Fee (\$780,000), inflation on service interagencies and reduced internal services requests from the CIP (\$319,000), and the planned purchases of replacement vehicles and equipment (\$700,000). The average single-family residential sewer and stormwater bill will increase by \$2.51 per month, a 4.0% increase for FY 2014-15.

Strategic Direction

System Operations

The FY 2014-15 Mayor's Proposed Budget includes \$30.0 million to support the operation and maintenance, inspection, cleaning, and repair of 86 active pumping stations, 11 step systems, 2,339 miles of pipeline, 39,760 sewer access structures (manholes), 8,019 storm access structures, 8,587 stormwater sumps (Underground Injection Control), 174,303 laterals, 484,085 linear feet of ditches, 401,227 linear feet of culverts, 50,281 stormwater inlets and catch basins, 334 trash racks, 153 manufactured stormwater facilities, and 1,563 green stormwater facilities.

Bureau of Environmental Services

Public Utilities Service Area

Infrastructure

The Mayor's Proposed Budget includes \$75.4 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 capital maintenance expenditures.

Watershed Protection, Restoration and Remediation

The Mayor's Proposed Budget includes \$1.8 million in FY 2014-15 and \$1.5 million for years two through five of the five-year CIP to fund watershed protection and restoration projects. Priority will be given to projects that leverage other funding sources, demonstrate new technologies, and/or address multiple watershed health goals (which include water quality, hydrology, physical habitat, and biological communities). The CIP also includes ongoing funding for acquiring and protecting high-priority natural areas, completion of the Crystal Springs culvert replacement program and restoration projects in each of the city's watersheds. Funding is continued for flood management and water quality improvements in Johnson Creek and for the identification, characterization, and possible cleanup of contaminated sediment sites in the Columbia Slough, pursuant to a consent order between the City and Department of Environmental Quality (DEQ).

Water Quality Compliance

The Mayor's Proposed Budget contains water quality compliance related funding across a variety of bureau program areas, including Watershed Services, Pollution Prevention Services, and Engineering Services. Compliance with the City's National Pollutant Discharge Elimination System (NPDES) stormwater permit along with the total maximum daily load regulations issued by the DEQ requires the bureau to engage in modeling as well as the 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 8,587 stormwater sumps.

Portland Harbor Superfund

The bureau 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 as a member of the Lower Willamette Group funding and participation in the Portland Harbor Remedial Investigation and Feasibility Study. 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 Mayor's Proposed Budget includes \$4.1 million of funding related to the Portland Harbor Superfund.

Endangered Species Act (ESA) Requirements

The bureau continues to develop and implement a comprehensive watershed framework for the protection of 13 ESA listed salmon and steelhead species in Portland per the requirements of the Endangered Species Act. In addition, the bureau is implementing the July 2013 federal recovery plan issued by the National Marine Fisheries Services. A number of the recovery plan requirements are necessary for the bureau's compliance with permits under the Clean Water Act.

Summary of Budget Decisions

The Mayor's Proposed Budget was developed with direction to submit budget reductions for consideration and prioritization by the bureau's Budget Advisory Committee (BAC). The bureau submitted a list of reductions across all bureau programs, which was refined and prioritized in consultation with the BAC. The 16 decision packages below represent a reduction of \$1,993,190 to the base budget for FY 2014-15, and reflect permanent cuts from FY 2013-14.

Budget Reductions

The following items are reductions to the bureau's budget:

- ◆ \$411,354, for elimination of resources for the Tryon Creek Facilities Plan. The plan is complete.
- ◆ \$10,000 for Audio/Visual equipment at the Water Pollution Control Laboratory. The purchase and installation was made in FY 2013-14.
- ◆ \$75,000 for elimination of resources for the Stormwater Management Manual. The manual is complete.
- ◆ \$101,748 to reduce resources for one-time software upgrades.
- ◆ \$150,000 reduction in Microsoft Office training expense.
- ◆ \$345,538 to adjust the budget to historical and projected usage and rates of electrical costs.
- ◆ \$119,000 reduction to the bureau's budget regarding the maintenance and repairs of the Portland Loos. Starting July 2014 the maintenance and management of the loos will transfer to the Bureau of Parks and Recreation.
- ◆ \$60,000 to eliminate funding for a one-time equipment purchase at the Water Pollution Control Laboratory.
- ◆ \$73,000 reduction of street and yard contract tree plantings.
- ◆ \$179,550 to reduce the contribution to the Portland Bureau of Transportation Street Cleaning program.
- ◆ A reduction of \$179,550 from the repair of private sewer laterals.
- ◆ \$60,000 to reduce janitorial and operations and maintenance services at the Water Pollution Control Laboratory.
- ◆ \$8,000 reduction for the FY 2013-14 purchase of electronic records management software licenses.
- ◆ \$100,000 reduction for engineering assistance for ecoroof design since the city no longer has an incentive program.
- ◆ \$100,000 reduction for Natural Resource Trustees support within the Portland Harbor Superfund program.
- ◆ \$100,000 reduction for Portland Harbor Superfund Program technical contract support.
- ◆ \$100,000 reduction for legal support for the City's participation in the Portland Harbor Superfund program.

Budget Add**Zenger Farms**

The bureau will receive \$50,000 in one-time General Fund resources for support to Zenger Farms.

OMF Interagency Adjustments

The Proposed Budget includes several adjustments resulting in an increase of \$65,255 in interagency costs from the Office of Management and Finance. Specifically, the adjustments reflected Cost of Living Adjustment increases of \$27,974 and \$37,281 for additional janitorial services, an American Disabilities Act Coordinator and a Technology Disaster Planning Analyst.

Capital Budget

CIP Highlights

Environmental Services successfully met its December 2011 deadline for Combined Sewer Overflow (CSO) commitments mandated by the requirements of the Amended Stipulation and Final Order (ASFO). This program area has been eliminated from the CIP, leaving four program areas. The majority of the five-year CIP is in the Maintenance and Reliability program (68%). The balance is divided among Sewage Treatment Systems program (11%), Surface Water Management program (16%), and Systems Development program (5%).

Environmental Services operates and maintains an extensive array of capital facilities that include both sanitary and storm water collections systems, pumping and treatment facilities, and watershed enhancements. In order to manage the bureau's extensive infrastructure investment, Environmental Services is developing an asset management approach to prioritize future investment.

Major Issues

Environmental Services has a regular inspection program to determine pipe condition and utilizes capital projects and operational activities to rehabilitate or replace failing pipe. Much of the collection system pipe in the City's older neighborhoods is more than 100 years old. The March 2012 system plan element for the sanitary and combined collection systems identified an estimated \$123 million in priority pipe maintenance needs.

The Sewage Treatment Systems program is to maintain and upgrade the two wastewater treatment plants (Columbia Boulevard and Tryon Creek) and nearly 100 pump stations located throughout the collection system. A number of major upgrades are wrapping up at the Columbia Boulevard plant. These upgrades are required in order to continue to meet permit requirements and to handle the increased flow from the CSO projects.

Changes from Prior Year

In comparing this proposed five-year CIP to last year's 2014-2018 CIP, the four common years (2015-2018) have increased \$4 million or less than 1%. The increase can be attributed to a combination of minor shifts in project schedules and project priorities and a 3.45% escalation factor for future projects. While all projects in the five-year CIP are in FY 2014-15 dollars, escalation assumptions are incorporated into the five-year financial forecast.

Maintenance and Reliability

Proposed spending in this program is slightly higher than anticipated in the prior year CIP primarily due to construction schedule adjustments.

Sewage Treatment System

Proposed spending in this program is slightly higher than anticipated in the prior year CIP primarily due to construction schedule adjustments.

Surface Water Management

Proposed spending in this program is lower than anticipated as compared to the prior year CIP primarily due to schedule adjustments.

Systems Development

Proposed spending in this program is higher than anticipated in the prior year CIP primarily due to a proposed sewer extension project.

Council Goals and Priorities

Over the past few years, citizens and neighborhood committees have been more involved in the planning and development of the bureau's capital projects. This involvement has included interest in specific construction projects such as the stream restoration work and sewer replacement projects. Public involvement has also come in the forums of policy advisory groups for work elements like the update to the Portland Watershed Management Plan. In addition, there are a number of standing committees including the Stormwater Advisory Committee, the Watershed Science Advisory Committee, the Portland Utility Review Board, and the Columbia Boulevard Wastewater Treatment Plant Citizens Advisory Committee. In 2006, the bureau convened a citizen task group to review the CIP project selection criteria and CIP development strategy. This task group recommended that the bureau focus on reducing maintenance and reliability backlogs, addressing serious sewer back up problems, and advancing best management practices that have the potential to avoid future regulatory mandates. As in past years, the bureau convened a Budget Advisory Committee (BAC) as part of the FY 2014-15 budget development process. The BAC was briefed on the proposed CIP and its impact on sewer rates and endorsed the CIP.

Criteria

The CIP development strategy is consistent with the City's goal to improve water quality and the overall well being of its citizens. It is focused on strategic and comprehensive program delivery and environmental protection and restoration within a prescribed regulatory framework. Priority is given to those projects mandated by federal and state laws and those projects that address City Council goals and objectives.

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 ensures 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 ensure 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 ensure financial resources are expended 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.

City Comprehensive Plan

The City's Comprehensive Plan guides future development through a set of goals and policies across a broad range of urban issues. One of those policy areas is public facilities and services which provides guidance on how the City spends money to maintain and construct physical facilities and public services necessary to support the approved land use patterns. The sanitary and stormwater facilities goal and policies state that facilities be provided in an efficient and adequate manner to support the needs of the public while also meeting federal, state, and local clean water requirements. Specific policies address preventative maintenance, control of combined sewer overflows, sewer connection priorities, operation of treatment plants, master planning for stormwater management, and the limit of impervious surfaces. The CIP reflects a commitment to improving the water quality in Portland and to meeting the Comprehensive Plan's sanitary and stormwater facilities policies.

The Maintenance and Reliability program continues to repair and replace segments of the system in order to protect the City's infrastructure investment for current and future system users. Reliability is critical to effective service and protection of public health and the environment. Increased application of internationally accepted utility asset management principles has focused the bureau's attention on assets with the highest risk and highest likelihood of failure.

The Systems Development program is intended to support the implementation of the 2040 Plan. Using asset management principles, the bureau has identified neighborhoods where sewer service is unavailable and where the existing on-site disposal facilities are at risk of failure.

In the last few years, the bureau has built multi-objective systems to address stormwater management, enhance fish and wildlife habitat, and create recreational benefits to the surrounding waters. Historically, drainage systems were constructed only to address flooding and standing water problems. Now, stormwater management projects are developed in a manner that integrates watershed health and system infrastructure needs. Increasingly this multi-objective approach is being incorporated into the wider CIP program.

Management Direction

In 2011, the bureau updated its Strategic Plan, incorporating an increased emphasis on asset management principles. The CIP development strategy is built on the bureau's strategic plan, input from the 2006 Citizen Task Group, updates to the systems plan, and the regulatory framework. The CIP is shaped by strategic directives and the regulatory environment. It stresses the need for comprehensive, multi-objective solutions and reflects the objectives of River Renaissance, the Comprehensive Plan, and the Portland Watershed Management Plan.

Collection System Maintenance and Reliability

The bureau strives to improve and maintain the collection system to provide accepted levels of service. The March 2012 Systems Plan (for sanitary and combined sewers) recommends projects with a favorable benefit/cost ratio that reduce bureau risk. These include pipe rehabilitation projects, projects to address the highest risk of basement sewer backup, and projects to address Rainfall Derived Inflow and Infiltration in the separated system.

Sewage Treatment Systems

Regulations, primarily through the NPDES Waste Discharge permits, require investments in the ten year planning horizon at the two treatment plants: Columbia Boulevard Wastewater Treatment Plant (CBWTP) and Tryon Creek Wastewater Treatment Plant (TCWTP). The draft update to the TCWTP Facilities Plan recommends major improvements to comply with permit and address anticipated growth. Funding is shared with Lake Oswego. The balance of this program area addresses small capital maintenance needs at the two plants through the Repair, Rehabilitation and Modification program and for the pumping system through the Pump Station Improvement program.

Systems Development

In support of the 2040 plan, the bureau strives to fund projects that cost-effectively and incrementally expand the sewer collection system. The bureau funds sewer improvements in association with public works projects by other bureaus and agencies, primarily road and transit transportation projects. In response to Council action, the bureau has developed a program to address non-conforming sewer connections. Most of the work to date has been in response to either a service failure or a property sale. Some work has been accomplished in conjunction with planned pipe rehabilitation projects. As resources permit, the Bureau hopes to address these in a more proactive manner.

Surface Water Management

In collaboration with other program areas and community partners, the bureau systematically protects and restores surface water assets and ensure overall watershed health. The bureau also prioritizes projects that protect, enhance, or restore the most critical existing watershed functions and/or preserve those locations at the greatest risk of damage. This is accomplished by implementing the Watershed Plan recommendations for systematically restoring important natural functions and/or using green infrastructure to reduce or avoid stormwater impacts. The bureau is developing a stormwater system plan as part of its overall system planning and asset management implementation. The pilot project for the Stephens Creek subwatershed will serve as a model for continued systems planning work and will inform future CIP development. Near-term priorities for this program area include continuing restoration on Johnson Creek; stormwater projects in Fanno/Tryon and the Columbia Slough; and restoration and enhancement projects along the main stem Willamette River, tributaries, and the Columbia Slough.

Financial Forecast 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 systems. 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. Based on the most recent update of the financial forecast, the bureau forecasts annual rate increases of 4.0% for the first two years, 3.6% in the third and fourth years, and 3.35% for the fifth year. 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 non-rate revenues. As mentioned previously, all CIP expenditures in the financial forecast include an estimate for inflation.

Asset Management and Replacement Plans

For the 2013 Citywide Assets Report, the bureau reported an annual funding gap of \$12.4 million. This gap includes rehabilitation and capacity needs in two major systems: combined sewers and stormwater conveyance and water quality facilities. The estimated gap is based on the following assumptions:

- ◆ The capacity projects in the combined system with positive benefit/cost ratios which were not included in the financial plan as identified in the System Plan.
- ◆ The extent of stormwater system needs is unknown. The estimate makes very broad assumptions from the Stephens Creek pilot for both rehabilitation and capacity needs.

Bureau of Environmental Services

Public Utilities Service Area

Public Facilities Plan Overview

Major elements of the Bureau's 1999 Public Facilities Plan (PFP) have recently been updated including the CBWTP plan and the combined and sanitary sewer system plan. An update to the TCWTP facilities plan is in final draft form. The stormwater system plan is in early development. An update to the pump station plan is also needed, but not underway. 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 sanitary sewer system includes the network of pipelines and pump stations that collect and convey wastewater.
- ◆ 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 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: the Willamette River, Fanno and Tryon Creeks, Johnson Creek, and Columbia Slough/ Columbia River.

Capital Programs and Projects

Capital Program Description

The Capital Improvement Program is divided into four program areas: Maintenance and Reliability, Sewage Treatment Systems, Surface Water Management, and Systems Development.

Maintenance and Reliability

Projects in this program area address major maintenance requirements of the sewerage collection system including collector sewers, trunk sewers, and interceptor sewers. The City's sewerage collection and transportation system includes approximately 1,885 miles of sewer line ranging in diameter from four inches to 14 feet and over 450 miles of stormwater pipes. Much of the collection system 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 pipe replacement or rehabilitation, 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.

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 or rehabilitation of the 97 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. A new project to upgrade the TCWTP is proposed to begin in FY 2014-15, consistent with the recommendations of the draft Facilities Plan.

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 and updated in 2012. 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 various types of water quality facilities (ponds, swales, green streets), sump retrofits, and stream restoration including culvert replacement. 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.

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.

Bureau of Environmental Services

Public Utilities Service Area

Funding Sources

Planned CIP outlays total \$530 million (excluding inflation) over the five-year forecast interval FY 2014-15 through FY 2018-19. 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 \$11.8 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 10% 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 \$125.0 million over the five-year forecast interval.
- ◆ **Bond Proceeds.** Based on current planning assumptions, the bureau's five-year CIP request will require \$633 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 5.75% for the bonds sold in FY 2014-15, and 6.5% for the bonds sold in FY 2016-17 and FY 2018-19, with the bureau's planning standard debt service coverage ratios of 1.50 and 1.30, as mentioned previously.

Major Projects

Major CIP projects include the following highlights:

Maintenance and Reliability

- ◆ **Pipe Rehabilitation Projects:** This suite of projects address failed pipe and pipes with the highest risk of failure. Nearly one-third of the pipe system is over 80 years old. A large percentage of this program area is focused on projects to reduce risks from failed or failing pipes. Projects and program in this suite of projects include Maintenance Capital Contract, Phase 2 and 3 Pipe Rehab, Tryon Sanitary Sewer Protection, Structural Rehab Taggart Outfall 30, SE Interceptor Rehab, and the Large Diameter Sewer Rehab.
- ◆ **Capacity Projects:** This suite of projects is necessary to relieve risk of sewer backup and street flooding in various basins using a combination of pipe upsizing and stormwater infiltration facilities. Projects also rehab pipe in very poor condition. Priority is given to projects with the highest net benefit/cost ratio. Each year, more green street facilities are added to the inventory, creating increased pressure on the operation budget. Projects in the five-year CIP are located in a number of basins, primarily in close-in neighborhoods including: Hollywood, Northwest Neighborhoods, the Taggart Basins (Brooklyn Creek), Alder Basin, Wheeler Basin, and Piedmont-Woodlawn-King.
- ◆ **Fanno Basin Improvements:** This group of projects is addressing 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.
- ◆ **Westside Rainfall Derived Inflow and Infiltration:** In the separated sanitary system, stormwater is entering the system which is not sized to accommodate stormwater flows. This program is for projects to prevent stormwater from entering the sanitary system, primarily in the Fanno and Burlingame Basins.

Sewage Treatment Systems

- ◆ **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 97 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 lined with a monofill.
- ◆ **TCWTP Headworks, Dry Weather Clarifier & Odor Control Improvements:** recommended upgrades from the draft Facilities Plan to meet future demand and continue to meet permit requirements. Jointly funded with Lake Oswego.

Surface Water Management

- ◆ **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.
- ◆ **Columbia Slough projects:** This series of projects will provide infrastructure to restore habitat, and to improve water quality and sediment quality. Sediment projects include working with DEQ for regulatory compliance.
- ◆ **Fanno/Tryon projects:** This group of projects will implement the recommendations of the Fanno/Tryon Watershed Plan and the objectives of the TMDL.
- ◆ **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 over 8,500 active UICs. UICs (sumps) provide drainage for many rights of way on the east side of the Willamette River. Approximately 60 UICs have been identified for corrective action due to inadequate vertical separation distance between the bottom of the UIC and groundwater, or otherwise be determined to be "non-compliant" by DEQ.
- ◆ **Green Infrastructure:** This multi-year program includes three capital improvement program elements: 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 funds innovated watershed enhancements. Priority is given to projects that leverage other funding sources, demonstrate new technologies, and/or address multiple watershed health goals.
- ◆ **Stephens Creek Improvements:** This series of projects were recommended in the stormwater systems plan pilot study for this sub-watershed.

Systems Development Major Projects

- ◆ **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.

Net Operating and Maintenance Costs

Each project includes estimated operating and maintenance costs (or savings) to be included in the operating budget once the facility comes on line. The operating and maintenance estimates for costs or savings were prepared by the Wastewater Group. The basis for the estimates depends upon the type of expected impact. The four major components for treatment plant operating and maintenance 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.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Licenses & Permits	1,428,987	1,405,704	1,506,314	1,511,314	1,511,314
Charges for Services	251,097,655	279,135,507	292,265,820	307,981,500	308,094,800
Intergovernmental	3,210,001	2,510,150	2,197,077	945,678	967,878
Bond & Note	17,967,882	78,912,308	225,650,000	135,000,000	135,000,000
Miscellaneous	2,087,030	2,177,940	1,415,000	1,495,000	1,495,000
Total External Revenues	275,791,555	364,141,609	523,034,211	446,933,492	447,068,992
Internal Revenues					
Fund Transfers - Revenue	265,070,305	246,357,393	308,846,807	309,985,545	309,985,545
Interagency Revenue	2,798,664	3,800,540	3,131,667	1,849,276	1,859,276
Total Internal Revenues	267,868,969	250,157,933	311,978,474	311,834,821	311,844,821
Beginning Fund Balance	208,370,567	103,633,639	101,288,054	228,347,000	228,347,000
Total Resources	\$752,031,091	\$717,933,181	\$936,300,739	\$987,115,313	\$987,260,813
Requirements					
Bureau Expenditures					
Personnel Services	57,292,951	58,134,233	59,182,991	59,414,064	59,429,064
External Materials and Services	45,885,706	64,415,851	53,215,385	51,635,819	51,546,869
Internal Materials and Services	41,435,998	43,067,578	39,679,682	41,157,933	41,470,238
Capital Outlay	68,886,421	48,883,406	88,709,774	83,325,889	83,325,889
Total Bureau Expenditures	213,501,076	214,501,068	240,787,832	235,533,705	235,772,060
Fund Expenditures					
Debt Service	150,798,606	150,813,205	156,559,679	164,047,027	164,047,027
Contingency	0	0	173,222,319	208,490,916	208,338,243
Fund Transfers - Expense	284,097,770	254,726,062	314,031,232	312,063,665	312,123,483
Debt Service Reserves	0	0	51,699,677	66,980,000	66,980,000
Total Fund Expenditures	434,896,376	405,539,267	695,512,907	751,581,608	751,488,753
Ending Fund Balance	103,633,639	97,892,846	0	0	0
Total Requirements	\$752,031,091	\$717,933,181	\$936,300,739	\$987,115,313	\$987,260,813
Programs					
Administration & Support	22,235,418	35,956,020	36,383,811	37,439,083	37,528,138
Pollution Prevention	8,993,917	9,739,988	9,804,781	9,694,687	9,694,687
Engineering	116,241,368	106,417,360	132,271,193	124,997,487	124,817,937
Special Appropriation - Public Utilities	0	0	0	50,000	0
Watershed	12,223,249	11,339,089	10,207,660	10,243,703	10,329,703
Healthy Working Rivers	663,241	604,097	0	0	0
Assessments & Improvements	41	0	0	0	0
Wastewater	49,110,176	47,693,731	48,198,079	48,974,572	49,267,422
Portland Harbor	4,033,666	2,750,783	3,922,308	4,134,173	4,134,173
Total Programs	213,501,076	\$214,501,068	\$240,787,832	\$235,533,705	\$235,772,060

Public Utilities Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2013-14	Proposed FY 2014-15	Capital Plan				5-Year Total
				FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Maintenance and Reliability								
Alder: Buckman East Reconstruction/ Grst	0	0	0	0	285,000	844,000	2,820,000	3,949,000
Alder: Easide Industrial Recon/ Greenstreets	0	0	0	0	236,000	1,522,000	3,485,000	5,243,000
Alder: Ladd's Addition South Reconstruction/GreenStreets	0	0	0	222,000	526,000	1,869,000	1,902,000	4,519,000
Alder: Sunnyside East South Recon Green Streets	0	0	103,000	365,000	2,411,000	0	0	2,879,000
Alder: Sunnyside North Recon/ Green Street	0	0	0	809,000	1,053,000	5,127,000	4,266,000	11,255,000
Alder: Sunnyside South Recon/ Green Street	0	0	0	252,000	801,000	2,629,000	2,675,000	6,357,000
Beech Essex CP-K	0	0	53,000	289,000	1,104,000	0	0	1,446,000
Beech-Essex CP-J	0	0	0	55,000	868,000	4,304,000	3,026,000	8,253,000
Bike Boulevard Green Streets	0	5,255,000	258,000	0	0	0	0	258,000
Burlingame Basin Infiltration and Inflow	0	2,100,000	2,934,000	2,100,000	4,000,000	3,000,000	1,000,000	13,034,000
Capital Maintenance - non-process facilities	0	0	250,000	1,000,000	1,000,000	1,000,000	1,000,000	4,250,000
Combined Sewer Overflow Transients Relief	0	55,000	165,000	300,000	500,000	0	0	965,000
East Nicolai Repair & Upsizing	0	0	0	0	507,000	3,290,000	3,040,000	6,837,000
Eastside Combined Sewer Overflow System Startup	0	605,000	291,000	0	0	0	0	291,000
Fanno Basin System Improvement	791,615	10,143,000	11,730,000	1,145,000	0	0	0	12,875,000
Fanno Creek Infiltration and Inflow	0	300,000	1,056,000	2,570,000	4,000,000	2,000,000	2,000,000	11,626,000
Hollywood Stormwater & Sewer Solutions	0	500,000	105,000	190,000	0	0	0	295,000
Large Diameter Sewer Rehabilitation	0	0	100,000	300,000	1,000,000	2,000,000	3,000,000	6,400,000
Maintenance Capital - Construction	8,689,526	230,000	230,000	230,000	240,000	240,000	240,000	1,180,000
Maintenance Capital - Contract	30,911,265	2,700,000	2,700,000	2,800,000	3,000,000	3,000,000	3,000,000	14,500,000
NE 13th Piedmont-Woodland-King Sewer Reconstruction	0	500,000	1,934,000	5,000,000	9,229,000	95,000	0	16,258,000
NWN: BCC Support Project	0	2,000,000	1,581,000	0	0	0	0	1,581,000
NWN: Far North Nicolai	0	702,000	2,090,000	739,000	0	0	0	2,829,000
NWN: North Tanner Pipe Construction	0	0	0	700,000	1,684,000	3,619,000	3,618,000	9,621,000
NWN: Southeast Tanner	0	0	0	615,000	1,912,000	1,161,000	0	3,688,000
NWN: Southwest Tanner	0	0	0	0	503,000	655,000	2,896,000	4,054,000
OAK:SE Oak St Sewer Repair	0	2,000,000	50,000	0	0	0	0	50,000
Owner Controlled Insurance Program Phase IV	0	800,000	800,000	500,000	300,000	0	0	1,600,000
Phase 2 Pipe Rehabilitation	0	29,516,000	41,028,000	37,384,000	18,639,000	1,746,000	0	98,797,000
Pipe Rehab Phase 3	0	0	0	250,000	2,000,000	4,000,000	11,000,000	17,250,000
Richmond Neighborhood Sewer Rehabilitation	0	0	0	155,000	593,000	3,766,000	0	4,514,000

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised		Proposed		Capital Plan			5-Year Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19		
SE Interceptor Rehabilitation	0	295,000	495,000	1,000,000	5,955,000	0	0	7,450,000	
Stark HSS-17	0	0	0	0	953,000	1,237,000	7,900,000	10,090,000	
Structural Rehab Taggart Outfall 30	0	711,000	1,405,000	9,227,000	54,000	0	0	10,686,000	
Taggart Basin Relief & Reconstruction TG-3	0	0	0	186,000	93,000	2,897,000	6,000	3,182,000	
TGD: SE 41st & SE Madison	0	500,000	24,000	23,000	0	0	0	47,000	
TGD: SE Division Stormwater & Pipe Reconstruction	0	5,000,000	500,000	50,000	50,000	0	0	600,000	
TGD: SE Hawthorne Green Street and Pipe Replacement	0	489,000	898,000	22,000	6,000	6,000	0	932,000	
TGD: SE Powell Green Street and Pipe Reconstruction	0	561,000	1,600,000	2,320,000	90,000	92,000	0	4,102,000	
TGD: SE Salmon Green Street and Pipe Reconstruction	0	0	1,462,000	13,000	27,000	10,000	0	1,512,000	
TGD: SE Clinton-Caruthers System Improvements	0	950,000	950,000	50,000	50,000	0	0	1,050,000	
Tryon SS Protection 1A TCWTP to Hwy 43	0	400,000	640,000	2,003,000	0	0	0	2,643,000	
Wheeler WHE-04	0	400,000	0	0	815,000	7,845,000	569,000	9,229,000	
Total Maintenance and Reliability	40,392,406	66,712,000	75,432,000	72,864,000	64,484,000	57,954,000	57,443,000	328,177,000	

Sewage Treatment Systems

Ankeny Pump Station Upgrade	218,002	1,000,000	96,000	0	0	0	0	96,000
CBWTP Cogeneration	0	400,000	435,000	2,325,000	2,459,000	0	0	5,219,000
CBWTP Dewatering Improvements	0	0	0	0	0	824,000	1,347,000	2,171,000
CBWTP Lagoon Reconstruction	2,069,545	3,500,000	2,598,000	1,031,000	4,124,000	4,274,000	980,000	13,007,000
CBWTP Outfall Diffuser	0	0	100,000	585,000	1,484,000	0	0	2,169,000
CBWTP Reuse System Replacement	0	0	0	392,000	398,000	2,293,000	867,000	3,950,000
CBWTP Secondary Treatment Expansion	0	0	0	516,000	3,100,000	3,348,000	7,078,000	14,042,000
CBWTP Seismic Improvements	0	0	0	206,000	516,000	1,640,000	1,308,000	3,670,000
CBWTP Selector Performance Enhancement	0	3,400,000	165,000	0	0	0	0	165,000
CBWTP Thickened Waste Activated Sludge Piping	0	150,000	120,000	400,000	400,000	0	0	920,000
Pump Station Improvements	25,443,646	3,600,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Repair, Rehabilitation, and Modification	19,778,780	2,000,000	2,000,000	2,000,000	2,000,000	2,500,000	2,500,000	11,000,000
TCWTP Headworks, Dry Weather Clarifier & Odor Control	0	0	2,588,000	3,017,000	3,590,000	9,014,000	10,107,000	28,316,000
Tryon Creek Wastewater Treatment Plant Improvements	0	216,000	268,000	11,000	424,000	0	0	703,000
Total Sewage Treatment Systems	47,509,973	14,266,000	12,370,000	14,483,000	22,495,000	27,893,000	28,187,000	105,428,000

Surface Water Management

Public Utilities Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised	Proposed	Capital Plan				5-Year Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Balch Creek Trash Racks Predesign	0	0	100,000	0	0	0	0	100,000
Columbia Slough Outfalls	0	0	150,000	1,002,000	1,000,000	2,000,000	2,000,000	6,152,000
Culvert Replacement Phase 2	0	1,301,000	1,207,000	1,431,000	0	0	0	2,638,000
FT: Boones Ferry Culvert	0	231,000	1,277,000	1,706,000	0	0	0	2,983,000
FT: Fanno BvrtnHills Hwy	0	386,000	161,000	1,150,000	1,000,000	0	0	2,311,000
FT: Fanno Tryon Drainage Shoulder Improvements	0	0	220,000	1,236,000	1,232,000	1,232,000	1,012,000	4,932,000
FT: Fanno/Tryon Outfall	0	100,000	175,000	50,000	0	0	0	225,000
FT: Fanno/Tryon WQF 2	0	0	0	36,000	278,000	278,000	72,000	664,000
FT: I5/SW 26 WQF	0	2,000,000	2,578,000	131,000	0	0	0	2,709,000
FT: Jackson Middle School Creek Daylight	0	0	0	173,000	958,000	304,000	0	1,435,000
FT: SW 45th Ave Culvert	0	65,000	329,000	32,000	1,507,000	0	0	1,868,000
Green Infrastructure - Green Street Projects	0	400,000	319,000	0	0	0	0	319,000
Green Infrastructure: Culverts	0	780,000	300,000	0	0	0	0	300,000
Green Infrastructure: Land Acquisition	0	2,004,000	2,000,000	2,500,000	0	0	0	4,500,000
Green Streets/Bikeways	0	200,000	410,000	0	0	0	0	410,000
JC: Brunkow	0	256,000	100,000	200,000	470,000	0	0	770,000
JC: Community Restoration Partnership	0	450,000	150,000	500,000	500,000	500,000	500,000	2,150,000
JC: Freeway Land Floodplain Restoration	0	50,000	0	50,000	800,000	700,000	1,000,000	2,550,000
JC: Johnson Creek Willing Seller Phase 2	0	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
JC: Oxbow	0	100,000	142,000	182,000	972,000	50,000	0	1,346,000
JC: Springwater Wetland	0	20,000	50,000	100,000	600,000	1,700,000	170,000	2,620,000
JC: West Lents Flood Mitigation	428,108	0	0	312,000	562,000	2,843,000	2,903,000	6,620,000
JC:Luther Road Habitat Restoration	97,021	500,000	3,000,000	200,000	0	0	0	3,200,000
Stephens Creek Ph 1 Improvements	0	965,000	1,162,000	996,000	800,000	200,000	200,000	3,358,000
Underground Injection Controls Improvements	0	0	1,217,000	11,000	0	0	0	1,228,000
Watershed Investment	0	1,500,000	1,800,000	1,500,000	1,500,000	1,500,000	1,500,000	7,800,000
Watershed Land Acquisition Prog Ph 2	0	0	0	0	1,500,000	2,000,000	2,000,000	5,500,000
Total Surface Water Management	525,129	11,808,000	17,347,000	13,998,000	14,179,000	13,807,000	11,857,000	71,188,000

Systems Development

Drainage Improvement	2,232,967	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Milw Light Rail Ext	0	594,570	226,000	42,000	0	0	0	268,000
Party Sewers	0	2,450,000	2,400,000	2,000,000	2,000,000	2,000,000	1,000,000	9,400,000
PBOT Interagency Reimbursement	7,578,004	350,000	350,000	350,000	350,000	350,000	350,000	1,750,000
Permit Reimbursement	950,027	45,000	45,000	45,000	45,000	45,000	45,000	225,000
Public Works Permit Projects	11,194,271	570,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Sewer Easements on Existing Sewers	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised	Proposed	Capital Plan				5-Year Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Sewer Extensions to Properties with High Risk Septic Systems	0	200,000	638,000	870,000	2,562,000	1,500,000	1,600,000	7,170,000
SW Terwilliger Blvd & Powers Ct Sewer Extension	0	2,750,000	2,300,000	0	0	0	0	2,300,000
Total Systems Development	21,955,269	7,259,570	6,759,000	4,107,000	5,757,000	4,695,000	3,795,000	25,113,000
Total Requirements	110,382,777	100,045,570	111,908,000	105,452,000	106,915,000	104,349,000	101,282,000	529,906,000

Bureau of Environmental Services

FTE Summary

Public Utilities Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
3000063	Accountant II	51,397	64,688	4.00	253,776	4.00	256,335	4.00	256,335
3000064	Accountant III	56,597	71,178	1.00	71,184	1.00	71,184	1.00	71,184
30000434	Administrative Assistant	46,571	71,739	4.00	250,148	4.00	257,304	4.00	257,304
30000433	Administrative Specialist, Sr	43,368	66,768	5.00	301,194	5.00	306,549	5.00	306,549
30000436	Administrative Supervisor I	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30000437	Administrative Supervisor II	59,342	79,123	1.00	79,080	1.00	79,128	1.00	79,128
30000104	Automotive Equip Oper II: Tractor-Trailr	44,782	53,934	1.00	53,940	1.00	53,940	1.00	53,940
30000671	Biosolids/Reuse Program Manager	72,134	96,928	1.00	96,216	1.00	96,924	1.00	96,924
30000315	Botanic Spec I-Generalist	53,498	68,286	1.00	67,680	1.00	68,292	1.00	68,292
30000320	Botanic Spec II-Generalist	56,326	71,843	2.00	131,008	2.00	135,231	2.00	135,231
30000321	Botanic Spec II-Ntrl Resource Ecologist	56,326	71,843	6.00	427,176	6.00	431,064	6.00	431,064
30000441	Business Operations Manager	77,584	103,355	3.00	256,249	3.00	261,911	3.00	261,911
30000442	Business Operations Manager, Sr	96,366	134,597	1.00	134,592	1.00	134,592	1.00	134,592
30000440	Business Operations Supervisor	68,806	92,040	2.00	180,963	2.00	184,080	2.00	184,080
30000447	Business Systems Analyst, Assistant	46,571	71,739	1.00	71,736	1.00	71,736	1.00	71,736
30000449	Business Systems Analyst, Sr	65,478	87,422	4.00	345,336	4.00	347,892	4.00	347,892
30000329	CAD Technician II	52,832	67,413	14.00	922,320	14.00	936,678	14.00	936,678
30000330	CAD Technician III	64,189	81,973	5.00	406,200	5.00	409,860	5.00	409,860
30000689	Capital Program Mgmt & Controls Manager	89,710	121,576	1.00	111,531	1.00	116,106	1.00	116,106
30000399	Capital Project Manager I	64,189	81,973	2.00	162,480	2.00	163,944	2.00	163,944
30000686	Capital Project Manager II	68,806	92,040	1.00	66,600	1.00	68,808	1.00	68,808
30000700	Communications Engineer	69,430	92,872	2.00	163,656	2.00	165,584	2.00	165,584
30000491	Community Outreach & Informtn Assistant	46,571	71,739	2.00	94,098	2.00	97,479	2.00	97,479
30000492	Community Outreach & Informtn Rep	56,534	75,338	2.00	150,672	2.00	150,672	2.00	150,672
30000493	Community Outreach & Informtn Rep, Sr	62,338	83,138	2.00	142,116	2.00	145,476	2.00	145,476
30000455	Contracts Dev & Review Administrator	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000672	Data Acquisition & Mgmt Supervisor	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000733	Development Services Manager	83,450	111,114	1.00	108,516	1.00	110,676	1.00	110,676
30000333	Development Services Technician II	52,832	67,413	1.00	66,816	1.00	67,416	1.00	67,416
30000836	Development Supervisor II	72,134	96,928	2.00	175,076	2.00	181,450	2.00	181,450
30000576	Economist, Sr	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000635	Electrical/Instrumentation Supervisor	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000116	Electrician	66,498	71,781	7.00	491,928	7.00	491,928	7.00	491,928
30000121	Electrician/Instrument Technician	68,515	73,965	6.00	443,808	6.00	443,808	6.00	443,808
30000401	Electronic Systems Technician	54,912	70,034	3.00	208,224	3.00	210,096	3.00	210,096
30000683	Engineer, Chief	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000682	Engineer, Principal	96,886	129,189	3.00	387,576	3.00	387,576	3.00	387,576
30000680	Engineer, Sr	83,866	111,821	12.00	1,302,484	12.00	1,319,113	12.00	1,319,113
30000681	Engineer, Supervising	90,147	120,203	10.00	1,167,420	10.00	1,171,848	10.00	1,171,848
30000365	Engineer-Civil	84,365	102,544	28.00	2,810,982	28.00	2,843,684	28.00	2,843,684
30000366	Engineer-Electrical	84,365	102,544	3.00	286,872	3.00	289,440	3.00	289,440
30000368	Engineer-Mechanical	84,365	102,544	1.00	101,628	1.00	102,540	1.00	102,540
30000358	Engineering Associate, Sr-Civil	72,946	93,018	10.00	898,176	10.00	914,812	10.00	914,812
30000359	Engineering Associate, Sr-Electrical	72,946	93,018	0.58	42,175	1.00	75,034	1.00	75,034
30000360	Engineering Associate, Sr-Geotechnical	72,946	93,018	1.00	92,184	1.00	93,024	1.00	93,024
30000353	Engineering Associate-Civil	59,966	80,350	11.00	794,834	11.00	820,765	11.00	820,765
30000324	Engineering Technician I	39,437	52,832	1.00	49,920	1.00	52,836	1.00	52,836
30000325	Engineering Technician II	52,832	67,413	23.00	1,506,324	23.00	1,528,593	23.00	1,528,593
30000326	Engineering Technician III	64,189	81,973	8.00	622,482	8.00	634,078	8.00	634,078
30001659	Env Svcs OCIP, Risk & Safety Officer	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30001736	Environmental Compliance Mgr	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30001735	Environmental Investigations Mgr	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000669	Environmental Monitoring Svcs Group Mgr	96,366	134,597	1.00	134,592	1.00	134,592	1.00	134,592
30000459	Environmental Policy Analyst	66,061	88,213	1.00	87,420	1.00	88,212	1.00	88,212
30000678	Environmental Policy Manager	89,710	121,576	1.00	121,452	1.00	121,572	1.00	121,572
30000662	Environmental Program Coordinator	62,899	83,886	7.00	559,092	7.00	575,840	7.00	575,840
30000663	Environmental Program Manager	68,806	92,040	10.00	874,926	10.00	885,820	10.00	885,820
30000664	Environmental Program Manager, Sr	77,584	103,355	4.00	382,783	4.00	389,010	4.00	389,010
30000661	Environmental Program Specialist	56,534	75,338	2.00	145,376	2.00	148,248	2.00	148,248
30000419	Environmental Services Director	134,118	192,192	1.00	192,192	1.00	192,192	1.00	192,192
30000339	Environmental Specialist-Generalist	64,189	81,973	25.00	1,956,926	25.00	1,992,547	25.00	1,992,547
30001359	Environmental Svcs Public Affairs Mgr	77,584	103,355	1.00	103,020	1.00	103,356	1.00	103,356
30000337	Environmental Technician I	39,437	52,832	1.00	41,016	1.00	42,963	1.00	42,963
30000338	Environmental Technician II	52,832	67,413	30.00	1,943,799	30.00	1,979,378	30.00	1,979,378
30000712	Facilities Services Specialist	56,534	75,338	1.00	66,225	1.00	68,935	1.00	68,935
30002037	Field Science Specialist	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30002038	Field Science Technician	52,832	67,413	7.00	438,945	7.00	448,932	7.00	448,932
30000569	Financial Analyst, Principal	77,584	103,355	3.00	310,068	3.00	315,240	3.00	315,240
30000342	GIS Technician II	52,832	67,413	2.00	127,392	2.00	130,324	2.00	130,324
30000343	GIS Technician III	64,189	81,973	3.00	239,904	3.00	244,628	3.00	244,628
30000373	Graphics Designer III	64,189	81,973	1.00	70,200	1.00	73,434	1.00	73,434
30000340	Hydrogeologist	72,779	92,830	1.00	92,004	1.00	92,832	1.00	92,832
30000126	Industrial Machinist	53,685	60,091	1.00	60,096	1.00	60,096	1.00	60,096
30000157	Industrial Maintenance Millwright	53,685	60,091	28.00	1,661,704	28.00	1,672,734	28.00	1,672,734
30000114	Industrial Painter	53,144	59,467	1.00	59,472	1.00	59,472	1.00	59,472
30000218	Inf Syst Analyst, Principal-Gen	78,291	104,291	2.00	208,584	2.00	208,584	2.00	208,584
30000880	Inf Syst Analyst, Principal-GIS,Vertical	78,291	104,291	1.00	77,580	1.00	78,288	1.00	78,288
30000606	Inf Syst Mgr-Enterprise Database Mgr	83,450	111,114	1.00	100,349	1.00	104,456	1.00	104,456
30001510	Inf Syst Tech Analyst VI-Vertical GIS	69,430	92,872	1.00	92,868	1.00	92,868	1.00	92,868
30000239	Instrument Technician	66,498	71,781	9.00	640,776	9.00	644,736	9.00	644,736
30001283	Laboratory Analyst II	47,278	62,379	6.00	359,160	6.00	366,341	6.00	366,341
30001284	Laboratory Analytical Specialist	53,893	71,552	5.00	340,116	5.00	346,648	5.00	346,648
30001285	Laboratory Coordinator	55,931	78,915	3.00	219,088	3.00	227,964	3.00	227,964
30000670	Laboratory Manager	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000644	Maintenance Planner/Scheduler	56,534	75,338	5.00	355,868	5.00	361,190	5.00	361,190
30000451	Management Analyst	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000453	Management Analyst, Principal	77,584	103,355	1.00	93,658	1.00	97,490	1.00	97,490
30000452	Management Analyst, Sr	65,478	87,422	3.00	224,880	3.00	230,014	3.00	230,014
30000450	Management Assistant	46,571	71,739	1.00	71,736	1.00	71,736	1.00	71,736
30000692	Maps & Records Supervisor	62,338	83,138	1.00	75,708	1.00	78,816	1.00	78,816
30000345	Materials Testing Technician II	52,832	67,413	4.00	255,594	4.00	260,724	4.00	260,724
30000346	Materials Testing Technician III	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000012	Office Support Specialist II	32,552	46,758	4.00	180,521	4.00	183,614	4.00	183,614
30000013	Office Support Specialist III	41,642	55,203	4.00	220,800	4.00	220,800	4.00	220,800
30000677	Portland Harbor Superfund Technical Mgr	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000464	Program Coordinator	62,338	83,138	3.00	217,112	3.00	222,608	3.00	222,608
30000465	Program Manager	65,478	87,422	4.00	342,300	4.00	345,303	4.00	345,303
30000466	Program Manager, Sr	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000463	Program Specialist	56,534	75,338	2.00	144,012	2.00	146,362	2.00	146,362
30000462	Program Specialist, Assistant	46,571	71,739	2.00	134,984	2.00	137,572	2.00	137,572

Bureau of Environmental Services

FTE Summary

Public Utilities Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000698	Property Acquisition & Services Manager	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30000495	Public Information Officer	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30000691	Public Works Inspection Manager	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040		
30000690	Public Works Inspection Supervisor	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30000228	Public Works Inspector	58,760	67,142	16.00	1,063,890	16.00	1,070,640	16.00	1,070,640		
30000229	Public Works Inspector, Sr	63,731	75,088	11.00	822,020	11.00	825,924	11.00	825,924		
30000828	Records Specialist	32,552	46,758	1.00	45,634	1.00	46,764	1.00	46,764		
30000481	Risk Specialist	56,534	75,338	1.00	60,900	1.00	62,772	1.00	62,772		
30000482	Risk Specialist, Sr	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136		
30000485	Safety & Risk Officer I	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30001958	Statistician	65,478	87,422	1.00	84,636	1.00	86,724	1.00	86,724		
30000054	Storekeeper/Acquisition Specialist II	44,554	54,475	3.00	163,440	3.00	163,440	3.00	163,440		
30000056	Storekeeper/Acquisition Specialist III	50,315	62,566	1.00	62,568	1.00	62,568	1.00	62,568		
30000468	Stores System Supervisor II	59,342	79,123	1.00	78,024	1.00	79,128	1.00	79,128		
30001078	Sustainable Stormwater Division Mgr	83,450	111,114	1.00	83,448	1.00	86,013	1.00	86,013		
30000675	Wastewater Collections System Manager	89,710	121,576	1.00	121,572	1.00	121,572	1.00	121,572		
30000676	Wastewater Operations Group Manager	96,366	134,597	1.00	134,592	1.00	134,592	1.00	134,592		
30000163	Wastewater Operations Specialist	55,390	64,563	5.00	309,264	5.00	310,720	5.00	310,720		
30000161	Wastewater Operator II	48,235	60,091	41.00	2,350,797	41.00	2,385,701	41.00	2,385,701		
30000674	Wastewater Treatment Manager	89,710	121,576	2.00	209,568	2.00	217,671	2.00	217,671		
30000673	Wastewater Treatment O&M Supervisor	68,806	92,040	4.00	341,841	4.00	348,307	4.00	348,307		
30000656	Water Resources Program Manager	68,806	92,040	5.00	443,304	5.00	446,382	5.00	446,382		
30000659	Watershed Division Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108		
30000667	Watershed Revegetation Program Manager	68,806	92,040	1.00	75,276	1.00	77,846	1.00	77,846		
30000666	Watershed Revegetation Program Supvr	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136		
30000660	Watershed Services Group Manager	96,366	134,597	1.00	106,578	1.00	110,946	1.00	110,946		
TOTAL FULL-TIME POSITIONS						513.58	39,280,438	514.00	39,836,543	514.00	39,836,543
30000321	Botanic Spec II-Ntrl Resource Ecologist	56,326	71,843	0.90	64,080	0.90	64,656	0.90	64,656		
30000367	Engineer-Geotechnical	84,365	102,544	0.90	88,197	0.90	92,292	0.90	92,292		
30000358	Engineering Associate, Sr-Civil	72,946	93,018	0.90	79,678	0.90	83,712	0.90	83,712		
30000339	Environmental Specialist-Generalist	64,189	81,973	0.90	73,116	0.90	73,776	0.90	73,776		
30000464	Program Coordinator	62,338	83,138	0.90	61,291	0.90	63,807	0.90	63,807		
TOTAL PART-TIME POSITIONS						4.50	366,362	4.50	378,243	4.50	378,243
30000662	Environmental Program Coordinator	62,899	83,886	1.00	83,136	0.00	0	0.00	0		
30000338	Environmental Technician II	52,832	67,413	2.00	104,712	0.17	8,806	0.17	8,806		
TOTAL LIMITED TERM POSITIONS						3.00	187,848	0.17	8,806	0.17	8,806
GRAND TOTAL						521.08	39,834,648	518.67	40,223,592	518.67	40,223,592

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 2014-15	237,769,745	0	237,769,745	518.67	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(179,550)	0	(179,550)	0.00	Eliminate street sweeping contribution
	(411,354)	0	(411,354)	0.00	Eliminate Tryon Creek Facilities Plan update
	(345,538)	0	(345,538)	0.00	Reduce electricity needed for pump stations
	(150,000)	0	(150,000)	0.00	Replacement of MS Office Pro - training
	(119,000)	0	(119,000)	0.00	Transfer Portland Loos to the General Fund
	(101,748)	0	(101,748)	0.00	Replacement of MS Office Pro
	(300,000)	0	(300,000)	0.00	Reduction of various Portland Harbor contracts
	(100,000)	0	(100,000)	0.00	Reduction of ecoroof engineering contract
	(75,000)	0	(75,000)	0.00	Reduction of Stormwater Manual update
	(60,000)	0	(60,000)	0.00	Reduce lab equipment
	(60,000)	0	(60,000)	0.00	Reduce janitorial-maintenance services
	(10,000)	0	(10,000)	0.00	Reduce A/V equipment upgrades
	(8,000)	0	(8,000)	0.00	Reduce electronics records management
	(73,000)	0	(73,000)	0.00	Watershed division reduction
	0	50,000	50,000	0.00	Zenger Farms Special Appropriation
	(179,550)	0	(179,550)	0.00	Street sweeping alternative reduction
	(2,047,685)	50,000	(1,997,685)	0.00	Total FY 2014-15 Decision Packages
			235,772,060	518.67	Total Proposed Budget

Portland Water Bureau

Public Utilities Service Area

Nick Fish, Commissioner-in-Charge

David Shaff, Administrator

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 940,000 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 20 water purveyors, which include cities, water districts, private water companies, and a people's utility district. Approximately 85% to 90% of water sales revenue comes from retail customers, and 10% to 15% 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 the 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 oversight of 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, state and federal drinking water quality standards, proper disposal of dechlorinated water, and various monitoring requirements.

Customer Service

The Customer Service program focuses on customer contact, billing and collection, conservation, security, grounds, and 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 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 three 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 primary responsibilities of the Hydroelectric Power Division staff include: (1) coordination with PGE on financial, operations, and repair issues relating to the PHP; (2) ensuring compliance with all regulatory requirements including surveillance, oversight, and reporting; and (3) coordination of all project financial matters including the administration of Portland's PHP revenue bonds and related trust indenture requirements.

Strategic Direction

The strategic direction of the Portland Water Bureau in FY 2014-15 covers the following areas:

Budget Guidance

The Commissioner-in-Charge directed the Water Bureau to develop a budget with a 2.5% operating budget reduction in FY 2014-15. As a result, the Bureau has developed the FY 2014-15 budget that includes a total budget reduction of \$15.5 million, \$1.4 million in the Operating Budget and \$14.1 million in the Capital Budget. Also, following the Mayor's budget guidance to the General Fund bureaus, the Water Bureau realigned some of its budget to higher priority services.

Budget Advisory Committee

The bureau's budget process includes a Budget Advisory Committee (BAC). The BAC met from October 2013 through January 2014 to review and provide input on the requested budget. The BAC unanimously support the Bureau's FY 2014-15 requested budget, including the reduction package, Five-Year Capital Improvement Plan and proposed retail rate increase of 7.0%.

Forecast Retail Water Demand

The bureau continues to struggle with the financial impacts of declining retail water demand. Overall water demand has been decreasing since FY 2003-04 with a steeper decrease in FY 2010-11 and then remaining flat for the last two years. Portland experienced below-average temperatures in the summer of 2010 and 2011. Despite Oregon's dry year for 2013, demand remained flat. FY 2012-13 retail water demand totaled 25.6 million ccf compared to planned water demand of 27.0 million ccf. Retail water sales for FY 2013-14 are expected to continue to fall below the forecast. The retail water demand forecast has been reduced by 0.5 million ccf for FY 2014-15.

