

CITY OF PORTLAND

2000-2002

BIENNIAL BUDGET



FISCAL YEAR 2000-2001
ADOPTED BUDGET

Volume One

HERON

“GREAT PORT CITY”

GEORGE JOHANSON, 1992, CERAMIC TILE

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

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

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

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

**Fiscal Year 2000-01
Volume One**

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

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Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Portland, Oregon for its biennial budget for the biennium beginning July 1, 1998.

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

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



Mayor's Budget Message

Introduction

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

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

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

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

Uncertainties

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

Voter Initiatives

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

Franchise Fee Adjustments

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

Pension Liabilities

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

Approach

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

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

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

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

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

Major Budget Decisions

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

Education

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

Affordable Housing

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

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

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

Jobs/Economic Development

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

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

Planning

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

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

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

Neighborhood Improvement Fund

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

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

Green Buildings Initiative

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

Permits

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

Enhanced community development efforts will improve Portland's livability.

Noise

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

Transportation

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

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

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

Public Safety

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

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

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

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

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

River Clean-Up

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

Parks

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

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

Seniors

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

Arts

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

Government Reform

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

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

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

Citizen Involvement

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

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

Ombudsman Government Oversight

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

Homeless Youth Programs

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

Utility Rates

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

Conclusion

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



Vera Katz
Mayor

User's Guide

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

VOLUME 1 - OPERATING BUDGET

Mayor's Budget Message

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

Overviews

User's Guide

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

City Overview

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

Budget Overview

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

Financial Overview

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

Financial Summaries

Financial Tables

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

Service Areas

Service Area Summary

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

Bureau Budgets

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

VOLUME 2 - CAPITAL BUDGET

The Capital Improvement Plan (CIP)

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

Portland Development Commission (PDC) Budget

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

Appendices

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

VOLUME 3 - CAPITAL BUDGET PROJECT DETAIL

Capital Improvement Plan detail pages

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

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

Glossary

2040 PLAN: This plan, produced by Metro, the governing body for the Portland metropolitan area, is the planning guide for growth in the region over the next 45 to 50 years.

ACCOUNT: The classification of appropriation by type of expenditure (see Line Item).

ACCOUNTING PERIOD: The fiscal year is divided into 13 accounting periods. Each accounting period includes two bi-weekly payrolls and is generally four weeks long.

APPROPRIATION: The legal authority to spend funds designated for a specific purpose.

APPROPRIATION UNIT (AU) : The level of organizational unit at which the City government legally budgets appropriations within a fund, usually a bureau or office.

BALLOT MEASURE 47: A property tax limitation measure approved by Oregon voters in November of 1996.

BALLOT MEASURE 50: A property tax limitation measure referred by the Oregon Legislature to voters and approved by voters in May of 1997 as a replacement for Measure 47.

BEGINNING BALANCE: Resources, less requirements, remaining from the previous fiscal year that are budgeted in the present year.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

EXPENSES:

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

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

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

BUREAU OF FINANCIAL PLANNING : The unit within the Office of Management and Finance that plans and administers the budget process for the City. This includes the preparation of instructions, analysis of requests, preparation of the Mayor's Proposed Budget document, and the preparation of the Approved and Adopted Budget documents.

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

FPD&R: Fire and Police Disability and Retirement Fund

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

OBJECTIVE: A desired result of a group of related activities performed by a bureau in which the achievement satisfies part or all of a bureau goal.

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

ONE-TIME EXPENDITURES : These are expenditures for one-time projects or services. After the project or service is completed, expenditures are terminated and are not considered part of normal capital or operating costs.

ORS: Oregon Revised Statutes, the laws of the State of Oregon.

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

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

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

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

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

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

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

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

WORKLOAD MEASURE: A quantity of work performed.

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

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

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

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

PROSPEROUS PORTLAND: The City's Economic Development Plan.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Overviews

City Overview

INTRODUCTION

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

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

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

DECISION PROCESS

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

Citizen involvement in the budget decision process is extensive.

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

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

The City's major bureaus also develop strategic plans and five-year financial plans to assist the Council in weighing short-term decisions against long-range requirements. These plans support the City's strategic plan, Portland Future Focus. Council holds work sessions with key bureaus to discuss short and long-term issues that need to be addressed in the budget process.

Bureau program budgets have a long-term perspective.

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

CITY OF PORTLAND CHARACTERISTICS

Basic Statistics

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

Recreation

Natural Areas

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

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

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

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

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

Visitor Opportunities

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

Current and anticipated sports teams delight fans.

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

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

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

The Economy

Shipping and Other Port Facilities

Portland is the leading warehousing and distribution center for the Pacific Northwest, serving a market area of about seven million people. Portland's deep water location on the Columbia River gives it substantial geographic and, therefore, economic advantages for freight shipping.

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

The Portland airport continues to grow rapidly.

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

Manufacturing

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

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

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

Strong Downtown Core

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

Downtown has witnessed a building boom in recent years.

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

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

Mass Transit

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

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

The nationally recognized light-rail system continues to expand.

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

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

The Region and Its Environment

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

Metro is the country's only elected regional government.

Under Oregon land use law, the Portland area is surrounded by an urban growth boundary. Metro, the country's only elected regional government, manages the boundary and growth within it. Reconciling growth with the maintenance of natural amenities is one of the region's major challenges.

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

Post-Secondary Education

Portland State University sits adjacent to the downtown core.

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

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

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

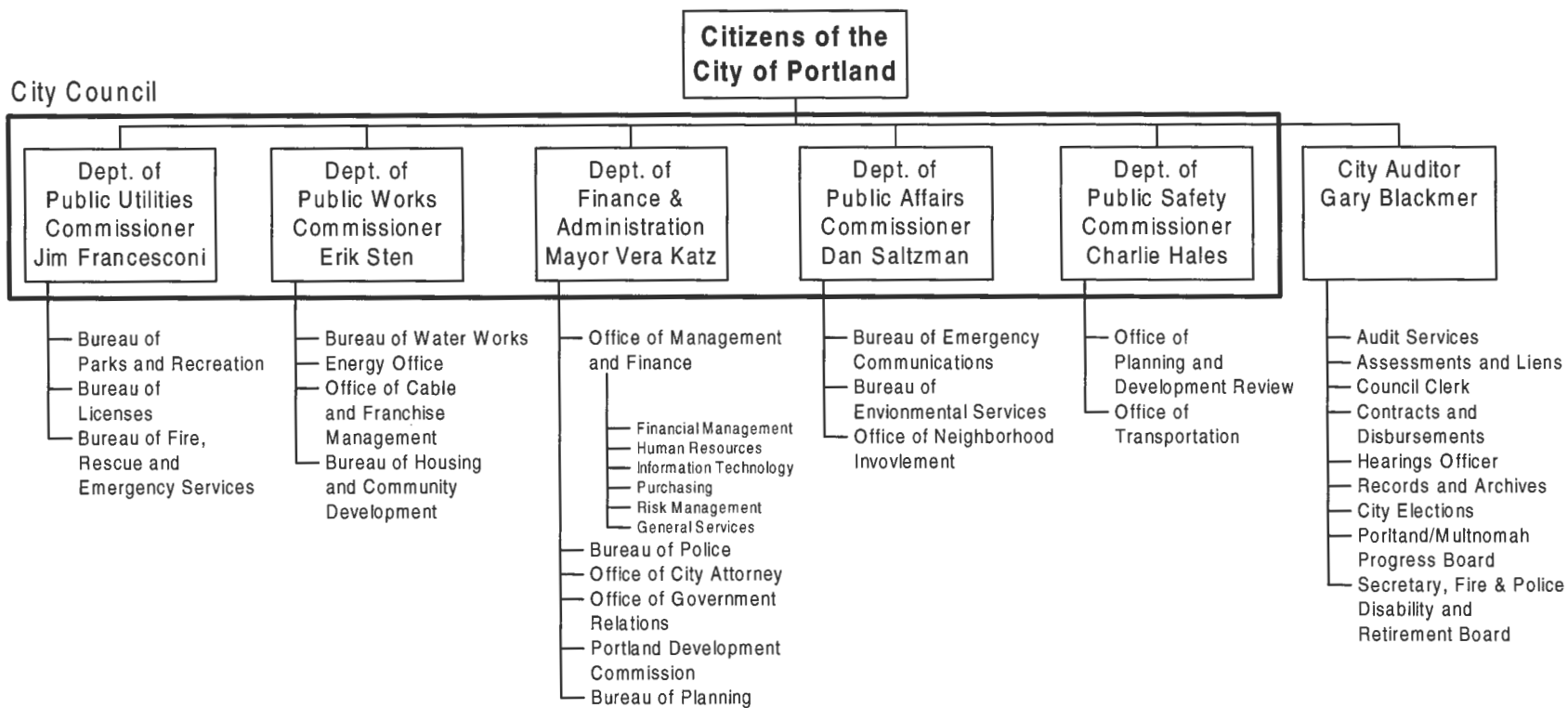
Well Managed City

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

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

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

Figure 1: City Organizational Chart



FORM OF CITY GOVERNMENT

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

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

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

Mayor and Commissioners act as legislators and administrators.

The Mayor and Commissioners act as legislators and administrators. Thus, Council members are responsible for enacting City laws, enforcing City laws, and administering bureaus under their supervision. Figure 1 on page13 depicts the City's current organizational chart.

The Mayor is the formal representative of the City, responsible for assigning each of the commissioners responsibilities for one of five departments: Finance and Administration, Public Affairs, Public Safety, Public Utilities and Public Works. The Mayor also decides which agencies the commissioners will manage. These assignments can be changed at any time by the Mayor. Traditionally, the Mayor has been the Commissioner of Finance and Administration. Current assignments are shown in Figure 1 on page13.

The City Auditor is an elected position.

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

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

CITY TRENDS

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

Rapid Growth

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

Revenue Base Adjusts to Property Tax Limitations

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

Expenditures and Financing Meet Service Demands

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

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

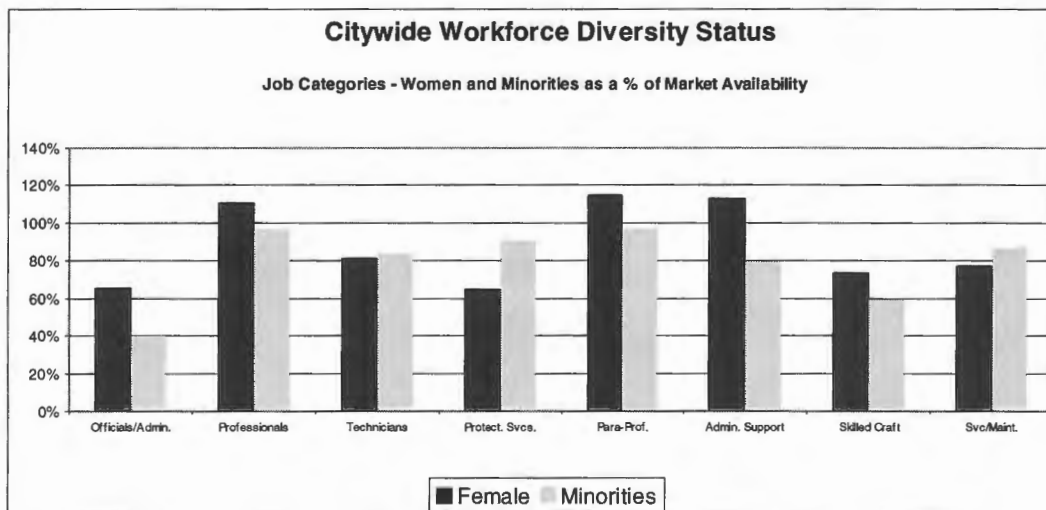
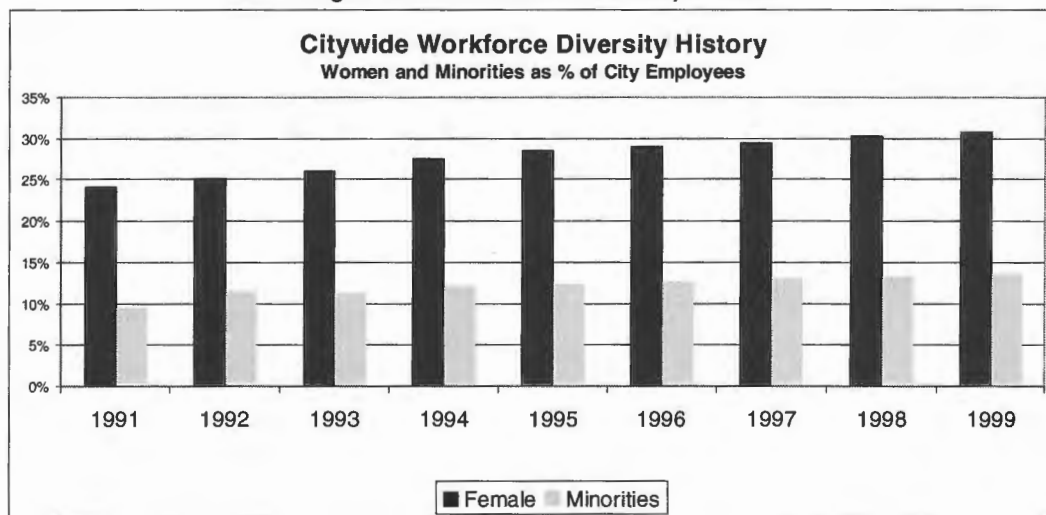
WORKFORCE DIVERSITY

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

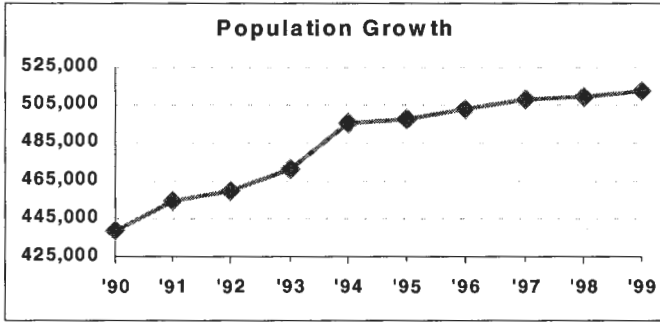
The top chart indicates that both women and minority employees, as a percent of total City employees, have slowly increased over the fiscal years 1991-99.

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

Figure 2: Workforce Diversity Trends

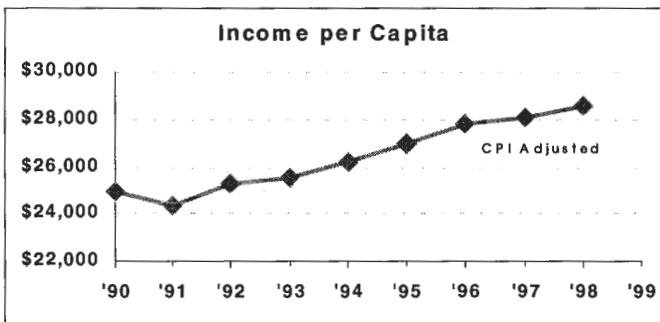


Demographic Data



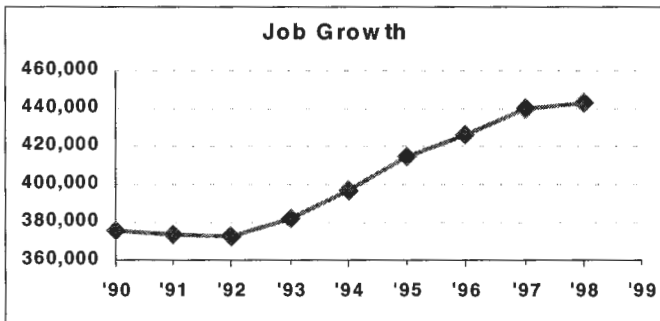
Rapid increases can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue requiring cuts in expenditures.

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



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

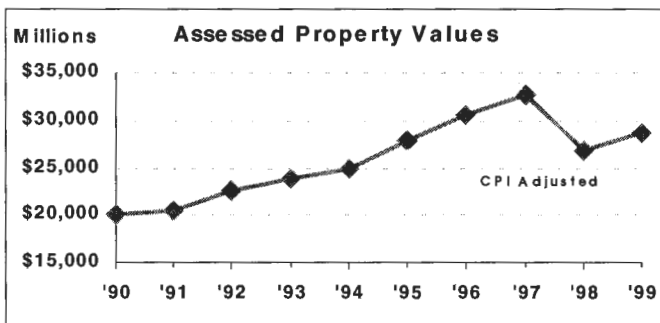
Income per capita has increased yearly since 1991. Total increase is 14% over the ten years. FY 1998-99 figures are not available.



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

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

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

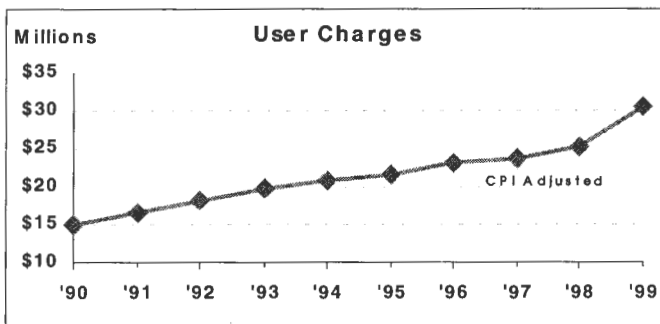


Assessed property value is a measure of the taxable value of real, personal, and utility property in the City.

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

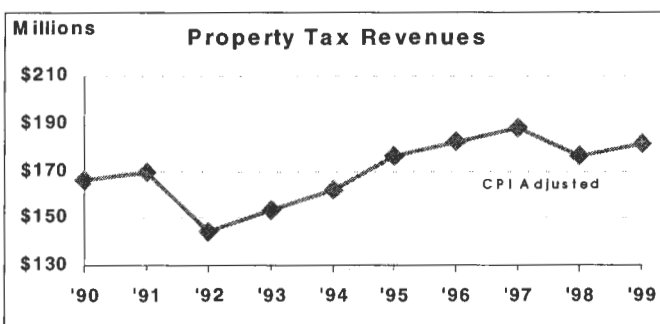
Assessed values mirrored market values and increased steadily from 1990 through 1997.

Revenue Trends



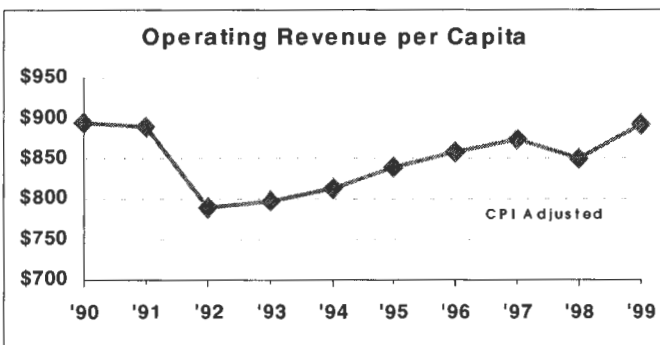
User charges should cover all or part of the costs of providing services like recreation programs, building permits, and parking control. Such fees should keep pace with inflation.

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



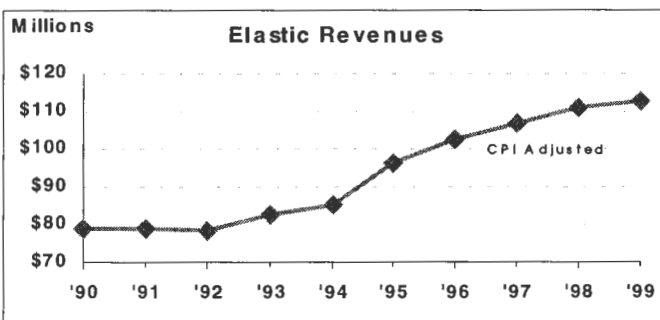
Property taxes are paid on the assessed value of real, personal, and utility property. City property taxes are also generated by separate levies that support police and fire pension benefits and various capital improvements.

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



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

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

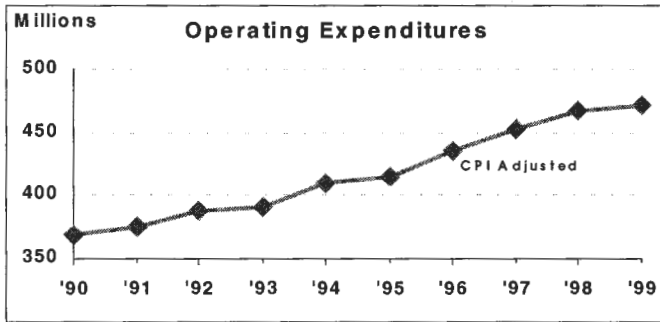


Elastic revenues, highly responsive to economic conditions, include business licenses, franchise fees, motel and hotel taxes, and building permits.

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

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

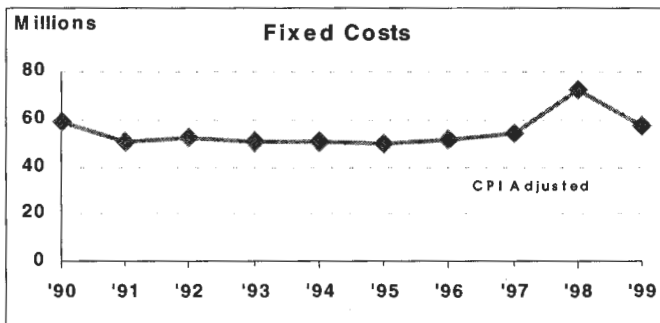
Expenditure Trends



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

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

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

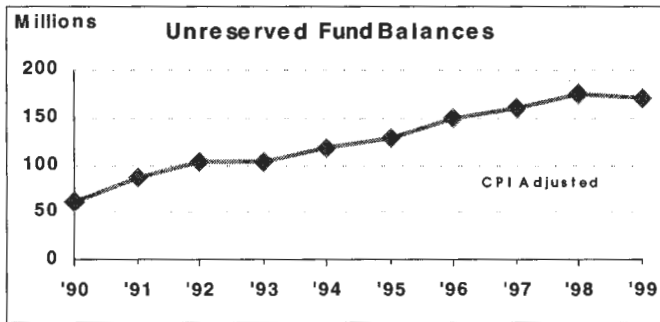


Fixed costs are mandatory expenditures over which the City has little short-term control. Examples include pension benefits and repayments of bond principal and interest.

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

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

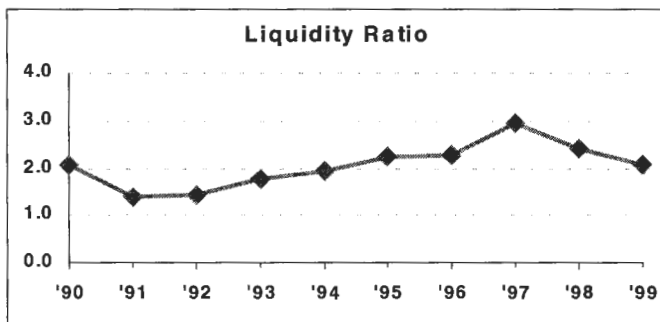
Financing Trends



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

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

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



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

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

Budget Overview

INTRODUCTION

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

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

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

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

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

Support and administrative services were reduced \$13.6 million

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

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

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

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

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

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

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

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

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

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

BUDGET SUMMARY

Total City Budget

Total Legal Budget

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

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

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

Total Net Budget

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

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

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

General Fund Budget

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

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

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

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

Net General Fund Budget

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

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

Figure 3: General Fund - Resources by Major Category

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

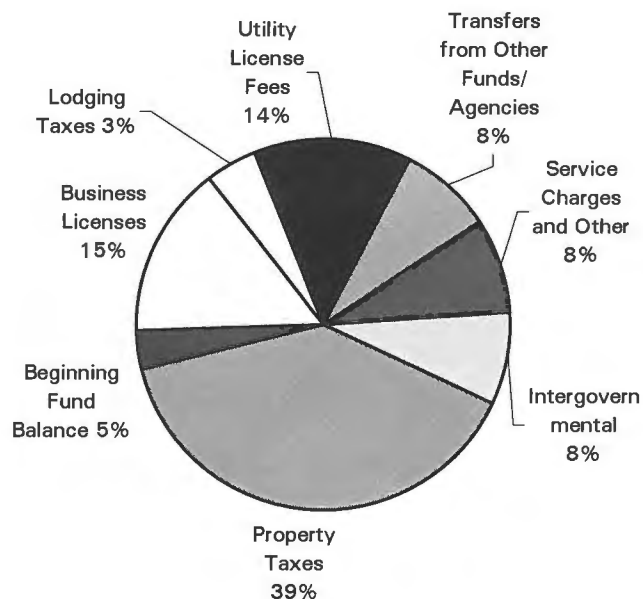
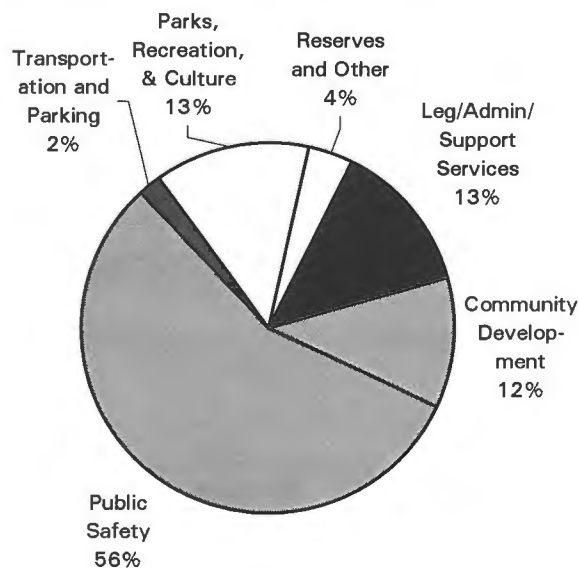


Figure 4: General Fund - Requirements by Service Area

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



Total Net Budget

Figure 5: Total City Budget - Resources by Major Category

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

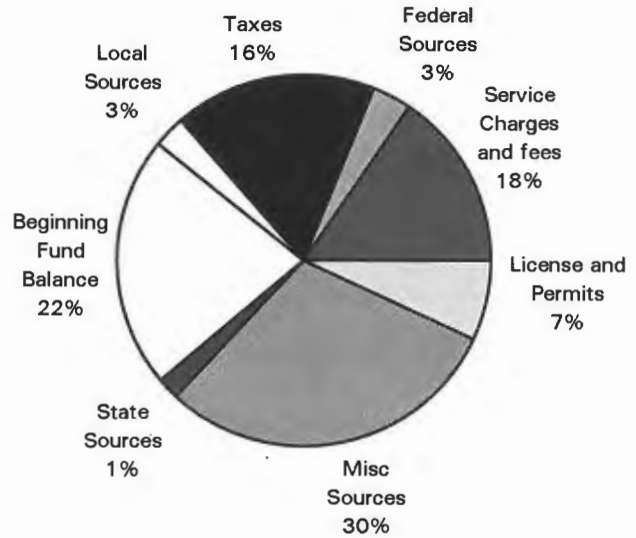
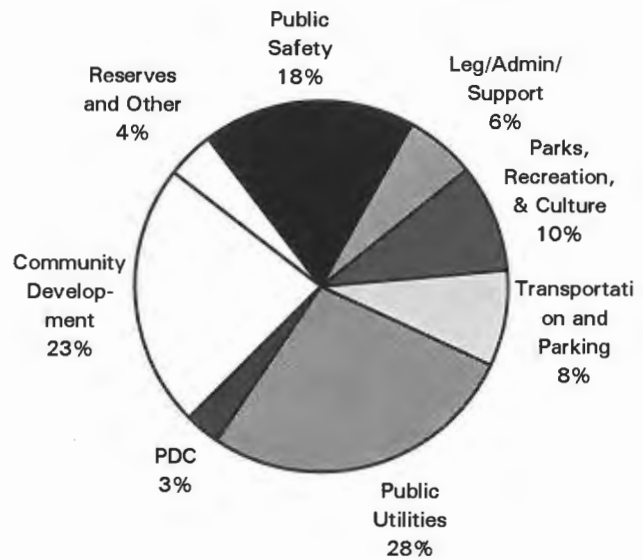


Figure 6: Total City Budget - Requirements by Service Area

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



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

**Budget Decision
Summary - GF only**

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

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

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

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

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

REVENUE SUMMARY

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

General Fund Resources - Changes from the Previous Fiscal Year

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

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

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

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

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

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

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

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

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

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

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

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

One-time versus On-going Resources

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

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

CHANGES FROM THE PREVIOUS YEAR - SUMMARY OF OTHER FUNDS

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

Transportation Operating

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

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

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

Planning and Development Fund

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

Capital expenditures decrease in Environmental Services and increase in Water.

Sewer Operating Fund

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

Sewer System Construction

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

Water Fund

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

Water Construction

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

Golf Fund

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

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

Parking Facilities

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

Spectator Facilities Fund

The convention center expansion begins this year.

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

Housing Investment Fund

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

The City maintains its 10% emergency reserves.

General Reserve

The General Reserve Fund is budgeted at \$35.8 million. This amount maintains the City commitment to set aside funds for fiscal emergencies. Half of the fund is targeted for emergencies such as natural disasters. The other half is for economic downturns such as a recession or other significant negative impacts to General Fund resources, such as tax limitation measures.

Construction has begun on a new fire station in FY 1999-00.

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

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

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

Facilities Services

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

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

EXPENDITURE SUMMARY - BY SERVICE AREA

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

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

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

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

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

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

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

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

EXPENDITURE HIGHLIGHTS BY SERVICE AREA

Introduction

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

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

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

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

Public Safety

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

Parks, Recreation and Culture

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

SUN program is funded as an on-going program.

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

Public Utilities

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

Community Development and Services

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

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

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

Transportation and Parking

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

Legislative, Administrative and Support Services

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

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

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

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

CAPITAL IMPROVEMENT PLAN

Overview

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

Capital Projects of Note

Table 1: Selected Capital Projects by Service Area

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

Project Costs

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

Financial Overview

CITY FINANCIAL PLANNING PROCESS

Background

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

Financial Plans are used by Council to direct budget development.

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

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

GENERAL FUND FINANCIAL FORECAST

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

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

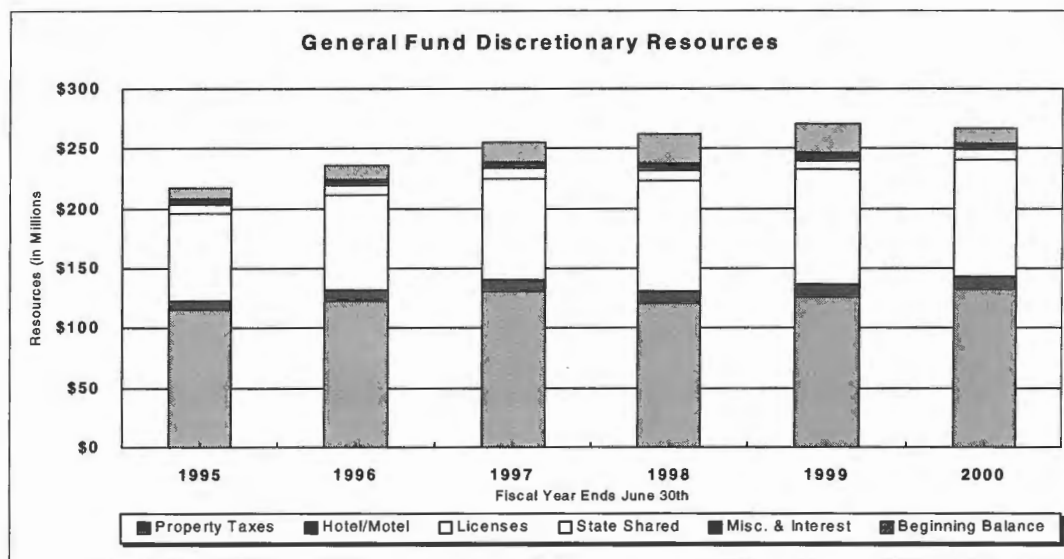
The General Fund Financial Forecast is adopted by Council early in the budget development process.

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

The discretionary beginning balance estimate, a key resource of the General Fund, is updated at the conclusion of each accounting period and published in the Financial Outlook. This report is broadly distributed. The Outlook provides current information on the General Fund's financial condition with the updated ending fund balance estimate feeding into the financial forecast.

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

Figure 7: Historical Resources



The General Fund property tax rate is fixed.

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

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

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

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

General Fund reserves remain fully funded.

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

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

Forecast Assumptions

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

Transient Lodging

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

Utility License Fees

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

Court Fines

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

Interest

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

Interest income has benefited from the increases in interest rates.

Additional Assumptions in the Forecast

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

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

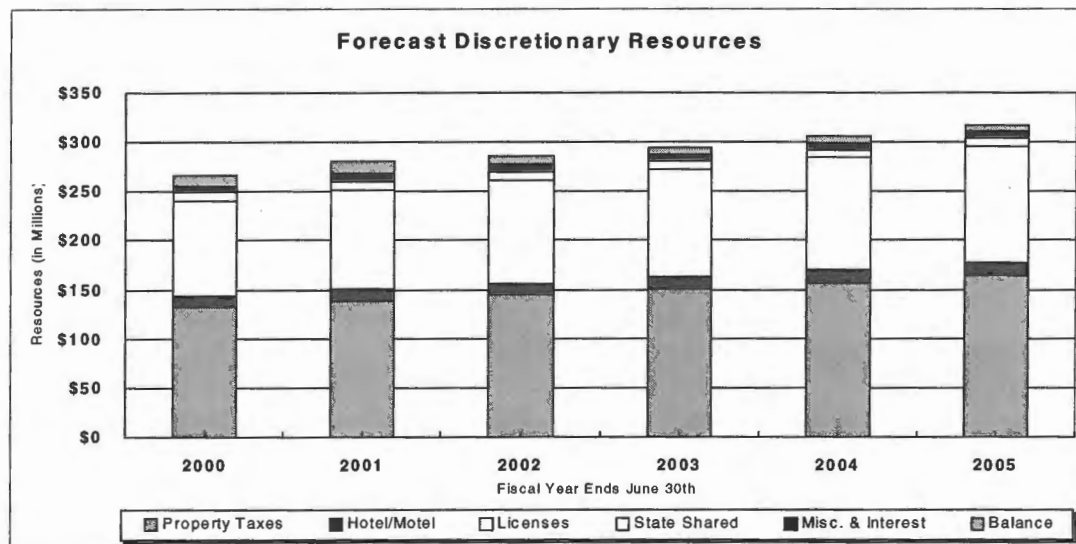
Although the regional economy continues to register good growth and unemployment rates remain low in the 3.5% to 4.5% range, General Fund revenue growth is forecast to be slower than in past years. Property tax revenue growth, constrained by Measure 50, cannot go much above 4% except during periods of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

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

FIVE-YEAR GENERAL FUND FINANCIAL PLAN

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

Figure 8: Discretionary Resources



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

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

Labor agreements increase CSL above earlier projections.

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

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

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

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

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

Uncertainties

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

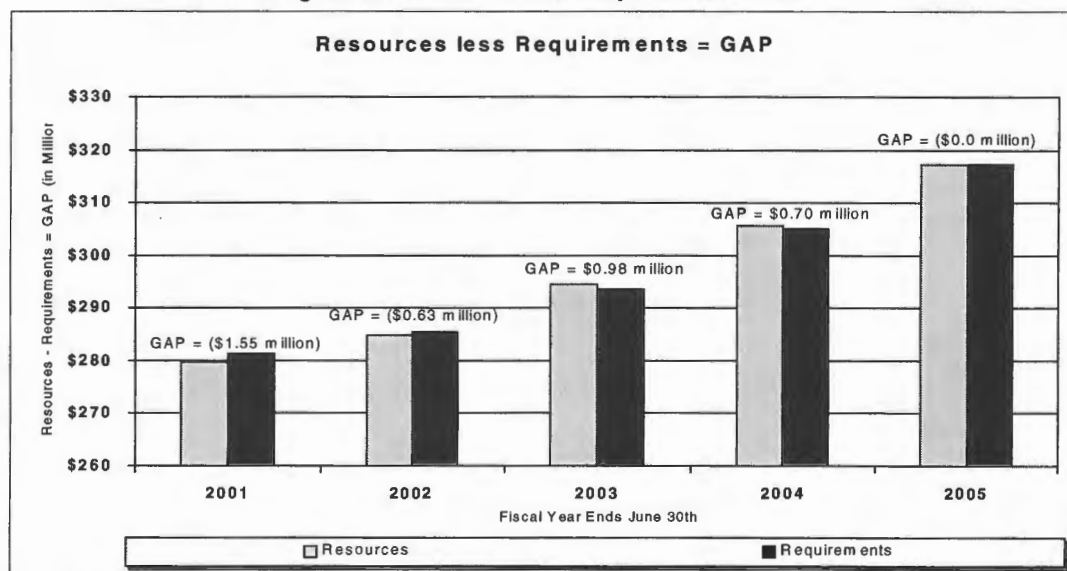
- ◆ The November ballot will probably include an initiative called the Tax Payers Protection Initiative (TPI) which, if approved by voters, would further impair the City's revenue stream and ability to sustain current service levels. This measure includes retroactivity provisions that might require refunds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

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

Table 2: Adopted Five-year Financial Plan

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

Figure 9: Resource and Requirement 'GAP'



ECONOMIC OUTLOOK

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

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

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

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

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

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

FINANCIAL OUTLOOK - OTHER FUNDS

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

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

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

Bureau of Environmental Services (BES)

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

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

Operating costs will have an increased impact on rate changes.