Monthly Billing Statement Update

In October 2013, the Bureau piloted a Quarterly Read Monthly Statement program to those customers who were already participating in the Bureau's Budget Billing program. From October through December approximately 4,800 customers were converted from Budget Billing to the new Monthly Statement program. In early 2014, the Monthly Statement program will be available to all residential customers currently billed quarterly who wish to receive monthly statements. Under this program, customers meters will continue to be read quarterly. Instead of receiving a quarterly bill, customers will receive approximately a third of the quarterly bill charges per month for three months. Customers are required to receive electronic billings to participate in this program.

Conservation Rate Structure Study

As part of the approval from the State of Oregon Water Resources Department on the City's Water Management and Conservation Plan, the bureau is required to perform a study of its conservation rate structure within five years of the approved plan. The City received the approval of its Water Management and Conservation Plan in May 2010. The bureau completed the conservation rate structure study in 2013. The study report along with a letter indicating the Council's recommendation will be submitted to the Oregon Water Resources Department as part of the required progress report under OAR 086-0120(4) by May 25, 2015. Any change in the rate structure that might be implemented by the City is not expected to affect total revenues required to fund operations, and the earliest any action would be implemented would be FY 2015-16.

Pending Lawsuit Update	The lawsuit filed by Citizens for Water Accountability on December 6, 2011 against the City alleging that the City spent utility ratepayer monies on projects that were unrelated to the utilities' core functions continues. The lawsuit asked for an order that would require the City to reimburse the Water Fund and Sewage Disposal Fund for those expenditures. The City's preliminary estimate is a combined maximum of about \$50 million for both utility funds if all expenditures in question were determined to be inappropriate. The first summary judgment hearing was heard by the court in February 2014.
Citizens' Utility Board Partnership	On January 8, 2014, Portland City Council approved a partnership agreement between the City and the Citizens' Utility Board of Oregon (CUB). CUB is a non-profit organization created in 1984 by a citizens' ballot initiative to represent the interests of residential ratepayers statewide. During this five-year partnership, CUB will provide outside, independent analysis of the operations, budgets, and rates of the City's two utility bureaus, the Bureau of Environmental Services and the Portland Water Bureau.
Portland Public Water District Initiative	A measure on the May 2014 Primary Election ballot would establish an independent agency within the City to manage the operations, financing, protection, and enhancement of the sewer and water systems of the city including stormwater management. The district would be administered by a governing board of seven elected volunteers.
Cascadian Public Trust Initiative	An initiative has been filed to gather signatures to place a ballot measure on the November 2014 General Election to amend the City Charter to establish the People's Water Trust. According to the text of the proposed Charter change, "The chief purpose of this Title is to recognize the public trust doctrine as a governing principle in the City's water policymaking activities by establishing public water rights, benefiting resident and local ecology, to be protected by a legal trust over all water resources within the City with strong City duties of transparency and accountability."
Span of Control Study	The Span of Control Study recommended that the Water Bureau evaluate the classification of three positions. One of the three positions has been included in the budget proposal to be eliminated. One position has been reclassified to a non-supervisory classification. The Bureau plans to review the roles and responsibilities of the third position, including modification to the assigned duties, then work with Bureau of Human Resources to identify the most appropriate classification.
Portland Hydroelectric Project Operations	Due to the age of the Portland Hydroelectric Project, there are currently a number of needs for repair or replacement to keep operations safe and reliable. The required funding for this work is included in the Hydroelectric Power Division's FY 2014-15 proposed budget.

Summary of Budget Decisions

Operating and Capital Reductions	The budget for the Portland Water Bureau includes one approved decision package and a total budget of \$176,828,549 with 564.10 FTE. The operating budget is \$80,014,549 and the capital program budget is \$96,814,000.
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Budget Reduction and Realignment

The approved reduction package reduces the total budget by \$15,502,670. The bureau identified reductions to services and realigned budget to focus existing resources more directly on core mission and Council priorities. Of the total reductions, \$1,402,780 in the operating budget and \$14,099,890 in the capital budget. Eleven full time permanent positions will be eliminated totaling a reduction of \$1,675,330 in personal services budget. Seven positions are vacant and four are currently filled; three of which are non-represented and eight are represented.

Hydroelectric Power Division Budget

The Hydroelectric Power Division's FY 2014-15 operating budget is \$729,888. This budget supports the division's administrative and operational costs by using revenues generated from power sales. The division's budget includes 2.25 FTE positions.

Budget Note

Expand Monthly Statements

The Portland Water Bureau is directed to expand monthly statements to all retail customers for water, sewer, and stormwater services by January 1, 2015. Any costs associated with expanding the monthly statements shall be absorbed within current bureau resources and shall not result in any rate increase.

In addition, the Office of Management & Finance is directed to report on options for consolidating statements of all City services. The report shall identify relevant bureaus, services and statements, potential costs, and an implementation timeline.

Capital Budget

Capital Summary

CIP Highlights

The Water Bureau's Five-Year Capital Improvement Plan (CIP) includes about \$392 million in water system needs for the five-year period beginning in FY 2014-15. The FY 2014-15 CIP budget is approximately \$97 million. The bureau's CIP budget consists of seven primary programs: Customer Service, Distribution, Regulatory Compliance, Supply, Support, Transmission and Terminal Storage, and Treatment.

IN FY 204-15, several simultaneous large CIP commitments in the Transmission and Terminal Storage Program, including enclosed finished water storage at Powell and Kelly Buttes, will be finished or near completion. This will allow the Mount Tabor uncovered reservoirs to be disconnected from the system by the December 31, 2015 compliance deadline according to the federal Long Term 2 Enhanced Surface Water Treatment Rule (LT2 rule). In the upcoming years, uncovered storage at Washington Park will be replaced, then the program focus will shift to replacement and maintenance of conduits and transmission assets, which account for about 29% of the CIP budget.

The largest program investments for the FY 2014-19 CIP occur in the bureau's Distribution Program. The distribution system includes a network of pipes encompassing the entire city, pump stations to lift water, terminal storage tanks that hold water, and other equipment such as hydrants and valves. Many parts of the distribution system are decades, and sometimes century-old original pipes and equipment that are near or at the end of their useful lives. Approximately 61% of the bureau's proposed budget is dedicated to maintaining, repairing,

replacing, and reducing the vulnerability of these aging assets. Projects include reducing vulnerability to mains in several service areas; making improvements to two pump stations and two tanks; replacing aging customer service piping, system meters, and hydrants; seismic upgrades to a key pipe crossing of the Willamette River; and replacing the bureau's Interstate facility work center and storage yard.

Projects to achieve compliance with environmental regulations through the Bull Run Habitat Conservation Plan (HCP) make up about 2% of the CIP budget, while Supply, Customer Service, Treatment and Admin & Support programs constitute the remaining 8%.

Major Issues

The focus of the Water Bureau for the upcoming five-year period is management of the bureau's aging distribution system assets. The majority of the projects in the proposed FY 2014-15 capital budget address priority areas that provide the greatest benefits in terms of reducing risks and improving reliability. The FY 2014-15 budget emphasizes the following key strategies and goals:

- ◆ Continuing compliance with all water-quality and environmental regulations;
- ◆ Choosing cost-effective projects to address maintenance, renewal, and replacement needs for aging and high-risk assets;
- ◆ Reducing water-system vulnerability to consequences of a seismic event;
- ◆ Supporting citywide planning goals for growth and neighborhood improvement;
- ◆ Supporting region-wide capital improvement priorities, such as light rail.

Changes from Prior Year

The mix of project types has begun to shift now that the bureau is on track for achieving compliance with the LT2 water quality regulations. This five-year proposed budget includes major projects that provide long-term benefits or reductions in risk to the system. The major projects include the following:

- ◆ Replacement of identified high-risk pipes in the distribution mains network;
- ◆ Construction of a backup connection for the Carolina Pump Main to reduce the risk of water outages and improve service for a large area;
- ◆ Replacement of the 100-year-old Fulton Pump Station to improve the reliability of water service and reduce energy costs;
- ◆ Replacement of a seismically vulnerable main that crosses the Willamette River;
- ◆ Rehabilitation of the 85-year-old Interstate Maintenance Building to bring the facility up to current seismic code requirements;
- ◆ Improvements to the Groundwater Electrical Supply to improve reliability;

The proposed FY 2014-15 amount is about \$14 million less than was proposed in the FY 2013-18 CIP. Planned conduit work was reduced by \$8 million to allow time to complete planning and schedule construction of conduit interties before starting the conduit rehabilitation. Approximately \$2 million was reduced from work related to the HCP, due to overall project costs that were less than estimated. Meter replacements were reduced by \$0.5 million. The remaining difference is a result of revised project timing and cash flows.

Council Goals and Priorities

The Water Bureau supports the Portland Plan goals of healthy Portlanders, accessible neighborhoods with transportation options, and public safety through its mission of reliably providing excellent quality water that meets or exceeds all regulations, providing the highest value to customers through best practices, responsibly stewarding the water system and fiscal and natural resources, and providing a system that supports community objectives and the City's vision.

Criteria

Water Bureau projects in the CIP budget meet at least one of the following criteria: compliance with water quality or environmental regulations, maintaining reliable service, supporting properly functioning equipment, reducing system risk, and supporting other agencies' project needs. The bureau selects projects for inclusion in the budget based on project benefits and costs as well as a consideration of the logistics of rate increases, opportunities to share costs with interagency partners, revenue opportunities, and regulatory requirements.

Capital Planning and Budgeting

Capital Planning Process

Most bureau project proposals are identified through long-range planning studies such as master plans and asset-specific analyses of systems, service areas, or groups of assets. Bureau decision makers weigh individual projects against bureau-wide issues and requirements. If projects are recommended to move forward, Planning staff conducts detailed studies. The bureau uses industry practices in benefit-cost analysis and risk assessment to identify and weigh project alternatives.

Project initiation and planning includes several decision-making points. For major projects, an initial concept report includes evaluations of project alternatives and recommendations for further consideration. Senior management uses the initial findings to narrow alternatives and approve next steps. If approved, a project undergoes more formal evaluation in a Project Validation Report. The Project Validation Report includes cost-benefit analyses and risk assessments, which weigh proposed solutions and identify benefits. The bureau selects and ranks capital projects with consideration for the magnitude and necessity of the project.

Each year, the bureau engages the public in developing its budget and the CIP. For several months during the bureau's capital budget development, the bureau meets with a Budget Advisory Committee, which is made up of citizen stakeholders and bureau staff and management. Budget Advisory Committee members review bureau projects and provide feedback on the proposed budget. Once the bureau's advisory committee process is complete, the Citywide budget review provides a second opportunity for input. In addition, all CIP projects that affect neighborhoods or that requires city, state, or federal permitting include a period of public outreach and involvement.

City Comprehensive Plan

The Portland Comprehensive Plan sets clear standards for maintaining and developing water system resources to ensure reliability, adequacy of supply, and water quality. The projects in the bureau's CIP budget support the Comprehensive Plan by providing for maintenance of the city's water system and developing new facilities in a proactive, strategic, and cost-effective manner. Capital projects provide emergency repairs, new services, the replacement of aging assets, and improved or backup services to ensure the long-term expansion of neighborhoods and business centers.

The Comprehensive Plan also includes six integrated goals for equity, prosperity, education, human health, environmental health, and resilience. The Water Bureau's capital program specifically supports the community's goals for prosperity, human health, environmental health, and resilience.

A key component of the prosperity goal is fostering a low-carbon economy. The bureau's renovation and new construction projects for occupied facilities incorporate sustainability goals wherever possible. The renovated Meter Shop is certified at the Gold level in the Leadership in Energy and Environmental Design (LEED) program and the design for the Interstate Facility anticipates a LEED Silver rating. In addition, maintenance and operating changes made through the bureau's Asset Management Program have reduced the energy used at pump stations. The bureau measures its progress in lowering carbon emissions in an annual Carbon Footprint Report.

Supporting human health is a key part of the bureau's mission. The reliable delivery of clean water that exceeds regulatory standards is supported by Water Bureau programs and projects.

Many projects and programs support environmental health as well. The bureau's Bull Run Habitat Conservation Plan includes habitat improvement projects for endangered species. All construction projects within the city limits that may affect environmentally sensitive locations must fulfill city, state, and federal permitting requirements, including undergoing environmental reviews.

Building in resilience to the water system is also a key strategy for the bureau. The Water Bureau is a lead investigator in the creation of the Oregon Resilience Plan - a holistic plan to reduce state-wide vulnerability to earthquakes and tsunamis. Additionally, the Asset Management Program regularly evaluates assets at risk from natural or human-caused events and provides recommendations for reducing risk.

The bureau's noncapital work also supports the Comprehensive Plan goals. In 2010, the bureau adopted an Energy Management Charter that formalizes the involvement of an Energy Committee in capital projects and operations. Water Efficiency Program staff reach out to citizens and businesses, offering education and technical assistance. The Water Bureau actively educates the community about exposure to lead hazards and offers free tests for lead in drinking water. The bureau's Invasive Species Program offers expertise in invasive-species monitoring and control to all bureau projects.

Financial Forecast Overview

The CIP is an integral element in the development of bureau'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 and costs are shared with wholesale customers; costs for projects related to the distribution system are mostly allocated to retail customers. The method chosen to finance projects affects rates as well. Specifically, the balance between debt and cash financing affects the debt service coverage targets as do bond terms and structures.

Bureau staff has calculated the projected water rates for the five-year financial forecast based on the CIP and Operations and Maintenance (O&M) 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 forecasted required revenue is based on total costs that are expected to be recovered from water sales, regardless 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 the portion of the total cash basis revenue requirements not allocable to wholesale customers. After deducting all other revenue sources, including wholesale revenues, the proposed average effective retail rate increase for FY 2014-15 is 7.0%.

Water Construction Fund

Capital investments in the water system are funded through the Water Construction Fund. The fund 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 40% of capital requirements are funded with current resources; the balance will come from bond proceeds.

Cash/Water Sales Financing:

The bureau has two debt service coverage planning standards for rate setting. The bureau'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 bureau employs a rate-stabilization account that also serves the dual purpose of a rainy day fund. Managing these two ratios together reflects the bureau'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 bureau may issue debt in the form of revenue bonds. By City Charter, the Water Construction Fund is the recipient of net proceeds from bond sales to fund capital improvements. Bond reserves are deposited in the Water Sinking Fund. About \$120 million of revenue bonds, including a bond reserve, are scheduled to be sold in August 2014. The bureau plans to issue revenue bonds every two years to provide debt financing for the capital program.

Water Construction Fund Revenues:

The bureau's level of Water Construction Fund revenues is determined mainly by the actions of external parties, with the majority of these revenues (in current dollars) coming primarily from service and main installations (\$3.7 million in FY 2014-15) and interagency capital revenues (\$1.5 million in FY 2014-15).

Operations & Maintenance and Capital Studies

The CIP also includes a small portion of project expenditures that cannot be funded through the Water Construction Fund. 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 \$3.2 million of O&M and studies in FY 2014-15. The total O&M and studies over the five years is \$19.7 million. As an operating cost, these are 100% cash-financed, usually from water sales.

Asset Management and Replacement Plans

The Water Bureau's assets are currently worth more than \$7 billion. Many asset groups include equipment that was installed when the water system was originally developed. Although the bureau has been a diligent steward of its assets, the aging components have, in many cases, outlived their useful lives. These aging assets make the bureau vulnerable to risks ranging from high operating costs for energy and maintenance to sudden or catastrophic failure.

Asset management involves using engineering, economics, and business expertise to identify the most cost-effective way to maintain, repair, and replace assets. The Asset Management Program supports the bureau-wide goal to ensure the longest possible useful asset life as well as the most practical replacement strategy.

Capital Programs and Projects

Capital Program Descriptions

Customer Service Program

The focus of the Customer Service Program is customer contact, billing and collection, water conservation, and taking care of the bureau's facilities and grounds. The Customer Service Program includes the security function.

Distribution Program

The Distribution Program provides water to customers through the system of distribution mains and related facilities. The Distribution CIP Program addresses the reliability and expansion of the piping, pumping, and storage network that distributes water from terminal storage reservoirs to retail customers. The program provides for the ongoing installation and replacement needs for 2,100 miles of distribution mains including control valves, fire hydrants, drinking fountains, customer service connections, pump stations, storage tanks, large-diameter distribution- transmission mains, and pressure-regulating stations. Several large elements of this system, including some of the oldest pump stations and tanks, are nearing or have reached the end of their useful lives.

Regulatory Compliance and Water Quality Program

The Regulatory Compliance Program provides for meeting federal and state standards for drinking water quality, and for meeting environmental standards related to the bureau's operations in the Bull Run Watershed and the Columbia South Shore Wellfield.

Supply Program

The focus of the Supply Program is maintaining the reliability of the water supply through effective management of bureau's assets. The Supply Program includes both the Bull Run Watershed and the Columbia South Shore Well Field. The well field serves as the region's backup water supply. If flow from Bull Run source must be interrupted or augmented due to storm-caused turbidity, drought conditions, or other causes, then the bureau pumps groundwater. The groundwater supply also allows the bureau to continue to operate without constructing and operating a filtration facility.

Support Program

The Support Program includes bureau-wide work supporting other programs in areas such as finance, data management, human resources, project planning, master planning and asset management.

Transmission and Terminal Storage Program

The Transmission and Terminal Storage Program includes assets that convey water from water supply facilities to points in the retail distribution and the wholesale connection systems. Assets in this program include the large conduits and transmission mains as well as the large terminal reservoirs - Powell Butte, Kelly Butte, Mount Tabor, and Washington Park. The program provides for the rehabilitation, replacement, and expansion of these transmission system assets.

Treatment Program

The Treatment Program provides for meeting or exceeding federal and state requirements for a public water system utilizing an unfiltered surface water source and a groundwater source. The program currently provides for the application of chlorine, ammonia, and sodium hydroxide, and associated regulatory and process control monitoring.

The bureau continues to operate under the terms of a variance from the portion of the LT2 rule that requires the treatment of Bull Run source water for Cryptosporidium. While the variance is in effect, the Portland Water Bureau will avoid the costs associated with constructing a treatment facility. The Portland Water Bureau also maintains an exemption to the federal Surface Water Treatment Rule that otherwise requires filtration for a water source.

Funding Sources

Projects are funded from a combination of net proceeds from revenue bond sales, water sales revenue and other construction fund revenues such as 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 40% of capital requirements are funded with current resources; the balance will come from bond proceeds.

A Bond sale of about \$119.6 million is planned for Fall 2014. In total, bond sales of \$367.8 million are planned over the five-year planning period. Starting in FY 2014-15, bonds will again be sold every two years after several years of annual bond sales. Bond proceeds totaling \$339.7 million are to be used to fund capital costs in the five-year period and about \$28.1 million of the bond proceeds will be used to fund debt service reserves funds.

Capital revenues provide approximately \$39.8 million across the five years. Capital revenues include primarily system development charges, new services/mains, City interagency revenues, and sales of assets. Cash financed capital funding from rate revenues provide approximately \$156.5 million across the five years.

Major Projects

Distribution

Several large elements of the distribution system - including some of the oldest pump stations and tanks and high-consequence pipes - are nearing or have reached the end of their useful lives. Major FY 2014-15 projects include (1) replacement of the 100-year-old Fulton Pump Station to reduce energy costs and improve reliability, (2) improvements to Raymond Tank to reduce energy and maintenance costs, (3) modifications to Carolina Pump Station main to provide needed redundancy for reliability, (4) improvements to the Bertha service area to improve reliability and meet water-pressure standards, and (5) replacement of a high-consequence pipe crossing of the Willamette River.

Other Distribution Program projects provide for the relocation of and adjustments to water pipes and facilities to accommodate for transportation and other public agency projects. Renovation of the Interstate maintenance facility - which includes storage of water-system repair parts inventory and provides facilities for the Water Control Center, the laboratory, and for field-support staff - is also included in this program.

Regulatory Compliance

The Regulatory Compliance Program budget in FY 2014-15 includes completion costs for the Dam 2 Tower infrastructure project and smaller compliance projects. The majority of the Dam 2 Tower investments and the Alder Creek fish passage project were completed in FY 2013-14.

Supply

The largest Supply Program projects in the Bull Run watershed include two large road-repair projects. Segments of the primary access and primary backup roads to key water supply facilities will be resurfaced. One project will include three miles of paving; the other includes wall-building and widening to improve safety conditions.

Projects in the Groundwater Program focus on maintaining the installed capacity and reducing the vulnerability of the well field. This includes replacing some elements of the electrical supply equipment necessary to pump groundwater wells. The five-year CIP does not include a major expansion of the well field beyond the current capacity.

Support

The Support Program includes funding each year for master planning for capital projects.

Transmission and Terminal Storage

In contrast to the previous several years, a smaller percentage of the FY 2014-15 CIP budget will be spent at Mount Tabor, Washington Park, Powell Butte, Kelly Butte reservoirs.

With Powell Butte storage online and the completion of the main tank construction at Kelly Butte, the major portion of the work will complete the Summer of FY 2014. This is in time for the deadline to comply with the federal Long Term 2 Enhanced Surface Water Treatment Rule (LT2 rule) for uncovered reservoirs.

Other work continues to disconnect the Mount Tabor Reservoir uncovered reservoirs. Design continues for the improvements for the Washington Park reservoir complex.

Treatment

Projects in the Treatment Program at the system Headworks Facility and the Lusted Hill Treatment Operations Building address intake and treatment facilities. Proper functioning of these assets helps the bureau to continue to operate an unfiltered system. The bureau is currently operating under a variance for the source-water treatment portion of the rule. If the variance terms are not met, the bureau will be required to build a facility to treat water for Cryptosporidium, a microorganism present in some water sources.

Net Operating and Maintenance Costs

Operating and Maintenance (O&M) 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 core components of the water system, the pipes, valves, hydrants and other system appurtenances used to distribute water to retail customers. These long- life passive assets, typically buried and not visible, do not require much in the way of regular O&M. 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 O&M costs because 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 O&M due to fewer leak repairs. However, the relatively small percentage of pipe length replaced in any given year will not appreciably alter the O&M budget. Other infrastructure, such as pump station improvements, may increase O&M costs when additional facilities are constructed or capacity added. Most improvements are to reconstruct existing facilities, and, the net change in O&M expense is insignificant.

However, when new facilities are built, the O&M cost can impact water rates. An example of a new facility is the Emergency Coordination Center where the bureau's portion of the annual building expense is estimated to be \$300,000 when occupied starting in FY 2013-14, and the full annual cost is realized in FY 2014-15.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	124,604,337	141,107,169	139,407,766	147,043,165	147,335,324
Intergovernmental	2,517,204	3,580,228	1,778,000	526,000	526,000
Bond & Note	282,195	367,809,507	0	119,420,000	119,644,000
Miscellaneous	6,179,120	6,538,005	5,344,115	5,780,200	5,780,427
Total External Revenues	133,582,856	519,034,909	146,529,881	272,769,365	273,285,751
Internal Revenues					
Fund Transfers - Revenue	143,097,681	191,189,191	225,959,688	192,688,349	192,771,298
Interagency Revenue	3,163,219	3,825,209	3,481,050	3,049,700	3,034,728
Total Internal Revenues	146,260,900	195,014,400	229,440,738	195,738,049	195,806,026
Beginning Fund Balance	157,334,929	105,833,066	265,633,336	150,499,726	150,499,726
Total Resources	\$437,178,685	\$819,882,375	\$641,603,955	\$619,007,140	\$619,591,503
Requirements					
Bureau Expenditures					
Personnel Services	57,981,091	58,899,360	61,769,827	60,995,553	61,437,456
External Materials and Services	15,847,272	24,500,383	23,970,623	24,058,353	24,205,689
Internal Materials and Services	20,767,881	21,046,842	20,622,911	19,161,666	19,245,907
Capital Outlay	47,842,309	95,736,669	105,000,115	72,669,385	72,669,385
Total Bureau Expenditures	142,438,553	200,183,254	211,363,476	176,884,957	177,558,437
Fund Expenditures					
Debt Service	36,368,944	157,124,203	51,186,055	57,004,679	57,015,823
Contingency	0	0	111,598,446	73,962,674	73,667,560
Fund Transfers - Expense	152,538,122	195,233,968	231,331,366	198,051,558	198,182,009
Debt Service Reserves	0	0	34,150,987	42,820,977	42,836,975
Total Fund Expenditures	188,907,066	352,358,171	428,266,854	371,839,888	371,702,367
Ending Fund Balance	105,833,066	267,340,950	1,973,625	70,282,295	70,330,699
Total Requirements	\$437,178,685	\$819,882,375	\$641,603,955	\$619,007,140	\$619,591,503
Programs					
Transmission & Terminal Storage	33,871,975	65,961,643	69,709,179	35,800,321	35,831,715
Administration & Support	6,307,081	5,374,132	29,376,022	27,907,576	29,175,312
Supply	6,235,084	3,850,384	5,515,942	9,189,195	9,178,779
Distribution	57,946,901	71,544,172	60,760,944	74,638,321	73,940,025
Regulatory Compliance	10,921,427	27,305,057	19,067,516	7,925,483	8,002,752
Treatment	8,781,135	2,922,303	4,955,708	2,816,488	2,826,061
Hydroelectric Power	518,150	588,580	916,868	729,718	729,888
Customer Service	17,856,800	22,636,983	21,061,297	17,877,855	17,873,905
Total Programs	142,438,553	\$200,183,254	\$211,363,476	\$176,884,957	\$177,558,437

Public Utilities Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2013-14	Proposed FY 2014-15	Capital Plan				5-Year Total
				FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Customer Service								
Security and Emergency Management	1,313,000	0	0	60,000	60,000	60,000	60,000	240,000
Total Customer Service	1,313,000	0	0	60,000	60,000	60,000	60,000	240,000
Distribution								
Bertha Service Area Improvements	165,000	230,000	739,000	0	0	0	0	739,000
Carolina PS Main Extension Phase 2	29,000	690,000	2,494,000	0	0	0	0	2,494,000
Distribution Mains	39,788,521	11,922,000	13,395,000	16,240,000	17,400,000	18,110,000	18,110,000	83,255,000
Division St Piping	252,000	1,480,000	380,000	0	0	0	0	380,000
Eastmoreland Sewer	10,000	0	4,000	0	0	0	0	4,000
Field Support	12,777,143	3,755,600	3,642,610	3,520,000	3,590,000	3,590,000	3,630,000	17,972,610
Fulton Pump Station Improvements	2,577,000	570,000	6,280,000	5,660,000	20,000	0	0	11,960,000
Hydrants	2,971,880	1,100,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Interstate Facility Rehabilitation	12,476,000	12,360,000	16,248,390	7,940,000	360,000	0	0	24,548,390
Meters	5,359,638	1,000,000	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	5,200,000
NW Thurman St Bridge	41,000	0	2,000	0	0	0	0	2,000
Overlook Sewer Replacement	642,000	0	4,000	0	0	0	0	4,000
Pump Stations and Tanks	6,347,090	500,000	530,000	1,540,000	1,140,000	1,470,000	3,000,000	7,680,000
Raymond Tank Supply Improvements	94,000	125,000	650,000	10,000	0	0	0	660,000
Sellwood Bridge	168,000	0	70,000	0	0	0	0	70,000
Services	16,060,341	3,910,000	4,147,000	4,150,000	4,150,000	4,150,000	4,150,000	20,747,000
SW Nevada and Macadam	15,000	0	382,000	200,000	0	0	0	582,000
Tabor Pump Station Improvements	0	0	400,000	30,000	0	0	0	430,000
Willamette River Pipe Crossing	331,000	460,000	2,600,000	5,000,000	20,000,000	28,540,000	0	56,140,000
Total Distribution	100,104,613	38,102,600	54,258,000	46,580,000	48,950,000	58,150,000	31,180,000	239,118,000
Regulatory Compliance								
Bull Run Dam 2 Tower	25,248,000	11,075,000	40,000	0	0	0	0	40,000
Water Quality and Regulatory Compliance	2,346,392	1,304,000	1,561,000	1,770,000	2,080,000	1,560,000	2,080,000	9,051,000
Total Regulatory Compliance	27,594,392	12,379,000	1,601,000	1,770,000	2,080,000	1,560,000	2,080,000	9,091,000
Supply								
Bull Run Watershed	23,567,610	380,000	792,000	2,600,000	2,860,000	2,080,000	3,120,000	11,452,000
Groundwater	2,380,200	300,000	478,000	470,000	520,000	520,000	520,000	2,508,000
Groundwater Electrical Supply Improvements	93,000	79,000	1,992,000	20,000	0	0	0	2,012,000
Road 10 MP 0.6-1.8	33,000	60,000	840,000	0	0	0	0	840,000
Road 1008 Paving	28,000	60,000	650,000	0	0	0	0	650,000
Total Supply	26,101,810	879,000	4,752,000	3,090,000	3,380,000	2,600,000	3,640,000	17,462,000
Support								

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2013-14	Proposed FY 2014-15	Capital Plan				5-Year Total
				FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Planning	2,333,768	1,500,000	1,560,000	2,080,000	2,600,000	2,600,000	2,600,000	11,440,000
Total Support	2,333,768	1,500,000	1,560,000	2,080,000	2,600,000	2,600,000	2,600,000	11,440,000
Transmission/Terminal Storage								
Conduits and Transmission Mains	14,887,168	425,000	520,000	520,000	2,600,000	5,190,000	7,260,000	16,090,000
Kelly Butte Reservoir	16,536,000	39,980,000	19,000,000	4,470,000	0	0	0	23,470,000
Powell Butte Reservoir 2	88,134,000	21,960,000	8,400,000	0	0	0	0	8,400,000
Tabor Reservoir Adjustments	675,000	225,000	1,140,000	1,910,000	0	0	0	3,050,000
Terminal Reservoirs	24,102,124	0	522,000	1,830,000	0	0	0	2,352,000
Washington Park	1,456,000	5,745,000	4,760,000	4,910,000	17,400,000	22,020,000	12,240,000	61,330,000
Total Transmission/Terminal Storage	145,790,292	68,335,000	34,342,000	13,640,000	20,000,000	27,210,000	19,500,000	114,692,000
Treatment								
Headworks Flow Meters	177,000	2,560,000	20,000	0	0	0	0	20,000
Treatment	1,268,803	0	281,000	10,000	0	0	0	291,000
Total Treatment	1,445,803	2,560,000	301,000	10,000	0	0	0	311,000
Total Requirements	304,683,678	123,755,600	96,814,000	67,230,000	77,070,000	92,180,000	59,060,000	392,354,000

Public Utilities Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	39,312	56,514	1.00	56,520	1.00	56,520	1.00	56,520
30000063	Accountant II	51,397	64,688	3.00	184,546	3.00	188,852	3.00	188,852
30000064	Accountant III	56,597	71,178	1.00	71,184	1.00	71,184	1.00	71,184
30000434	Administrative Assistant	46,571	71,739	7.00	487,792	7.00	493,176	7.00	493,176
30000433	Administrative Specialist, Sr	43,368	66,768	3.00	186,638	3.00	190,498	3.00	190,498
30000436	Administrative Supervisor I	56,534	75,338	2.00	134,184	2.00	135,792	2.00	135,792
30000437	Administrative Supervisor II	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000203	Applications Analyst II-Generalist	59,883	79,830	1.00	72,090	1.00	75,051	1.00	75,051
30000204	Applications Analyst III-Generalist	66,061	88,213	3.00	242,241	3.00	248,556	3.00	248,556
30000207	Applications Analyst IV-Generalist	69,430	92,872	3.00	233,998	2.25	188,477	2.25	188,477
30000102	Automotive Equip Oper II: Sewer Vacuum	44,782	53,934	1.00	53,940	1.00	53,940	1.00	53,940
30000104	Automotive Equip Oper II: Tractor-Trailr	44,782	53,934	1.00	51,036	1.00	53,940	1.00	53,940
30000101	Automotive Equipment Oper I	42,182	51,126	11.00	562,452	11.00	562,452	11.00	562,452
30000441	Business Operations Manager	77,584	103,355	1.00	90,480	1.00	93,261	1.00	93,261
30000442	Business Operations Manager, Sr	96,366	134,597	1.00	134,592	1.00	134,592	1.00	134,592
30000440	Business Operations Supervisor	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000449	Business Systems Analyst, Sr	65,478	87,422	3.00	260,952	3.00	262,151	3.00	262,151
30000331	CAD Analyst	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000328	CAD Technician I	39,437	52,832	1.00	52,356	0.00	840	0.00	840
30000329	CAD Technician II	52,832	67,413	5.00	319,620	4.00	257,496	4.00	257,496
30000330	CAD Technician III	64,189	81,973	1.00	77,424	1.00	80,684	1.00	80,684
30000454	Capital Improvmtnt Program Planning Supvr	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000399	Capital Project Manager I	64,189	81,973	2.00	162,480	2.00	163,944	2.00	163,944
30000686	Capital Project Manager II	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000687	Capital Project Manager III	72,134	96,928	2.00	193,848	1.00	90,348	1.00	90,348
30000110	Carpenter	53,144	59,467	2.00	118,944	2.00	118,944	2.00	118,944
30000493	Community Outreach & Informtn Rep, Sr	62,338	83,138	3.00	224,124	3.00	230,794	3.00	230,794
30000107	Concrete Finisher	53,144	59,467	2.00	118,944	2.00	118,944	2.00	118,944
30000507	Conservation Program Coordinator, Sr	65,478	87,422	1.00	76,154	1.00	79,279	1.00	79,279
30000105	Construction Equipment Operator	44,907	57,346	19.00	1,064,724	19.00	1,064,724	19.00	1,064,724
30000455	Contracts Dev & Review Administrator	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000017	Customer Accounts Specialist I	34,923	50,357	39.00	1,877,232	38.00	1,833,576	38.00	1,833,576
30000018	Customer Accounts Specialist II	41,642	55,203	10.00	549,739	10.00	552,000	10.00	552,000
30000445	Customer Service Supervisor	65,478	87,422	7.00	550,231	7.00	561,641	7.00	561,641
30000732	Development Supervisor I	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000577	Economist, Principal	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000635	Electrical/Instrumentation Supervisor	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000116	Electrician	66,498	71,781	5.00	349,680	5.00	358,040	5.00	358,040
30000121	Electrician/Instrument Technician	68,515	73,965	1.00	68,520	1.00	68,520	1.00	68,520
30000685	Engineer, Chief - Water Bureau	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000682	Engineer, Principal	96,886	129,189	6.00	761,652	6.00	766,396	6.00	766,396
30000680	Engineer, Sr	83,866	111,821	16.00	1,755,307	15.00	1,658,046	15.00	1,658,046
30000681	Engineer, Supervising	90,147	120,203	5.00	560,608	5.00	565,544	5.00	565,544
30000364	Engineer-Chemical/Environmental	84,365	102,544	2.00	189,420	2.00	194,084	2.00	194,084
30000365	Engineer-Civil	84,365	102,544	16.00	1,586,524	15.00	1,506,063	15.00	1,506,063
30000366	Engineer-Electrical	84,365	102,544	1.00	101,628	1.00	102,540	1.00	102,540
30000358	Engineering Associate, Sr-Civil	72,946	93,018	15.00	1,349,562	15.00	1,376,516	15.00	1,376,516
30000353	Engineering Associate-Civil	59,966	80,350	6.00	397,122	5.00	344,160	5.00	344,160
30000355	Engineering Associate-Mechanical	59,966	80,350	1.00	79,644	1.00	80,352	1.00	80,352
30000696	Engineering Survey Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000325	Engineering Technician II	52,832	67,413	8.00	534,528	8.00	539,328	8.00	539,328
30000326	Engineering Technician III	64,189	81,973	2.00	162,480	2.00	163,944	2.00	163,944
30000662	Environmental Program Coordinator	62,899	83,886	1.00	63,640	1.00	67,416	1.00	67,416
30000663	Environmental Program Manager	68,806	92,040	1.00	84,612	1.00	87,791	1.00	87,791
30000664	Environmental Program Manager, Sr	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000661	Environmental Program Specialist	56,534	75,338	2.00	115,766	2.00	120,510	2.00	120,510
30001908	Environmental Spec-Wildlife Biologist	64,189	81,973	1.00	71,630	1.00	75,889	1.00	75,889
30000339	Environmental Specialist-Generalist	64,189	81,973	5.00	361,232	5.00	376,931	5.00	376,931
30000338	Environmental Technician II	52,832	67,413	2.00	111,266	2.00	115,232	2.00	115,232
30000567	Financial Analyst	59,342	79,123	2.00	121,164	2.00	125,664	2.00	125,664
30000566	Financial Analyst, Assistant	46,571	71,739	1.00	71,736	1.00	71,736	1.00	71,736
30000569	Financial Analyst, Principal	77,584	103,355	2.00	206,712	2.00	206,712	2.00	206,712
30000568	Financial Analyst, Sr	65,478	87,422	3.00	254,718	3.00	287,044	3.00	287,044
30000127	General Mechanic	48,235	60,091	2.00	108,336	2.00	115,860	2.00	115,860
30000341	GIS Technician I	39,437	52,832	1.00	52,356	1.00	52,836	1.00	52,836
30000342	GIS Technician II	52,832	67,413	6.00	378,054	6.00	384,384	6.00	384,384
30000343	GIS Technician III	64,189	81,973	2.00	158,664	2.00	162,656	2.00	162,656
30000373	Graphics Designer III	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000657	Hydroelectric Power Project Manager	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000658	Hydroelectric Power Project Mgr, Asst	68,806	92,040	1.00	87,552	1.00	90,243	1.00	90,243
30000340	Hydrogeologist	72,779	92,830	1.00	92,004	0.00	(2,664)	0.00	(2,664)
30000114	Industrial Painter	53,144	59,467	3.00	178,416	3.00	178,416	3.00	178,416
30000115	Industrial Painter, Lead	55,765	62,421	1.00	62,424	1.00	62,424	1.00	62,424
30000603	Inf Syst Analyst IV(Supvr)-Gen	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000218	Inf Syst Analyst, Principal-Gen	78,291	104,291	1.00	93,864	1.00	97,395	1.00	97,395
30000239	Instrument Technician	66,498	71,781	6.00	425,424	6.00	430,264	6.00	430,264
30001408	Instrumentation & Security Systems Supvr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30001283	Laboratory Analyst II	47,278	62,379	2.00	124,752	2.00	124,752	2.00	124,752
30001284	Laboratory Analytical Specialist	53,893	71,552	4.00	255,174	4.00	263,100	4.00	263,100
30001285	Laboratory Coordinator	55,931	78,915	1.00	78,912	1.00	78,912	1.00	78,912
30000670	Laboratory Manager	77,584	103,355	1.00	86,256	1.00	88,911	1.00	88,911
30000644	Maintenance Planner/Scheduler	56,534	75,338	3.00	212,419	3.00	218,034	3.00	218,034
30000073	Maintenance Worker	24,482	29,016	1.00	29,016	1.00	29,016	1.00	29,016
30000451	Management Analyst	59,342	79,123	2.00	146,124	2.00	148,209	2.00	148,209
30000453	Management Analyst, Principal	77,584	103,355	2.00	206,712	2.00	206,712	2.00	206,712
30000452	Management Analyst, Sr	65,478	87,422	3.00	258,045	3.00	261,874	3.00	261,874
30000450	Management Assistant	46,571	71,739	5.00	293,645	5.00	305,096	5.00	305,096
30000693	Mapping & GIS Supervisor	72,134	96,928	1.00	93,090	1.00	96,534	1.00	96,534
30000978	Mapping Data Technician II	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000653	Mechanical Systems Supervisor-Water,Sr	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000012	Office Support Specialist II	32,552	46,758	3.00	140,292	3.00	140,292	3.00	140,292
30000013	Office Support Specialist III	41,642	55,203	3.00	152,952	3.00	157,569	3.00	157,569
30000152	Operating Engineer I	48,318	50,606	3.00	150,482	3.00	151,812	3.00	151,812
30000153	Operating Engineer II	48,755	63,003	2.00	118,968	2.00	121,248	2.00	121,248
30000154	Operating Engineer III	51,210	66,186	12.00	794,304	12.00	794,304	12.00	794,304
30000759	Parks Maintenance Supervisor	59,342	79,123	1.00	70,160	1.00	73,036	1.00	73,036
30000081	Parks Technician	43,971	49,982	5.00	249,900	5.00	249,900	5.00	249,900
30000398	Planner, Sr City-Water Resources	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000464	Program Coordinator	62,338	83,138	4.00	294,876	4.00	303,089	4.00	303,089
30000465	Program Manager	65,478	87,422	3.00	231,588	3.00	236,944	3.00	236,944

Public Utilities Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000466	Program Manager, Sr	77,584	103,355	4.00	413,424	4.00	413,424	4.00	413,424
30000463	Program Specialist	56,534	75,338	2.00	111,252	2.00	114,608	2.00	114,608
30000462	Program Specialist, Assistant	46,571	71,739	4.00	252,930	4.00	262,857	4.00	262,857
30000698	Property Acquisition & Services Manager	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000497	Public Information Manager	72,134	96,928	1.00	90,759	1.00	94,416	1.00	94,416
30000691	Public Works Inspection Manager	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000228	Public Works Inspector	58,760	67,142	4.00	251,808	2.00	122,472	2.00	122,472
30000229	Public Works Inspector, Sr	63,731	75,088	5.00	372,492	5.00	375,420	5.00	375,420
30000630	Public Works Supervisor II	59,342	79,123	8.00	561,481	8.00	577,862	8.00	577,862
30000403	Remittance Technician	35,235	49,317	1.00	48,876	1.00	49,320	1.00	49,320
30000350	Right of Way Agent III	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000481	Risk Specialist	56,534	75,338	1.00	73,596	1.00	74,756	1.00	74,756
30000486	Safety & Risk Officer II	72,134	96,928	1.00	69,828	0.00	492	0.00	492
30000645	Security Supervisor	59,342	79,123	1.00	78,648	1.00	79,128	1.00	79,128
30000029	Service Dispatcher	34,923	50,357	2.00	100,704	2.00	100,704	2.00	100,704
30000054	Storekeeper/Acquisition Specialist II	44,554	54,475	3.00	163,440	3.00	163,440	3.00	163,440
30000056	Storekeeper/Acquisition Specialist III	50,315	62,566	1.00	62,568	1.00	62,568	1.00	62,568
30000468	Stores System Supervisor II	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000224	Surveying Aide II	47,694	55,515	2.00	111,024	2.00	111,024	2.00	111,024
30000695	Surveying Supvr/Water Rights Examiner	68,806	92,040	1.00	90,708	1.00	92,040	1.00	92,040
30000225	Surveyor I	54,475	67,704	2.00	135,408	2.00	135,408	2.00	135,408
30000226	Surveyor II	68,640	79,914	1.00	79,920	1.00	79,920	1.00	79,920
30001558	Timekeeping Specialist	34,986	50,274	2.00	86,022	2.00	91,670	2.00	91,670
30000532	Training & Development Officer	65,478	87,422	1.00	41,520	1.00	79,074	1.00	79,074
30001037	Utility Locator	49,109	52,832	6.00	310,452	6.00	313,284	6.00	313,284
30000076	Utility Worker I	41,621	45,282	4.00	181,152	4.00	181,152	4.00	181,152
30000077	Utility Worker II	45,282	48,672	36.00	1,742,016	36.00	1,746,542	36.00	1,746,542
30000075	Utility Worker II, Apprentice	34,070	45,032	13.00	510,829	13.00	559,866	13.00	559,866
30000438	Water Administrative Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30001534	Water Bureau Emergency Management Mgr	68,806	92,040	1.00	86,582	1.00	90,010	1.00	90,010
30000512	Water Conservation Program Coordinator	62,338	83,138	2.00	147,918	2.00	150,576	2.00	150,576
30000514	Water Conservation Program Manager	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000646	Water Consortium Conservation Pg Mgr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000655	Water Group Manager	96,366	134,597	4.00	538,368	4.00	538,368	4.00	538,368
30000652	Water Maintenance Supervisor, Sr	72,134	96,928	3.00	290,772	3.00	290,772	3.00	290,772
30000133	Water Meter Reader I	37,357	47,445	12.00	544,362	12.00	549,192	12.00	549,192
30000134	Water Meter Reader II	45,781	53,706	1.00	51,117	1.00	52,542	1.00	52,542
30000142	Water Meter Technician I	43,722	52,894	4.00	200,958	4.00	204,809	4.00	204,809
30000143	Water Meter Technician II	55,765	60,611	6.00	363,672	6.00	363,672	6.00	363,672
30000654	Water Operations & Support Manager	89,710	121,576	1.00	116,279	1.00	120,502	1.00	120,502
30000145	Water Operations Mechanic	53,768	60,382	31.00	1,837,540	31.00	1,841,787	31.00	1,841,787
30000144	Water Operations Mechanic, Apprentice	41,642	56,514	3.00	150,960	3.00	154,680	3.00	154,680
30000651	Water Quality Inspection Supervisor	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30000139	Water Quality Inspector I	48,734	63,003	1.00	56,560	1.00	60,000	1.00	60,000
30000140	Water Quality Inspector II	51,210	66,186	5.00	330,960	5.00	330,960	5.00	330,960
30000141	Water Quality Inspector III	53,768	69,451	1.00	69,456	1.00	69,456	1.00	69,456
30000647	Water Resource & Urban Affairs Coord	65,478	87,422	1.00	77,580	1.00	80,495	1.00	80,495
30000656	Water Resources Program Manager	68,806	92,040	2.00	150,889	2.00	156,254	2.00	156,254
30000138	Water Security Specialist	45,282	48,672	8.00	389,376	8.00	389,376	8.00	389,376
30000135	Water Service Inspector I	45,781	53,706	7.00	368,099	7.00	371,534	7.00	371,534

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000136	Water Service Inspector II	49,483	57,990	1.00	56,304	1.00	57,714	1.00	57,714		
30000650	Water Treatment Operations Supervisor	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924		
30000147	Water Treatment Operator II	51,210	66,186	10.00	632,342	10.00	638,241	10.00	638,241		
30000424	Water Utility Director	134,118	192,192	1.00	192,192	1.00	192,192	1.00	192,192		
30000078	Water Utility Worker, Sr	45,989	51,126	1.00	51,132	1.00	51,132	1.00	51,132		
30001081	Watershed & Conduit Supvr	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924		
30000149	Watershed Specialist I	39,707	48,672	4.00	194,688	4.00	194,688	4.00	194,688		
30000151	Watershed Specialist II	45,989	51,126	2.00	102,264	2.00	102,264	2.00	102,264		
30001308	Watershed Specialist III	54,829	61,464	2.00	122,928	2.00	122,928	2.00	122,928		
TOTAL FULL-TIME POSITIONS						574.00	38,952,812	562.25	38,596,803	562.25	38,596,803
30000433	Administrative Specialist, Sr	43,368	66,768	0.90	28,160	0.85	29,216	0.85	29,216		
30000017	Customer Accounts Specialist I	34,923	50,357	1.80	90,648	1.50	75,540	1.50	75,540		
30000365	Engineer-Civil	84,365	102,544	0.90	91,464	0.50	51,276	0.50	51,276		
30000451	Management Analyst	59,342	79,123	0.90	50,868	0.75	59,340	0.75	59,340		
30000012	Office Support Specialist II	32,552	46,758	0.90	42,084	0.50	23,376	0.50	23,376		
TOTAL PART-TIME POSITIONS						5.40	303,224	4.10	238,748	4.10	238,748
TOTAL LIMITED TERM POSITIONS						0.00	0	0.00	0	0.00	0
GRAND TOTAL						579.40	39,256,036	566.35	38,835,551	566.35	38,835,551

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 2014-15	192,387,627	0	192,387,627	577.35	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(15,502,670)	0	(15,502,670)	(11.00)	Requested operating and capital reductions
	673,480	0	673,480	0.00	Updated COLA increase / technical adjustments
	(14,829,190)	0	(14,829,190)	(11.00)	Total FY 2014-15 Decision Packages
			177,558,437	566.35	Total Proposed Budget

Bureau of Development Services

Community Development Service Area

Amanda Fritz, Commissioner-in-Charge

Paul L. Scarlett, Director

Bureau Summary

Bureau Mission

The Bureau of Development Services promotes safety, livability, and economic vitality through efficient and collaborative application of building and development codes.

Bureau Overview

General Description

The Bureau of Development Services is an integral part of development in the City of Portland. Bureau staff works actively with developers, builders, homeowners, and neighborhood associations to guide them through the development process. The bureau prides itself on providing assistance to customers from concept all the way through construction. The bureau manages programs that ensure construction and land use codes are followed, and the bureau 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 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 enforces the Zoning, Sign, and Property Maintenance Codes, as well as structural, mechanical, plumbing, and electrical code violation cases. This budget request includes 243.62 FTE and an operating budget of \$36.7 million. Approximately 95% of the bureau's revenue comes from permit fees and assessments. The remaining 5% comes primarily from the City's General Fund, which helps to support local code enforcement programs such as Neighborhood Inspections and Land Use Services.

Balancing Service Provision and Fiscal Responsibility

The bureau's mission requires being responsive to the development community, neighborhoods, and citizens. This 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 addressing neighborhood organizations' and citizens' concerns about the quality of development and access to development-related information.

This commitment to provide excellent programs and services is met within the context of an equal commitment to operate in a fiscally responsible manner. The bureau seeks to balance several goals:

- ◆ Provide excellent programs and services, being responsive to customers and the community's changing needs;
- ◆ Pursue cost recovery for services whenever appropriate;

Bureau of Development Services

Community Development Service Area

- ◆ Maintain prudent financial reserves to cushion the bureau against economic downturns; and,
- ◆ Set reasonable fees and keep fee increases as low as possible.

State Statutes and Administrative Rules

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. The bureau is responsible for administering a variety of local regulations adopted within the City Code, including the Zoning Code under Title 33, Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), and Property Maintenance (Title 29).

Strategic Direction

The Bureau of Development Services's commitment to provide excellent services while maintaining fiscal responsibility is reflected in the bureau's budget goals for FY 2014-15.

Adequate Staffing Levels

Since 2012, bureau revenues have increased significantly as the construction industry has experienced strong growth. This has allowed the bureau to rebuild program financial reserves to healthy, prudent levels and add staff to respond to the rapidly increasing workload, while keeping most fees constant. The bureau added 26.6 FTE in FY 2012-13 and 29.5 FTE in FY 2013-14.

As the rapid growth in revenues and workload continues into FY 2014-15, the bureau needed to add more staff to keep up with the workload and provide adequate service levels to customers and the community. The bureau was able to add 18.0 FTE in FY 2013-14 because of the immediate need due to workload growth. Most of these are frontline positions providing direct services to customers.

Streamlined Access to Services

In FY 2014-15, the Bureau of Development Services will improve access to information and services for customers and the community and will focus on creating more effective means for customers, employees, and stakeholders to communicate ideas and have collaborative interaction with bureau leaders and with one another. In addition, the bureau will research and pursue ideas to improve the ways in which customers and stakeholders interface with bureau staff and services, such as the website, written materials, and phone call interactions. This will include conducting ongoing customer service surveys and implementing service improvement suggestions.

Equity - Organizationally and in Service Provision

The Bureau of Development Services cannot become the best development services agency in the nation without ensuring equal access and opportunities for staff, customers, and the community. The bureau is committed to pursuing equity in staffing, programs and services, and interactions with customers and the community. Specifically, the bureau will expand educational and training opportunities in equity issues for staff and will improve outreach and accessibility, particularly to underrepresented, differently-abled, and disadvantaged communities.

Leverage Advanced Technology

The bureau is currently implementing the Information Technology Advancement Project (ITAP). ITAP is a web-based system that will allow 24/7 online access to the bureau's records and services. ITAP will greatly enhance the level of technology in the development review process while improving public access to information. The selected vendor, Sierra Systems, has been onsite since July 2013 working on system design with staff. ITAP go-live is currently scheduled for December 2015.

Maintain Fiscal Sustainability	To successfully provide excellent programs and services, the bureau must operate in a fiscally sustainable manner.
Workforce Planning and Training	As the bureau's fiscal situation has stabilized, the bureau is refocusing efforts on workforce planning and talent development. Approximately 20% of employees are currently eligible for retirement and about 40% could retire within five years.
General Fund Support for Local Code Programs	Approximately 5% of bureau revenues come from the City's General Fund. These monies support bureau programs that provide general public benefit, including the Land Use Services and Neighborhood Inspections Programs.

Summary of Budget Decisions

Improve Housing and Nuisance Inspections

The bureau's Neighborhood Inspections Program helps protect the health, safety, and welfare of Portland citizens by preventing the deterioration of existing housing and contributing to vital neighborhoods. The program enforces minimum standards for maintenance of residential structures, regulates derelict buildings, and also addresses exterior maintenance issues for non-residential structures.

In FY 2012-13 and FY 2013-14 BDS received one-time General Fund support for an additional Housing Inspector position to address housing and nuisance complaints throughout the city. The Mayor's Proposed FY 2014-15 Budget continues the Housing Inspector position, but stipulates that one-time funding will come from internal bureau resources, rather than the City's General Fund.

Extremely Distressed Properties Enforcement

From FY 2011-12 through FY 2013-14, the City Council approved one-time General Fund support for one Senior Housing Inspector position to implement the Extremely Distressed Properties Enforcement Program (EDPEP). EDPEP has proven to be an effective tool to respond to the substantial impact on some neighborhoods and properties from the prolonged recession and mortgage-related foreclosures.

The Mayor's Proposed FY 2014-15 Budget continues the Senior Housing Inspector position and funding for nuisance abatement, but stipulates that one-time funding will come from internal bureau resources, rather than the City's General Fund.

Tree Regulatory Improvement Project

The Mayor's Proposed Budget includes \$198,513 in General Fund resources transferred to Development Services for an Associate Planner position to support the implementation of the City's Tree Code. The resources will be split between Development Services and the Bureau of Parks and Recreation.

Regulatory Improvement Code Amendment Packages (RICAP)

In FY 2013-14, the City Council approved an interagency agreement transferring funds from Development Services to the Bureau of Planning & Sustainability to support Zoning Code rewrites through the Regulatory Improvement Code Amendment Packages (RICAP). The Mayor's Proposed FY 2014-15 Budget continues the interagency agreement, transferring \$235,452 in funds to support 2.5 FTE in the Bureau of Planning & Sustainability.

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Budget Note

Tree Code Implementation

Prior to the January 1, 2015 effective date of the new tree regulations, the Bureau of Development Services and Portland Parks & Recreation are directed to provide a baseline performance report to the City Budget Office that: a) establishes the pre-implementation workload and service levels provided by the bureaus for the existing program and b) anticipated workloads and target levels of service for the new program. As part of the FY 2015-16 Fall Budget Monitoring Process (BMP), the bureau should provide a post-implementation follow-up report that analyzes actual performance data compared to the baseline report. This post-implementation report should be accompanied by a Fall Supplemental Budget request if a performance gap is shown to exist.

Capital Budget

Capital Summary

CIP Highlights

The Information Technology Advancement Project (ITAP) is an initiative to upgrade the City's legacy permit and case management system (TRACS) which has been in use since 1999. In November 2010 the City Council granted approval to pursue an upgrade from TRACS to a new system. The goal of the system upgrade and ITAP is to provide the City of Portland, the development community, and the general public with the most efficient and effective development review system through the implementation of a web-based permit application, plan review, and inspection software system. The web-based system will be accessible to City review staff, development review customers, and the general public 24 hours a day, seven days a week. The total project cost is estimated at \$11.2 million.

Major Issues

The Information Technology Advancement Project is the only capital project. The bureau's current legacy permit and case management system lacks the ability to process land use cases and permits online. This system is inefficient compared to web-based digital software systems. ITAP will move the bureau's land use and permitting processes, from application to inspections, to a web-based digital system, creating a variety of benefits:

- ◆ Thousands of trips to the bureau's downtown permitting offices will be avoided each year for customers and community members, since services and records will be available remotely. This will create significant efficiencies for customers and bureau staff and will contribute to the City's Climate Action Plan sustainability initiatives.
- ◆ Paper and print cost savings will be realized for the bureau and customers, since plan submittal, plan review, permit issuance, and inspections will be performed electronically.

The bureau's need for additional staff will be lessened by an estimated nine positions in FY 2015-16 and 2016-17, resulting in an ongoing savings of \$1.3 million per year. This estimate is based on data gathered from other jurisdictions that implemented similar systems and from the bureau's analysis of current operations and efficiencies that could be achieved.

Changes from Prior Year

There have been no significant changes to the project timeline or costs in the last year. The bureau is working diligently to adhere to the project schedule and scope in order to manage costs increases and/or delays.

Council Goals and Priorities

ITAP will provide significant positive contributions to the City Council's budget goals and priorities as reflected in the Mayor's FY 2014-15 budget directions and the Council's priorities, including:

- ◆ Efficiency - By making permit submittal, plan review, permit issuance, and inspection processes electronic, ITAP will greatly reduce the City's and customers' dependence on paper plans and blueprints. The bureau's storage needs will decrease as current and historical records are digitized. Blueprints and plans will no longer need to be carted from one reviewer to another; plans will be reviewed electronically and automatically forwarded to the next reviewer. BDS and the other development review bureaus will save time and money with ITAP's implementation.
- ◆ Equity & Inclusion - ITAP will serve City equity goals by increasing public access to information. With ITAP, all permit, land use, and enforcement records will be available online to the general public.
- ◆ Reduced Carbon Emissions - ITAP will reduce carbon emissions by lessening the need for customers and members of the public to drive downtown and visit the Development Services Center (DSC). The bureau estimates that thousands of trips to the DSC will be avoided each year.
- ◆ Customer Service - ITAP will greatly enhance customer service by making information and services available to customers online 24/7.
- ◆ Effective Use of Technology - ITAP will allow for a more full and effective use of technology than TRACS. Customers will be able to access information and services from their own computers. Bureau inspectors will enter inspection results remotely via handheld devices, allowing customers to quickly access results without having to visit jobsites.

Criteria

This project was moved forward as a CIP because of the efficiencies gained for staff, customers, and stakeholders from its implementation. The method used to determine whether to move forward with this CIP included:

- ◆ Analyzing available solutions
- ◆ Seeking advice from jurisdictions using the most advanced software solutions
- ◆ Visiting other jurisdictions to see how solutions are implemented and how those solutions may meet the needs of the City of Portland
- ◆ Analyzing the cost and time associated with implementation of the solutions available
- ◆ Analyzing the sustainability of the solutions available for long term benefit
- ◆ Coordinating with the Bureau of Technology Services (BTS) to ensure the new system can work well with City systems such as SAP and can be supported by BTS.

Capital Planning and Budgeting**Capital Planning Process**

BDS's capital planning process began in fall 2009 and included a host of stakeholders. Sierra Systems was selected in December 2012. As the bureau has only one capital project, the deliberation has focused on ITAP's impacts for customers, improvements to the coordination and efficiency of review and inspection processes, and availability of information to the public. The project has been and continues to be reviewed by the Commissioner-in-Charge, the City's Technology Oversight Committee, the Development Review Advisory Committee, and the City Budget Office. Coordination is ongoing with all of the development review bureaus, including Water, Transportation, Environmental Services, Fire, and Parks.

Bureau of Development Services

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City Comprehensive Plan

ITAP will streamline the development review process, create significant efficiencies and cost savings for City bureaus and customers, and increase access to information for customers, neighborhoods, and the community. ITAP will thus contribute to several Comprehensive Plan goals and policies, including:

- ◆ Neighborhood Involvement - Provide for the active involvement of neighborhood residents and businesses in decisions affecting their neighborhood through the promotion of neighborhood and business associations. Provide information to neighborhood and business associations which allows them to monitor the impact of the Comprehensive Plan and to report their findings annually to the Planning and Sustainability Commission.
- ◆ Housing Availability - Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of Portland's households now and in the future.
- ◆ Develop new relationships and mechanisms that increase private investment in, and production of, housing.
- ◆ Consider the cumulative impact of regulations on the ability of housing developers to meet current and future housing demand.
- ◆ Reduce non-regulatory barriers to the development of vacant residentially-zoned sites.
- ◆ Regulatory Costs and Fees - Consider the impact of regulations and fees in the balance between housing affordability and other objectives such as environmental quality, urban design, maintenance of neighborhood character, and protection of public health, safety, and welfare.
- ◆ Improve housing affordability by imposing the lowest permit fee, or system development charge necessary to recover cost of city services delivered in a cost effective manner.
- ◆ Achieve greater predictability in project decision timelines, outcomes, and costs.

Financial Forecast Overview

Revenues for most of the bureau's programs are projected to increase moderately but steadily in FY 2014-15 and for the remainder of the bureau's Five-Year Financial Plan. The BDS Financial Advisory Committee, composed of local economists and real estate experts, reviewed the bureau's Five-Year Financial Plan, contributed their advice, and were satisfied with the outcome of the projections. ITAP implementation costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the Five-Year Financial Plan.

Asset Management and Replacement Plans

The bureau currently projects that vendor costs for the ongoing maintenance of ITAP will be \$200,000 annually. The Five-Year Financial Plan shows that these costs can be paid out of bureau operating funds.

Capital Programs and Projects

Capital Program Descriptions

Throughout ITAP, the bureau has been working closely with its interagency partners, the development review community, and the general public to define business needs, make process improvements, and set out a thorough and comprehensive project management and implementation plan.

The total project cost is estimated at \$11.2 million, which includes the selected vendor's (Sierra Systems') proposed project vendor costs of \$7.8 million. The vendor costs consist of services and initial software licensing costs. The bureau's financial situation is improving and program reserves are strong. The current proposal calls for financing the project through revenue from operating funds.

Funding Sources

ITAP will be financed through bureau operating funds. These revenues are generated through permit fees associated with commercial, residential and trade permits, as well as land use review fees and enforcement penalties. The bureau currently has a healthy reserve and revenue is projected to increase through FY 2018-19.

Major Projects

ITAP is the bureau's only capital project.

Net Operating and Maintenance Costs

The annual vendor costs for ongoing maintenance are estimated at approximately \$200,000 per year starting in FY 2015-16 after the system goes live. The bureau's current technology team that supports TRACS will be transitioned to support and maintain the new system.

Bureau of Development Services

Summary of Bureau Budget

Community Development Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Licenses & Permits	21,932,150	27,676,745	22,854,164	26,830,114	26,830,114
Charges for Services	8,293,020	11,151,010	8,909,147	10,734,211	10,734,211
Intergovernmental	90,091	8,320	0	0	0
Bond & Note	0	0	1,802,343	0	0
Miscellaneous	2,277,493	2,252,887	2,229,973	1,842,518	1,842,518
Total External Revenues	32,592,754	41,088,962	35,795,627	39,406,843	39,406,843
Internal Revenues					
Fund Transfers - Revenue	3,031,800	2,310,211	2,159,003	2,213,943	2,026,408
Interagency Revenue	842,146	955,256	940,438	894,353	894,353
Total Internal Revenues	3,873,946	3,265,467	3,099,441	3,108,296	2,920,761
Beginning Fund Balance	3,697,636	10,219,090	13,177,485	24,572,155	24,572,155
Total Resources	\$40,164,336	\$54,573,519	\$52,072,553	\$67,087,294	\$66,899,759
Requirements					
Bureau Expenditures					
Personnel Services	18,363,443	20,850,127	26,516,646	27,315,507	25,840,354
External Materials and Services	971,448	1,428,092	4,058,170	2,131,341	2,078,841
Internal Materials and Services	6,133,244	6,507,438	7,670,447	7,691,848	7,726,312
Capital Outlay	58,610	8,563	0	1,495,649	1,495,649
Total Bureau Expenditures	25,526,745	28,794,220	38,245,263	38,634,345	37,141,156
Fund Expenditures					
Debt Service	2,245,529	795,903	1,009,670	982,638	982,638
Contingency	0	0	6,869,730	11,256,989	13,552,204
Fund Transfers - Expense	2,172,972	958,401	947,890	1,213,322	1,223,761
Total Fund Expenditures	4,418,501	1,754,304	8,827,290	13,452,949	15,758,603
Ending Fund Balance	10,219,090	24,024,995	5,000,000	15,000,000	14,000,000
Total Requirements	\$40,164,336	\$54,573,519	\$52,072,553	\$67,087,294	\$66,899,759
Programs					
Administration & Support	7,343,988	8,697,335	13,090,992	12,927,757	12,431,011
Combination Inspections	2,833,040	3,159,392	4,069,486	4,193,003	3,817,005
Plan Review	4,894,219	5,316,061	3,577,218	3,610,575	3,500,919
Development Services	477,393	490,266	4,118,545	4,300,092	4,046,568
Land Use Services	3,578,243	4,124,782	5,467,131	5,511,892	5,535,575
Compliance Services	14,207	13,513	909,143	1,330,153	1,049,205
Legal Services	6	0	0	0	0
Neighborhood Inspections	1,453,094	1,663,662	1,708,772	1,705,279	1,705,279
Commercial Inspections	3,505,106	3,810,748	4,387,354	4,096,433	4,096,433
Site Development	1,427,449	1,518,461	916,622	959,161	959,161
Total Programs	25,526,745	\$28,794,220	\$38,245,263	\$38,634,345	\$37,141,156

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised	Proposed	Capital Plan				5-Year Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Special Projects								
Information Technology Advancement Project	0	4,697,127	3,821,440	2,727,880	0	0	0	6,549,320
Total Special Projects	0	4,697,127	3,821,440	2,727,880	0	0	0	6,549,320
Total Requirements	0	4,697,127	3,821,440	2,727,880	0	0	0	6,549,320

Bureau of Development Services

FTE Summary

Community Development Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
3000062	Accountant I	39,312	56,514	2.00	95,832	2.00	95,832	2.00	95,832
30000434	Administrative Assistant	46,571	71,739	1.00	75,336	1.00	75,336	1.00	75,336
30000433	Administrative Specialist, Sr	43,368	66,768	5.00	314,424	5.00	321,516	5.00	321,516
30000173	Building Inspector II	64,605	74,755	6.00	419,724	6.00	424,656	6.00	424,656
30000174	Building Inspector, Sr	72,530	83,928	12.00	989,886	12.00	993,762	12.00	993,762
30000442	Business Operations Manager, Sr	96,366	134,597	1.00	115,476	1.00	118,636	1.00	118,636
30000448	Business Systems Analyst	59,342	79,123	3.00	217,596	3.00	219,829	3.00	219,829
30000447	Business Systems Analyst, Assistant	46,571	71,739	1.00	67,025	1.00	69,734	1.00	69,734
30000449	Business Systems Analyst, Sr	65,478	87,422	1.00	65,484	1.00	67,491	1.00	67,491
30000184	Code Specialist II	43,722	57,886	4.50	241,998	6.00	335,961	5.00	278,073
30000186	Code Specialist III	47,133	61,797	1.00	61,800	1.00	61,800	1.00	61,800
30000170	Combination Inspector	68,910	79,810	16.00	1,259,580	18.00	1,427,512	16.00	1,267,888
30000492	Community Outreach & Informtn Rep	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30000426	Development Services Director	119,205	170,830	1.00	170,832	1.00	170,832	1.00	170,832
30000335	Development Services Project Coord	64,189	81,973	5.00	390,340	5.00	403,420	5.00	403,420
30000332	Development Services Technician I	39,437	52,832	1.00	52,356	3.00	158,508	1.00	52,836
30000333	Development Services Technician II	52,832	67,413	20.00	1,132,389	21.00	1,242,321	20.00	1,174,905
30000334	Development Services Technician III	64,189	81,973	3.00	226,092	3.00	230,015	3.00	230,015
30000836	Development Supervisor II	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000168	Electrical Inspector	64,605	74,755	7.00	474,180	7.00	489,978	7.00	489,978
30000169	Electrical Inspector, Sr	72,530	83,928	5.00	408,240	5.00	408,240	5.00	408,240
30000680	Engineer, Sr	83,866	111,821	1.00	81,180	1.00	83,868	1.00	83,868
30000681	Engineer, Supervising	90,147	120,203	1.00	120,204	1.00	120,204	1.00	120,204
30000367	Engineer-Geotechnical	84,365	102,544	3.00	278,194	3.00	288,186	3.00	288,186
30000368	Engineer-Mechanical	84,365	102,544	1.00	101,628	1.00	102,540	1.00	102,540
30000369	Engineer-Structural	84,365	102,544	6.00	609,768	6.00	615,240	6.00	615,240
30000325	Engineering Technician II	52,832	67,413	1.00	54,912	1.00	57,061	1.00	57,061
30000567	Financial Analyst	59,342	79,123	1.00	79,128	2.00	158,964	1.00	79,128
30000569	Financial Analyst, Principal	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000028	Hearings Clerk	45,074	59,280	0.00	0	1.00	59,280	0.00	0
30000171	Housing Inspector	46,426	58,739	6.00	322,080	7.00	392,112	6.00	333,372
30000172	Housing Inspector, Sr	60,965	70,554	1.00	70,560	2.00	141,120	1.00	70,560
30000736	Inspection Manager	89,710	121,576	2.00	208,416	2.00	211,284	2.00	211,284
30000735	Inspection Supervisor	77,584	103,355	4.00	398,196	4.00	400,604	4.00	400,604
30000451	Management Analyst	59,342	79,123	3.00	221,032	3.00	228,778	3.00	228,778
30000452	Management Analyst, Sr	65,478	87,422	2.00	174,840	2.00	174,840	2.00	174,840
30000450	Management Assistant	46,571	71,739	4.58	233,244	5.00	335,460	5.00	335,460
30000012	Office Support Specialist II	32,552	46,758	8.00	328,193	10.00	430,397	8.00	336,869
30000013	Office Support Specialist III	41,642	55,203	5.00	262,440	5.00	262,440	5.00	262,440
30000014	Office Support Specialist, Lead	41,642	55,203	1.00	55,200	1.00	55,200	1.00	55,200
30000730	Plan Review Supervisor	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000377	Planner I, City-Land Use	56,181	64,813	6.00	376,608	8.00	514,276	6.00	384,652
30000381	Planner I, City-Urban Design	56,181	64,813	1.00	58,452	1.00	60,592	1.00	60,592
30000385	Planner II, City-Land Use	61,755	71,365	10.00	669,144	10.00	675,192	10.00	675,192
30000389	Planner II, City-Urban Design	61,755	71,365	5.00	347,100	5.00	353,328	5.00	353,328
30000375	Planner, Associate	50,960	58,968	0.00	0	2.00	117,936	1.00	50,964
30000725	Planner, Principal	89,710	121,576	1.00	121,572	1.00	121,572	1.00	121,572
30000392	Planner, Sr City-Environmental	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000393	Planner, Sr City-Land Use	64,189	81,973	6.00	452,184	7.00	541,464	6.00	459,492
30000397	Planner, Sr City-Urban Design	64,189	81,973	2.00	162,480	2.00	163,944	2.00	163,944

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000724	Planner, Supervising	77,584	103,355	4.00	361,122	4.00	371,361	4.00	371,361		
30000231	Plans Examiner, Commercial	67,621	78,270	15.00	1,122,704	16.00	1,221,166	15.00	1,142,890		
30000232	Plans Examiner, Sr	73,486	85,072	2.00	167,812	2.00	170,136	2.00	170,136		
30000164	Plumbing Inspector	64,605	74,755	4.00	278,736	4.00	280,902	4.00	280,902		
30000165	Plumbing Inspector, Sr	72,530	83,928	4.00	312,912	4.00	312,912	4.00	312,912		
30000464	Program Coordinator	62,338	83,138	0.00	0	1.00	83,892	0.00	0		
30000466	Program Manager, Sr	77,584	103,355	2.00	206,712	3.00	311,004	2.00	206,712		
30000463	Program Specialist	56,534	75,338	3.00	222,416	3.00	225,023	3.00	225,023		
30000462	Program Specialist, Assistant	46,571	71,739	1.00	71,736	1.00	71,736	1.00	71,736		
30000179	Site Development Inspector II	64,605	74,755	1.00	74,760	1.00	74,760	1.00	74,760		
TOTAL FULL-TIME POSITIONS						218.08	15,844,467	239.00	17,565,097	220.00	16,267,525
30000385	Planner II, City-Land Use	61,755	71,365	1.80	118,740	1.80	119,808	1.80	119,808		
30000393	Planner, Sr City-Land Use	64,189	81,973	0.90	73,116	0.90	73,776	0.90	73,776		
TOTAL PART-TIME POSITIONS						2.70	191,856	2.70	193,584	2.70	193,584
30000448	Business Systems Analyst	59,342	79,123	1.00	57,456	1.00	79,128	1.00	79,128		
30000493	Community Outreach & Informtn Rep, Sr	62,338	83,138	0.75	45,252	0.00	0	0.00	0		
30000332	Development Services Technician I	39,437	52,832	3.50	175,504	4.00	211,344	4.00	211,344		
30000333	Development Services Technician II	52,832	67,413	3.00	162,882	3.00	169,323	3.00	169,323		
30000334	Development Services Technician III	64,189	81,973	1.00	65,214	1.00	81,972	1.00	81,972		
30000171	Housing Inspector	46,426	58,739	1.00	46,428	0.00	0	1.00	58,740		
30000172	Housing Inspector, Sr	60,965	70,554	1.00	70,560	0.00	0	1.00	70,560		
30000451	Management Analyst	59,342	79,123	0.90	32,390	0.75	28,000	0.75	28,000		
30000452	Management Analyst, Sr	65,478	87,422	1.00	74,510	1.00	77,568	1.00	77,568		
30000012	Office Support Specialist II	32,552	46,758	3.00	116,592	3.00	118,404	3.00	118,404		
30000381	Planner I, City-Urban Design	56,181	64,813	1.00	59,602	1.00	63,027	1.00	63,027		
30000384	Planner II, City-Environmental	61,755	71,365	1.00	70,716	1.00	71,364	1.00	71,364		
30000385	Planner II, City-Land Use	61,755	71,365	1.00	61,716	1.00	71,364	1.00	71,364		
30000231	Plans Examiner, Commercial	67,621	78,270	1.00	78,276	1.00	78,276	1.00	78,276		
30000464	Program Coordinator	62,338	83,138	1.00	68,136	0.17	11,356	1.00	83,892		
30001031	Technology Capital Project Manager I	89,710	121,576	1.00	105,648	1.00	109,258	1.00	109,258		
TOTAL LIMITED TERM POSITIONS						22.15	1,290,882	18.92	1,170,384	21.75	1,372,220
GRAND TOTAL						242.93	17,327,205	260.62	18,929,065	244.45	17,833,329

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 2014-15	35,848,125	0	35,848,125	240.62	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	14,600	183,913	198,513	1.00	BDS Tree Code
	0	85,800	85,800	1.00	Enhanced Rental Inspections program
	0	300,248	300,248	1.00	EDPEP
	106,006	0	106,006	0.83	Extension of LT Project Coordinator
	0	235,452	235,452	0.00	Interagency agreement for RICAP
	367,012	0	367,012	0.00	Increase OMF Interagency Agreements
	487,618	805,413	1,293,031	3.83	Total FY 2014-15 Decision Packages
			37,141,156	244.45	Total Proposed Budget

Portland Housing Bureau

Community Development Service Area

Dan Saltzman, Commissioner-in-Charge

Traci Manning, Director

Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB) is to solve the unmet housing needs of the people of Portland. The bureau accomplishes its 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 to assess the city's housing needs, choose the best solutions to efficiently meet them, and identify how to pay for them; and reaching out to communities of color to ensure their participation in the economic opportunities our housing investments create.

Bureau Overview

The Portland Housing Bureau is responsible for several sources of public funds for investments in affordable housing. Program investments cross a continuum, from preventing and ending homelessness, to rental housing development for low-income individuals and families, to targeted homeownership and home retention programs. Funds come from three major sources: tax increment financing that directs 30% of all tax increment financing expenditures to affordable housing under City policy; City General Fund; and federal funds.

The Housing Bureau's federal funding comes 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. The bureau deploys these resources in alignment with its Strategic Plan for loans and grants for capital construction of new or rehabilitated housing and for the delivery of homeless services that support the needs of Portland's most vulnerable residents.

The Portland Housing Advisory Commission (PHAC) advises both the bureau and City Council on strategic priorities, alignment opportunities and trade-offs inherent in the expenditure of public funds. Although the commission does not have an explicit decision-making role, PHAC helped shape the bureau's Strategic Plan and also serves as the bureau's budget advisory committee.

In addition to making programmatic investments, the bureau leads local policy and planning efforts that seek to improve alignment with state and local government partners working to prevent homelessness and support economic stability. The Portland Housing Bureau has proactively engaged with partners to critically review data, streamline its systems, and find efficiencies. As part of federal planning and reporting requirements, the Portland Housing Bureau works closely with its jurisdictional partners to perform joint federal funding oversight, fair housing analysis and policy recommendations, and community needs and priorities hearings. As part of its work with Multnomah County, the bureau seeks to align its

priorities and maximize funding leverage. For nine years, the bureau has contracted with Multnomah County to provide emergency shelter and transitional housing for homeless youth. For 12 years, the bureau has leveraged County investment in supportive housing for people with mental illnesses who have experienced homelessness. For six years, this has been partially achieved through the County, which directly funds the program operator.

The bureau aspires to deliver cost-effective strategies to meet the housing needs of vulnerable and low-income Portlanders. In modeling good government practices, the bureau engages the communities it serves and makes data-driven decisions that result in cost-effective investments with maximum public benefits. Some examples of these processes include *A Home for Everyone*, the community's plan to end homelessness; the Portfolio Optimization Project; the Limited Tax Exemption Big Look Policy Review; Streamlining Compliance; the Portland Housing Growth and Opportunity Analysis (PHGOA); and the bureau's Equity Agenda.

Equity is woven throughout bureau policy and operations. The bureau's equity agenda recognizes and responds to the historic and institutional barriers to accessible housing, homeownership, and economic stability experienced by communities of color. The Portland Housing Bureau seeks to place a greater reliance on community-validated data to understand unmet needs, and to intentionally hold itself and partners accountable for removing barriers and serving members of minority communities equitably.

Strategic Direction

The Portland Housing Bureau adopted a three-year Strategic Plan. The Strategic Plan establishes four core goals to focus on over three years:

1. Meet Portland's need for quality, affordable homes for its residents.
2. Ensure equitable access to housing.
3. Develop, leverage, and allocate housing funds to meet needs, sustain assets, and strengthen the housing industry.
4. Build a strong, dynamic Housing Bureau that provides the highest level of leadership and service to customers, stakeholders, employees, and the community.

The Strategic Plan can be found on the bureau's website. Through its strategic planning work, the bureau has adopted four priorities for investments. The bureau's budget is aligned 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: Maintain a community safety net that provides short-term shelter, information and referral services that help low-income Portlanders facing homelessness or housing crisis.

Vision

The bureau's vision is as follows:

- ◆ 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

The bureau upholds the following values:

- ◆ **Equity:** The Portland Housing Bureau is committed to social justice in the delivery of housing to all residents of Portland's diverse communities. The bureau embraces diversity in its workforce and culture.
- ◆ **Stewardship:** The bureau invests, leverages, and prioritizes spending in ways that provide the highest public value and have the greatest influence on critical housing needs.
- ◆ **Transparency:** The bureau builds long-term trust by operating with integrity, inviting broad public involvement, and following processes that are clear, open, and without bias.
- ◆ **Innovation:** The bureau believes new thinking, partners, and ideas will help build an effective organization and resolve long-standing problems.

Summary of Budget Decisions

Add Packages

The Mayor's Proposed Budget includes four add packages.

Homelessness: Permanent Housing and Access for Vulnerable Populations

\$500,000 in ongoing General Fund resources would support programs for vulnerable families, adults with disabilities, women, domestic violence survivors and veterans through proven interventions, including:

- ◆ Services such as housing placement and rent assistance to move people from the street and shelters into housing with retention support. This package continues the collaboration with public safety partners to identify and serve vulnerable individuals who have frequent adverse police contacts related to their homelessness. At least 25 households/individuals will be referred by public safety, including the Behavioral Health Unit of PPB and the Service Coordination Team (SCT). Evaluation of impact will compare adverse police contacts in 1 year prior and 1 year post housing placement.
- ◆ Street outreach to the most vulnerable homeless people, including the mentally ill. Multnomah County's Mental Health and Addictions has agreed to partner with PHB, public safety, and community providers to pursue the stakeholder groups recommendation to identify the unmet needs of the homeless population living with mental health and or addiction challenges.
- ◆ Leveraging other private and public funds, such as Veterans Affairs-funded services, benefits acquisitions services, and health care services.
- ◆ Expansion of culturally specific services to address overrepresentation of communities of color experiencing homelessness and high risk housing instability.

Outcomes: 125 individuals will receive services, with 25 referrals from public safety

Complete Neighborhoods: Housing Investment Fund

\$1,000,000 in one-time General Fund would support investment in keeping Portland affordable. Current market conditions are spurring significant high-end multi-family rental development. Rents, especially in close-in neighborhoods, have risen as much as 29%. Year-over-year rent rates throughout Portland have increased by 6.8%. One time funds are an effective way to make a capital investment that provides a minimum of 60 years of housing affordable to low-income working families in areas with access to great schools, transportation and fresh food and countering displacement in gentrifying neighborhoods.

As General Fund can be used citywide, this investment would provide the flexibility to go where both the need and opportunity are greatest, developing Complete Neighborhoods affordable to those the market can't reach and preventing displacement.

PHB will use cost containment strategies to invest in projects with that keep development costs low including prioritizing acquiring and rehabilitating existing housing stock which is typically much less expensive than new developments. A \$1,000,000 investment would leverage \$4,000,000 in other public and private funds. Units of additional affordable housing produced will depend upon the nature of the project(s) funded.

Background: In FY 1994-95 Council allocated an initial \$4 million of General Fund discretionary resources over two years to establish the Housing Investment Fund. In subsequent budgets, further General Fund discretionary resources were added. These allocations totaled \$34.6 million over a five-year period. The funds were almost exclusively used for housing development and retention programs.

Homelessness: Prevent and End Homelessness for Youth

\$500,000 in ongoing General Fund would reinstate funding for homeless youth transitional housing programs. Funding is administered by Multnomah County, Department of Human Services. Funds are directed to Outside In and New Avenues for Youth for transitional housing and support to homeless youth (ages 16-25) through the operation of 28 transitional housing beds. 70 youth will be served per year and provided case management and support. 80% will move to permanent housing.

Homelessness: Short-Term Rent Assistance

\$250,000 in ongoing General Fund would be directed to Home Forward, for the Schools & Housing Stabilization Fund, which is part of the Short-Term Rent Assistance (STRA) program. The Schools & Housing Stabilization Fund matches City funding for flexible, short-term housing assistance with County funded school-based services for families. This partnership and alignment of resources achieves multiple positive impacts including:

- ◆ Significant housing stability for families with kids that are homeless or at risk of becoming homeless;
- ◆ Improved academic outcomes for the students in assisted households; and
- ◆ Reduced school mobility, the disruptive in- and out- migration of students during the school year.

Outcomes: 100 families will receive rent assistance and necessary supportive services, with 70% retaining housing 12 months after assistance ends. School-aged children in assisted households will show increased ability to remain in the same school, improved school attendance, and show increased scores in reading and math.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	402,343	679,509	345,780	463,000	463,000
Intergovernmental	52,804,085	47,956,109	67,708,734	58,716,845	58,724,761
Bond & Note	2,046,000	150,000	7,956,557	7,424,000	7,424,000
Miscellaneous	12,773,337	8,599,014	7,479,397	3,768,111	3,768,111
Total External Revenues	68,025,765	57,384,632	83,490,468	70,371,956	70,379,872
Internal Revenues					
General Fund Discretionary	11,003,124	10,954,303	12,031,115	12,587,115	11,637,115
Fund Transfers - Revenue	258,190	532,214	7,012	3,000,000	1,000,000
Interagency Revenue	14,313	68,771	73,332	77,162	77,162
Total Internal Revenues	11,275,627	11,555,288	12,111,459	15,664,277	12,714,277
Beginning Fund Balance	6,118,030	6,865,216	2,260,155	6,900,561	6,900,561
Total Resources	\$85,419,422	\$75,805,136	\$97,862,082	\$92,936,794	\$89,994,710
Requirements					
Bureau Expenditures					
Personnel Services	5,358,242	5,457,679	6,253,064	6,089,207	6,089,207
External Materials and Services	70,189,171	60,146,222	85,423,187	82,617,273	79,658,535
Internal Materials and Services	1,212,766	1,174,027	1,083,013	1,086,004	1,093,802
Total Bureau Expenditures	76,760,179	66,777,928	92,759,264	89,792,484	86,841,544
Fund Expenditures					
Debt Service	1,398,282	2,948,642	1,441,293	1,294,861	1,294,861
Contingency	0	0	2,454,044	1,261,827	1,261,827
Fund Transfers - Expense	395,745	1,388,223	1,087,481	587,622	596,478
Total Fund Expenditures	1,794,027	4,336,865	4,982,818	3,144,310	3,153,166
Ending Fund Balance	6,865,216	4,690,343	120,000	0	0
Total Requirements	\$85,419,422	\$75,805,136	\$97,862,082	\$92,936,794	\$89,994,710
Programs					
Administration & Support	6,389,550	6,128,406	5,988,459	5,875,420	5,774,480
Housing Access & Stabilization	14,332,929	13,956,102	15,206,374	14,646,992	13,796,992
Housing Production & Preservation	48,389,177	38,516,752	60,720,842	61,685,672	59,685,672
Economic Opportunity	2,415,062	1,686,936	2,878,890	2,122,796	2,122,796
Homeowner Access & Retention	5,233,461	6,489,732	7,964,699	5,461,604	5,461,604
Total Programs	76,760,179	\$66,777,928	\$92,759,264	\$89,792,484	\$86,841,544

Community Development Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
3000062	Accountant I	39,312	56,514	1.00	39,312	1.00	39,312	1.00	39,312
3000064	Accountant III	56,597	71,178	1.00	69,792	1.00	71,184	1.00	71,184
30000441	Business Operations Manager	77,584	103,355	1.00	87,816	1.00	90,816	1.00	90,816
30000569	Financial Analyst, Principal	77,584	103,355	1.00	103,020	1.00	103,300	1.00	103,300
30000568	Financial Analyst, Sr	65,478	87,422	1.00	83,336	1.00	86,640	1.00	86,640
30001592	Housing Administrative Specialist, Sr	51,314	67,974	3.00	156,289	3.00	164,156	3.00	164,156
30001591	Housing Business Systems Analyst, Asst	55,120	73,029	1.00	61,512	1.00	65,192	1.00	65,192
30001361	Housing Construction Coordinator	57,866	76,690	2.00	136,968	2.00	141,588	2.00	141,588
30001362	Housing Construction Coordinator, Sr	63,856	84,635	3.00	249,408	3.00	253,908	3.00	253,908
30001363	Housing Development Finance Coordinator	67,184	89,003	2.00	174,840	2.00	178,008	2.00	178,008
30000417	Housing Director	106,038	151,798	1.00	129,132	1.00	133,101	1.00	133,101
30001260	Housing Director, Assistant	89,710	121,576	1.00	86,844	1.00	89,712	1.00	89,712
30001587	Housing Financial Analyst	60,798	80,538	2.00	155,916	2.00	161,088	2.00	161,088
30001588	Housing Financial Analyst, Assistant	55,120	73,029	1.00	58,680	1.00	61,786	1.00	61,786
30001367	Housing Lead Grant Program Coordinator	63,856	84,635	1.00	83,136	1.00	84,636	1.00	84,636
30001369	Housing Loan Compliance Analyst II	51,314	67,974	1.00	66,768	1.00	67,980	1.00	67,980
30001364	Housing Loan Coordinator	55,120	73,029	1.00	56,364	1.00	59,736	1.00	59,736
30001365	Housing Loan Coordinator, Sr	60,798	80,538	2.00	138,840	2.00	143,614	2.00	143,614
30001596	Housing Management Assistant	55,120	73,029	1.00	59,685	1.00	63,261	1.00	63,261
30001608	Housing Policy Manager	77,584	103,355	1.00	90,912	1.00	94,333	1.00	94,333
30001595	Housing Program Coordinator	63,856	84,635	10.00	802,622	9.90	821,978	9.90	821,978
30001593	Housing Program Specialist	57,866	76,690	4.00	257,374	4.00	267,248	4.00	267,248
30001594	Housing Program Specialist, Assistant	55,120	73,029	3.00	194,130	3.00	202,117	3.00	202,117
30000453	Management Analyst, Principal	77,584	103,355	0.50	37,554	0.00	0	0.00	0
30000452	Management Analyst, Sr	65,478	87,422	1.50	120,450	2.00	153,480	2.00	153,480
30000012	Office Support Specialist II	32,552	46,758	1.00	46,764	1.00	46,764	1.00	46,764
30000464	Program Coordinator	62,338	83,138	2.00	160,380	2.00	165,987	2.00	165,987
30000465	Program Manager	65,478	87,422	3.00	229,488	3.00	234,268	3.00	234,268
30000466	Program Manager, Sr	77,584	103,355	1.00	78,936	1.00	82,170	1.00	82,170
30000495	Public Information Officer	65,478	87,422	1.00	73,380	1.00	75,890	1.00	75,890
TOTAL FULL-TIME POSITIONS				55.00	4,089,648	54.90	4,203,253	54.90	4,203,253
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000451	Management Analyst	59,342	79,123	0.58	33,516	1.00	59,340	1.00	59,340
30000464	Program Coordinator	62,338	83,138	0.58	35,196	1.00	62,340	1.00	62,340
TOTAL LIMITED TERM POSITIONS				1.17	68,712	2.00	121,680	2.00	121,680
GRAND TOTAL				56.17	4,158,360	56.90	4,324,933	56.90	4,324,933

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 2014-15	84,592,484	0	84,592,484	56.90	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(8,738)	0	(8,738)	0.00	Technical adjustment
	7,798	0	7,798	0.00	OMF IA adjustments
	250,000	0	250,000	0.00	Increase funding for short-term rent assistance
	500,000	0	500,000	0.00	Increase funding for homeless services
	500,000	0	500,000	0.00	Convert youth services passthrough to ongoing
	0	1,000,000	1,000,000	0.00	Increase funding for rental housing development
	1,249,060	1,000,000	2,249,060	0.00	Total FY 2014-15 Decision Packages
			86,841,544	56.90	Total Proposed Budget

Bureau of Planning & Sustainability

Community Development Service Area

Mayor Charlie Hales, Commissioner-in-Charge

Susan Anderson, Director

Bureau Summary

Bureau Mission

Advance a sustainable city that is prosperous, healthy, resilient and equitable.

Bureau Overview

The Bureau of Planning & Sustainability integrates sustainability principles 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.

The bureau also develops and implements policies and programs that provide health, environmental, economic, and social benefits to residents, businesses, and government. To accomplish these objectives, the bureau works with the City Council, Planning and Sustainability Commission, other City bureaus, public agencies, businesses, non-profits, and community members to:

Create and champion big picture plans

- ◆ Portland Plan
- ◆ Comprehensive Plan
- ◆ Climate Action Plan
- ◆ Portland Recycles! Plan
- ◆ Central City 2035
- ◆ Willamette River Plan
- ◆ Area and neighborhood plans

Set development rules, code and policies

- ◆ Zoning code and standards and private and public development
- ◆ Environmental and industrial land policies
- ◆ Solid waste and recycling collection rules
- ◆ Green building and energy policies

Motivate voluntary and market-based action

- ◆ Engage, educate and collaborate with residents, businesses, community organizations and neighborhoods
- ◆ Provide technical assistance and financing tools to build capacity.
- ◆ Recognize community innovators and leaders for their contributions and commitment

Research, demonstrate and evaluate innovative approaches

- ◆ Investigate local conditions and national and international best practices, and pilot new projects and programs
- ◆ Take action to inform policy makers and the community on significant and emerging issues

Strategic Direction**Create and Champion Big Picture Plans**

In 2014, the bureau completed a strategic plan that formalizes four primary roles: create big picture plans, set development policy, motivate action, and research, demonstrate, and evaluate innovative approaches. This new direction builds on the Portland Plan, a strategic roadmap that promotes a more prosperous, educated, healthy and equitable city. The Plan establishes the bureau's role in implementation, aligning bureau resources and actions with dozens of partners to deliver innovative and practical solutions. Several of the projects the bureau will be focusing on in FY 2014-15 include:

- ◆ Champion the implementation of the Portland Plan
- ◆ Complete the Comprehensive Plan update
- ◆ Complete the Central City 2035 Plan
- ◆ Update and implement the Climate Action Plan and complete the Climate Preparation Strategy
- ◆ Update the Portland Recycles Plan

Set Development Rules, Code and Policies

In FY 2014-15, the bureau will begin multi-year implementation of the Comprehensive Plan, with particular focus on East Portland, and the growing number of multifamily dwellings and tenants. The bureau will revise codes and create a strategy to provide needed infrastructure, including parks and transportation investments, in East Portland. The bureau will establish new design standards and code for multifamily and mixed-use developments to promote both neighborhood livability and density.

Motivate Voluntary and Market-Based Action

The bureau engages, educates, and collaborates with residents, businesses, community organizations and neighborhoods to promote sustainable business practices, provide active transportation options, support healthy workplaces, and to encourage recycling and composting.

Research, Demonstrate and Evaluate Innovative Approaches

The bureau investigates local conditions and global best practices, pilots new projects and programs, and informs policy makers and the community on significant and emerging issues.

Summary of Budget Decisions**Realignments Package General Fund Ongoing Realignments**

The Mayor's Proposed Budget realigns ongoing funding to cover the bureau's most critical functions within the bureau's base budget. Decreases include 3.50 FTE for the District Liaisons Program, and 0.90 FTE in the Green Building Program. Increases include 2.00 FTE for the Comprehensive Plan, 0.50 FTE for Code Development, 0.25 FTE for Clean Energy, 0.90 FTE for Climate Policy, and 1.00 FTE for Urban Design. The realignment has a net \$0 effect, but includes an increase of 0.25 FTE.

Bureau of Planning & Sustainability

Community Development Service Area

Add Packages

District Liaisons

These positions, totaling \$367,248 and removed from the base budget by the bureau's realignment package, include 2.50 District Liaison FTEs, and 1.00 Central City Plan FTE, to provide ongoing engagement with neighborhoods and community groups.

State Mandated Planning and Code Projects

These 4.00 FTEs, with a total cost of \$373,296, will support the completion of the Comprehensive Plan in time for approval by Council at the start of FY 2015-16, and begin implementation projects.

Regulatory Improvement Code Amendment Package (RICAP)

This package would allow the bureau to continue to improve code regulations. In FY 2014-15, the bureau anticipates focusing on design standards related to infill and multi-family apartment development, specifically in East Portland. The increase includes 2.50 FTEs and \$235,452.

Salmon Safe

Salmon Safe is a Portland based nonprofit working to transform land management practices to protect Salmon. The bureau will administer a \$100,000 onetime grant to support Salmon Safe's mission.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Licenses & Permits	2,572,010	2,714,993	2,858,230	2,851,643	2,851,643
Charges for Services	1,667,886	2,102,306	2,224,620	2,223,486	2,223,486
Intergovernmental	15,952,988	9,813,187	2,646,267	1,383,232	1,569,880
Miscellaneous	154,521	82,012	98,707	73,466	73,466
Total External Revenues	20,347,405	14,712,498	7,827,824	6,531,827	6,718,475
Internal Revenues					
General Fund Discretionary	8,239,232	7,873,544	6,898,594	7,145,467	7,192,113
General Fund Overhead	556,665	529,061	544,977	1,000,506	587,547
Fund Transfers - Revenue	70,787	4,348	183	0	0
Interagency Revenue	103,878	177,727	361,334	130,000	425,452
Total Internal Revenues	8,970,562	8,584,680	7,805,088	8,275,973	8,205,112
Beginning Fund Balance	1,488,691	320,795	1,843,477	2,269,583	2,269,583
Total Resources	\$30,806,658	\$23,617,973	\$17,476,389	\$17,077,383	\$17,193,170
Requirements					
Bureau Expenditures					
Personnel Services	10,983,737	10,773,690	10,803,221	10,464,233	10,480,020
External Materials and Services	16,454,047	9,185,657	2,260,069	1,577,022	1,664,130
Internal Materials and Services	2,861,088	2,513,959	2,466,777	2,395,082	2,407,974
Total Bureau Expenditures	30,298,872	22,473,306	15,530,067	14,436,337	14,552,124
Fund Expenditures					
Debt Service	38,675	42,366	48,486	52,307	52,307
Contingency	0	0	4,554	0	0
Fund Transfers - Expense	148,316	195,783	206,699	156,822	158,608
Total Fund Expenditures	186,991	238,149	259,739	209,129	210,915
Ending Fund Balance	320,795	906,518	1,686,583	2,431,917	2,430,131
Total Requirements	\$30,806,658	\$23,617,973	\$17,476,389	\$17,077,383	\$17,193,170
Programs					
Administration & Support	3,168,612	3,081,922	2,846,947	2,936,368	3,036,368
Area Planning	2,848,408	2,851,790	2,008,279	1,649,778	1,621,451
Policy, Research & Innovation	16,009,303	9,175,071	2,345,261	1,662,124	1,665,887
Comprehensive & Strategic Planning	3,002,184	2,836,074	2,904,104	2,789,849	2,830,200
Waste Reduction & Recycling	1,854,636	2,191,625	1,997,171	1,878,817	1,878,817
Specialized Planning	128,503	151,477	1,117,454	1,282,086	1,282,086
Sustainability Education & Assistance	3,287,226	2,185,347	2,310,851	2,237,315	2,237,315
Total Programs	30,298,872	\$22,473,306	\$15,530,067	\$14,436,337	\$14,552,124

Bureau of Planning & Sustainability

FTE Summary

Community Development Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
3000063	Accountant II	51,397	64,688	1.00	64,692	1.00	64,692	1.00	64,692
30000434	Administrative Assistant	46,571	71,739	1.00	66,131	1.00	68,839	1.00	68,839
30000433	Administrative Specialist, Sr	43,368	66,768	5.00	255,235	5.00	263,506	5.00	263,506
30000436	Administrative Supervisor I	56,534	75,338	1.00	58,848	1.00	61,260	1.00	61,260
30000184	Code Specialist II	43,722	57,886	1.00	57,888	1.00	57,888	1.00	57,888
30000492	Community Outreach & Informtn Rep	56,534	75,338	5.00	348,424	6.00	448,003	6.00	448,003
30000506	Conservation Program Coordinator	62,338	83,138	3.00	231,828	3.00	234,132	3.00	234,132
30000507	Conservation Program Coordinator, Sr	65,478	87,422	5.00	408,807	5.35	447,634	5.35	447,634
30000509	Conservation Program Manager	77,584	103,355	1.00	93,658	1.00	97,490	1.00	97,490
30000505	Conservation Program Specialist	56,534	75,338	5.00	301,599	5.40	358,937	5.40	358,937
30000566	Financial Analyst, Assistant	46,571	71,739	1.00	61,508	1.00	64,024	1.00	64,024
30000568	Financial Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000343	GIS Technician III	64,189	81,973	1.00	64,146	1.00	67,984	1.00	67,984
30000373	Graphics Designer III	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000212	Inf Syst Tech Analyst IV-Vertical GIS	59,883	79,830	1.00	79,836	1.00	79,836	1.00	79,836
30000451	Management Analyst	59,342	79,123	2.00	147,371	2.00	152,352	2.00	152,352
30000450	Management Assistant	46,571	71,739	2.00	114,192	1.00	55,212	1.00	55,212
30000011	Office Support Specialist I	29,640	42,370	1.00	34,052	1.00	35,954	1.00	35,954
30000012	Office Support Specialist II	32,552	46,758	1.00	46,764	1.00	46,764	1.00	46,764
30000383	Planner II. City-Economic	61,755	71,365	1.00	67,272	1.00	71,073	1.00	71,073
30000385	Planner II. City-Land Use	61,755	71,365	9.00	617,436	9.50	684,816	9.50	684,816
30000389	Planner II. City-Urban Design	61,755	71,365	1.00	70,716	1.00	71,364	1.00	71,364
30000375	Planner, Associate	50,960	58,968	0.00	0	3.00	174,204	3.00	174,204
30001053	Planner, Chief	115,648	161,512	1.00	153,696	1.00	159,378	1.00	159,378
30000725	Planner, Principal	89,710	121,576	2.00	231,696	2.00	236,868	2.00	236,868
30000391	Planner, Sr City-Economic	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000392	Planner, Sr City-Environmental	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000393	Planner, Sr City-Land Use	64,189	81,973	7.00	561,072	7.00	587,407	7.00	587,407
30000397	Planner, Sr City-Urban Design	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000724	Planner, Supervising	77,584	103,355	3.00	295,418	3.00	299,054	3.00	299,054
30001054	Planning & Sustainability Director	134,118	192,192	1.00	190,716	1.00	192,192	1.00	192,192
30001658	Plg & Sust Policy, Rsrch & Oper Mgr	96,366	134,597	0.00	0	0.30	37,476	0.30	37,476
30000464	Program Coordinator	62,338	83,138	2.00	157,932	2.00	162,336	2.00	162,336
30000466	Program Manager, Sr	77,584	103,355	1.00	99,890	1.00	103,356	1.00	103,356
30000463	Program Specialist	56,534	75,338	1.00	63,634	1.00	75,942	1.00	75,942
30000462	Program Specialist, Assistant	46,571	71,739	4.00	231,032	4.00	239,839	4.00	239,839
30000495	Public Information Officer	65,478	87,422	1.00	69,936	1.00	88,212	1.00	88,212
30000508	Solid Waste & Recycling Program Manager	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30001509	Web Designer	46,571	71,739	1.00	69,024	1.00	71,664	1.00	71,664
TOTAL FULL-TIME POSITIONS				78.00	5,830,185	82.55	6,378,352	82.55	6,378,352
30000448	Business Systems Analyst	59,342	79,123	0.00	0	1.00	67,764	1.00	67,764
30000447	Business Systems Analyst, Assistant	46,571	71,739	0.90	43,596	0.00	0	0.00	0
30000338	Environmental Technician II	52,832	67,413	0.90	60,132	0.90	60,672	0.90	60,672
30000385	Planner II. City-Land Use	61,755	71,365	1.80	118,740	0.00	0	0.00	0
30000462	Program Specialist, Assistant	46,571	71,739	0.90	36,408	0.90	37,658	0.90	37,658
TOTAL PART-TIME POSITIONS				4.50	258,876	2.80	166,094	2.80	166,094
30000492	Community Outreach & Informtn Rep	56,534	75,338	1.50	102,684	1.00	75,016	1.00	75,016
30000506	Conservation Program Coordinator	62,338	83,138	1.00	81,828	1.00	83,136	1.00	83,136
30000507	Conservation Program Coordinator, Sr	65,478	87,422	1.00	87,420	0.65	56,820	0.65	56,820
30000505	Conservation Program Specialist	56,534	75,338	0.50	29,952	0.00	0	0.00	0

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000567	Financial Analyst	59,342	79,123	0.68	31,149	0.00	0	0.00	0
30000372	Graphics Designer II	52,832	67,413	1.00	66,816	1.00	67,416	1.00	67,416
30000450	Management Assistant	46,571	71,739	2.00	99,254	1.60	103,381	1.60	103,381
30000385	Planner II, City-Land Use	61,755	71,365	1.00	70,716	2.50	163,992	2.50	163,992
30000375	Planner, Associate	50,960	58,968	3.67	199,560	1.00	59,004	1.00	59,004
30000393	Planner, Sr City-Land Use	64,189	81,973	1.67	123,648	1.00	81,984	1.00	81,984
30000396	Planner, Sr City-Transportation	64,189	81,973	1.00	70,772	0.00	0	0.00	0
30001658	Plg & Sust Policy, Rsrch & Oper Mgr	96,366	134,597	1.00	120,000	0.70	87,444	0.70	87,444
30000462	Program Specialist, Assistant	46,571	71,739	1.00	62,820	1.00	64,960	1.00	64,960
TOTAL LIMITED TERM POSITIONS				17.01	1,146,619	11.45	843,153	11.45	843,153
GRAND TOTAL				99.51	7,235,680	96.80	7,387,599	96.80	7,387,599

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 2014-15	13,416,128	0	13,416,128	86.55	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	0	100,000	100,000	0.00	Supporting Salmon friendly land mangement
	0	0	0	0.25	Realigning critical projects to base budget
	367,248	0	367,248	3.50	Restoring District Liaisons cut in the realignment
	373,296	0	373,296	4.00	Supporting completion of Comprehensive Plan
	0	235,452	235,452	2.50	Updating the City's development regulations
	60,000	0	60,000	0.00	IA Adjustment with PBOT
	800,544	335,452	1,135,996	10.25	Total FY 2014-15 Decision Packages
			14,552,124	96.80	Total Proposed Budget

Office for Community Technology

Community Development Service Area

Summary of Budget Decisions

In May of 2012, City Council merged the Office for Community Technology into the Revenue Bureau of the Office of Management and Finance.