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

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

ESA program responsibility shifts to the Bureau of Planning

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

Bureau of Water Works

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

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

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

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

Office of Transportation

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

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

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

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

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

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

THE BUDGET PROCESS

Local Budget Law

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

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

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

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

Citizen Involvement Process

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

Your City - Your Choice

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

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

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

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

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

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

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

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

Budget Website

Citizens can participate over the Internet.

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

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

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

Budget Advisory Committees (BACs)

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

Portland Utilities Review Board (PURB)

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

Direct Public Testimony

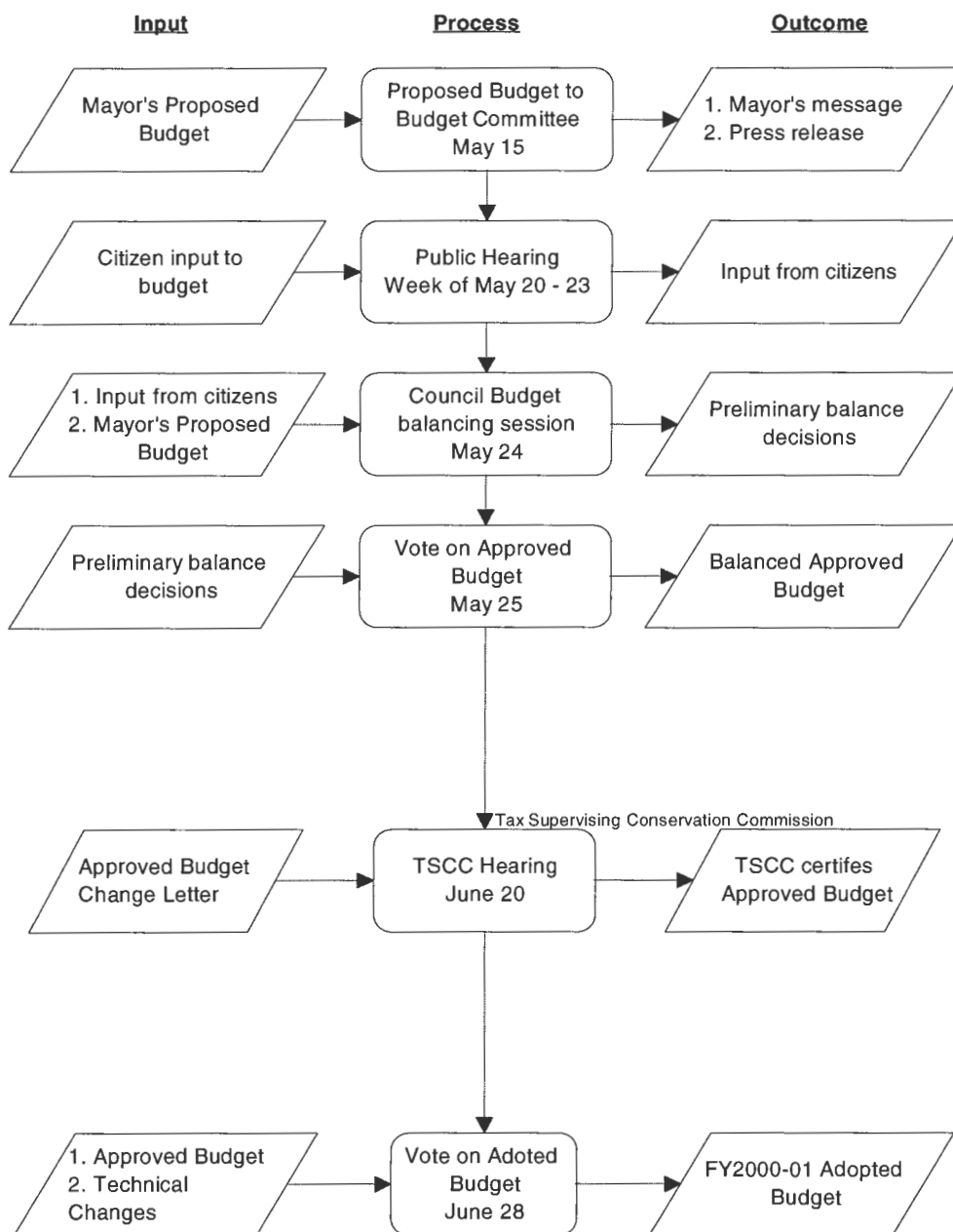
In addition to participating in the budget advisory committees, the PURB and Your City - Your Choice community budget forums described above, citizens have several opportunities to personally testify on bureau budget requests. Specifically, citizens have an opportunity to testify at:

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

Citizens may also contact any Commissioner's office directly to provide input to the budget.

Each year, as part of the Council's budget planning session, the Office of the City Auditor issues a report identifying workload and performance trends for each of the City's major service areas. Part of the report, entitled Service Efforts and Accomplishments (see Figure 10 on page45), is a nationally recognized public opinion survey for the City overall and for each of the covered service areas. This report represents another form of public input used by the Council during the budget process.

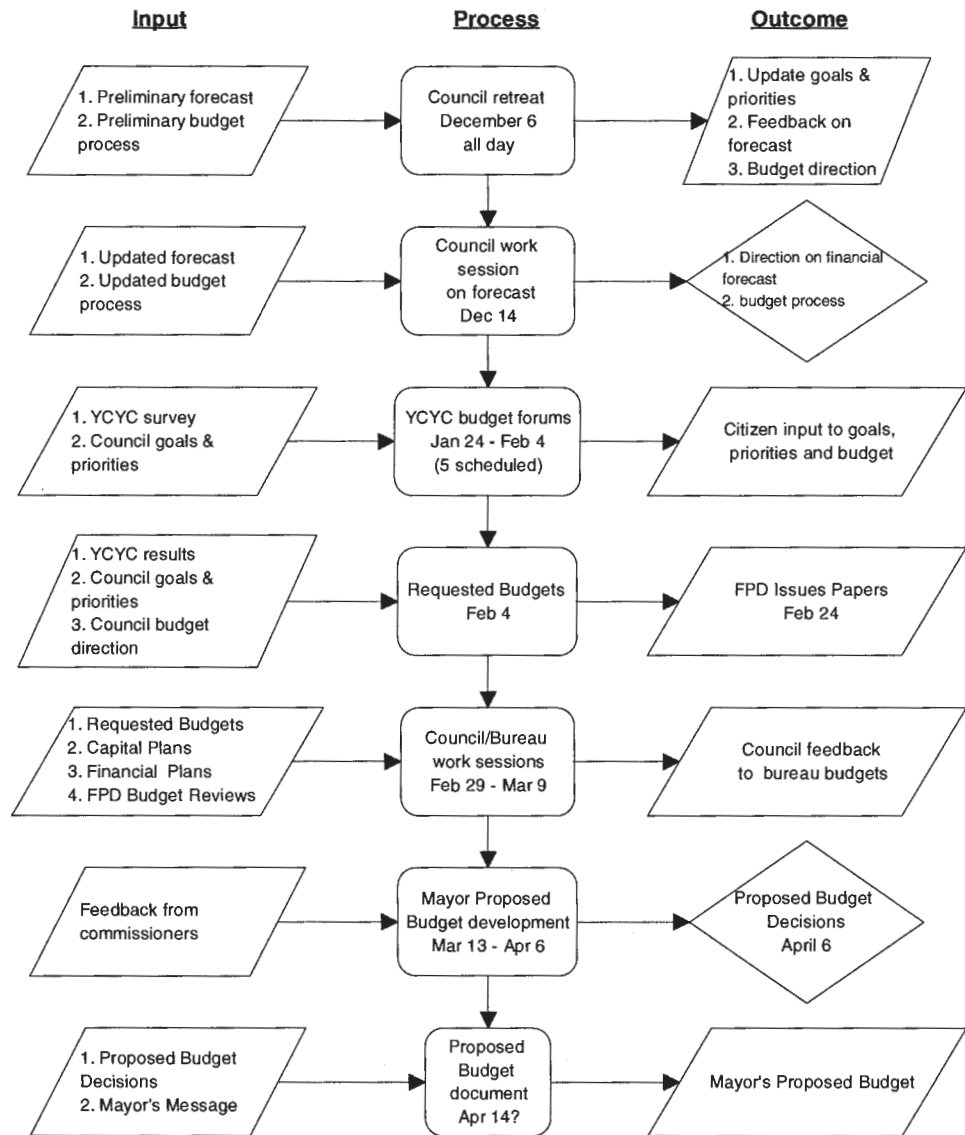
Figure 10: Service Efforts and Accomplishments Report



The Budget Process Time Line and Format

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

Figure 11: FY 2000-01 Budget Process Summary



GENERAL BUDGET DIRECTIONS

Financial Plan

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

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

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

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

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

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

Budget Guidelines and Council Directives

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

Process and Format Directives

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

Budget Request Guidelines

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

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

CITY DEBT MANAGEMENT

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

The City of Portland issues a variety of debt to raise capital for construction projects, for the acquisition of equipment, and facilities and to refinance existing debt. Most of the City's debt is rated by one or more national rating agencies, including Moody's Investors Service and Standard and Poor's Corporation. Bond ratings are based upon an independent analysis by financial market professionals and indicate the confidence that an investor can have in the security of their investment in the City's bonds and other debt obligations. "Aaa" is the highest possible rating, and is based on a thorough analysis of four basic factors: economic condition, debt load, financial condition and overall management of the City. Since 1973 the City's unlimited tax general obligation debt has been rated "Aaa" by Moody's. The City's various revenue bonds are rated between "A" and "Aa1" by Moody's and "A+" by Standard & Poor's.

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

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

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

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

General Obligation Debt (GO)

GO debt is backed by the full faith and credit and unlimited taxing power of the City. Under current Oregon law, all general obligation debt (except for refunding bonds) must be approved by the voters. The City's outstanding GO bonds include:

- ◆ \$75.8 million in voter-approved general obligation bonds for the Performing Arts Center, Civic Stadium, parks system improvements and for emergency facilities improvements.
- ◆ \$41.6 million in general obligation water bonds. These bonds are repaid from water user charges, but are secondarily backed by the City's general obligation pledge.

Revenue Bonds

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

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

General Fund Backed Debt

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

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

Debt Limitation

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

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

Anticipated Debt Issuance in FY 2000-01

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

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

The City will likely incur additional indebtedness during FY 2000-01 for other capital needs. Other amounts and specific types of debt instruments to be issued will be determined throughout the course of the fiscal year.

THE CITY'S FINANCIAL STRUCTURE

Portland's Fund Structure

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

Types of Funds

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

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

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

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

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

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

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

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

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

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

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

How Funds Interact

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

Basis of Budgeting

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

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

Budgetary Controls and Change Management

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

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

Adjustments to bureau budgets generally occur during one of these trimester reporting processes, or if legally necessary, according to State Budget Law, through a Supplemental Budget process, which typically occurs twice a year, in the spring and fall. This requirement allows the Council to closely review the citywide impact of budget adjustments on a trimester basis. It also ensures that the Council's directives are being followed. Bureaus may also request changes to their budget throughout the year through the introduction of ordinances.

The City has a system for monitoring the financial condition of its General Fund. A "Financial Outlook" report is issued at the end of each accounting period or 13 times per year. The report provides Council, bureau managers, and others with information on the status of General Fund revenues and expenditures in comparison to the budget. The report also forecasts the year-end balance for the General Fund.

Basis of Accounting and Accounting Structure

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

Governmental accounting, governed by state statute and Generally Accepted Accounting Principles (GAAP), differs substantially from private sector accounting. Private sector financial reports measure economic profits, whereas governmental accounting focuses on disclosing how public money is spent, thus controlling the amount spent for any given purpose.

Types of Accounting

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

Financial Reporting

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

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

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

Independent Audit Requirements

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

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

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

BUDGET AND FINANCIAL POLICIES

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

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

Financial Policies

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

Planning Policies

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

General Budget Directions

- ◆ Financial Plan
- ◆ Council Directives, Guidelines

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

SUMMARIES OF FINANCIAL POLICIES

Comprehensive Financial Management Policy

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

Debt Management Policy

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

General Reserve Policy

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

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

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

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

Compensation Policy

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

Revenue Policy

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

Investment Policy

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

Interagency Policy

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

Local Improvement District Financing Policy

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

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

SUMMARIES OF PLANNING POLICIES

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

Comprehensive Plan

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

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

Portland Future Focus

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

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

Portland - Multnomah County Benchmarks

During 1993, a public process including several hundred people was conducted for purposes of developing measurements to gauge how well the community is progressing toward its shared vision as articulated in "Portland Future Focus" and other community strategic plans. These benchmarks provide another tool for elected and community leaders to use in guiding future actions. An annual report is issued on the adopted benchmarks. This report will continue to be an important document for use by the Council in establishing goals and priorities for the budget process.

Community Policing

Resolution 34670, approved by Council on January 26, 1990, adopted the original five-year plan for the Police Bureau transition to a "Community Policing" philosophy. Included were the goals and objectives of community policing. The plan called for the addition of 200 positions in order to implement community policing.

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

Regional Light Rail

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

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

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

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

Regional Water Supply Plan (RWSP)

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

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

In FY 1991-92, at the direction of City Council, the Water Bureau worked with other water providers in the metropolitan area on a series of studies which analyzed the potential demand for water in the region and identified supply options. These studies were followed by public input and eventually formed the foundation of the final RWSP report. In early 1997, the City Council approved an inter-governmental agreement of regional water providers consortium which supports the final RWSP report.

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

Environmental Services Policy

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

Clean Water

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

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

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

Solid Waste

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

Prosperous Portland

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

Arts Plan 2000 +

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



Budget Notes

PUBLIC SAFETY

Police

Fleet Savings

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

Administrative/Business Manager

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

Overtime

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

Domestic Violence Contact Coordinator

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

Fire

Station 45

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

PARKS, RECREATION AND CULTURE

Parks

Sun Schools

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

Senior Center

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

Cost of Service Study

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

PUBLIC UTILITIES

Water

Billing System Savings

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

COMMUNITY DEVELOPMENT

**Commissioner
Saltzman**

Green Buildings

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

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

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

Planning

Endangered Species Act/Outreach

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

Greenway

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

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

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

Revenue Bureau

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



Financial Summaries

Guide to the Financial Summaries

Introduction

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

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

Total City

Table 1 shows resources and requirements for the city

The first summary (Table 1) offers the broadest picture; the entire City Budget condensed onto one page, comparing FY 1999-00 with FY 2000-01. This summary shows that for the City as a whole, as well as for any individual fund, resources must always equal requirements. That is, the amount of money planned to be spent from a fund, plus the dollars reserved for contingencies or reserves ("requirements") must be equal to the total amount of money flowing into the fund plus its beginning balance ("resources"). For simplicity, the Financial Summaries use the terms "revenue" and "expense," even though those terms have more specialized meanings in the world of accounting. The detailed budget pages for individual funds, however, do use the more formally correct terms "resources" and "requirements" to signify what a fund has (or expects to get) versus what it needs.

Major Types of Expenditures

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

Net Budget

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

SUMMARY BY SERVICE AREA

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

GENERAL FUND REVENUES AND EXPENSES

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

DISCRETIONARY VS. NON-DISCRETIONARY

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

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

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

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

SUMMARY OF AUTHORIZED FULL-TIME POSITIONS

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

SUMMARIES BY FUND

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

Total Revenues and Expenses by Fund by Fiscal Year

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

Bureau Expenses by Fund

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

Revenues by Fund

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

TAX LEVY COMPUTATION

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

APPROPRIATION SCHEDULE

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

HISTORICAL FUNDS

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

GENERAL FUND/GENERAL RESERVE SUMMARIES

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

Total City Budget – Revenues and Expenses

TABLE 1

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

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

Operating and Capital Budget by Service Area

TABLE 2

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

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

Operating and Capital Budget by Service Area

TABLE 2

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

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

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

General Fund Revenues and Expenses

TABLE 3

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

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

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

Summary of Authorized Positions

TABLE 4

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

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

Total Revenues and Expenses by Fund By Fiscal Year

TABLE 5

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

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

Total Revenues and Expenses by Fund By Fiscal Year

TABLE 5

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

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

Summary of Bureau Expenses by Fund – FY 2000–01

TABLE 6

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

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

Summary of Bureau Expenses by Fund – FY 2000–01

TABLE 6

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

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

Summary of Revenues by Fund – FY 2000–01

TABLE 7

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

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

Summary of Revenues by Fund – FY 2000–01

TABLE 7

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

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

Tax Levy Computation

TABLE 9

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

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

Urban Renewal Certification

TABLE 9

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

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

Appropriation Schedule – FY 2000–01

TABLE 10

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

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

Appropriation Schedule – FY 2000–01

TABLE 10

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

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

Appropriation Schedule – FY 2000–01

TABLE 10

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

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

Appropriation Schedule – FY 2000–01

TABLE 10

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

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

Historical Funds and Appropriations

TABLE 11

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

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

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

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

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

REQUIREMENTS

Bureau Expenses

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

General Fund – 101

TABLE 12

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

General Reserve Fund – 202

TABLE 13

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

FUND OVERVIEW

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

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

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

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

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

Summary of Indebtedness

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

Types of Debt Issued General Obligation Bonds

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

Local Improvement District Improvement Bonds

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

Tax Increment Bonds

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

Revenue Bonds

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

Full Faith and Credit Obligations / Limited Tax Revenue Bonds

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

Other Debt

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

City Bond Ratings

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

Summary of Indebtedness

TABLE 14

DEBT OUTSTANDING

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

Summary of Indebtedness

TABLE 14
DEBT OUTSTANDING

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

ACTUAL DEBT OUTSTANDING

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

Summary of Indebtedness

TABLE 15
DEBT SERVICE

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

Summary of Indebtedness

TABLE 15
DEBT SERVICE

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

Principal Over the Life of the Debt

Schedule of Projected Bond Principal Transactions

PRINCIPAL REQUIREMENTS

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

Interest Over the Life of the Debt

TABLE 17

Schedule of Projected Bond Interest Transactions

INTEREST REQUIREMENTS

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

Summary of Defeased Indebtedness

TABLE 18

DEFEASED BONDS PAYABLE

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

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Public Safety 101

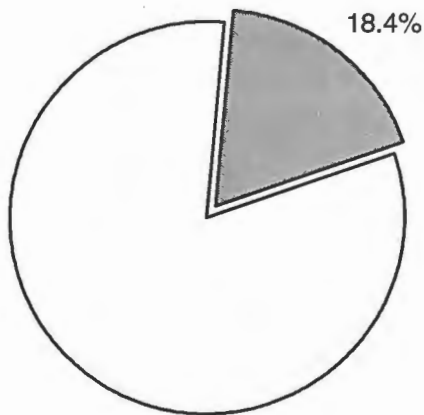
- Bureau of Police 105
- Bureau of Fire, Rescue and Emergency Services 133
 - BFRES Facilities Bond Construction Fund 162
- Bureau of Emergency Communications 165
 - Emergency Communication Fund 183
 - Public Safety Fund 186
- Fire & Police Disability & Retirement 189
 - Fire & Police Disability & Retirement Fund 205
 - Fire & Police Disability & Retirement Reserve Fund 207
 - Supplemental Retirement Program Trust Fund 208

Public Safety

Bureau of Police
Bureau of Fire, Rescue and Emergency Services

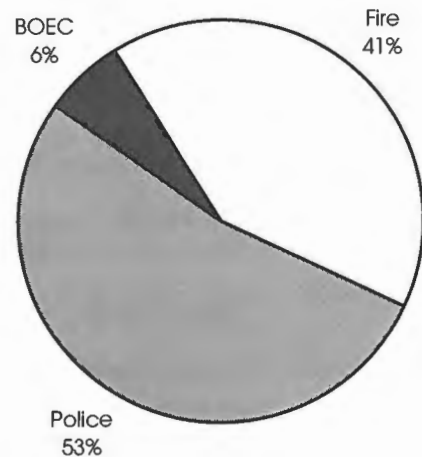
Bureau of Emergency Communications
Fire & Police Disability & Retirement

Percent of City Budget
Public Safety = \$308.8 Million



City Budget = \$1.68 Billion

Bureau Pie Chart



Service Area Overview

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

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

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

Service Area Highlights

MAJOR THEMES

Police Bureau

Position Reductions:

Nine officer positions are reduced in the Adopted Budget.

Facilities:

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

Administrative Service Reductions:

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

Materials and Services Reductions:

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

Fire Bureau

Administrative Service Reductions:

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

Facilities:

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

Fire Apparatus:

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

Fire Training Program:

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

**Emergency
Communications****Reduction of Positions at the Portland Communications Center:**

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

**Fire and Police
Disability &
Retirement Fund****Funded Pension System:**

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

Bureau of Police

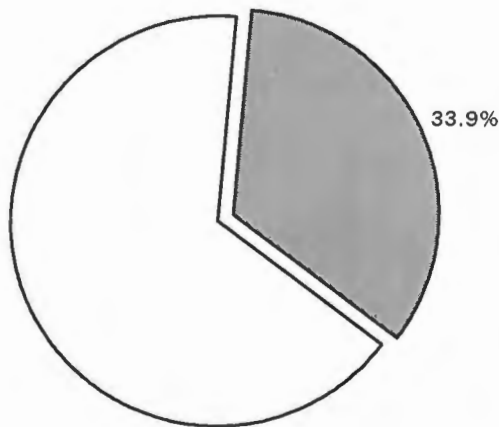
Public Safety Service Area

Mayor Vera Katz, Commissioner-in-Charge

Mark Kroeker, Chief of Police

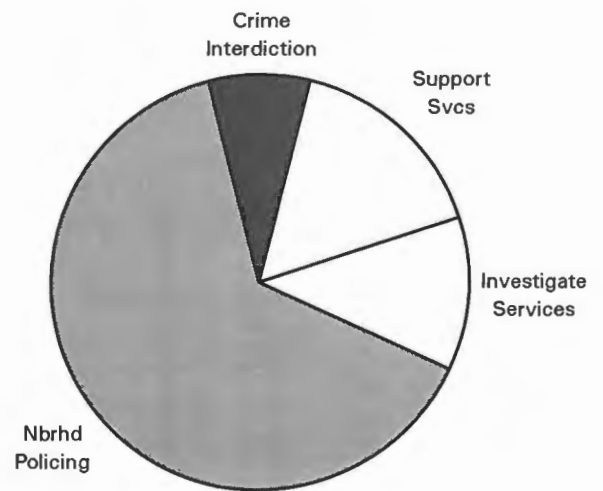
Percent of General Fund

Police = \$119.9 Million



General Fund = \$354 Million

Bureau Programs

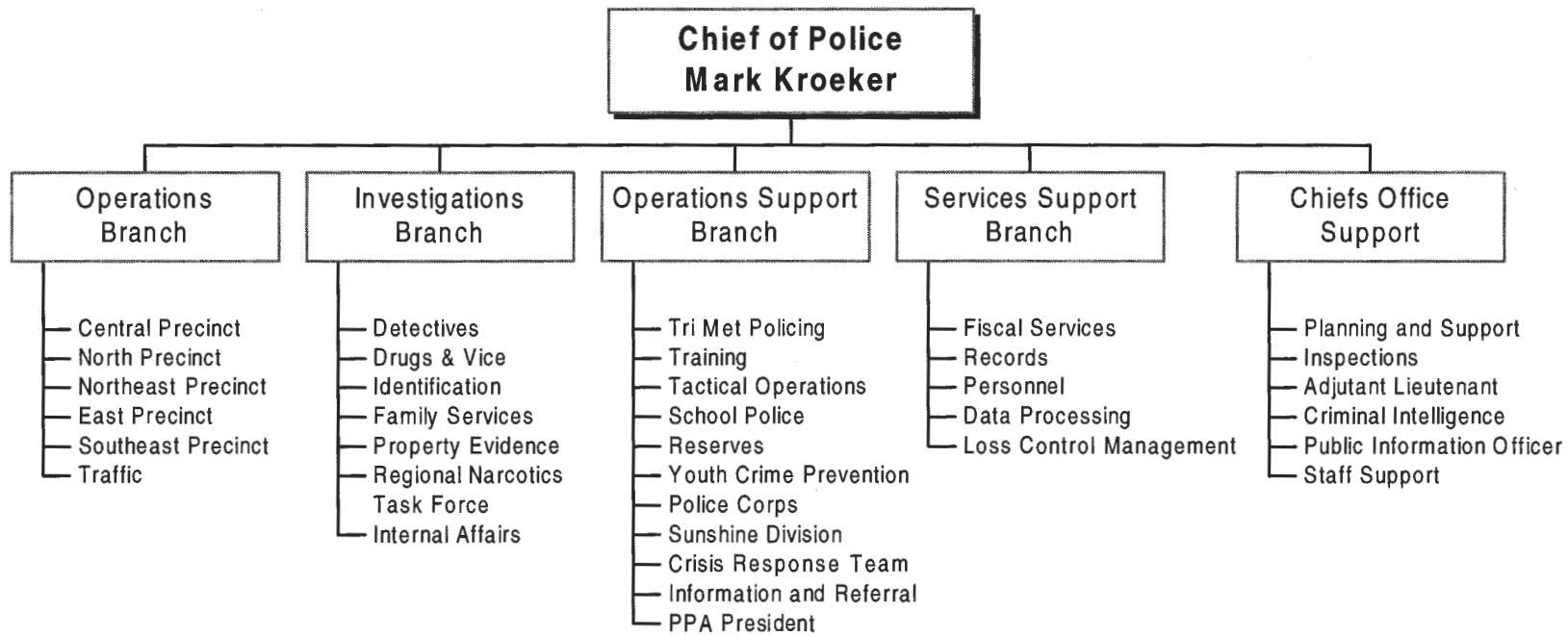


Bureau Overview

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

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

Portland Police Bureau



Bureau Summary

BUREAU MISSION

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

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

BUREAU HIGHLIGHTS

Overview

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

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

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

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

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

Bureau Funding

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

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

Budget Reductions **Nine full-time Officer positions: \$433,085**
This reduction package will reduce the current service level of sworn officer positions within the Precincts. It will specifically cut two vacant officer positions in Central, Northeast, East and Southeast, and one vacant position at North Precinct. An additional \$50,000 in associated materials & services appropriation has also been reduced.

External Materials and Services: \$150,000

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

The bureau is currently evaluating court overtime to identify efficiencies

Overtime: \$500,000

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

Uniform/Equipment Savings: \$200,000

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

Administrative Services Support: \$460,654

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

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

Interagency Reductions: \$217,741

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

Budget Adds **Risk Management Interagency Agreement: \$636,633**

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

Mobile Data Computer Replacement Fund: \$117,698

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

Administrative and Support Services Director: \$51,000

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

Mounted Patrol Facility: \$62,000

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

General Description

BUREAU OVERVIEW

Organizational Description

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

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Operations Branch

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

Investigative Branch

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

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

Services Branch

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

The Training Division provides bureau new officer, in-service and advanced training, as well as community training in the form of the Citizens Academy. The bureau also participates in the federally funded program called Police Corps. This program is designed to recruit new officers, with federal assistance in college funding for the participants.

MAJOR ISSUES

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

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

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

CHANGES FROM PRIOR YEAR

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

Nine officer positions are reduced in FY 2000-01

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

FUNDING SOURCES

General Fund

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

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

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

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

Bureau Revenue

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

Strategic Direction

VISION AND VALUES

Community Policing Vision

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

The vision for the Portland Police Bureau is a city free from crime and the fear of crime, where people and police work together to improve their neighborhoods.

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

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

Community Policing Goals

The bureau holds the following goals:

Community goals

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

Organizational goals

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

Community Policing Values

The bureau holds the following values:

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

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

MANAGEMENT GOALS & OBJECTIVES

Management Objectives for FY 2000-2002

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

1.1 Improve crime response

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

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

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

1.3 Increase early intervention to children and families

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

2.1 Increase problem solving efforts

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

2.2 Promote order and safety

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

2.3 Support crime prevention

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

3.1 Support partnerships with other agencies within the criminal justice system

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

3.2 Improve customer service

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

3.3 Strengthen community partnerships

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

3.4 Improve public communication efforts

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

4.1 Improve bureau responsiveness to employee needs

Promote employee assistance and recognition programs.

4.2 Improve bureau responsiveness to employee performance

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

4.3 Promote practices that improve officer safety

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

4.4 Improve internal communication

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

4.5 Improve recruiting, hiring and promotional processes

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

4.6 Improve employee training

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

5.1 Promote technology that improves officer safety

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

5.2 Improve management information systems

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

5.3 Develop efficiencies

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

6.1 Build adequate staffing levels

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

6.2 Develop and maintain effective bureau performance measurements

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

6.3 Improve fiscal practices and policies

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

6.4 Improve planning services

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

COUNCIL PRIORITIES

Future Focus

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

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

Portland/Multnomah Benchmarks

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

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

2000 Priorities

City Council priorities for Public Safety are:

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

BUDGET NOTES

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

Overview of Programs

NEIGHBORHOOD POLICING SERVICES

Precincts

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

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

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

Tri-Met Division

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

Traffic Division

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

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

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

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

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

Specialty Units

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

Sunshine Division

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

INVESTIGATIVE SERVICES

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

Detective Division

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

Family Services Division

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

**Internal Affairs
Division**

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

**Identification
Division**

The Identification Division provides specialized support services to the Portland Police and other criminal justice agencies by determining the identity of individuals through fingerprints, photos and evidence processing at major crime scenes. The Multnomah County Sheriff's Office contracts with the bureau for identification of all arrested subjects, including juveniles, as required by state law. The division provides contract services to other law enforcement agencies. These services include film processing, enhanced surveillance videos, still photos and audio tapes. The Integrated Ballistics Identification System (IBIS) and X-Imaging photo systems have made it easier to positively identify people and firearms, however this also creates more demand on the division. The Home Security Locks Program also falls under this division. This program is partially funded by a federal grant through the Bureau of Housing and Community Development.

CRIME INTERDICTION SERVICES

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

**Drugs & Vice
Division**

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

**Tactical Operations
Division/Gang
Enforcement Team
and YGAT**

The Gang Enforcement Team (GET) and the Youth Gun Anti-Violence Task Force (YGAT) are components of the Tactical Operation Division. This division actually spans two different programs because of the street level activities these components perform. GET has a detective section, which includes intelligence gathering and identification of gang members, and the investigation of gang related crimes. GET and YGAT often work independently of the patrol components of the precincts, investigating mid to low level street drug dealers and users. Much of this work involves potential and identified gang members, and often includes armed suspects. Other projects these units participate in are the gun buy-back programs and the gun show undercover operations.

**Criminal Intelligence
Unit**

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

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

SUPPORT SERVICES

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

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

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

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

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

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

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

Data Processing Division

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

Planning & Support Division

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

Property/Evidence

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

Police Liability Management

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

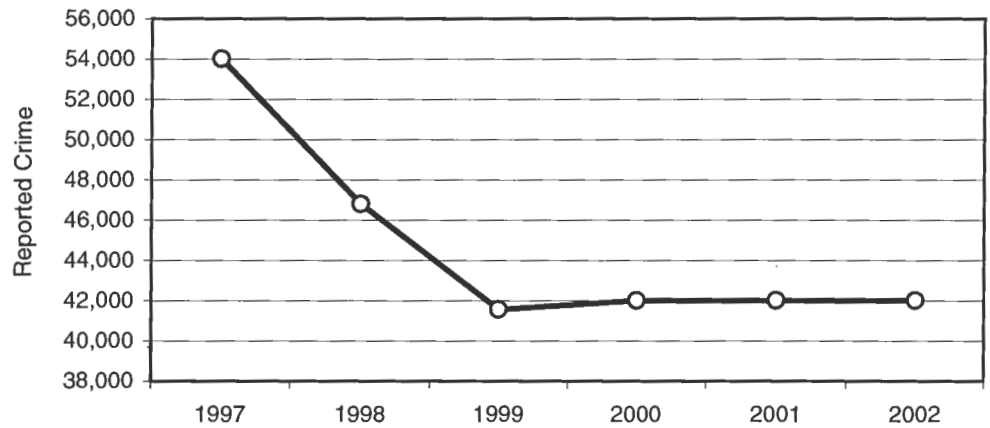
Fiscal Services

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

Performance Measures

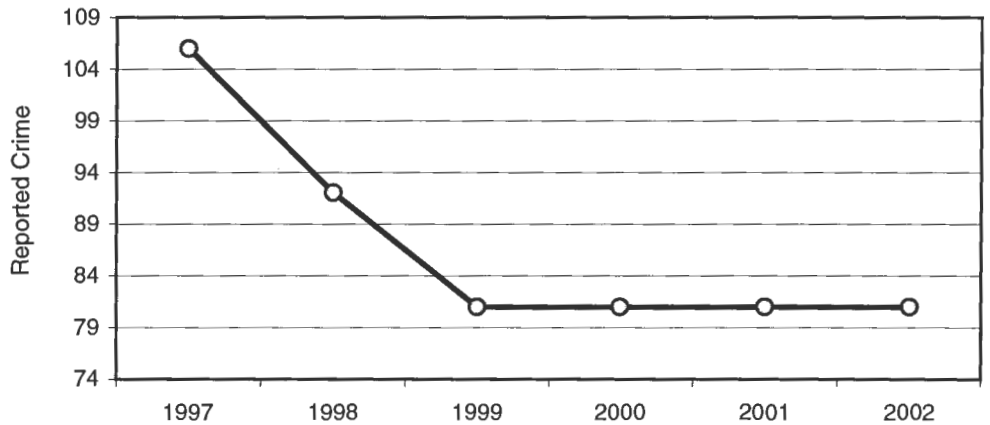
Part 1 (major) Crimes

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



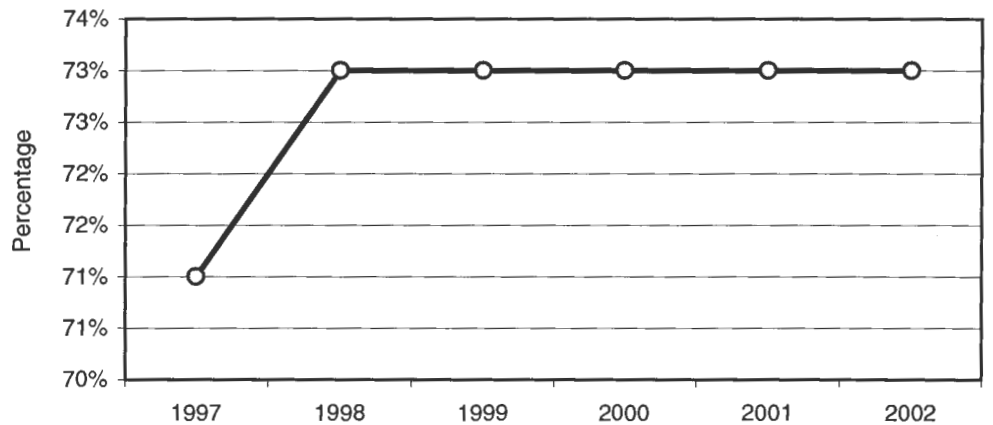
Part 1 Crimes per 1000 population

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

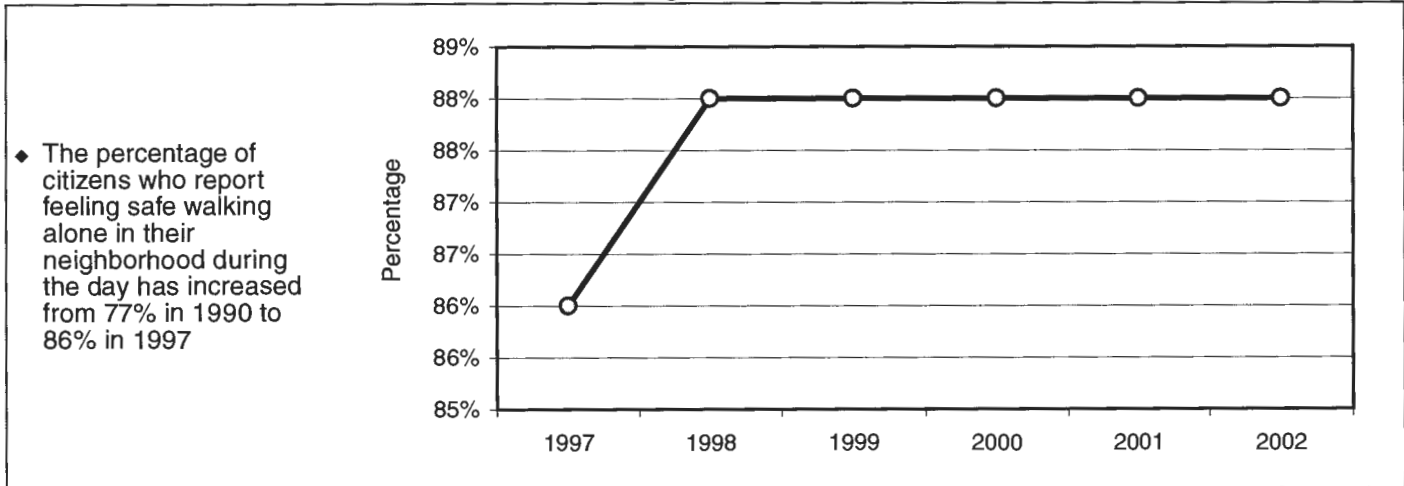


Citizens Rating Service as Good or Better

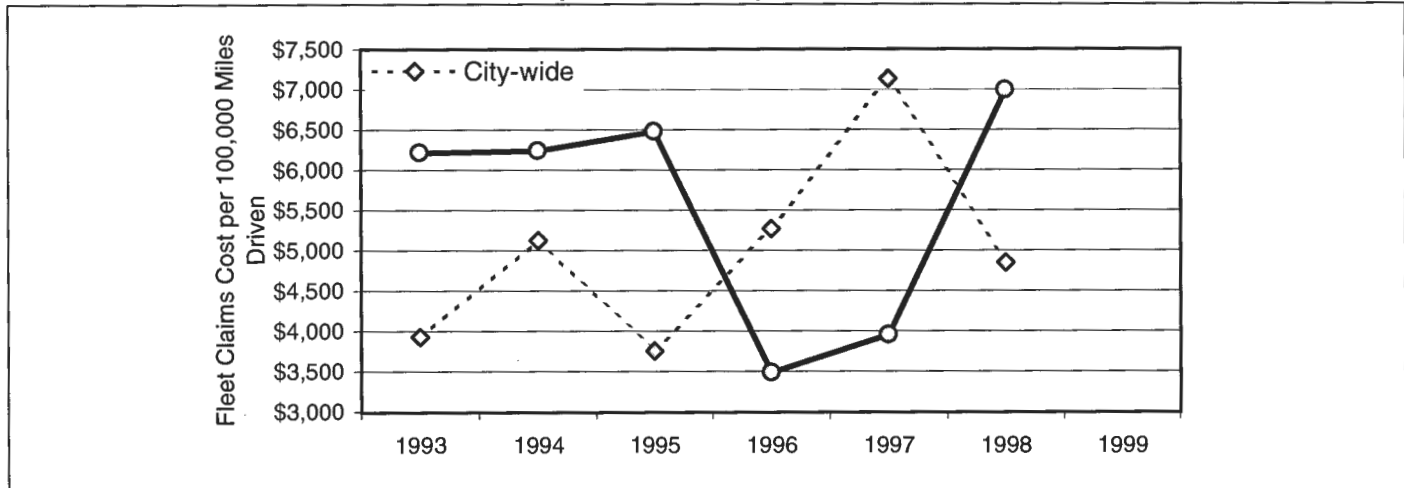
- ◆ The percentage of citizens rating police services good or better has stayed within four percentage points of 70% since 1992.