Please see the Revenue Bureau section in the Office of Management and Finance's budget for budget-related matters pertaining to the former Office for Community Technology. The budget for the Mount Hood Cable Regulatory Commission Fund can be found in Volume II.

Community Development Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Licenses & Permits	1,605,304	0	0	0	0
Charges for Services	3,938,232	0	0	0	0
Miscellaneous	35,107	0	0	0	0
Total External Revenues	5,578,643	0	0	0	0
Internal Revenues					
General Fund Discretionary	2,138,885	0	0	0	0
Fund Transfers - Revenue	636	0	0	0	0
Interagency Revenue	324,821	0	0	0	0
Total Internal Revenues	2,464,342	0	0	0	0
Beginning Fund Balance	6,555,453	0	0	0	0
Total Resources	\$14,598,438	\$0	\$0	\$0	\$0
Requirements					
Bureau Expenditures					
Personnel Services	1,054,881	0	0	0	0
External Materials and Services	5,555,695	0	0	0	0
Internal Materials and Services	519,487	0	0	0	0
Total Bureau Expenditures	7,130,063	0	0	0	0
Fund Expenditures					
Fund Transfers - Expense	28,549	0	0	0	0
Total Fund Expenditures	28,549	0	0	0	0
Ending Fund Balance	7,439,826	0	0	0	0
Total Requirements	\$14,598,438	\$0	\$0	\$0	\$0
Programs					
Cable Communications	5,960,076	0	0	0	0
Franchise Management	1,169,987	0	0	0	0
Total Programs	7,130,063	\$0	\$0	\$0	\$0

Office of Neighborhood Involvement

Community Development Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Amalia Alarcón de Morris, Director

Bureau Summary

Bureau Mission

The Office of Neighborhood Involvement'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

Office of Neighborhood Involvement 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.

Bureau Organization

The bureau is organized into five bureau program centers, each with a variety of services and programs.

Community and Neighborhood Involvement Center

Services and programs include:

- ◆ Civic Engagement and Leadership Development, including the Neighborhood Program, Diversity and Civic Leadership (DCL) Program, Disability Program, Multnomah Youth Commission, Elders in Action, and the limited term East Portland Action Plan.
- ◆ Public Involvement Best Practices, including coordination of the Public Involvement Advisory Council (PIAC) and the Citywide Public Involvement Network (CPIN).

Crime Prevention Center

The mission of the program center is to reduce crime and the fear of crime. Services include community organizing, problem solving, education, and events.

City/County Information and Referral Program

Services include information and referral regarding City and Multnomah County services, and limited administrative support to the bureau.

Neighborhood Livability Services Center

The goal of the program center is to provide a range of problem solving tools, resources and technical assistance to achieve a positive impact on livability and nuisance issues in the community. Programs and services include: Graffiti Abatement Program, Liquor Licensing Program, Neighbor Mediation and Facilitation Program, and the Noise Control Program transferred from the Bureau of Development Services in FY 2013-14.

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 the community and participate actively in civic governance. Neighborhood Associations, District Coalitions, Diversity and Civic Leadership (DCL) organizations, and the Office of Neighborhood Involvement have served as key partners in promoting public participation in government and cultivating community leadership. The Office of Neighborhood Involvement's strategic direction focuses on continuing to build and support that capacity and further expand civic engagement.

Expanding Civic Engagement: Applying an Equity Lens and Supporting the Portland Plan

As Portland grows and continues to diversify, the Office of Neighborhood Involvement seeks to expand involvement in public dialogue. The City has also recognized that historical efforts to involve under-engaged groups, such as people of color, people with disabilities, renters, and people with low incomes, in City initiatives have not been very effective. In exploring solutions to this problem, the Office of Neighborhood Involvement supports the existing neighborhood system's efforts to engage all neighbors. The support is through community organizing, communications, outreach, leadership training and technical assistance, and small grants.

The Office of Neighborhood Involvement also supports the organizing and capacity building efforts of historically under-engaged communities. The bureau is analyzing the first seven years of the DCL program, developing a report, and a dialogue with the community will follow to review the accomplishments of the DCL program and its future direction. Strengthening the neighborhood system and supporting under-engaged groups' efforts are both critical to expanding civic engagement. This area of focus is consistent with the Portland Plan's foundational value and priority of advancing equity.

The Office of Neighborhood Involvement supports the Portland Plan's core set of priorities and the integrated strategy of a healthy and connected city with complete neighborhoods, particularly through our Community and Neighborhood Involvement Center programs. The Office of Neighborhood Involvement supports these priorities through the bureau's work to engage and connect the community, advocating for transparency and accountability in public engagement, building capacity for people to participate equitably in local decision making, expanding leadership training, advocating for Portland to be more physically accessible and age-friendly, responding to and addressing livability issues, and supporting community health and public safety.

Budget Advisory Committee and Priorities

The Office of Neighborhood Involvement developed its budget using a collaborative process involving bureau staff and a wide range of impacted stakeholders through the Office of Neighborhood Involvement's Bureau/Budget Advisory Committee (BAC). Since FY 2009-10, the Office of Neighborhood Involvement realigned funding to support the programs most core to the bureau's mission. Many of the program service improvements implemented in the past seven years have been eliminated or reduced due to insufficient funding.

The bureau has prioritized preserving as much funding as possible for external partners that provide direct services to the community, but this has also resulted in difficulties managing the basic administration and support required to sustain services. While reducing positions and budget, the bureau has had to incorporate new programs that have increased the burden on the very limited management and support. Similar difficulties have been experienced by the bureau's external partners that have suffered substantial operational cuts and not received increases commensurate with inflation. The budget requests were developed with the full consensus of the BAC, which includes participation of 58 individuals that could have competing interests but prioritize the overall mission and goals in the context of limited funding availability in making decisions. The requested funding focused on addressing some of the most critical needs that could start to rebuild ONI's ability to make progress on the bureau's mission and goals, with particular focus on those changes that would advance equity. Funding equity within ONI's civic engagement programs has been identified as an issue, is being evaluated and planning for resolving inequity will remain a top priority for the bureau.

Summary of Budget Decisions

Add Packages - Ongoing Funding

The Proposed Budget includes partial restoration of top priority programs and services. These investments further the Office of Neighborhood Involvement's work towards equity in civic engagement and are consistent with what is most core to the bureau's strategic direction.

Civic Engagement Expansion

The Mayor's Proposed budget includes \$140,000 to partially restore Community Building Grants in the Neighborhood Program. The grants provide neighborhood and community based organizations an opportunity to build community, attract new and diverse membership, and sustain those already involved. Though funded at a slightly reduced level than originally, the funds would reinstate the program to enable communities to address grassroots-determined issues and opportunities. The small grants have been identified as a best practice for effective civic engagement and traditionally leverages over five to six times the amount awarded.

Program Priority Restorations/Expansions

The Mayor's Proposed budget includes \$25,000 for the Crime Prevention program to partially address the significant deficit of required overtime already performed by staff to meet program demands for evening and weekend training and problem solving and required by the labor contract. This allows the program to maintain services at current levels.

The Proposed budget also includes \$10,000 in materials and services for the Community and Neighborhood Involvement Center. This partially restores funds to provide limited support to the Multnomah Youth Commission for annual retreats and meeting expenses. It also provides funds to support the Annual Spirit of Portland event.

Add Packages- One-Time Funding

The Proposed Budget includes one-time General Fund for the following items:

East Portland Action Plan

\$300,000 to continue the implementation of the East Portland Action Plan. The resources fund an advocate position, operating expenses, community grants and priority projects.

Review of Diversity and Civic Leadership Program

\$20,000 to support and develop an implementation strategy for institutionalizing and expanding the DCL program in the future.

Restorative Justice Program

\$28,000 to continue support of the operations of a school-based restorative justice program, managed by Resolutions Northwest in Parkrose School District. Services include providing training, consultation, and restorative services to administrators, teachers, staff, students and families. Restorative Justice focuses on active engagement and accountability, with the overall goal of avoiding alternatives to suspension, expulsion, and juvenile justice involvement. In addition to private donations, Resolutions Northwest receives funding from Multnomah County and the State of Oregon.

Budget Note**Funding Model for East Portland Neighborhood Improvements**

The Office of Neighborhood Involvement shall work with East Portland Action Plan representatives and the East Portland Neighborhood Office to develop a transition plan that includes the most efficient and effective funding model to implement neighborhood improvements in East Portland. The Office of Neighborhood Involvement shall report to Council by November 19, 2014 with an ongoing implementation plan.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	172,024	176,503	308,101	295,620	295,620
Intergovernmental	284,075	277,419	278,005	272,072	272,072
Miscellaneous	50,560	29,002	3,628	0	0
Total External Revenues	506,659	482,924	589,734	567,692	567,692
Internal Revenues					
General Fund Discretionary	5,959,435	6,281,998	6,840,602	8,555,523	6,672,647
General Fund Overhead	205,461	200,954	220,631	361,398	361,398
Interagency Revenue	72,004	43,065	17,346	17,861	17,861
Total Internal Revenues	6,236,900	6,526,017	7,078,579	8,934,782	7,051,906
Beginning Fund Balance	(30,000)	(20)	0	0	0
Total Resources	\$6,713,559	\$7,008,921	\$7,668,313	\$9,502,474	\$7,619,598
Requirements					
Bureau Expenditures					
Personnel Services	3,381,136	3,380,707	3,649,491	4,005,772	3,735,080
External Materials and Services	2,774,230	3,029,935	3,391,682	4,923,015	3,306,098
Internal Materials and Services	558,213	582,739	627,140	573,687	578,420
Total Bureau Expenditures	6,713,579	6,993,381	7,668,313	9,502,474	7,619,598
Fund Expenditures					
Fund Transfers - Expense	0	15,540	0	0	0
Total Fund Expenditures	0	15,540	0	0	0
Ending Fund Balance	(20)	0	0	0	0
Total Requirements	\$6,713,559	\$7,008,921	\$7,668,313	\$9,502,474	\$7,619,598
Programs					
Administration & Support	442,063	436,457	467,010	558,740	468,740
Community and Neighborhood Involvement Center	3,631,088	3,832,531	4,052,566	5,498,085	4,034,585
Neighborhood Livability Services	749,431	841,882	1,217,319	1,323,708	1,129,332
Area Planning	0	2	0	0	0
Information & Referral	519,863	543,768	540,500	544,144	544,144
Crime Prevention	1,371,134	1,338,741	1,390,918	1,577,797	1,442,797
Total Programs	6,713,579	\$6,993,381	\$7,668,313	\$9,502,474	\$7,619,598

Office of Neighborhood Involvement

FTE Summary

Community Development Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000437	Administrative Supervisor II	59,342	79,123	1.00	79,128	1.00	79,836	1.00	79,836		
30000440	Business Operations Supervisor	68,806	92,040	1.00	92,040	1.00	92,868	1.00	92,868		
30000184	Code Specialist II	43,722	57,886	1.50	72,672	1.00	48,180	1.00	48,180		
30000491	Community Outreach & Informtn Assistant	46,571	71,739	0.60	31,716	0.60	33,017	0.60	33,017		
30000777	Crime Analyst	62,338	83,138	0.00	0	1.00	62,904	0.00	0		
30000309	Crime Prevention Program Administrator	45,802	61,443	12.00	707,796	12.00	726,632	12.00	726,632		
30000503	Disability Program Specialist	56,534	75,338	1.00	65,700	0.90	68,022	0.90	68,022		
30000567	Financial Analyst	59,342	79,123	1.00	79,128	1.00	79,836	1.00	79,836		
30000016	Information & Referral Specialist	32,552	46,758	5.00	234,228	4.90	231,144	4.90	231,144		
30000415	Neighborhood Involvement Director	96,366	134,597	1.00	134,592	1.00	135,804	1.00	135,804		
30000502	Neighborhood Office Supervisor	62,338	83,138	1.00	83,136	1.00	83,892	1.00	83,892		
30000500	Neighborhood Programs Coordinator	56,534	75,338	2.00	132,516	2.00	143,249	2.00	143,249		
30000737	Noise Control Officer	62,338	83,138	1.00	83,136	1.00	83,892	1.00	83,892		
30000012	Office Support Specialist II	32,552	46,758	1.00	32,556	1.00	39,128	1.00	39,128		
30000464	Program Coordinator	62,338	83,138	1.00	71,724	1.00	74,336	1.00	74,336		
30000465	Program Manager	65,478	87,422	2.00	174,840	2.00	176,424	2.00	176,424		
30000463	Program Specialist	56,534	75,338	2.00	90,852	2.00	131,227	2.00	131,227		
30000462	Program Specialist, Assistant	46,571	71,739	1.00	45,072	2.00	95,478	1.00	48,486		
TOTAL FULL-TIME POSITIONS						35.10	2,210,832	36.40	2,385,869	34.40	2,275,973
30000491	Community Outreach & Informtn Assistant	46,571	71,739	1.00	60,821	1.00	63,316	1.00	63,316		
30000450	Management Assistant	46,571	71,739	0.00	0	1.00	46,992	0.00	0		
30000502	Neighborhood Office Supervisor	62,338	83,138	0.90	56,304	0.75	62,916	0.75	62,916		
30000012	Office Support Specialist II	32,552	46,758	0.00	0	0.50	17,448	0.00	0		
TOTAL PART-TIME POSITIONS						1.90	117,125	3.25	190,672	1.75	126,232
30000464	Program Coordinator	62,338	83,138	1.00	81,204	1.00	83,892	1.00	83,892		
30000462	Program Specialist, Assistant	46,571	71,739	1.92	87,888	2.00	97,226	2.00	97,226		
TOTAL LIMITED TERM POSITIONS						2.92	169,092	3.00	181,118	3.00	181,118
GRAND TOTAL						39.92	2,497,049	42.65	2,757,659	39.15	2,583,323

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 2014-15	7,096,598	0	7,096,598	38.15	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	140,000	0	140,000	0.00	Community grants
	0	300,000	300,000	1.00	East Portland Action Plan
	0	28,000	28,000	0.00	Restorative Justice Program
	25,000	0	25,000	0.00	Crime Prevention overtime
	0	20,000	20,000	0.00	Review of DCL Program
	10,000	0	10,000	0.00	Materials & services for various programs
	175,000	348,000	523,000	1.00	Total FY 2014-15 Decision Packages
			7,619,598	39.15	Total Proposed Budget

Portland Development Commission

Community Development Service Area

Mayor Charlie Hales, Commissioner-in-Charge

Patrick Quinton, Executive Director

Bureau Summary

Bureau Mission

The Portland Development Commission (PDC) creates growth and economic opportunity for Portland.

Bureau Overview

The Portland Development Commission is the City's economic development and redevelopment agency and is responsible for achieving the City's key placemaking, job creation and economic development objectives. In July 2009, the Portland City Council adopted the City of Portland's 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 primary goal of the strategy is to create 10,000 new jobs by 2014 and to build the most sustainable, equitable, and competitive economy in the world.

The Neighborhood Economic Development Strategy, which was adopted by City Council in 2011, builds on this agenda and calls out social equity and the importance of community partnerships as an integral part of how the agency delivers its services. Implicit within this goal is determining how to enable community involvement, governance, and mutual accountability as core values in how the agency works with the community.

In FY 2013-14, the Portland Development Commission manages 12 traditional and six micro Urban Renewal Areas (URAs) and engages in public-private partnerships to redevelop and revitalize key commercial corridors and centers across the city. Alongside private partners, the commission continues to pursue strategic and/or catalytic redevelopment projects both downtown and in neighborhoods, with a focus on projects that match current market needs and generate the maximum social and financial return for the City.

Resources from the City's General Fund allow the commission to fulfill job growth and economic growth goals that are not eligible for funding through Tax Increment Financing (TIF). General Fund support extends the commission's work beyond URA boundaries and real estate investments to provide critical non-physical assistance supporting business growth through staff expertise, working capital, and technical assistance.

Together, TIF and General Fund support allow for a web of activities that connect 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 living-wage jobs that support families, generates community wealth, and creates healthy and vibrant neighborhoods throughout the city.

Strategic Direction

The Commission's economic and urban development activities are guided by three strategies adopted by City Council: the Portland Plan, Economic Development Strategy and Neighborhood Economic Development Strategy.

The Mayor's Proposed Budget also includes \$1.5 million in FY 2014-15 General Fund resources from the projected impact of plan amendments to urban renewal areas. Specifically, these projections are based on a reduction of assessed value in the River District Urban Renewal Area and the elimination of the Willamette Industrial Urban Renewal Area.

Summary of Budget Decisions

The FY 2014-15 Proposed Budget of \$5,220,564 in City General Fund resources represents a 9.3% increase from the FY 2013-14 Adopted Budget of \$4,777,437. PDC started with a FY 2014-15 base budget of \$5,045,564 plus \$15,000 in revenue forecasted from the Neighborhood Prosperity Initiative (NPI).

Ongoing Reductions

NPI and Main Street Network

Funding for the NPI and Main Street Network will be reduced in order to provide grants and/or technical assistance to three community-based organizations focused on building organizational capacity to address local economic challenges. The targeted areas are: Lents Town Center, along MLK Jr. Boulevard in the Interstate urban renewal district, and Old Town/China Town.

One-time Additions

VOZ Workers' Rights Education

The Mayor's Proposed Budget adds \$30,00 to support operating expenses for the MLK Workers' Center to facilitate employment for day laborers, investigate wage theft, and offer weekly English, music, and art classes. PDC will manage the funding within the Small and Micro Business Technical Assistance.

Village Market

The Mayor's Proposed Budget adds \$75,000 in General Fund discretionary one-time funding to Village Market. These funds will help to increase access to healthy food for the residents of Portsmouth and New Columbia neighborhoods while providing jobs for low-income community members. PDC will manage the funding within the Small and Micro Business Technical Assistance program.

SE Works Youth Transition Program

The Mayor's Proposed Budget includes \$40,000 in General Fund discretionary one-time funding to SE Works to support the Youth Transition Program with funding for case management and extended hours at the Southeast Portland career center. PDC will manage the funding within the Adult and Youth Workforce program.

C40

The Mayor's Proposed Budget includes \$15,000 in General Fund discretionary one-time funding to support Portland's role in C40, which is a network of the world's megacities taking action to reduce greenhouse gas emissions. PDC will manage the funding within the Cluster Development program .

Portland Development Commission

Summary of Bureau Budget

Community Development Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Intergovernmental	0	114,598	0	0	0
Total External Revenues	0	114,598	0	0	0
Internal Revenues					
General Fund Discretionary	4,731,295	6,083,631	4,577,437	5,305,564	5,220,564
Total Internal Revenues	4,731,295	6,083,631	4,577,437	5,305,564	5,220,564
Beginning Fund Balance	0	(17,148)	0	0	0
Total Resources	\$4,731,295	\$6,181,081	\$4,577,437	\$5,305,564	\$5,220,564
Requirements					
Bureau Expenditures					
External Materials and Services	4,748,443	6,181,081	4,577,437	5,305,564	5,220,564
Total Bureau Expenditures	4,748,443	6,181,081	4,577,437	5,305,564	5,220,564
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	(17,148)	0	0	0	0
Total Requirements	\$4,731,295	\$6,181,081	\$4,577,437	\$5,305,564	\$5,220,564
Programs					
Neighborhood Economic Development	1,676,084	1,962,551	3,071,272	3,316,603	3,246,603
Economic Opportunity	1,519,429	1,602,039	(200,000)	70,000	40,000
Accounting	1,148	113,450	0	0	0
Traded Sector Economic Development	1,551,782	2,503,041	1,706,165	1,918,961	1,933,961
Total Programs	4,748,443	\$6,181,081	\$4,577,437	\$5,305,564	\$5,220,564

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 2014-15	5,045,564	0	5,045,564	0.00	FY 2014-15 90% Current Appropriation Level
CAL Adjustments					
	15,000	0	15,000	0.00	Technical adjustment for NPI revenue forecast
Mayor's Proposed Budget Decisions					
	0	30,000	30,000	0.00	VOZ
	0	40,000	40,000	0.00	SE Works
	0	75,000	75,000	0.00	Village Market
	0	15,000	15,000	0.00	C40
	15,000	160,000	175,000	0.00	Total FY 2014-15 Decision Packages
			5,220,564	0.00	Total Proposed Budget

Office of Equity & Human Rights

Community Development Service Area

Mayor Charlie Hales, Commissioner-in-Charge

Dante James, Director

Bureau Summary

Bureau Mission

The mission of the Office of Equity and Human Rights (OEHR) is to provide education and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of City resources, access and opportunity, starting with issues of race and disability.

Bureau Overview

The Office of Equity and Human Rights was created in September 2011 by City Council and is one of the City's newest bureaus. The office provides services to all City bureaus in the areas of training and technical assistance related to promoting equity and reducing disparity throughout the City.

Organizationally, the office has three program areas: the Citywide Equity Program, the Community Equity & Engagement Program, and Administration & Operations. The office is also responsible for administration and staffing of the Human Rights Commission, the Portland Commission on Disability, and the Diverse and Empowered Employees of Portland.

The work of providing the office's services is carried out by nine employees and is guided by its Strategic Work Plan, which was developed with broad and inclusive input from community members and employees. The plan communicates the organization's mission and vision, as well as the goals and strategies to be achieved.

Strategic Direction

The office's Strategic Work Plan was designed as a guiding document for the bureau. It follows the framework of the Portland Plan and identifies long-term and short-term goals. The office gathered input through a strategic planning process and involvement of the original community committee that helped in the creation and structure of the office.

The plan describes the bureau's focuses both internally and externally and provides a framework of program-specific goals. These overall long-term goals are as follows:

- ◆ Create a Citywide Equity Initiative
- ◆ Collect and review City data that reflects on and informs equity work
- ◆ Create an equity strategy for City bureaus and staff
- ◆ Create a Citywide community advisory system to assist OEHR in achieving its mission
- ◆ Create equity partnerships and collaborations

- ◆ Establish an OEHR branding and messaging strategy

Summary of Budget Decisions

Realignment Packages Pilot Culturally-Specific Mentorship Program

While the City's workforce is 18% people of color, only 4% of managers are persons of color. The bureau is realigning \$10,000 of existing General Fund resources to fund a pilot mentorship program. This program will provide leadership training, mentorship and coaching to employees of color to assist them in being more competitive for management and supervisory opportunities in the City. This pilot program will be facilitated through the Diverse and Empowered Employees of Portland and initially supported by the City's African American Network. Following the pilot, this program will broaden to include other affinity groups (e.g., Latinos and Women). This funding will cover the costs of materials, a consultant to assist in launching the program, and other ongoing program expenses.

This realignment package will result in the following outcomes:

- ◆ A replicable model of a mentorship program that can be leveraged by the other affinity groups in the City;
- ◆ A better and more demographically representative candidate pool for management and supervisory opportunities in the City.

Enhance Translation & Interpretation Services

The office is realigning \$10,000 of existing General Fund resources in order to provide additional funding for translation and interpretation services. This will allow the Portland Commission on Disabilities, the Human Rights Commission and the New Portlanders Council to meet obligations under Title 2 (of the Americans with Disabilities Act of 1990) and Title 6 (of the Civil Rights Act of 1964). Of the \$10,000 dedicated to this program, \$7,000 will support translation and interpretation services and \$3,000 will fund the purchase of a wireless headphone system to facilitate translation and allow involvement and interaction across languages. The office will make this system available to City bureaus.

This decision package will provide greater public involvement opportunities for those for whom English is a second language or who have a hearing impairment.

Office of Equity & Human Rights

Summary of Bureau Budget

Community Development Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	0	0	90,000	0	0
Intergovernmental	0	0	20,000	0	0
Miscellaneous	0	1,949	525	0	0
Total External Revenues	0	1,949	110,525	0	0
Internal Revenues					
General Fund Discretionary	414,442	1,147,492	802,268	879,126	817,445
General Fund Overhead	0	0	504,262	505,944	481,375
Total Internal Revenues	414,442	1,147,492	1,306,530	1,385,070	1,298,820
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$414,442	\$1,149,441	\$1,417,055	\$1,385,070	\$1,298,820
Requirements					
Bureau Expenditures					
Personnel Services	315,174	921,868	1,069,594	1,146,687	1,065,435
External Materials and Services	59,877	104,151	227,505	102,984	97,528
Internal Materials and Services	39,391	123,422	119,956	135,399	135,857
Total Bureau Expenditures	414,442	1,149,441	1,417,055	1,385,070	1,298,820
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$414,442	\$1,149,441	\$1,417,055	\$1,385,070	\$1,298,820
Programs					
Administration & Support	414,442	1,149,441	283,787	253,670	254,128
Citywide Equity Program	0	0	707,006	736,758	690,908
Govern. For Racial Equity	0	0	110,000	0	0
Comm Equity & Engagement	0	0	316,262	394,642	353,784
Total Programs	414,442	\$1,149,441	\$1,417,055	\$1,385,070	\$1,298,820

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	46,571	71,739	1.00	75,336	1.00	75,336	1.00	75,336
30001758	Equity and Human Rights Director	106,038	151,798	1.00	141,348	1.00	147,148	1.00	147,148
30000453	Management Analyst, Principal	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000452	Management Analyst, Sr	65,478	87,422	1.00	80,855	1.00	84,167	1.00	84,167
30000464	Program Coordinator	62,338	83,138	4.00	285,636	5.00	358,115	5.00	358,115
30000463	Program Specialist	56,534	75,338	1.00	56,725	0.00	0	0.00	0
30000462	Program Specialist, Assistant	46,571	71,739	0.00	0	1.00	54,996	0.00	0
TOTAL FULL-TIME POSITIONS				9.00	743,256	10.00	823,118	9.00	768,122
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	743,256	10.00	823,118	9.00	768,122

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 2014-15	1,298,820	0	1,298,820	9.00	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	0	0	0.00	Realignment: Translation services
	0	0	0	0.00	Realignment: Culturally Specific Mentorship pilot
	0	0	0	0.00	Total FY 2014-15 Decision Packages
			1,298,820	9.00	Total Proposed Budget

Portland Bureau of Transportation

Transportation & Parking Service Area

Steve Novick, Commissioner-in-Charge

Leah Treat, Director

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 and maintain an effective and safe transportation system that provides access and mobility.

Bureau Overview

Portland is a national leader in safe, effective, and sustainable transportation solutions. The transportation system is an over \$8 billion investment in assets that facilitate the movement of people, goods, and services within Portland. The Portland Bureau of Transportation employs more than 700 people at the Portland Building downtown, the maintenance facility in Lower Albina, and the Sunderland Recycling Facility in Northeast Portland.

The FY 2014-15 Proposed Budget for the Portland Bureau of Transportation totals \$314.3 million, including \$215.4 bureau expenses and \$98.9 fund level expenses. The bureau's budget is organized around four budget programs: Administration and Support Services, Capital Improvements, Maintenance and Operations. These program areas are supported by six organizational units: Development Services and Streetcar, Engineering and Technical Services, Transportation System Management, Maintenance, Planning and Capital Services, and Office of the Director. There is not a one-to-one correlation; some organizational units support more than one program area.

Strategic Direction

Goals

The Portland Bureau of Transportation (PBOT) is currently in the process of defining its focus for the next two years through the development of a Work Plan. PBOT issued an RFP and has reviewed the submitted proposals. The bureau anticipates beginning work on the Work Plan in the early 2014. Until the Work Plan is developed, PBOT is following the existing FY 2013-14 Business Plan. The bureau's work is driven by five goals established by the Budget Advisory Committee and reaffirmed through the bureau's FY 2013-14 Business Plan. The Business Plan:

- ◆ Provides a financial snapshot of the bureau's current year revenues and expenditures and the five-year forecast
- ◆ Represents a strategic, focused, and adaptive approach to bureau investments, establishing a strong link between operational goals, performance management, funding strategy and resource allocation for the future
- ◆ Aligns bureau actions with Portland Plan priorities to help realize the vision of a prosperous, educated, healthy and equitable Portland

Portland Bureau of Transportation

Transportation & Parking Service Area

Key strategic actions can be found within this budget narrative in the program area pages, subcategory: Strategic Actions.

At the highest level, the Bureau of Transportation is driven to accomplish the following goals:

- 1. *Improve Transportation Safety*** - This includes programs designed to reduce conflicts within and between travel modes, enhanced signage, pavement marking and signals.
- 2. *Maintain Transportation Assets*** - This includes maximizing available resources for day-to-day as well as long term management.
- 3. *Enhance Public Health and Community Livability*** - This includes programs that encourage and support active transportation choices and reduce carbon emissions and other pollutants.
- 4. *Support Economic Vitality*** - This includes planning for local and regional transportation projects and overseeing private development activities.
- 5. *Operate Efficiently and Effectively*** - This includes streamlining business practices, enhanced customer service, improved communications and community partnerships.

Priority Budgeting

In 2012 the bureau introduced a new methodology, Streets of Citywide Significance. This approach is a priority budgeting tool that allows the bureau to use objective, quantifiable data to focus limited financial resources at needs on the city's corridors of highest traffic volume. This simultaneously expands transparency in maintenance priority decision-making while ensuring maximum return on investment.

Summary of Budget Decisions

Add Packages

The FY 2014-15 Mayor's Proposed Budget includes the following add packages, totaling \$1,780,892 and 3.0 FTE.

Public Works Permitting

Funded by \$83,000 in service charges and fees, this decision adds a position to support the increased workload in Public Works permitting.

Central Business District

Funded by \$83,000 in service charges and fees, this decision adds a position to support the increased workload related to permit application requests in the Central Business District.

Development & Building Plan Review

Funded by \$83,000 in service charges and fees, this decision adds a position to support the increased workload in Development and Building Plan reviews.

South Waterfront Variable Priced Parking

Funded by \$35,000 of additional General Fund one-time resources, this is for the South Waterfront Variable Priced Parking effort, which allows data to be collected and analyzed regarding the viability of setting different parking rates in different areas of South Waterfront

Youth Bus Pass

Funded by \$400,000 in additional General Fund one-time resources and \$600,000 in General Transportation Revenues, this decision is for the City's share of the costs of the Youth Bus Pass, which allows Portland Public School students to ride the bus for free during the school year.

Southwest Corridor Draft Environmental Impact Statement

This one-time General Fund (\$650,000) supported special appropriation is for the Southwest Corridor Draft Environmental Impact Statement, which is a regional effort to determine the best high-capacity transit solution for Southwest Portland and the surrounding area. This provides \$500,000 for the City's match contribution to the regional work on the project and \$150,000 for City staff (\$90,000 PBOT and \$60,000 Bureau of Planning and Sustainability). This is the first of two years expected for this project.

Reductions

The Proposed Budget also includes the following reductions and eliminations.

Reduce BES interagency support for street cleaning

This is a reduction of \$179,550 to the street sweeping program that is currently funded through an Interagency Agreement with the Bureau of Environmental Services. PBOT is determining the impacts of this reduction in street sweeping.

Eliminate funding for Downtown Marketing Initiative

This eliminates \$828,309 of GTR funding for the contract with TravelPortland for promoting, soliciting, procuring, and servicing convention business and tourism.

Transfer GIS Tech II to BTS

This is a technical adjustment to move a position costing \$153,108 from PBOT to the Bureau of Technology Services (BTS).

Realignments

The following packages resulted in net-zero changes to appropriation but reflect program realignments:

- ◆ Strategic Parking Management Plan - add 1.0 FTE limited term position
- ◆ Development and Building Plan Review - convert limited term position to permanent
- ◆ Utility Permitting - convert limited term position to permanent
- ◆ Communications Program - convert limited term position to permanent
- ◆ Transportation Planning Smart Transportation & Technology Innovation - add limited term position
- ◆ Transportation Planning - extend limited term position from four months to twelve months
- ◆ Transportation Planning - convert part time position to full time position

Capital Budget

Capital Summary

Investing in Portland's transportation system is critical to keeping people and goods moving and the city remaining economically competitive. The work to update our twentieth-century system to the international standards required of a twenty-first century city is expensive and complex.

The CIP is a five-year spending plan (budget) to modernize Portland's transportation system through strategic construction projects. It is updated annually as part of the overall budget process. At the core, the CIP is a list of projects, estimated costs and the revenue sources. The CIP for FY 2014-15 to 2018-19 includes 52 projects at a total cost of \$227 million.

CIP Highlights

Some of the improvements laid out in the CIP will provide new, needed facilities, such as sidewalks in East Portland (136th Ave, Safe Routes to School, and East Portland Access Transit) and the 20's and 50's Bikeways. Some projects and programs will re-build and improve obsolete infrastructure for continued, safe use, such as traffic signal replacements city-wide and pavement restoration. Other improvement projects support economic development by improving freight movement at NE Columbia and MLK Jr. Blvd, and access and crossing improvements in Old Town/ Chinatown and the Pearl. Additionally, PBOT is a funding partner on regional projects designed to expand public transit with Portland-Milwaukie Light Rail and to rebuild the Sellwood Bridge.

PBOT's Requested CIP budget for FY 2014-15 to 2018-19 strives to achieve the goals of City Council and to provide a diversity of transportation modes and alternatives for Portlanders. As with past years, funding from grants, contracts, developer fees and other external sources will provide the majority of funding, approximately 90 percent in FY 2014-15. PBOT's discretionary GTR funding makes up the remaining 10 percent.

Major Issues

PBOT's CIP has been developed to align with existing resources and honor funding commitments on key regional projects. The bureau will likely continue to operate in a fiscally-constrained environment due to higher-than-projected expenditures and lower-than-projected revenues, and bond repayment, and debt service costs. Future federal and state grant dollars have been in decline.

Over-reliance on grant dollars has created the perception of inequitable service distribution. Unlike discretionary GTR funding, grant dollars cannot be re-allocated to a different need or project location that may be a higher priority for PBOT, including capital maintenance.

GTR projections show little sign of improvement and PBOT estimates on average \$9 million annually will be committed to Portland-Milwaukie Light Rail and new Sellwood Bridge debt service payment over the life of the debt.

Changes from Prior Year

There are no proposed GTR cuts in the FY 2014-15 CIP. The FY 2014-15 CIP has \$8.6 million of discretionary GTR funding. Of the \$8.6 million, \$6.1 million is carryover from FY 2013-14 to complete construction of current projects. The remaining \$2.5 million is on-going GTR to be used for both capital maintenance projects, such as signals and street lighting replacements, as well as leverage to match state and federal grants.

One of the new capital improvement and maintenance programs from last year is the Streetlight Replacement project, which will transition the entire City to energy efficient LED lamps. This \$17.5 million investment is being funded by bond sale proceeds, and implementation will occur over three to five years. PBOT plans to pay for associated debt service obligations with anticipated energy and maintenance savings generated from the conversion. Additional conversion savings will be directed towards a LED Streetlight capital reserve for future useful life replacements.

Council Goals and Priorities

The Portland Plan, adopted by Council in April 2012, includes strategies for developing a prosperous, educated, healthy and equitable city over the next 25 years. PBOT has implementation responsibilities as outlined in the five-year action plan.

Construction of the Eastside Streetcar was completed and operating service began in September 2012. This project brought the Streetcar from the west side across the Broadway Bridge to the Lloyd District and Central Eastside down to OMSI. As directed by Council, the bureau has developed a plan to "Close the Loop" and bring Streetcar across the Portland Milwaukie Light Rail Bridge being built in the Willamette River at South Waterfront. The first phase of construction began in 2013 and the project is expected to open in conjunction with Portland-Milwaukie Light Rail in the fall of 2015, realizing the goal of connecting the east and west sides of the Central City.

Criteria

Most of the programs and projects within the proposed CIP continue existing projects or bring projects to completion, where funding has already been secured. Most new projects added to the CIP bring committed sources of funding.

This CIP includes sidewalks and greenways for safer and better access for pedestrians, cyclists and transit riders, street improvements for main streets, local streets and freight routes, as well as regional and transit projects. The goal is to provide transportation choices for residents, employees, visitors, and firms doing business in Portland, while making it more convenient to walk, bicycle, take transit, and avoid driving to meet daily needs.

Capital Planning and Budgeting**Capital Planning Process**

Transportation capital project requests come from a variety of sources. The bureau receives requests for capital improvements from neighborhoods, businesses and individuals, and partner agencies. Projects are identified and developed through neighborhood plans and studies adopted by City Council, such as the East Portland In Motion Implementation Strategy. The bureau works with other public agencies and private organizations to develop projects with shared transportation goals. All of these projects are compiled into the Transportation System Plan. Additionally, capital maintenance projects arise from PBOT's Asset Management programs, which derive spending priorities among asset classes based on a variety of criteria including the risk of failure and safety needs.

City Comprehensive Plan

The Mayor's FY 2014-15 Proposed Budget for capital programs and projects are consistent with the needs identified in the Transportation System Plan (TSP). The TSP is a 20-year planning document mandated by the State Transportation Planning Rule. The TSP meets State and regional planning requirements and addresses local transportation needs for cost-effective street, transit, freight, bicycle, and pedestrian improvements. The Transportation Element of the TSP is a part of the City's Comprehensive Plan.

Portland Bureau of Transportation

Transportation & Parking Service Area

The TSP contains over 600 transportation projects for Portland, which address capital improvement needs for all modes of transportation and are consistent with Metro's 2040 Growth Concept. The TSP is the primary document for guiding transportation CIP investments. The TSP identifies major improvements and includes a list of significant projects. Many projects identified through the needs and analysis may not qualify as "significant" under definitions, but are still important. For these projects the TSP also contains a set of six Reference Categories:

1. Preservation and Rehabilitation
2. Neighborhood Livability
3. Safety and Congestion Management
4. Local Street Development
5. Transportation Demand Management
6. Endangered Species Act Projects

Financial Forecast Overview

The CIP is supported by several funding sources, including bond proceeds, federal, state and local grants, and regional partnership agreements. The CIP is also supported by the State Highway Fund (motor fuels tax, vehicle titling and registration fees, and weight-mile tax imposed on trucks) and parking revenues, which together represent General Transportation Revenues (GTR).

GTR is PBOT's primary discretionary funding source. Over the years, the ongoing GTR in the CIP program has been cut significantly from \$8 million in past years to \$2.5 million in FY 2014-15. The cut in discretionary funding has significantly reduced PBOT's ability to fund road rehabilitation projects as well as safety projects such as sidewalks improvements, pedestrian safety improvements, bicycle projects, and signals and streetlight reconstruction. The remaining GTR in the CIP is used primarily to match federal and state grants and fund local capital maintenance projects.

The primary funding source for the PBOT CIP is federal and state grants; however, federal and state agencies are facing funding challenges, such as falling State Highway Fund revenue and debt service for Oregon Transportation Investment Act.

As federal and state grant opportunities arise, PBOT staff review the grant criteria with partnering bureaus and consider potentially eligible projects from the TSP, modal plans, and other implementation plans or strategies adopted by Council. These potential projects are reviewed with bicycle, pedestrian, and freight advisory committees; senior management; and the larger community when warranted. Final selection of the projects for application is also contingent upon identifying local matching funds.

Asset Management and Replacement Plans

Asset Management is a system used to determine the proper fixes at the proper time for PBOT's infrastructure. Certain assets have reserve funds that are used for major maintenance and capital replacement. Other infrastructure does not have reserve funds, but prioritization and strategic maintenance is applied to maximize the life of the asset. Condition monitoring is conducted on a number of assets. Knowing the condition of an asset allows PBOT to apply the right fix at the right time and to appropriately plan maintenance and operations dollar needs.

Public Facilities Plan Overview

The TSP serves as the Public Facilities Plan for transportation. This is noted in Goal 11.6 of the City's Comprehensive Plan. The TSP provides a framework for providing urban public facilities and services within Portland's Urban Services Boundary.

Capital Programs and Projects

Capital Program Descriptions

PBOT's capital program is organized and guided by the following five goals, described in detail in the Bureau Summary - Strategic Direction section of this document:

1. Improve transportation safety
2. Maintain transportation assets
3. Enhance public health and community livability
4. Support economic vitality
5. Operate efficiently and effectively

These goals were developed as part of the bureau's Strategic Initiative Program Criteria with involvement of the bureau's Budget Advisory Committee.

Funding Sources

The PBOT CIP has a variety of funding sources:

Grants and Contracts

These include State and Federal grants as well as contracts with other local jurisdictions such as the Portland Development Commission (PDC), Port of Portland and TriMet. The Regional Flexible Funds, formerly known as the Metro Transportation Improvement Program, is the regional process for identifying which transportation projects and programs will receive federal funds. Municipalities in the Portland metropolitan area are allocated these funds based on criteria established by the Joint Policy Advisory Committee on Transportation and the Metro Council. PDC, through tax-increment financing, has been a partner in developing transportation-related projects in PBOT's CIP. Projects supported in part by PDC funds include the final phase of the Killingsworth Streetscape, Gateway Phase II, and the 122nd Avenue Sidewalk Project.

Interagency Funding

These include funding from the General Fund and other City bureaus and funds.

Local Improvement Districts (LID)

Property owners can join together to form an LID as a means of sharing in the cost of building needed transportation infrastructure. LIDs make local street improvements possible that promote public safety, community livability, and enhance property values.

LID projects often rely on public subsidies to make the project affordable for the benefiting property owners. However, there is no funding available to subsidize new LIDs. Without a new funding source, the LID program for local streets will likely be very limited to commercial or developer requested LIDs. LID funding for FY 2014-15 is \$1.2 million and \$4.0 million over five years.

System Development Charges (SDC)

Developers pay fees to defray the cost of system improvements required for new development. SDC funds are collected annually and accounted separately from other bureau program revenues and allocated to the budget as qualifying projects are initiated.

Portland Bureau of Transportation

Transportation & Parking Service Area

The SDC program was adopted by City Council in 1997 and renewed in 2007. Strict criteria govern the projects that may use SDC funds. About \$2.5 million of SDC funds will be spent on projects in this five-year CIP. SDC funds in particular are used as seed and match dollars to obtain much larger amounts in the form of grants, particularly from State and Federal sources. PBOT keeps abreast of Federal, State, and local grant funding opportunities that can fund PBOT's capital funding objectives.

General Transportation Revenue (GTR)

GTR is comprised of two sources: State Highway Fund (comprised of motor fuels tax, vehicle titling and registration fees, and weight-mile tax imposed on trucks) and the City's parking revenues. State Highway Trust Fund monies are constitutionally restricted for use on "construction of roads, streets, and roadside rest areas." The majority of GTR in the CIP is expected to be committed to match Federal, State and other grants and contracts in the out years.

Other Local Funding

Other local funds such as permit fees, bond and miscellaneous service charges and fees comprise about \$5 million for the five-year CIP.

PDC, through tax-increment financing, has been a major partner in developing and funding transportation-related projects in PBOT's CIP. PDC funding is difficult to predict beyond the specific commitments already made. As a result, PDC funding appears to be reduced significantly after FY 2014-15. PBOT is working with PDC to improve forecasts of PDC funding availability for future projects.

Major projects

There are just six new projects in the proposed CIP. These are:

- ◆ T00395 136th Ave: Foster Holgate, SE
- ◆ T00394 136th Ave: Powell Division, SE
- ◆ T00414 Central City Multi-Modal Safety Projects
- ◆ T00407 Everett Ct: 97th 99th Ave, NE
- ◆ T00122 Streetcar Vehicle Purchase
- ◆ T00391 Thurman St: Macleay Park Bridge Rehab, N

Major transportation projects can span multiple fiscal years as the projects move from concept, through development, design and construction phases. One major project, which will be completed this year, is the Division Streetscape and Reconstruction Project. The project was the result of the collaborative work of the Division Vision Coalition and the Bureau of Planning and Sustainability to develop the 2006 Council adopted Division Green Street/Main Street Plan. The project includes pavement rehabilitation, streetscape, and green street improvements on SE Division between SE 10th and Cesar Chavez Avenues, including curb extensions, bioswales, stormwater planters, new street trees, new bike infrastructure, public art, and combined sewer repairs. The project is funded by a combination of local transportation and Bureau of Environmental Services funds as well as federal transportation funds.

Other projects include sidewalk safety improvements along SE 136th Avenue (Powell-Division and Foster-Holgate), the NW Thurman Bridge rehabilitation and the Central City Multi-Modal Safety projects. Funds are provided by general transportation revenue, which are leveraging both federal grant dollars and PDC and SDC funds

Net Operating and Maintenance Costs

Some capital improvements in the Requested CIP, particularly the preservation and rehabilitation programs, reduce long-term maintenance liabilities, as the assets being developed replace old, high-maintenance assets that no longer require maintenance for several years. Other investments expand the system in response to the demands of growth. As the system expands, operating costs increase, further intensifying fiscal pressures on discretionary revenue. Existing resources are not adequate to maintain and operate the system in a sustainable manner. Capital maintenance backlogs grow annually under current funding levels.