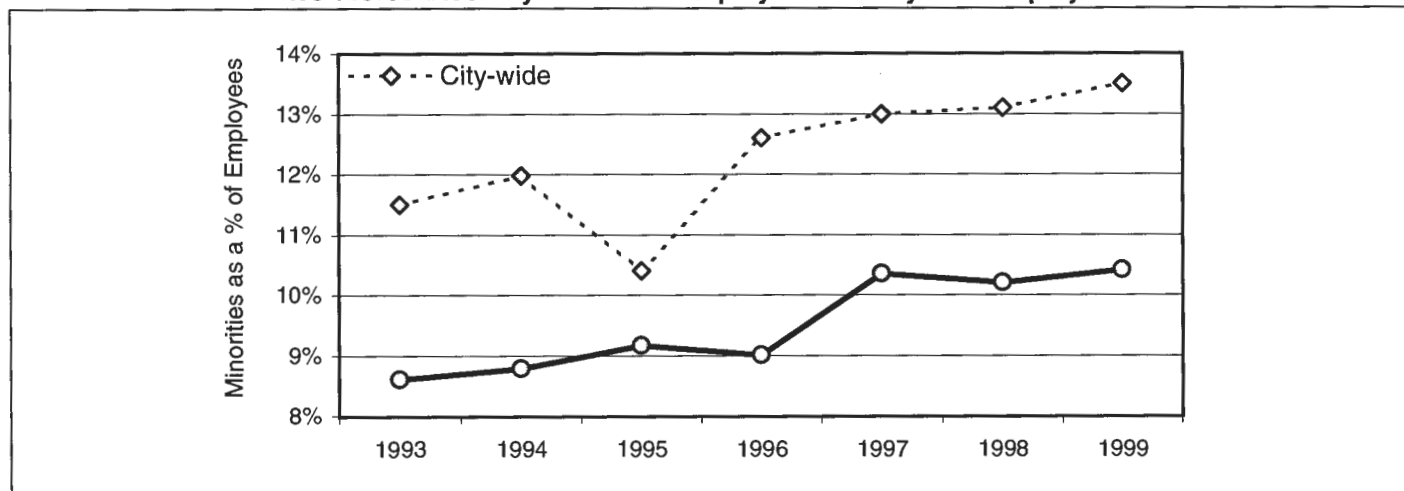
Citizens Who Feel Safe Walking Alone in Their Neighborhood-Days



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



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

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

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

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

Bureau of Police AU 100

FULL-TIME POSITIONS

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

Bureau of Police AU 100

FULL-TIME POSITIONS

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

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

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



Bureau of Fire, Rescue and Emergency Services

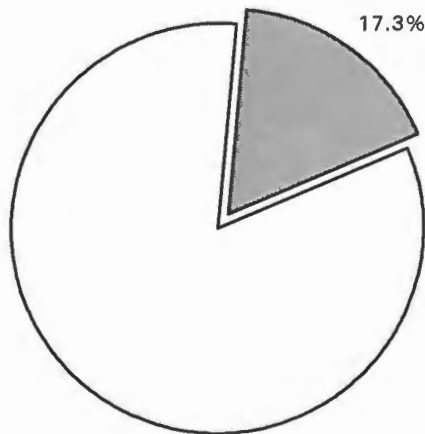
Public Safety Service Area

Jim Francesconi, Commissioner-in-Charge

Robert Wall, Fire Chief

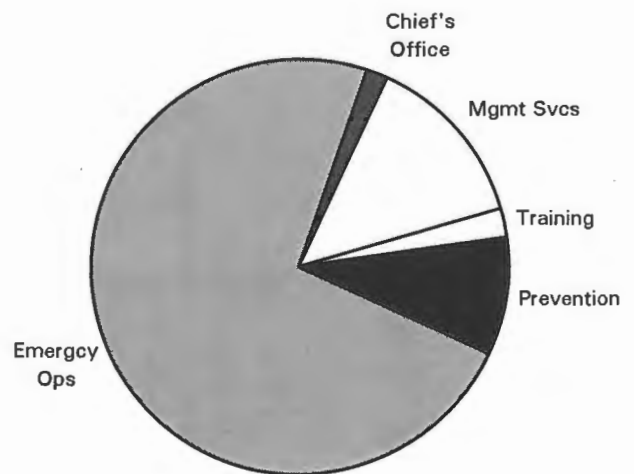
Percent of General Fund

Fire = \$61.3 Million



General Fund = \$354 Million

Bureau Programs

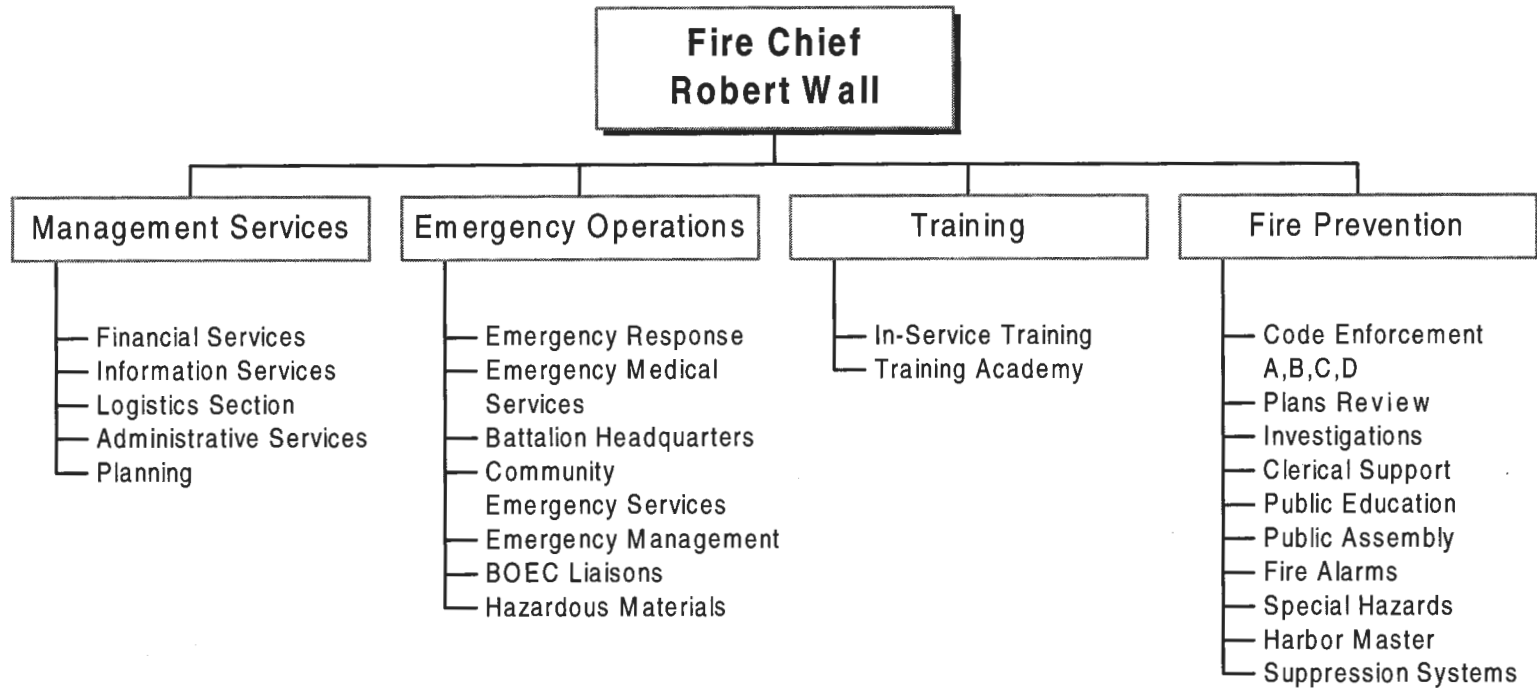


Bureau Overview

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

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

Portland Fire and Rescue



Bureau Summary

BUREAU MISSION

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

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

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

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

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

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

BUREAU HIGHLIGHTS

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

- | | |
|---|---|
| Deliver Paramedic Service | Portland Fire and Rescue has developed a plan to provide paramedic services from each of the 27 fire stations. It is currently the largest provider of pre-hospital care in the State of Oregon. |
| Regional Approaches | The bureau has developed and implemented a model for a regional training academy and is experiencing success at every level. The first regional academy for Fire Training occurred in 1999. |
| Labor/Management | The Fire Chief and the union president serve on the city-wide Management Advisory Group and the bureau has revived its internal Labor Management Committee. The bureau is committed to use the Service Improvement Initiative (SII) to make the city better. A successful labor management retreat was held in 1999 and another one is scheduled for FY 2000-01. |
| General Obligation Bond Implementation | With the passage of the General Obligation Bond Portland Fire and Rescue has shared project responsibility with the Bureau of General Services Facilities Management Division. Among Portland Fire and Rescue's responsibilities are communication with impacted neighborhoods and logistical support to the affected fire stations. Site planning is occurring in several areas of the City. |

**Computer
Technology**

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

Bureau Planning

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

**Successful
Workforce Diversity
Program**

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

**Enhanced Fire
Prevention (EFP)**

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

General Description

BUREAU OVERVIEW

Organizational Description	<p>Portland Fire, Rescue and Emergency Services is the second largest General Fund Bureau with a FY 2000-01 operating budget of \$61.3 million and 743 employees. The bureau is a multi-faceted organization, with a mission to promote a safe environment for all the citizens of Portland that is accomplished through a variety of programs.</p>
Office of the Chief	<p>The Office of the Chief ensures that Portland Fire, Rescue and Emergency Services complies with state and local regulations in the area of fire suppression, emergency medical response, patient treatment, fire prevention, and investigation. This office is the liaison with the Mayor, Commissioners, and managers of other City bureaus.</p> <p>The Human Resources Office is responsible for recruitment and hiring, contract negotiations, discipline, and grievances.</p> <p>The Public Communications Section controls and coordinates all crisis communications at major incidents, provides information to the media and other organizations through press releases, live interviews and media kits, and coordinates all media events. Public Communications also provides community outreach information which inform citizens about the services provided by Portland Fire, Rescue and Emergency Services.</p>
Emergency Operations Division	<p>The majority of resources are dedicated to the Emergency Operations Division which is charged with responding to calls for help due to fire, medical emergencies, marine accidents, special rescues, or hazardous material incidents. There are 27 fire stations located throughout the City of Portland. The City covers 149.5 square miles and includes a population of approximately 510,000. During 1999 Portland Fire and Rescue responded to 55,310 calls for assistance, of which 75% were medical in nature. In addition, Community Emergency Services (CES) links bureau resources with the community to promote fire and life safety. During 1999, station personnel dedicated nearly 18,000 hours to a range of partnership activities with the citizens they serve, e.g., safety presentations at schools and block parties, free blood pressure checks, evacuation drills for local businesses, fundraising projects with Scout troops, etc. On a citywide basis, CES also trains and supports the Neighborhood Emergency Teams (NETs), over 800 volunteers representing 90 of the city's 96 neighborhoods. During 2000-01, CES will train another 150 NET members for disaster response and other public safety activities in their neighborhoods.</p>
Management Services Division	<p>The Management Services Division is responsible for providing all of the support services necessary to operate a 24-hour 7-day a week organization. These include the following sections:</p> <p>The Logistics Section services all 30 bureau facilities, maintains all emergency apparatus, and supplies all the fire stations with maintenance and firefighting materials.</p> <p>The Information Services Section manages the computer network, provides run data and maps, and maintains all computer software and hardware.</p>

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

Training Division

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

Prevention Division

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

RECENT TRENDS

Background

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

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

Key Findings of SWOC

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

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

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

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

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

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

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

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

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

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

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

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

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

CHANGES FROM PRIOR YEAR

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

The Chief's Office

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

Management Services

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

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

Emergency Operations

The following reflects changes within the Emergency Operations Division.

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

Training

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

Prevention

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

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

FUNDING SOURCES

General Fund

At \$58,361,444, General Fund Discretionary is by far the largest source of funding for Portland Fire and Rescue operations. For FY 2000-01, non-discretionary resources total \$2,953,011. The largest portion of this total is for the enhanced fire prevention program, which anticipates revenues in the amount of \$1.3 million. Additionally, Portland Fire and Rescue estimates that contracts will bring in close to \$372,000; including a supplies contract with Multnomah County for \$192,000. The remainder of non-discretionary revenues are for permits, reimbursements, State sanctioned runs, miscellaneous fees and interagency services.

Strategic Direction

VISION AND VALUES

Strategic Directions As part of the completed FY 2000-05 Strategic Plan, Portland Fire and Rescue identified five distinct strategic directions. Those directions are listed below:

- ◆ Creatively respond to changing service demands.
- ◆ Promote and nurture relationships with the City Neighborhoods and key stakeholder groups outside the bureau.
- ◆ Establish new programs and enhance existing programs to develop staff capacity and resources to their fullest potential.
- ◆ Accelerate efforts to improve internal organizational effectiveness.
- ◆ Demonstrate through words and actions our commitment to be responsive, respectful and sensitive to community and workforce demographics and values.

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals Portland Fire and Rescue has five goals which serve, along with other elements of the Strategic Plan, as focal points as we conduct business. Those goals are listed below:

- ◆ To provide leadership and coordination that encourages Community - Fire and Rescue partnerships that result in City and Fire and Rescue Mission and Goal accomplishment.
- ◆ To minimize suffering, loss of life and property from fires, hazardous materials, medical and other emergencies through response programs.
- ◆ To reduce the frequency and severity of fire, medical and hazardous materials emergencies through prevention efforts such as education, investigations, engineering solutions, code development, enforcement programs, and arson prosecution assistance.
- ◆ To ensure preparedness and safety through training, disaster planning and emergency management programs and to provide all divisions with a high level of planning information and activities.
- ◆ To efficiently manage the resources and support necessary for Portland Fire and Rescue to accomplish its mission.

COUNCIL PRIORITIES

City of Portland Goals

Portland Fire & Rescue directly supports and promotes City goals through the implementation of the following programs:

- ◆ Through citizen involvement and strategic planning, Portland Fire & Rescue is *helping to build a livable city* by implementing the GO Bond. With this program, the bureau is helping to manage the City's growth by providing additional resources to the community to provide public safety. In addition, the seismic upgrades and other improvements to the fire and rescue stations will help firefighter/EMTs and paramedics respond more quickly and effectively during emergencies.
- ◆ Portland Fire & Rescue *promotes economic vitality and access to quality jobs for all* with several programs. An excellent example is the bureau's contract with Alternative Work Concepts, which brings people with disabilities into our work environment to help provide administrative support. In addition, our Firefighter Trainee Program provides excellent career opportunities for underrepresented classes.
- ◆ *Ensuring a safe community* is at the top of Portland Fire & Rescue's list of priorities. In addition to serving as the largest pre-hospital emergency medical care provider in the State of Oregon, we provide fire suppression, prevention, technical rescue, hazardous materials response, and numerous other services which provide public safety.
- ◆ The City's close relationship with our Sister Cities *supports Portland's growth as an international City*. This year, the bureau provided technical support and maintenance to the fire department in Khabarovsk, Russia, by continuing to service the fire engine we donated several years ago, and by providing training in the use and care of it. In addition, the Fire Bureau shared resources with Guadalajara, Mexico in the form of a water tender.
- ◆ With the bureau's leadership role in marine emergency response, and our regional emergency management efforts, Portland Fire & Rescue continues to *enhance the partnership with other agencies in the region*. But perhaps the most striking and unique partnership this year is the excellent relationship the bureau has developed with Gresham Fire Department. In addition to jointly operating Fire & Rescue Station 45 to provide public safety to residents in East County, Portland loaned Gresham our Chief Training Officer to serve as their Interim Chief. Both of these examples illustrate creative and resourceful involvement in partnerships in the region.
- ◆ Portland Fire & Rescue's Community Emergency Services (CES) program is an example of *success in building a sense of community by promoting participation, connectedness, and partnerships*. CES efforts have mobilized more than 750 citizens in 87 of the City's 95 neighborhoods who participate in Neighborhood Emergency Teams (NET), one of the most visible CES programs. These citizens are trained to help their communities respond in an emergency. In addition, they provide medical standby at large gatherings, and they install smoke detectors for their neighbors.
- ◆ Through an extensive strategic planning process, and with numerous internal and external stakeholders providing input, Portland Fire & Rescue recently took large strides to *continuously improve the delivery of the quality of our public services*. The outcome of this process included five strategic directions, which were described earlier in this narrative.

City of Portland Priorities for 2000

Portland Fire & Rescue has made the City's priorities theirs. The following programs and projects illustrate this commitment:

Workforce

Portland Fire & Rescue excels in the area of *diversifying our workforce*.

- ◆ The bureau has increased the total number of women and minority firefighters from 33 to 100 since January 1995. In addition, the number of people of color in administration has doubled from seven to 14.
- ◆ The bureau's commitment to diversity was recently recognized with the City/County Dr. Arthur Fleming award, and Chief Wall was honored with a Lifetime Achievement Award from the World Arts Foundation, an organization which coordinates the "Living the Dream" program. Both awards were presented during recent ceremonies recognizing the contributions of Dr. Martin Luther King Jr.
- ◆ A July 1999 Skanner article hails Portland Fire & Rescue as leading recruitment in the City.

Communication

In the past two years, Portland Fire & Rescue has completely overhauled the manner in which *it communicates with the residents of Portland*.

- ◆ In addition to creating and distributing a monthly newsletter, "Fire & Rescue News," the bureau publishes an annual Safe Community Report, which outlines the bureau's services, and solicits input from citizens regarding Portland Fire and Rescue.
- ◆ Portland Fire and Rescue also develops media events, print materials, and other materials for distribution to the public, *which educate and inform residents about its services and programs*. In support of this, bureau staff developed a public communication plan for the GO Bond oversight committee to help keep citizens informed of the status of projects, and how their tax resources are being used to promote public safety

Strategic Planning

Careful planning and implementation of our 10-year GO Bond project is all about *Portland's growth, and how we can best provide services to the community*.

- ◆ Working with citizens through Station Advisory Committees (SACs) to site and equip stations for maximum efficiency is a major part of this process, in addition to determining the best location and features for the facilities to provide emergency response.
- ◆ Portland Fire & Rescue has successfully completed the Strategic Planning process, and have thus *succeeded in meeting the City's goal of developing a strategic plan for the bureau*. Portland Fire and Rescue, like all other public agencies today, is faced with a variety of challenges. These challenges range from reduced resources and changing public expectations to changing demographics and new regulations. Portland Fire and Rescue is ready to face those challenges, maximize evident opportunities and continue to meet current service demands. The work of providing fire, rescue, and emergency services for the citizens of Portland is central to the health and well-being of the City, and it defines the bureau's mission, goals and strategic directions.

BUDGET NOTES

Station 45

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

Overview of Programs

CHIEF'S OFFICE

Overview

The Office of the Chief provides overall management and direction to the other divisions of Portland Fire, Rescue and Emergency Services, as well as human resources and public communications and information activities.

Public Communications

The Public Communications and Information staff respond to emergencies, and provide the media with information about incidents for their news reports. The staff in this section also take a pro-active approach to public information, by providing residents with details about our role in emergency response, and the diverse nature of the services that we provide. Products include press conferences and media events, an external monthly newsletter, an annual report, and numerous other flyers, brochures, and presentations for the public's consideration.

Human Resources

The Human Resources Section provides a full range of personnel services to managers, supervisors and employees throughout the bureau. The section functions as the liaison to the City Attorney's office in settling employee disputes and contract administration issues such as grievances and arbitration. Staff in this department work closely with Central Personnel to ensure those personnel activities are coordinated and carried out as effectively and efficiently as possible.

Other Human Resource responsibilities include the following: labor relations, contract negotiations and interpretations; grievance handling and investigation; entry level recruitment of Firefighter/EMTs and Firefighter Trainees; promotional examination development and implementation; PAN processing; discipline investigation; support to managers and supervisors through the discipline process; maintenance of the bureau's personnel files and position control system; and other special projects as related to emerging personnel issues.

Firefighter Trainee Program

The Firefighter Trainee program, in conjunction with Portland Fire, Rescue and Emergency Services' Human Resources section, supports the goal to help the demographics of our work force more closely resemble the citizens we serve. The focus of this program is to develop the skills of trainees and bring them successfully into the bureau. These recruits are put through a rigorous program, which includes fire science, exposure to basic mechanical skills, and certification as an Emergency Medical Technician. This program concentrates its recruitment effort at under represented classes. After successful completion of this program, Trainees enter Portland Fire, Rescue and Emergency Services' Training Academy.

MANAGEMENT SERVICES

Financial Services and Administration

The Financial Services Section of the Management Services Division manages all financial activities of Portland Fire and Rescue. These functions include: processing payment documents, establishing or revising accounting policies and procedures, developing the annual Operating and Capital Improvement Program budgets, as well as monitoring expenditures/revenues, preparing year-end projections of the budgets, Accounting Period financial management reports, and performing cost analysis of the services provided by Portland Fire, Rescue and Emergency Services.

Major objectives for FY 2001 include continued compliance with the guidelines established by the City's Office of Management and Finance relative to accounting and budgetary procedures. With that as a basis, Management Services Division will ensure the integrity of all Portland Fire, Rescue and Emergency Services' fiscal transactions, promptly process financial documents, and complete projects such as the Annual Operating and CIP Budgets, and Budget Monitoring Reports within the guidelines and deadlines established by the Office of Management and Finance.

Information Services

The Information Services section manages the operation, support and maintenance of approximately 250 microcomputers. These computers are linked to six local area networks in 35 different locations inter-networked over a metropolitan area frame-relay network. In addition, Information Services is responsible for 80 New Generation Mobile Data Terminals (NGMDTs) used to transmit vital emergency response information between BOEC and the response units in the field. The network and many of the personal computers attached to it require support on a 7-day a week 24-hour a day basis.

The Information Services section also develops and implements the Fire Information Services system. It includes Television Services, which broadcasts training information to Firefighter/EMT's in stations. This allows on-duty emergency responders to stay in service, ready to serve the public, while watching a drill on TV. The programming includes live, interactive educational programming, informational shows, on-the-job safety training, and EMT re-certification material.

Logistics Section

The Logistics Section within the Management Services Division provides numerous support services to the operational components of Portland Fire, Rescue and Emergency Services. These services fall within four working units: Administration, Building Maintenance, Apparatus Maintenance, and Stores.

Major administrative program objectives for FY 2000-01 include:

- ◆ Implementing the GO Bond, including communication with affected neighborhoods, shared project management, and logistical support to affected fire stations.
- ◆ Using Portland Fire, Rescue and Emergency Services' labor/management collaboration model to integrate employee input into program issues.

The Building Maintenance unit maintains the bureau's 39 buildings and facilities. In addition, they manage contracts for new construction, building repair, and renovation. Major program objectives for FY 2000-01 include:

- ◆ Upgrading the station alerting system (ZETRON tap-out) to help save lives by decreasing emergency response times.
- ◆ G.O. Bond construction support (kitchens and watch rooms) using internal craftsmen for the scheduled remodeling of stations 4, 22, 41, 10 and 14.

The Apparatus Maintenance unit keeps the fire engines, trucks, squads, and other emergency response apparatus in good working order through preventive maintenance, repair, and replacement. This unit also specifies and tests new apparatus annually, re-certifies pumps and aerial ladders, purchases fire and rescue equipment, parts and supplies. Major program objectives for FY 2000-01 include:

- ◆ Design, specify, and purchase two fire engines, one fire truck, and one urban inter-face pumper plus associated equipment for approximately 1.3 million dollars, as authorized by Portland Fire and Rescue's apparatus replacement fund and the G.O. Bond fund;
- ◆ Implement a strategy for integrating the National Fire Protection Association (NFPA) standards regarding fire apparatus preventative maintenance and mechanic (EVT) certification.

The Logistics Stores unit administers personal protective clothing and uniforms and orders fire station supplies. A major program objective for FY 2000-01 includes: Supervise Portland Fire and Rescue's capital assets inventory control program to help ensure that equipment and supplies are recorded and accounted for, disposed of properly, and used for approved purposes.

EMERGENCY OPERATIONS

Goals

The primary goal of this Division is to make Portland a safer place to live through emergency response. Response includes, but is not limited to, emergency medical response - including advanced life support capabilities (ALS), fire suppression, management of hazardous material incidents, specialized rescues, and response to marine incidents. The division's goal is to save lives and minimize economic, physical and human suffering from fire, accidents and natural disasters. The programs within the Emergency Operations Division include Emergency Operations (EOPS), Emergency Medical Services (EMS), Hazardous Material Services (HAZMAT), Bureau of Emergency Communications (BOEC) Fire Liaisons, Battalion Headquarters (BHQ), Community Emergency Services (CES), and Emergency Management.

The Emergency Operations Division responds to emergencies in the community from 27 fire stations strategically located throughout the City. Many of the Emergency Operations personnel have been trained in specialty areas such as hazardous materials response, marine fire, water, trench, confined space, or rope rescue in order to meet the requirements of extraordinary incidents common to cities. All are trained in basic life support (BLS), and many are paramedics.

The work plan for FY 2000-01 includes:

- ◆ Ensure that emergency operational readiness remains a top priority.
- ◆ Provide support necessary to for firefighter safety and well-ness.
- ◆ Assist with the building and remodeling of fire stations to improve citywide emergency response capabilities and meet seismic codes.
- ◆ Promote and nurture relationships with City neighborhoods and key stakeholders outside the bureau.
- ◆ Develop staff capacity and resources to their fullest potential.
- ◆ Accelerate efforts to improve internal organizational effectiveness.
- ◆ Continue efforts to diversify work-force demographics at all levels.

- ◆ Develop prompt and appropriate response to marine incidents on the Columbia and Willamette Rivers and implement regional services such as Dive Rescue.
- ◆ Ensure prompt and appropriate response to technical rescue incidents.
- ◆ Ensure operational readiness to respond to hazardous material incidents, and acts of domestic terrorism.

Emergency Medical Services

The mission of the Emergency Medical Services (EMS) Section is to ensure that Portland Fire, Rescue and Emergency Services provides the highest quality Emergency Medical Care to the community. EMS staff accomplishes this through management and technical assistance to 53-hour personnel who provide medical response services to the citizens of Portland. The EMS activities include Basic Life Support (BLS), Advance Life Support (ALS) and police assistance with Special Emergency Reaction Teams (SERT). The goals of the Emergency Medical Services section for FY 2000-01 are:

- ◆ Plan and coordinate the efforts of the medical community and to facilitate the rapid changes that occur constantly in health care.
- ◆ Maintain a comprehensive Continuous Quality Improvement program to identify and monitor trends within the EMS System.
- ◆ Provide EMS training and education to Portland Fire, Rescue and Emergency Services' employees and the community.
- ◆ Provide administrative support to all divisions of Portland Fire, Rescue and Emergency Services and the community when related to emergency medical services.

The EMS function of a firefighter/EMT's job includes providing first response to medical emergencies. Portland Fire & Rescue currently provides automatic heart defibrillation capability from all 41 first responding apparatus. Firefighter/Paramedics provide Advanced Life Support response from 24 of its 27 fire stations. Three fire stations respond with Firefighter/EMT-Basics; however, these three stations will have ALS by the end of FY 2001. Firefighter/Paramedics provide additional medical expertise in specialized areas such as training and response with the Portland Police Bureau Special Emergency Reaction Team (SERT), the Regional Hazardous Materials Team, confined space, dive rescue and technical rescue teams.

The Emergency Medical Services Office continues to look at innovative ways to provide medical care and training in the community. One such program involves public access to the use of Automatic External Defibrillators (AED) for victims of cardiac arrest.

Bureau of Emergency Communications Liaisons

The Bureau of Emergency Communications (BOEC) Fire Liaisons monitors all Portland Fire, Rescue and Emergency Services' emergency response resources on a 24-hour basis. The Fire Liaisons work cooperatively with BOEC staff to evaluate fire and EMS dispatching services from the communications center. Where appropriate, BOEC Fire Liaisons make immediate adjustments to resource allocations to assure prompt response to all 9-1-1 calls for service.

Battalion Headquarters (BHQ)

BHQ staff assures proper staffing levels within the Emergency Operations Division. Battalion Headquarters coordinates personnel assigned to the 27 stations and the three operational shifts. A pool of approximately 68 Firefighter/EMTs and officers are assigned to minimize personnel costs when filling vacancies due to vacations, sick or injury leaves.

**Community
Emergency Services**

Community Emergency Services (CES) is a bureau-wide strategy to improve public safety through active community partnerships. The success of CES relies entirely on effective interaction and mutual accountability between the Portland Fire, Rescue and Emergency Services' personnel and the volunteers from neighborhoods, businesses, schools and other groups. Implementation of the CES strategy is proceeding on two fronts: 1) Citywide programs (e.g. Neighborhood Emergency Teams, Business Emergency Teams and CPR training for the general public) and 2) Station-based programs managed by company officers to address the safety needs and interests of residents within the stations' service area (e.g. Graffiti Removal Kit Depots, Adopt-A-School, and smoke detector installations).

In FY 2000-01, CES priorities also include:

- ◆ Improve the documentation and evaluation of station-based CES programs in order to guide further implementation of the overall strategy.
- ◆ Develop and conduct training for all company officers on skills needed to work effectively with the community groups in their Fire Management Areas.
- ◆ Develop and promote fire & life safety activities to maintain an active corps of NET volunteers while continuing to train additional citizens who are interested in joining the program.

**Emergency
Management**

The Emergency Management Section coordinates citywide preparedness, response, mitigation/loss prevention and recovery from major disasters. These duties support the City's ability to maintain local government services through planning, preparing or preventing, mitigating losses and managing emergencies or disasters. Portland Fire, Rescue and Emergency Services is the conduit between City bureaus, agencies within Multnomah County, the greater metropolitan region and the State of Oregon.

The Emergency Management section also maintains and upgrades the City's Emergency Operations Center (EOC), and trains EOC responders to operate the EOC during disasters.

The three goals for the Portland Office of Emergency Management are:

- ◆ Coordinate, update and improve a comprehensive risk-based, all-hazard emergency management program of mitigation, preparedness, response and recovery.
- ◆ Coordinate the educational process and training for the community in mitigation, preparedness, response and recovery.
- ◆ Communicate and cooperate on a local, regional, state and national level to implement plans for disaster mitigation, preparedness, response, and recovery.

**Hazardous Materials
Section**

The Hazardous Materials Section, in compliance with state and federal laws, coordinates response, training and other aspects of hazardous materials for Portland Fire, Rescue and Emergency Services and other city bureaus. Managing federal programs, such as Sara Title III, requires distributing information, and facilitating training on hazardous materials occupancies and procedures for first responders. Section personnel also coordinate private and public emergency response resources.

Portland Fire, Rescue and Emergency Services staffs a highly trained Hazardous Materials Response Team. This team is available for immediate dispatch to hazardous materials incidents 24 hours a day, 365 days a year. This team is one of 10 teams strategically located around the State as part of the State Fire Marshal's State Hazardous Materials Response Program.

A priority for FY 2000-01 is to ensure that response personnel are adequately trained and equipped to operate at the scene of a terrorist act.

TRAINING

Overview

The Training Division is divided into three areas:

- ◆ In-Service Training
- ◆ New Recruit Academy Training
- ◆ General Administration which provides curriculum, classroom presentations, hands on training, training plans, safety programs, and scheduling of the Training Center Facilities.

Training also supports the Trauma Intervention Program (TIP) by providing office space and administrative support.

New Recruit Training

Within the New Recruit Section, successful Apprenticeship candidates are sworn into service, then enter the general Firefighter/EMT Training Academy, where they join other new recruits and begin three phases of Firefighter/EMT training.

- ◆ Phase 1 - New recruits receive 16 weeks of classroom education, safety information, and practical training at the Academy.
- ◆ Phase 2 - The new Firefighter/EMTs are assigned to Station 2, where they start 12 weeks of shift work and receive further training.
- ◆ Phase 3 - The new Firefighter/EMTs are transferred to stations around the city where they spend 5 months of independent learning and continuing evaluation.

In-Service Training

The In-Service Training Section picks up where the Recruit Training leaves off. Every Firefighter/EMT in the city is continuously evaluated to ensure their skills are sufficient to meet the extreme demands of the job. In-Service Training includes daily hands on technical drills, safety education, and specialty exercises. When Portland Fire, Rescue and Emergency Services adopts new procedures and techniques, such as new high rise procedures, the Training Division ensures the proficiency of all the officers and Firefighter/EMTs. In-Service Training also includes career development, safety programs, loss control, research and development, and maintaining standards and certifications.

General Administration Goals

Training Goals for FY 2000-01 and 2001-02 include:

- ◆ Develop health and safety as primary values in all bureau activities.
- ◆ Provide initial training for all newly hired firefighters.
- ◆ Deliver training that will maintain and improve skills of bureau personnel.
- ◆ Promote training and educational opportunities for career development to all bureau personnel.
- ◆ Explore and develop advances in technology and practices.

In addition the Training and Safety Division will continue to:

- ◆ Develop and promote regional training with other city bureaus and outside agencies.
- ◆ Provide in service leadership and officer training
- ◆ Promote customer service
- ◆ Provide training for computers and new technology

- ◆ Continue efforts with the Field Training Evaluation Program (FTEP)

PREVENTION

Overview

The Prevention Division has four distinct functional areas that comprise Portland Fire & Rescue's proactive efforts to make Portland a safer community:

- ◆ Public Education
- ◆ Fire Investigation
- ◆ Code Enforcement
- ◆ Plans Review

The Prevention Division continues to improve its efforts at preventing fire losses as compared with like jurisdictions nationally.

Public Education office

Nearly 75% of the fires in Portland occur in residential occupancies where the Fire Marshal is not empowered to inspect, codes do not apply, and nearly all of the fire deaths take place. Consequently, the bureau devotes specific resources to educate the people of Portland about behaviors they can use to assure their own safety. A primary goal for this unit is to develop a partnership with other agencies and City bureaus to successfully implement the adoption of an all-risk safety curriculum in Portland schools. The Public Education Office will continue to focus attention on those high-risk population segments, which experience a higher incidence of fires and fire deaths and continue its efforts to reduce the number of juvenile firesetters in Portland. The long-range goal is reduction in fire incident rates for residential properties.

Fire Investigations

This section contains specialized Inspectors who are also sworn peace officers. They investigate suspicious fires for cause and help guide the planning efforts of the Prevention Division by relaying critical information about contributing factors which cause or spread fires. They serve as a research arm of Portland Fire & Rescue to help target prevention efforts more accurately. Fire investigators also handle arson cases and, in partnership with Portland Police, help to prosecute the crime of arson. They serve as a significant deterrent to intentionally set fires in Portland.