Portland Bureau of Transportation

Summary of Bureau Budget

Transportation & Parking Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Licenses & Permits	2,820,796	3,564,622	2,086,800	1,540,180	1,540,180
Charges for Services	48,214,312	58,840,968	56,915,909	61,049,560	61,025,428
Intergovernmental	131,865,789	84,317,698	95,783,653	90,610,537	90,610,537
Bond & Note	25,567,749	45,720,197	17,307,520	48,637,665	48,637,665
Miscellaneous	3,699,412	2,708,256	3,357,543	3,884,396	3,884,396
Total External Revenues	212,168,058	195,151,741	175,451,425	205,722,338	205,698,206
Internal Revenues					
Fund Transfers - Revenue	22,908,705	16,296,237	22,386,547	19,784,964	17,541,655
Interagency Revenue	28,382,203	30,068,802	28,439,561	29,839,826	29,525,000
Total Internal Revenues	51,290,908	46,365,039	50,826,108	49,624,790	47,066,655
Beginning Fund Balance	(26,347,865)	(2,873,263)	39,823,205	61,539,690	61,539,690
Total Resources	\$237,111,101	\$238,643,517	\$266,100,738	\$316,886,818	\$314,304,551
Requirements					
Bureau Expenditures					
Personnel Services	66,202,406	64,098,114	74,723,442	74,273,078	73,608,308
External Materials and Services	39,655,466	92,342,697	41,394,197	79,166,464	78,185,538
Internal Materials and Services	26,698,916	24,380,802	27,969,882	28,132,820	28,311,226
Capital Outlay	64,963,721	14,654,331	45,243,769	36,579,972	35,329,972
Total Bureau Expenditures	197,520,509	195,475,944	189,331,290	218,152,334	215,435,044
Fund Expenditures					
Debt Service	30,317,821	20,853,717	14,711,253	18,258,970	18,258,970
Contingency	0	0	45,723,734	65,592,778	65,661,820
Fund Transfers - Expense	12,146,034	15,436,058	16,334,461	13,200,275	13,266,256
Debt Service Reserves	0	0	0	1,682,461	1,682,461
Total Fund Expenditures	42,463,855	36,289,775	76,769,448	98,734,484	98,869,507
Ending Fund Balance	(2,873,263)	6,877,798	0	0	0
Total Requirements	\$237,111,101	\$238,643,517	\$266,100,738	\$316,886,818	\$314,304,551
Programs					
Administration & Support	23,087,788	17,696,558	3,834,265	8,688,605	7,094,884
Operations	43,951,014	50,128,874	61,924,600	64,872,108	65,578,679
Capital Improvements	88,612,374	88,286,476	70,832,628	91,202,436	89,534,469
Maintenance	41,869,333	39,364,036	52,739,797	53,389,185	53,227,012
Total Programs	197,520,509	\$195,475,944	\$189,331,290	\$218,152,334	\$215,435,044

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2013-14	Proposed FY 2014-15	Capital Plan				5-Year Total
				FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Local Street Design								
Public Work Permits	0	1,063,032	1,063,215	1,063,215	1,063,215	1,063,215	1,063,215	5,316,075
Total Local Street Design	0	1,063,032	1,063,215	1,063,215	1,063,215	1,063,215	1,063,215	5,316,075
Safety								
122nd: Holgate-Ramona, SE	890,412	1,140,600	1,140,600	0	0	0	0	1,140,600
20's Bikeway: Harney-Lombard, NE/ SE	53,023	518,074	590,000	1,250,175	0	0	0	1,840,175
50's Bikeway: Woodstock-NE Thompson, SE/NE	610,854	754,766	670,900	0	0	0	0	670,900
Active Corridor Management	0	1,000,000	200,000	0	0	0	0	200,000
Boones Ferry-Stephenson Rd, SW	345,834	854,896	362,374	0	0	0	0	362,374
Burgard Rd. at Time Oil Rd, N	0	408,696	598,774	1,936,226	0	0	0	2,535,000
Central City Multi-Modal Safety Projects	0	0	566,914	1,500,000	4,551,087	0	0	6,618,001
Foster: 50th - 84th, SE	0	466,618	498,597	3,257,275	0	0	0	3,755,872
Naito Ped Crossing	130,360	246,352	249,900	0	0	0	0	249,900
Neighborhood Transp Safety & Livable Streets	0	1,425,372	930,953	1,014,622	701,275	1,168,672	1,168,672	4,984,194
Portland Streetcar Automatic Train Stop System	0	1,000,000	525,000	0	0	0	0	525,000
Ramona & Holgate: 122nd- 136th, SE	128,255	1,437,650	1,027,746	0	0	0	0	1,027,746
Sellwood Bridge, SE	939,416	1,108,144	36,737,340	600,000	100,000	0	0	37,437,340
SR2S: 2013 (East Portland)	4,133	495,632	475,809	0	0	0	0	475,809
Total Safety	3,102,287	10,856,800	44,574,907	9,558,298	5,352,362	1,168,672	1,168,672	61,822,911
Health & Livability								
112th & Marx LID, NE	96,152	772,678	686,434	2,068,662	12,258	3,973	0	2,771,327
118th Ave: Pardee-Raymond LID	842,650	0	5,300	0	0	0	0	5,300
11th Ave: Gaines-Gibbs, SW	379,562	276,688	87,101	5,258	1,973	64,019	0	158,351
136th Ave: Foster - Holgate, SE	42,929	0	2,312,071	0	0	0	0	2,312,071
136th Ave: N of Prescott to Whitaker, NE	706,921	0	11,797	0	0	0	0	11,797
136th Ave: Powell - Division, SE	35,383	3,400,000	953,300	0	0	0	0	953,300
82nd & Bybee LID, SE	248,825	147,276	5,191	5,191	178,666	0	0	189,048
Alberta St: 76th-79nd LID, NE	841,317	0	10,238	0	0	0	0	10,238
Bike Parking, CW	0	70,000	70,000	70,000	70,000	70,000	0	280,000
Bike Share Program	110,493	2,039,989	1,883,000	0	0	0	0	1,883,000
East Portland Access Transit	0	230,776	3,600,000	0	0	0	0	3,600,000
Everett Ct: 97th - 99th Ave, NE	0	0	512,000	0	0	0	0	512,000
Federal and State Program Match Funds	0	614,754	514,785	514,785	514,785	514,785	514,785	2,573,925
Killingsworth: Commercial-MLK, N/ NE	578,057	2,670,000	2,500,502	0	0	0	0	2,500,502

Transportation & Parking Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised	Proposed	Capital Plan				5-Year Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Local Improvement District Street Design	0	145,894	156,600	161,000	169,000	177,000	189,000	852,600
Multnomah Blvd: 22nd - 40th, SW	683,383	1,764,875	951,088	0	0	0	0	951,088
PDC Small Projects	0	200,000	200,000	0	0	0	0	200,000
Pre-Local Improvement District Street Design	0	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Red Electric Trail, SW	8,312	1,036,475	500,485	1,568,613	0	0	0	2,069,098
Williams: Weidler-Killingsworth, N	233,031	1,500,000	1,115,500	0	0	0	0	1,115,500
Total Health & Livability	4,807,015	14,899,405	16,105,392	4,423,509	976,682	859,777	733,785	23,099,145
Asset Management								
Bridges and Overpasses	0	138,432	124,724	124,724	124,724	124,724	124,724	623,620
Division Streetscape/Recon, SE	2,386,000	3,013,364	1,700,000	0	0	0	0	1,700,000
Naito Pkwy: I-405 - Jefferson, SW	0	332,948	667,052	0	0	0	0	667,052
Road Rehabilitation Program (Paving Preservation), CW	0	2,717,428	1,160,987	0	0	0	0	1,160,987
Signal Communication System, CW	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Signal Reconstruction, CW	0	531,109	349,609	349,609	349,609	349,609	349,609	1,748,045
Street Light Efficiency Program, CW	68,366	4,500,000	6,500,000	3,681,634	2,750,000	0	0	12,931,634
Street Light Replacement, CW	0	229,609	229,609	229,609	229,609	229,609	229,609	1,148,045
Thurman St: Macleay Park Bridge Rehab, N	88,543	3,100,000	1,108,659	0	0	0	0	1,108,659
Total Asset Management	2,542,909	14,612,890	11,890,640	4,435,576	3,503,942	753,942	753,942	21,338,042
Economic Vitality								
Bancroft/Hood/Macadam Improvements, SW	16,433	222,000	74,461	0	0	0	0	74,461
Burnside & Pearl Dist Xing Improvement, W	176,971	2,080,000	2,368,029	0	0	0	0	2,368,029
Columbia Blvd/MLK Blvd, NE	403,043	556,194	910,840	2,097,251	0	0	0	3,008,091
Gateway: 102nd Ave, Phase II, NE	808,948	1,550,296	344,814	0	0	0	0	344,814
Parking Machines	0	965,000	5,100,000	0	0	0	0	5,100,000
Portland to Milwaukie LRT, SE	4,954,068	1,497,457	1,083,273	104,000	0	0	0	1,187,273
Streetcar Relocation: Jasmine Block 153	352,301	1,272,177	47,602	0	0	0	0	47,602
Streetcar Vehicle Purchase	0	0	2,305,000	0	0	0	0	2,305,000
Total Economic Vitality	6,711,764	8,143,124	12,234,019	2,201,251	0	0	0	14,435,270
Total Requirements	17,163,975	49,575,251	85,868,173	21,681,849	10,896,201	3,845,606	3,719,614	126,011,443

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
3000062	Accountant I	39,312	56,514	3.00	152,352	3.00	152,352	3.00	152,352
30000434	Administrative Assistant	46,571	71,739	6.00	392,564	6.00	403,695	6.00	403,695
30000433	Administrative Specialist, Sr	43,368	66,768	1.00	66,768	1.00	66,768	1.00	66,768
30000436	Administrative Supervisor I	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30000437	Administrative Supervisor II	59,342	79,123	2.00	148,368	2.00	150,738	2.00	150,738
30000207	Applications Analyst IV-Generalist	69,430	92,872	2.00	185,736	2.00	185,736	2.00	185,736
30000090	Asphalt Raker	45,282	48,672	9.00	438,048	9.00	438,048	9.00	438,048
30000102	Automotive Equip Oper II: Sewer Vacuum	44,782	53,934	9.00	485,460	9.00	485,460	9.00	485,460
30000103	Automotive Equip Oper II: Street Sweeper	44,782	53,934	10.00	521,088	10.00	524,845	10.00	524,845
30000104	Automotive Equip Oper II: Tractor-Trailr	44,782	53,934	1.00	44,784	1.00	44,784	1.00	44,784
30000101	Automotive Equipment Oper I	42,182	51,126	46.00	2,334,168	46.00	2,334,168	46.00	2,334,168
30000441	Business Operations Manager	77,584	103,355	1.00	75,108	1.00	103,356	1.00	103,356
30000442	Business Operations Manager, Sr	96,366	134,597	1.00	125,822	1.00	130,842	1.00	130,842
30000440	Business Operations Supervisor	68,806	92,040	2.00	184,080	2.00	184,080	2.00	184,080
30000449	Business Systems Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000331	CAD Analyst	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000329	CAD Technician II	52,832	67,413	3.00	192,304	3.00	196,972	3.00	196,972
30001259	Capital Program Manager	77,584	103,355	1.00	94,926	1.00	98,814	1.00	98,814
30001258	Capital Project Control Manager	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000399	Capital Project Manager I	64,189	81,973	3.00	243,720	3.00	245,916	3.00	245,916
30000686	Capital Project Manager II	68,806	92,040	7.00	619,570	7.00	630,271	7.00	630,271
30000687	Capital Project Manager III	72,134	96,928	3.00	263,676	3.00	265,980	3.00	265,980
30000110	Carpenter	53,144	59,467	5.00	297,360	5.00	297,360	5.00	297,360
30001809	Collection System Investigator	50,731	56,638	3.00	169,920	3.00	169,920	3.00	169,920
30001808	Collection System Video Inspector	50,731	56,638	6.00	333,936	6.00	333,936	6.00	333,936
30000491	Community Outreach & Informtn Assistant	46,571	71,739	0.00	0	1.00	63,060	1.00	63,060
30000493	Community Outreach & Informtn Rep, Sr	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30000107	Concrete Finisher	53,144	59,467	10.00	594,720	10.00	594,720	10.00	594,720
30000105	Construction Equipment Operator	44,907	57,346	15.00	835,332	15.00	835,332	15.00	835,332
30000733	Development Services Manager	83,450	111,114	1.00	80,784	1.00	83,448	1.00	83,448
30000334	Development Services Technician III	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000732	Development Supervisor I	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000836	Development Supervisor II	72,134	96,928	1.00	95,556	1.00	96,924	1.00	96,924
30000634	Electrical Supervisor	62,338	83,138	2.00	162,204	2.00	165,234	2.00	165,234
30000116	Electrician	66,498	71,781	17.00	1,196,128	17.00	1,207,128	17.00	1,207,128
30000237	Electronics Technician II:Traffic Signal	57,845	70,138	3.00	210,420	3.00	210,420	3.00	210,420
30000683	Engineer, Chief	106,038	151,798	1.00	151,404	1.00	151,800	1.00	151,800
30000682	Engineer, Principal	96,886	129,189	3.00	375,048	3.00	378,639	3.00	378,639
30000680	Engineer, Sr	83,866	111,821	9.00	977,573	9.00	992,065	9.00	992,065
30000681	Engineer, Supervising	90,147	120,203	4.00	438,198	4.00	477,211	4.00	477,211
30001734	Engineer-Bridge	84,365	102,544	2.00	203,256	2.00	205,080	2.00	205,080
30000365	Engineer-Civil	84,365	102,544	2.00	203,256	2.00	205,080	2.00	205,080
30000370	Engineer-Traffic	84,365	102,544	8.00	792,588	8.00	802,140	8.00	802,140
30000358	Engineering Associate, Sr-Civil	72,946	93,018	8.00	712,877	8.00	725,654	8.00	725,654
30000362	Engineering Associate, Sr-Structural	72,946	93,018	1.00	92,184	1.00	93,024	1.00	93,024
30000363	Engineering Associate, Sr-Traffic	72,946	93,018	7.00	611,534	7.00	631,606	7.00	631,606
30000353	Engineering Associate-Civil	59,966	80,350	4.00	276,409	4.00	284,132	4.00	284,132
30000696	Engineering Survey Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000324	Engineering Technician I	39,437	52,832	11.00	488,107	11.00	508,193	11.00	508,193
30000325	Engineering Technician II	52,832	67,413	18.00	1,149,859	22.00	1,396,303	22.00	1,396,303

Transportation & Parking Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000326	Engineering Technician III	64,189	81,973	6.00	483,624	6.00	490,222	6.00	490,222
30001810	Env Policy & Hazardous Materials Coord	72,779	92,830	1.00	92,004	1.00	92,832	1.00	92,832
30000095	Environmental Systems Crew Leader	54,558	59,301	10.00	583,560	10.00	587,510	10.00	587,510
30000567	Financial Analyst	59,342	79,123	3.00	217,544	3.00	226,456	3.00	226,456
30000566	Financial Analyst, Assistant	46,571	71,739	1.00	59,160	1.00	61,180	1.00	61,180
30000569	Financial Analyst, Principal	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000568	Financial Analyst, Sr	65,478	87,422	3.00	238,224	3.00	262,260	3.00	262,260
30000127	General Mechanic	48,235	60,091	2.00	120,192	2.00	120,192	2.00	120,192
30000341	GIS Technician I	39,437	52,832	1.00	52,356	1.00	52,836	1.00	52,836
30000342	GIS Technician II	52,832	67,413	7.00	447,012	7.00	455,742	6.00	388,326
30000343	GIS Technician III	64,189	81,973	2.00	135,738	2.00	143,807	2.00	143,807
30000372	Graphics Designer II	52,832	67,413	1.00	54,912	1.00	58,236	1.00	58,236
30000218	Inf Syst Analyst, Principal-Gen	78,291	104,291	1.00	62,580	1.00	104,292	1.00	104,292
30000166	Lighting & Signal Inspector	68,120	78,832	1.00	78,828	1.00	78,828	1.00	78,828
30000855	Maintenance Group Manager	96,366	134,597	1.00	134,592	1.00	134,592	1.00	134,592
30000644	Maintenance Planner/Scheduler	56,534	75,338	3.00	180,936	3.00	187,920	3.00	187,920
30000451	Management Analyst	59,342	79,123	1.00	57,456	1.00	59,340	1.00	59,340
30000453	Management Analyst, Principal	77,584	103,355	2.00	157,944	2.00	189,588	2.00	189,588
30000452	Management Analyst, Sr	65,478	87,422	3.00	258,046	3.00	261,402	3.00	261,402
30000450	Management Assistant	46,571	71,739	1.00	49,356	1.00	51,384	1.00	51,384
30000327	Mapping Data Technician I	52,832	67,413	1.00	57,720	1.00	59,916	1.00	59,916
30000978	Mapping Data Technician II	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000347	Materials Quality Compliance Specialist	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000012	Office Support Specialist II	32,552	46,758	9.00	370,572	9.00	386,841	9.00	386,841
30000013	Office Support Specialist III	41,642	55,203	3.00	168,372	3.00	168,372	3.00	168,372
30000112	Painter	53,144	59,467	1.00	59,472	1.00	59,472	1.00	59,472
30000185	Parking Code Enforcement Officer	39,478	51,875	66.00	3,117,102	66.00	3,151,094	66.00	3,151,094
30001158	Parking Code Enfrcmnt Ofcr-Abandnd Auto	35,298	46,987	1.00	46,992	1.00	46,992	1.00	46,992
30000638	Parking Control Manager	65,478	87,422	1.00	63,384	1.00	65,484	1.00	65,484
30000637	Parking Enforcement Supervisor	62,338	83,138	4.00	305,856	4.00	311,352	4.00	311,352
30001859	Parking Pay Station Analyst	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30000099	Parking Pay Station Technician	47,674	57,574	9.00	490,932	9.00	501,610	9.00	501,610
30000385	Planner II, City-Land Use	61,755	71,365	1.58	107,935	3.00	194,244	2.00	132,984
30000388	Planner II, City-Transportation	61,755	71,365	2.00	141,432	2.00	142,728	2.00	142,728
30000375	Planner, Associate	50,960	58,968	0.00	0	1.00	56,184	0.00	0
30000393	Planner, Sr City-Land Use	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000396	Planner, Sr City-Transportation	64,189	81,973	4.00	324,960	4.00	327,888	4.00	327,888
30000395	Planner, Sr City-Transportation Modeling	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972
30000640	Portland Streetcar Maintenance Manager	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000643	Portland Streetcar Maintenance Supvr	59,342	79,123	3.00	184,221	3.00	191,300	3.00	191,300
30000639	Portland Streetcar Operations Manager	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000839	Portland Streetcar Operations Supvr	59,342	79,123	3.00	226,036	3.00	230,328	3.00	230,328
30000464	Program Coordinator	62,338	83,138	2.00	165,708	2.00	166,272	2.00	166,272
30000465	Program Manager	65,478	87,422	4.00	328,912	4.00	334,981	4.00	334,981
30000466	Program Manager, Sr	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000463	Program Specialist	56,534	75,338	4.00	253,628	4.00	264,021	4.00	264,021
30000462	Program Specialist, Assistant	46,571	71,739	1.00	71,736	1.00	71,736	1.00	71,736
30000497	Public Information Manager	72,134	96,928	1.00	92,808	1.00	96,174	1.00	96,174
30000632	Public Works Division Manager	89,710	121,576	3.00	329,589	3.00	338,121	3.00	338,121
30000690	Public Works Inspection Supervisor	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000228	Public Works Inspector	58,760	67,142	8.00	534,006	8.00	535,536	8.00	535,536		
30000229	Public Works Inspector, Sr	63,731	75,088	4.00	288,984	4.00	288,984	4.00	288,984		
30000679	Public Works Permit Engineering Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924		
30000630	Public Works Supervisor II	59,342	79,123	21.00	1,551,445	21.00	1,572,704	21.00	1,572,704		
30000697	Right of Way Acquisition Supervisor	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924		
30000348	Right of Way Agent I	39,437	52,832	1.00	39,084	1.00	41,062	1.00	41,062		
30000349	Right of Way Agent II	52,832	67,413	3.00	176,167	3.00	184,909	3.00	184,909		
30000350	Right of Way Agent III	64,189	81,973	3.00	240,222	3.00	245,916	3.00	245,916		
30000481	Risk Specialist	56,534	75,338	1.00	64,953	1.00	67,611	1.00	67,611		
30000486	Safety & Risk Officer II	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924		
30000029	Service Dispatcher	34,923	50,357	4.00	201,408	4.00	201,408	4.00	201,408		
30000197	Sidewalk Inspector	52,125	59,301	6.00	355,824	6.00	355,824	6.00	355,824		
30000089	Sign Maker	53,144	59,467	1.00	59,472	1.00	59,472	1.00	59,472		
30000402	Signals & Street Lighting Technician	64,189	81,973	1.00	81,240	1.00	81,972	1.00	81,972		
30000053	Storekeeper/Acquisition Specialist I	42,390	51,917	1.00	51,912	1.00	51,912	1.00	51,912		
30000054	Storekeeper/Acquisition Specialist II	44,554	54,475	3.00	163,440	3.00	163,440	3.00	163,440		
30000056	Storekeeper/Acquisition Specialist III	50,315	62,566	3.00	175,452	3.00	181,752	3.00	181,752		
30000468	Stores System Supervisor II	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128		
30000091	Street Maintenance Crew Leader	54,558	59,301	8.00	464,952	8.00	464,952	8.00	464,952		
30001883	Streetcar Officer	35,277	50,502	2.00	78,804	2.00	81,462	2.00	81,462		
30001079	Survey Project Support Tech	54,475	59,488	1.00	59,484	1.00	59,484	1.00	59,484		
30000224	Surveying Aide II	47,694	55,515	8.00	444,096	8.00	444,096	8.00	444,096		
30000694	Surveying Supervisor	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040		
30000225	Surveyor I	54,475	67,704	6.00	399,843	6.00	406,224	6.00	406,224		
30000226	Surveyor II	68,640	79,914	3.00	228,480	3.00	228,480	3.00	228,480		
30001558	Timekeeping Specialist	34,986	50,274	5.00	249,204	5.00	251,400	5.00	251,400		
30000092	Traffic Crew Leader	52,582	57,200	7.00	400,428	7.00	400,428	7.00	400,428		
30000699	Traffic Investigations Manager	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356		
30001183	Transportation Demand Mgmt Assistant	34,299	43,805	3.00	120,435	3.00	127,578	3.00	127,578		
30000351	Transportation Demand Mgmt Spec I	52,832	67,413	4.00	252,804	4.00	255,084	4.00	255,084		
30000352	Transportation Demand Mgmt Spec II	64,189	81,973	4.00	321,780	5.00	409,860	5.00	409,860		
30000853	Transportation Dev & Engineering Grp Mgr	96,366	134,597	1.00	134,592	1.00	134,592	1.00	134,592		
30000420	Transportation Director	134,118	192,192	1.00	173,016	1.00	180,108	1.00	180,108		
30002083	Transportation Director, Assistant	106,038	151,798	1.00	144,612	1.00	149,855	1.00	149,855		
30000642	Transportation Division Manager	89,710	121,576	3.00	328,543	3.00	339,500	3.00	339,500		
30000739	Transportation Planning Coordinator	62,338	83,138	3.00	230,103	3.00	232,715	3.00	232,715		
30000741	Transportation Planning Manager	89,710	121,576	1.00	109,168	1.00	113,648	1.00	113,648		
30000854	Transportation Systems Grp Mgr	96,366	134,597	1.00	134,592	1.00	134,592	1.00	134,592		
30001037	Utility Locator	49,109	52,832	5.00	261,780	5.00	264,180	5.00	264,180		
30000076	Utility Worker I	41,621	45,282	12.00	539,784	12.00	542,538	12.00	542,538		
30000077	Utility Worker II	45,282	48,672	128.00	6,145,226	128.00	6,185,094	128.00	6,185,094		
30000123	Welder	53,144	59,467	2.00	118,944	2.00	118,944	2.00	118,944		
TOTAL FULL-TIME POSITIONS						717.58	44,860,581	726.00	46,044,347	723.00	45,859,487
30000324	Engineering Technician I	39,437	52,832	2.70	117,468	1.50	67,074	1.50	67,074		
30000185	Parking Code Enforcement Officer	39,478	51,875	1.80	82,224	1.40	66,432	1.40	66,432		
30000464	Program Coordinator	62,338	83,138	0.90	57,864	1.00	66,933	1.00	66,933		
30000463	Program Specialist	56,534	75,338	0.90	31,266	0.50	18,078	0.50	18,078		
30000029	Service Dispatcher	34,923	50,357	3.60	153,504	3.60	153,504	3.60	153,504		
30000351	Transportation Demand Mgmt Spec I	52,832	67,413	0.90	51,948	0.50	30,433	0.50	30,433		
30000352	Transportation Demand Mgmt Spec II	64,189	81,973	1.80	146,232	0.50	40,992	0.50	40,992		

Portland Bureau of Transportation

FTE Summary

Transportation & Parking Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
TOTAL PART-TIME POSITIONS				12.60	640,506	9.00	443,446	9.00	443,446
30000515	Communications/Internet Mapping Spec	56,534	75,338	0.00	0	1.00	57,036	1.00	57,036
30000491	Community Outreach & Informtn Assistant	46,571	71,739	0.75	45,784	0.00	(6)	0.00	(6)
30000325	Engineering Technician II	52,832	67,413	0.92	47,993	0.00	(3,528)	0.00	(3,528)
30000385	Planner II, City-Land Use	61,755	71,365	0.00	0	(1.00)	(61,620)	0.00	(360)
30000375	Planner, Associate	50,960	58,968	0.67	33,672	1.00	56,300	1.00	56,300
30000839	Portland Streetcar Operations Supvr	59,342	79,123	1.00	57,456	1.00	59,340	1.00	59,340
30000464	Program Coordinator	62,338	83,138	0.00	0	1.00	73,404	1.00	73,404
30001183	Transportation Demand Mgmt Assistant	34,299	43,805	0.67	22,656	1.00	35,283	1.00	35,283
TOTAL LIMITED TERM POSITIONS				4.00	207,561	4.00	216,209	5.00	277,469
GRAND TOTAL				734.18	45,708,648	739.00	46,704,002	737.00	46,580,402

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 2014-15	214,575,025	0	214,575,025	731.83	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	650,000	650,000	0.00	Southwest Corridor DEIS
	0	1,000,000	1,000,000	0.00	Youth bus pass
	0	35,000	35,000	0.00	South Waterfront variable priced parking
	249,000	0	249,000	3.00	Three fee-supported Engineering Tech positions
	(153,108)	0	(153,108)	(1.00)	Transfer of GIS Tech II to BTS
	0	0	0	3.17	Realignments to create positions
	(828,309)	0	(828,309)	0.00	Eliminate Downtown Marketing Initiative funding
	(179,550)	0	(179,550)	0.00	Reduction in street sweeping IA with BES
	86,986	0	86,986	0.00	Other minor technical adjustments
	(824,981)	1,685,000	860,019	5.17	Total FY 2014-15 Decision Packages
			215,435,044	737.00	Total Proposed Budget



Office of the City Auditor

Elected Officials Service Area
LaVonne Griffin-Valade, 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, administering 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, impartial hearings of appeals of City decisions, and independent investigations of complaints.

The Assessments, Finance & Foreclosure program in the Auditor's Office manages several funds, totaling approximately \$30.1 million in FY 2014-15, which finance both large and small local improvement projects. These figures are displayed as part of the Auditor's Office budget; however, the Proposed operating budget for the Office in FY 2014-15 totals \$10 million.

Strategic Direction

Improve records management and expand TRIM Citywide

In 2001, Council made a down payment towards making the City's most widely requested records available to the public electronically, ensuring that the electronic documents that comprise the City's history are preserved, and providing funding for software (TRIM) to manage electronic records. After 12 years of slowly trying to scale up implementation of TRIM and improve electronic recordkeeping practices across the City, the Auditor's Office proposed a five-year plan to make TRIM available Citywide and to provide the training and implementation resources necessary to assist bureaus in the transition.

The Auditor's Office will continue to work with the City Attorney's Office to find ways to improve compliance with public records laws and regulations and is planning to develop online records management training for all City employees.

Replace the Lien Accounting System

The City Auditor's Office and the Bureau of Technology Services (BTS) have recently begun a project to rewrite the Lien Accounting System (LAS) used in the Assessments, Finance & Foreclosure Division. The LAS is a highly specialized, legacy software system that maintains over \$100 million in assessments for many bureaus across the City including Bureau of Transportation, Parks Bureau, Development Services, Environmental Services, and Water Bureau, along with the Local Improvement District Fund and General Fund. The system fulfills billing, accounting, reporting and legal requirements of the program as the City's lien docket. Currently, the LAS is one of two systems that resides on the City's mainframe, which is scheduled to be decommissioned July 1, 2015.

Because of the critical nature of the application, the tight timeframe for the project, and the inability of the program to remain on the mainframe after the end of FY 2014-15, replacing the LAS is a high priority for the Auditor. A solution was selected by the Auditor's Office and BTS after requested budgets were submitted, so the Auditor plans on bringing the budget for the project to Council during the FY 2014-15 Fall BMP.

Stabilizing the funding and staffing of the Hearings Office

The Auditor's Office is considering how to best fund and staff the Hearings Office and plans to complete an analysis and make recommendations to Council regarding funding by the end of FY 2014-15. The issues involve both stability of revenue and equitable access to the appeals process:

- ◆ Funded partially by various fees for service established in interagency and intergovernmental agreements, revenues tend to fluctuate from year to year based on the number of cases. Caseload at the Hearings Office is driven by a number of factors, such as revisions or additions to City policies, changes in development activity, or changes in practice that result in fewer citations or car tows. Both the instability of a fee-funded model and the lack of ability to predict the level of General Fund dollars needed for backfill each year have created an uncertain situation.
- ◆ An unintended consequence of the fee-based funding model is that some bureaus that have cases adjudicated in the Hearings Office charge a fee, sometimes as high as \$1,300, to recover the cost of the hearing. Often the fee is more than many members of the public can afford and often more than the original citation. Such fees are disincentives that limit access to justice and can represent a barrier to due process rights.

Replacing fee-based revenues for City code appeals with General Fund support could help stabilize the ongoing funding of this important function. It would also relieve participating bureaus of the problem of cost recovery through appeal fees. As significant, using General Fund resources to pay for the Hearings Office would allow members of the public wishing to bring forward an appeal of a City decision to do so, regardless of income.

Summary of Budget Decisions

Add Package

Council Clerk/Contracts OSS II Position

The Mayor's Proposed Budget includes the restoration a 0.50 FTE Office Support Specialist (OSS II) position in the Council Clerk/Contracts Division to full-time after the reduction in the FY 2013-14 Adopted Budget. \$13,548 in ongoing General Fund resources support 0.25 FTE of this position. The remaining 0.25 FTE is funded through realignment in the Auditor's Office. This position performs critical tasks for the program, including scanning and processing Council documents, assistance with Council minutes, front desk coverage, assistance with check and payment processing, and review of contract documents for processing and archiving. Restoration of this position to full time will allow the office to improve customer service and make progress toward its goal of making minutes available to the public within three months of Council meetings.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	1,369,166	1,401,238	1,187,612	1,050,775	1,050,775
Bond & Note	11,831,953	965,208	19,439,912	4,377,260	4,377,260
Miscellaneous	9,256,406	8,595,500	13,392,310	7,313,966	7,313,966
Total External Revenues	22,457,525	10,961,946	34,019,834	12,742,001	12,742,001
Internal Revenues					
General Fund Discretionary	3,817,338	3,210,048	3,139,069	4,391,814	3,863,459
General Fund Overhead	3,737,201	4,122,089	4,999,159	5,120,456	4,504,440
Fund Transfers - Revenue	23,022	229	60	64,237	64,178
Interagency Revenue	829,973	816,257	840,476	115,750	115,750
Total Internal Revenues	8,407,534	8,148,623	8,978,764	9,692,257	8,547,827
Beginning Fund Balance	16,517,008	19,057,312	18,372,584	18,987,377	18,847,254
Total Resources	\$47,382,067	\$38,167,881	\$61,371,182	\$41,421,635	\$40,137,082
Requirements					
Bureau Expenditures					
Personnel Services	5,080,266	4,915,738	5,570,785	5,725,587	5,499,279
External Materials and Services	1,214,684	1,276,496	1,436,460	2,308,941	1,460,110
Internal Materials and Services	3,900,342	3,744,269	3,758,818	3,131,232	3,063,064
Total Bureau Expenditures	10,195,292	9,936,503	10,766,063	11,165,760	10,022,453
Fund Expenditures					
Debt Service	9,867,327	7,887,767	27,016,021	9,433,487	9,433,487
Contingency	0	0	3,128,670	3,255,868	3,114,622
Fund Transfers - Expense	8,262,136	1,013,404	5,240,869	1,916,594	1,916,594
Debt Service Reserves	0	0	15,219,559	15,649,926	15,649,926
Total Fund Expenditures	18,129,463	8,901,171	50,605,119	30,255,875	30,114,629
Ending Fund Balance	19,057,312	19,330,207	0	0	0
Total Requirements	\$47,382,067	\$38,167,881	\$61,371,182	\$41,421,635	\$40,137,082
Programs					
City Recorder	3,277,746	3,168,244	3,299,196	4,512,892	3,370,424
Administration & Support	561,160	761,634	725,651	751,358	743,047
Progress Board	2,953	0	0	0	0
Independent Police Review	1,245,938	1,182,063	1,570,564	1,472,297	1,474,776
Ombudsman Office	239,200	197,694	222,585	227,598	227,912
Assessments & Improvements	1,384,510	1,313,765	1,383,347	1,369,321	1,370,385
Audit Services	2,247,824	2,142,381	2,233,798	2,227,185	2,229,713
Assessments, Finance & Foreclosure	705,426	656,566	682,496	0	(7)
Hearings Office	530,535	514,156	648,426	605,109	606,203
Total Programs	10,195,292	\$9,936,503	\$10,766,063	\$11,165,760	\$10,022,453

Elected Officials Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	46,571	71,739	1.00	59,616	1.00	62,052	1.00	62,052
30000433	Administrative Specialist, Sr	43,368	66,768	1.00	60,711	1.00	57,924	1.00	57,924
30000545	Archivist & Records Center Supervisor	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000544	Archivist, Assistant	56,534	75,338	2.00	139,104	4.00	254,796	2.00	141,732
30000551	Audit Services, Director of	89,710	121,576	1.00	121,572	1.00	121,572	1.00	121,572
30000558	Auditor, Chief Deputy City	89,710	121,576	1.00	114,480	1.00	118,781	1.00	118,781
30000003	Auditor, City	106,933	106,933	1.00	103,524	1.00	106,932	1.00	106,932
30000448	Business Systems Analyst	59,342	79,123	1.00	76,044	1.00	78,864	1.00	78,864
30000546	Clerk to City Council	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000491	Community Outreach & Informtn Assistant	46,571	71,739	1.00	50,010	1.00	52,056	1.00	52,056
30000492	Community Outreach & Informtn Rep	56,534	75,338	2.00	149,700	2.00	150,672	2.00	150,672
30000553	Complaint Investigator	59,342	79,123	5.00	339,826	5.00	350,302	5.00	350,302
30000547	Council Support & Contracts Supervisor	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000568	Financial Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000552	Foreclosure Program Manager	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000028	Hearings Clerk	45,074	59,280	2.00	114,069	2.00	117,264	2.00	117,264
30000598	Hearings Officer	89,710	121,576	1.00	121,572	1.00	121,572	1.00	121,572
30000556	IPR Program Manager	89,710	121,576	1.00	106,009	1.00	110,355	1.00	110,355
30000555	IPR Program Manager, Assistant	72,134	96,928	1.00	84,528	1.00	87,707	1.00	87,707
30000451	Management Analyst	59,342	79,123	2.00	145,788	2.00	148,068	2.00	148,068
30000452	Management Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000450	Management Assistant	46,571	71,739	2.00	122,030	2.00	127,034	2.00	127,034
30000548	Management Auditor	59,342	79,123	3.00	234,408	3.00	236,895	3.00	236,895
30000550	Management Auditor, Principal	72,134	96,928	2.00	193,848	2.00	193,848	2.00	193,848
30000549	Management Auditor, Sr	65,478	87,422	4.00	327,121	4.00	336,394	4.00	336,394
30000012	Office Support Specialist II	32,552	46,758	1.00	39,084	1.25	47,220	2.00	73,626
30000013	Office Support Specialist III	41,642	55,203	2.00	101,533	2.00	104,011	2.00	104,011
30000554	Ombudsman, City	77,584	103,355	1.00	92,334	1.00	96,120	1.00	96,120
30000542	Records Center Assistant	37,690	58,011	2.00	94,056	3.00	134,553	2.00	96,861
30000543	Records Management Specialist	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
TOTAL FULL-TIME POSITIONS				47.00	3,586,323	50.25	3,810,348	48.00	3,685,998
30000598	Hearings Officer	89,710	121,576	0.50	43,416	0.50	44,856	0.50	44,856
30000555	IPR Program Manager, Assistant	72,134	96,928	0.50	39,396	0.50	41,010	0.50	41,010
30000548	Management Auditor	59,342	79,123	0.50	36,756	0.50	38,006	0.50	38,006
30000549	Management Auditor, Sr	65,478	87,422	0.62	47,916	0.62	49,720	0.62	49,720
30000012	Office Support Specialist II	32,552	46,758	0.50	16,272	0.75	26,406	0.00	0
TOTAL PART-TIME POSITIONS				2.62	183,756	2.87	199,998	2.12	173,592
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				49.62	3,770,079	53.12	4,010,346	50.12	3,859,590

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 2014-15	10,007,841	0	10,007,841	49.62	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	0
Mayor's Proposed Budget Decisions					
	13,548	0	13,548	0.25	Increase funding for OSS II position
	0	0	0	0.25	Realignment to fund OSS II position
	1,064	0	1,064	0.25	Technical adjustment OMF IAs
	14,612	0	14,612	0.50	Total FY 2014-15 Decision Packages
			10,022,453	50.12	Total Proposed Budget

Office of the Mayor

Elected Officials Service Area

Mayor Charlie Hales, Commissioner-in-Charge

Bureau Summary

Bureau Overview

The Mayor's Office is the central hub for all City business and affairs. The FY 2014-15 Proposed Budget for the Mayor's Office reflects this by dedicating staff and programs to address the concerns of Portland residents and City bureaus.

Bureau Assignments

Mayor Hales has taken the following City bureaus into his portfolio:

- ◆ Portland Police Bureau
- ◆ Portland Development Commission
- ◆ Bureau of Planning and Sustainability
- ◆ Fire & Police Disability and Retirement
- ◆ Office of Neighborhood Involvement
- ◆ Office of Equity and Human Rights
- ◆ Office of Management and Finance
- ◆ Office of Government Relations
- ◆ Office of the City Attorney
- ◆ City Budget Office

In addition, the Mayor has the following liaison responsibilities:

- ◆ Portland Harbor Superfund
- ◆ Fire & Police Disability and Retirement Board
- ◆ Planning & Sustainability Commission
- ◆ Business Licenses Board of Appeals
- ◆ Metro Policy Advisory Committee
- ◆ Metro Solid Waste Advisory Committee
- ◆ Multnomah Youth Commission
- ◆ Office of Film & Video
- ◆ Human Rights Commission
- ◆ New Portlander Advisory Council
- ◆ Rose Festival Association
- ◆ Portland Commission on Disability
- ◆ Public Involvement Advisory Council
- ◆ Sister Cities

- ◆ Office of Youth Violence Prevention

Summary of Budget Decisions

Stabilization Budget Under the stabilization budget, General Fund bureaus were not required to prepare reduction packages or undergo a modified zero-based budget approach.

Decision Packages **Deputy Chief of Staff**

This package includes \$170,457 of ongoing General Fund to add one Deputy Chief of Staff to the Office of the Mayor, and adjusts a vacant Commissioner's Staff Representative position to mid-salary range. This package also includes associated costs for external and internal materials and services.

Summer Works Program

This package includes \$180,000 of ongoing General Fund Discretionary and Overhead to provide job training and paid summer internship opportunities for high school students in partnership with the State of Oregon's Workforce Board, Worksystems, Inc.

Black Male Achievement Initiative

This package includes a total of \$200,000 (\$100,000 in one time and \$100,000 in ongoing General Fund Discretionary), to support the Mayor's Black Male Achievement Initiative. This initiative is supported by the National League of Cities, who has granted the Mayor's Office technical assistance to aid in the success of this initiative. The initiative has a steering committee of 26 black men (plus youth representatives) who bring a range of expertise from the community, and a large group of stakeholders who will provide input and resources for the steering committee to draw upon. This group will focus its efforts on employment, education, family life, and violence prevention for one of our most vulnerable populations.

This funding will be used for the inaugural cohort. These individuals will receive paid internships, and a full year of wraparound services, including job shadowing, networking, tutoring, community service, computer training, and leadership development.

Council Budget True-Up

The Proposed Budget includes a realignment of \$50,000 from General Fund Compensation Set-Aside to the Mayor's budget to fully fund existing staffing levels.

Elected Officials Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	0	213	0	0	0
Intergovernmental	124,967	122,554	0	0	0
Miscellaneous	5,016	9,816	0	0	0
Total External Revenues	129,983	132,583	0	0	0
Internal Revenues					
General Fund Discretionary	1,928,603	1,941,744	1,044,937	959,477	1,362,562
General Fund Overhead	1,174,272	1,380,418	1,666,553	1,118,663	1,145,578
Interagency Revenue	743,825	605,543	0	0	0
Total Internal Revenues	3,846,700	3,927,705	2,711,490	2,078,140	2,508,140
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$3,976,683	\$4,060,288	\$2,711,490	\$2,078,140	\$2,508,140
Requirements					
Bureau Expenditures					
Personnel Services	2,303,309	1,905,563	1,517,458	1,766,340	1,816,340
External Materials and Services	1,282,478	1,760,887	904,159	46,363	422,499
Internal Materials and Services	390,896	372,338	289,873	265,437	269,301
Total Bureau Expenditures	3,976,683	4,038,788	2,711,490	2,078,140	2,508,140
Fund Expenditures					
Fund Transfers - Expense	0	21,500	0	0	0
Total Fund Expenditures	0	21,500	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$3,976,683	\$4,060,288	\$2,711,490	\$2,078,140	\$2,508,140
Programs					
Mayor's Office	3,396,893	3,611,149	2,616,716	2,078,140	2,508,140
Mayor's Office - Public Safety	579,790	427,639	94,774	0	0
Total Programs	3,976,683	\$4,038,788	\$2,711,490	\$2,078,140	\$2,508,140

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support Specialist	37,690	58,011	1.00	40,056	1.00	41,694	1.00	41,694
30000005	Commissioner's Staff Rep	47,840	87,443	13.00	849,554	13.00	874,885	13.00	874,885
30000001	Mayor	126,963	126,963	1.00	122,904	1.00	126,960	1.00	126,960
30000008	Mayor's Chief of Staff	92,602	115,731	1.00	115,728	1.00	115,728	1.00	115,728
30000007	Mayor's Deputy Chief of Staff	76,898	96,117	0.00	0	1.00	97,356	1.00	97,356
TOTAL FULL-TIME POSITIONS				16.00	1,128,242	17.00	1,256,623	17.00	1,256,623
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				16.00	1,128,242	17.00	1,256,623	17.00	1,256,623

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 2014-15	1,907,683	0	1,907,683	16.00	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	170,457	0	170,457	1.00	Add one Deputy Chief of Staff
	180,000	0	180,000	0.00	Summer Works
	100,000	100,000	200,000	0.00	Black Male Achievement
	50,000	0	50,000	0.00	Council budget true-up
	500,457	100,000	600,457	1.00	Total FY 2014-15 Decision Packages
			2,508,140	17.00	Total Proposed Budget

Commissioner of Public Affairs

Elected Officials Service Area

Dan Saltzman, Commissioner-in-Charge

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. The financial tables in this document include financial information on the Children's Levy Fund.

Bureau Assignments

The Commissioner of Public Affairs is responsible for the following bureaus:

- ◆ Portland Housing Bureau
- ◆ Portland Fire & Rescue
- ◆ Portland Children's Investment Fund (Children's Levy)

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Gateway Center for Domestic Violence Services
- ◆ League of Oregon Cities
- ◆ Travel Portland
- ◆ Home Forward
- ◆ Visitors Development Fund

Summary of Budget Decisions

Stabilization Budget

Under the stabilization budget, General Fund bureaus were not required to prepare reduction packages or undergo a modified zero-based budget.

Council Budget Allocation

The General Fund allocation to all Council Offices has been equalized with a base of \$926,337 for each office in FY 2014-15.

Decision Packages

Council Budget True-Up

The Proposed Budget includes a realignment package of \$25,000 from General Fund Compensation Set-Aside to the Commissioner's Office budget to fully fund existing staffing levels. An additional \$10,000 is realigned from compensation set-aside for the Gateway Center for Domestic Violence Services.

Commissioner of Public Affairs

Summary of Bureau Budget

Elected Officials Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Taxes	10,785,913	10,005,068	8,652,748	10,514,535	10,514,535
Charges for Services	0	695	0	0	0
Intergovernmental	47,250	172,656	0	0	0
Miscellaneous	40,983	18,616	0	0	0
Total External Revenues	10,874,146	10,197,035	8,652,748	10,514,535	10,514,535
Internal Revenues					
General Fund Discretionary	1,130,483	1,061,553	1,407,430	1,020,083	1,041,625
General Fund Overhead	510,060	595,907	524,058	498,647	512,105
Fund Transfers - Revenue	5,683	1,456	0	0	0
Total Internal Revenues	1,646,226	1,658,916	1,931,488	1,518,730	1,553,730
Beginning Fund Balance	4,215,654	988,715	1,000,000	2,013,000	2,013,000
Total Resources	\$16,736,026	\$12,844,666	\$11,584,236	\$14,046,265	\$14,081,265
Requirements					
Bureau Expenditures					
Personnel Services	1,441,151	1,426,674	1,506,982	1,548,817	1,583,817
External Materials and Services	14,089,611	9,697,939	9,884,417	11,838,372	11,836,430
Internal Materials and Services	191,549	185,270	165,097	171,131	173,268
Total Bureau Expenditures	15,722,311	11,309,883	11,556,496	13,558,320	13,593,515
Fund Expenditures					
Contingency	0	0	2,740	462,945	462,750
Fund Transfers - Expense	25,000	25,000	25,000	25,000	25,000
Total Fund Expenditures	25,000	25,000	27,740	487,945	487,750
Ending Fund Balance	988,715	1,509,783	0	0	0
Total Requirements	\$16,736,026	\$12,844,666	\$11,584,236	\$14,046,265	\$14,081,265
Programs					
Portland Children's Levy	14,027,548	9,480,702	9,625,008	12,039,590	12,039,785
Commissioner's Office	1,620,763	1,658,155	1,931,488	1,518,730	1,553,730
Mayor's Office - Public Safety	74,000	171,026	0	0	0
Total Programs	15,722,311	\$11,309,883	\$11,556,496	\$13,558,320	\$13,593,515

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	106,933	106,933	1.00	103,524	1.00	106,932	1.00	106,932
30000004	Commissioner's Admin Support Specialist	37,690	58,011	3.00	146,066	3.00	151,208	3.00	151,208
30000006	Commissioner's Chief of Staff	81,266	108,014	1.00	103,775	1.00	107,968	1.00	107,968
30000005	Commissioner's Staff Rep	47,840	87,443	5.00	350,891	5.00	365,285	5.00	365,285
TOTAL FULL-TIME POSITIONS				10.00	704,256	10.00	731,393	10.00	731,393
30000010	Children's Levy Commissioner's Staff Rep	77,584	103,355	3.66	335,549	3.66	343,143	3.66	343,143
30000004	Commissioner's Admin Support Specialist	37,690	58,011	0.55	20,064	0.55	20,724	0.55	20,724
TOTAL PART-TIME POSITIONS				4.21	355,613	4.21	363,867	4.21	363,867
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				14.21	1,059,869	14.21	1,095,260	14.21	1,095,260

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 2014-15	13,558,320	0	13,558,320	14.21	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	35,000	0	35,000	0.00	Council budget true-up
	0	195	195	0.00	OMF IA changes
	35,000	195	35,195	0.00	Total FY 2014-15 Decision Packages
			13,593,515	14.21	Total Proposed Budget

Commissioner of Public Safety

Elected Officials Service Area

Steve Novick, Commissioner-in-Charge

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. As a whole, the Council promotes a livable and sustainable city by enacting and enforcing City laws, approving a budget, and advocating for policy changes and funding at the state and federal levels. The Commissioner 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 Bureau of Transportation
- ◆ Portland Bureau of Emergency Management
- ◆ Bureau of Emergency Communications

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Joint Policy Advisory Committee on Transportation (JPACT)
- ◆ Portland Streetcar, Inc.
- ◆ Southwest Corridor Plan Steering Committee
- ◆ Regional Emergency Management Group
- ◆ BOEC Users Group
- ◆ BOEC Finance Committee
- ◆ Taxicab Board of Review
- ◆ Towing Board of Review

Summary of Budget Decisions

Stabilization Budget

Under the stabilization budget, General Fund bureaus were not required to prepare reduction packages or undergo a modified zero-based budget.

Council Budget Allocation

The General Fund allocation to all Council Offices has been equalized with a base of \$926,337 for each office in FY 2014-15.

Decision Packages

Council Budget True-Up

The Mayor's Proposed Budget includes a realignment package of \$25,000 from General Fund Compensation Set-Aside to the Commissioner's Office budget to fully fund existing staffing levels.

Commissioner of Public Safety

Summary of Bureau Budget

Elected Officials Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Total External Revenues	0	0	0	0	0
Internal Revenues					
General Fund Discretionary	291,740	165,683	385,385	427,690	439,232
General Fund Overhead	450,373	485,052	524,057	498,647	512,105
Total Internal Revenues	742,113	650,735	909,442	926,337	951,337
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$742,113	\$650,735	\$909,442	\$926,337	\$951,337
Requirements					
Bureau Expenditures					
Personnel Services	627,977	496,139	759,503	731,030	756,030
External Materials and Services	3,326	31,736	52,833	88,671	87,143
Internal Materials and Services	110,810	113,360	97,106	106,636	108,164
Total Bureau Expenditures	742,113	641,235	909,442	926,337	951,337
Fund Expenditures					
Fund Transfers - Expense	0	9,500	0	0	0
Total Fund Expenditures	0	9,500	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$742,113	\$650,735	\$909,442	\$926,337	\$951,337
Programs					
Commissioner's Office	742,113	641,235	909,442	926,337	951,337
Total Programs	742,113	\$641,235	\$909,442	\$926,337	\$951,337

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	106,933	106,933	1.00	103,524	1.00	106,932	1.00	106,932
30000004	Commissioner's Admin Support Specialist	37,690	58,011	1.00	40,568	1.00	42,232	1.00	42,232
30000006	Commissioner's Chief of Staff	81,266	108,014	1.00	105,120	1.00	107,048	1.00	107,048
30000005	Commissioner's Staff Rep	47,840	87,443	4.00	237,950	4.00	247,707	4.00	247,707
TOTAL FULL-TIME POSITIONS				7.00	487,162	7.00	503,919	7.00	503,919
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				7.00	487,162	7.00	503,919	7.00	503,919

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 2014-15	926,337	0	926,337	7.00	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	25,000	0	25,000	0.00	Council budget true-up
	25,000	0	25,000	0.00	Total FY 2014-15 Decision Packages
			951,337	7.00	Total Proposed Budget

Commissioner of Public Utilities

Elected Officials Service Area

Amanda Fritz, Commissioner-in-Charge

Bureau Summary

Bureau Overview

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 - all using mechanisms that promote increased equity for Portland and Portlanders.

- ◆ 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 livable neighborhoods. The Commissioner believes protection of human rights, services for people with disabilities, and community engagement are basic services.
- ◆ Commissioner Fritz as part of her job manages and directs the coordination of Portland Parks & Recreations services, and the Bureau of Development Services operations and management.
- ◆ Commissioner Fritz is committed to continuing her leadership in community engagement; customer service; and helping citizens, staff, and elected officials work together to achieve equity in access to services and jobs, and equitable outcomes in fees and rates that affect Portlanders.
- ◆ 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.
- ◆ Commissioner Fritz is particularly passionate about serving the most vulnerable people in our community, including at-risk students, survivors of human trafficking, people living outside, and people experiencing mental illnesses.

Bureau Assignments

The Commissioner of Public Utilities is responsible for the following bureaus:

- ◆ Portland Parks & Recreation
- ◆ Bureau of Development Services

In addition, the commissioner has the following liaison responsibilities:

- ◆ BDS Adjustment Committee
- ◆ Building Board of Appeals
- ◆ Liaison to Multnomah County Animal Control
- ◆ Design Commission
- ◆ Historic Landmarks Commission

Commissioner of Public Utilities

Elected Officials Service Area

- ◆ Urban Forestry Commission
- ◆ Golf Advisory Committee
- ◆ Portland International Raceway Advisory Committee
- ◆ Council Lead on the City Coordinating Committee addressing the Department of Justice Settlement
- ◆ Protected Sick Time ordinance implementation
- ◆ Portland Parks Board

Summary of Budget Decisions

Stabilization Budget Under the stabilization budget, General Fund bureaus were not required to prepare reduction packages or undergo a modified zero-based budget.

Council Budget Allocation The General Fund allocation to all Council Offices has been equalized with a base of \$926,337 for each office in FY 2014-15.

Decision Packages

Protected Sick Time

The Mayor's Proposed Budget includes \$27,500 in one-time funding for a contract with the State of Oregon Bureau of Labor and Industries to enforce Protected Sick Time ordinances in the City of Portland. It also includes funding necessary to continue public information and outreach, advertising, and other implementation needs for the program.

Council Budget True-Up

The Proposed Budget includes a realignment package of \$25,000 from General Fund Compensation Set-Aside to the Commissioner's Office budget to fully fund existing staffing levels.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Miscellaneous	2,563	0	0	0	0
Total External Revenues	2,563	0	0	0	0
Internal Revenues					
General Fund Discretionary	266,211	191,324	470,143	448,467	466,732
General Fund Overhead	467,060	500,800	524,057	522,870	512,105
Interagency Revenue	99,046	150,673	0	0	0
Total Internal Revenues	832,317	842,797	994,200	971,337	978,837
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$834,880	\$842,797	\$994,200	\$971,337	\$978,837
Requirements					
Bureau Expenditures					
Personnel Services	703,239	710,199	801,965	766,155	791,155
External Materials and Services	3,664	6,388	83,481	97,941	78,732
Internal Materials and Services	127,977	126,210	108,754	107,241	108,950
Total Bureau Expenditures	834,880	842,797	994,200	971,337	978,837
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$834,880	\$842,797	\$994,200	\$971,337	\$978,837
Programs					
Commissioner's Office	834,880	842,797	994,200	971,337	978,837
Total Programs	834,880	842,797	994,200	971,337	978,837

Commissioner of Public Utilities

FTE Summary

Elected Officials Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	106,933	106,933	1.00	103,524	1.00	106,932	1.00	106,932
30000004	Commissioner's Admin Support Specialist	37,690	58,011	2.00	74,297	2.00	76,963	2.00	76,963
30000006	Commissioner's Chief of Staff	81,266	108,014	1.00	104,236	1.00	108,012	1.00	108,012
30000005	Commissioner's Staff Rep	47,840	87,443	3.00	225,032	3.00	234,252	3.00	234,252
TOTAL FULL-TIME POSITIONS				7.00	507,089	7.00	526,159	7.00	526,159
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				7.00	507,089	7.00	526,159	7.00	526,159

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 2014-15	926,337	0	926,337	7.00	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	27,500	27,500	0.00	Protected sick leave
	25,000	0	25,000	0.00	Council budget true-up
	25,000	27,500	52,500	0.00	Total FY 2014-15 Decision Packages
			978,837	7.00	Total Proposed Budget

Commissioner of Public Works

Elected Officials Service Area

Nick Fish, Commissioner-in-Charge

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:

- ◆ Bureau of Environmental Services
- ◆ Portland Water Bureau
- ◆ Bureau of Hydroelectric Power

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Elders in Action
- ◆ Regional Arts & Culture Council
- ◆ Venture Portland
- ◆ Regional Water Consortium Board
- ◆ Water Quality Advisory Committee
- ◆ Portland Utility Review Board

Summary of Budget Decisions

Stabilization Budget

Under the stabilization budget, General Fund bureaus were not required to prepare reduction packages or undergo a modified zero-based budget.

Council Budget Allocation

The General Fund allocation to all Council Offices has been equalized with a base of \$926,337 for each office in FY 2014-15.

Decision Packages

Council Budget True-Up

The Proposed Budget includes a realignment package of \$25,000 from General Fund Compensation Set-Aside to the Commissioner's Office Budget to fully fund existing staffing levels.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	0	55	306	0	0
Miscellaneous	3,629	0	0	0	0
Total External Revenues	3,629	55	306	0	0
Internal Revenues					
General Fund Discretionary	287,937	259,169	385,166	427,690	439,232
General Fund Overhead	480,081	513,292	524,057	498,647	512,105
Interagency Revenue	66,000	100,000	0	0	0
Total Internal Revenues	834,018	872,461	909,223	926,337	951,337
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$837,647	\$872,516	\$909,529	\$926,337	\$951,337
Requirements					
Bureau Expenditures					
Personnel Services	693,494	737,056	778,451	797,173	822,173
External Materials and Services	17,746	10,729	22,974	17,288	15,651
Internal Materials and Services	126,407	124,731	108,104	111,876	113,513
Total Bureau Expenditures	837,647	872,516	909,529	926,337	951,337
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$837,647	\$872,516	\$909,529	\$926,337	\$951,337
Programs					
Support	(4,829)	0	0	0	0
Commissioner's Office	842,476	872,516	909,529	926,337	951,337
Total Programs	837,647	\$872,516	\$909,529	\$926,337	\$951,337

Commissioner of Public Works

FTE Summary

Elected Officials Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	106,933	106,933	1.00	103,524	1.00	102,600	1.00	102,600
30000004	Commissioner's Admin Support Specialist	37,690	58,011	1.00	41,892	2.00	81,748	2.00	81,748
30000006	Commissioner's Chief of Staff	81,266	108,014	1.00	105,744	1.00	108,012	1.00	108,012
30000005	Commissioner's Staff Rep	47,840	87,443	5.00	285,717	4.00	247,197	4.00	247,197
TOTAL FULL-TIME POSITIONS						8.00	536,877	8.00	539,557
30000005	Commissioner's Staff Rep	47,840	87,443	0.50	27,708	0.50	28,468	0.50	28,468
TOTAL PART-TIME POSITIONS						0.50	27,708	0.50	28,468
TOTAL LIMITED TERM POSITIONS						0.00	0	0.00	0
GRAND TOTAL						8.50	564,585	8.50	568,025

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 2014-15	926,337	0	926,337	8.50	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	25,000	0	25,000	0.00	Council budget true-up
	25,000	0	25,000	0.00	Total FY 2014-15 Decision Packages
			951,337	8.50	Total Proposed Budget



Office of the City Attorney

City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Tracy Reeve, City Attorney

Bureau Summary

Bureau Mission

To provide excellent, objective, timely and cost-effective legal advice and advocacy in support of the City's policy goals and to ensure that the official actions of the City, its elected officials and employees comply with the law.