Code Enforcement

This section identifies and seeks to mitigate fire hazards in commercial establishments and multi-family dwellings of 3 or more units. Activities include regular inspections to assure occupancies adhere to the safe practices outlined in the fire code. These inspections are conducted by regular 40-hour Inspectors, some specialized 40-hour Inspectors who work on more specific code enforcement problems, and 53-hour Shift Inspectors assigned to fire stations. This program receives significant funding from the Enhanced Prevention Fee Program.

Plans Review Section

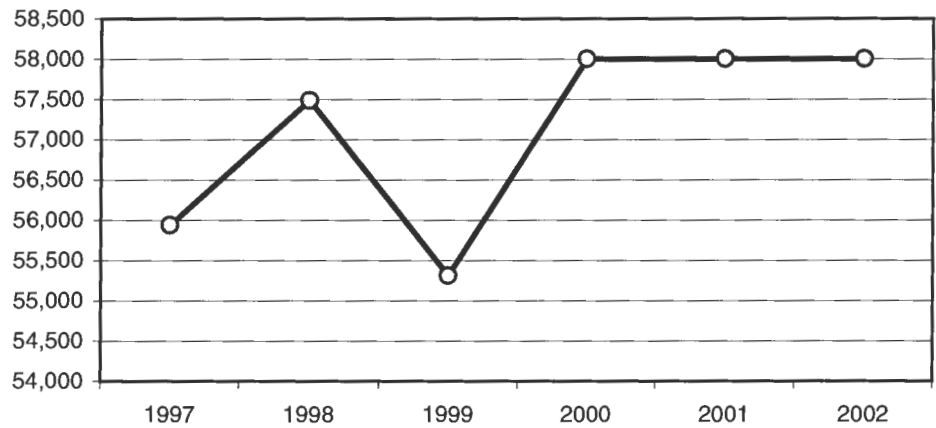
Plans Review provides specialized Inspectors to review construction and development plans for compliance with fire and life safety provisions of the fire code. These specialized Inspectors also perform plan reviews and field inspections and approval of all fire alarms, automatic sprinkler systems, other automatic fire extinguishing systems, flammable liquid tanks and hazardous process piping. The Inspectors work cooperatively with the Bureau of Buildings to assure a smooth transition from the construction of a project, which is

regulated primarily by the building code, to its eventual use, which is regulated by the Fire Code. Working together, the Fire Bureau helps ensure that fire safety is accomplished through proper engineering. The primary goal for the plans review section is to maintain the processing standards and quality customer service goals established through the development review process and Blueprint 2000.

Performance Measures

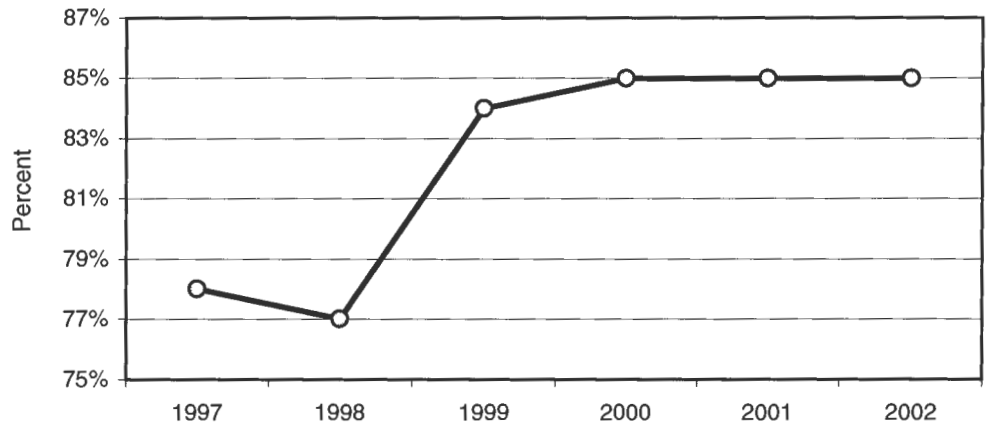
Number of Emergency Response Calls

- ◆ The bureau has seen a constant increase in the number of emergency response calls in direct correlation to the rise in population.
- ◆ 75% of the calls responded to are medical in nature.
- ◆ Portland Fire and Rescue serves a population of 510 k and provides coverage to 149.5 square miles.



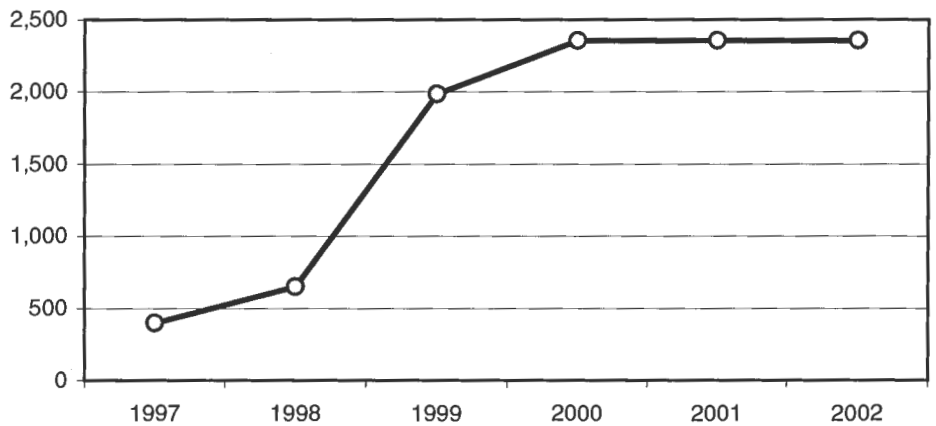
Response Time under 5 minutes 20 seconds

- ◆ Study findings indicate that getting medical help within the first few minutes of a trauma or medical emergency can make a dramatic difference in a patient's recovery.
- ◆ Three additional fire stations will be built within the next few years to ensure that Portland Fire & Rescue continues to provide an adequate level of emergency response.



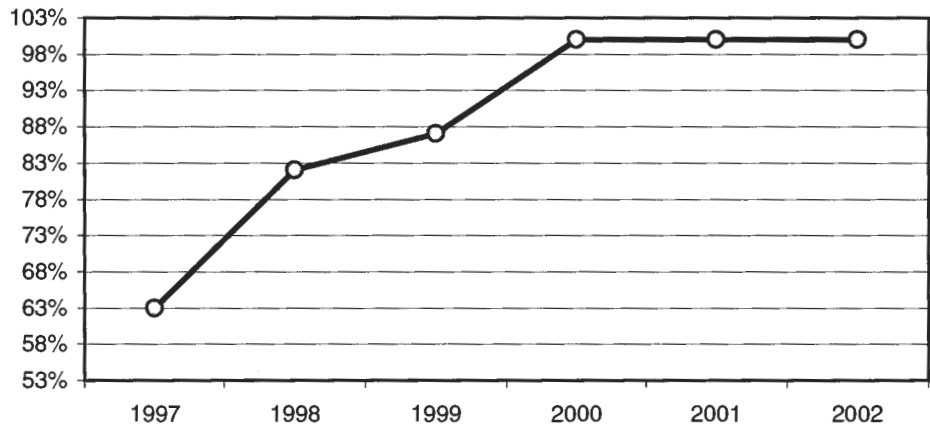
Number of Applicants for Positions

- ◆ Depending on the fiscal year, various exams are given for uniform positions. The chart shows how the total number of applicants fluctuates, depending on the type and number of exams being given.
- ◆ Lieutenant, Captain and Chief positions usually have fewer applicants than the entry level positions of Firefighter and EMT.

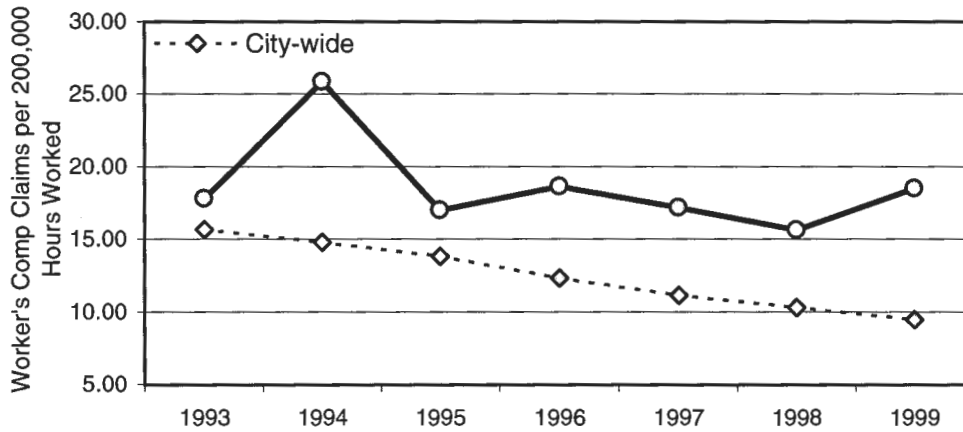


Percent of Recruits Trained Successfully

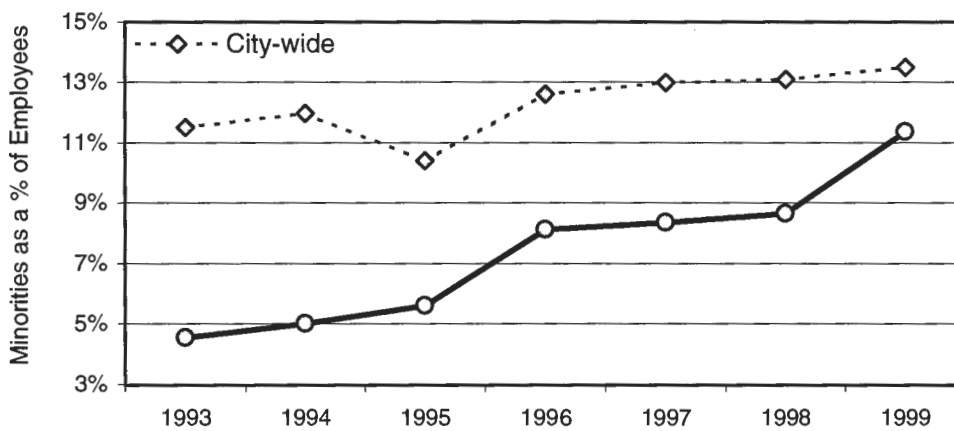
- ◆ Portland Fire and Rescue's Training Academy provides an extensive program through classroom training, shift work training at Station 2; and continued learning and evaluation at an assigned station.
- ◆ All of these methods of training provide the best means to train an individual; the graph shows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



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
BUREAU OF FIRE, RESCUE AND EMERGENCY SERVICES						
Affirmative Action Measures						
Female Employees as a Percent of Total	6.8%	6.6%	7.3%			
Minority Employees as a Percent of Total	8.3%	8.7%	11.4%			
Bureau of Fire, Rescue and Emergency Services						
Risk Data						
General Liability Claims per 200,000 Hours Worked	2.07	0.94	1.48			
Worker's Comp Claims per 200,000 Hours Worked	17.18	15.65	18.49			
Fleet Claims per 100,000 Miles Driven	3.35	3.39				
Fleet Claims Cost per 100,000 Miles Driven	\$6,658	\$7,649				
General Liability Claims Cost per \$100 Payroll	\$0.01	\$0.02	\$0.46			
Worker's Comp Claims Cost per \$100 Payroll	\$2.62	\$2.11	\$3.86			
Chief's Office						
Workload						
Number of Applicants for Positions and Promotional Exams	395	649	1,986	2,355	2,355	2,355
Effectiveness						
Percent of citizens rating service good or very good	90%	91%	91%	95%	95%	95%
Management Services						
Effectiveness						
Percent of time in compliance with external deadlines for payroll, Council, Budget and Purchasing	100%	100%	99%	100%	100%	100%
Efficiency						
Process payment documents in 5 days 100% of the time	100%	100%	100%	100%	100%	100%
Emergency Operations						
Workload						
Number of Emergency Response Calls	55,936	57,483	55,310	58,000	58,000	58,000
Efficiency						
Respond (turnout and travel) to 90% of all EMS/Fire incidents within 5 minutes 20 seconds	78%	77%	84%	85%	85%	85%
Training						
Workload						
Number of hours of training provided via group delivery at Training or in the field	14,000	14,000	48,440	40,000	40,000	40,000
Effectiveness						
Percent of recruits successfully trained in comparison to the total # of recruits	63%	82%	87%	100%	100%	100%
Efficiency						
Percent of firefighters completing in-service training based on annual requirements	95%	85%	100%	100%	100%	100%
Prevention						
Workload						
Number of participants in public education programs per PEO employee	3,914	2,675	1,018	1,050	1,050	1,075

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Effectiveness						
Number of arrests and exceptional clearances as a percent of the total number of arson fires	19%	25%	18%	25%	25%	25%

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	48,142,878	50,598,626	53,447,182	53,190,702	53,190,702
External Materials and Services	3,625,027	3,968,742	4,615,641	4,028,188	4,033,188
Internal Materials and Services	4,710,814	2,567,007	2,599,136	2,995,565	2,970,565
Minor Capital Outlay	124,568	111,718	50,000	50,000	50,000
Equipment Cash Transfers	0	152,000	0	0	0
Total Operating Budget	56,603,287	57,398,093	60,711,959	60,264,455	60,244,455
Capital Improvements	1,541,465	1,831,000	1,154,579	1,050,000	1,070,000
TOTAL BUREAU EXPENDITURES	\$ 58,144,752	\$ 59,229,093	\$ 61,866,538	\$ 61,314,455	\$ 61,314,455
Allocated Overhead	1,151,672	1,465,141	1,530,868	1,579,170	1,473,996
Total Cost with Allocated Overhead	59,296,424	60,694,234	63,397,406	62,893,625	62,788,451
RESOURCES					
General Fund Discretionary		56,647,804	58,475,652	58,366,444	58,361,444
Non-Discretionary Revenues					
Grants & Donations		86,603	262,506	0	0
Contract Revenues		257,094	270,000	292,000	292,000
Interagency Revenues		30,913	83,915	41,200	46,200
Program Revenue		2,206,679	2,774,465	2,614,811	2,614,811
Total Non-Discretionary Revenues		2,581,289	3,390,886	2,948,011	2,953,011
TOTAL GENERAL FUND RESOURCES		\$ 59,229,093	\$ 61,866,538	\$ 61,314,455	\$ 61,314,455
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Logistics		86,115	0	0	0
<i>Positions</i>		0	0	0	0
Chief's Office		875,682	875,448	1,016,153	1,016,153
<i>Positions</i>		7	7	8	8
Management Services		8,786,826	8,581,659	8,324,481	8,319,481
<i>Positions</i>		42	44	44	44
Emergency Operations		42,761,363	45,818,562	44,966,024	44,971,024
<i>Positions</i>		593	594	606	606
Training		1,599,680	1,182,195	1,394,916	1,394,916
<i>Positions</i>		21	20	21	21
Emergency Management & Planning		4,369	0	0	0
<i>Positions</i>		0	0	0	0
Prevention		5,111,614	5,408,674	5,612,881	5,612,881
<i>Positions</i>		66	66	65	65
TOTAL PROGRAMS		\$ 59,225,649	\$ 61,866,538	\$ 61,314,455	\$ 61,314,455
<i>Positions</i>		728	730	743	743
<i>General Fund Discretionary Positions</i>		697	698	711	711

Bureau of Fire, Rescue and Emergency Services AU 124

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	29,506,418	29,836,363	39,821,963	40,490,166	40,490,166
512000 Part-Time Employees	158,045	276,759	313,667	276,541	276,541
514000 Overtime	867,909	1,147,399	870,864	1,300,788	1,300,788
515000 Premium Pay	4,899,586	6,313,556	5,324,378	4,071,342	4,071,342
517000 Benefits	6,738,663	6,704,577	7,116,310	7,051,865	7,051,865
518000 Paid Absence	5,972,257	6,319,972	0	0	0
Total Personnel Services	48,142,878	50,598,626	53,447,182	53,190,702	53,190,702
Materials and Services					
External Materials and Services					
521000 Professional Services	284,529	341,118	582,808	359,750	359,750
522000 Utilities	302,409	335,137	308,060	308,060	308,060
523000 Equipment Rental	2,556	1,780	28,761	29,187	29,187
524000 Repair & Maintenance Services	588,569	625,575	687,488	640,288	640,288
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	108,112	156,394	273,069	116,563	116,563
531000 Office Supplies	67,381	115,148	115,600	116,976	116,976
532000 Operating Supplies	675,624	664,596	770,396	696,465	701,465
533000 Repair & Maintenance Supplies	464,328	449,186	463,876	489,147	489,147
534000 Minor Equipment & Tools	351,962	331,408	504,019	312,646	312,646
535000 Clothing & Uniforms	420,289	514,457	348,942	345,949	345,949
539000 Other Commodities External	7,121	14,519	10,361	13,150	13,150
541000 Education	125,623	208,321	217,774	273,014	273,014
542000 Local Travel	6,999	4,205	17,537	18,071	18,071
543000 Out-of-Town Travel	74,474	72,654	97,294	80,252	80,252
544000 Space Rental	87,922	94,441	107,722	110,052	110,052
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	5,000	5,155	5,155
547000 Retirement System Payments	83,196	86,534	89,100	89,100	89,100
549000 Miscellaneous	32,824	20,428	23,772	24,363	24,363
Total External Materials and Services	3,683,918	4,035,901	4,651,579	4,028,188	4,033,188
Internal Materials and Services					
551000 Fleet Services	377,112	512,307	530,025	628,761	628,761
552000 Printing & Distribution	106,263	173,773	148,687	172,663	172,663
553000 Facilities Services	55,175	40,728	40,416	40,002	40,002
554000 Communications Services	761,484	818,565	833,911	944,560	919,560
555000 Data Processing Services	53,966	117,165	127,698	359,583	359,583
556000 Insurance	737,272	832,556	883,494	794,967	794,967
557000 Master Lease	511,606	0	0	0	0
558000 Same Fund Services	12,592	14,050	13,300	13,000	13,000
559000 Other Fund Services	2,019,990	29,041	21,605	42,029	42,029
Total Internal Materials and Services	4,635,460	2,538,185	2,599,136	2,995,565	2,970,565
Total Materials and Services	8,319,378	6,574,086	7,250,715	7,023,753	7,003,753
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	363,882	766,965	118,641	0	20,000
564000 Capital Equipment	1,241,034	1,099,984	1,050,000	1,100,000	1,100,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	1,604,916	1,866,949	1,168,641	1,100,000	1,120,000
573000 Equipment Cash Transfers	0	152,000	0	0	0
576000 Minor Equipment Transfers	77,580	37,432	0	0	0
TOTAL BUREAU EXPENSES	\$ 58,144,752	\$ 59,229,093	\$ 61,866,538	\$ 61,314,455	\$ 61,314,455

Bureau of Fire, Rescue and Emergency Services AU 124

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.		No.		No.	
514	Accountant I	1	1	1	35,527	1	37,066	1	37,066
515	Accountant II	1	1	1	43,848	0	0	0	0
516	Accountant III	0	0	0	0	1	50,336	1	50,336
510	Accounting Technician	1	2	2	60,833	2	60,844	2	60,844
819	Administrative Assistant	2	1	1	49,130	2	94,858	2	94,858
922	Administrative Supervisor II	0	1	1	50,100	1	52,322	1	52,322
2532	Applications Analyst II	1	1	2	106,629	2	109,075	2	109,075
2533	Applications Analyst III	0	0	2	98,100	2	106,662	2	106,662
2534	Applications Analyst IV	0	1	1	54,231	1	58,386	1	58,386
5347	Ass't Public Education Officer	1	1	1	61,287	1	61,488	1	61,488
826	Assistant Financial Analyst	1	1	1	51,729	0	0	0	0
5324	Assistant Fire Marshal	1	1	1	77,971	1	78,229	1	78,229
962	Assistant Program Specialist	1	1	1	47,537	0	0	0	0
928	Bureau Administrative Manager	0	0	0	0	1	74,318	1	74,318
620	Bureau Human Resources Manager	0	0	0	0	1	63,248	1	63,248
1420	Carpenter	3	2	2	83,882	2	84,149	2	84,149
932	Chief Bureau Administrative Mgr	0	0	0	0	1	87,481	1	87,481
114	Clerical Specialist	5	5	5	153,418	0	0	0	0
7490	Community Relations Assistant	1	1	1	51,730	1	51,896	1	51,896
118	Customer Services Rep	1	1	1	26,535	0	0	0	0
127	Delivery Driver	1	1	1	35,339	0	0	0	0
5217	Deputy Fire Chief	4	6	6	518,067	6	530,003	6	530,003
337	Distribution Technician	0	0	0	0	1	35,457	1	35,457
5218	Division Fire Chief	3	1	1	95,724	1	96,034	1	96,034
1453	Electrician	1	1	1	52,128	1	52,299	1	52,299
346	Electronic Pre-Press Oper Lead	1	0	0	0	0	0	0	0
5349	Emerg Med Svcs Coordinator	0	1	1	70,426	1	70,657	1	70,657
5348	Emerg Med Svcs Specialist	1	1	1	63,949	1	66,262	1	66,262
1115	Facilities Maintenance Tech	2	2	2	83,882	2	85,015	2	85,015
827	Financial Analyst	1	1	1	53,376	1	57,491	1	57,491
5216	Fire Battalion Chief - Staff	10	11	11	869,513	11	861,462	11	861,462
5214	Fire Captain	29	30	30	2,076,478	32	2,175,813	32	2,175,813
5219	Fire Chief	1	1	1	105,806	1	106,163	1	106,163
5208	Fire Fighter	416	425	425	21,584,059	431	21,920,817	431	21,920,817
5209	Fire Fighter Specialist	8	9	9	479,898	10	535,847	10	535,847
5220	Fire Inspector	36	39	39	2,340,315	39	2,226,682	39	2,226,682
5222	Fire Inspector/Specialist	7	7	7	427,227	7	430,416	7	430,416
5225	Fire Investigator	0	7	7	428,740	7	440,291	7	440,291
5211	Fire Lieutenant	97	97	97	5,774,144	101	5,967,013	101	5,967,013
5328	Fire Marshal	1	1	1	95,724	1	96,034	1	96,034
5212	Fire Training Officer	4	4	4	228,733	4	224,252	4	224,252
5260	Harbor Pilot	7	7	7	416,535	7	411,700	7	411,700
5352	Hazardous Materials Coordinator	1	1	1	74,073	1	74,316	1	74,316
614	Human Resources Coordinator	1	1	1	58,981	0	0	0	0
1520	Industrial Machinist	1	1	1	41,941	1	42,507	1	42,507
2542	Information Systems Analyst II	2	2	1	52,096	1	48,256	1	48,256
2544	Information Systems Analyst IV	2	1	1	44,388	1	56,638	1	56,638
2550	Information Systems Manager	1	0	0	0	0	0	0	0
100	Office Support Specialist I	0	0	0	0	2	58,490	2	58,490
102	Office Support Specialist II	0	0	0	0	5	149,691	5	149,691
104	Office Support Specialist III	0	0	0	0	1	36,629	1	36,629
1443	Painter	2	2	2	83,882	2	84,149	2	84,149
2545	Principal Info Systems Analyst	0	0	1	62,914	1	68,411	1	68,411
966	Program Coordinator	0	0	0	0	3	166,037	3	166,037
968	Program Manager I	1	0	0	0	1	53,394	1	53,394
970	Program Manager II	2	2	2	126,118	2	127,420	2	127,420
972	Program Manager IV	1	1	1	82,079	0	0	0	0
964	Program Specialist	1	1	1	54,433	0	0	0	0
2530	Programmer	2	2	0	0	0	0	0	0
220	Secretarial Clerk I	1	2	2	55,209	0	0	0	0
816	Senior Administrative Specialist	5	7	7	269,053	6	235,930	6	235,930
3166	Senior Engineer	1	1	1	70,384	1	70,616	1	70,616
828	Senior Financial Analyst	1	0	1	60,365	1	63,710	1	63,710
5221	Senior Fire Inspector	5	6	6	412,286	6	411,682	6	411,682
2552	Senior Information Systems Mgr	0	1	1	81,604	1	82,181	1	82,181
1134	Sr Facilities & Maint Supervisor	2	2	2	120,730	2	89,946	2	89,946
5230	Staff Fire Captain	6	5	5	352,130	5	353,285	5	353,285
5213	Staff Fire Lieutenant	5	5	5	295,787	5	304,124	5	304,124
3107	Technician I	1	1	1	38,020	1	33,506	1	33,506

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
1054	Trades Supervisor	1	2	2	108,936	1	56,202	1	56,202
1210	Utility Worker I	0	0	0	0	1	32,962	1	32,962
1532	Vehicle & Equipment Mechanic	6	6	6	251,646	5	211,687	5	211,687
604	Video Production Assistant	2	2	2	108,849	1	54,621	1	54,621
606	Video Production Manager	1	1	1	63,509	1	63,710	1	63,710
TOTAL FULL-TIME POSITIONS		704	728	730	\$ 39,821,963	743	\$ 40,490,166	743	\$ 40,490,166

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	63,057,124	0	63,057,124	744.0	FY 2000-01 Current Service Level Estimate
CSL Estimate Adjustments to 97.5% level					
	0	0	0	0.0	\$0
Mayor's Proposed Budget Decisions					
	(1,476,478)	0	(1,476,478)	0.0	2.5% reduction
	(35,000)	0	(35,000)	0.0	Reduce Professional Services
	(20,000)	0	(20,000)	0.0	Reduce Printing Budget
	0	(590,000)	(590,000)	0.0	Delay Opening of Fire Station
	56,000	0	56,000	0.0	MDC Replacement
	30,000	0	30,000	0.0	Supportive Employment
	(70,000)	0	(70,000)	(1.0)	Administrative Services Cut
	343,474	0	343,474	0.0	Wage Settlement
	19,335	0	19,335	0.0	BGS I/A adjustment
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	20,000	20,000	0.0	Ground Remediation
	5,000	0	5,000	0.0	BES Revenue
	0	(25,000)	(25,000)	0.0	MDC Replacement
	(1,147,669)	(595,000)	(1,742,669)	(1.0)	Total FY 2000-01 Decision Packages
			\$ 61,314,455	743.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	177,000	0	177,000		ALS Classes
	400,000	0	400,000	0.0	Engine 21 Restoration
	60,000	0	60,000	0.0	External Materials and Services CPI
	30,000	0	30,000	0.0	Supportive Employment
	17,748	0	17,748	0.0	Communications I/A
	300,000	0	300,000	0.0	Premium Pay
			\$ 984,748	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

BFRES Facilities Bond Construction Fund – 501

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Bond and Note Sales	0	24,500,000	0	0	0	0
Interest Earned	0	25,525	906,000	1,107,000	798,000	798,000
	0	24,525,525	906,000	1,107,000	798,000	798,000
Total External Revenues	0	24,525,525	906,000	1,107,000	798,000	798,000
Internal Revenues						
Other Cash Transfers						
Facilities Services Fund	0	0	471,296	472,000	0	0
	0	0	471,296	472,000	0	0
Total Internal Revenues	0	0	471,296	472,000	0	0
Beginning Fund Balance	0	0	23,144,000	23,860,000	23,045,000	23,045,000
TOTAL RESOURCES	\$ 0	\$ 24,525,525	\$ 24,521,296	\$ 25,439,000	\$ 23,843,000	\$ 23,843,000
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Facilities Services	0	245,898	0	0	0	0
	0	118,760	1,023,560	596,000	1,542,000	1,542,000
	0	118,760	1,023,560	596,000	1,542,000	1,542,000
Capital Outlay	0	300,763	4,122,400	1,683,000	6,006,000	6,006,000
Equipment Cash Transfers						
Facilities Services	0	0	0	115,000	1,328,000	1,328,000
	0	0	0	115,000	1,328,000	1,328,000
Total Bureau Expenses	0	665,421	5,145,960	2,394,000	8,876,000	8,876,000
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	18,047,336	23,045,000	14,917,012	14,917,443
	0	0	18,047,336	23,045,000	14,917,012	14,917,443
General Fund Overhead	0	0	0	0	49,988	49,557
Fund Cash Transfers						
Facilities Services	0	0	1,328,000	0	0	0
	0	0	1,328,000	0	0	0
Unappropriated Ending Balance	0	23,860,104	0	0	0	0
Unappropriated Ending Balance	0	23,860,104	0	0	0	0
	0	23,860,104	0	0	0	0
Total Fund Requirements	0	23,860,104	19,375,336	23,045,000	14,967,000	14,967,000
TOTAL REQUIREMENTS	\$ 0	\$ 24,525,525	\$ 24,521,296	\$ 25,439,000	\$ 23,843,000	\$ 23,843,000
LINE ITEM DETAIL – AU 735						
Materials and Services						
External Materials and Services						
549000 Miscellaneous	0	245,898	0	0	0	0
Total External Materials and Services	0	245,898	0	0	0	0
Internal Materials and Services						
553000 Facilities Services	0	118,760	1,023,560	596,000	1,542,000	1,542,000
Total Internal Materials and Services	0	118,760	1,023,560	596,000	1,542,000	1,542,000
Total Materials and Services	0	364,658	1,023,560	596,000	1,542,000	1,542,000
Capital Outlay						
561000 Land	0	300,763	0	0	1,233,000	1,233,000
562000 Buildings	0	0	4,122,400	1,683,000	4,773,000	4,773,000
Total Capital Outlay	0	300,763	4,122,400	1,683,000	6,006,000	6,006,000
573000 Equipment Cash Transfers	0	0	0	115,000	1,328,000	1,328,000
TOTAL Bureau Expenses	\$ 0	\$ 665,421	\$ 5,145,960	\$ 2,394,000	\$ 8,876,000	\$ 8,876,000

FUND OVERVIEW

On November 7, 1998, the citizens of Portland authorized the sale of \$53.8 million in general obligation bonds for a \$62.6 million program to improve City emergency facilities. The purposes of this fund are to:

1. Upgrade emergency facilities seismically to allow the firefighters and their equipment to effectively respond to an earthquake in the metropolitan area.
2. Relocate and build new facilities to meet the goal of a four minute response time to emergency calls.
3. Renovate facilities to be consistent with the changing mission of the Portland Bureau of Fire, Rescue and Emergency Services (BFRES). For instance, a major segment of the work now is for Emergency Medical Services, yet few of the facilities are well equipped to handle the drug storage and pathogen cleanup concomitant with this mission.
4. Respond to new requirements for ADA accessibility and female firefighter accommodations.
5. Address the issue of some emergency facilities approaching the end of their useful lives. It is anticipated that the full implementation of this program will take between eight and ten years. Of the \$62.6 million program, \$60 million is needed to make improvements to fire facilities, and \$2.6 million is needed for the Portland Communication Center expansion.

Bureau of Emergency Communications

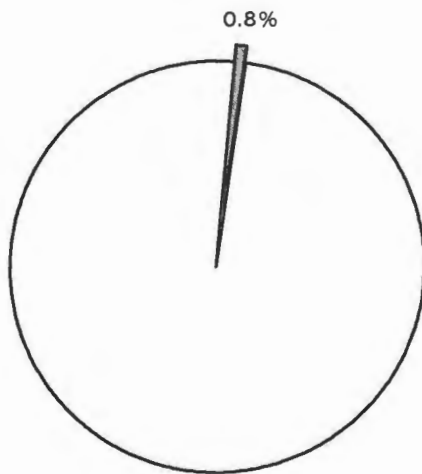
Public Safety Service Area

Dan Saltzman, Commissioner-in-Charge

Sherrill Whittemore, Director

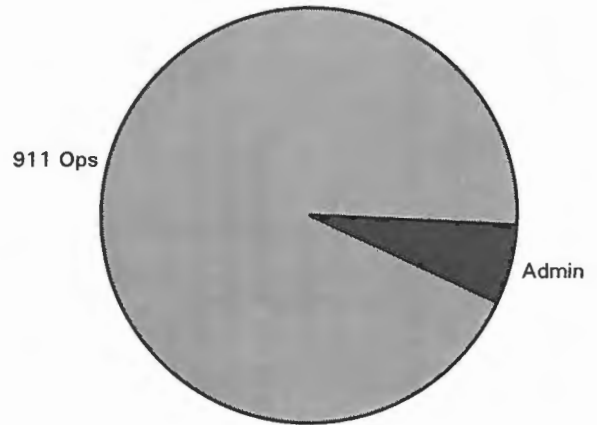
Percent of City Budget

Emerg Comm = \$13 Million



City Budget = \$1.68 Billion

Bureau Programs

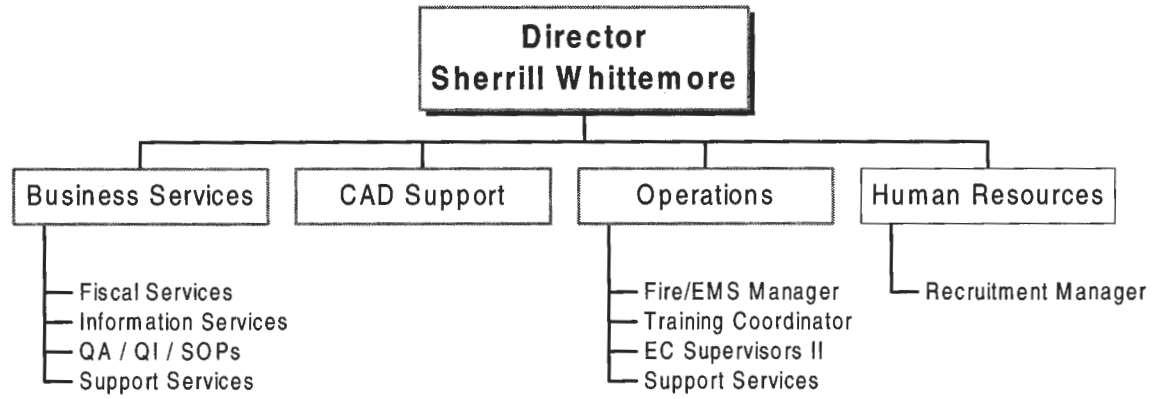


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	13,624,137	12,992,970	-631,167	-8.8%
Capital	0	0	0	0.0%
Allocated Overhead Costs	351,627	274,906	-76,721	-25.2%
Total Cost with Allocated Overhead	\$ 13,975,764	\$ 13,267,876	\$ -707,888	-9.2%
Authorized Full-Time Positions	165	160	-5	-7.3%

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

Bureau of Emergency Communications



Bureau Summary

BUREAU MISSION

The mission of the Bureau of Emergency Communications is to provide exemplary, quality, and timely 9-1-1 call taking services to the citizens of Portland and Multnomah County, and to provide the best possible dispatch services to BOEC's police, fire and medical user agencies.

BUREAU HIGHLIGHTS

Trends

Population growth continues, call volume remains steady.

Demand for Services

Call volume has traditionally increased at a rate very similar to the growth in population for Multnomah County. Population continues to grow at about 4% per year.

Recently, the call volume has remained steady at about 900,000 calls per year. In past years increases in call volume have translated into an increased need for operational staff. Because of this lack of growth a correction of staff was proposed. Therefore, this budget contains a reduction of 6 ECO II operations staff positions, from 114 in the FY 1999-00 budget period to 108 (goal of 98 certified positions with 10 trainee positions).

Training and Overtime

BOEC continues to strive to meet the goal of answering incoming 9-1-1 calls from citizens in a timely manner. The bureau has seen an increase in trained staff due to the recruiting and training strategies adopted in recent years.

This increase in the number of trained and certified staff has allowed a reduction in the anticipated overtime costs by \$138,000, from \$918,000 to \$780,000. Achievement of this lower cost level will be contingent on the ability to retain at least 85 certified ECO staff throughout FY 2000-01.

Funds for classroom and conference training have been increased by about \$12,000, or 25%, in order to more adequately provide skill maintenance and development opportunities to BOEC staff. A significant portion of this cost increase is in the information services area.

Computer Systems and 9-1-1 System

Maintenance of computer systems and optimization of the 9-1-1 system continue to be a high priority.

To continue to maintain the bureau's computer systems and optimize the functionality and integration required by the 9-1-1 system, the bureau has added three positions within the information services area.

These three positions are directly related to maintenance of systems already under development; the GIS Mapping system, the NT Enterprise Network and growth in total systems hardware maintenance needs, and support for development of computer based training and interactive learning systems.

IS related professional services (\$50,000) and minor equipment costs (\$50,000) previously supported by the Public Safety Fund have been moved to the operating budget. The Public Safety Fund is fully committed to other projects and can no longer support on-going operational costs.

General Description

BUREAU OVERVIEW

Organizational Description

The Bureau of Emergency Communications (BOEC) functions as the primary public safety answering point for Multnomah County.

All calls utilizing the E-9-1-1 telephone system and the non-emergency number are processed by BOEC personnel. Through contractual and interagency agreements, BOEC personnel dispatch police, fire and emergency medical personnel to incidents.

In FY2000-01 BOEC expects to receive 900,000 calls: about 600,000 emergency and 300,000 non-emergency calls. A call attendant switch helps to reduce the number of non-emergency calls handled by BOEC call-takers. The switching equipment allows a person to self-direct his/her call to various user defined options including a telephone report unit or an information and referral unit.