Bureau Overview

The Portland City Attorney's Office is responsible for all of the legal affairs of the City. The office represents the City, the Mayor, other elected officials and the City's bureaus and offices in all affirmative and defensive civil litigation, and administrative and quasi-judicial proceedings. Office attorneys draft and review local legislation, procurement contracts, real estate leases, intergovernmental agreements and other documents and legal instruments. The City Attorney's Office provides legal counsel to City officials on a wide range of issues including: environmental law, constitutional law, civil rights, employee benefits, proposed legislation, public records requests and legal records management, personnel and labor law issues, tort claims, workers compensation, construction contracts and claims, land use planning, equity, diversity and affirmative action, revenue and taxation, policing, fire, rescue and emergency services, code enforcement, housing, telecommunications, franchises and utilities, and collection of revenues owed to the City. Office attorneys also advise on policy development and program implementation, advocate and negotiate on behalf of the City, and provide training to elected officials, City boards and commissions and City employees in a wide variety of areas.

The City Attorney's Office consists of five legal practice groups, staffed with 36 lawyers and 25 support professionals. The office is led by the City Attorney who is appointed by, and serves at the pleasure of, the City Council.

Funding Sources and Uses

Interagency agreements with other bureaus and offices for specialized legal work in specific areas represent 49% of the total operating budget of the City Attorney's Office. The remainder of the budget is supported by General Fund discretionary revenue and General Fund overhead recovery revenue. The Proposed Budget includes 60.35 FTE. Personnel services represent 85% of the office's expenditures, with 60.25 FTE in the Mayor's Proposed Budget.

Strategic Direction

The City Attorney's Office has four main goals: 1) to provide the highest level of customer service to clients through preventative legal advice that is timely, accurate and easy to access; 2) to effectively and vigorously advocate for the City's interests in state and federal courts and otherwise; 3) to support and advance the City's objective of achieving equity in all of programs, services and activities; and 4) to ensure accountability for professional performance and effective stewardship of public resources.

Customer Service

The City Attorney's Office actively seeks to impart helpful, accurate, and timely preventative legal advice. Clients are encouraged to involve the City Attorney's Office at early levels of decision making, even if a significant legal issue has not yet been identified. City attorneys work with clients to provide solutions-oriented legal services to help achieve City policy objectives. The City Attorney's Office commits to an initial response time goal of one business day on any client inquiry. The City Attorney strongly believes that a billable rate scheme would discourage clients from seeking preventative advice early and often. Clients are regularly surveyed, both formally and informally, to solicit feedback on the quality of legal services provided and how the City Attorney's Office can improve.

Effective Advocacy

The City Attorney's Office handles cases in state and federal courts and in other proceedings, such as before the Employment Relations Board and the Land Use Board of Appeals. Attorneys evaluate cases to determine how best to protect the City's interests, including through early alternative dispute resolution where the City faces some legal risk, the strategic use of offers of judgment to minimize the risk of adverse outcomes in cases taken to trial, and the vigorous defense or prosecution of cases through pretrial motions, trial and on appeal. The office does not settle claims on a nuisance basis. City attorneys are ready, willing and able to take cases to trial, and work collaboratively. Because almost all litigation is handled in-house, the office is able to try cases in a cost-effective manner.

Achieving Equity

As the City's legal counsel, office attorneys work with internal clients to ensure that all Portlanders have access to all of the services, benefits, and programs of the City free from discrimination, and that the civil rights of all Portlanders are legally recognized and protected by the City and its contractors and grantees. The City Attorney's Office does this by advising in programmatic areas such as the ADA and Title VI, the City's sick leave ordinance, fair contracting, hiring practices, and implementation of the City's civil rights ordinance, as well as by providing anti-discrimination training on civil rights and related issues to City employees. The office works to foster a professional atmosphere where diversity is appreciated and valued, and equity is the norm. This is accomplished by seeking to uncover and eliminate individual conscious and unconscious biases through training, education, discussion, and honest self-appraisal and through other cultural and diversity activities.

Ensuring Accountability

The City Attorney will evaluate office policies and procedures and make improvements as needed so systems are clear, accurate and transparent. The City Attorney will evaluate timekeeping methods and ensure that work schedules fit clients needs for access to accurate, prompt and reliable preventative legal advice. The City Attorney will continue to actively seek to minimize costs for outside legal counsel as well as overhead and administration expenses.

Minimizing Costs City legal services are fully centralized in the City Attorney's Office, with the exception of the Portland Development Commission and outside counsel. The City Attorney's Office's rates are significantly lower than outside counsel. The City Attorney's Office hourly rate for FY 2014-15 is \$154 compared to average outside counsel rates of \$284. (Oregon State Bar 2012 Economic Survey). A goal of the City Attorney's Office is to minimize the number of occasions when outside counsel is hired by having sufficient in-house staff available.

Summary of Budget Decisions

Decision Package **Legal and Public Records**

The Proposed Budget includes funding for one attorney FTE, and \$161,380, to focus on public and legal records issues and allow the City to work toward proactive compliance rather than face sanctions for failure.

City Support Services Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	4,451	8,126	0	6,000	6,000
Miscellaneous	6,365	0	0	0	0
Total External Revenues	10,816	8,126	0	6,000	6,000
Internal Revenues					
General Fund Discretionary	1,260,833	1,074,738	1,958,268	2,533,268	2,482,433
General Fund Overhead	2,806,711	2,823,060	3,095,418	2,953,559	2,894,290
Interagency Revenue	5,049,593	5,071,969	5,204,406	5,152,877	5,152,877
Total Internal Revenues	9,117,137	8,969,767	10,258,092	10,639,704	10,529,600
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$9,127,953	\$8,977,893	\$10,258,092	\$10,645,704	\$10,535,600
Requirements					
Bureau Expenditures					
Personnel Services	8,003,606	7,910,358	8,676,258	9,022,356	8,925,252
External Materials and Services	384,180	328,209	720,322	752,403	734,953
Internal Materials and Services	740,167	739,326	861,512	870,945	875,395
Total Bureau Expenditures	9,127,953	8,977,893	10,258,092	10,645,704	10,535,600
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$9,127,953	\$8,977,893	\$10,258,092	\$10,645,704	\$10,535,600
Programs					
Administration & Support	0	5,476	0	0	0
Legal Services	9,127,953	8,972,417	10,258,092	10,645,704	10,535,600
Total Programs	9,127,953	\$8,977,893	\$10,258,092	\$10,645,704	\$10,535,600

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000597	Attorney, Chief Deputy City	106,038	151,798	5.00	754,320	5.00	759,000	5.00	759,000
30000418	Attorney, City	134,118	192,192	1.00	159,996	1.00	159,996	1.00	159,996
30000595	Attorney, Deputy City	89,710	121,576	15.55	1,729,679	15.55	1,775,785	15.55	1,775,785
30000596	Attorney, Sr Deputy City	96,366	134,597	12.70	1,686,443	13.70	1,813,604	13.70	1,813,604
30000440	Business Operations Supervisor	68,806	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000600	Law Office Administrator	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000591	Legal Assistant	46,571	71,739	7.00	482,328	7.00	488,805	7.00	488,805
30000829	Legal Assistant Supervisor	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136
30000592	Legal Assistant, Sr	56,534	75,338	1.80	135,600	1.80	135,600	1.80	135,600
30000012	Office Support Specialist II	32,552	46,758	2.00	87,222	2.00	90,384	2.00	90,384
30000593	Paralegal	56,534	75,338	5.00	324,321	6.00	402,227	5.00	334,223
30000830	Paralegal Supervisor	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000594	Paralegal, Sr	62,338	83,138	1.90	135,075	1.90	137,543	1.90	137,543
30000462	Program Specialist, Assistant	46,571	71,739	1.00	51,108	1.00	52,674	1.00	52,674
TOTAL FULL-TIME POSITIONS				56.95	5,912,044	58.95	6,181,570	57.95	6,113,566
30000596	Attorney, Sr Deputy City	96,366	134,597	0.80	97,260	0.80	99,916	0.80	99,916
30000593	Paralegal	56,534	75,338	0.80	49,008	0.80	51,012	0.80	51,012
30000594	Paralegal, Sr	62,338	83,138	0.80	66,504	0.80	66,504	0.80	66,504
TOTAL PART-TIME POSITIONS				2.40	212,772	2.40	217,432	2.40	217,432
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				59.35	6,124,816	61.35	6,399,002	60.35	6,330,998

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 2014-15	10,374,220	0	10,374,220	59.35	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	161,380	0	161,380	1.00	Attorney coordinating records policies
	161,380	0	161,380	1.00	Total FY 2014-15 Decision Packages
			10,535,600	60.35	Total Proposed Budget

Office of Government Relations

City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Martha Pellegrino, Director

Bureau Summary

Bureau Mission

The mission of the Office of Government Relations is to help the City of Portland achieve its legislative objectives through advice to City Council and bureaus and through effective advocacy in the federal, state, and regional governments, and with other partners across the state.

Bureau Overview

The Office of Government Relations (OGR) represents the City Council, the Auditor, bureaus, and the Portland Development Commission on legislative and administrative issues in Salem and in Washington DC. The office advances city policy goals and initiatives through effective 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. Government Relations also coordinates the City's International Relations program (see strategic direction).

Strategic Direction

Federal

The office has elevated its focus at the federal level by coordinating the City's efforts on a broader range of federal issues, including more aggressively pursuing opportunities with administrative agencies, seeking regulatory relief, and advocating for policy and funding priorities of the City. In particular, the office will focus on advancing the City Council's key federal priorities including the Portland Harbor Superfund Cleanup, transportation reauthorization, restoring Urban Area Security Initiative (UASI) funding for the Portland Bureau of Emergency Management, maintaining federal funding for affordable housing and homelessness, protecting the tax exempt status of municipal bonds, developing federal options for recertifying levees located in Portland, assisting with the city's involvement in the Columbia River Treaty, as well as advancing the city's interests on several other federal issues. The office also coordinates all federal requests for support at the City and works closely with each bureau and office to ensure that requests are prioritized and not in direct competition.

State

At the state level, the office has moved to year-round advocacy since the passage of annual sessions by voters in 2010. In 2013, Government Relations reviewed over 5,000 bills for potential impact on the city and actively lobbied on hundreds of pieces of legislation. The City Council prioritized several issues including K-12 education, public safety and mental health, 9-1-1 funding, gun safety and barriers to housing choice. The office was successful

in helping to advance several of these funding and policy priorities. In addition, Government Relations provided support for a legislative request for \$3.6 million in transportation funding for East Portland. Looking forward into FY 2014-15, Government Relations will work closely with Council, the bureaus and the public to develop and implement a comprehensive legislative agenda for the 2015 session. Budget priorities include complete neighborhoods, housing and homelessness, and emergency management.

International Relations

The Office of Government Relations has assumed the International Relations program from the Mayor's office. In the first year of the program transition, the office will develop and lead implementation of an initial strategic plan that includes supporting Portland's Sister Cities and assessing trade opportunities. Government Relations will also identify opportunities for the City and bureaus to make Portland more welcoming to global visitors. Lastly, Government Relations will reach out to all key city bureaus and offices as well as organizations that receive international delegations and participate in exchanges and help coordinate opportunities for involvement across the city.

Community Engagement

The office adapted to budget reductions in FY 2013-14, including the loss of a position, by reconfiguring strategies for soliciting and integrating public input into the City's federal and state legislative agenda building processes. Administrative staff took on program responsibilities to help continue the community engagement program. Government Relations, in partnership with the Mayor's Office and Office of Neighborhood Involvement (ONI), developed new ways the public could offer input into the City's federal and state legislative agendas and held one public Advocacy 101 training session. Government Relations will work with Council and ONI to build on the community engagement strategy leading up to the 2015 session.

Equity

The bureau is committed to improving equity in internal operations and in the delivery of advocacy services. Government Relations partners with several community organizations leading up to and during legislative sessions in order to share information, build coalitions, and coordinate advocacy efforts. For example, the City worked with a large coalition groups to help pass the Tuition Equity bill in 2013. Government Relations along with ONI conducts outreach to communities of color and immigrant communities to participate in our community engagement sessions and trainings. Lastly, with internal recruitments, the office surveyed potential barriers to employment and is trying new recruitment techniques for producing a more diverse pool of candidates for open positions. Government Relations has played an active role in the quarterly Say Hey: Partners in Diversity meetings and managers have committed to doing presentations and informational interviews with students and young professionals of color.

FY 2014-19 Federal Agenda and Advocacy

The office will develop federal agendas every year for the next five years by soliciting the priorities from elected officials, bureaus, and the community. The agenda will include program and budget priorities for each federal fiscal year, policy issues for the 113th - 115th Congresses, the MAP-21 Reauthorization (Surface Transportation Reauthorization Bill), the Water Resources Development Act, reauthorization of the Superfund Tax, maintaining funding for the Community Development Block Grant, as well as funding for public safety, mental health and education.

Summary of Budget Decisions

Add Package

Stabilization Package

The Proposed Budget provides \$227,411 in ongoing funding to allow the office to fund the 2015 Legislative Session, business operations support, intergovernmental outreach during the interim and the International Relations Program. There are two positions related to this package.

City Support Services Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Intergovernmental	0	0	35,000	35,000	35,000
Total External Revenues	0	0	35,000	35,000	35,000
Internal Revenues					
General Fund Discretionary	493,789	426,656	317,808	534,628	594,062
General Fund Overhead	669,430	727,529	718,057	623,328	692,623
Interagency Revenue	84,329	97,704	151,975	137,833	137,833
Total Internal Revenues	1,247,548	1,251,889	1,187,840	1,295,789	1,424,518
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$1,247,548	\$1,251,889	\$1,222,840	\$1,330,789	\$1,459,518
Requirements					
Bureau Expenditures					
Personnel Services	832,051	840,001	784,437	875,304	972,740
External Materials and Services	263,982	252,963	306,667	303,400	322,778
Internal Materials and Services	151,515	158,925	131,736	152,085	164,000
Total Bureau Expenditures	1,247,548	1,251,889	1,222,840	1,330,789	1,459,518
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$1,247,548	\$1,251,889	\$1,222,840	\$1,330,789	\$1,459,518
Programs					
Government Relations	1,214,548	1,251,889	1,222,840	1,330,789	1,459,518
Legal Services	33,000	0	0	0	0
Total Programs	1,247,548	\$1,251,889	\$1,222,840	\$1,330,789	\$1,459,518

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	46,571	71,739	1.00	66,516	1.00	68,786	1.00	68,786
30000005	Commissioner's Staff Rep	47,840	87,443	2.00	114,324	2.00	137,736	3.00	209,916
30000414	Government Relations Director	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000498	Government Relations Lobbyist	77,584	103,355	2.00	168,057	2.00	174,049	2.00	174,049
30001783	State Government Relations Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
TOTAL FULL-TIME POSITIONS				7.00	611,805	7.00	643,479	8.00	715,659
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				7.00	611,805	7.00	643,479	8.00	715,659

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 2014-15	1,232,107	0	1,232,107	6.00	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	227,411	0	227,411	2.00	Business Ops & International Relations
	227,411	0	227,411	2.00	Total FY 2014-15 Decision Packages
			1,459,518	8.00	Total Proposed Budget

Office of Human Relations

City Support Services Service Area

Summary of Budget Decisions

In September 2011, City Council created the Office of Equity and Human Rights. In December 2011, Office of Human Relations positions and budget were transferred to the Office of Equity and Human Rights. At that point, the operations of the Office of Human Relations ceased.

Please see the Office of Equity and Human Rights for all budget-related matters relating to the former Office of Human Relations.

City Support Services Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Total External Revenues	0	0	0	0	0
Internal Revenues					
General Fund Discretionary	260,210	0	0	0	0
Total Internal Revenues	260,210	0	0	0	0
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$260,210	\$0	\$0	\$0	\$0
Requirements					
Bureau Expenditures					
Personnel Services	151,256	0	0	0	0
External Materials and Services	78,772	0	0	0	0
Internal Materials and Services	30,182	0	0	0	0
Total Bureau Expenditures	260,210	0	0	0	0
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$260,210	\$0	\$0	\$0	\$0
Programs					
Human Relations	260,210	0	0	0	0
Total Programs	260,210	\$0	\$0	\$0	\$0

Office of Management & Finance

City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Fred Miller, Interim Chief Administrative Officer

Bureau Summary

Bureau Mission

To be a trusted partner creating smart solutions for the City and our community.

Bureau Overview

Services to the City

The Office of Management and Finance (OMF) is overseen by the City's Chief Administrative Officer and provides core central services necessary for the operation of the City of Portland government. The bureau also provides services to other government agencies such as the 800 MHz Public Safety Radio System, Integrated Regional Network Enterprise, Portland Police Database System, Multnomah County Business Income Tax collection, CityFleet, and Printing and Distribution. The Office of Management and Finance consists of the bureaus of Human Resources, Internal Business Services, Revenue, and Technology Services; as well as the Office of the Chief Administrative Officer, that includes the divisions of Accounting, Business Operations, Enterprise Business Solution, and Public Finance and Treasury; and Citywide Projects. The bureau is guided by a 2012-17 Strategic Plan that identifies the organizational mission, values, goals, strategies and performance measures. The plan is described in more detail in the Strategic Direction portion of the budget narrative.

Summary of Resources

The office is funded through a combination of resources. Approximately 41% of its funding is through interagency charges to other City bureaus. Interagency revenue primarily includes charges from Technology Services, Enterprise Business Solutions, CityFleet, Facilities, Printing and Distribution, and Risk Management. In FY 2013-14, only 3.9% of its budget is funded through General Fund resources, mainly to fund portions of Accounting, Human Resources, Business Operations, Procurement Services, and Revenue. Other resources include General Obligation (GO) Bond proceeds for the Public Safety GO Bond, user fees for the Spectator Facilities Fund, and payroll charges for the Health Insurance fund. Public Finance and Treasury also receives some interagency revenues for Debt Management, and recovers costs through a reduction in interest earnings distributed to bureaus. Many internal service funds also have outside agency customers.

Office of the Chief Administrative Officer (CAO)

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. The divisions of Accounting, Business Operations, Enterprise Business Solution, and Public Finance and Treasury are part of the

office. Business Operations provides financial, communications, strategic planning, project management, and administrative support to the bureau and grants management to the City. The Enterprise Business Solution group provides SAP management Citywide. Accounting and Public Finance and Treasury provide financial management services to the City in areas such as accounting, financial reporting, treasury, and debt issuance.

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. It is responsible for assisting bureaus to recruit, develop, and retain a competent and high-quality workforce. The bureau also manages employee benefits, payroll, deferred compensation, 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 that are critical to meeting City business needs such as facilities, fleet, printing, procurement, and risk management.

Revenue Bureau

The Revenue Bureau is responsible for consolidated revenue collection and regulation of certain industries. Revenue programs issue permits, advocate for consumers, enforce regulations, and collect revenues including business license tax, utility license franchise fees, transient lodging tax, business property management, cable franchise management, and other revenues.

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. The Bureau 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.

Citywide Projects

Within Citywide Projects is the Public Safety Systems Revitalization Program, which replaces aging public safety technology systems that support critical Citywide needs. This program will ensure enhanced regional interoperability. The Chief Administrative Officer provides leadership and oversight and the office administratively supports this project.

Strategic Direction**Office of Management and Finance Goals**

The bureau's 2012-17 Strategic Plan was accepted by City Council in May 2013 and is a roadmap to achieve the office's strategic goals. The plan organizes these goals around four strategic themes, which are areas where the office must excel to achieve its mission and vision and deliver value to its customers. The strategic plan was developed through extensive research that included customer and employee surveys, stakeholder interviews, customer and employee focus groups, an environmental scan of the bureau's numerous lines of business, and an analysis of strengths, weaknesses, opportunities and challenges. The data was analyzed and distilled into findings for a Steering Committee, and Steering Committee recommendations were shared with a 70-member task force. The task force developed goals, strategies, and performance measures and affirmed the mission and values. The bureau's leadership is incorporating the strategies and performance measures into the workplans, priorities and performance measures for individual bureaus and divisions. Below are a list of themes and their corresponding goals.

Quality Customer Service

- ◆ Deliver business solutions that take into account customer needs and interests.
- ◆ Provide a cross-City perspective to assist bureau directors and City Council in understanding the impact of their business, policy and budget decisions, including unintended consequences.
- ◆ Market Office of Management and Finance services effectively to customers.
- ◆ Build trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis, and communication.

Operational Excellence

- ◆ Provide streamlined business processes that are easy to understand, efficient and ensure compliance.
- ◆ Provide seamless, integrated service delivery models across the organization to simplify business processes for customers.
- ◆ Deliver business processes that provide options to address individual bureau requirements and changing environmental factors.
- ◆ Collaborate with stakeholders to identify and eliminate barriers within office processes and procedures to provide equitable access to City services and opportunities.
- ◆ Develop a roadmap to effectively leverage existing technology and adopt emerging technology to meet citywide business needs.
- ◆ Develop business processes that support the City's sustainability goals.

Financial Sustainability

- ◆ Secure adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.
- ◆ Provide financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- ◆ Maximize value to the community by promoting regional partnerships that create government efficiencies.

Workforce Development

- ◆ Lead Citywide initiatives that help bureaus plan for and adapt to a changing workforce.
- ◆ Provide programs to attract, on-board, develop, and retain a skilled, knowledgeable, and diverse City workforce.
- ◆ Create and sustain a workplace that promotes a balance between employee innovation, accountability, and business needs.
- ◆ Increase Citywide employee participation in wellness programs and safety initiatives.

Portland Plan

The Office of Management and Finance's 2012-17 Strategic Plan was developed with linkage to the Portland Plan. The office adopted the value of equity, which is in alignment with the Portland Plan's equity lens. The strategic plan also includes goals and strategies that directly support the Portland Plan's priorities of prosperity, and indirectly support all of the Portland Plan priorities through development and work with City bureaus that provide direct services to the community. Examples of bureau support for the Portland Plan include implementation of the Social Equity Contracting Strategy; the Diversity, Outreach, and Employment Resources program; and the City's Americans with Disabilities Act Title II Transition Plan.

Evaluation of the Organization

As part of the office FY 2013-14 budget development process, bureau leadership evaluated the organizational structure of each bureau and division and how it supports service delivery. Bureau leadership considered the span of control and responsibilities for different managerial, supervisory, and individual contributor positions, impacts on service delivery, legal and statutory mandates, and whether there were alternative structures that could be considered to achieve efficiencies and cost savings.

Office leadership participated in the Citywide span of control analysis conducted in FY 2013-14. Four positions were identified as needing follow up actions. There were no recommendations to eliminate positions. Two position recommendations will be addressed by bureau managers in upcoming reclassification requests, and two position recommendations may be addressed by bureau managers in future reorganizations. The bureau also recommended to the Council Subcommittee that a more comprehensive classification and compensation study for non-represented employees be conducted.

In FY 2013-14, Technology Services managed a Citywide Technology Assessment to review all technologies used to enable the business of the City, including systems, architectures, hardware, software, and staff. This assessment covers the areas of organizational structure, staff skills, state of technology Citywide, budget, and enterprise governance. Assessment findings and recommendations were shared with the City Council in March 2014.

In FY 2013-14, the Mayor's Office is managing a review of the office with an outside consultant and participation from a task force. A Council work session to discuss the recommendations is scheduled for May 2014, and implementation could impact the bureau's organizational structure in FY 2014-15.

Significant Issues

As part of this year's stabilization budget, not all of OMF's priority projects were able to be funded. The Mayor and OMF will continue to work together with the rest of Council on addressing these long-term issues and minimizing any negative repercussions for the following:

- ◆ Adequate funding of internal service funds reserves
- ◆ Critical technology recovery in a disaster
- ◆ Determining the City's appropriate earthquake insurance coverage
- ◆ Facilities and technology asset major maintenance and replacement
- ◆ The Portland Building exterior envelope and structural deficiencies
- ◆ Workforce planning

Summary of Budget Decisions

The FY 2014-15 Mayor's Proposed Budget includes the following packages:

Add Packages**Technology Disaster Planning Analyst**

Adds one-time funding of \$136,801, funded through interagency agreement rates, and one limited-term FTE for a technology disaster planning analyst to further the City's emergency preparedness efforts related to technology systems.

ADA Transition Plan Project Manager

Adds one-time funding of \$123,121 through interagency agreement rates and one limited-term FTE for an ADA transition plan project manager to complete the Americans with Disabilities Act Title II Transition Plan Project.

Assistant Procurement Specialist

Recognizes \$50,000 of new revenue from an intergovernmental agreement with Portland Public Schools to fund an assistant procurement specialist FTE in the Bureau of Internal Business Services Procurement Services to provide contract compliance services.

Janitorial Services

Restores \$200,000 of janitorial services for several City buildings funded through interagency agreement rates.

RegJIN Systems Technician

Adds \$134,904 in interagency revenues from the Police Bureau to add one FTE to provide direct support to the RegJIN system.

Reduction Packages**Enterprise Server Savings**

Transfers \$233,410 of ongoing General Fund discretionary savings generated in OMF as a result of updating the enterprise server cost allocation model and redirects these savings to the Portland Police Bureau to support increased enterprise server costs. The \$190,521 of General Fund overhead savings generated from updating the model will be returned to the overhead paying bureaus.

Realignment Packages**Realignments in Internal Service Funds**

The Mayor's Proposed budget includes several realignments in the office's internal service fund programs to support a net increase of 3.0 FTE. These decision packages reallocate existing funding and resources resulting in a net zero impact on the funds:

- ◆ Facilities Project Manager
- ◆ Risk Specialist Position
- ◆ Facilities Maintenance

GIS Position Transfer

Transfers a GIS position from the Bureau of Transportation to the Bureau of Technology Services.

Police IT Information Systems Supervisor

Transfers an Information Systems Supervisor position within BTS from the Project Management Office to the Police IT program due to the complexity and quantity of critical public safety technology projects. There is no net change in FTE as a result of this package.

Revenue MHCRC Special Appropriation

Transfers the Mt. Hood Cable Regulator Commission's annual General Fund discretionary allocation of \$288,791 from the Revenue Bureau to a special appropriation, which has a net zero impact on the City's General Fund.

Budget Note**Expand Monthly Statements**

The Portland Water Bureau is directed to expand monthly statements to all retail customers for water, sewer, and stormwater services by January 1, 2015. Any costs associated with expanding the monthly statements shall be absorbed within current bureau resources and shall not result in any rate increase.

In addition, the Office of Management & Finance is directed to report on options for consolidating statements of all City services. The report shall identify relevant bureaus, services and statements, potential costs, and an implementation timeline.

Capital Budget

CIP Highlights

Bureau of Internal Business Services

Facilities - Fire Station 21

In November 2010, voters approved a new General Obligation bond program. One component of this is the construction of a new Station 21 on the Willamette River for the fire boat crews. Because emergency water rescue is a primary duty for the new station, a boathouse and sixteen new pilings were added to the project scope of work to provide protection for rescue vessels.

The pilings were completed in October 2012. A contract was issued to Oregon Ironworks in January 2013 for off-site boathouse construction. Project completion is scheduled for October 2014. The project budget is \$11.9 million, which includes funding sources of \$8.8 million in bonds, an \$800,000 federal grant, sale of surplus property of about \$700,000, and \$1.6 million transferred from the 1998 Fire GO Bond.

Facilities - Police Training Facility

At the request of the Police Bureau, the bureau evaluated potential sites to construct a consolidated training center complex to house administrative, tactical, firearms, and driver training activities. In May 2012, a \$15 million dollar bond was issued to pay for the purchase and remodeling of a ten acre site with 60,000 square feet of buildings located at 14912 NE Airport Way. The Airport Way site was selected because the buildings were a good fit for the training program and the ten acre site yielded four acres for driver training activities. Scott/Edwards Architects was selected through a competitive process and completed the design work in June 2013. The plans and specifications were submitted for a building permit. 2KG Contractors, Inc. was selected in the construction bid process in October 2013 with a construction bid of \$4.9 million. Construction is expected to start in December 2013 and be completed by August 2014.

Facilities - Jerome Sears Westside Operations Center

The City took possession of the former US Army Reserve Center located at 2730 SW Multnomah Blvd in July 2012. The site was acquired from the Army under the condition that it be used primarily for an emergency operations center. In June 2013, a master plan was completed that identified four phases of funding and levels of work. In discussion with Bureau of Development Services land use specialists, it was determined that the current zoning of the property as medium-density residential would not allow for the City's intended uses. In order to change the zoning, the project will require a type III land use review. In the fall of 2013, consultants were contracted to provide the necessary information to apply for the type III review. The process is expected to be completed in spring of 2014. Until the site is re-zoned, the construction process is on hold.

The Mayor's Proposed Budget recognizes citywide emergency preparedness as a priority by funding continued planning and development at the Jerome F. Sears US Reserve Center (Sears Facility). One-time funds totaling \$1,202,297 are included to begin the design and development of the first phase in the facility master plan, which includes the installation of a fueling station and the relocation of a parking lot. The work will be completed by prioritizing any additional one-time funds that become available in FY 2014-15.

CityFleet - Scheduled Replacement for Vehicles and Equipment

CityFleet manages the fleet replacement program to provide timely replacement of City vehicles and equipment. When City vehicles have reached the end of their economic lifecycles, the replacement is paid out of a fund made up of the cumulative total of all fund payments, the accrued interest generated by the fund, and the salvage value received at the time of disposition. This program provides for timely vehicle and equipment turnover and benefits the customer by creating a predictable fleet replacement schedule and budget. In addition to the CityFleet replacement fund vehicles, CityFleet will procure new and replacement vehicles and equipment for the Water Bureau and the Bureau of Environmental Services (BES) on a direct bill basis. The Water Bureau and BES budget for both additional scheduled replacement vehicles and equipment in their respective capital budgets.

In FY 2014-15, there are 373 vehicles scheduled for replacement through the CityFleet Fund. The majority of the vehicles include 189 replacement vehicles for the Portland Police Bureau, 37 for the Fire Bureau, 49 for the Parks Bureau, 32 for the Transportation Bureau, and the balance coming from various other Bureaus such as Printing and Distribution, Bureau of Development Services, CityFleet Motor Pool, Golf, and Facilities. While not budgeted in the CityFleet Fund, there are 51 units scheduled for replacement for the Water Bureau and 15 units for BES.

Bureau of Technology Services

Enterprise Technology Refresh

The purpose of this project is to provide a technology refresh (establishing a six-year lifecycle replacement program for network switch and router equipment) for the City's computer network infrastructure. This multi-year capital plan began in FY 2012-13 and costs are expected to be incurred through FY 2015-16. Work scheduled for FY 2014-15 includes replacing network switches and routers required for personal computer and printer connections, followed by replacement of routers that provide an interface between the City and its internet service provider. Estimated five-year project costs are \$1,190,500.

IRNE Technology Refresh

This project provides capital and lifecycle improvements to the existing Integrated Regional Network Enterprise (IRNE) infrastructure. Work includes capacity upgrades, end-of-life equipment replacement and establishing an intertie with the Multnomah County telephone system. About half of the five-year capital costs will be incurred in FY 2014-15. Anticipated work in FY 2014-15 includes replacing end-of-support synchronous optical network equipment and multiplexers. Estimated five-year project costs are \$639,000.

SAN Storage Expansion

This ongoing capital project provides increased capacity of centralized storage and enterprise backup to meet demand from projected and existing data growth. The expansion allows Technology Services to meet the City's storage environment needs in a more cost effective manner. Rather than purchasing storage in a costlier, as-needed incremental manner, business needs will be aligned with types and quantities of storage, allowing for

proper storage allocation coordination to ensure components are not overburdened. The benefits to this approach are lower costs, assured performance levels, and system flexibility. The five-year costs are allocated in roughly equal amounts each year, with about 25% of the costs anticipated in FY 2014-15. Similar purchases and work will be conducted each year, including storage purchases and augmenting backup system capacity. Estimated five-year project costs are \$2,220,500.

AIX Hardware Technology Refresh

This capital project replaces and consolidates end-of-life IBM/AIX hardware systems. In FY 2013-14, Technology Services successfully completed the initial stage of the AIX hardware refresh, finishing that part of the project under budget and returning unused funds to customers. Additional AIX refresh work will continue in FY 2014-15 with the Virtual Computer Aided Dispatch (VCAD) system used by the Bureau of Emergency Communications. This work will consist of consolidating many physical servers into fewer, larger frames, and using IBM's logical partitioning capability. This will provide cost savings that can be realized on maintenance dollars and support time, while providing increased flexibility to the customer for adding processors and memory as needed in the future. In FY 2014-15, Technology Services will be refreshing the VCAD AIX Systems. Estimated five-year project costs are \$684,800, with work expected to be completed in FY 2016-17.

Office 365 Implementation

This project will continue the City's transition to Office 365 by implementing Sharepoint collaboration and select content management tools, including identification of a governance model, implementation roadmap, user education, training and communication. All remaining work on the project is expected to be completed in FY 2014-15. Estimated remaining project costs are \$301,600.

Office of the Chief Administrative Officer

EBS - SAP Benefits

The goal of the SAP Benefits implementation is to leverage the investment in SAP by saving money on external vendors for benefits administration and improving efficiency in administration by bringing all of the processes and data into SAP. Opportunities with the project include saving \$300,000 annually to external vendors, retiring the legacy COBRA system, elimination of costly interfaces, and a central repository of personnel benefits data in SAP. Benefit elections will be moved from the external vendor's website into the SAP CityLink portal where other SAP personnel information is maintained by city employees. The costs associated with this project will largely consist of consulting; however, a specific dollar amount for project implementation has not been established at this time. Human Resources will oversee SAP Benefits implementation, and all timelines are dependent on their resource availability. This project may start in FY 2014-15, but a firm date has not been established.

EBS - SAP Human Resources Forms & Processes

The objective of the SAP HCM Processes and Forms (SAP HCM P&F) project is to leverage existing SAP technologies to make business processes surrounding employee personnel changes more efficient, accurate, and transparent. SAP HCM P&F offers an efficient way to manage processes involving employee personnel changes, including approval and auditing functions. This flexible framework will allow the City to create an electronic process that replaces paper forms and approvals. Benefits of this process include faster turn-around time on processing personnel and organizational structure changes, elimination of duplicative and inconsistent processes used throughout the City, data

validation points for reduced error handling, and self-service functionality incorporated in the SAP CityLink portal. The projected budget for consultant fees for this project is approximately \$450,000. The proposal process started in January 2014 and the project is expected to last through FY 2014-15. Human Resources is the business owner and sponsor for this project, and all timelines are dependent on their approval and resource availability.

PSSRP - Public Safety Emergency Radio System Replacement Project

The purpose of this project is to ensure that the City implements a cost effective, highly reliable digital public safety voice radio system that meets the current and emerging needs of the Portland region for the next 15 to 20 years. The existing system is beyond its intended operational life and will no longer be supported by the manufacturer. The project budget is \$53.3 million, including a contingency of 10%. Project resources include voter-approved General Obligation bonds. For the infrastructure replacement portion of the project, the City executed an agreement with Motorola and held its project kickoff meeting in November 2013 with detailed technical design to follow through early 2014. The project is at the peak of activity and is expected to be completed in FY 2015-16.

PSSRP - Regional Justice Information Network (RegJIN) Project

The purpose of the RegJIN records management system project is to replace the existing Portland Police data system, while also enhancing core system capabilities. RegJIN will have the capacity to track and share crime-related data between partnering regional law enforcement agencies, while keeping data confidential in a secure and highly reliable environment. The project budget is \$13.3 million, including a contingency of 10%. Project completion is targeted for FY 2014-15.

Major Issues

Bureau of Internal Business Services

CityFleet - Replacement Fund Balance

The City's fleet ranges from patrol cars to dump trucks to hybrids to construction equipment. In total, approximately 2,950 vehicles and equipment account for the value of the City's \$115 million in fleet assets. The current balance for future equipment and vehicle purchases in the replacement fund just meets the industry standard of 10% of the total value of assets on hand. If funds are reallocated to non-vehicle related expenditures, the City will not have the resources available to adhere to industry standards for established replacement lifecycle schedules. As a result, the City will experience higher costs related to having to keep vehicles and equipment beyond economic lifecycles. Prudent fund management is absolutely imperative. Therefore, non-vehicle related expenditures from the fleet replacement fund is highly discouraged, as it will deplete necessary replacement funding and negatively impact bureaus with increased operating and maintenance costs.

CityFleet - Municipal Service Center (MSC)

The present fleet maintenance facility is antiquated, undersized, inefficient, and costly to operate. It is non-compliant with current building codes, provides only a fraction of the required workspace, and is in need of major repairs. Vehicles are currently located under a freeway overpass and flying debris is a cause for safety concerns on a daily basis. The City may be unable to respond should the freeway collapse on emergency response equipment in a major earthquake. A modern municipal service center is needed for the continuity of essential daily operations, safe annual snow and ice response coordination, and efficient regional emergency response for the community. Furthermore, a modern municipal services center is more critical in the event of a major catastrophe and to meet increasing

service demands of a growing City. The current building has been remodeled several times since it was originally built. It is still not structurally sound and is no longer fiscally prudent to remodel. CityFleet will be working with customer stakeholders to identify options and opportunities for consolidating services into a central municipal center. At this time, potential project expenses and funding sources are not available.

CityFleet - Future Replacement of City Owned Fueling Stations

CityFleet will need to identify a funding source for the replacement of the City's aging fueling infrastructure. CityFleet is responsible for managing nine fuel stations. These stations enable the use of specialized alternative fuels, multiple fuel blends, and quality control of the fuel dispensed into the City's vehicles and equipment. Large capacity tanks enable wholesale bulk fuel purchases and provide extended storage for emergency fueling. Contract bulk purchases for Unleaded and Ultra Low Sulfur Diesel (ULSD) fuel is about 15% below Portland's retail market pricing. Five of the nine fueling stations are past the useful life of the asset (30 years) and will require replacement in the coming years in order to continue to provide daily fueling services for City vehicles and equipment and for availability of use by public safety equipment during any catastrophic event in the region.

The Mayor Proposed Budget includes a budget note that directs the the Bureau of Emergency Management to provide Council with recommendations for General Fund projects that support emergency preparedness goals, including the possibility of replacing the City's fueling structures.

Facilities - Strategic Space Planning

Beginning in FY 2013-14 and continuing through FY 2016-17, a restacking of bureaus within existing City-owned properties will take place to relocate City operations from leased office space to City-owned space. To complete this strategic space plan the City would purchase the 14th and 15th floors of the Portland Building from Multnomah County. The approach for completing this plan will be impacted by decisions on the Portland Building Exterior Envelope and Structural Improvements Project.

Facilities - The Portland Building Exterior Envelope and Structural Improvements Project

Due to ongoing water intrusion issues, a major maintenance project was started in FY 2012-13 to thoroughly assess water intrusion and structural integrity of the Portland Building, and provide conceptual design for repairs and cost estimates for those repairs. Currently, additional options are being researched.

Facilities - Funding Facility Projects

Several Facilities Division projects lack funding sources, including City office space expansions, the Municipal Service Center, replacement of City owned fueling stations, the Portland Building project, and the Jerome Sears Westside Operations Center. These projects will be critical to meeting the City's future needs and assuring adequate administrative response and repair facilities.

Bureau of Technology Services

Funding Bureau of Technology Services (BTS) Projects

The major issue for the BTS five-year plan continues to be a lack of adequate and ongoing funding for technology equipment and software replacement. This occurs when the technology has reached the end of its useful service life and is no longer supported by the vendor for maintenance and repairs. Major maintenance funding was partially restored in the FY 2014-15 budget, but the current level of collections is less than 10% of what is needed to adequately cover annual project expenses.

In prior years, BTS established a technology reserve to fund the replacement of systems that had no replacement component built into their rates. The reserve was funded through net income from rates the fund charged for its services. This could come from spending under budget, increased customer demand for services, or savings from efficiencies achieved from the consolidation of systems. That reserve has been depleted through critical BTS capital and operating projects. The use of those funds, combined with six years of budget reductions and a reduced demand for billable services, has prevented BTS from rebuilding any kind of fund reserve for future projects. As a result, BTS has had to tap into its operating reserves to fund critical projects in FY 2014-15, along with setting aside limited funds for required projects in FY 2015-16. This has resulted in an operating reserve of 5%, the minimum allowed within the policy guideline range of 5-10% of the annual operating budget.

Major maintenance and capacity expansion are required to keep critical technology infrastructure operating at the level required to meet current and emerging customer needs. Bureaus throughout the City have gained efficiencies through the use of technology and depend on technology systems and services in order to perform their daily operations. Maintaining up-to-date technology has been shown to reduce the overall cost of operations. As hardware and software age, support costs increase. Direct cost increases are reflected in vendor support contracts, which often increase significantly as systems are maintained beyond their useful life. In many cases, replacement costs can be substantially offset by vendor contract savings. The City also incurs an increase in costs as staff spend a disproportionate amount of their time responding to service support issues. Service outages can result in lost productivity, as BTS has less capacity to implement new solutions while customers are impacted by the downtime of existing systems. Regular and ongoing technology replacements and upgrades contain costs and allow BTS staff to work on the priority needs of its customers.

Critical Technology Recovery in a Disaster

The City relies extensively on technology in order to provide critical services to the public. A large scale natural or man-made disaster can result in catastrophic destruction of numerous technology systems that are essential for the ongoing operation of the City. Key services relying on technology include communications for law enforcement, fire and rescue, emergency dispatch, payroll, revenue collection, and accounts payable.

Although BTS has invested significantly in improving the reliability and availability of key technology systems, a large disaster localized in the Portland area could result in complete loss of these critical technology assets, which would take months to restore.

In order for the City to quickly recover its most critical services after a major disaster, additional resources should be directed towards building and operating redundant technical systems for the City's most critical services at an offsite location. The site for these redundant systems would ideally be a location safe from disasters such as earthquakes and floods. Although BTS keeps redundant copies of critical City data at an offsite location, recovery from catastrophic destruction of key technology systems requires the ability to rapidly rebuild replacement systems in order to fully restore services.

The lead time to order and rebuild replacement systems, as well as identify alternate facilities to house this equipment, can take an extended period of time. If measures are not taken to fund redundant systems now, the City is at risk for an extended recovery, estimated at several months, for key City services and functions that rely on operating technology and equipment.

Office of the Chief Administrative Officer

Enterprise Business Solution - Project Approval Process

The Enterprise Business Solutions CIP budget only includes those projects that have already been approved as beginning the request for proposal process and have a likelihood of beginning in the upcoming fiscal year.

Spectator Facilities - Asset Condition of Veterans Memorial Coliseum

The asset condition of the Veterans Memorial Coliseum was downgraded from fair to poor in FY 2013-14. While discussions continue about several options for a major renovation of the facility, primary program elements have not been determined and funding resources for a project have not been fully identified.

Changes from Prior Year

Significant changes for the OMF CIP for FY 2014-15 include the following:

Bureau of Internal Business Services

Facilities - Completion of the Emergency Coordination Center

This multi-year project will be completed in FY 2013-14 within its budget of \$19.849 million. Approval by voters of a Public Safety GO bond program provided \$4 million in funding for this project. In addition, \$10.72 million was provided by the Portland Bureau of Emergency Management (PBEM) and \$9.13 million was provided by Water Bureau.

Facilities - Re-zoning and Use of the Jerome Sears Westside Operations Center

It was determined that the current zoning of the property for the Sear's Center as medium-density residential would not allow for the City's intended uses. In order to change the zoning, the project will require a type III land use review. In the fall of 2013, consultants were contracted to provide the necessary information to apply for the type III review. The process is expected to be completed in spring 2014. Until the site is re-zoned, the construction process is on hold.

One-time funds totaling \$1,202,297 are included to begin the design and development of the first phase in the facility master plan, which includes the installation of a fueling station and the relocation of a parking lot. The work will be completed by prioritizing any additional one-time funds that become available in FY 2014-15.

Bureau of Technology Services

Exchange 2013 Technology Refresh

This project would upgrade the Exchange 2007 email platform to Exchange 2013 and refresh the related hardware infrastructure. This platform hosts the Exchange hybrid environment that provides connectivity to Office 365. It also hosts Police and other criminal justice information services in-scope mail boxes. Estimated FY 2014-15 project costs are \$405,300.

Police SourceFire Intrusion Prevention System

The FBI Criminal Justice Information Services (CJIS) division and Oregon State Polices Law Enforcement Data System division both reserve the right to audit CJIS security policy compliance on a three-year cycle. Police will need to address intrusion prevention system compliance, as the penalty for non-compliance could result in the loss of access to State and Federal crime databases. Estimated FY 2014-15 project costs are \$131,622.

Online Payment Services

This project replaces the City's existing payment gateway with an externally hosted service, allowing the City to achieve a standard payment gateway for all City bureau services. This online payment solution will be a Citywide service that will provide each bureau with consistent and standard technology for customers paying for a variety of City goods and services. Estimated FY 2014-15 project costs are \$312,500.

Office of the Chief Administrative Officer

Enterprise Business Solution

This is the first year Enterprise Business Solution has been included in the CIP, projects are as follows:

- ◆ ESS/MSS Time Capture
- ◆ SAP Treasury Module Implementation
- ◆ SAP Learning Solution Implementation (LSO)
- ◆ FMLA Implementation
- ◆ Winshuttle
- ◆ Epi-Use data copy tools

PSSRP - Completion of the CAD Remaining Interfaces

During FY 2012-13, the City completed the remaining Computer Aided Dispatch (CAD) interfaces, implemented incident reporting for the Emergency Operations Center and for a media feed, and deployed the radio-based communications system for fire station alerting.

PSSRP - Completion of the radio project contracting process and project kickoff

PSSRP worked through the City's RFP process and completed vendor selection for the infrastructure portion of the radio project in spring 2013. Contract negotiations proceeded over several months, concluding with City Council approval in October 2013 and project kickoff in November. All project activities are in close collaboration with business partners, BTS, Bureau of Emergency Communication, Police, and Fire bureaus.

PSSRP - RegJIN project kickoff and start of system configuration

Contract negotiations with Versaterm were completed, and the contract was approved by City Council in June 2013. Kickoff with regional partners occurred shortly thereafter and the project proceeded with system configuration, IGA negotiation, and other essential project activities. All project activities are in close collaboration with all internal and external partners.

PSSRP - FIS replatform project revised scope and nearing completion

The Fire Information System (FIS) project started with some delays and challenges in project schedule and budget, but quickly was back on track with the appointment of a new project manager in FY 2012-13. In collaboration with the Fire Bureau and BTS, a module was removed from the project scope and the schedule was updated accordingly. Planned project completion is expected at the end of FY 2013-14, with the transition of the FIS to the Fire Bureau expected in early FY 2014-15. A post-project sustainment plan is in development in collaboration with business partners.

Council Goals and Priorities

The CIP supports the following City goals of ensuring a safe and peaceful community and delivering efficient, effective, and accountable municipal services. This is accomplished through:

- ◆ Buildings that are appropriately sited, well-designed, and well-maintained contribute to Portland's livability. Projects within this CIP are a result of planning and the City's commitment to planning and well-managed growth.
- ◆ Reliable, adequate public safety and emergency response facilities and technology promote a safe and peaceful community. Projects within the OMF CIP will replace aging public safety systems and applications that increasingly rely on data and newer technology that if not replaced, pose a risk to future public safety and emergency response operations.
- ◆ City buildings in the downtown area, including City Hall, the 1900 Building, and the Portland Building, help maintain a vital downtown. The City-owned spectator and performance facilities attract people from around the region and state to Portland's central city.
- ◆ Union Station contributes to the City's commitment to having a functional multimodal transportation system.
- ◆ Infrastructure maintenance is vital to the City's long-term fiscal health, stability, and its ability to deliver services.

Criteria

Bureau of Internal Business Services

For this capital plan, OMF's primary focus is responding to customers needs for additional infrastructure. Funded projects allow infrastructure to be replaced with new functional and reliable assets, and reduced maintenance.

Bureau of Technology Services

For this capital plan, BTS continues to focus on the critical core elements of its infrastructure, with an emphasis on infrastructure that addresses maintenance and reliability of key systems, and provides the capacity to meet the City's changing business needs. The CIP was a coordinated effort between the BTS programs of Communications, Production Services, Information Security, Support Center, Business Solutions and Police IT. Priority was given to essential core services and system upgrades and replacements that maintain the stability of core data services, continuity of critical services, customer requirements, and asset replacements that facilitate cost savings and efficiency.

Office of the Chief Administrative Officer

For this capital plan, Enterprise Business Solutions primary focus is meeting the City's needs for an enterprise system that leverages access to integrated data; eliminates inefficient, duplicative or paper-based processes; and consolidates multiple systems on a common platform. The criteria used to identify and prioritize these needs requires participation of the bureau, the business owner, the governance structure, and often includes third-party assessments.

Capital Planning and Budgeting**Capital Planning Process**

The capital planning process is closely tied to OMF's overall asset management program. The asset management program drives the capital projects proposed in the CIP and the major maintenance projects proposed in the budget and detailed in OMF's five-year plan.

OMF works closely with its customers to understand their businesses and how their assets support and serve their work objectives. Projects in the CIP and major maintenance plans were developed with input from internal and external customers, staff who maintain the infrastructure, and City Council's established goals, objectives, and policies.

Bureau of Internal Business Services

CIP projects for new or relocated facilities, are the result of considerable planning and collaboration with bureaus, community members and City Council decisions and directives.

Bureau of Technology Services

The programs in BTS responsible for the CIP identified their projects and reasons for inclusion, and submitted them to a management review group for coordination and approval. Priority was given to items that supported clear business needs of BTS and its customers.

BTS is responsible for nearly the entire City information technology and communications infrastructure, primary coordination opportunities exist in maintaining a robust infrastructure in order to maintain business continuity in the event of a disaster. 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 work together to develop integrated plans providing disk storage resources to meet anticipated demand.

City Comprehensive Plan

This CIP evolves from, and supports, the City's overall land use and facility plans. As discussed in the City's Comprehensive Plan, three program areas are particularly relevant to comprehensive community planning:

- ◆ Police: The siting and organization of public safety response facilities are based largely on the City's physical size, growth, density, and demographic patterns. The Police Bureau Master Plan effort is closely connected to the City's growth projections and geographical form.
- ◆ Fire & Rescue: The siting and adaptation of Fire & Rescue Stations is highly dependent on neighborhood boundaries and neighborhood preferences. The foundation of the fire management area is the City's comprehensive land use plan and the regularly produced response time study.

- ◆ Downtown Buildings: The Portland Building, City Hall, the Justice Center, and the 1900 Building were all sited based on identified preferences in the downtown plan, particularly for the three located in the designated "government center" within downtown. The 1900 Building was sited and operates as part of the University Center Plan, supporting the south end of downtown and sharing the area with Portland State University (PSU). In addition, the City-owned spectator and performance facilities support the Downtown and Lloyd District as the major cultural center for the region.

Financial Forecast Overview

This CIP includes projects funded from a variety of sources.