Operating Budget

The total FY 2000-01 operating budget is \$13.7 million, a decrease of \$600,000 or 4% from FY 1999-00. The decrease represents a reduction in contingency and Computer Aided Dispatch funding.

Call Volumes

Historically, call volumes tend to increase at a rate similar to population. The population of Multnomah County has been estimated to grow an average of 4% per year.

Recently the call volume has leveled. In reaction to this, BOEC has reduced the number of budgeted certified ECO II positions by 6 FTE, from 104 to 98. We are making the assumption that call volumes will remain at approximately 900,000 calls per year through FY 2000-01.

Recruiting

Recruiting efforts to hire and train 20 new ECO staff positions per year have been developed and are in place. The goal is to recruit and hire 10 ECO trainees twice per year, approximately every 6 months. With each hired group, a 12 month training program is initiated.

The bureau has seen an increase in trained staff due to the recruiting and training strategies adopted in recent years.

This increase in the number of trained and certified staff have allowed a reduction in the anticipated overtime costs by \$138,000, from \$918,000 to \$780,000. Achievement of this lower cost level will be contingent on the ability to retain at least 85 certified ECO staff throughout FY 2000-01.

Overtime

As staffing and training efforts continue to meet the staffing level goals, overtime is used to add staff hours to the operations floor as required to meet the performance levels defined by the BOEC User Board.

During FY 2000-01 overtime work requirements are anticipated to be 23,000 hours, the equivalent of approximately 11 FTE.

Anticipated Changes System Changes

BOEC anticipates continuation of significant system development and implementation during FY 2000-01. The bureau plans to complete the telephone system, MIS system, and the CAD-AVL and Mapping system.

Professional Services and Minor Equipment

IS related professional services (\$50,000) and minor equipment costs (\$50,000) previously supported by the Public Safety Fund have been moved to the operating budget. The Public Safety Fund is fully committed to other projects and can no longer support on-going operational costs.

Computer Assisted Dispatch (CAD) System Funding

The CAD system reserve fund was established to receive an annual contribution of \$350,000 dedicated to the anticipated replacement (or major enhancement) of the system after it is about 10 years old. The CAD system was implemented in 1994. Interest income is earned by the reserve fund.

During FY 2000-01 the inflow of \$350,000 as the annual contribution amount has been suspended due to overall financial constraints. It is unclear if the annual contribution will be re-initiated in FY 2001-02. It is expected that \$135,000 will be earned as interest income on the fund balance for the year.

BOEC has shown the CAD Reserve as the budgeted funding source for costs related to two programmer/analysts, specifically assigned to CAD system maintenance and enhancement, in the amount of \$230,000. If BOEC has personnel or other budget savings during FY 2000-01, it is BOEC's intention to apply these savings to the costs related to these two positions, and conserve the CAD Reserve resources.

CHANGES FROM PRIOR YEAR**FY 1999-00****New Positions**

In FY 1999-00 a staffing level of 165 was budgeted, which was ten more than the FY 1998-99 authorized level.

The additional ten positions included five Emergency Communications Operator II positions, two human resource positions and three information services positions.

Emergency Communication Operator I I The ECO II positions take into account the increase in population of Multnomah County and expected increase in call volume which was projected to occur in FY 1999-00.

Human Resources and Information Services: The human resource positions and information services positions provide additional program support for computer based training activity, HR management, and support for the CAD system, GIS system, and general information services hardware.

FY 2000-01

Position Revisions and Additions

Several adjustments have been made to the FY 1999-00 staffing level. Starting from the previously adopted staffing level of 165 FTE, BOEC has reduced a net of 5 positions in this year's Adopted Budget. Total positions equal 160 FTE.

- ◆ added 2 FTE; two CAD programmer/analysts that have worked as temporary employees for some time and need to be transferred to full time positions categories. These two positions are dedicated to working on the CAD system, providing system maintenance and enhancements that benefits all BOEC users.
- ◆ removed 1 FTE; the Training Manager position has been removed. A lead role has been assigned to an existing ECS II position in operations as Training Coordinator within BOEC. Training activity is primarily focused on training of new ECO trainees and skill maintenance for existing, certified ECO staff.
- ◆ removed 1 FTE; HR Coordinator position
- ◆ removed 1 FTE; a training support staff position has been removed from the budget.
- ◆ added 2 FTE; two information services positions have been added to provide support in the computer based training application development area and to provide supervision of the BISNS team.
- ◆ removed 6 FTE; six ECO positions have been removed from the budget as recent analysis of the call volume activity indicates it is steady at about 900,000 calls per year and not increasing in accordance with population increases. In recognition of this event, BOEC has adjusted the staffing budget to the number of positions determined to be needed at the 900,000 calls per year volume level. BOEC have budgeted 98 certified ECO positions and 10 ECO trainee positions for the operations activity.

Overtime and Training

BOEC continues to strive to meet the goal of answering incoming 9-1-1 calls from citizens in a timely manner. The Bureau has seen an increase in trained staff due to the recruiting and training strategies adopted in recent years.

This increase in the number of trained and certified staff have allowed a reduction in the anticipated overtime costs by \$138,000, from \$918,000 to \$780,000. Achievement of this lower cost level will be contingent on the ability to retain at least 85 certified ECO staff throughout FY 2000-01.

Funding for CAD Programmer/Analysts

BOEC has shown the CAD Reserve as the budgeted funding source for costs related to two programmer/analysts, specifically assigned to CAD system maintenance and enhancement, in the amount of \$230,000. If BOEC has personnel or other budget savings during FY 2000-01 it is BOEC's intention to apply these savings to the costs related to these two positions, and conserve the CAD Reserve resources.

FUNDING SOURCES

**User Jurisdiction
Payment**

BOEC functions as the primary public safety answering point for the jurisdictions within Multnomah County. All member jurisdictions provide a share of financial support to BOEC. The amount of support is related to the size of the population of the various jurisdictions. Portland has the greatest number of residents, and therefore the City of Portland provides the majority of the funding for BOEC at approximately 80%.

There are two sources of revenue for these payments; State allocated 9-1-1 Revenue and entity General Fund resources.

Primarily generated by the Research Service area of BOEC. Research Services responds to requests for 9-1-1 call recordings by attorneys, media, City and other requesters. A fee of \$50 per request is assessed. Members of the user jurisdictions that pay the allocated costs from BOEC do not pay an additional amount for this service.

Interest income is received on the fund balance, which includes the CAD Reserve. The interest income is added to the CAD Reserve. The CAD (Computer Aided Dispatch) Reserve is a collection of funds to maintain, enhance or replace the computer system.

The CAD Reserve is also a source of funds to pay for current activities which maintain or enhance the CAD system. The CAD Reserve at July 1, 1999 was \$2.2 million.

The Office of Management and Finance has suggested that the BOEC operating contingency should be from 3% to 5% of the operating expenditures. The operating expenditures are about \$14 million, suggesting the operating contingency should be from \$420,000 to \$600,000.

The current operating contingency has been reduced to a zero balance for the FY 2000-01 budget in order to reduce BOEC service charges to the BOEC User Jurisdictions. It is possible that subsequent budget adjustments under consideration may result in the transfer of funds from other budget categories into an operating contingency.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals The main goal of the Bureau of Emergency Communications is to continue providing 9-1-1 call taking and dispatch services to the citizens, police, fire, and medical user agencies of Portland and Multnomah County.

To ensure that this occurs, BOEC has the following goals:

- ◆ Continue to strive toward attaining full staffing;
- ◆ Continue to improve the training program for trainees;
- ◆ Enhance the inservice training for certified ECO II's;
- ◆ Continue to review and update the technological support systems which provide the underpinnings for BOEC's functions;
- ◆ Continue to improve labor-management relations and cooperations to ensure resolution of identified issues;
- ◆ Continue to enhance the quality assurance program to ensure continuous improvements in bureau policies, procedures, training processes, and environment, and in the evaluation of the need for new technologies.

Striving toward attainment of these goals will help ensure BOEC provides the best possible service to our user agencies and the citizens of Multnomah County.

Bureau Management Objectives for FY 2000-01

The bureau performs services for the user agencies within the Multnomah County area, as stated within the User Agency Agreement. The goal of BOEC is to meet or exceed the requirements of the user agreement.

Call Taking Objectives

There are several objectives intended to improve call handling.

- ◆ 94.5% of all E-911 calls will be answered in less than twenty (20) seconds.
- ◆ 98% of all E-911 calls will be answered in less than sixty (60) seconds.

Police Dispatch Objectives

There are several objectives intended to improve call responses for police.

- ◆ For 90% of all Priority 1 calls, create-to-broadcast times to be within sixty (60) seconds.
- ◆ For 90% of all Priority 2 calls, create-to-broadcast times to be within ninety (90) seconds.

Fire Dispatch Objectives

There are several objectives intended to improve call responses for fire.

- ◆ For 90% of all Urgent calls (Code 3 or immediate response), receive-to-broadcast/ tone-out times to be within sixty (60) seconds.
- ◆ For 90% of all Priority calls (Code 2 or non-emergency response), receive-to-broadcast/ tone-out times to be within sixty (75) seconds.

- ◆ For 90% of all Non-Priority calls receive-to-broadcast/tone-out times to be within ninety (90) seconds.

Emergency Medical Dispatch (EMS) Objectives

There are two objectives intended to improve medical response.

- ◆ For 90% of all Priority E-1-2 calls (Code 3 or immediate response), receive-to-dispatch/tone-out times to be within ninety (90) seconds.
- ◆ For 90% of all Priority 3-9 calls (Code 2 or non-emergency response), receive-to-dispatch/tone-out times to be within one hundred and eighty (180) seconds.

Hiring Objectives for FY 00-01

There are two objectives intended to meet affirmative action goals.

- ◆ Recruit and hire personnel at a rate that meets or exceeds the bureau's Affirmative Action Goals.
- ◆ Hire, train and certify a sufficient number of positions per year to offset attrition and satisfy operation requirements.

Note: These objectives are frequently reviewed by the BOEC User Board.

COUNCIL PRIORITIES

Council Issues and Priorities

The City Council has established goals and priorities. Each bureau has been asked to provide a statement as to the relationship of the bureau to the Citywide and Council directed goals and priorities. The Council priorities are

- ◆ Ensure Decent, Affordable Housing
- ◆ Build a Livable City Through Good Planning and Well-Managed Growth
- ◆ Promote Economic Vitality and Access to Quality Jobs For All
- ◆ Maintain a Financially Stable City of Portland
- ◆ Promote the Inclusion of Under-Represented Neighborhoods and Groups in Participation in City Activities and Services
- ◆ Keep the Central City Vital
- ◆ Build a Multi-Modal Transportation System
- ◆ Grow as an International City
- ◆ Become a More Effective Partner in the Region

BOEC's Relationship to Priorities

BOEC's activities directly or indirectly impact most of Council's priorities. The activities of BOEC directly support the provision and maintenance of a safe peaceful community. BOEC functions as the primary public safety answering point for Multnomah County. Emergency and non-emergency phone calls are received by BOEC employees and police, fire and medical personnel are dispatched to these incidents.

Safety, itself, is integral to the livability and growth potential of the City. In fact, safety of a community impacts all aspects of the City. Housing costs, central city vitality, partnering, and even quality education are connected to public safety.

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

Overview of Programs

ADMINISTRATION

The Administration program includes the Director and the Business Services staff totaling 10 FTE.

The Director supervises the Operations Manager, Human Resources Manager, and Support Services Manager.

The administrative cost center includes costs for:

- ◆ Director
- ◆ Support Services Manager
- ◆ Principal Management Analyst
- ◆ One ECS II staff, supervising Research and QA activities
- ◆ Two ECO I staff providing Research Services
- ◆ One ECO II staff, providing support services
- ◆ Three administrative support positions, timekeeper, receptionist and supervisor.

The Operations Manager and Human Resource manager are accounted for within the operations program.

The Support Services Manager is responsible for all Business Services which include fiscal services, information systems, research operations, and general office functions.

Information systems staff are accounted for within the operations program.

911 OPERATIONS

Overview

The operations program includes a total of 150 FTE and activities accounted for in three cost centers; information services (19 FTE), training (2 FTE) and operations (129 FTE).

Operations Cost Center

The bureau operations manager has primary responsibility for providing E-911 call-taking and police, fire and emergency medical dispatch services.

The FY 00-01 budget includes funding for a total of 129 positions within the operations center code. These positions represent:

- ◆ 99 FTE, certified ECO II positions responsible for handling all income calls and dispatch activity.
- ◆ 10 FTE, ECO trainee positions to allow for replacement of staff due to attrition, retirement and for increases in volume of work.
- ◆ 3 FTE, Operations Manager, Fire/EMS Manager and Training Coordinator.
- ◆ 6 FTE, Emergency Communications Supervisor II positions.
- ◆ 10 FTE, Emergency Communications Supervisor I positions.
- ◆ 1 FTE, Support Services

Emergency communications supervisors report directly to the bureau operations manager who is responsible for the day to day operation of the Center.

The Fire/EMS Program Manager also reports to the bureau operations manager and is responsible for the overall management of the fire/emergency medical dispatch services area.

All Emergency Communications Operators report to the on duty Emergency Communications Supervisor(s).

Training Cost Center The Human Resources Manager has responsibility for providing all human resources management, which include labor relations and bureau staff recruitment.

A total of two FTE are budgeted within the training area:

- ◆ HR Manager
- ◆ Recruitment Coordinator

Information Services Cost Center The senior information services manager is responsible for providing all computer services to administration and operations staff within the bureau as well as distributed services to all BOEC user jurisdictions. The primary focus is support to the operations floor and the computer aided dispatch system.

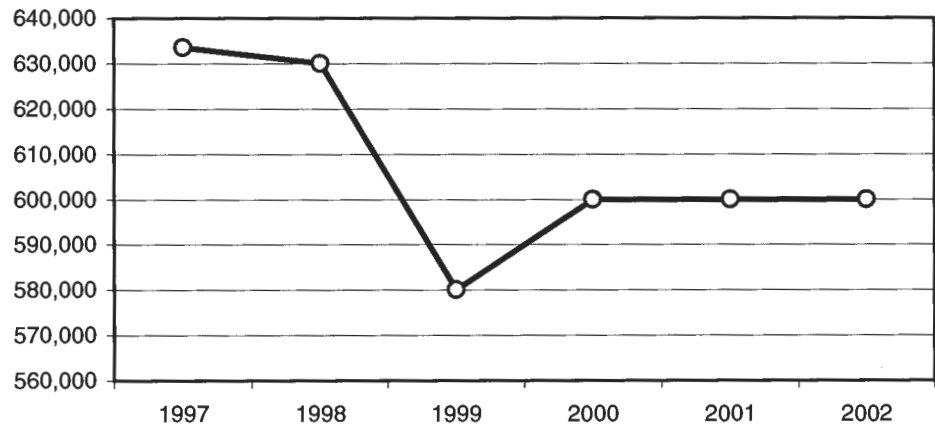
A total of 19 FTE are budgeted within the information services area.

- ◆ Senior IS Systems Manager.
- ◆ CAD Network Team
 - ❖ Two IS Tech II Positions
- ◆ Business Team
 - ❖ BISNS Team Supervisor
 - ❖ Two IS Analyst II
 - ❖ Two IS Tech II
- ◆ GIS Team
 - ❖ Principal IS Systems Analyst
 - ❖ IS Analyst III
- ◆ MIS Team
 - ❖ Principal IS Systems Analyst - Data Base.
 - ❖ IS Analyst III
 - ❖ IS Analyst II
- ◆ Training Support Team
 - ❖ Program Manager
 - ❖ IS Tech II
 - ❖ IS Analyst II
- ◆ CAD System Support
 - ❖ ECO II
 - ❖ Two Program Managers

Performance Measures

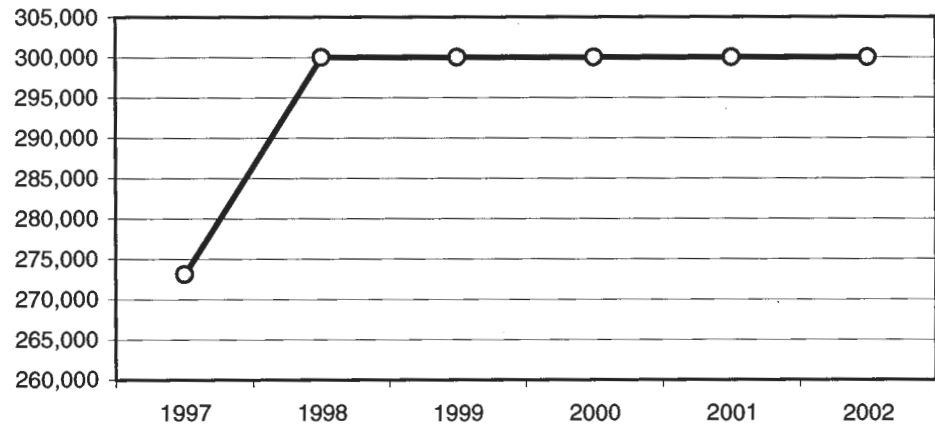
Emergency 9-1-1 Calls

- ◆ The implementation of the 9-1-1 non-emergency number has reduced the number of emergency calls since FY 1998.



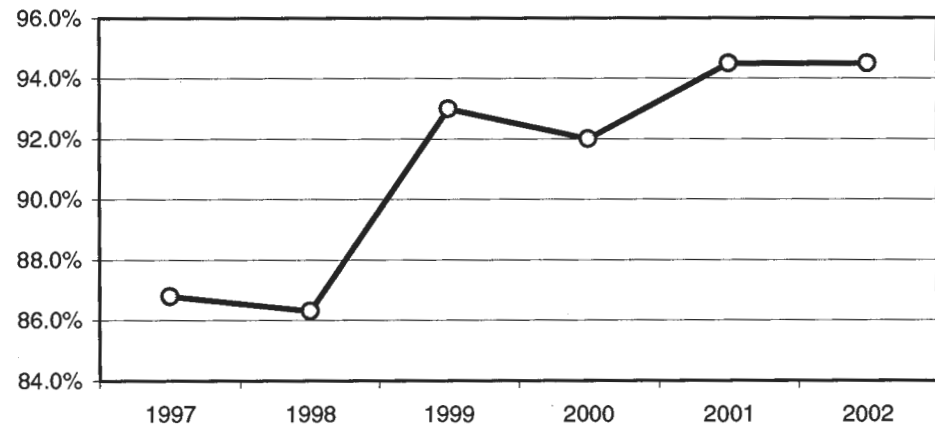
Non-Emergency Calls

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

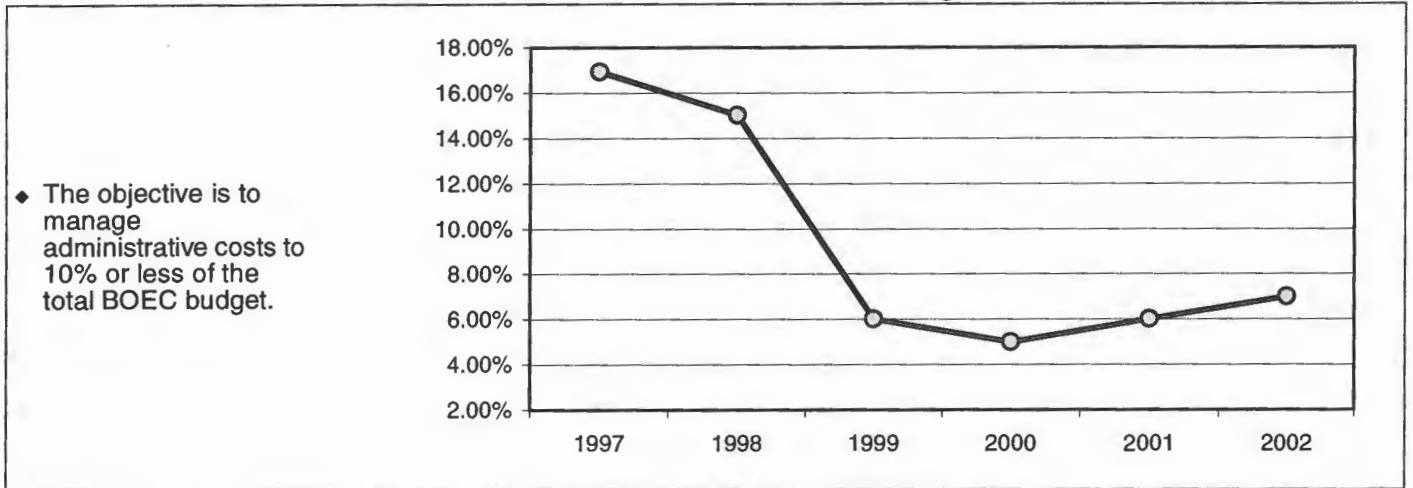


% Calls Answered Within 20 Seconds

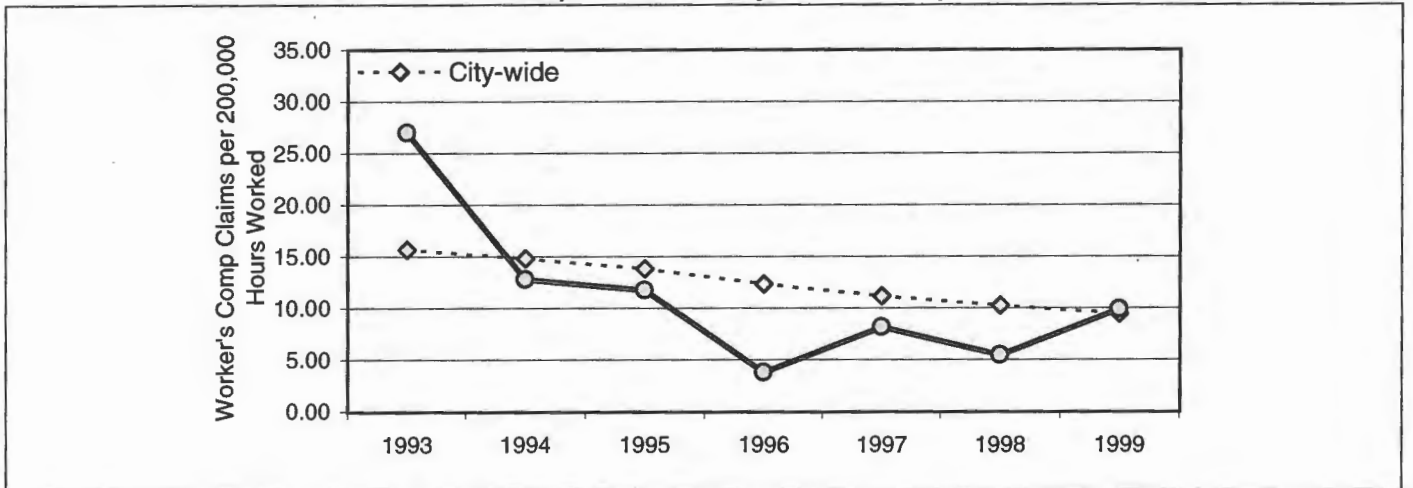
- ◆ As current recruitment efforts lead to a full staffing level of certified emergency communications operators, BOEC expects performance to improve.



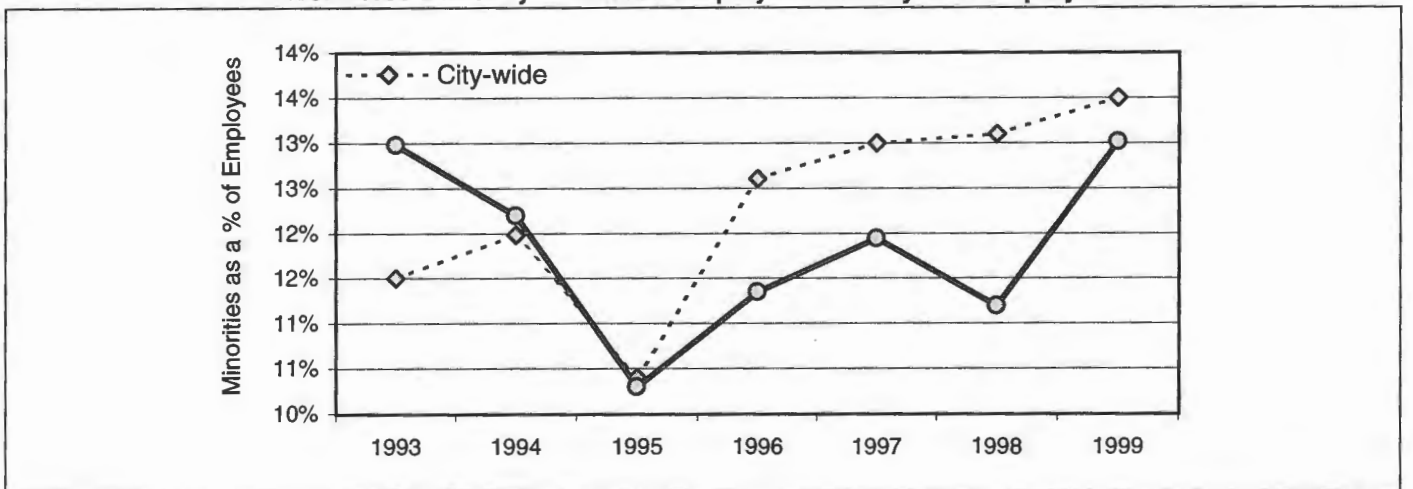
Administrative Cost as a % of Total Budget



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
BUREAU OF EMERGENCY COMMUNICATIONS						
Affirmative Action Measures						
Female Employees as a Percent of Total	71.6%	70.6%	68.5%			
Minority Employees as a Percent of Total	11.9%	11.2%	13.0%			
Bureau of Emergency Communications						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Worker's Comp Claims per 200,000 Hours Worked	8.13	5.45	9.90			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$1.11	\$0.65	\$1.54			
Administration						
Workload						
Administrative cost as a % of total budget.	16.94%	15.00%	6.00%	5.00%	6.00%	7.00%
911 Operations						
Workload						
Emergency 9-1-1 Calls	633,519	630,000	580,000	600,000	600,000	600,000
Non-Emergency Calls	273,097	300,000	300,000	300,000	300,000	300,000
% Calls Answered within 20 Seconds	86.8%	86.3%	93.0%	92.0%	94.5%	94.5%

Bureau of Emergency Communications AU 620

SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	9,915,654	10,140,622	11,181,082	10,990,210	10,590,210
External Materials and Services	743,119	969,419	898,562	1,109,858	1,105,938
Internal Materials and Services	1,003,900	1,041,994	1,150,659	1,296,822	1,296,822
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	17,493	30,647	393,834	0	0
Total Operating Budget	11,680,166	12,182,682	13,624,137	13,396,890	12,992,970
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 11,680,166	\$ 12,182,682	\$ 13,624,137	\$ 13,396,890	\$ 12,992,970
Allocated Overhead	253,300	377,488	351,627	270,986	274,906
Total Cost with Allocated Overhead	11,933,466	12,560,170	13,975,764	13,667,876	13,267,876
RESOURCES					
Emergency Communication Fund		12,182,682	13,624,137	13,396,890	12,992,970
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Administration		680,283	731,119	806,059	806,059
<i>Positions</i>		5	9	9	9
911 Operations		11,502,399	12,893,018	12,590,831	12,186,911
<i>Positions</i>		142	156	151	151
TOTAL PROGRAMS		\$ 12,182,682	\$ 13,624,137	\$ 13,396,890	\$ 12,992,970
<i>Positions</i>		147	165	160	160
<i>General Fund Discretionary Positions</i>		99	105	102	102

Bureau of Emergency Communications AU 620

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	5,322,969	5,329,489	7,481,944	7,408,675	7,008,675
512000 Part-Time Employees	28,484	33,334	220,000	0	0
514000 Overtime	880,917	996,661	918,000	780,000	780,000
515000 Premium Pay	11,962	15,660	10,000	10,000	10,000
517000 Benefits	2,494,504	2,546,835	2,551,138	2,791,535	2,791,535
518000 Paid Absence	1,176,818	1,218,643	0	0	0
Total Personnel Services	9,915,654	10,140,622	11,181,082	10,990,210	10,590,210
Materials and Services					
External Materials and Services					
521000 Professional Services	110,799	129,584	228,737	285,828	281,908
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	2,130	2,805	3,500	3,609	3,609
524000 Repair & Maintenance Services	163,353	163,450	162,000	167,022	167,022
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	82,598	91,250	99,276	105,354	105,354
531000 Office Supplies	37,260	38,348	35,000	36,085	36,085
532000 Operating Supplies	24,374	18,863	27,000	27,837	27,837
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	270,549	425,226	252,724	373,599	373,599
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	14,738	57,905	44,225	56,995	56,995
542000 Local Travel	1,569	2,407	1,100	2,134	2,134
543000 Out-of-Town Travel	3,900	27,283	10,000	15,310	15,310
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	31,849	12,298	35,000	36,085	36,085
Total External Materials and Services	743,119	969,419	898,562	1,109,858	1,105,938
Internal Materials and Services					
551000 Fleet Services	5,990	5,254	6,942	6,975	6,975
552000 Printing & Distribution	31,970	32,769	37,033	36,174	36,174
553000 Facilities Services	236,801	274,217	267,048	313,907	313,907
554000 Communications Services	403,921	386,557	483,358	484,572	484,572
555000 Data Processing Services	60,881	76,343	80,084	146,954	146,954
556000 Insurance	262,412	264,318	273,833	306,468	306,468
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	1,925	2,536	2,361	1,772	1,772
Total Internal Materials and Services	1,003,900	1,041,994	1,150,659	1,296,822	1,296,822
Total Materials and Services	1,747,019	2,011,413	2,049,221	2,406,680	2,402,760
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	17,493	30,647	393,834	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 11,680,166	\$ 12,182,682	\$ 13,624,137	\$ 13,396,890	\$ 12,992,970

Bureau of Emergency Communications AU 620

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	0	1	2	80,834	2	82,687	2	82,687
926	Administrative Services Manager	2	2	2	134,960	2	134,160	2	134,160
929	Bureau Operations Manager	1	1	1	60,918	1	60,655	1	60,655
317	Emergency Comm Operator I	0	0	3	139,990	3	136,292	3	136,292
318	Emergency Comm Operator II	118	118	118	4,946,855	110	4,517,804	110	4,117,804
325	Emergency Comm Supervisor I	0	8	10	553,121	10	604,944	10	604,944
326	Emergency Comm Supervisor II	0	7	7	390,842	8	491,306	8	491,306
917	Emergency Communication Director	1	1	1	91,858	1	91,228	1	91,228
2542	Information Systems Analyst II	0	0	0	0	0	0	0	0
2543	Information Systems Analyst III	0	0	2	102,956	2	106,930	2	106,930
2522	Information Systems Tech I	0	1	1	40,545	0	0	0	0
2523	Information Systems Tech II	0	0	4	174,182	5	219,032	5	219,032
100	Office Support Specialist I	0	0	0	0	0	0	0	0
102	Office Support Specialist II	0	0	0	0	0	0	0	0
2545	Principal Info Systems Analyst	0	2	2	123,390	2	141,854	2	141,854
953	Principal Management Analyst	0	0	1	56,054	1	57,033	1	57,033
968	Program Manager I	1	1	2	115,127	2	119,457	2	119,457
970	Program Manager II	2	2	3	180,377	1	66,258	1	66,258
971	Program Manager III	0	0	3	147,597	4	196,841	4	196,841
972	Program Manager IV	0	0	0	0	1	65,000	1	65,000
973	Program Manager V	0	0	0	0	2	170,830	2	170,830
220	Secretarial Clerk I	0	0	1	30,615	1	30,000	1	30,000
221	Secretarial Clerk II	4	2	1	34,061	1	35,736	1	35,736
2552	Senior Information Systems Mgr	0	1	1	77,662	1	80,628	1	80,628
TOTAL FULL-TIME POSITIONS		129	147	165	\$ 7,481,944	160	\$ 7,408,675	160	\$ 7,008,675

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	16,565,055	0	16,565,055	160.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(350,000)	0	(350,000)	0.0	Reduce CAD reserve
	(347,851)	0	(347,851)	0.0	Reduce Contingency
	80,736	0	80,736	0.0	Wage Settlement
	(1,472)	0	(1,472)	0.0	BGS Interagency Adjustment
	(24,560)	0	(24,560)	0.0	M&S Reduction
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	(643,147)	0	(643,147)	0.0	Total FY 2000-01 Decision Packages
			\$ 15,921,908	160.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Emergency Communication Fund – 115

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	39,948	40,949	50,000	50,000	50,000	50,000
	39,948	40,949	50,000	50,000	50,000	50,000
State Sources						
State Cost Sharing	1,858,446	1,966,846	2,240,507	2,129,803	2,230,309	2,230,309
	1,858,446	1,966,846	2,240,507	2,129,803	2,230,309	2,230,309
Local Sources						
Local Cost Sharing	1,735,374	2,011,891	2,048,711	2,159,415	2,152,496	2,152,496
Multnomah County Cost Sharing	455,761	563,132	543,954	543,954	510,784	510,784
	2,191,135	2,575,023	2,592,665	2,703,369	2,663,280	2,663,280
Miscellaneous Revenues						
Interest Earned	65,109	133,691	80,000	80,000	135,000	135,000
	65,109	133,691	80,000	80,000	135,000	135,000
Total External Revenues	4,154,638	4,716,509	4,963,172	4,963,172	5,078,589	5,078,589
Internal Revenues						
Other Cash Transfers						
General Fund	388,000	8,626,476	8,963,325	8,963,325	8,442,819	8,442,819
Public Safety Capital Fund	0	0	220,000	220,000	0	0
	388,000	8,626,476	9,183,325	9,183,325	8,442,819	8,442,819
Interfund Service Reimbursements						
Fire Bureau	2,011,170	0	0	0	0	0
Police Bureau	5,193,885	0	0	0	0	0
	7,205,055	0	0	0	0	0
Total Internal Revenues	7,593,055	8,626,476	9,183,325	9,183,325	8,442,819	8,442,819
Beginning Fund Balance	2,197,291	2,011,519	2,407,352	2,364,334	2,400,500	2,400,500
TOTAL RESOURCES	\$ 13,944,984	\$ 15,354,504	\$ 16,553,849	\$ 16,510,831	\$ 15,921,908	\$ 15,921,908
REQUIREMENTS						
Bureau Expenses						
Personal Services	9,915,654	10,140,622	11,181,082	11,220,102	10,990,210	10,590,210
External Materials and Services	743,119	969,419	898,562	920,687	1,109,858	1,105,938
Communications Services	403,921	386,557	483,358	438,358	484,572	484,572
Data Processing Services	60,881	76,343	80,084	80,084	146,954	146,954
Facilities Services	236,801	274,217	267,048	267,048	313,907	313,907
Fleet Services	5,990	5,254	6,942	6,942	6,975	6,975
Insurance	262,412	264,318	273,833	273,833	306,468	306,468
Printing & Distribution	31,970	32,769	37,033	37,033	36,174	36,174
Auto Port Operating	1,440	0	0	1,560	0	0
Finance & Administration	485	976	801	801	1,772	1,772
Parking Facilities	0	1,560	1,560	0	0	0
	1,003,900	1,041,994	1,150,659	1,105,659	1,296,822	1,296,822
Equipment Cash Transfers						
Communications Services	17,493	0	261,834	306,834	0	0
Facilities Services	0	30,647	128,000	128,000	0	0
Printing & Distribution	0	0	4,000	4,000	0	0
	17,493	30,647	393,834	438,834	0	0
Total Bureau Expenses	11,680,166	12,182,682	13,624,137	13,685,282	13,396,890	12,992,970
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	359,360	201,506	0	400,000
	0	0	359,360	201,506	0	400,000
General Fund Overhead	253,300	377,488	351,627	351,627	270,986	274,906

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	76,616	76,616
	0	0	0	0	76,616	76,616
Unappropriated Ending Balance						
Reserve for Future Years	0	0	2,218,725	2,272,416	2,177,416	2,177,416
Unappropriated Ending Balance	2,011,518	2,794,334	0	0	0	0
	2,011,518	2,794,334	2,218,725	2,272,416	2,177,416	2,177,416
Total Fund Requirements	2,264,818	3,171,822	2,929,712	2,825,549	2,525,018	2,928,938
TOTAL REQUIREMENTS	\$ 13,944,984	\$ 15,354,504	\$ 16,553,849	\$ 16,510,831	\$ 15,921,908	\$ 15,921,908

FUND OVERVIEW

The Emergency Communications Fund includes the resources and requirements associated with the operations of the Bureau of Emergency Communications.

Resources

Resources to the Bureau of Emergency Communications are primarily cost sharing payments received from other jurisdictions and Multnomah County served by the bureau. The services provided are emergency 9-1-1 call taking and dispatching of police, emergency medical, and fire personnel.

Cost Sharing

Resources for FY 2000-01 include \$10.6 million in cost sharing payments from the City of Portland's General Fund (including allocated State 9-1-1 Revenue).

Local cost sharing payments of \$2.7 million are projected to be received from Multnomah County and the cities of Gresham, Troutdale, Fairview, Maywood Park, and Wood Village.

State of Oregon

Bureau resources include State 9-1-1 Revenue in the amount of \$2.1 million which is budgeted as an offset to City of Portland billings; approximately \$3.0 thousand in 9-1-1 revenue will be received to offset Maywood Park's billings. These revenue sources have been included in the previous Cost Share information. Other cities receive the State 9-1-1 revenue directly, not via Portland.

Other Activity

The State of Oregon continues to pay for the telephone system costs related to providing the Emergency 9-1-1 telephone calls within Multnomah County. These costs are paid directly by the State and are not reflected in the FY 2000-01 BOEC budget on the resource or expenditure side.

The total amount of system costs paid by the State for BOEC is about \$2.0 million per year. State support of 9-1-1 telephone system costs is currently scheduled to sunset in FY 2001-02. BOEC has identified this issue in the legislative package for the next session.

\$2.0 million is paid by the State in telephone costs and \$2.1 million is disbursed to Portland for application to 9-1-1 related services.

Changes from Requested to Adopted Budget.

The Adopted Budget reduces the BOEC operating contingency, from \$354,384 to zero. In addition, the annual contribution to the Computer Aided Dispatch (CAD) replacement fund has been reduced from \$350,000 to zero.

A PERS Debt repayment allocation of \$76,616 has been added to the budget. The interagency agreement costs for services provided to BOEC from other City bureaus has been reduced by \$15,379.

Public Safety Fund – 118

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Property Taxes						
Prior Year Property Taxes	738	507	0	0	0	0
	738	507	0	0	0	0
Miscellaneous Revenues						
Interest Earned	94,909	79,797	70,000	80,000	80,000	80,000
	94,909	79,797	70,000	80,000	80,000	80,000
Total External Revenues	95,647	80,304	70,000	80,000	80,000	80,000
Internal Revenues						
Beginning Fund Balance	1,629,036	1,566,376	1,416,321	1,482,662	1,462,662	1,462,662
TOTAL RESOURCES	\$ 1,724,683	\$ 1,646,680	\$ 1,486,321	\$ 1,562,662	\$ 1,542,662	\$ 1,542,662
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Data Processing Services	0	0	0	0	1,979	1,979
Finance & Administration	0	1,135	1,122	1,135	1,063	1,063
	0	1,135	1,122	1,135	3,042	3,042
Capital Outlay	0	0	827,048	0	1,200,000	1,200,000
Total Bureau Expenses	145,673	153,834	1,016,170	88,013	1,391,042	1,391,042
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	238,164	1,462,662	143,644	143,755
	0	0	238,164	1,462,662	143,644	143,755
General Fund Overhead	12,635	10,178	11,987	11,987	7,976	7,865
Fund Cash Transfers						
Emergency Communications	0	0	220,000	0	0	0
	0	0	220,000	0	0	0
Unappropriated Ending Balance						
Unappropriated Ending Balance	1,566,375	1,482,668	0	0	0	0
	1,566,375	1,482,668	0	0	0	0
Total Fund Requirements	1,579,010	1,492,846	470,151	1,474,649	151,620	151,620
TOTAL REQUIREMENTS	\$ 1,724,683	\$ 1,646,680	\$ 1,486,321	\$ 1,562,662	\$ 1,542,662	\$ 1,542,662
LINE ITEM DETAIL – AU 260						
Materials and Services						
External Materials and Services						
521000 Professional Services	32,091	152,245	88,000	35,000	38,000	38,000
524000 Repair & Maintenance Services	3,840	0	0	0	0	0
534000 Minor Equipment & Tools	109,742	454	100,000	51,878	150,000	150,000
Total External Materials and Services	145,673	152,699	188,000	86,878	188,000	188,000
Internal Materials and Services						
555000 Data Processing Services	0	0	0	0	1,979	1,979
559000 Other Fund Services	0	1,135	1,122	1,135	1,063	1,063
Total Internal Materials and Services	0	1,135	1,122	1,135	3,042	3,042
Total Materials and Services	145,673	153,834	189,122	88,013	191,042	191,042
Capital Outlay						
564000 Capital Equipment	0	0	827,048	0	1,200,000	1,200,000
Total Capital Outlay	0	0	827,048	0	1,200,000	1,200,000
TOTAL Bureau Expenses	\$ 145,673	\$ 153,834	\$ 1,016,170	\$ 88,013	\$ 1,391,042	\$ 1,391,042

FUND OVERVIEW

Resources

The Public Safety Fund contains money that was dedicated to the support of the Bureau of Emergency Communications (BOEC) starting with the special levy that began in 1989.

Tax Levy

The original levy was focused on the construction of the Communications Center at 9911 S.E. Bush Street and the acquisition/enhancement of a computer aided dispatch computer system to support the call taking and dispatch activities at BOEC.

State of Oregon

Money remaining in the fund is primarily from State of Oregon contributions to the CAD/phone systems and accumulated annual interest income.

Balance and Planned Expenditures

The fund currently contains approximately \$1.5 million. Funds are dedicated to the acquisition of equipment/furnishings connected with an expansion of the Communications Center planned for completion in 2000, Computer Aided Dispatch system workstation upgrades/replacements, augmentation of the communications equipment reserve area and City interagency services by the Bureau of Information Technology, Investment Services and General Fund Overhead support.

BOEC expects this fund to be spent by the end of FY 2002-03.



Fire & Police Disability & Retirement

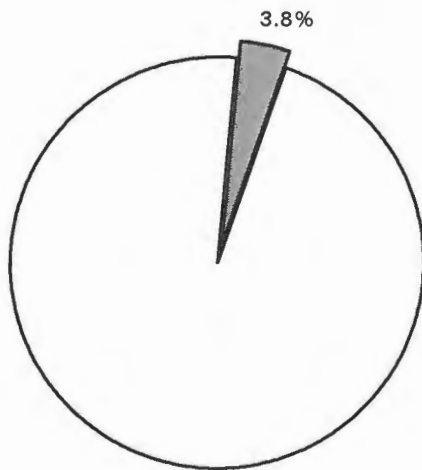
Public Safety Service Area

Auditor Gary Blackmer, Commissioner-in-Charge

Babette Means, Director

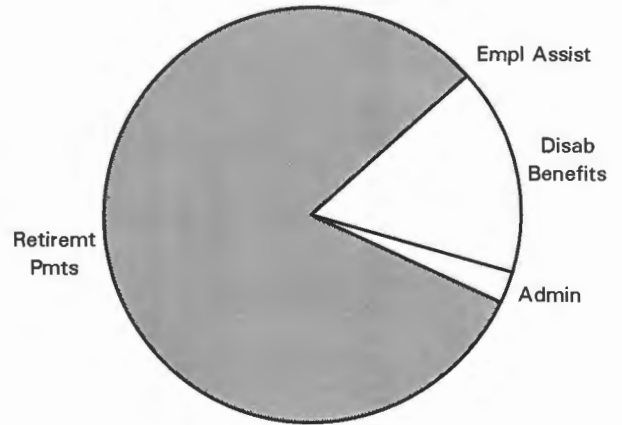
Percent of City Budget

FPD&R = \$64.5 Million



City Budget = \$1.68 Billion

Bureau Programs

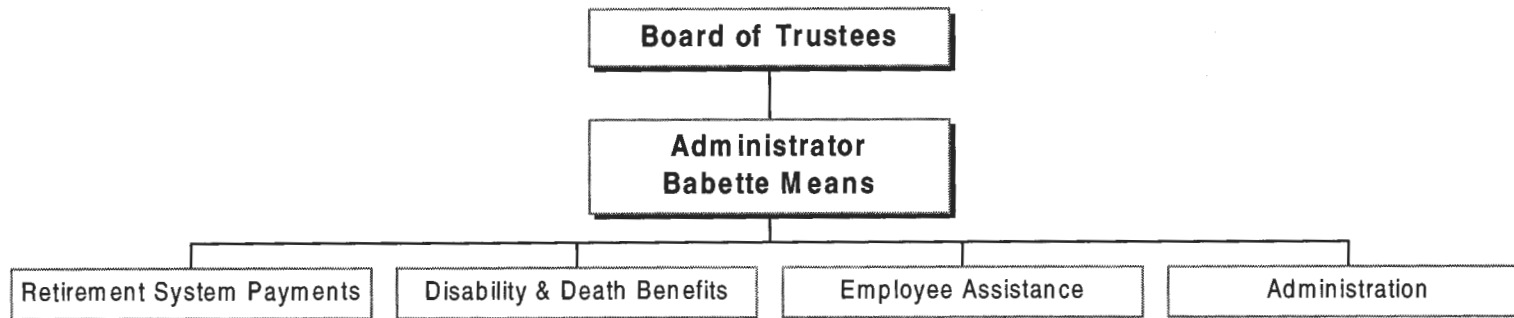


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	59,277,514	64,487,406	5,209,892	4.0%
Capital	0	0	0	0.0%
Allocated Overhead Costs	79,185	79,114	-71	-4.5%
Total Cost with Allocated Overhead	\$ 59,356,699	\$ 64,566,520	\$ 5,209,821	4.0%
Authorized Full-Time Positions	0	0	0	0.0%

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

Fire and Police Disability and Retirement



Bureau Summary

BUREAU MISSION

We provide disability and retirement benefits to Portland firefighters, police officers, and their survivors as prescribed by City Charter.

BUREAU HIGHLIGHTS

Overview

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

The Fund is divided into the following programs:

- ◆ Retirement System Payments
- ◆ Disability and Death Benefits
- ◆ Administration
- ◆ Employee Assistance Program (EAP)

Board of Trustees

Chapter 5 of the City Charter is administered by a Board of Trustees. The Board also supervises and controls the Fire and Police Disability and Retirement Fund and the Reserve Fund. The Board of Trustees is composed of the following 11 members: the Mayor, the City Treasurer, the City Auditor, the Chief of Fire, the Chief of Police, 3 elected active members of the Fire Bureau, and 3 elected active members of the Police Bureau.

Membership

As of June 30, 1999, there were 1,535 active, working fire and police personnel that were participants in the Fire and Police Disability and Retirement Plan. In addition, there were 1,366 retirees and beneficiaries, 159 participants with permanent disabilities currently receiving benefits and beneficiaries of disability benefits, and 19 terminated employees who are vested but not yet receiving benefits under the plan.

Budget Summary

Target Budget

In FY 2000-01, the Fire and Police Disability and Retirement Fund calculated a target budget for the administrative portion of the budget only. Thus, the FY 2000-01 budget does not limit the pension or disability benefits below what is projected, because these are not considered discretionary costs.

Unsettled Labor Contracts

Results of contract negotiations between the City and the fire and police unions may have significant impacts on the Fund's FY 2000-01 budget. This is because both New Plan disability benefit rates and Old Plan pension benefit rates are tied to the current pay of active police and fire personnel. As of July 1, 2000, negotiations were still under way.

FY 2000-01 Adopted Budget

The FY 2000-01 Adopted Budget supports all ongoing activities and services provided to the membership and the Board of Trustees. The budget also includes one decision package above the current service level in the Administration program. Total requirements net of Tax Anticipation Notes for FY 2000-01 are \$69,078,264. Included in this amount is \$52,423,156 for pension and termination benefits, \$10,421,104 for disability and death benefits, \$1,603,731 for administrative expenses, and \$39,415 for the Employee Assistance Program. The primary funding source for the FPD&R Fund is tax revenues totaling \$62,711,800 in FY 2000-01.

Decision Package

The Adopted Budget adds one new position to the Fire and Police Disability and Retirement Fund's budget in FY 2000-01. Due to an increase in the volume and complexity of disability claims management workload over the last five years, the FY 2000-01 budget adds a second Assistant Risk Specialist to perform work associated with the disability program.

The position will be responsible for the investigation of all assigned disability claims, for preparing necessary information to enable the Board of Trustees to act on the claims, making benefit payments, processing medical bills, facilitating return to work after injury, managing vocational rehabilitation services, and working on the many other tasks associated with disability claims management. The addition of this position will enable staff to provide improved service to members and the Board of Trustees, as well as to enhance the disability program by developing services not currently provided.

General Description

BUREAU OVERVIEW

Programs

The bureau is divided into the following four programs:

- ◆ **Retirement System Payments Program:** includes the direct costs of pensions or refunds of contributions to members and beneficiaries.
- ◆ **Disability and Death Benefits Program** includes all direct benefit costs for time lost due to disability, medical claims, and death benefits.
- ◆ **Administration Program:** includes all other fund expenses which are non-direct costs of providing benefits, including staffing costs, actuarial expenses, legal fees, and other office expenses.
- ◆ **Employee Assistance Program (EAP):** includes the expenses paid by FPD&R associated with management of the Employee Assistance Program for the Police Bureau and the Fire Bureau.

CHANGES FROM PRIOR YEAR

Retirement System Payments

Overall expenditures in retirement system payments total \$52,423,156, an increase of \$5.38 million over the FY 1999-00 Revised Budget. The changes from the prior year in pension system payments include an estimated net increase of 46 pension recipients during FY 2000-01 and increases in benefits for the annual cost of living adjustment. This adjustment is estimated at a 5% cost of living adjustment for the Old Plan retirees and a 2% adjustment for the New Plan retirees. The total number of retirees and beneficiaries estimated by fiscal year ending 2001 is 1,482.

Disability and Death Benefits

Overall expenditures in disability payments total \$10,421,104, a decrease of \$292,065 (2.7%) over the FY 1999-00 Revised Budget. The primary reason for this decrease is approximately a \$800,000, or 25%, reduction in short-term disability benefits costs.

Since the Fire and Police Disability and Retirement Plan was revised in 1990, expenditures in the disability program had shown a steady decline until FY 1995-96. After FY 1995-96, the trend has reversed, and as of December 1998 the Fund was experiencing a 1.5% per pay period increase in short-term disability costs. However, the growth rate in short term disability cost has slowed down significantly for the past year. It is projected that expenditures for the short term disability program will be approximately \$1.1 million below the budgeted level in FY 1999-00. The FY 2000-01 budget has been adjusted to reflect this slower growth rate.

The decrease in the short-term disability costs from the prior year is partially offset by increases in other disability and death benefits. Compared to the FY 1999-00 budget, the cost of long-term disability benefits for FY 2000-01 is increasing by \$366,282, medical expenses are increasing by \$135,937, and funeral benefits are increasing by \$4,704. Increases in long-term disability benefits are mainly due to the annual cost of living adjustment, estimated at 5%. Medical expenses are projected to increase by the historical average increase of 9% per year.

Administration

The Administration Program expenditures increased by \$114,936, or 7.5% over the FY 1999-00 Revised Budget. Of this increase, \$48,867, or 3.2%, is the inflationary increase within the target budget. The remaining \$66,069, or 4.3%, is a result of the decision package adding another Assistant Risk Specialist to the staff.

Employee Assistance Program (EAP)

EAP program expenditures show a slight increase due to the base lease escalations scheduled in April 2000. The costs associated with the EAP are completely reimbursed by the Fire and the Police Bureaus.

FUNDING SOURCES

The primary funding source for the Fire and Police Disability and Retirement Fund is property tax revenues totaling \$62.7 million in FY 2000-01. Chapter 5 of the City Charter provides for separate property tax levy authority up to \$2.80 per \$1,000 of real market value within the City of Portland. In FY 2000-01, the rate is estimated to be approximately \$1.44 per \$1,000 of real market value.

Other funding sources include interest income of \$800,000, miscellaneous revenues of \$7,176, and interagency revenues of \$46,615.

Strategic Direction

VISION AND VALUES

The following mission, vision, and values statements reflect the strategic direction developed by the FPD&R Fund staff:

Mission

We provide disability and retirement benefits to Portland firefighters, police officers, and their survivors as prescribed by City Charter.

Vision

We take care of our members.

Values

- ◆ We offer our members the best possible service by providing benefits in a compassionate and competent manner.
- ◆ We treat our members with respect, dignity, and courtesy.
- ◆ We serve the Board of Trustees with professionalism and efficiency.
- ◆ We maintain a positive and supportive work environment with an atmosphere of mutual respect, teamwork, humor, and camaraderie.
- ◆ We maintain active communication and a free flow of ideas in order to foster individual and organizational development.
- ◆ We fulfill our mission with fiscal responsibility and careful stewardship of the public resources.

MANAGEMENT GOALS & OBJECTIVES

Management Objectives

FPD&R's management objectives reflect both continuing objectives and areas of new development which will contribute to the overall goal of organizational excellence.

Continuing Objectives:

- ◆ To provide effective, efficient services to our members.
- ◆ To serve the Board of Trustees with professionalism.
- ◆ To explore opportunities to develop limited duty and early-return-to-work programs with the Fire and Police Bureaus.

New FY 2000-01 Objectives:

- ◆ To improve communications with Trustees, members, and the public by developing and publishing an Annual Report, by developing a member handbook, Q&A brochures, and other informational materials, and by developing tools for communicating with the public about funding and benefit issues.
- ◆ To evaluate the service provided by the Third Party Administrator and investigate converting medical bill payment to an internal process.
- ◆ To review current office technology and procedures, explore the use of workflow software and overall improvements to and integration of systems, and implement appropriate recommended improvements.

MAJOR INITIATIVES

Strategic Planning In October 1999, the bureau began a strategic planning process. The process involved the entire Administration staff, including two liaison personnel from the Fire Bureau and the Police Bureau. During this process, the staff produced a mission, values, and vision statement; identified strengths, weaknesses, opportunities, and threats (SWOT); developed management objectives; and planned strategies to accomplish the objectives. The strategic plan supports the bureau's goal of organizational excellence. In FY 2000-01, the bureau will be in the implementation stage of the strategic plan.

COUNCIL PRIORITIES

Council Issues and Priorities **Maintain a Financially Stable City**

The Fund is supported by a separate property tax levy authorized by the voters in 1948. The levy allows a maximum rate of \$2.80 per \$1,000 of real market value. The actual levy for FY 1999-00 is \$1.38 per \$1,000 of real market value, and the projected levy for FY 2000-01 is \$1.44 per \$1,000 of real market value. The administrative staff of the Fund has continued working with the Office of Management and Finance to ensure financial issues relative the fund are addressed.

FPD&R Funding

The administrative staff will continue to provide staff support as needed to the Citizen/Board of Trustees committee. This committee was established in the spring of 1999 to review and make recommendations to the City Council regarding the unfunded status of the fund. The FY 2000-01 Administration budget continues to include higher than normal budget levels for actuarial and legal services associated with providing any necessary support to the "Funding" committee and the Board.

Ensure a Safe and Peaceful Community

The fund provides retirement and disability benefits to the sworn police and fire employees of the City. By remaining financially strong and providing promised benefits effectively and efficiently, the fund helps the City to attract and hold the most qualified individuals for important public safety operations.

Overview of Programs

RETIREMENT SYSTEM PAYMENTS

This program provides pension benefits to retired uniform members of the Police and Fire Bureaus or their surviving spouses. By the end of FY 2000-01, it is projected that there will be 1,482 retired members and beneficiaries, an increase of 46 from the projected year end total for FY 1999-00.

Expenses

The expenses for the program are based on current year costs plus expected new retirements and an inflation factor. Retirement benefits for Old Plan retirees are increased in step with increases to the salaries of active firefighters and police officers, an assumed 5.0% for FY 2000-01; for New Plan retirees, benefits are increased in step with increases to PERS, an assumed 2.0% for FY 2000-01.

Benefits Under the Old Plan

Prior to July 1, 1990, participants in the plan became eligible for pension benefits only after 20 years of employment if they were 55 years of age, or after 25 years of employment if they were 50 years of age. Participants were not entitled to any retirement benefits, except for refunds of their contributions into the plan, unless they attained 20 years of service. Pension benefits were paid generally at 60% of the current salary of a first class firefighter or police officer, as defined in the plan.

Benefits Under the New Plan

Effective July 1, 1990, the plan was amended to provide for the payment of benefits upon termination of employment on or after attaining age 55, or on or after attaining age 50 if the member has 25 or more years of service. Members become 100 percent vested after five years of service. Benefits are paid to members at retirement using the following formula: 2.2 to 2.8 percent multiplied by the number of years of service incurred by the member (up to 30 years). That product is multiplied by the highest one year base pay the member received during the final three years of the member's employment. A survivor's benefit is paid to a surviving spouse at 25 percent to 100 percent of the members final pension, depending on the accrual rate selected (2.2 to 2.8) at the time of retirement.

DISABILITY & DEATH BENEFITS

This program provides for compensation to uniformed members of the Fire and Police Bureaus or their survivors for injury, illness, or death incurred in the performance of duty. Funding is included for no-time-loss medical claims and both short-term and long-term service, non-service, and occupational disability benefits. Members receive a percentage of their pay for time lost through illness or injury. Vocational rehabilitation costs are also included, as are costs related to physician directed work hardening.

New Plan Benefits

Fire and Police sworn members become eligible for membership in the Plan immediately upon employment. The New Plan (as amended effective July 1, 1990) provides for occupational or service-connected disability benefits at 75 percent of the member's base pay reduced by 50 percent of any wages earned in other employment, with reduced percentages of base pay and offsets for wages earned in other employment for later years. The plan also provides for non-service connected disability benefits at reduced rates of base pay for members with 10 or more years of service.

Old Plan Benefits

Members receiving disability benefits on January 1, 1990, who were not expected to return to work remained under the Old Plan. They continue to receive benefits under the provisions of the Old Plan as defined prior to July 1, 1990. The Old Plan provides for benefits at a rate of 100% of pay initially, reduced to 60% of pay after four years on disability. Under the Old Plan, members on long-term disability remain in disability status until they reach disability retirement age at 64. During FY 2000-01, there will be 114 members who receive long-term disability benefits that are covered by the Old Plan; it is estimated there will be 56 such members covered by the New Plan. The vast majority of the Old Plan members receiving disability benefits are past retirement age (50 or 55) and would be receiving the maximum (30 year) pension were they not disabled. The cost of a pension is slightly higher than the disability benefit, due to the increment the plan pays for state tax offset on pensions.

ADMINISTRATION

The Administration program provides funding for all activities and staffing in support of the provision of pension, disability, and death benefits for members of the Fire and Police Bureaus and their survivors. Staffing is provided through an interagency agreement with the City Auditor's Office. Administrative functions include processing applications for benefits, issuing payments for approved claims, tracking payments, and monitoring and forecasting the financial status of the Fund. Staff also provides assistance to, and answers inquiries from, the Board of Trustees, members, attorneys, medical providers, and the public.

Decision Package

Due to an increase in the volume and complexity of the disability claims management workload over the last five years, the FY 2000-01 budget includes the addition to the staff of a second Assistant Risk Specialist to perform work associated with the disability program.

The position will be responsible for the investigation of all assigned disability claims, for preparing necessary information to enable the Board of Trustees to act on the claims, making benefit payments, processing medical bills, facilitating return to work after injury, managing vocational rehabilitation services, and other tasks associated with disability claims management. The addition of this position will enable the staff to provide improved service to members and the Board of Trustees, as well as to enhance the disability program by developing services not currently provided.

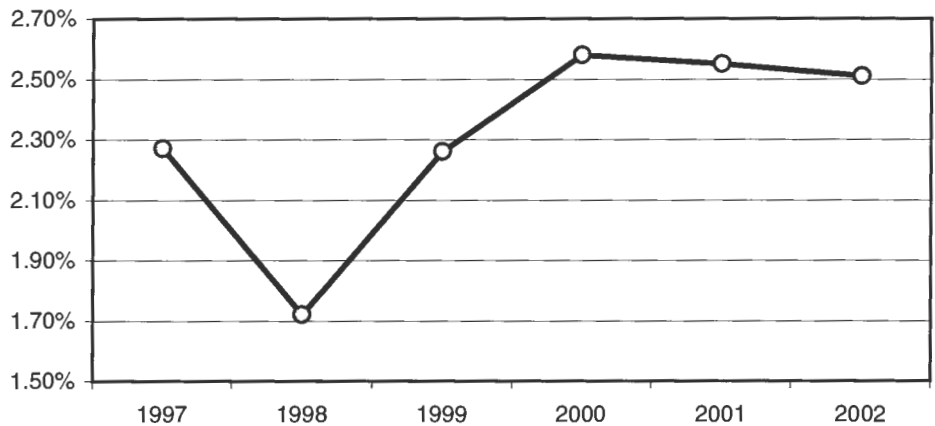
EMPLOYEE ASSISTANCE

Management of the Police Bureau's Employee Assistance Program (EAP) has been provided by the Fire and Police Disability and Retirement Fund since July 1, 1997, and of the Fire Bureau's EAP since July 1, 1998. The purpose of the two programs is to promote the health and well being of Police and Fire personnel through education, mental health resources, and by training and utilizing Peer Support volunteers. Supervision and management oversight of the programs is carried out by Fire and Police Disability and Retirement (FPD&R) Fund staff. Office space is leased in conjunction with the FPD&R in order to house the EAP program in a central location. The program is budgeted at \$39,415 for FY 2000-01. Direct expenses paid by FPD&R are reimbursed by both bureaus via interagency agreements (I/As). The I/As also include reimbursement for overhead expenses and allocated management time.

Performance Measures

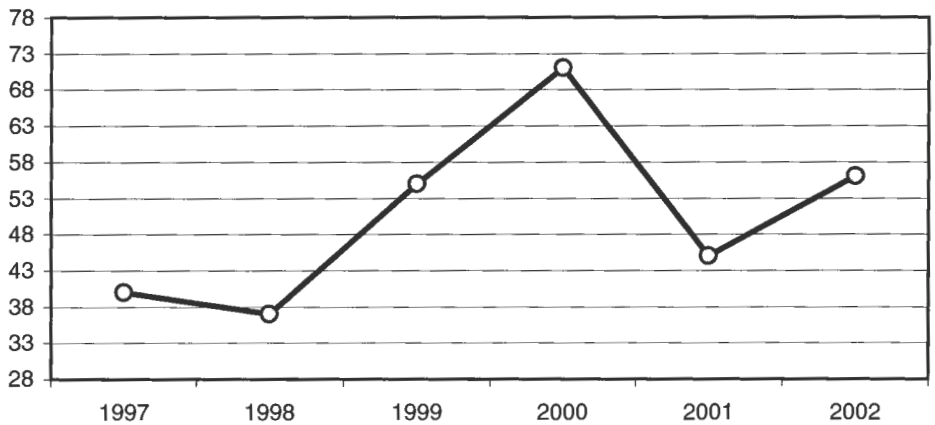
Administrative Cost as a Percentage of Total Budget

- ◆ Administrative costs have historically been between 2% and 3% of the total budget or less.
- ◆ The decrease in 1998 was due to the one-time increase in total costs for retroactive payments.

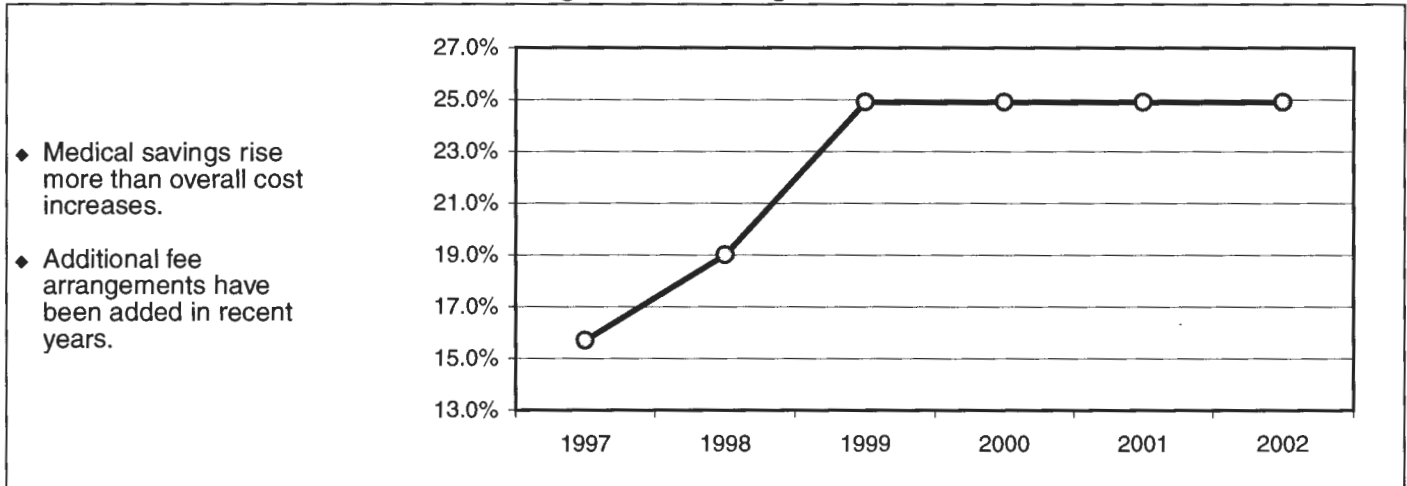


Number of Retirements from Active Service

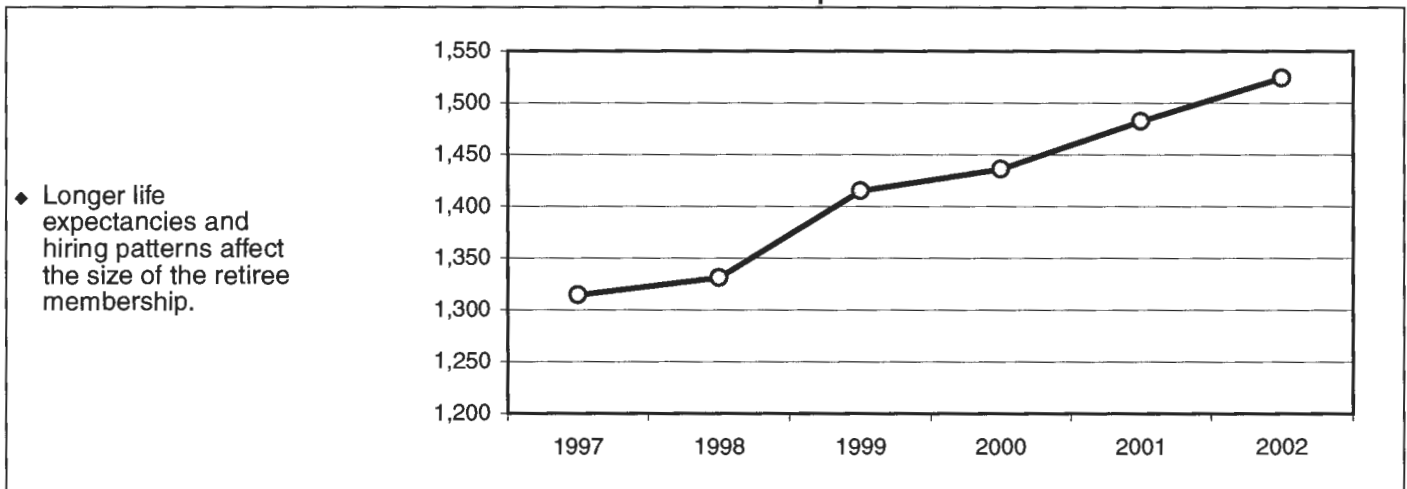
- ◆ The number of retirements are largely due to the demographics of the fire and police bureaus.
- ◆ Other factors influencing retirement choices include economics, work satisfaction and morale, and bureau policies.
- ◆ Fiscal year 2000 includes a budgeted "cushion" of 15 extra retirements per bureau.



Medical Cost Savings as a Percentage of Total Medical Costs



Number of Pension Recipients



Fire & Police Disability & Retirement AU 337

PERFORMANCE MEASURES

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
FIRE & POLICE DISABILITY & RETIREMENT						
Fire & Police Disability & Retirement						
Retirement System Payments						
Workload						
Number of new plan retirees	40	37	55	71	45	56
Number of pension estimates	121	71	228	219	219	219
Number of Pension Recipients	1,314	1,331	1,415	1,436	1,482	1,524
Number of pre-retirement workshop participants			75	74	74	74
Effectiveness						
Percentage of workshop participants who rated workshop helpful			100%	100%	100%	100%
Efficiency						
Percentage of pension estimates processed within one week	43%	40%	94%	93%	95%	95%
Disability & Death Benefits						
Workload						
Number of new no-time loss claims	159	216	152	135	135	135
Number of new time loss claims	297	308	304	319	319	319
Number of members on short-term disability	303	317	331	370	370	370
Effectiveness						
Medical cost savings	\$226,528	\$314,670	\$382,741	\$493,953	\$538,621	\$583,986
Savings as a percentage of total medical cost	15.7%	19.0%	24.9%	24.9%	24.9%	24.9%
Administration						
Effectiveness						
Percentage of members reported "satisfied" with service		99%		99%		100%
Efficiency						
Administrative Cost as a Percentage of Total Budget	2.27%	1.72%	2.26%	2.58%	2.55%	2.51%

Fire & Police Disability & Retirement AU 337

SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	0	0	0	0	0
External Materials and Services	64,510,351	53,377,622	58,430,311	63,562,397	63,562,397
Internal Materials and Services	713,255	777,915	837,003	914,493	914,493
Minor Capital Outlay	12,100	7,575	10,200	10,516	10,516
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	65,235,706	54,163,112	59,277,514	64,487,406	64,487,406
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 65,235,706	\$ 54,163,112	\$ 59,277,514	\$ 64,487,406	\$ 64,487,406
Allocated Overhead	27,238	88,016	79,185	82,649	79,114
Total Cost with Allocated Overhead	65,262,944	54,251,128	59,356,699	64,570,055	64,566,520
RESOURCES					
Fire & Police Disability & Retirement Fund		54,163,112	59,277,514	64,487,406	64,487,406
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Retirement System Payments		44,270,408	47,036,135	52,423,156	52,423,156
<i>Positions</i>		0	0	0	0
Disability & Death Benefits		8,666,100	10,713,169	10,421,104	10,421,104
<i>Positions</i>		0	0	0	0
Administration		1,198,466	1,490,489	1,603,731	1,603,731
<i>Positions</i>		0	0	0	0
Employee Assistance		28,138	37,721	39,415	39,415
<i>Positions</i>		0	0	0	0
TOTAL PROGRAMS		\$ 54,163,112	\$ 59,277,514	\$ 64,487,406	\$ 64,487,406
<i>Positions</i>		0	0	0	0
<i>General Fund Discretionary Positions</i>		0	0	0	0

Fire & Police Disability & Retirement AU 337

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
Total Personnel Services	0	0	0	0	0
Materials and Services					
External Materials and Services					
521000 Professional Services	201,117	192,593	405,154	429,703	429,703
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	13,073	17,416	13,629	14,077	14,077
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	21,708	52,080	42,272	41,942	41,942
531000 Office Supplies	12,459	11,734	13,636	15,465	15,465
532000 Operating Supplies	5,007	4,290	0	200	200
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	10,002	19,589	18,158	33,083	33,083
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	1,542	6,894	8,900	9,902	9,902
542000 Local Travel	372	405	550	567	567
543000 Out-of-Town Travel	26,115	27,093	62,738	47,048	47,048
544000 Space Rental	106,626	109,020	115,970	126,150	126,150
545000 Interest	0	0	0	0	0
546000 Refunds	54,616	25,998	50,900	53,445	53,445
547000 Retirement System Payments	64,057,714	52,910,510	57,698,404	62,790,815	62,790,815
549000 Miscellaneous	0	0	0	0	0
Total External Materials and Services	64,510,351	53,377,622	58,430,311	63,562,397	63,562,397
Internal Materials and Services					
551000 Fleet Services	0	0	0	0	0
552000 Printing & Distribution	22,954	27,983	30,184	31,844	31,844
553000 Facilities Services	0	0	0	0	0
554000 Communications Services	8,572	13,245	10,648	12,969	12,969
555000 Data Processing Services	4,917	7,172	8,123	16,467	16,467
556000 Insurance	0	0	0	0	0
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	676,812	729,515	788,048	853,213	853,213
Total Internal Materials and Services	713,255	777,915	837,003	914,493	914,493
Total Materials and Services	65,223,606	54,155,537	59,267,314	64,476,890	64,476,890
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	12,100	7,575	10,200	10,516	10,516
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	12,100	7,575	10,200	10,516	10,516
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 65,235,706	\$ 54,163,112	\$ 59,277,514	\$ 64,487,406	\$ 64,487,406

Fire & Police Disability & Retirement AU 337

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	64,422,355	0	64,422,355	0.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	66,069	0	66,069		Assistant Risk Specialist Position
	(1,018)	0	(1,018)		BGS I/A Adjustments
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	65,051	0	65,051	0.0	Total FY 2000-01 Decision Packages
			\$ 64,487,406	0.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Fire & Police Disability & Retirement Fund – 651

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	50,691,646	54,693,003	55,143,264	55,143,263	61,215,335	61,211,800
Prior Year Property Taxes	1,486,391	1,331,949	1,500,000	1,500,000	1,500,000	1,500,000
	52,178,037	56,024,952	56,643,264	56,643,263	62,715,335	62,711,800
Miscellaneous Revenues						
Bond and Note Sales	12,392,825	12,452,980	20,000,000	11,033,220	20,000,000	20,000,000
Interest Earned	1,027,620	1,221,048	800,000	1,229,811	800,000	800,000
Other Miscellaneous	320,200	74,178	7,220	80,842	7,176	7,176
Refunds	161	0	0	0	0	0
	13,740,806	13,748,206	20,807,220	12,343,873	20,807,176	20,807,176
Total External Revenues	65,918,843	69,773,158	77,450,484	68,987,136	83,522,511	83,518,976
Internal Revenues						
Other Cash Transfers						
FPD&R Reserve	0	0	750,000	0	750,000	750,000
	0	0	750,000	0	750,000	750,000
Interfund Service Reimbursements						
Fire Bureau	0	18,153	16,925	18,800	21,222	21,222
Police Bureau	32,318	31,527	27,996	25,059	25,393	25,393
	32,318	49,680	44,921	43,859	46,615	46,615
Total Internal Revenues	32,318	49,680	794,921	43,859	796,615	796,615
Beginning Fund Balance	16,050,275	3,887,302	5,377,478	6,525,191	4,762,673	4,762,673
TOTAL RESOURCES	\$ 82,001,436	\$ 73,710,140	\$ 83,622,883	\$ 75,556,186	\$ 89,081,799	\$ 89,078,264
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Communications Services	8,572	13,245	10,648	9,576	12,969	12,969
Data Processing Services	4,917	7,172	8,123	14,452	16,467	16,467
Printing & Distribution	22,954	27,983	30,184	32,674	31,844	31,844
City Attorney	135,767	78,015	0	0	0	0
City Auditor	441,469	551,806	664,168	664,168	722,387	722,387
Finance & Administration	9,683	28,851	31,870	31,870	38,241	38,241
Fire Bureau	60,140	30,913	30,940	31,946	31,200	31,200
Police Bureau	29,753	39,930	61,070	61,070	61,385	61,385
	713,255	777,915	837,003	845,756	914,493	914,493
Capital Outlay	12,100	7,575	10,200	10,200	10,516	10,516
Total Bureau Expenses	65,235,706	54,163,112	59,277,514	59,296,380	64,487,406	64,487,406
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	3,716,259	0	3,974,421	3,974,421
Compensation Adjustment	0	0	49,925	0	20,908	20,908
	0	0	3,766,184	0	3,995,329	3,995,329
General Fund Overhead	27,238	88,016	79,185	84,343	82,649	79,114
Fund Cash Transfers						
General Fund	0	40,280	0	0	0	0
Pension Debt Redemption Fund	0	0	0	0	16,415	16,415
	0	40,280	0	0	16,415	16,415
Debt Retirement	12,851,191	12,893,542	20,500,000	11,412,790	20,500,000	20,500,000
Unappropriated Ending Balance						
Unappropriated Ending Balance	3,887,301	6,525,190	0	4,762,673	0	0
	3,887,301	6,525,190	0	4,762,673	0	0
Total Fund Requirements	16,765,730	19,547,028	24,345,369	16,259,806	24,594,393	24,590,858
TOTAL REQUIREMENTS	\$ 82,001,436	\$ 73,710,140	\$ 83,622,883	\$ 75,556,186	\$ 89,081,799	\$ 89,078,264

FUND OVERVIEW

The Portland City Charter, Chapter 5, establishes the Fire and Police Disability and Retirement (FPD&R) Fund for the sworn employees of the Fire and Police Bureaus, their surviving spouses, and dependent minor children. The fund is supported primarily through a separate property tax levy authorized by the voters in 1948.