- ◆ Projects for Fire facilities are funded from General Obligation bonds authorized by voters in November 2010.
- ◆ Vehicle replacement rates charged to bureaus through Fleet interagency service agreements fund vehicle replacement projects.
- ◆ Bureau of Technology Services reserves fund a number of CIP projects. Reserves are used since the possibility of raising rates through decision package approval is low, and these projects may lead to efficiencies within the organization.
- ◆ General Fund debt financing, cash from the General Fund and BTS Fund, Urban Area Safety Initiative grants funds, and General Obligation bonds fund PSSRP projects.
- ◆ Portland Bureau of Emergency Management (PBEM) is submitting a decision package in its FY 2014-15 Requested Budget for funding Jerome Sears Westside Operations Center building improvements and a fueling station. If approved, the building improvement project would be appropriated in the Facilities Services Fund and the fueling station project would be appropriated in the Fleet Fund. This package will request General Fund money. However, City Council may choose to debt finance the projects, require other City funds to pay a fair share, or some combination of all three options.
- ◆ One-time funds totaling \$1,202,297 are included to begin the design and development of the first phase in the facility master plan, which includes the installation of a fueling station and the relocation of a parking lot. The work will be completed by prioritizing any additional one-time funds that become available in FY 2014-15.
- ◆ The Mayor is proposing a budget note that asks PBEM to report to Council in the Fall Budget Monitoring Process with recommendations for General Fund projects that support emergency preparedness goals, including the possibility of replacing the City's aging fueling infrastructure.

The Portland Building Exterior Envelope and Structural Improvements Project identified in the issues section is unfunded.

Asset Management and Replacement Plans

Since the OMF CIP includes only capital projects, there are four categories of 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 Fleet 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 emergency communications system, a new management information system for Risk Management, and the PSSRP projects. These projects are funded with one-time money or debt financings.

- ◆ Major renovations or new construction of assets that are outdated due to new code requirements, new functional requirements, deferred maintenance, and renovations. An example is the replacement of Fire Station 21. Fire facilities projects are funded with voter approved General Obligation bond proceeds. Other projects are funded with one-time money or debt financings.
- ◆ Expansion of the City's infrastructure to accommodate growing demand. The funding source for this type of project varies depending on the beneficiary.

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 are not included in this plan. They are included in the OMF five-year plan.

Capital Programs and Projects

Capital Program Descriptions

The Office of Management and Finance's CIP is organized around the following CIP programs:

- ◆ Technology Services
- ◆ Facilities
- ◆ CityFleet
- ◆ Enterprise Business Solution
- ◆ Citywide Projects

Funding Sources

The office's CIP includes both funded and unfunded projects. Funded projects are those where current service level resources cover the costs of the projects and no decision package is required. Unfunded projects are those that have no current service level resource to cover their costs. Since budget guidelines call for limited decision packages in FY 2014-15, these projects are discussed only in the narrative section.

Current service level resources for funded projects in this plan include:

- ◆ Interagency rates for Bureau of Technology Services and Enterprise Business Solutions projects
- ◆ Bureau of Technology Services operating and technology reserves for other projects
- ◆ Interagency rates for CityFleet vehicle acquisition projects
- ◆ GO Bond proceeds for Fire & Rescue facilities construction projects
- ◆ Other debt financings approved by City Council

Major Projects

Major projects include:

- ◆ Station 21 construction
- ◆ Police Training Facility improvements

Net Operating Maintenance Costs

With the exception of the Jerome Sears Westside Operations Center improvements and fueling station upgrades, net operating and maintenance costs are included in the operating budgets of OMF funds. Approval of the Jerome Sears Operations Center improvements and fueling station projects will require an increase in operating and maintenance costs.

City Support Services Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Taxes	3,522,932	14,946,055	22,052,566	22,059,000	22,059,000
Licenses & Permits	5,764,208	10,629,320	6,625,407	6,609,424	6,609,424
Charges for Services	55,673,315	61,994,004	64,368,754	66,601,791	66,601,791
Intergovernmental	14,077,695	15,178,385	11,405,249	11,119,623	10,364,975
Bond & Note	41,830,735	135,811	33,699,704	174,135	174,135
Miscellaneous	6,193,735	7,583,152	7,585,339	4,040,871	4,051,871
Total External Revenues	127,062,620	110,466,727	145,737,019	110,604,844	109,861,196
Internal Revenues					
General Fund Discretionary	12,160,602	12,788,008	13,746,557	15,119,795	14,582,875
General Fund Overhead	11,340,204	12,119,154	11,315,727	10,226,818	9,874,807
Fund Transfers - Revenue	17,445,571	8,607,737	12,647,318	8,366,707	8,625,694
Interagency Revenue	134,482,592	127,407,912	132,347,476	134,542,955	135,247,381
Total Internal Revenues	175,428,969	160,922,811	170,057,078	168,256,275	168,330,757
Beginning Fund Balance	179,842,770	194,885,323	161,902,577	138,253,033	138,033,033
Total Resources	\$482,334,359	\$466,274,861	\$477,696,674	\$417,114,152	\$416,224,986
Requirements					
Bureau Expenditures					
Personnel Services	69,123,084	69,932,041	73,323,389	73,161,492	72,071,584
External Materials and Services	122,289,708	135,290,694	173,247,234	165,828,173	164,298,824
Internal Materials and Services	23,959,823	24,150,044	25,031,868	23,386,088	23,275,049
Capital Outlay	18,773,716	17,932,655	30,488,970	15,873,739	15,909,450
Total Bureau Expenditures	234,146,331	247,305,434	302,091,461	278,249,492	275,554,907
Fund Expenditures					
Debt Service	40,708,936	22,646,107	20,564,850	19,736,411	19,736,411
Contingency	0	0	138,478,782	110,782,669	112,758,415
Fund Transfers - Expense	20,033,595	7,643,744	16,561,581	8,345,580	8,175,253
Total Fund Expenditures	60,742,531	30,289,851	175,605,213	138,864,660	140,670,079
Ending Fund Balance	187,445,497	188,679,576	0	0	0
Total Requirements	\$482,334,359	\$466,274,861	\$477,696,674	\$417,114,152	\$416,224,986
Divisions					
Citywide Projects	2,834,574	2,514,540	26,184,831	8,717,559	8,497,559
Office of the Chief Administrative Officer	21,036,620	23,569,897	22,010,340	23,340,766	23,143,972
Human Resources	61,277,062	62,842,013	66,360,341	66,778,560	66,234,351
Internal Business Services	86,146,132	82,357,745	101,190,267	92,480,931	91,055,020
Revenue Bureau	18,009,463	30,553,408	35,984,284	41,385,906	41,102,506
Technology Services	44,842,480	45,467,831	50,361,398	45,545,770	45,521,499
Total Divisions	\$234,146,331	\$247,305,434	\$302,091,461	\$278,249,492	\$275,554,907

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2013-14	Proposed FY 2014-15	Capital Plan				5-Year Total
				FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
BTS								
AIX Hardware Tech. Refresh	1,022,354	77,200	618,600	0	66,200	0	0	684,800
Cherwell Capability Expansion	0	0	50,000	0	0	0	0	50,000
Enterprise Net. Tech. Refresh	1,180,713	570,000	578,400	612,100	0	0	0	1,190,500
IRNE Const. - Fiber	500,530	23,306	110,000	0	0	0	0	110,000
IRNE Net. Tech. Refresh	644,399	130,827	330,000	199,500	36,500	36,500	36,500	639,000
IRNE Voice System Tech. Refresh	0	1,546,500	0	1,546,500	1,589,420	0	0	3,135,920
Microwave Multiplexor Expansion	0	0	0	93,200	0	0	0	93,200
Microwave Radio Upgrades for Spur Sites	0	0	0	144,500	144,500	144,500	0	433,500
Office 365 Implementation	0	1,451,665	301,600	0	0	0	0	301,600
Online Payment Services	0	0	312,500	39,000	39,000	0	0	390,500
Police Juniper ISG1000 Firewall Replacement	0	0	120,000	0	0	0	0	120,000
Police SourceFire IPS	0	0	131,622	0	0	0	0	131,622
Radio Site Video Security Monitoring	0	0	0	0	90,600	90,600	0	181,200
Remote Antenna Testing and Monitoring	0	0	0	0	0	81,500	0	81,500
SAN Storage Expansion	3,465,666	775,594	548,700	440,700	440,700	440,700	349,700	2,220,500
VHF and 700 MHz NSPAC Repeater	0	0	0	0	140,600	140,600	0	281,200
Wireless Network Expansion	303,245	11,501	0	113,000	156,500	156,500	0	426,000
Total BTS	7,116,907	4,586,593	3,101,422	3,188,500	2,704,020	1,090,900	386,200	10,471,042
CityFleet								
BDS Replacement	0	0	240,672	233,294	224,786	0	0	698,752
Fire Bureau Replacement	0	0	740,563	615,259	340,674	216,779	218,923	2,132,198
Golf Replacement	0	0	269,972	246,933	224,786	152,902	400,704	1,295,297
Office of Management and Finance Replacement	0	0	249,772	195,956	85,104	246,156	273,692	1,050,680
Parks Bureau Replacement	0	0	1,208,364	834,289	1,070,709	1,351,634	430,861	4,895,857
PBOT Replacement	0	0	1,559,331	1,871,276	1,928,596	2,608,364	5,445,113	13,412,680
Police Replacement	0	0	2,105,798	2,406,614	2,134,727	2,199,199	1,175,301	10,021,639
Total CityFleet	0	0	6,374,472	6,403,621	6,009,382	6,775,034	7,944,594	33,507,103
Facilities								
Police Training Facility	6,461,566	7,681,407	1,899,475	0	0	0	0	1,899,475
Station 21 construction	3,542,361	6,895,352	3,180,466	0	0	0	0	3,180,466
Total Facilities	10,003,927	14,576,759	5,079,941	0	0	0	0	5,079,941
Citywide Projects								
Radio System Replacement	737,469	22,034,923	4,211,000	10,417,118	0	0	0	14,628,118
RegJIN Project	1,117,074	8,040,404	3,631,127	158,012	0	0	0	3,789,139
Total Citywide Projects	1,854,543	30,075,327	7,842,127	10,575,130	0	0	0	18,417,257
Total Requirements	18,975,377	49,238,679	22,397,962	20,167,251	8,713,402	7,865,934	8,330,794	67,475,343

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	39,312	56,514	1.00	56,520	1.00	56,520	1.00	56,520
30000063	Accountant II	51,397	64,688	8.00	505,646	8.00	510,154	8.00	510,154
30000064	Accountant III	56,597	71,178	12.00	815,137	12.00	825,720	12.00	825,720
30000559	Accountant, Assistant Systems	46,571	71,739	2.00	93,552	2.00	97,044	2.00	97,044
30000560	Accountant, Systems	59,342	79,123	1.00	76,056	1.00	78,876	1.00	78,876
30000564	Accounting Compliance Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924
30000562	Accounting Supervisor, Sr	65,478	87,422	3.00	235,260	3.00	240,842	3.00	240,842
30000061	Accounting Technician	32,552	46,758	2.00	79,320	2.00	79,320	2.00	79,320
30000434	Administrative Assistant	46,571	71,739	8.00	450,577	8.00	463,457	8.00	463,457
30000433	Administrative Specialist, Sr	43,368	66,768	8.00	459,740	8.00	472,248	8.00	472,248
30000436	Administrative Supervisor I	56,534	75,338	2.00	137,641	2.00	140,194	2.00	140,194
30000437	Administrative Supervisor II	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30001586	Affirmative Action/Diversity Analyst, Sr	59,342	79,123	1.00	65,074	1.00	67,740	1.00	67,740
30000201	Applications Analyst I-Generalist	57,034	76,024	1.00	75,672	1.00	75,962	1.00	75,962
30000203	Applications Analyst II-Generalist	59,883	79,830	2.00	159,672	2.00	159,672	2.00	159,672
30000204	Applications Analyst III-Generalist	66,061	88,213	15.00	1,323,180	15.00	1,323,180	15.00	1,323,180
30000207	Applications Analyst IV-Generalist	69,430	92,872	9.00	791,856	9.00	797,591	9.00	797,591
30001234	Applications Analyst IV-Web Developer	69,430	92,872	3.00	247,800	3.00	256,134	3.00	256,134
30000125	Auto Body Restorer	53,685	60,091	2.00	120,192	3.00	173,880	2.00	120,192
30000539	Benefits Analyst	59,342	79,123	3.00	233,760	3.00	236,082	3.00	236,082
30001535	Benefits Coordinator	65,478	87,422	1.00	78,684	1.00	81,364	1.00	81,364
30000541	Benefits Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000538	Benefits Specialist	56,534	75,338	1.00	67,272	1.00	69,562	1.00	69,562
30000441	Business Operations Manager	77,584	103,355	3.00	277,236	3.00	284,364	3.00	284,364
30000442	Business Operations Manager, Sr	96,366	134,597	1.00	132,564	1.00	134,592	1.00	134,592
30000618	Business Solutions Division Manager	96,366	134,597	1.00	127,776	1.00	131,700	1.00	131,700
30000448	Business Systems Analyst	59,342	79,123	7.00	498,360	6.00	444,620	6.00	444,620
30000447	Business Systems Analyst, Assistant	46,571	71,739	2.00	108,251	2.00	112,687	2.00	112,687
30000449	Business Systems Analyst, Sr	65,478	87,422	3.00	256,988	3.00	261,480	3.00	261,480
30000406	Chief Administrative Officer	134,118	192,192	1.00	137,330	1.00	142,959	1.00	142,959
30001208	Chief Procurement Officer	96,366	134,597	1.00	130,296	1.00	133,518	1.00	133,518
30000411	Chief Technology Officer	119,205	170,830	1.00	170,832	1.00	170,832	1.00	170,832
30000832	Chief Technology Officer, Assistant	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000477	Claims Analyst	56,534	75,338	1.00	69,144	1.00	71,740	1.00	71,740
30000478	Claims Analyst, Sr	62,338	83,138	3.00	243,300	3.00	246,456	3.00	246,456
30000066	Claims Technician	42,931	56,888	2.00	104,684	2.00	107,428	2.00	107,428
30000533	Classification/Compensation Analyst, Sr	59,342	79,123	2.00	136,584	2.00	138,468	2.00	138,468
30000534	Classification/Compensation Coordinator	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000535	Classification/Compensation Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000700	Communications Engineer	69,430	92,872	2.00	184,404	2.00	185,625	2.00	185,625
30000238	Communications Switch Technician	57,845	70,138	2.00	140,280	2.00	140,280	2.00	140,280
30000627	Communications Systems Administrator	77,584	103,355	1.00	100,608	1.00	103,127	1.00	103,127
30000624	Communications Systems Rep	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000704	Community Technology Operations Mgr	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000703	Community Technology Program Mgr	68,806	92,040	2.00	165,371	2.00	168,374	2.00	168,374
30000628	ComNet Operations Manager	96,366	134,597	1.00	122,196	1.00	127,212	1.00	127,212
30000470	Contractor Dev Program Coordinator	65,478	87,422	3.00	262,140	3.00	262,230	3.00	262,230
30000472	Contractor Development Supervisor	68,806	92,040	1.00	66,600	1.00	68,808	1.00	68,808
30000469	Contracts Compliance Specialist	59,342	79,123	5.00	361,980	5.00	366,612	5.00	366,612
30000563	Controller	96,366	134,597	1.00	130,272	1.00	134,232	1.00	134,232

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
3000017	Customer Accounts Specialist I	34,923	50,357	2.00	100,704	2.00	100,704	2.00	100,704
30000573	Debt Analyst, Principal	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000572	Debt Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000574	Debt Manager	96,366	134,597	1.00	127,698	1.00	132,426	1.00	132,426
30000041	Distribution Technician	39,707	48,672	3.00	146,016	3.00	146,016	3.00	146,016
30000042	Distribution Technician, Lead	41,704	51,085	1.00	51,084	1.00	51,084	1.00	51,084
30000234	Electronics Technician I: Communications	49,400	59,966	3.00	179,892	3.00	179,892	3.00	179,892
30000236	Electronics Technician II: Commun	57,845	70,138	9.00	610,638	9.00	623,963	9.00	623,963
30000527	Employment & Development Coordinator	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000368	Engineer-Mechanical	84,365	102,544	1.00	101,628	1.00	102,540	1.00	102,540
30000719	Facilities Construction Proj Mgr,Supvsg	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000718	Facilities Construction Project Manager	65,478	87,422	3.00	262,260	4.00	327,744	4.00	327,744
30000717	Facilities Construction Project Spec	56,534	75,338	3.00	190,492	3.00	198,294	3.00	198,294
30000456	Facilities Contracts Coordinator	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000711	Facilities Maint Dispatch/Scheduler	43,368	66,768	2.00	107,748	2.00	112,170	2.00	112,170
30000713	Facilities Maintenance Supervisor	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30000071	Facilities Maintenance Technician	58,032	62,691	14.00	870,648	15.00	933,724	15.00	933,724
30000715	Facilities Services Division Manager	89,710	121,576	1.00	120,156	1.00	121,218	1.00	121,218
30000712	Facilities Services Specialist	56,534	75,338	1.00	70,764	1.00	73,184	1.00	73,184
30000567	Financial Analyst	59,342	79,123	3.00	219,207	3.00	227,225	3.00	227,225
30000566	Financial Analyst, Assistant	46,571	71,739	2.00	116,580	2.00	120,890	2.00	120,890
30000569	Financial Analyst, Principal	77,584	103,355	3.00	303,288	3.00	308,557	3.00	308,557
30000568	Financial Analyst, Sr	65,478	87,422	9.00	695,151	8.00	645,033	8.00	645,033
30000341	GIS Technician I	39,437	52,832	1.00	52,356	1.00	52,836	1.00	52,836
30000342	GIS Technician II	52,832	67,413	0.00	0	0.00	0	1.00	67,416
30000522	Human Resources Analyst, Sr	59,342	79,123	5.00	394,200	6.00	476,904	5.00	395,640
30000523	Human Resources Coordinator	65,478	87,422	13.00	1,091,529	13.00	1,106,626	13.00	1,106,626
30000409	Human Resources Director	119,205	170,830	1.00	170,832	1.00	170,832	1.00	170,832
30000526	Human Resources Director, Assistant	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000525	Human Resources Manager, Police	83,450	111,114	1.00	105,135	1.00	109,236	1.00	109,236
30000524	Human Resources Site Team Manager	83,450	111,114	3.00	327,620	3.00	331,660	3.00	331,660
30001633	Human Resources System Manager	83,450	121,576	1.00	118,356	1.00	121,572	1.00	121,572
30001858	Human Resources System Specialist	56,534	75,338	5.00	326,220	5.00	335,814	5.00	335,814
30000520	Human Resources Technician	46,571	71,739	4.00	254,394	4.00	261,260	4.00	261,260
30000218	Inf Syst Analyst, Principal-Gen	78,291	104,291	23.00	2,196,032	23.00	2,179,044	22.00	2,100,756
30000217	Inf Syst Analyst, Principal-GIS Enterprs	78,291	104,291	4.00	417,168	4.00	417,168	4.00	417,168
30000219	Inf Syst Analyst, Principal-Proj Mgmt	78,291	104,291	7.00	623,904	6.00	550,152	6.00	550,152
30000220	Inf Syst Analyst, Principal-Security	78,291	104,291	2.00	160,746	2.00	164,862	2.00	164,862
30000610	Inf Syst Mgr, Sr-Applications	89,710	121,576	1.00	113,716	1.00	118,242	1.00	118,242
30000613	Inf Syst Mgr, Sr-General	89,710	121,576	4.00	472,169	4.00	476,571	4.00	476,571
30000614	Inf Syst Mgr, Sr-Production	89,710	121,576	1.00	111,472	1.00	116,044	1.00	116,044
30000879	Inf Syst Mgr, Sr-Proj Mgmt	89,710	121,576	1.00	111,382	1.00	115,950	1.00	115,950
30000615	Inf Syst Mgr, Sr-Security	89,710	121,576	1.00	121,572	1.00	121,572	1.00	121,572
30001035	Inf Syst Mgr-Corporate Applications	83,450	111,114	1.00	109,512	1.00	110,576	1.00	110,576
30000607	Inf Syst Mgr-Generalist	83,450	111,114	6.00	569,652	6.00	579,556	6.00	579,556
30000608	Inf Syst Mgr-Network Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000609	Inf Syst Mgr-Wide Area Network	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000605	Inf Syst Supvr-Generalist	77,584	103,355	5.00	515,508	6.00	594,360	6.00	594,360
30000198	Inf Syst Tech Analyst I-Generalist	43,763	67,371	4.00	196,926	4.00	203,602	4.00	203,602
30000199	Inf Syst Tech Analyst II-Generalist	46,987	72,384	4.00	246,645	4.00	249,340	4.00	249,340

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000200	Inf Syst Tech Analyst III-Generalist	57,034	76,024	2.00	152,040	2.00	152,040	2.00	152,040
30000209	Inf Syst Tech Analyst III-Telecomm	57,034	76,024	1.00	68,165	1.00	70,958	1.00	70,958
30000210	Inf Syst Tech Analyst IV-Generalist	59,883	79,830	23.00	1,768,735	23.00	1,787,536	23.00	1,787,536
30000211	Inf Syst Tech Analyst IV-Telecomm	59,883	79,830	3.00	239,508	3.00	239,508	3.00	239,508
30000212	Inf Syst Tech Analyst IV-Vertical GIS	59,883	79,830	1.00	59,340	1.00	59,880	1.00	59,880
30000213	Inf Syst Tech Analyst V-Generalist	66,061	88,213	14.00	1,185,585	15.00	1,265,750	14.00	1,199,690
30001933	Inf Syst Tech Analyst V-Proj Mgmt	66,061	88,213	1.00	85,542	1.00	87,738	1.00	87,738
30000215	Inf Syst Tech Analyst VI-Generalist	69,430	92,872	18.00	1,567,964	18.00	1,586,749	19.00	1,656,181
30001003	Inf Syst Tech Analyst VI-Security	69,430	92,872	1.00	68,808	1.00	69,432	1.00	69,432
30001108	Internal Business Services Director	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000856	Investment Officer	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30001834	Labor Relations Analyst	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30001833	Labor Relations Analyst, Senior	59,342	79,123	1.00	73,041	1.00	76,035	1.00	76,035
30000536	Labor Relations Coordinator	72,134	96,928	3.00	274,683	3.00	280,246	3.00	280,246
30000537	Labor/Employee Relations Manager	83,450	127,774	1.00	118,308	1.00	122,752	1.00	122,752
30000721	Mail/Micrographics Supervisor	59,342	79,123	0.50	28,728	0.00	0	0.00	0
30000451	Management Analyst	59,342	79,123	2.00	114,912	2.00	118,680	2.00	118,680
30000453	Management Analyst, Principal	77,584	103,355	1.00	95,220	1.00	99,132	1.00	99,132
30000452	Management Analyst, Sr	65,478	87,422	4.00	327,752	5.00	416,085	4.00	337,545
30000450	Management Assistant	46,571	71,739	3.00	182,422	3.00	189,896	3.00	189,896
30000129	Motorcycle Mechanic	53,685	60,091	1.00	60,096	1.00	60,096	1.00	60,096
30000475	Occupational Health Program Manager	68,806	92,040	1.00	80,784	1.00	84,096	1.00	84,096
30000011	Office Support Specialist I	29,640	42,370	2.00	81,207	2.00	83,826	2.00	83,826
30000012	Office Support Specialist II	32,552	46,758	6.00	275,652	6.00	277,738	6.00	277,738
30000013	Office Support Specialist III	41,642	55,203	7.00	380,117	7.00	384,405	7.00	384,405
30000530	Outreach Emp & Diversity Resources Mgr	83,450	127,774	1.00	127,776	1.00	127,776	1.00	127,776
30000460	Policy Analyst	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000461	Policy Analyst, Sr	96,366	134,597	1.00	123,443	1.00	128,503	1.00	128,503
30000722	Print Shop Supervisor	62,338	83,138	1.00	62,340	1.00	64,896	1.00	64,896
30000044	Printing & Distrib Custmr Svc Rep, Lead	48,859	61,194	1.00	48,864	1.00	48,864	1.00	48,864
30000043	Printing & Distrib Customer Svc Rep	42,494	53,123	3.00	157,844	2.00	106,248	2.00	106,248
30000723	Printing & Distribution Manager	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000059	Procurement Specialist	49,130	61,797	3.00	176,112	3.00	181,068	3.00	181,068
30000058	Procurement Specialist, Assistant	40,997	51,522	3.00	148,273	4.00	193,748	4.00	193,748
30000060	Procurement Specialist, Sr	57,824	75,525	5.00	351,968	5.00	365,536	5.00	365,536
30000471	Procurement Supervisor	65,478	87,422	4.00	315,744	4.00	324,068	4.00	324,068
30000464	Program Coordinator	62,338	83,138	8.00	609,179	8.00	623,602	8.00	623,602
30000465	Program Manager	65,478	87,422	1.00	81,288	1.00	83,790	1.00	83,790
30000466	Program Manager, Sr	77,584	103,355	2.00	195,690	2.00	199,476	2.00	199,476
30000463	Program Specialist	56,534	75,338	3.00	201,672	3.00	206,271	3.00	206,271
30000698	Property Acquisition & Services Manager	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000495	Public Information Officer	65,478	87,422	1.00	86,148	1.00	87,420	1.00	87,420
30000473	Purchasing Manager	83,450	111,114	1.00	101,208	1.00	103,976	1.00	103,976
30001033	Regulatory Division Manager	77,584	103,355	1.00	102,084	1.00	103,356	1.00	103,356
30000190	Regulatory Program Administrator	62,858	77,730	3.00	233,208	3.00	233,208	3.00	233,208
30000189	Regulatory Program Specialist	43,722	57,886	5.00	254,448	5.00	264,942	5.00	264,942
30000047	Reprographic Operator I	35,069	44,970	5.00	224,880	5.00	224,880	5.00	224,880
30000048	Reprographic Operator II	42,494	53,123	3.00	159,372	3.00	159,372	3.00	159,372
30000049	Reprographic Operator III	48,859	61,194	2.00	122,400	2.00	122,400	2.00	122,400
30000191	Revenue & Taxation Specialist I	34,923	46,758	3.00	138,936	3.00	140,179	3.00	140,179

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000192	Revenue & Taxation Specialist II	41,829	51,667	10.00	450,964	10.00	472,987	10.00	472,987		
30000193	Revenue & Taxation Specialist III	43,722	57,886	6.00	314,221	6.00	321,833	6.00	321,833		
30000194	Revenue & Taxation Specialist IV	47,466	61,734	8.00	453,640	8.00	467,046	8.00	467,046		
30000196	Revenue & Taxation Specialist V	51,210	66,352	3.00	197,917	3.00	199,044	3.00	199,044		
30000404	Revenue Auditor	59,883	79,830	3.00	178,020	3.00	185,688	3.00	185,688		
30000405	Revenue Auditor, Sr	66,061	88,213	3.00	258,456	3.00	263,994	3.00	263,994		
30000413	Revenue Bureau Director	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800		
30000484	Risk Manager	89,710	121,576	1.00	111,868	1.00	116,458	1.00	116,458		
30000481	Risk Specialist	56,534	75,338	2.00	131,173	3.00	190,855	3.00	190,855		
30000482	Risk Specialist, Sr	62,338	83,138	2.00	137,802	2.00	143,217	2.00	143,217		
30000483	Risk Supervisor	77,584	103,355	3.00	293,460	3.00	299,572	3.00	299,572		
30000622	SAP Architect- XI/PI	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800		
30001433	SAP Business Systems Analyst, Principal	77,584	103,355	2.00	202,776	2.00	205,728	2.00	205,728		
30001684	SAP Business Systems Analyst, Senior	68,806	92,040	12.00	1,029,741	12.00	1,050,305	12.00	1,050,305		
30001233	SAP Support Manager	96,366	151,798	1.00	151,800	1.00	151,800	1.00	151,800		
30000716	Spectator Facilities & Dev Mgr	83,450	111,114	1.00	101,064	1.00	104,870	1.00	104,870		
30000053	Storekeeper/Acquisition Specialist I	42,390	51,917	2.00	103,824	2.00	103,824	2.00	103,824		
30000054	Storekeeper/Acquisition Specialist II	44,554	54,475	1.00	54,480	1.00	54,480	1.00	54,480		
30000056	Storekeeper/Acquisition Specialist III	50,315	62,566	1.00	62,568	1.00	62,568	1.00	62,568		
30000055	Storekeeper/Acquisition II:Auto Part Spec	44,554	54,475	4.00	217,920	6.00	307,032	4.00	217,920		
30000467	Stores System Supervisor I	56,534	75,338	1.00	74,940	1.00	75,303	1.00	75,303		
30000588	Tax Division Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108		
30000587	Tax Supervisor	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30000625	Technical Operations Supervisor	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30001031	Technology Capital Project Manager I	89,710	121,576	3.00	358,392	3.00	363,120	3.00	363,120		
30001032	Technology Capital Project Manager II	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800		
30000620	Technology Services Bureau Business Rep	83,450	111,114	4.00	426,960	4.00	432,910	4.00	432,910		
30000457	Technology Svcs Contracts Coordinator	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136		
30000531	Training & Development Analyst	59,342	79,123	2.00	143,488	2.00	147,188	2.00	147,188		
30001708	Training & Development Manager	77,584	103,355	2.00	202,206	2.00	205,940	2.00	205,940		
30000532	Training & Development Officer	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30000580	Treasurer, City	106,038	151,798	1.00	133,232	1.00	138,692	1.00	138,692		
30000581	Treasury Analyst	59,342	79,123	1.00	57,456	1.00	59,340	1.00	59,340		
30001358	Treasury Analyst, Principal	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924		
30001083	Treasury Analyst, Sr	65,478	87,422	1.00	72,552	1.00	75,528	1.00	75,528		
30000131	Vehicle & Equipment Mechanic	53,685	60,091	52.00	3,098,752	56.00	3,334,788	52.00	3,120,036		
30000132	Vehicle & Equipment Mechanic, Lead	56,285	63,045	2.00	126,096	2.00	126,096	2.00	126,096		
30000706	Vehicle Acquisition Analyst	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128		
30000709	Vehicle Maintenance Superintendent	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924		
30000707	Vehicle Maintenance Supervisor I	59,342	79,123	5.00	373,857	5.00	382,208	5.00	382,208		
30000705	Vehicle Program Specialist	46,571	71,739	1.00	68,664	1.00	71,288	1.00	71,288		
30001360	Vehicle Services Administration Supvr	65,478	87,422	1.00	72,645	1.00	75,624	1.00	75,624		
30000710	Vehicle Services Manager	89,710	121,576	1.00	121,572	1.00	121,572	1.00	121,572		
30000123	Welder	53,144	59,467	2.00	118,944	2.00	118,944	2.00	118,944		
30000480	Workers Comp/Disability Analyst, Sr	62,338	83,138	2.00	157,680	2.00	160,740	2.00	160,740		
30000479	Workers Compensation/Disability Analyst	56,534	75,338	1.00	73,176	1.00	75,336	1.00	75,336		
TOTAL FULL-TIME POSITIONS						627.50	48,095,655	638.00	49,354,460	629.00	48,829,604
30000204	Applications Analyst III-Generalist	66,061	88,213	0.90	49,620	0.63	52,292	0.63	52,292		
30000567	Financial Analyst	59,342	79,123	0.90	42,866	0.50	41,568	0.50	41,568		
30000013	Office Support Specialist III	41,642	55,203	0.90	49,680	0.50	27,600	0.50	27,600		

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000194	Revenue & Taxation Specialist IV	47,466	61,734	0.90	55,560	0.50	30,864	0.50	30,864
30000404	Revenue Auditor	59,883	79,830	0.90	53,412	0.50	29,940	0.50	29,940
TOTAL PART-TIME POSITIONS						4.50	251,138	2.63	182,264
30000204	Applications Analyst III-Generalist	66,061	88,213	1.00	65,484	1.00	66,060	1.00	66,060
30000718	Facilities Construction Project Manager	65,478	87,422	1.00	68,808	0.00	0	0.00	0
30000568	Financial Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000218	Inf Syst Analyst, Principal-Gen	78,291	104,291	0.00	0	0.00	0	1.00	78,288
30000464	Program Coordinator	62,338	83,138	0.00	0	1.00	62,340	1.00	62,340
30000465	Program Manager	65,478	87,422	0.92	79,970	0.00	0	0.00	0
30000404	Revenue Auditor	59,883	79,830	0.00	0	0.50	35,316	0.00	0
30000531	Training & Development Analyst	59,342	79,123	0.00	0	1.00	75,000	0.00	0
TOTAL LIMITED TERM POSITIONS						3.92	301,682	4.50	326,136
GRAND TOTAL						635.92	48,648,475	645.13	49,862,860

Human Resources

Overview

The Bureau of Human Resources provides strategic leadership and management for Citywide human resources systems. These systems link to the overall business strategies of City Council and bureaus as they relate to strategic support, operations, benefits and wellness, payroll, classification and compensation, outreach, employment and diversity services, training and workforce development, labor relations, and affirmative action reporting. The bureau is responsible for developing and maintaining the City's Human Resources Administrative Rules, providing administrative support to the Civil Service Board, and ensuring compliance with the Health Insurance Portability and Accountability Act, as well as state and federally mandated leave laws (e.g., Family Medical Leave Act and Oregon Family Leave Act). The bureau is the SAP Human Capital Management business process owner. The bureau is also responsible, through its corporate level activities and site teams, for helping bureaus recruit, develop, and retain a competent and highly qualified workforce representative of the communities we serve.

The Bureau of Human Resources manages the Portland Police Bureau's Personnel Division and the City's health insurance programs and deferred compensation program. The bureau also 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.

The bureau is responsible for implementing the following initiatives in support of the City's equity goals:

- ◆ Workplace harassment and discrimination training
- ◆ Manager and supervisor core competency training
- ◆ Cultural competency training
- ◆ Bias reduction training
- ◆ The annual Northwest Public Employees Diversity Conference in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and the Portland Development Commission

In addition, the bureau conducts ongoing, focused outreach recruitment efforts for the City.

Human Resources

Summary of Division Budget

City Support Services Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	47,497,595	50,898,966	55,428,601	57,718,398	57,718,398
Miscellaneous	1,238,952	1,021,361	3,425,983	909,301	909,301
Total External Revenues	48,736,547	51,920,327	58,854,584	58,627,699	58,627,699
Internal Revenues					
General Fund Discretionary	3,648,968	3,283,904	3,142,779	4,146,954	3,895,006
General Fund Overhead	3,264,067	4,691,437	5,085,006	4,682,702	4,388,953
Fund Transfers - Revenue	445,397	1,784,266	4,690	0	0
Interagency Revenue	708,224	331,663	0	0	0
Total Internal Revenues	8,066,656	10,091,270	8,232,475	8,829,656	8,283,959
Beginning Fund Balance	17,492,185	13,020,637	11,773,185	11,278,247	11,278,247
Total Resources	\$74,295,388	\$75,032,234	\$78,860,244	\$78,735,602	\$78,189,905
Requirements					
Bureau Expenditures					
Personnel Services	8,427,914	8,133,376	8,692,112	9,105,635	8,887,095
External Materials and Services	51,243,966	53,245,737	56,320,055	56,476,689	56,142,320
Internal Materials and Services	1,605,182	1,462,900	1,348,174	1,196,236	1,204,936
Total Bureau Expenditures	61,277,062	62,842,013	66,360,341	66,778,560	66,234,351
Fund Expenditures					
Debt Service	22,989	25,183	28,820	31,090	31,090
Contingency	0	0	12,336,499	11,650,753	11,647,252
Fund Transfers - Expense	829,882	402,458	134,584	275,199	277,212
Total Fund Expenditures	852,871	427,641	12,499,903	11,957,042	11,955,554
Ending Fund Balance	13,020,637	11,762,580	0	0	0
Total Requirements	\$75,150,570	\$75,032,234	\$78,860,244	\$78,735,602	\$78,189,905
Programs					
Accounting	934,005	884,376	0	0	0
Administration & Support	1,339,028	195,138	0	0	0
Benefits	21,880,878	2,090,850	0	0	0
Class/Compensation	253,074	0	0	0	0
Diversity Development/Affirmative Action	261,308	20,360	0	0	0
Employment & Development	493,094	884	0	0	0
HR Corporate Services	1,501,645	2,358,440	2,502,055	2,907,291	2,382,763
Labor Relations	300,014	0	0	0	0
Operations	31,714,397	55,058,182	61,422,285	61,456,189	61,436,508
Public Finance and Treasury	112,737	0	0	0	0
Site Teams	2,318,954	2,201,616	2,436,001	2,415,080	2,415,080
Special Appropriation - City Support Services	72,046	32,167	0	0	0
Treasury	95,882	0	0	0	0
Total Programs	61,277,062	\$62,842,013	\$66,360,341	\$66,778,560	\$66,234,351

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
3000063	Accountant II	51,397	64,688	1.00	60,648	1.00	62,796	1.00	62,796
3000064	Accountant III	56,597	71,178	1.00	71,184	1.00	71,184	1.00	71,184
3000562	Accounting Supervisor, Sr	65,478	87,422	1.00	76,272	1.00	79,404	1.00	79,404
30000434	Administrative Assistant	46,571	71,739	1.00	75,336	1.00	75,336	1.00	75,336
30000433	Administrative Specialist, Sr	43,368	66,768	4.00	213,414	4.00	218,973	4.00	218,973
30000436	Administrative Supervisor I	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30001586	Affirmative Action/Diversity Analyst, Sr	59,342	79,123	1.00	65,074	1.00	67,740	1.00	67,740
30000539	Benefits Analyst	59,342	79,123	3.00	233,760	3.00	236,082	3.00	236,082
30001535	Benefits Coordinator	65,478	87,422	1.00	78,684	1.00	81,364	1.00	81,364
30000541	Benefits Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000538	Benefits Specialist	56,534	75,338	1.00	67,272	1.00	69,562	1.00	69,562
30000449	Business Systems Analyst, Sr	65,478	87,422	1.00	83,336	1.00	86,640	1.00	86,640
30000533	Classification/Compensation Analyst, Sr	59,342	79,123	2.00	136,584	2.00	138,468	2.00	138,468
30000534	Classification/Compensation Coordinator	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000535	Classification/Compensation Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000527	Employment & Development Coordinator	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000569	Financial Analyst, Principal	77,584	103,355	1.00	101,772	1.00	103,356	1.00	103,356
30000522	Human Resources Analyst, Sr	59,342	79,123	5.00	394,200	6.00	476,904	5.00	395,640
30000523	Human Resources Coordinator	65,478	87,422	13.00	1,091,529	13.00	1,106,626	13.00	1,106,626
30000409	Human Resources Director	119,205	170,830	1.00	170,832	1.00	170,832	1.00	170,832
30000526	Human Resources Director, Assistant	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000525	Human Resources Manager, Police	83,450	111,114	1.00	105,135	1.00	109,236	1.00	109,236
30000524	Human Resources Site Team Manager	83,450	111,114	3.00	327,620	3.00	331,660	3.00	331,660
30001633	Human Resources System Manager	83,450	121,576	1.00	118,356	1.00	121,572	1.00	121,572
30001858	Human Resources System Specialist	56,534	75,338	5.00	326,220	5.00	335,814	5.00	335,814
30000520	Human Resources Technician	46,571	71,739	4.00	254,394	4.00	261,260	4.00	261,260
30001834	Labor Relations Analyst	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30001833	Labor Relations Analyst, Senior	59,342	79,123	1.00	73,041	1.00	76,035	1.00	76,035
30000536	Labor Relations Coordinator	72,134	96,928	3.00	274,683	3.00	280,246	3.00	280,246
30000537	Labor/Employee Relations Manager	83,450	127,774	1.00	118,308	1.00	122,752	1.00	122,752
30000011	Office Support Specialist I	29,640	42,370	1.00	38,835	1.00	41,454	1.00	41,454
30000012	Office Support Specialist II	32,552	46,758	2.00	93,528	2.00	93,528	2.00	93,528
30000013	Office Support Specialist III	41,642	55,203	3.00	159,317	3.00	163,605	3.00	163,605
30000530	Outreach Emp & Diversity Resources Mgr	83,450	127,774	1.00	127,776	1.00	127,776	1.00	127,776
30000464	Program Coordinator	62,338	83,138	2.00	152,904	2.00	158,641	2.00	158,641
30000463	Program Specialist	56,534	75,338	1.00	56,532	1.00	58,269	1.00	58,269
30000531	Training & Development Analyst	59,342	79,123	1.00	65,380	1.00	68,060	1.00	68,060
30001708	Training & Development Manager	77,584	103,355	1.00	111,108	1.00	111,108	1.00	111,108
TOTAL FULL-TIME POSITIONS				75.00	6,022,562	76.00	6,205,811	75.00	6,124,547
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000568	Financial Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000531	Training & Development Analyst	59,342	79,123	0.00	0	1.00	75,000	0.00	0
TOTAL LIMITED TERM POSITIONS				1.00	87,420	2.00	162,420	1.00	87,420
GRAND TOTAL				76.00	6,109,982	78.00	6,368,231	76.00	6,211,967

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 2014-15	66,478,560	0	66,478,560	76.00	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(245,697)	0	(245,697)	0.00	Capture enterprise server savings
	1,488	0	1,488	0.00	Various technical and IA adjustments
	(244,209)	0	(244,209)	0.00	Total FY 2014-15 Decision Packages
			66,234,351	76.00	Total Proposed Budget

Bureau of Internal Business Services

Overview

The Bureau of Internal Business Services (BIBS) serves the public and businesses by directly supporting all other City departments. The Bureau of Internal Business Services strives to provide quality services in an efficient, innovative, and cost-effective manner to meet the needs of our customers' businesses, the public, and internal City bureaus. The Bureau of Internal Business Services develops and implements policies and procedures that reflect the City's commitment to social, environmental, and economic sustainability goals.

The Director's Office provides overall oversight and support to the five divisions through leadership in policy development, planning, accountability, service integration, and customer service. The Director's Office is also responsible for efficient management and allocation of bureau resources, administrative control, accomplishment of goals, and continuous improvement efforts. The cost of the Director's Office is proportionately allocated to the five divisions.

The bureau consists of the following five divisions:

CityFleet provides professional and technical services for municipal fleet vehicles and specialized equipment to meet both the day-to-day needs of the City and to handle emergency events. CityFleet's key functional areas include new additions and replacement equipment, maintenance and repair, parts and fuel, lease and rental equipment, body and paint, and the motor pool. CityFleet performs work on a technologically diverse fleet of over 2,950 units valued at approximately \$115 million, including patrol cars, dump trucks, hybrid, electric vehicles, and construction equipment.

Facilities Services maintains approximately 3.5 million square feet of buildings and properties including Police precincts, office buildings, labs, parking structures, emergency services, radio towers, and Bull Run headworks facilities. Facilities Services consists of five primary programs: Property Management, Project Management, Sustainable Operations and Maintenance, Contract Development, and Title VI Civil Rights/Title II Americans with Disabilities Act (ADA).

Risk Management minimizes the City's financial risk while creating and promoting a safe work environment. Risk Management administers the City's self-insured general liability, fleet liability, and workers compensation, and manages the City's insurance portfolio, including property, excess workers compensation, and excess liability insurance. Risk advises and assists bureaus in managing risk of injury involving employees, City property, and the public.

Procurement Services provides leadership, policy development, oversight, and management of the City's procurement and contracting processes ensuring equity and sustainability when public funds are being spent. Among its duties, Procurement promotes and identifies business opportunities that are mutually advantageous to vendors, contractors and the City, while ensuring all materials, supplies, equipment and services are acquired in compliance with applicable procurement legislation in City code.

Printing and Distribution (P&D) provides centralized, cost-effective reproduction and mailing services to the City, other agencies, and the general public. P&D supports bureaus cost-control efforts through ongoing consultation services and ensures the City's printing and mailing standards are used on all projects.

Internal Business Services

Summary of Division Budget

City Support Services Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	1,566,583	1,754,009	2,372,915	1,443,492	1,443,492
Intergovernmental	5,470,589	4,596,467	1,729,013	2,364,565	1,608,297
Bond & Note	29,599,761	97,008	6,581,375	102,954	102,954
Miscellaneous	3,090,399	4,123,898	2,502,694	1,471,207	1,482,207
Total External Revenues	39,727,332	10,571,382	13,185,997	5,382,218	4,636,950
Internal Revenues					
General Fund Discretionary	243,076	1,134,297	2,230,900	2,282,739	2,269,241
General Fund Overhead	3,312,822	2,815,584	2,791,282	2,661,465	2,645,729
Fund Transfers - Revenue	4,387,165	4,607,164	4,865,969	4,339,044	5,541,341
Interagency Revenue	71,393,158	66,962,133	73,849,036	74,193,403	74,015,405
Total Internal Revenues	79,336,221	75,519,178	83,737,187	83,476,651	84,471,716
Beginning Fund Balance	98,955,938	112,392,969	86,686,576	97,977,987	97,977,987
Total Resources	\$218,019,491	\$198,483,529	\$183,609,760	\$186,836,856	\$187,086,653
Requirements					
Bureau Expenditures					
Personnel Services	18,043,667	17,881,995	19,568,050	19,518,863	19,006,845
External Materials and Services	41,840,223	41,703,885	45,448,941	51,536,227	50,616,703
Internal Materials and Services	8,856,247	8,768,991	9,547,506	9,283,968	9,253,888
Capital Outlay	17,405,995	14,002,874	26,625,770	12,141,873	12,177,584
Total Bureau Expenditures	86,146,132	82,357,745	101,190,267	92,480,931	91,055,020
Fund Expenditures					
Debt Service	15,497,988	9,421,496	8,566,493	8,280,800	8,280,800
Contingency	0	0	66,774,352	83,533,183	85,182,969
Fund Transfers - Expense	3,982,006	2,128,100	7,078,648	2,541,942	2,567,864
Total Fund Expenditures	19,479,994	11,549,596	82,419,493	94,355,925	96,031,633
Ending Fund Balance	112,392,969	104,576,188	0	0	0
Total Requirements	\$218,019,095	\$198,483,529	\$183,609,760	\$186,836,856	\$187,086,653
Programs					
Administration & Support	3,151,177	104,408	0	0	0
Administration & Support	1,341,771	455,370	0	0	0
Commercial Insurance	1,221,437	834	0	0	0
Communications	0	15,672	0	0	0
Copy Services	111,571	16,328	0	0	0
Debt Management	0	527	0	0	0
Distribution	1,984,368	740	0	0	0
Duplicating	3,234,054	847,699	0	0	0
Enterprise Operations Management	70,101	876	0	0	0
Facilities Services	6,892,582	30,509,267	43,623,572	37,181,317	37,095,542
Fire Station Renovation & Construction	440,428	(28,019)	0	0	0
Fleet Services	4,617,315	21,706,760	31,739,524	29,805,360	29,097,141
Fuel Management	39,088	86,303	0	0	0
Liability	3,562,348	10,757	0	0	0
Loss Prevention	333,195	3,241	0	0	0
Maintenance & Repair	13,634,636	768,612	3,000	0	0

Summary of Division Budget

Internal Business Services

City Support Services Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Microfilm	142,884	0	0	0	0
New & Replacement Acquisitions	7,496,251	4,154,019	0	0	0
Occupational Health & Infectious Disease	100,856	1,247	0	0	0
Operations	5,031	0	0	0	0
Operations and Maintenance	10,297,821	665,053	0	0	0
Outside Services	575,678	61	0	0	0
Printing & Distribution	758,831	4,945,803	6,517,873	6,122,989	6,008,673
Procurement	4,310,335	5,004,237	5,523,682	5,408,204	5,389,970
Project Management Office	13,744,498	602,788	0	0	0
Property Management	280,350	(268,338)	0	0	0
Risk Management	5,782,623	12,747,662	13,782,616	13,963,061	13,463,694
Vehicle Pool	32,405	0	0	0	0
Workers' Compensation	1,984,498	5,838	0	0	0
Total Programs	86,146,132	\$82,357,745	\$101,190,267	\$92,480,931	\$91,055,020

Internal Business Services

FTE Summary

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	46,571	71,739	4.00	209,629	4.00	216,301	4.00	216,301
30000433	Administrative Specialist, Sr	43,368	66,768	1.00	57,546	1.00	59,904	1.00	59,904
30000125	Auto Body Restorer	53,685	60,091	2.00	120,192	3.00	173,880	2.00	120,192
30000448	Business Systems Analyst	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30001208	Chief Procurement Officer	96,366	134,597	1.00	130,296	1.00	133,518	1.00	133,518
30000477	Claims Analyst	56,534	75,338	1.00	69,144	1.00	71,740	1.00	71,740
30000478	Claims Analyst, Sr	62,338	83,138	3.00	243,300	3.00	246,456	3.00	246,456
30000066	Claims Technician	42,931	56,888	2.00	104,684	2.00	107,428	2.00	107,428
30000470	Contractor Dev Program Coordinator	65,478	87,422	3.00	262,140	3.00	262,230	3.00	262,230
30000472	Contractor Development Supervisor	68,806	92,040	1.00	66,600	1.00	68,808	1.00	68,808
30000469	Contracts Compliance Specialist	59,342	79,123	5.00	361,980	5.00	366,612	5.00	366,612
30000041	Distribution Technician	39,707	48,672	3.00	146,016	3.00	146,016	3.00	146,016
30000042	Distribution Technician, Lead	41,704	51,085	1.00	51,084	1.00	51,084	1.00	51,084
30000368	Engineer-Mechanical	84,365	102,544	1.00	101,628	1.00	102,540	1.00	102,540
30000719	Facilities Construction Proj Mgr,Supvsg	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000718	Facilities Construction Project Manager	65,478	87,422	3.00	262,260	4.00	327,744	4.00	327,744
30000717	Facilities Construction Project Spec	56,534	75,338	3.00	190,492	3.00	198,294	3.00	198,294
30000456	Facilities Contracts Coordinator	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128
30000711	Facilities Maint Dispatch/Scheduler	43,368	66,768	2.00	107,748	2.00	112,170	2.00	112,170
30000713	Facilities Maintenance Supervisor	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30000071	Facilities Maintenance Technician	58,032	62,691	14.00	870,648	15.00	933,724	15.00	933,724
30000715	Facilities Services Division Manager	89,710	121,576	1.00	120,156	1.00	121,218	1.00	121,218
30000712	Facilities Services Specialist	56,534	75,338	1.00	70,764	1.00	73,184	1.00	73,184
30001108	Internal Business Services Director	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000721	Mail/Micrographics Supervisor	59,342	79,123	0.50	28,728	0.00	0	0.00	0
30000452	Management Analyst, Sr	65,478	87,422	1.00	83,892	1.00	86,752	1.00	86,752
30000450	Management Assistant	46,571	71,739	2.00	125,017	2.00	130,130	2.00	130,130
30000129	Motorcycle Mechanic	53,685	60,091	1.00	60,096	1.00	60,096	1.00	60,096
30000475	Occupational Health Program Manager	68,806	92,040	1.00	80,784	1.00	84,096	1.00	84,096
30000011	Office Support Specialist I	29,640	42,370	1.00	42,372	1.00	42,372	1.00	42,372
30000012	Office Support Specialist II	32,552	46,758	2.00	88,596	2.00	90,682	2.00	90,682
30000013	Office Support Specialist III	41,642	55,203	2.00	110,400	2.00	110,400	2.00	110,400
30000722	Print Shop Supervisor	62,338	83,138	1.00	62,340	1.00	64,896	1.00	64,896
30000044	Printing & Distrib Custmr Svc Rep, Lead	48,859	61,194	1.00	48,864	1.00	48,864	1.00	48,864
30000043	Printing & Distrib Customer Svc Rep	42,494	53,123	3.00	157,844	2.00	106,248	2.00	106,248
30000723	Printing & Distribution Manager	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356
30000059	Procurement Specialist	49,130	61,797	3.00	176,112	3.00	181,068	3.00	181,068
30000058	Procurement Specialist, Assistant	40,997	51,522	3.00	148,273	4.00	193,748	4.00	193,748
30000060	Procurement Specialist, Sr	57,824	75,525	5.00	351,968	5.00	365,536	5.00	365,536
30000471	Procurement Supervisor	65,478	87,422	4.00	315,744	4.00	324,068	4.00	324,068
30000464	Program Coordinator	62,338	83,138	2.00	159,103	2.00	162,221	2.00	162,221
30000465	Program Manager	65,478	87,422	1.00	81,288	1.00	83,790	1.00	83,790
30000466	Program Manager, Sr	77,584	103,355	1.00	92,334	1.00	96,120	1.00	96,120
30000463	Program Specialist	56,534	75,338	1.00	75,336	1.00	75,336	1.00	75,336
30000698	Property Acquisition & Services Manager	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000473	Purchasing Manager	83,450	111,114	1.00	101,208	1.00	103,976	1.00	103,976
30000047	Reprographic Operator I	35,069	44,970	5.00	224,880	5.00	224,880	5.00	224,880
30000048	Reprographic Operator II	42,494	53,123	3.00	159,372	3.00	159,372	3.00	159,372
30000049	Reprographic Operator III	48,859	61,194	2.00	122,400	2.00	122,400	2.00	122,400
30000484	Risk Manager	89,710	121,576	1.00	111,868	1.00	116,458	1.00	116,458

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000481	Risk Specialist	56,534	75,338	2.00	131,173	3.00	190,855	3.00	190,855		
30000482	Risk Specialist, Sr	62,338	83,138	2.00	137,802	2.00	143,217	2.00	143,217		
30000483	Risk Supervisor	77,584	103,355	3.00	293,460	3.00	299,572	3.00	299,572		
30000055	Storekeepr/Acquisition II:Auto Part Spec	44,554	54,475	4.00	217,920	6.00	307,032	4.00	217,920		
30000467	Stores System Supervisor I	56,534	75,338	1.00	74,940	1.00	75,303	1.00	75,303		
30000457	Technology Svcs Contracts Coordinator	62,338	83,138	1.00	83,136	1.00	83,136	1.00	83,136		
30000131	Vehicle & Equipment Mechanic	53,685	60,091	52.00	3,098,752	56.00	3,334,788	52.00	3,120,036		
30000132	Vehicle & Equipment Mechanic, Lead	56,285	63,045	2.00	126,096	2.00	126,096	2.00	126,096		
30000706	Vehicle Acquisition Analyst	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128		
30000709	Vehicle Maintenance Superintendent	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924		
30000707	Vehicle Maintenance Supervisor I	59,342	79,123	5.00	373,857	5.00	382,208	5.00	382,208		
30000705	Vehicle Program Specialist	46,571	71,739	1.00	68,664	1.00	71,288	1.00	71,288		
30001360	Vehicle Services Administration Supvr	65,478	87,422	1.00	72,645	1.00	75,624	1.00	75,624		
30000710	Vehicle Services Manager	89,710	121,576	1.00	121,572	1.00	121,572	1.00	121,572		
30000123	Welder	53,144	59,467	2.00	118,944	2.00	118,944	2.00	118,944		
30000480	Workers Comp/Disability Analyst, Sr	62,338	83,138	2.00	157,680	2.00	160,740	2.00	160,740		
30000479	Workers Compensation/Disability Analyst	56,534	75,338	1.00	73,176	1.00	75,336	1.00	75,336		
TOTAL FULL-TIME POSITIONS						188.50	12,560,519	198.00	13,227,647	191.00	12,870,095
TOTAL PART-TIME POSITIONS						0.00	0	0.00	0	0.00	0
30000718	Facilities Construction Project Manager	65,478	87,422	1.00	68,808	0.00	0	0.00	0		
30000464	Program Coordinator	62,338	83,138	0.00	0	1.00	62,340	1.00	62,340		
30000465	Program Manager	65,478	87,422	0.92	79,970	0.00	0	0.00	0		
TOTAL LIMITED TERM POSITIONS						1.92	148,778	1.00	62,340	1.00	62,340
GRAND TOTAL						190.42	12,709,297	199.00	13,289,987	192.00	12,932,435

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 2014-15	90,822,092	0	90,822,092	187.00	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(11,000)	0	(11,000)	0.00	Transfer from Procurement to Accounting
	0	116,571	116,571	1.00	ADA Project Manager
	50,000	0	50,000	1.00	Assistant Procurement Specialist
	200,000	0	200,000	0.00	Increase janitorial services
	(18,234)	0	(18,234)	0.00	Capture enterprise server savings
	0	0	0	1.00	Realignment: Risk Specialist
	0	0	0	1.00	Realignment: Fac Svcs Project Mngr
	0	36,000	36,000	1.00	Realignment: Fac Svcs Maint Tech
	(140,409)	0	(140,409)	0.00	Various IA and technical adjustments
	80,357	152,571	232,928	5.00	Total FY 2014-15 Decision Packages
			91,055,020	192.00	Total Proposed Budget

Revenue Bureau

Overview

The Revenue Bureau is the agency charged with collecting business and hotel/motel taxes for Portland and Multnomah County. The bureau also collects utility license and franchise fees, property lien and business improvement district assessments, and maintains customer information and billing databases for other City bureaus including the Portland Water Bureau, Bureau of Environmental Services, and the Portland Bureau of Transportation.