Fire & Police Disability & Retirement Reserve Fund – 652

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Internal Revenues						
Beginning Fund Balance	750,000	750,000	750,000	750,000	750,000	750,000
TOTAL RESOURCES	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Fund Cash Transfers						
FPD&R	0	0	750,000	0	750,000	750,000
	0	0	750,000	0	750,000	750,000
Unappropriated Ending Balance						
Unappropriated Ending Balance	750,000	750,000	0	750,000	0	0
	750,000	750,000	0	750,000	0	0
Total Fund Requirements	750,000	750,000	750,000	750,000	750,000	750,000
TOTAL REQUIREMENTS	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000

FUND OVERVIEW

The reserve fund was established by City Charter and is to be maintained in the amount of \$750,000. It is for use only in the event the Fire and Police Disability and Retirement Fund becomes depleted to the extent that current obligations cannot be met. Interest income on the \$750,000 is booked directly to the operating fund.

Supplemental Retirement Program Trust Fund – 654

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	26,320	25,073	16,000	19,450	18,000	18,000
	26,320	25,073	16,000	19,450	18,000	18,000
Total External Revenues	26,320	25,073	16,000	19,450	18,000	18,000
Internal Revenues						
Beginning Fund Balance	448,657	468,664	333,664	352,343	352,343	352,343
TOTAL RESOURCES	\$ 474,977	\$ 493,737	\$ 349,664	\$ 371,793	\$ 370,343	\$ 370,343
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
	6,313	6,394	10,000	6,524	7,000	7,000
Total Bureau Expenses	6,313	6,394	10,000	6,524	7,000	7,000
Fund Requirements						
Fund Cash Transfers						
General Fund	0	135,000	0	0	0	0
Health Insurance	0	0	0	0	0	269,615
	0	135,000	0	0	0	269,615
Unappropriated Ending Balance						
Unappropriated Ending Balance	468,664	352,343	339,664	365,269	363,343	93,728
	468,664	352,343	339,664	365,269	363,343	93,728
Total Fund Requirements	468,664	487,343	339,664	365,269	363,343	363,343
TOTAL REQUIREMENTS	\$ 474,977	\$ 493,737	\$ 349,664	\$ 371,793	\$ 370,343	\$ 370,343
LINE ITEM DETAIL – AU 229						
Materials and Services						
External Materials and Services						
547000 Retirement System Payments	6,313	6,394	10,000	6,524	7,000	7,000
Total External Materials and Services	6,313	6,394	10,000	6,524	7,000	7,000
Total Materials and Services	6,313	6,394	10,000	6,524	7,000	7,000
TOTAL Bureau Expenses	\$ 6,313	\$ 6,394	\$ 10,000	\$ 6,524	\$ 7,000	\$ 7,000

FUND OVERVIEW

The Supplemental Retirement Program Trust Fund was established by City Ordinance No. 138016 for the purpose of providing certain disability, service requirement, and death benefits for Bruce Baker, a former Chief of Police for the City of Portland. This supplemental trust was established in accordance with ORS 236.620 because Mr. Baker was not eligible for membership in, or benefits from, either the Fire and Police Disability and Retirement System (FPD&R) or the Public Employees Retirement System (PERS).

CHANGES FROM PRIOR YEAR

The fund has now a smaller capital base due to a transfer of funds to the General Fund in FY 1998-99. This transfer was allowed due to interest earnings being well in excess of requirements for a number of years. In FY 2000-01, a transfer will be made to the Health Insurance Fund in the amount of \$269,615. Sufficient capital will remain in the fund to pay all foreseeable expenses.

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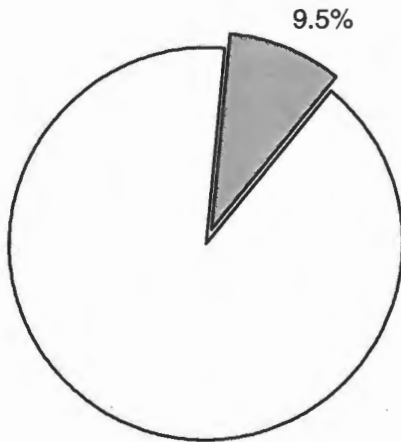
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Parks, Recreation and Culture

Portland Parks and Recreation

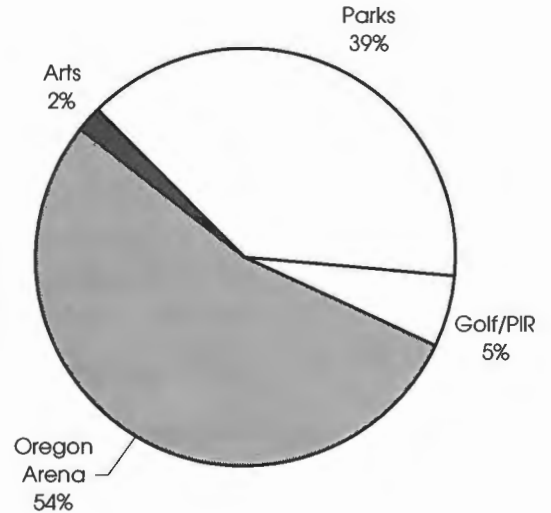
Percent of City Budget

Parks, Recreation, & Culture = \$159.2 Million



City Budget = \$1.68 Billion

Bureau Pie Chart



Service Area Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	43,494,104	44,509,960	1,015,856	-2.1%
Capital	29,660,325	15,289,205	-14,371,120	-50.7%
Allocated Overhead Costs	1,930,595	2,486,045	555,450	23.1%
Total Cost with Allocated Overhead	\$ 75,085,024	\$ 62,285,210	\$ -12,799,814	-20.7%
Authorized Full-Time Positions	377	386	9	-2.1%

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

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

Service Area Highlights

DESCRIPTION

The Parks, Recreation and Culture Services Area includes services for Parks, Golf, Portland International Raceway, Regional Arts and Culture Council, Spectator Facilities funds, and Parks construction funds.

MAJOR THEMES

Parks and Recreation The FY 2000-01 Adopted Budget for Portland Parks & Recreation continues FY 1999-00 service levels for most direct-service program areas. Additional funding has been provided in four program areas:

Natural Resource Park Maintenance

The Adopted Budget provides an additional \$750,000 for the operation and maintenance of parks and park facilities. These funds will provide for the operating cost of new properties and the continuation of current service level for existing park and natural resource areas.

SUN Schools Initiative

One-time funds of \$300,000 are included in the Adopted Budget to continue the second year of the SUN Schools Initiative, a pilot “full service school” programs to support youth and families. The Adopted Budget converts this funding support to an ongoing amount of \$300,000 beginning in FY 2001-02. City funding compliments efforts by the State, Multnomah County, and Portland Public School District, and additional funding from the Annie Casey Foundation.

Parks Capital Projects

The Adopted Budget within the two Parks Construction Funds is \$14.8 million for FY 2000-01, including \$1,520,000 in one-time General Fund Discretionary funding for seven projects. Other major funding sources include \$4.3 million from grants, \$2.9 million from the Portland Development Commission and private sources, and \$2.7 million from the Parks System Development Charge.

Bureau Administration

As a result of city wide reductions in administrative services, the Adopted Budget includes \$250,000 in administrative reductions. These reductions are partially offset by the addition of an Operations Manager needed to implement the Auditor’s findings contained in the recently completed Review of Management Systems.

Golf

In FY 2000-01, the newly remodeled Redtail course will be in full operation. Formally called Progress Downs, this course underwent a major renovation and was closed for most of the previous fiscal year.

RACC

The FY 2000-01 Adopted Budget includes \$200,000 for year three of a five year commitment to the ballet, and \$200,000 for year two of a five year commitment to the opera. The third of five \$200,000 support payments for arts stabilization has been delayed for one year.

**Spectator Facilities
Operating Fund****Parking Revenue System**

An electronic parking revenue control system has been implemented to monitor and verify parking usage in order to account for parking revenues in the public garages located at the Rose Quarter. Enhancements to the equipment's program have been made which will create efficiencies and allow audit control.

Electronic Message Signs

Design is underway for two message sign installations to be constructed on the I-5 off ramps to the Rose Quarter area. Adding these two signs will help the City manage traffic during events at the Rose Quarter by providing real-time parking information and alternative parking choices to I-5 drivers.

Civic Stadium

The City approved a memorandum of understanding with a party to form a public-private effort for the renovation and enhanced operations of the Civic Stadium. Redevelopment of Civic Stadium is expected to exceed \$33 million. The City will finance its cost of the project through bond sales.

Portland Parks and Recreation

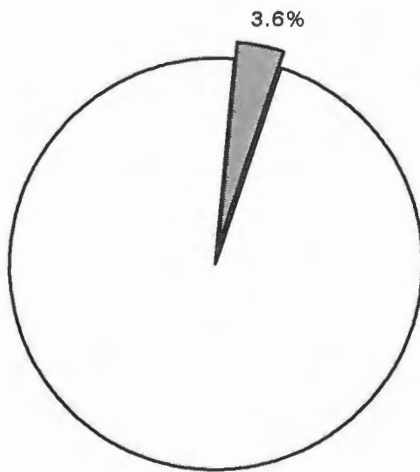
Parks, Recreation and Culture Service Area

Jim Francesconi, Commissioner-in-Charge

Charles Jordan, Parks Director

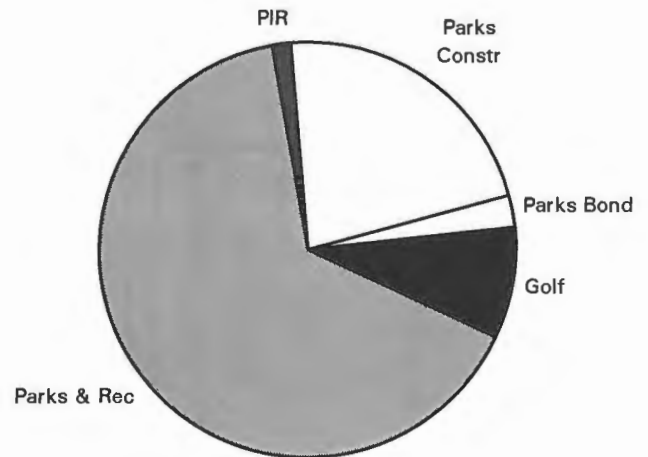
Percent of City Budget

Parks = \$59.8 Million



City Budget = \$1.68 Billion

Bureau Divisions

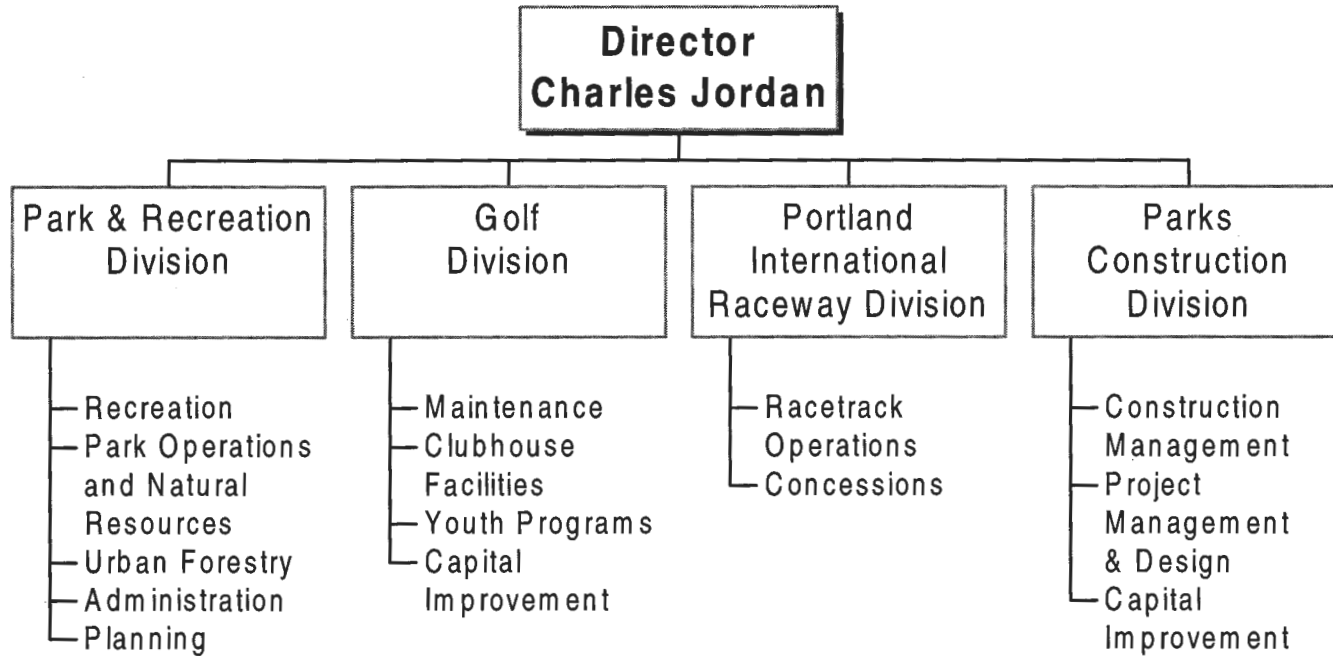


Bureau Overview

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Operating	43,494,104	44,509,960	1,015,856	-2.1%
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Allocated Overhead Costs	1,930,595	2,486,045	555,450	23.1%
Total Cost with Allocated Overhead	\$ 75,085,024	\$ 62,285,210	\$ -12,799,814	-20.7%
Authorized Full-Time Positions	377	386	9	-2.1%

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

Portland Parks & Recreation



Bureau Summary

BUREAU MISSION

The mission of Portland Parks & Recreation is to ensure access to leisure opportunities and enhance Portland's natural beauty.

In pursuing this mission, Portland Parks & Recreation has three interrelated responsibilities:

To establish and protect parks, natural areas, and the urban forest;

To develop and maintain places where citizens can pursue recreational activities on their own initiative; and

To organize recreational activities that promote positive values in the community.

BUREAU HIGHLIGHTS

Funding

With a total budget of \$62.3 million and 386 full-time employees, Portland Parks & Recreation maintains nearly 200 parks and 214 buildings, while providing supervised recreation programs at more than 185 locations across the City.

In FY 2000-01, these services will continue to be funded by a mixture of public and private sources.

The Golf program and Portland International Raceway (PIR) are fully self-supporting enterprises with operating budgets of \$4.7 million and \$813,000, respectively.

- ◆ Parks and Recreation funding from the General Fund taxpayers will total \$28.1 million for current operating expenses and \$1.52 million for capital investments.
- ◆ The last of the bond proceeds from the 1994 Parks G.O. bond initiative (approximately \$1.5 million) will be spent during the first few months of the new fiscal year. In addition, contracts, grants, interagency revenue, and carryover balances from previous years' funding will provide \$12.0 million for capital projects.
- ◆ Recreation program user fees from participants are projected to be \$13.3 million. Of this total, \$7.3 million will come from customers of General Fund recreation programs or park permits, with the remainder coming from golfers or motor sports customers at PIR.
- ◆ Other sources total \$3.6 million. These include grants, donations, internal charges to other City bureaus, external contractual reimbursements, and property lease income.

What's New in the General Fund Parks budget?

With some exceptions, the FY 2000-01 Budget for General Fund Parks & Recreation primarily continues FY 1999-00 service levels.

The budget reduces approximately \$160,000 of administrative support services. This reduction comes primarily from eliminating two management positions, the Assistant Volunteer Coordinator position, and reducing the accounting staff.

Approximately \$514,000 of funding is added to maintain newly added parks that are now complete or expected to be complete soon. This amount is partially offset by about \$66,000 of reductions to the maintenance of existing parks and natural areas.

The "pass-through" amounts to the Multnomah County Aging Services and Pioneer Courthouse Square are increasing by \$130,000 and \$20,000, respectively. The City's annual budget allocation for two youth services programs, Self Enhancement, Inc. and TLC-TNT, is being moved from the Bureau of Housing and Community Development to the Parks budget, for a total shift of about \$275,000.

The budget relies on increased revenue from recreation programs totaling about \$280,000 above inflation.

The budget also includes the final year's funding for the Parks 2020 Strategic Planning process, and \$300,000 per year will allow the continuation of the City's contribution to SUN Schools, a joint initiative with Multnomah County and Portland Public Schools to provide a broad range of youth- and family-oriented services at the school site.

Other Funding Changes for FY 2000-01

Parks Capital Projects

The capital budget includes a new allocation of \$1,520,000 in General Fund discretionary dollars to the Parks Construction Fund to continue the renovation of University Park Community Center (\$677,000), the relocation of the Children's Museum to the former OMSI site in Washington Park (\$595,000), and the re-roofing of the Multnomah Art Center (\$167,000). It also includes funding for technical studies related to the Wilson Pool repair needs (\$63,000) and the potential conversion of the old Red Electric rail line to a SW Portland trail (\$18,000).

The capital budget also contains park land acquisition funds from the Parks Systems Development Charge (SDC), as well as the last of the local share funds from the Metro 26-26 Greenspaces bond measure, which has been used to acquire natural areas and build trails.

Golf Fund

Within the Golf program, the FY 2000-01 budget contains capital funding for master planning and design for a new clubhouse at Heron Lakes Golf Course. It also includes increased operating expenses associated with the re-opening of Redtail Golf Course (formerly Progress Downs) as a premium-quality course, on a level with the Great Blue course at Heron Lakes.

General Description

BUREAU OVERVIEW

Organizational Description

The bureau has six major program areas:

Park Operations and Natural Resources

This program maintains approximately 200 parks and natural areas spread over 9,500 acres, along with 214 buildings which are funded by the General Fund. It also maintains landscaping for fire stations, sewer pump stations, street medians, and other City facilities with interagency revenue from other bureaus.

Urban Forestry

Urban Forestry is responsible for both park trees and the City's street trees, educating property owners, issuing tree cutting permits, and reviewing development plans for compliance with City Code. The program is funded primarily by the General Fund and secondarily by interagency revenue (for tree services to other bureaus).

Recreation

Recreation coordinates public recreation programs for Portland's residents, drawing on a mix of General Fund support and participant fees. Approximately 70% of the General Fund recreation budget goes for youth recreation programs. The bureau's recreation services are offered at 43 city-owned facilities, over 20 elementary and middle schools, and--within the parks--22 summer playground sites and over 100 sports fields.

Park Design and Construction

This program is responsible for the planning and development of parks and recreation facilities, and it oversees capital construction. It is funded by a variety of sources, usually dedicated for capital purposes.

Enterprise

This program is responsible for operating two self-supporting recreation enterprises: a system of golf courses and a motor sports racetrack, the Portland International Raceway. The enterprise budgets include elements from each the above programs: operating a recreation program, maintaining land and facilities, and making capital improvements. In addition, the Portland Parks Trust Fund is a conduit for donations and other earmarked revenues that support parks and recreation programs.

Administrative Support

This program provides management and central support to the bureau, including accounting, information technology, loss control, public information, volunteer coordination, human resources, and park security.

CHANGES FROM PRIOR YEAR

The FY 2000-01 General Fund operating budget for Portland Parks and Recreation totals \$38,985,856. In addition, \$1,520,000 is being transferred from the General Fund to the Parks Construction Fund for parks capital projects.

The \$39.0 million operating budget is approximately \$900,000 more than the operating budget for FY 1999-00, a 2% increase. This growth reflects the following factors:

- ◆ Normal inflation in personnel and materials costs.
- ◆ The addition of new park properties to maintain. Approximately \$514,000 is added to accommodate growth in the parks system.
- ◆ The reduction of about \$160,000 in administrative support services. This includes reductions to the bureau's accounting staff and the elimination of two management positions and an Assistant Volunteer Coordinator position.
- ◆ The re-opening of Mt. Scott Community Center. It was closed the previous year for remodeling and construction of a new aquatic center.

Sources of Funding

The operating budget includes both discretionary and non-discretionary resources. The discretionary resources come largely from taxpayer sources including property taxes, utility franchise licenses, business licenses, and lodging taxes. The discretionary operating budget for Portland Parks and Recreation is about \$28.1 million for the Adopted Budget, which is slightly less (about .2%) than the previous year's discretionary operating budget. All of the operating budget growth comes from a \$1.2 million increase in the projected revenue from user charges, not from growth in the taxpayer funding.

Positions

The FY 2000-01 Parks General Fund budget at the adopted level has 336.6 positions (including parts of some positions that are shared with other funds), an increase of about 10 positions over the FY 1999-00 Revised Budget. The position changes include a variety of cuts and adds, but the largest change--eight positions--comes from growth in the parks system, including the development of the Eastbank Esplanade, the South Waterfront Park extension, the acquisition of natural areas, and the acquisition of properties from the Portland Public Schools. The re-opening of the Mt. Scott Community Center (with a major aquatics component) also accounts for additional staffing, as does the addition of a Recreation Coordinator at the East Portland Community Center.

Strategic Direction

VISION AND VALUES

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

Vision

We envision Portland--both now and in the future--with healthy individuals, a strong community, and a beautiful natural environment.

Values

As an organization, we have a strong commitment to certain values.

Customer Service

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

Working Together

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

Positive Recreation

When organizing recreational opportunities for the public, we seek activities that are enjoyable and promote positive community values:

- ◆ Lifelong learning.
- ◆ Cooperation and teamwork.
- ◆ Health and fitness.
- ◆ Creativity.
- ◆ Sense of community, both responsibility and belonging.
- ◆ Respect for the natural environment.

Heritage

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

Inclusiveness

We respect the diversity of people’s abilities, recreational interests, and circumstances, and we strive to give everyone a chance to participate.

Youth Development

We have a special commitment to encourage positive youth development and healthy families. Young people represent the future of Portland, and we value the opportunity to influence their lives.

Accountability

We are accountable to the public for the dollars we spend and the services we provide, and we value the trust the public places in us.

PP&R has a special commitment to youth and families.

Employees

We value and respect our fellow employees, and we recognize that the vitality of our organization rests on employee input, commitment, energy, and skills.

Safety

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

Nature

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

MANAGEMENT GOALS & OBJECTIVES

Management Objectives for FY 2000-01

While the Parks 2020 strategic planning process is underway, the Bureau's 2000-01 objectives are drawn from management audits published by the Office of the City Auditor in September 1998 and February 2000.

1. Capital project management

Develop and implement a comprehensive capital project planning and estimating model that incorporates all costs. Project cost estimates should include evidence that each of the following elements have been considered and included: construction cost escalation; program and project contingency funding; project management, planning, and start-up costs; and net ongoing operating and maintenance costs. Revise the project planning and estimating model when significant timing or scope changes are proposed.

2. Performance measurement

Develop a clear framework for performance measurement and a set of performance measures that are supported by reliable sources of management data.

3. Building maintenance management

Develop a more structure building maintenance system that contains complete information on inventories, physical characteristics, maintenance condition, and annual spending.

4. Building maintenance funding

Request and reallocate sufficient resources to maintain existing parks and recreation buildings.

5. Internal communications

Develop and implement a communications plan that recognizes current communications problems and establishes a strong commitment to improve internal communications.

6. Employee survey

Implement an annual employee satisfaction survey to identify problem areas and track improvement.

7. Public communications

Pursue and complete a public communications strategy that involves park stakeholders in Bureau planning and decision-making.

8. Parks 2020

Complete the Parks 2020 Strategic Plan by June 2001.

COUNCIL PRIORITIES**Council Issues and Priorities**

Below are the City Council's priority strategies and a general description of how Portland Parks & Recreation (PP&R) fits into the City's overall efforts to address that strategy.

Keep the Central City Vital**Expand the Willamette Greenway**

PP&R is a principal landlord of public spaces. Its strategic efforts to enhance park planning and capital investment are driven not only by regionwide growth pressures but also by specific opportunities such as the Willamette Greenway.

Maintain a Successful Central City

The design and maintenance of the Central City's public gathering places such as Waterfront Park, Pioneer Courthouse Square, and the Park Blocks will have a strong effect on the success of this Council strategy. In addition, the street trees and plantings along the transit mall and light rail tracks have been part of the appeal of the Downtown core. As the City seeks to expand the circle of concentrated development to the broader Central City area (including the area east of the Willamette), particular attention should be given to the parks, street trees, plantings and other amenities that help make a densely developed area successful.

Support Quality Education to Produce Well Educated Citizens**Focus on Education, Including Building Partnerships, Before and Afterschool Programs, Funding, and Performance**

PP&R is the City bureau most closely linked to the schools, due to the common interest in Portland's youth and joint facilities agreements. PP&R's role with school children is not in the school curriculum or instruction but in creating the supporting conditions, such as healthy individuals, strong families, and lots of positive ways to spend their non-school time, that contribute to academic success. Public recreation differs from private recreation, which includes a lot of television, movies, and hanging out, in its emphasis on community values like teamwork, creativity, and physical health. These values are consistent with good school performance.

PP&R also has an organizational linkage with the school districts through sharing of many facilities. The relationships have their ups and downs, and financial pressures on the schools have created some minor friction in recent years, but in general, the extensive use of each other's facilities is a significant benefit to the community and a good use of taxpayer dollars.

Maintain and Improve Our Parks, Green Spaces, Water and Air Sheds

Implement Neighborhood Plans, Rebuild Confidence and Trust, and Improve Livability in Distressed Neighborhoods

The parks and recreational facilities are spread throughout Portland's neighborhoods. The physical condition of the parks and the level of activity in the recreation programs are key indicators of the health of the neighborhoods. Also, like schools and libraries, parks and recreation programs serve as a positive interface between citizens and their local governments; they therefore can make a big difference on citizens' trust in government and sense of community. Virtually anything that helps to improve the parks and recreation system will also strengthen community life at the neighborhood level.

Ensure a Safe and Peaceful Community

Reduce Gang Violence

PP&R's role in this strategy falls squarely in the area of prevention, not remediation. Gang affiliation is a young person's response to a lack of respect--from self and others. Public recreation programs build self-respect and promote positive community values: lifelong learning, cooperation and teamwork, health and fitness, creativity, sense of community (both responsibility and belonging), and respect for the natural environment. The bureau has minimal roles in tracking gang members or intervening once a young person has entered the juvenile justice system, but can and do--along with families, churches, and schools--help keep large numbers of otherwise-vulnerable kids on the safe and productive road.

In addition to the preventive role played by the recreation programs, the physical condition of the parks and public buildings has a direct bearing on gang influence in a neighborhood. Because of their visibility and public nature, neighborhood parks and recreation facilities can--if they are well maintained--counter the perception of gang domination of a certain territory. If they are not well maintained, they can have the opposite effect.

BUDGET NOTES

Sun Schools

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

Senior Centers

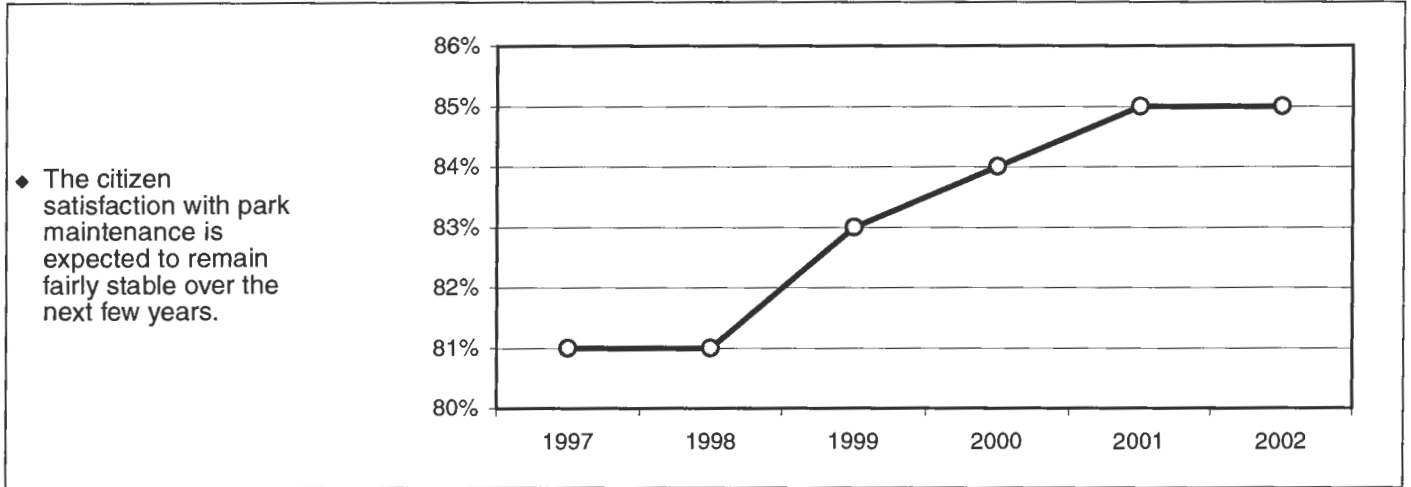
Funds will be used for resource development, intergenerational activities and recreation/education activities. A report on the use of funds and outcomes, aligned with Multnomah County's data collection process for focal point activities, will be submitted to the City Council by November 2001. This report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

Cost of Service Study

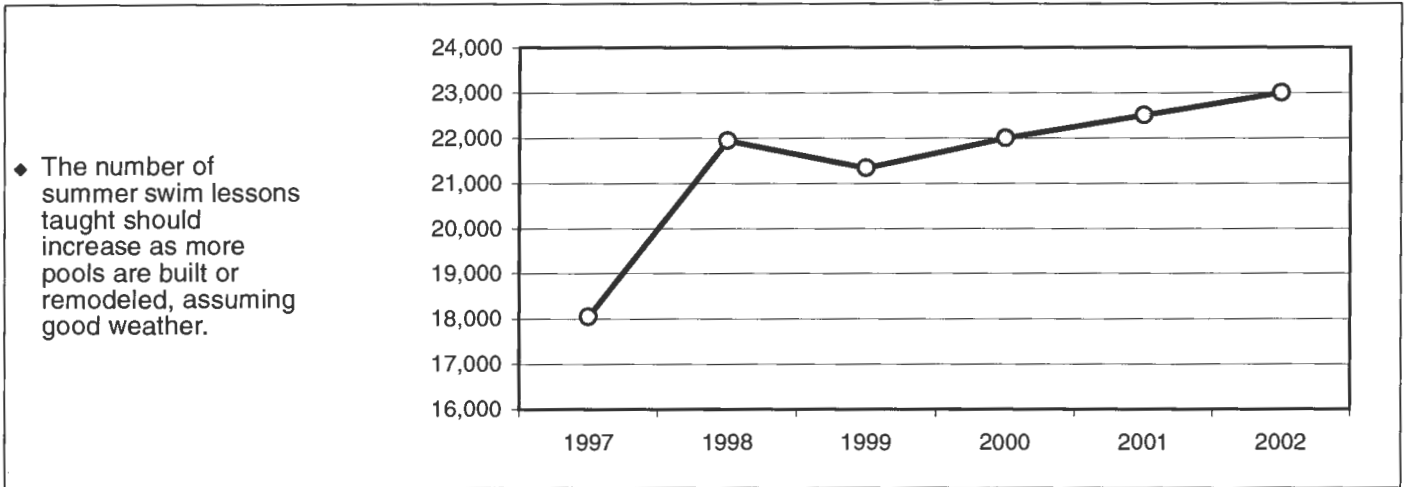
Parks will complete an update to their cost of service study by December 31, 2000. This study will examine total costs of service for the delivery of programs including but not limited to full facility costs. Full facility costs shall include a major maintenance reserve component.