Bureau operations also include regulation and oversight of a wide range of industries to protect public safety and ensure equity: taxicabs and other for-hire transportation vehicles, towing, parking lots, vehicle impound lots, secondhand merchandise dealers, social games, payday lenders, placement of wireless antennas and equipment on utility poles, and use of the public right-of-way for special events like the Rose Festival Parade and Shamrock Run. The bureau is also responsible for updating and implementing the City's Broadband Strategic Plan.

The Revenue Bureau staff provides support to the Mt. Hood Cable Regulatory Commission (MHCRC), a partnership of the cities of Fairview, Gresham, Portland, Troutdale, Wood Village, and Multnomah County, Oregon. MHCRC negotiates and enforces cable service franchise agreements, manages the public benefit resources and assets derived from the franchises, and advocates on behalf of the public interest on communications policy issues at the local, state, and federal levels.

The bureau's employees will collect more than \$300 million and support the collection of an additional \$380 million during the year ending June 30, 2015.

The Revenue Bureau includes the following programs: Regulatory, Revenue Collections, Franchise Management, and Cable Communications. Through these programs, the bureau strives 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 Bureau

Summary of Division Budget

City Support Services Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Taxes	3,522,932	14,946,055	22,052,566	22,059,000	22,059,000
Licenses & Permits	5,764,208	10,629,320	6,625,407	6,609,424	6,609,424
Charges for Services	37,506	2,566,932	11,900	18,350	18,350
Intergovernmental	877,966	905,183	1,865,083	1,872,672	1,872,672
Miscellaneous	55,156	778,973	135,335	130,850	130,850
Total External Revenues	10,257,768	29,826,463	30,690,291	30,690,296	30,690,296
Internal Revenues					
General Fund Discretionary	3,948,598	5,316,568	5,178,065	5,201,045	4,966,045
Fund Transfers - Revenue	0	5,040	29,910	25,000	0
Interagency Revenue	3,881,758	4,329,877	4,448,804	4,261,297	4,237,897
Total Internal Revenues	7,830,356	9,651,485	9,656,779	9,487,342	9,203,942
Beginning Fund Balance	517,729	7,922,570	7,633,887	1,594,970	1,594,970
Total Resources	\$18,605,853	\$47,400,518	\$47,980,957	\$41,772,608	\$41,489,208
Requirements					
Bureau Expenditures					
Personnel Services	6,207,508	7,449,469	7,662,814	7,931,478	7,691,498
External Materials and Services	9,269,460	19,741,782	25,090,816	30,228,542	30,193,222
Internal Materials and Services	2,532,495	3,362,157	3,230,654	3,225,886	3,217,786
Total Bureau Expenditures	18,009,463	30,553,408	35,984,284	41,385,906	41,102,506
Fund Expenditures					
Contingency	0	0	11,940,553	311,702	311,702
Fund Transfers - Expense	113,646	170,499	56,120	75,000	75,000
Total Fund Expenditures	113,646	170,499	11,996,673	386,702	386,702
Ending Fund Balance	482,744	16,676,611	0	0	0
Total Requirements	\$18,605,853	\$47,400,518	\$47,980,957	\$41,772,608	\$41,489,208
Programs					
Cable Communications	0	6,710,749	1,778,578	1,547,325	1,547,325
Franchise Management	0	929,444	671,433	683,543	613,543
Regulatory	1,148,694	1,506,087	1,489,245	1,504,950	1,504,950
Revenue Collection	16,860,769	21,407,128	32,045,028	37,650,088	37,436,688
Total Programs	18,009,463	\$30,553,408	\$35,984,284	\$41,385,906	\$41,102,506

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
3000063	Accountant II	51,397	64,688	1.00	64,692	1.00	64,692	1.00	64,692		
3000064	Accountant III	56,597	71,178	1.00	71,184	1.00	71,184	1.00	71,184		
30000434	Administrative Assistant	46,571	71,739	1.00	52,872	1.00	55,039	1.00	55,039		
30000437	Administrative Supervisor II	59,342	79,123	1.00	79,128	1.00	79,128	1.00	79,128		
30000441	Business Operations Manager	77,584	103,355	1.00	77,580	1.00	80,760	1.00	80,760		
30000448	Business Systems Analyst	59,342	79,123	5.00	352,296	4.00	296,724	4.00	296,724		
30000447	Business Systems Analyst, Assistant	46,571	71,739	2.00	108,251	2.00	112,687	2.00	112,687		
30000449	Business Systems Analyst, Sr	65,478	87,422	2.00	173,652	2.00	174,840	2.00	174,840		
30000704	Community Technology Operations Mgr	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108		
30000703	Community Technology Program Mgr	68,806	92,040	2.00	165,371	2.00	168,374	2.00	168,374		
30000017	Customer Accounts Specialist I	34,923	50,357	2.00	100,704	2.00	100,704	2.00	100,704		
30000568	Financial Analyst, Sr	65,478	87,422	2.00	150,804	1.00	87,420	1.00	87,420		
30000452	Management Analyst, Sr	65,478	87,422	0.00	0	1.00	78,540	0.00	0		
30000450	Management Assistant	46,571	71,739	1.00	57,405	1.00	59,766	1.00	59,766		
30000464	Program Coordinator	62,338	83,138	4.00	297,172	4.00	302,740	4.00	302,740		
30000466	Program Manager, Sr	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356		
30000463	Program Specialist	56,534	75,338	1.00	69,804	1.00	72,666	1.00	72,666		
30001033	Regulatory Division Manager	77,584	103,355	1.00	102,084	1.00	103,356	1.00	103,356		
30000190	Regulatory Program Administrator	62,858	77,730	3.00	233,208	3.00	233,208	3.00	233,208		
30000189	Regulatory Program Specialist	43,722	57,886	5.00	254,448	5.00	264,942	5.00	264,942		
30000191	Revenue & Taxation Specialist I	34,923	46,758	3.00	138,936	3.00	140,179	3.00	140,179		
30000192	Revenue & Taxation Specialist II	41,829	51,667	10.00	450,964	10.00	472,987	10.00	472,987		
30000193	Revenue & Taxation Specialist III	43,722	57,886	6.00	314,221	6.00	321,833	6.00	321,833		
30000194	Revenue & Taxation Specialist IV	47,466	61,734	8.00	453,640	8.00	467,046	8.00	467,046		
30000196	Revenue & Taxation Specialist V	51,210	66,352	3.00	197,917	3.00	199,044	3.00	199,044		
30000404	Revenue Auditor	59,883	79,830	3.00	178,020	3.00	185,688	3.00	185,688		
30000405	Revenue Auditor, Sr	66,061	88,213	3.00	258,456	3.00	263,994	3.00	263,994		
30000413	Revenue Bureau Director	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800		
30000588	Tax Division Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108		
30000587	Tax Supervisor	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30000531	Training & Development Analyst	59,342	79,123	1.00	78,108	1.00	79,128	1.00	79,128		
TOTAL FULL-TIME POSITIONS						77.00	5,045,709	76.00	5,101,461	75.00	5,022,921
30000013	Office Support Specialist III	41,642	55,203	0.90	49,680	0.50	27,600	0.50	27,600		
30000194	Revenue & Taxation Specialist IV	47,466	61,734	0.90	55,560	0.50	30,864	0.50	30,864		
30000404	Revenue Auditor	59,883	79,830	0.90	53,412	0.50	29,940	0.50	29,940		
TOTAL PART-TIME POSITIONS						2.70	158,652	1.50	88,404	1.50	88,404
30000404	Revenue Auditor	59,883	79,830	0.00	0	0.50	35,316	0.00	0		
TOTAL LIMITED TERM POSITIONS						0.00	0	0.50	35,316	0.00	0
GRAND TOTAL						79.70	5,204,361	78.00	5,225,181	76.50	5,111,325

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 2014-15	41,509,697	0	41,509,697	76.50	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(288,791)	0	(288,791)	0.00	MHCRC moved to Special Appropriations
	(70,000)	0	(70,000)	0.00	Capture enterprise server savings
	(48,400)	0	(48,400)	0.00	Various IA and technical adjustments
	(407,191)	0	(407,191)	0.00	Total FY 2014-15 Decision Packages
			41,102,506	76.50	Total Proposed Budget

Bureau of Technology Services

Overview

The Bureau of Technology Services (BTS) is responsible for management, policy setting, strategic planning and leadership in the use of computer, radio, and telecommunications technologies, to support the delivery of effective government services to the City of Portland and its regional partners. The bureau is overseen by the Chief Technology Officer.

In FY 2013-14 the Bureau of Technology Services conducted a Citywide Technology Assessment looking at systems, architectures, hardware, software and staffing. Findings and recommendations from the assessment were presented to City Council in March 2014. BTS is focusing on implementing ten recommendations based on the information from the assessment, including an information technology governance model that supports the involvement of communities of interest.

Technology Services

Summary of Division Budget

City Support Services Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	137,380	140,611	40,808	226,341	226,341
Intergovernmental	5,116,439	5,227,556	5,231,693	4,537,660	4,537,660
Bond & Note	88,766	38,803	42,842	71,181	71,181
Miscellaneous	745,721	549,092	464,100	436,555	436,555
Total External Revenues	6,088,306	5,956,062	5,779,443	5,271,737	5,271,737
Internal Revenues					
Fund Transfers - Revenue	101,204	1,275,103	314,477	533,435	0
Interagency Revenue	43,238,677	40,797,334	38,564,755	40,419,995	41,302,519
Total Internal Revenues	43,339,881	42,072,437	38,879,232	40,953,430	41,302,519
Beginning Fund Balance	43,376,476	32,416,630	16,992,618	10,056,842	10,056,842
Total Resources	\$92,804,663	\$80,445,129	\$61,651,293	\$56,282,009	\$56,631,098
Requirements					
Bureau Expenditures					
Personnel Services	24,512,966	24,511,137	25,749,990	25,169,491	25,285,954
External Materials and Services	15,482,911	16,243,607	17,513,312	13,939,226	13,912,740
Internal Materials and Services	3,878,618	3,606,543	3,734,896	3,705,187	3,590,939
Capital Outlay	967,985	1,106,544	3,363,200	2,731,866	2,731,866
Total Bureau Expenditures	44,842,480	45,467,831	50,361,398	45,545,770	45,521,499
Fund Expenditures					
Debt Service	1,955,631	1,735,383	433,496	467,649	467,649
Contingency	0	0	8,655,738	8,364,306	8,719,206
Fund Transfers - Expense	10,805,949	2,337,327	2,200,661	1,904,284	1,922,744
Total Fund Expenditures	12,761,580	4,072,710	11,289,895	10,736,239	11,109,599
Ending Fund Balance	32,416,630	30,904,588	0	0	0
Total Requirements	\$90,020,690	\$80,445,129	\$61,651,293	\$56,282,009	\$56,631,098
Programs					
Administration & Support	8,499,845	8,147,872	3,472,541	3,365,619	3,366,687
Business Solutions	8,065,926	8,374,359	9,270,391	9,404,638	9,417,081
Communications	9,489,903	9,669,698	17,752,928	14,523,894	14,350,331
Customer Relations	802,799	718,721	635,261	800,287	800,287
Information Security	820,006	869,094	1,722,549	1,527,348	1,527,348
Infrastructure & Engineering	658,940	(2,448)	900	0	0
Office of the Chief Technology Officer	437,049	48	0	0	0
Police IT	1,828,518	1,831,956	1,932,786	2,453,687	2,588,591
Production Services	6,349,585	6,829,158	6,373,098	6,730,836	6,730,836
Project Management Office	1,077,944	1,013,188	1,213,160	879,463	879,463
Replacement	1,181,092	2,334,299	0	0	0
Support Center	5,630,873	5,681,886	7,987,784	5,859,998	5,860,875
Total Programs	44,842,480	\$45,467,831	\$50,361,398	\$45,545,770	\$45,521,499

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	46,571	71,739	1.00	67,668	1.00	70,209	1.00	70,209
30000433	Administrative Specialist, Sr	43,368	66,768	1.00	66,768	1.00	66,768	1.00	66,768
30000201	Applications Analyst I-Generalist	57,034	76,024	1.00	75,672	1.00	75,962	1.00	75,962
30000203	Applications Analyst II-Generalist	59,883	79,830	2.00	159,672	2.00	159,672	2.00	159,672
30000204	Applications Analyst III-Generalist	66,061	88,213	15.00	1,323,180	15.00	1,323,180	15.00	1,323,180
30000207	Applications Analyst IV-Generalist	69,430	92,872	9.00	791,856	9.00	797,591	9.00	797,591
30001234	Applications Analyst IV-Web Developer	69,430	92,872	3.00	247,800	3.00	256,134	3.00	256,134
30000618	Business Solutions Division Manager	96,366	134,597	1.00	127,776	1.00	131,700	1.00	131,700
30000448	Business Systems Analyst	59,342	79,123	1.00	66,936	1.00	68,768	1.00	68,768
30000411	Chief Technology Officer	119,205	170,830	1.00	170,832	1.00	170,832	1.00	170,832
30000832	Chief Technology Officer, Assistant	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000700	Communications Engineer	69,430	92,872	2.00	184,404	2.00	185,625	2.00	185,625
30000238	Communications Switch Technician	57,845	70,138	2.00	140,280	2.00	140,280	2.00	140,280
30000627	Communications Systems Administrator	77,584	103,355	1.00	100,608	1.00	103,127	1.00	103,127
30000624	Communications Systems Rep	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000628	ComNet Operations Manager	96,366	134,597	1.00	122,196	1.00	127,212	1.00	127,212
30000234	Electronics Technician I: Communications	49,400	59,966	3.00	179,892	3.00	179,892	3.00	179,892
30000236	Electronics Technician II: Commun	57,845	70,138	9.00	610,638	9.00	623,963	9.00	623,963
30000341	GIS Technician I	39,437	52,832	1.00	52,356	1.00	52,836	1.00	52,836
30000342	GIS Technician II	52,832	67,413	0.00	0	0.00	0	1.00	67,416
30000218	Inf Syst Analyst, Principal-Gen	78,291	104,291	21.00	2,060,012	22.00	2,146,020	21.00	2,067,732
30000217	Inf Syst Analyst, Principal-GIS Enterprs	78,291	104,291	4.00	417,168	4.00	417,168	4.00	417,168
30000219	Inf Syst Analyst, Principal-Proj Mgmt	78,291	104,291	7.00	623,904	6.00	550,152	6.00	550,152
30000220	Inf Syst Analyst, Principal-Security	78,291	104,291	2.00	160,746	2.00	164,862	2.00	164,862
30000610	Inf Syst Mgr, Sr-Applications	89,710	121,576	1.00	113,716	1.00	118,242	1.00	118,242
30000613	Inf Syst Mgr, Sr-General	89,710	121,576	4.00	472,169	4.00	476,571	4.00	476,571
30000614	Inf Syst Mgr, Sr-Production	89,710	121,576	1.00	111,472	1.00	116,044	1.00	116,044
30000879	Inf Syst Mgr, Sr-Proj Mgmt	89,710	121,576	1.00	111,382	1.00	115,950	1.00	115,950
30000615	Inf Syst Mgr, Sr-Security	89,710	121,576	1.00	121,572	1.00	121,572	1.00	121,572
30001035	Inf Syst Mgr-Corporate Applications	83,450	111,114	1.00	109,512	1.00	110,576	1.00	110,576
30000607	Inf Syst Mgr-Generalist	83,450	111,114	5.00	516,876	5.00	524,980	5.00	524,980
30000608	Inf Syst Mgr-Network Manager	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000609	Inf Syst Mgr-Wide Area Network	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108
30000605	Inf Syst Supvr-Generalist	77,584	103,355	5.00	515,508	6.00	594,360	6.00	594,360
30000198	Inf Syst Tech Analyst I-Generalist	43,763	67,371	4.00	196,926	4.00	203,602	4.00	203,602
30000199	Inf Syst Tech Analyst II-Generalist	46,987	72,384	4.00	246,645	4.00	249,340	4.00	249,340
30000200	Inf Syst Tech Analyst III-Generalist	57,034	76,024	2.00	152,040	2.00	152,040	2.00	152,040
30000209	Inf Syst Tech Analyst III-Telecomm	57,034	76,024	1.00	68,165	1.00	70,958	1.00	70,958
30000210	Inf Syst Tech Analyst IV-Generalist	59,883	79,830	23.00	1,768,735	23.00	1,787,536	23.00	1,787,536
30000211	Inf Syst Tech Analyst IV-Telecomm	59,883	79,830	3.00	239,508	3.00	239,508	3.00	239,508
30000212	Inf Syst Tech Analyst IV-Vertical GIS	59,883	79,830	1.00	59,340	1.00	59,880	1.00	59,880
30000213	Inf Syst Tech Analyst V-Generalist	66,061	88,213	14.00	1,185,585	15.00	1,265,750	14.00	1,199,690
30001933	Inf Syst Tech Analyst V-Proj Mgmt	66,061	88,213	1.00	85,542	1.00	87,738	1.00	87,738
30000215	Inf Syst Tech Analyst VI-Generalist	69,430	92,872	18.00	1,567,964	18.00	1,586,749	19.00	1,656,181
30001003	Inf Syst Tech Analyst VI-Security	69,430	92,872	1.00	68,808	1.00	69,432	1.00	69,432
30000452	Management Analyst, Sr	65,478	87,422	1.00	85,968	1.00	87,420	1.00	87,420
30000013	Office Support Specialist III	41,642	55,203	2.00	110,400	2.00	110,400	2.00	110,400
30000622	SAP Architect- XI/PI	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
30000053	Storekeeper/Acquisition Specialist I	42,390	51,917	2.00	103,824	2.00	103,824	2.00	103,824
30000054	Storekeeper/Acquisition Specialist II	44,554	54,475	1.00	54,480	1.00	54,480	1.00	54,480

Technology Services

FTE Summary

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000056	Storekeeper/Acquisition Specialist III	50,315	62,566	1.00	62,568	1.00	62,568	1.00	62,568
30000625	Technical Operations Supervisor	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420
30000620	Technology Services Bureau Business Rep	83,450	111,114	4.00	426,960	4.00	432,910	4.00	432,910
TOTAL FULL-TIME POSITIONS						196.00	17,006,685	198.00	17,315,039
30000204	Applications Analyst III-Generalist	66,061	88,213	0.90	49,620	0.63	52,292	0.63	52,292
TOTAL PART-TIME POSITIONS						0.90	49,620	0.63	52,292
30000204	Applications Analyst III-Generalist	66,061	88,213	1.00	65,484	1.00	66,060	1.00	66,060
30000218	Inf Syst Analyst, Principal-Gen	78,291	104,291	0.00	0	0.00	0	1.00	78,288
TOTAL LIMITED TERM POSITIONS						1.00	65,484	1.00	66,060
GRAND TOTAL						197.90	17,121,789	199.63	17,433,391

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 2014-15	45,292,588	0	45,292,588	197.63	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	136,801	136,801	1.00	Limited-term Disaster Planning Analyst
	134,904	0	134,904	1.00	RegJIN Systems position
	(42,794)	0	(42,794)	0.00	Various technical and IA adjustments
	0	0	0	1.00	Position transfer from PBOT to BTS
	92,110	136,801	228,911	3.00	Total FY 2014-15 Decision Packages
			45,521,499	200.63	Total Proposed Budget

Office of the Chief Administrative Officer

Overview

The Office of Management and Finance (OMF) provides internal services to support the operational needs of City bureaus, as well as coordination and leadership on overall administrative services. The Office of Management and Finance is overseen by the Chief Administrative Officer. The Office of the Chief Administrative Officer includes the divisions of Accounting, Business Operations, Enterprise Business Solution, and Public Finance and Treasury.

The Chief Administrative Officer reports directly to the Mayor and advises Council and bureau managers on strategic issues, as well as ensures the delivery of accurate, cost effective, and responsive citywide administrative services. The Office of the Chief Administrative Officer provides leadership, oversight and support for a variety of Citywide projects including the Public Safety Systems Revitalization Program, and provides direction to managers who perform an array of financial management, administrative policy development, and project management services for Council and City bureaus. The Chief Administrative Officer leads the development of the OMF Strategic Plan and ongoing reporting on the completion of strategies. The Chief Administrative Officer directs the bureaus of Human Resources, Internal Business Services, Revenue, and Technology Services.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Charges for Services	6,434,251	6,633,486	6,514,530	7,195,210	7,195,210
Intergovernmental	2,373,619	4,449,179	1,977,350	2,344,726	2,346,346
Bond & Note	12,142,208	0	0	0	0
Miscellaneous	1,063,335	1,109,828	1,057,227	1,092,958	1,092,958
Total External Revenues	22,013,413	12,192,493	9,549,107	10,632,894	10,634,514
Internal Revenues					
General Fund Discretionary	2,801,786	1,722,156	1,948,324	2,286,851	2,250,377
General Fund Overhead	4,763,315	4,612,133	3,439,439	2,882,651	2,840,125
Fund Transfers - Revenue	375,668	255,210	667,510	164,875	0
Interagency Revenue	15,260,775	14,986,905	15,484,881	15,668,260	15,691,560
Total Internal Revenues	23,201,544	21,576,404	21,540,154	21,002,637	20,782,062
Beginning Fund Balance	11,429,557	11,114,951	7,978,268	7,463,313	7,463,313
Total Resources	\$56,644,514	\$44,883,848	\$39,067,529	\$39,098,844	\$38,879,889
Requirements					
Bureau Expenditures					
Personnel Services	10,834,893	10,786,833	10,415,967	10,459,429	10,223,596
External Materials and Services	3,217,148	3,929,187	5,162,043	6,532,504	6,520,271
Internal Materials and Services	6,584,843	6,030,640	5,932,330	5,348,833	5,400,105
Capital Outlay	399,736	2,823,237	500,000	1,000,000	1,000,000
Total Bureau Expenditures	21,036,620	23,569,897	22,010,340	23,340,766	23,143,972
Fund Expenditures					
Debt Service	23,232,328	11,464,045	11,536,041	10,956,872	10,956,872
Contingency	0	0	4,973,342	4,556,404	4,530,965
Fund Transfers - Expense	405,833	1,926,814	547,806	244,802	248,080
Total Fund Expenditures	23,638,161	13,390,859	17,057,189	15,758,078	15,735,917
Ending Fund Balance	11,114,951	7,923,092	0	0	0
Total Requirements	\$55,789,732	\$44,883,848	\$39,067,529	\$39,098,844	\$38,879,889
Programs					
Accounting	2,662,732	2,917,039	3,060,639	2,763,780	2,684,780
Administration & Support	4,357,948	7,864,738	8,315,976	10,628,822	10,467,808
Budget & Economics	2,405,631	1,585,654	0	0	0
Communications	0	39,010	0	0	0
Debt Management	775,021	25,105	0	0	0
Enterprise Business Solution	8,070,082	8,800,752	8,816,062	8,093,602	8,132,048
Facilities Services	25,985	400	0	0	0
Grants Management	0	195,639	65,549	0	0
Operations and Maintenance	941	0	0	0	0
PGE Park	(1,231)	0	0	0	0
Printing & Distribution	0	275	0	0	0
Public Finance and Treasury	929,235	2,132,576	1,752,114	1,854,562	1,859,336
Spectator Facilities	1,440,288	83	0	0	0
Treasury	369,988	8,626	0	0	0
Total Programs	21,036,620	\$23,569,897	\$22,010,340	\$23,340,766	\$23,143,972

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000062	Accountant I	39,312	56,514	1.00	56,520	1.00	56,520	1.00	56,520		
30000063	Accountant II	51,397	64,688	6.00	380,306	6.00	382,666	6.00	382,666		
30000064	Accountant III	56,597	71,178	10.00	672,769	10.00	683,352	10.00	683,352		
30000559	Accountant, Assistant Systems	46,571	71,739	2.00	93,552	2.00	97,044	2.00	97,044		
30000560	Accountant, Systems	59,342	79,123	1.00	76,056	1.00	78,876	1.00	78,876		
30000564	Accounting Compliance Manager	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924		
30000562	Accounting Supervisor, Sr	65,478	87,422	2.00	158,988	2.00	161,438	2.00	161,438		
30000061	Accounting Technician	32,552	46,758	2.00	79,320	2.00	79,320	2.00	79,320		
30000434	Administrative Assistant	46,571	71,739	1.00	45,072	1.00	46,572	1.00	46,572		
30000433	Administrative Specialist, Sr	43,368	66,768	2.00	122,012	2.00	126,603	2.00	126,603		
30000436	Administrative Supervisor I	56,534	75,338	1.00	62,305	1.00	64,858	1.00	64,858		
30000441	Business Operations Manager	77,584	103,355	2.00	199,656	2.00	203,604	2.00	203,604		
30000442	Business Operations Manager, Sr	96,366	134,597	1.00	132,564	1.00	134,592	1.00	134,592		
30000406	Chief Administrative Officer	134,118	192,192	1.00	137,330	1.00	142,959	1.00	142,959		
30000563	Controller	96,366	134,597	1.00	130,272	1.00	134,232	1.00	134,232		
30000573	Debt Analyst, Principal	77,584	103,355	1.00	103,356	1.00	103,356	1.00	103,356		
30000572	Debt Analyst, Sr	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30000574	Debt Manager	96,366	134,597	1.00	127,698	1.00	132,426	1.00	132,426		
30000567	Financial Analyst	59,342	79,123	3.00	219,207	3.00	227,225	3.00	227,225		
30000566	Financial Analyst, Assistant	46,571	71,739	2.00	116,580	2.00	120,890	2.00	120,890		
30000569	Financial Analyst, Principal	77,584	103,355	2.00	201,516	2.00	205,201	2.00	205,201		
30000568	Financial Analyst, Sr	65,478	87,422	7.00	544,347	7.00	557,613	7.00	557,613		
30000856	Investment Officer	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108		
30000451	Management Analyst	59,342	79,123	2.00	114,912	2.00	118,680	2.00	118,680		
30000453	Management Analyst, Principal	77,584	103,355	1.00	95,220	1.00	99,132	1.00	99,132		
30000452	Management Analyst, Sr	65,478	87,422	1.00	75,000	1.00	77,313	1.00	77,313		
30000012	Office Support Specialist II	32,552	46,758	2.00	93,528	2.00	93,528	2.00	93,528		
30000460	Policy Analyst	83,450	111,114	1.00	111,108	1.00	111,108	1.00	111,108		
30000461	Policy Analyst, Sr	96,366	134,597	1.00	123,443	1.00	128,503	1.00	128,503		
30000495	Public Information Officer	65,478	87,422	1.00	86,148	1.00	87,420	1.00	87,420		
30001433	SAP Business Systems Analyst, Principal	77,584	103,355	2.00	202,776	2.00	205,728	2.00	205,728		
30001684	SAP Business Systems Analyst, Senior	68,806	92,040	12.00	1,029,741	12.00	1,050,305	12.00	1,050,305		
30001233	SAP Support Manager	96,366	151,798	1.00	151,800	1.00	151,800	1.00	151,800		
30000716	Spectator Facilities & Dev Mgr	83,450	111,114	1.00	101,064	1.00	104,870	1.00	104,870		
30001708	Training & Development Manager	77,584	103,355	1.00	91,098	1.00	94,832	1.00	94,832		
30000532	Training & Development Officer	65,478	87,422	1.00	87,420	1.00	87,420	1.00	87,420		
30000580	Treasurer, City	106,038	151,798	1.00	133,232	1.00	138,692	1.00	138,692		
30000581	Treasury Analyst	59,342	79,123	1.00	57,456	1.00	59,340	1.00	59,340		
30001358	Treasury Analyst, Principal	72,134	96,928	1.00	96,924	1.00	96,924	1.00	96,924		
30001083	Treasury Analyst, Sr	65,478	87,422	1.00	72,552	1.00	75,528	1.00	75,528		
TOTAL FULL-TIME POSITIONS						83.00	6,678,300	83.00	6,815,922	83.00	6,815,922
30000567	Financial Analyst	59,342	79,123	0.90	42,866	0.50	41,568	0.50	41,568		
TOTAL PART-TIME POSITIONS						0.90	42,866	0.50	41,568	0.50	41,568
TOTAL LIMITED TERM POSITIONS						0.00	0	0.00	0	0.00	0
GRAND TOTAL						83.90	6,721,166	83.50	6,857,490	83.50	6,857,490

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 2014-15	23,340,766	0	23,340,766	83.50	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(90,000)	0	(90,000)	0.00	Capture enterprise server savings
	11,000	0	11,000	0.00	Transfer from Procurement to Accounting
	(117,794)	0	(117,794)	0.00	Various IA and technical adjustments
	(196,794)	0	(196,794)	0.00	Total FY 2014-15 Decision Packages
			23,143,972	83.50	Total Proposed Budget

Citywide Projects

Overview

The Public Safety Systems Revitalization Program (PSSRP) is part of the Office of Management and Finance Citywide Projects.

PSSRP manages the procurement and implementation of upgrades to the City of Portland's public safety systems used by the City and its regional partner agencies.

This program has overall responsibility for monitoring life cycles for public safety systems including those used for: emergency call processing and dispatching, criminal justice information, emergency operations, radio and data communications, and interoperability needs of the City of Portland and partnering regional jurisdictions.

The key driving factors for the program are: the inability to receive ongoing maintenance from current public safety systems vendors, the retirement of key system support staff and the difficulty of maintaining interoperability with existing systems. The program is necessary to replace or upgrade aging public safety technology systems in order to sustain vital emergency response services and public safety operations for the citizens of Portland.

Current core projects in the portfolio are:

- ◆ The Regional Justice Information Network (RegJIN) Records Management System Project, which will replace the legacy Portland Police Data System, a system used by regional law enforcement partner agencies.
- ◆ The Public Safety Emergency Radio Replacement Project (Radio), which will implement a cost effective, highly reliable digital public safety voice radio system replacement that meets the current and emerging needs of the Portland region.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Intergovernmental	239,082	0	602,110	0	0
Bond & Note	0	0	27,075,487	0	0
Miscellaneous	172	0	0	0	0
Total External Revenues	239,254	0	27,677,597	0	0
Internal Revenues					
General Fund Discretionary	1,518,174	1,331,083	1,246,489	1,202,206	1,202,206
Fund Transfers - Revenue	12,136,137	680,954	6,764,762	3,304,353	3,084,353
Total Internal Revenues	13,654,311	2,012,037	8,011,251	4,506,559	4,286,559
Beginning Fund Balance	8,070,885	18,017,566	30,838,043	9,881,674	9,661,674
Total Resources	\$21,964,450	\$20,029,603	\$66,526,891	\$14,388,233	\$13,948,233
Requirements					
Bureau Expenditures					
Personnel Services	1,096,136	1,169,231	1,234,456	976,596	976,596
External Materials and Services	1,236,000	426,496	23,712,067	7,114,985	6,913,568
Internal Materials and Services	502,438	918,813	1,238,308	625,978	607,395
Total Bureau Expenditures	2,834,574	2,514,540	26,184,831	8,717,559	8,497,559
Fund Expenditures					
Contingency	0	0	33,798,298	2,366,321	2,366,321
Fund Transfers - Expense	3,896,279	678,546	6,543,762	3,304,353	3,084,353
Total Fund Expenditures	3,896,279	678,546	40,342,060	5,670,674	5,450,674
Ending Fund Balance	18,017,566	16,836,517	0	0	0
Total Requirements	\$24,748,419	\$20,029,603	\$66,526,891	\$14,388,233	\$13,948,233
Programs					
Enterprise Business Solution Project	1,282	1,500	0	0	0
Public Safety Systems Revitalization Program	2,833,292	2,513,040	26,184,831	8,717,559	8,497,559
Total Programs	2,834,574	\$2,514,540	\$26,184,831	\$8,717,559	\$8,497,559

Citywide Projects

FTE Summary

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000218	Inf Syst Analyst, Principal-Gen	78,291	104,291	2.00	136,020	1.00	33,024	1.00	33,024
30000607	Inf Syst Mgr-Generalist	83,450	111,114	1.00	52,776	1.00	54,576	1.00	54,576
30000452	Management Analyst, Sr	65,478	87,422	1.00	82,892	1.00	86,060	1.00	86,060
30001031	Technology Capital Project Manager I	89,710	121,576	3.00	358,392	3.00	363,120	3.00	363,120
30001032	Technology Capital Project Manager II	106,038	151,798	1.00	151,800	1.00	151,800	1.00	151,800
TOTAL FULL-TIME POSITIONS				8.00	781,880	7.00	688,580	7.00	688,580
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				8.00	781,880	7.00	688,580	7.00	688,580

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 2014-15	8,717,559	0	8,717,559	7.00	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	(220,000)	(220,000)	0.00	PSSRP technical adjustments
	0	(220,000)	(220,000)	0.00	Total FY 2014-15 Decision Packages
			8,497,559	7.00	Total Proposed Budget

Special Appropriations

City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge

Andrew Scott, Director

Bureau Summary

Overview

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 appropriations are one-time allocations while others are ongoing. The City Budget Office manages the Special Appropriations.

Ongoing Special Appropriations

Clean and Safe

This special appropriation provides \$22,184 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.

City Membership and Dues

This special appropriation provides \$290,420 in ongoing resources to fund the costs related to the City memberships in various organizations to which the City subscribes as a municipality.

COPPEA Training

This \$18,386 ongoing allocation is for a training set-aside in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA).

Emergency Fund

This funding of \$5,000 is the annual appropriation for the Mayor and Commissioners as specified in the City Charter.

All Hands Raised

This special appropriation provides \$200,000 in ongoing resources to support improved efficiency, alignment, and ultimately outcomes among local students.

Discretionary Fund

This special appropriation provides an annual amount of \$2,000 for the Mayor's Office as specified in the City Charter.

Regional Arts and Culture Council (RACC)

RACC base budget includes a total of \$3,603,251 ongoing funding and \$200,000 one-time funding for Work for Art in accordance with the contract.

Portland Center for the Performing Arts (PCPA)

This ongoing funding of \$831,905 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.

Future Connect Scholarship

This package will provide \$432,000 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.

Innovation Fund

This package will provide \$1,000,000 in ongoing resources for the Innovation Fund. This funding will be awarded to bureau directors who find creative ways to provide City services more effectively or with less money. The fund would provide the start-up cost of such proposals.

SUN Program at David Douglas High School

This package will provide \$100,000 in ongoing funding to support the SUN program at David Douglas High School. The SUN service system provides a range of programs to improve student's academic success and build family self-efficiency.

Office of Youth Violence Prevention

The FY 2014-15 budget for this office is \$727,001 which includes 2.00 FTE, and a \$26,000 decision package to increase support for Street Level Gang Outreach. This office assists in building a more family friendly city and increase public safety through community problem solving efforts.

CASH Oregon Free Tax

This package provides \$75,000 to support free tax preparation services to low income and disadvantaged individuals throughout Portland and Multnomah County. Additionally, the program assists people-in-need with their personal finances by connecting them to educational resources and related community services.

Specific Animals - Vector

This package provides \$117,000 in ongoing funding to support specific animals control and nuisance complaints in the City of Portland.

Mt Hood Cable Regulatory Commission

This program will be transferred from the Revenue Bureau to Special Appropriations. This program provides cable regulatory and consumer protection services countywide. The FY 2014-15 budget for this program is \$288,791.

Special Appropriations

City Support Services Service Area

One-Time Special Appropriation

Earl Boyles Elementary School

This funding provides \$100,000 to support the Early Works program. The program aims to prevent achievement gaps before they occur by ensuring that children from birth to age five have access to early-learning programs at the Earl Boyles Elementary School.

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Licenses & Permits	0	0	0	32,701	0
Intergovernmental	0	0	47,189	0	0
Miscellaneous	111,111	0	0	0	0
Total External Revenues	111,111	0	47,189	32,701	0
Internal Revenues					
General Fund Discretionary	8,526,093	14,352,976	10,579,646	9,688,293	7,888,308
General Fund Overhead	151,734	162,991	162,834	156,333	156,333
Interagency Revenue	0	0	112,415	104,671	131,067
Total Internal Revenues	8,677,827	14,515,967	10,854,895	9,949,297	8,175,708
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$8,788,938	\$14,515,967	\$10,902,084	\$9,981,998	\$8,175,708
Requirements					
Bureau Expenditures					
Personnel Services	0	38,088	257,554	589,755	219,366
External Materials and Services	8,462,535	13,416,758	10,642,119	9,390,008	7,954,107
Internal Materials and Services	322,362	701,121	2,411	2,235	2,235
Capital Outlay	4,041	0	0	0	0
Total Bureau Expenditures	8,788,938	14,155,967	10,902,084	9,981,998	8,175,708
Fund Expenditures					
Fund Transfers - Expense	0	360,000	0	0	0
Total Fund Expenditures	0	360,000	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$8,788,938	\$14,515,967	\$10,902,084	\$9,981,998	\$8,175,708
Programs					
Land Use Services	0	0	0	206,013	0
Special Appropriation - Public Safety	0	0	634,107	0	0
Special Appropriations - Community Development	1,972,497	2,429,910	7,509,499	3,006,090	2,336,793
Infrastructure	0	0	0	324,376	0
Assessments & Improvements	0	0	0	3,803,251	3,803,251
Special Appropriation - Parks, Rec & Culture	5,541,339	4,807,407	0	468,000	100,000
Special Appropriation - Transportation & Parking	0	0	0	265,000	0
Diversity Development/Affirmative Action	5,000	0	0	0	0
Special Appropriation - City Support Services	1,270,102	6,918,650	2,758,478	1,909,268	1,935,664
Total Programs	8,788,938	\$14,155,967	\$10,902,084	\$9,981,998	\$8,175,708

Special Appropriations

FTE Summary

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000005	Commissioner's Staff Rep	47,840	87,443	2.00	151,309	2.00	153,923	2.00	153,923
30000333	Development Services Technician II	52,832	67,413	0.00	0	2.00	105,672	0.00	0
30000375	Planner, Associate	50,960	58,968	0.00	0	1.00	50,964	0.00	0
30000250	Tree Inspector	52,686	65,208	0.00	0	2.00	105,384	0.00	0
TOTAL FULL-TIME POSITIONS				2.00	151,309	7.00	415,943	2.00	153,923
30000250	Tree Inspector	52,686	65,208	0.00	0	0.50	26,340	0.00	0
TOTAL PART-TIME POSITIONS				0.00	0	0.50	26,340	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				2.00	151,309	7.50	442,283	2.00	153,923

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 2014-15	7,411,818	200,000	7,611,818	2.00	FY 2014-15 Current Appropriation Level
CAL Adjustments					
	5,703	0	5,703	0.00	PCPA CAL target adjustment
Mayor's Proposed Budget Decisions					
	26,000	0	26,000	0.00	Street level gang outreach
	0	100,000	100,000	0.00	Earl Boyles Early Works
	117,000	0	117,000	0.00	Specific animals - vector
	288,791	0	288,791	0.00	Mt Hood Cable Regulatory Commission
	437,494	126,396	563,890	0.00	Total FY 2014-15 Decision Packages
			8,175,708	2.00	Total Proposed Budget

City Budget Office

City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge

Andrew Scott, Director

Bureau Summary

Bureau Mission

The City Budget Office provides timely, accurate, and unfiltered information and analysis regarding financial planning, forecasting, and budgeting to the Mayor, Commissioners, and the City Auditor.

Bureau Overview

The City Budget Office coordinates development of the City's budget, including analysis of every bureau's operating and capital budget, financial plans, and performance metrics. Duties include monitoring the expenditure and revenue trends of all City funds throughout the fiscal year, coordinating budget amendments, analyzing City policies and ordinances for fiscal and policy impacts, and providing fiduciary oversight of the General Fund. In addition to providing analysis to elected officials and the public, analysts are available to City bureaus for consultation, training, and technical assistance in matters related to budget and finance. Analysts conduct research in response to inquiries, including public records requests, from elected officials, City bureaus, the media, and the public.

The City Budget Office coordinates public involvement in the budget process, including staff support for the Citywide Budget Advisory Committee and planning and staffing of budget forums and hearings. The office is also responsible for ensuring that the City meets all requirements of State Budget Law regarding notices of public hearings and certification of the Approved Budget by the Tax Supervising and Conservation Commission, and the Budget Director serves as the City's Budget Officer.

The primary responsibility of the economics section of the office is to monitor and forecast General Fund revenues and expenses. This is accomplished through the publishing of five-year financial forecasts in December and April of each fiscal year, and economic and revenue updates at the close of each quarter. The economics section develops current appropriation level targets for bureaus and programs that receive General Fund discretionary dollars.

Additional responsibilities include estimating labor agreement costs, consulting on bond rating calls, and providing ad hoc economic analyses, as well analyzing local business impacts of proposed ordinances. Finally, this section houses the City's representative on the Oregon League of Cities' Finance and Taxation Committee, and the State's Property Tax Reform Study Group.

Strategic Direction

The City Budget Office implementation plan was approved by City Council on January 30, 2013. Given that the FY 2013-14 budget process was already underway, the implementation plan allowed the office to continue performing the core budgeting and forecasting functions that were previously provided by the Financial Planning Division, while adding a business impact analysis function and enhanced review of utility rates. In the fall of 2013, the office began a more comprehensive strategic planning process and expects to have a completed strategic plan by the end of FY 2013-14.

Summary of Budget Decisions

Reduction

Eliminate Hatfield Fellowship

The Mayor's Proposed Budget includes a reduction package to capture \$31,909 of savings generated from a reallocation of costs related to the City's enterprise server. In the base budget, the office had already allocated these savings to support a fellowship position. The reduction, therefore, reflects the loss of this fellowship opportunity.

Budget Notes

Capital Asset Maintenance and Replacement Funding Options

Bureau asset managers are directed to work with the City Budget Office to develop options for funding and allocating resources to address recurring major maintenance and replacement needs of infrastructure assets. A report detailing the options and implementation timelines should be provided with the FY 2014-15 Fall BMP.

City Support Services Service Area

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested FY 2014-15	Proposed FY 2014-15
Resources					
External Revenues					
Total External Revenues	0	0	0	0	0
Internal Revenues					
General Fund Discretionary	0	166,229	773,810	1,368,146	891,714
General Fund Overhead	0	381,727	1,149,124	1,595,134	1,039,657
Total Internal Revenues	0	547,956	1,922,934	2,963,280	1,931,371
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$0	\$547,956	\$1,922,934	\$2,963,280	\$1,931,371
Requirements					
Bureau Expenditures					
Personnel Services	0	451,558	1,487,037	1,583,099	1,583,099
External Materials and Services	0	19,270	197,650	1,185,327	151,377
Internal Materials and Services	0	77,128	238,247	194,854	196,895
Total Bureau Expenditures	0	547,956	1,922,934	2,963,280	1,931,371
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$0	\$547,956	\$1,922,934	\$2,963,280	\$1,931,371
Programs					
Budget & Economics	0	547,956	1,922,934	2,963,280	1,931,371
Total Programs	0	\$547,956	\$1,922,934	\$2,963,280	\$1,931,371

Class	Title	Salary Range		Revised FY 2013-14		Requested FY 2014-15		Proposed FY 2014-15	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	46,571	71,739	1.00	59,736	1.00	62,460	1.00	62,460
30002040	Budget Director, Assistant	83,450	111,114	1.00	107,262	1.00	110,124	1.00	110,124
30000570	Budget Director, City	96,366	134,597	1.00	135,198	1.00	135,804	1.00	135,804
30000578	Economist, City	83,450	111,114	1.00	103,590	1.00	107,612	1.00	107,612
30000569	Financial Analyst, Principal	77,584	103,355	2.00	183,465	2.00	191,760	2.00	191,760
30000568	Financial Analyst, Sr	65,478	87,422	6.00	479,010	6.00	498,147	6.00	498,147
TOTAL FULL-TIME POSITIONS				12.00	1,068,261	12.00	1,105,907	12.00	1,105,907
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000566	Financial Analyst, Assistant	46,571	71,739	0.58	29,054	1.00	50,088	1.00	50,088
TOTAL LIMITED TERM POSITIONS				0.58	29,054	1.00	50,088	1.00	50,088
GRAND TOTAL				12.58	1,097,315	13.00	1,155,995	13.00	1,155,995

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 2014-15	1,963,280	0	1,963,280	13.00	FY 2014-15 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(31,909)	0	(31,909)	0.00	Eliminate Hatfield Fellowship - Enterprise Server
	(31,909)	0	(31,909)	0.00	Total FY 2014-15 Decision Packages
			1,931,371	13.00	Total Proposed Budget

Acronyms

The following are acronyms and terms commonly used by the City of Portland.

<i>AA</i>	Affirmative Action
<i>AP</i>	Accounting period
<i>BAC</i>	Budget Advisory Committee
<i>BDS</i>	Bureau of Development Services
<i>BES</i>	Bureau of Environmental Services
<i>BHR</i>	Bureau of Human Resources
<i>BOD</i>	Biochemical oxygen demand (a strength measure of sewage)
<i>BOEC</i>	Bureau of Emergency Communications
<i>BRASS</i>	City's budgeting software
<i>BPS</i>	Bureau of Planning and Sustainability
<i>BTS</i>	Bureau of Technology Services within OMF
<i>BMP</i>	Budget Monitoring Process
<i>CAFR</i>	Comprehensive Annual Financial Report
<i>CAD</i>	Computer-Aided Dispatch system, used by BOEC
<i>CAL</i>	Current Appropriation Level
<i>CAO</i>	Chief Administrative Officer (in OMF)
<i>CBO</i>	City Budget Office
<i>CIP</i>	Capital Improvement Plan
<i>COPPEA</i>	City of Portland Professional Employees Association
<i>CPI</i>	Consumer Price Index
<i>CRC</i>	Capital Review Committee
<i>CSL</i>	Current service level
<i>CSO</i>	Combined sewer overflow
<i>DCTU</i>	District Council of Trade Unions
<i>DEQ</i>	(State) Department of Environmental Quality
<i>EBS</i>	Enterprise Business System, the project that replaced IBIS (the City's former financial system)
<i>ECC</i>	Emergency Coordination Center
<i>EPA</i>	U.S. Environmental Protection Agency
<i>ESA</i>	Endangered Species Act
<i>ESB</i>	Emerging small business

Acronyms

FEMA	Federal Emergency Management Administration
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)
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
MDCs	Mobile Data Computers, in police patrol cars
MOU	Memorandum of Understanding
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
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
OYVP	Office of Youth Violence Prevention
P&D	Printing & Distribution within OMF

PBEM Portland Bureau of Emergency Management
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
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
RACC Regional Arts & Culture Council
RFP Request for proposal
ROW Right-of-way
SAFE Street Access for Everyone
SAP City’s financial and human resource system
SCT Service Coordination Team
SDC System development charge
SEA Service Efforts and Accomplishments Report
SMF Street Maintenance Fee
TAN Tax anticipation note
TIF Tax increment financing
TMDL Total maximum daily load
TSCC Tax Supervising & Conservation Commission
UGB Urban Growth Boundary
URA Urban Renewal Area



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. There are 16 accounting periods in total, with 13-16 being used for small adjustments.

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 (BMP): 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 BMP 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 City Budget Office 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, typically during a Budget Monitoring Process, 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.

CITY BUDGET OFFICE (CBO): The office 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.

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").

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 funding awarded 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 quarterly, 4 times per year.

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 PROJECT 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, 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, 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.

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 personnel 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.

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 non-recurring (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 PLAN: A document, adopted by City Council on April 25, 2012, that guides Portland progress and direction over the next 25 years. The plan is organized into the broad themes of 1) a healthy connected City, 2) thriving, educated youth, and 3) economic prosperity and affordability. Equity is the overarching framework for the plan.

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.

SAP: The financial software system that replaced the City’s Integrated Business Information System and other financial software programs.

SERVICE EFFORTS & ACCOMPLISHMENTS (SEA) REPORT : A City report that was issued by the Office of the City Auditor from 1990 through 2010 that identified 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 during the fiscal year.

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.



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