Performance Measures

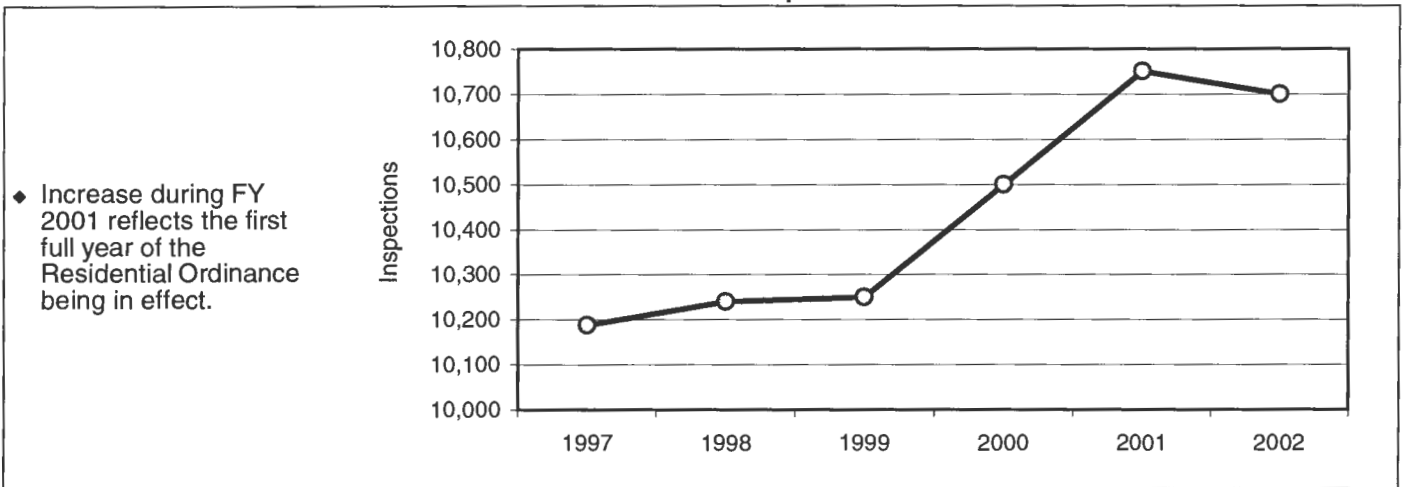
Parks Grounds Maintenance - Citizen Satisfaction



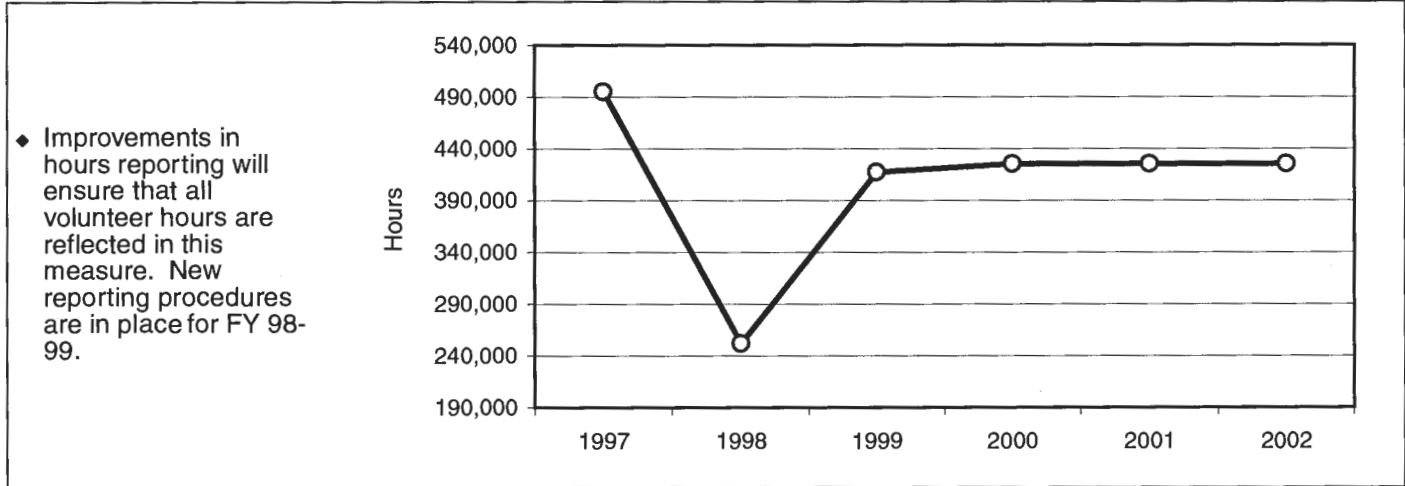
Number of Summer Swim Lessons Taught



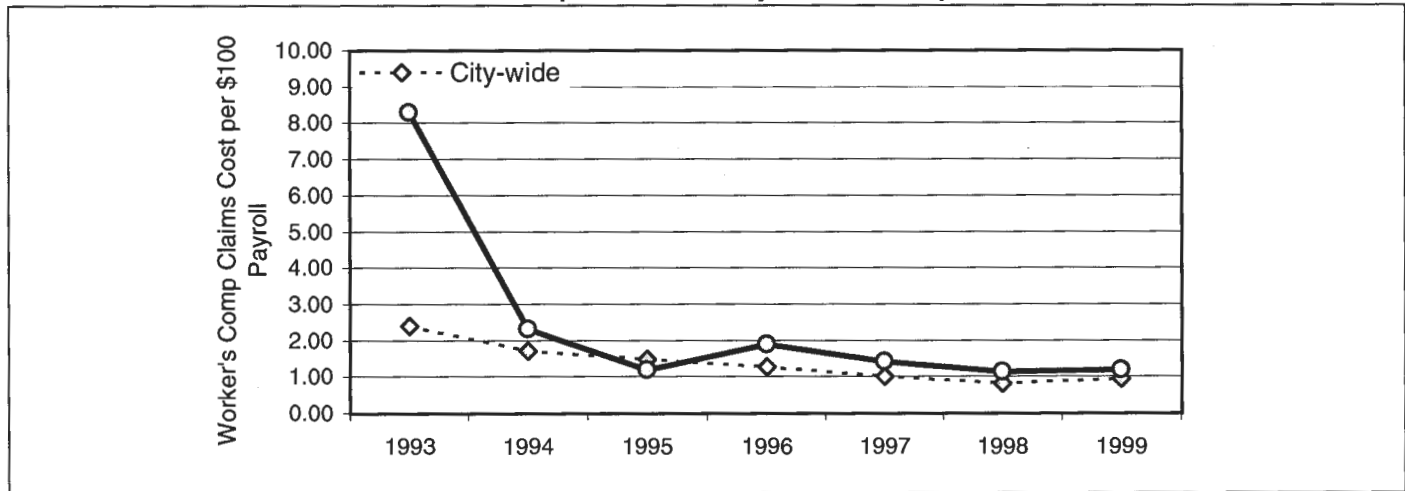
Number of Trees Inspected



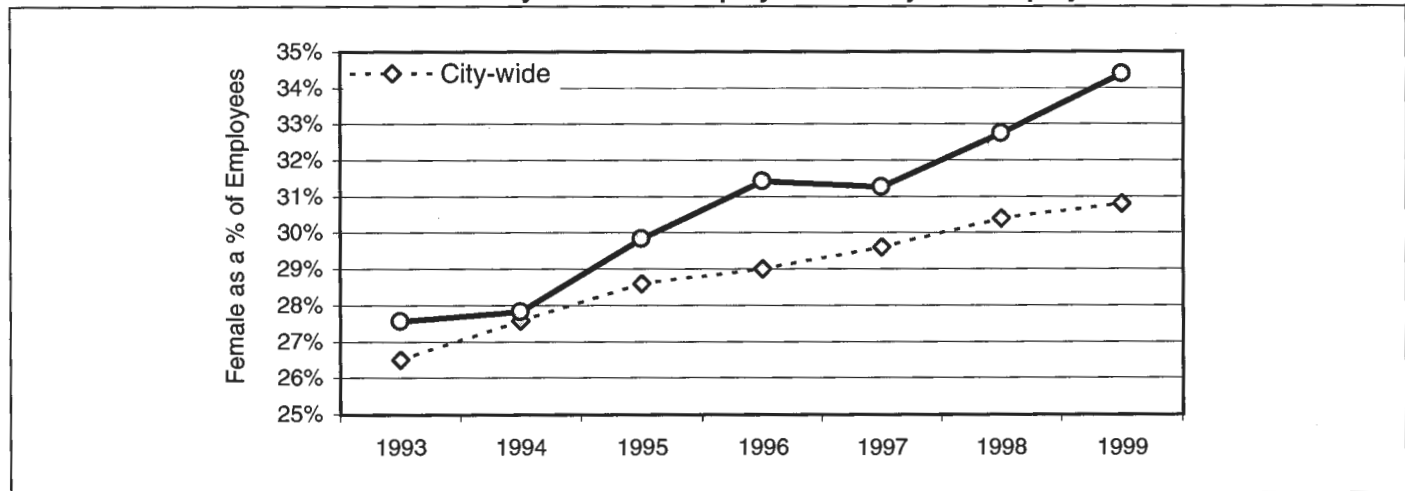
Volunteer Hours Documented



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
PORTLAND PARKS AND RECREATION						
Affirmative Action Measures						
Female Employees as a Percent of Total	31.3%	32.7%	34.4%			
Minority Employees as a Percent of Total	14.4%	14.0%	13.5%			
Golf Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	8.06	8.63	6.40			
Worker's Comp Claims per 200,000 Hours Worked	18.12	12.95	14.93			
Fleet Claims per 100,000 Miles Driven	2.23	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$4,012	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.01	\$0.01			
Worker's Comp Claims Cost per \$100 Payroll	\$2.56	\$0.56	\$1.78			
Golf Operations						
Workload						
Total Course Acres Maintained	680	680	680	680	680	680
Effectiveness						
Total Golf Rounds Played	538,096	524,157	493,568	459,475	508,600	512,000
Net Operating Income	\$593,075	\$1,276,000	\$801,000	\$1,092,000	\$2,161,000	\$2,394,000
Parks and Recreation Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	11.79	7.61	11.35			
Worker's Comp Claims per 200,000 Hours Worked	17.06	15.43	11.55			
Fleet Claims per 100,000 Miles Driven	1.06	0.72				
Fleet Claims Cost per 100,000 Miles Driven	\$3,416	\$998				
General Liability Claims Cost per \$100 Payroll	\$0.71	\$0.62	\$0.58			
Worker's Comp Claims Cost per \$100 Payroll	\$1.41	\$1.12	\$1.17			
Parks/Natural Resources						
Workload						
Total number of acres maintained	9,578	9,192	9,610	10,122	102,587	10,265
Effectiveness						
Parks Grounds Maintenance - Citizen Satisfaction	81%	81%	83%	84%	85%	85%
Park Condition Rating	6.83	6.57	N/A	6.60	6.70	6.70
Recreation						
Workload						
Number of Summer Swim Lessons Taught	18,051	21,934	21,336	22,000	22,500	23,000
Total Recreation Attendance	4,331,832	2,257,108	2,405,909	2,500,000	2,550,000	2,600,000
Effectiveness						
Percentage of Youth Population Participating	47%	51%	N/A	51%	52%	52%
Citizens' Rating of Recreation Programs	68%	69%	N/A	69%	70%	70%
Forestry						
Workload						
Number of Inspections Performed	10,188	10,240	10,250	10,500	10,750	10,700

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Effectiveness						
Average Backlog of Permits	3.84	3.90	3.50	4.00	3.50	3.50
C I P						
Workload						
Number of Developed Parks	144	147	148	149	151	153
Number of Active Projects	70	58	58	57	43	50
Administration						
Workload						
Number of Full-time Positions filled	361	334	365	368	370	370
Number of Part-time FTE	237	222	233	243	295	295
Effectiveness						
Percent Employee Satisfaction	90%	90%	90%	97%	97%	97%
Efficiency						
Volunteer Hours Documented	494,757	251,702	417,244	425,000	425,000	425,000
Portland International Raceway Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	14.85	0.00	0.00			
Worker's Comp Claims per 200,000 Hours Worked	0.00	12.87	0.00			
Fleet Claims per 100,000 Miles Driven	21.32	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$9,552	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.04	\$0.00			
Portland International Raceway						
Workload						
P.I.R. Attendance	336,121	344,770	348,099	350,000	365,000	380,000
P.I.R. Number of Use Days	401	474	491	490	500	505

Portland Parks and Recreation AU 325, 130, 766, 617, 608, 765 SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	22,456,751	24,492,110	27,711,041	28,724,299	28,679,299
External Materials and Services	9,842,380	10,515,331	11,010,356	10,796,929	10,676,929
Internal Materials and Services	4,159,707	4,472,614	4,524,707	4,915,710	4,915,710
Minor Capital Outlay	1,849,514	323,623	248,000	238,022	238,022
Equipment Cash Transfers	335,930	174,488	0	0	0
Total Operating Budget	38,644,282	39,978,166	43,494,104	44,674,960	44,509,960
Capital Improvements	24,369,316	21,570,428	29,660,325	15,329,205	15,289,205
TOTAL BUREAU EXPENDITURES	\$ 63,013,598	\$ 61,548,594	\$ 73,154,429	\$ 60,004,165	\$ 59,799,165
Allocated Overhead	1,875,072	2,534,532	1,930,595	2,262,847	2,486,045
Total Cost with Allocated Overhead	64,888,670	64,083,126	75,085,024	62,267,012	62,285,210
RESOURCES					
Discretionary General Fund					
PP&R Operating Support		26,890,332	28,188,115	28,233,581	28,068,581
Parks Construction (Capital)		1,595,564	2,077,000	1,520,000	1,520,000
Total Discretionary Revenues		28,485,896	30,265,115	29,753,581	29,588,581
Non-Discretionary Revenues					
PP&R Grants & Donations		661,558	300,860	35,750	35,750
PP&R Contract Revenues		309,578	1,026,457	105,800	105,800
PP&R Interagency Revenues		3,182,024	3,275,379	3,507,943	3,507,943
PP&R Fees & Permits		5,144,511	6,086,191	7,267,782	7,267,782
Parks Bond Construction Fund		16,460,107	11,382,519	1,463,485	1,463,485
Parks Construction Fund		797,013	11,519,939	11,823,249	11,823,249
Golf Fund Revenues		5,636,949	8,389,402	5,193,408	5,193,408
PIR Fund Revenues		874,065	908,567	853,167	813,167
Parks Stores Revenue		-3,107			
Total Non-Discretionary Revenues		33,062,698	42,889,314	30,250,584	30,210,584
TOTAL RESOURCES		\$ 61,548,594	\$ 73,154,429	\$ 60,004,165	\$ 59,799,165
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
DIVISIONS					
Parks and Recreation Division		36,188,003	38,877,002	39,150,856	38,985,856
<i>Positions</i>		314	327	337	337
Golf Division		5,636,949	8,389,402	5,193,408	5,193,408
<i>Positions</i>		27	31	32	32
Portland International Raceway Division		874,065	908,567	853,167	813,167
<i>Positions</i>		6	6	6	6
Parks Bond Construction Division		16,460,107	11,382,519	1,463,485	1,463,485
<i>Positions</i>		18	10	0	0
Parks Construction Division		2,392,577	13,596,939	13,343,249	13,343,249
<i>Positions</i>		0	3	11	11
Parks Stores Division		(3,107)	0	0	0
<i>Positions</i>		0	0	0	0
TOTAL DIVISIONS		\$ 61,548,594	\$ 73,154,429	\$ 60,004,165	\$ 59,799,165
<i>Positions</i>		365	377	386	386
<i>General Fund Discretionary Positions</i>		282	295	303	303

Portland Parks and Recreation AU 325, 130, 766, 617, 608, 765 BUREAU PROGRAMS BY DIVISION

	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
PROGRAMS				
PARKS AND RECREATION DIVISION				
Parks/Natural Resources	15,285,756	16,281,283	16,712,047	16,629,892
<i>Positions</i>	90	155	160	160
Recreation	13,228,998	14,864,233	15,279,946	15,377,919
<i>Positions</i>	172	112	114	114
Forestry	1,855,485	2,023,945	2,170,261	2,165,918
<i>Positions</i>	16	23	25	25
C I P	2,707,822	2,460,366	1,687,757	1,672,757
<i>Positions</i>	11	14	15	15
Administration	3,109,942	3,247,175	3,300,845	3,139,370
<i>Positions</i>	25	23	23	23
TOTAL PROGRAMS	\$ 36,188,003	\$ 38,877,002	\$ 39,150,856	\$ 38,985,856
<i>Positions</i>	314	327	337	337
GOLF DIVISION				
	0	0	0	0
<i>Positions</i>	0	0	0	0
Golf Operations	5,636,949	8,389,402	5,193,408	5,193,408
<i>Positions</i>	27	31	32	32
TOTAL PROGRAMS	\$ 5,636,949	\$ 8,389,402	\$ 5,193,408	\$ 5,193,408
<i>Positions</i>	27	31	32	32
PORTLAND INTERNATIONAL RACEWAY DIVISION				
Portland International Raceway	874,065	908,567	853,167	813,167
<i>Positions</i>	6	6	6	6
TOTAL PROGRAMS	\$ 874,065	\$ 908,567	\$ 853,167	\$ 813,167
<i>Positions</i>	6	6	6	6
PARKS BOND CONSTRUCTION DIVISION				
Construc,Design, & Capital Imp	16,460,107	11,382,519	1,463,485	1,463,485
<i>Positions</i>	18	10	0	0
TOTAL PROGRAMS	\$ 16,460,107	\$ 11,382,519	\$ 1,463,485	\$ 1,463,485
<i>Positions</i>	18	10	0	0
PARKS CONSTRUCTION DIVISION				
CIP	2,392,577	13,596,939	13,343,249	13,343,249
<i>Positions</i>	0	3	11	11
TOTAL PROGRAMS	\$ 2,392,577	\$ 13,596,939	\$ 13,343,249	\$ 13,343,249
<i>Positions</i>	0	3	11	11
PARKS STORES DIVISION				
Stock Account	(3,107)	0	0	0
<i>Positions</i>	0	0	0	0
TOTAL PROGRAMS	\$ (3,107)	\$ 0	\$ 0	\$ 0
<i>Positions</i>	0	0	0	0

Portland Parks and Recreation AU 325, 130, 766, 617, 608, 765

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	11,337,832	12,536,728	15,567,804	16,174,250	16,140,298
512000 Part-Time Employees	4,104,763	4,312,324	5,596,239	5,890,077	5,890,077
514000 Overtime	151,945	209,135	182,343	204,381	204,381
515000 Premium Pay	178,953	204,044	185,228	139,275	139,275
517000 Benefits	5,702,108	6,113,739	7,030,544	7,220,369	7,209,321
518000 Paid Absence	2,223,871	2,301,504	0	0	0
Total Personnel Services	23,699,472	25,677,474	28,562,158	29,628,352	29,583,352
Materials and Services					
External Materials and Services					
521000 Professional Services	1,950,193	2,010,397	1,518,623	837,770	837,770
522000 Utilities	1,590,934	1,817,248	1,864,913	1,796,655	1,796,655
523000 Equipment Rental	33,245	46,465	85,159	42,597	42,597
524000 Repair & Maintenance Services	2,040,411	1,901,535	2,028,920	1,726,839	1,721,839
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	1,013,513	1,094,350	1,560,084	1,516,613	1,396,613
529000 Miscellaneous Services	1,959,880	2,192,859	2,063,647	2,137,693	2,137,693
531000 Office Supplies	137,716	166,198	135,599	146,350	146,350
532000 Operating Supplies	750,554	960,617	927,968	1,128,235	1,128,235
533000 Repair & Maintenance Supplies	1,327,567	1,231,674	1,006,649	933,165	933,165
534000 Minor Equipment & Tools	477,200	544,736	267,589	290,227	290,227
535000 Clothing & Uniforms	101,288	129,161	109,086	103,231	103,231
539000 Other Commodities External	31,269	23,444	24,324	24,780	24,780
541000 Education	39,103	36,529	68,294	60,662	60,662
542000 Local Travel	51,102	48,076	48,154	44,103	44,103
543000 Out-of-Town Travel	30,524	33,345	56,015	45,632	45,632
544000 Space Rental	29,827	45,207	3,500	1,900	1,900
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	305,136	374,033	239,780	138,604	138,604
Total External Materials and Services	11,869,462	12,655,874	12,008,304	10,975,056	10,850,056
Internal Materials and Services					
551000 Fleet Services	1,194,337	1,323,410	1,380,796	1,474,064	1,474,064
552000 Printing & Distribution	520,122	820,956	734,657	737,922	737,922
553000 Facilities Services	345,019	354,098	373,525	388,516	388,516
554000 Communications Services	409,031	476,961	489,119	482,863	482,863
555000 Data Processing Services	76,756	119,795	138,745	322,246	322,246
556000 Insurance	773,481	634,504	742,895	854,638	854,638
557000 Master Lease	76,274	0	0	0	0
558000 Same Fund Services	209,704	56,225	136,240	88,930	88,930
559000 Other Fund Services	1,231,110	1,283,399	1,681,240	1,161,824	1,161,824
Total Internal Materials and Services	4,835,834	5,069,348	5,677,217	5,511,003	5,511,003
Total Materials and Services	16,705,296	17,725,222	17,685,521	16,486,059	16,361,059
Capital Outlay					
561000 Land	729,237	388,247	5,805,095	2,695,937	2,695,937
562000 Buildings	2,007,363	0	537,000	0	0
563000 Improvements	19,287,339	17,321,699	20,263,780	10,920,795	10,885,795
564000 Capital Equipment	233,406	221,597	300,375	273,022	273,022
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	22,257,345	17,931,543	26,906,250	13,889,754	13,854,754
573000 Equipment Cash Transfers	341,688	174,488	0	0	0
576000 Minor Equipment Transfers	9,797	39,867	500	0	0
TOTAL BUREAU EXPENSES	\$ 63,013,598	\$ 61,548,594	\$ 73,154,429	\$ 60,004,165	\$ 59,799,165

Portland Parks and Recreation AU 325, 130, 766, 617, 608, 765

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	FY 1999-00	FY 2000-01	FY 2000-01	FY 2000-01	FY 2000-01
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	3	2	76,630	1	37,066	1	37,066
515	Accountant II	0	0	0	0	2	88,442	2	88,442
510	Accounting Technician	4	4	4	129,364	2	66,186	2	66,186
819	Administrative Assistant	0	0	0	0	2	91,380	2	91,380
230	Administrative Secretary	1	1	1	39,976	1	40,186	1	40,186
815	Administrative Specialist	3	2	3	91,589	2	65,436	2	65,436
920	Administrative Supervisor I	0	0	1	41,992	0	0	0	0
922	Administrative Supervisor II	0	1	0	0	1	43,848	1	43,848
2532	Applications Analyst II	0	0	1	49,058	0	0	0	0
3134	Architect	10	8	4	236,008	4	236,784	4	236,784
3140	Architectural Manager	0	0	0	0	1	74,318	1	74,318
3138	Architectural Supervisor	1	1	0	0	0	0	0	0
826	Assistant Financial Analyst	1	1	1	30,192	0	0	0	0
950	Assistant Management Analyst	2	2	2	87,097	0	0	0	0
962	Assistant Program Specialist	2	2	3	135,575	3	139,448	3	139,448
4125	Botanic Specialist	3	3	3	171,915	4	229,964	4	229,964
4120	Botanic Specialist I	0	0	2	71,264	2	77,168	2	77,168
4124	Botanic Specialist II	0	0	3	123,664	3	115,716	3	115,716
4127	Botanic Supervisor	1	0	1	63,509	1	63,710	1	63,710
3133	Building/Landscape Designer	5	5	3	138,588	3	139,041	3	139,041
928	Bureau Administrative Manager	2	2	2	148,146	0	0	0	0
1420	Carpenter	5	5	5	209,705	7	294,518	7	294,518
1421	Carpenter Lead	1	1	1	44,034	0	0	0	0
3236	Chief Planner	1	1	1	74,073	1	74,318	1	74,318
4131	City Forester	1	1	1	63,509	1	63,710	1	63,710
114	Clerical Specialist	4	5	4	107,509	0	0	0	0
7490	Community Relations Assistant	1	1	2	92,203	2	101,942	2	101,942
7492	Community Relations Specialist	1	1	1	53,954	1	56,470	1	56,470
1316	Construction Equip Operator II	1	1	1	41,627	0	0	0	0
1315	Construction Equipment Operator	0	0	0	0	1	35,457	1	35,457
1110	Custodian	1	1	1	29,155	1	29,252	1	29,252
975	Deputy Director	1	1	1	86,376	1	86,653	1	86,653
1453	Electrician	3	3	3	156,384	3	156,897	3	156,897
1457	Electrician, Supervising	1	1	1	57,472	1	57,659	1	57,659
1132	Facilities & Maint Supervisor	17	18	17	895,976	15	801,509	15	801,509
1136	Facilities & Maintenance Manager	1	1	1	74,073	0	0	0	0
1115	Facilities Maintenance Tech	1	4	4	167,764	5	212,535	5	212,535
1116	Facilities Maintenance Tech Lead	0	0	1	44,037	0	0	0	0
827	Financial Analyst	1	1	1	53,722	1	54,802	1	54,802
4129	Forestry Program Supervisor	1	1	1	53,053	1	55,446	1	55,446
1524	General Mechanic	1	1	1	41,941	2	85,014	2	85,014
4175	Golf Courses Manager	1	1	1	60,365	1	60,570	1	60,570
1220	Greenskeeper I	12	12	15	543,915	16	582,160	16	582,160
1221	Greenskeeper II	5	5	5	190,840	5	191,405	5	191,405
1222	Greenskeeper III	5	5	5	209,705	5	210,370	5	210,370
4110	High Climber	8	8	8	326,304	9	368,280	9	368,280
4114	Horticulturist	5	6	6	267,721	23	918,850	23	918,850
4113	Horticulturist, Apprentice	22	25	24	955,028	0	0	0	0
4115	Horticulturist, Lead	0	0	0	0	1	41,950	1	41,950
614	Human Resources Coordinator	0	1	1	63,509	0	0	0	0
2541	Information Systems Analyst I	0	0	0	0	1	42,098	1	42,098
2542	Information Systems Analyst II	2	2	1	51,165	2	103,579	2	103,579
2543	Information Systems Analyst III	0	0	1	51,061	1	53,331	1	53,331
2544	Information Systems Analyst IV	1	1	0	0	0	0	0	0
2550	Information Systems Manager	1	1	0	0	0	0	0	0
2524	Information Systems Tech III	0	0	1	50,986	1	50,606	1	50,606
1240	Maintenance Mechanic	13	13	12	464,500	12	463,389	12	463,389
1200	Maintenance Worker	0	0	0	0	7	147,763	7	147,763
1208	Maintenance Worker	8	10	9	187,738	0	0	0	0
2540	MIS Support Technician	2	2	0	0	0	0	0	0
1237	Mower Operator	8	8	8	290,088	0	0	0	0
100	Office Support Specialist I	0	0	0	0	1	26,667	1	26,667
102	Office Support Specialist II	0	0	0	0	4	124,452	4	124,452
106	Office Support Specialist, Lead	0	0	0	0	1	39,062	1	39,062
1443	Painter	2	3	2	83,882	2	84,148	2	84,148
1215	Park Technician	27	30	29	1,050,792	33	1,200,705	33	1,200,705
4337	Parks & Recreation Director	1	1	1	100,755	1	101,088	1	101,088
2545	Principal Info Systems Analyst	0	0	1	63,573	1	66,414	1	66,414
966	Program Coordinator	0	0	0	0	1	52,129	1	52,129

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
968	Program Manager I	3	4	5	290,796	5	296,887	5	296,887
970	Program Manager II	0	2	2	127,018	2	116,148	2	116,148
972	Program Manager IV	0	0	1	77,090	0	0	0	0
964	Program Specialist	3	2	2	97,499	2	95,483	2	95,483
4352	Racetrack Manager	1	1	1	60,365	1	60,570	1	60,570
4335	Recreation & Operations Manager	1	0	0	0	2	139,484	2	105,532
4325	Recreation Coordinator I	37	43	51	1,833,266	52	1,892,952	52	1,892,952
4326	Recreation Coordinator II	11	12	14	504,974	13	507,837	13	507,837
4322	Recreation Leader - Fulltime	10	17	12	332,937	17	463,678	17	463,678
4332	Recreation Supervisor	21	19	17	893,574	16	827,287	16	827,287
220	Secretarial Clerk I	3	1	1	29,302	0	0	0	0
816	Senior Administrative Specialist	3	4	3	89,389	3	120,558	3	120,558
930	Senior Bureau Administrative Mgr	0	0	0	0	2	143,268	2	143,268
828	Senior Financial Analyst	1	1	1	60,365	1	61,807	1	61,807
2552	Senior Information Systems Mgr	0	0	1	75,419	1	78,770	1	78,770
3231	Senior Planner	0	1	5	220,892	5	282,375	5	282,375
4333	Senior Recreation Supervisor	4	3	3	181,095	2	121,140	2	121,140
848	Senior Risk Specialist	1	1	1	60,365	1	60,570	1	60,570
1134	Sr Facilities & Maint Supervisor	5	6	5	261,771	5	288,684	5	288,684
410	Storekeeper	0	0	2	73,988	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	0	0	0	2	79,414	2	79,414
115	Supervising Clerk	0	0	1	34,752	0	0	0	0
3122	Surveyor I	0	1	1	41,867	0	0	0	0
3123	Surveyor II	0	0	0	0	1	48,048	1	48,048
3107	Technician I	0	1	0	0	0	0	0	0
3108	Technician II	1	1	2	80,108	2	87,853	2	87,853
3109	Technician III	1	1	1	49,571	1	58,030	1	58,030
4112	Tree Inspector	0	0	0	0	7	314,867	7	314,867
1214	Turf Maintenance Technician	0	0	0	0	8	291,080	8	291,080
1218	Utility Worker	23	26	30	1,056,399	0	0	0	0
1210	Utility Worker I	0	0	0	0	3	98,898	3	98,898
1211	Utility Worker II	0	0	0	0	28	992,597	28	992,597
1513	Welder	1	1	1	41,941	0	0	0	0
1510	Welder	0	0	0	0	1	42,074	1	42,074
TOTAL FULL-TIME POSITIONS		334	365	377	\$ 15,567,804	386	\$ 16,174,250	386	\$ 16,140,298

Parks and Recreation Division

OVERVIEW

Organizational Description

The Parks and Recreation Division has five programs: Park Operations and Natural Resources, Recreation, Forestry, CIP, and Administration.

Overview of Programs

PARKS/NATURAL RESOURCES

Park Operations and Natural Resources is the largest program in the Parks and Recreation Division. There are 160 full-time positions in the Adopted Budget, including part of some positions that are shared with other programs.

Operations

Operations is divided into six park districts throughout the City. Employees of the districts are generalists who maintain the developed parks, pickup litter, clean restrooms, perform safety inspections of play equipment, make minor repairs, and provide plant care. The district employees also coordinate activities within the City's specialty gardens including the Japanese Garden, Crystal Springs Rhododendron Garden, and Leach Botanical Garden. In addition, a separate crew is responsible for the City's three rose gardens.

The program also includes four specialist work units: Turf Maintenance, Horticultural Services, Structures, and Equipment. Horticultural Services and Turf Maintenance, in particular, also perform services for other bureaus under interagency agreements.

Turf Maintenance

This unit runs the machine shop in addition to mowing, overseeding, and fertilizing turf. During the off-season, it provides workers for the other units.

Horticultural Services

Horticultural Services includes the Community Gardens program and the greenhouse/nursery operation.

Structures

The Structures unit includes carpenters, electricians, painters, swimming pool mechanics, a play equipment repair person, and other workers dedicated to maintaining PP&R's 214 buildings.

Equipment

The Equipment unit does paving, grading, major ballfield renovations, irrigation repairs, and other services involving heavy equipment.

Natural Resources

Natural Resources is responsible for Forest Park, Powell Butte, Hoyt Arboretum, and other natural areas. This work unit also oversees the implementation of the Metro 26-26 greenspace acquisition program, even though the capital dollars and its one full-time position are budgeted with other CIP projects in the Design & Construction part of the budget.

RECREATION

The Recreation program accounts for a wide array of recreation services. The FY 2000-01 Adopted Budget includes 114 full-time positions.

Community Centers and Community Schools

The Community Centers and Community Schools programs are the generalists who are responsible for pulling in resources and activities to the sites for which they are responsible. There are 13 community centers, ranging from fully programmed sites like Dishman, Mt. Scott, and the new community centers in Southwest and East Portland, to smaller centers such as Overlook, Hillside, or Woodstock.

The newly remodeled Mt. Scott Community Center, which now includes an indoor pool, re-opened in June, 2000.

At present, there are 13 staffed community schools, and staff in both community schools and centers currently provide after-school programming at 45 satellite sites, usually elementary schools. The staff in the community schools and centers also collaborate to provide summer playground programming at 28 parks and school sites across the City.

Other Programs

There are variety of specialists who focus on particular types of recreation or particular market segments: Outdoor Recreation, the Youth-at-Risk program, Disabled Citizens Recreation, Senior Leisure Services, Aquatics, the Sports Office (which oversees Ballfield Maintenance and the Tennis program as well as the scheduling of sports leagues), and Metro Performing Arts, which focuses on dance and theater. There are also some specialty facilities: the Pittock Mansion, the Multnomah Art Center, the Children's Museum, the Community Music Center, and the Interstate Firehouse Cultural Center.

The Reservation Center staff supports the above programs by registering customers for classes, coordinating Waterfront Park special events, and issuing permits for picnics, weddings, sports practices and games, rentals of community centers, and other events.

FORESTRY

The Forestry staff, which consists of 25 positions at the adopted level, is responsible for maintaining park trees, inspecting street trees, and issuing tree permits. They also apply work to prevent the spread of Dutch Elm disease in the City.

C I P

This program consists of \$650,000 in capital expenditures supported by Metro 26-26 Greenspaces bond funds. The remaining \$1.4 million is mostly design and construction management staff funded by discretionary General Fund resources and by reimbursement from other bureaus. There are 14.2 positions in this program.

The bulk of the Parks and Recreation capital budget is shown in one of two construction funds, the Parks Construction Fund and the Parks Bond Construction Fund.

ADMINISTRATION

The Administration program carries out typical administrative activities for a bureau the size and scope of PP&R. Besides the Director, this program includes several support functions. The majority of the positions are in accounting and financial planning (7) or information systems (6 positions). In addition, there are one or two positions each in volunteer coordination, communications services, personnel management, clerical, and staff support, fund-raising and community relations. With a total Adopted Budget of about \$3.3 million dollars, the 23 positions provide support and direction for a \$59.8 million agency with 386 full-time positions and over 900 part-time and seasonal positions.

Parks and Recreation Division AU 130

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	19,852,650	21,858,535	24,876,054	25,811,441	25,766,441
External Materials and Services	8,017,102	8,673,920	9,271,754	9,062,313	8,942,313
Internal Materials and Services	3,533,204	3,844,765	3,882,774	4,234,080	4,234,080
Minor Capital Outlay	324,700	99,435	68,000	43,022	43,022
Equipment Cash Transfers	335,930	174,488	0	0	0
Total Operating Budget	32,063,586	34,651,143	38,098,582	39,150,856	38,985,856
Capital Improvements	6,131,046	1,536,860	778,420	0	0
TOTAL BUREAU EXPENDITURES	\$ 38,194,632	\$ 36,188,003	\$ 38,877,002	\$ 39,150,856	\$ 38,985,856
Allocated Overhead	1,700,331	2,275,112	1,677,307	1,973,256	2,233,837
Total Cost with Allocated Overhead	39,894,963	38,463,115	40,554,309	41,124,112	41,219,693
RESOURCES					
General Fund Discretionary		26,890,332	28,188,115	28,233,581	28,068,581
Non-Discretionary Revenues					
Grants & Donations		661,558	300,860	35,750	35,750
Contract Revenues		309,578	1,026,457	105,800	105,800
Interagency Revenues		3,182,024	3,275,379	3,507,943	3,507,943
Program Revenue		5,144,511	6,086,191	7,267,782	7,267,782
Total Non-Discretionary Revenues		9,297,671	10,688,887	10,917,275	10,917,275
TOTAL GENERAL FUND RESOURCES		\$ 36,188,003	\$ 38,877,002	\$ 39,150,856	\$ 38,985,856
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Parks/Natural Resources		15,285,756	16,281,283	16,712,047	16,629,892
<i>Positions</i>		90	155	160	160
Recreation		13,228,998	14,864,233	15,279,946	15,377,919
<i>Positions</i>		172	112	114	114
Forestry		1,855,485	2,023,945	2,170,261	2,165,918
<i>Positions</i>		16	23	25	25
C I P		2,707,822	2,460,366	1,687,757	1,672,757
<i>Positions</i>		11	14	15	15
Administration		3,109,942	3,247,175	3,300,845	3,139,370
<i>Positions</i>		25	23	23	23
TOTAL PROGRAMS		\$ 36,188,003	\$ 38,877,002	\$ 39,150,856	\$ 38,985,856
<i>Positions</i>		314	327	337	337

Parks and Recreation Division AU 130

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	9,276,301	10,477,969	13,508,388	14,009,910	13,975,958
512000 Part-Time Employees	3,830,114	4,031,991	5,106,153	5,294,493	5,294,493
514000 Overtime	113,597	169,738	136,273	156,381	156,381
515000 Premium Pay	152,269	177,296	158,728	104,275	104,275
517000 Benefits	4,710,293	5,143,220	6,058,806	6,246,382	6,235,334
518000 Paid Absence	1,859,497	1,944,068	0	0	0
Total Personnel Services	19,942,071	21,944,282	24,968,348	25,811,441	25,766,441
Materials and Services					
External Materials and Services					
521000 Professional Services	790,178	551,930	846,171	656,146	656,146
522000 Utilities	1,441,518	1,658,762	1,705,963	1,620,005	1,620,005
523000 Equipment Rental	15,686	13,550	66,659	27,897	27,897
524000 Repair & Maintenance Services	1,883,619	1,692,531	1,733,823	1,592,839	1,592,839
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	958,626	1,045,993	1,560,084	1,516,613	1,396,613
529000 Miscellaneous Services	1,136,754	1,440,460	1,358,057	1,376,569	1,376,569
531000 Office Supplies	124,344	138,038	124,899	139,250	139,250
532000 Operating Supplies	540,561	704,922	722,218	895,032	895,032
533000 Repair & Maintenance Supplies	1,107,707	986,423	727,149	675,223	675,223
534000 Minor Equipment & Tools	329,537	359,047	214,794	251,927	251,927
535000 Clothing & Uniforms	93,134	121,860	98,936	93,031	93,031
539000 Other Commodities External	24,598	11,781	22,124	22,780	22,780
541000 Education	32,514	30,180	59,844	51,862	51,862
542000 Local Travel	48,792	45,504	44,504	40,953	40,953
543000 Out-of-Town Travel	25,286	27,626	45,313	35,682	35,682
544000 Space Rental	29,827	44,923	3,500	1,900	1,900
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	107,163	141,945	91,280	64,604	64,604
Total External Materials and Services	8,689,844	9,015,475	9,425,318	9,062,313	8,942,313
Internal Materials and Services					
551000 Fleet Services	1,099,313	1,221,612	1,265,278	1,357,254	1,357,254
552000 Printing & Distribution	475,564	760,124	698,120	709,721	709,721
553000 Facilities Services	344,889	354,047	373,525	388,516	388,516
554000 Communications Services	328,882	408,407	444,311	455,997	455,997
555000 Data Processing Services	70,091	112,126	130,356	290,359	290,359
556000 Insurance	694,622	550,896	656,276	755,935	755,935
557000 Master Lease	76,274	0	0	0	0
558000 Same Fund Services	209,704	56,225	136,240	88,930	88,930
559000 Other Fund Services	307,700	348,238	179,668	187,368	187,368
Total Internal Materials and Services	3,607,039	3,811,675	3,883,774	4,234,080	4,234,080
Total Materials and Services	12,296,883	12,827,150	13,309,092	13,296,393	13,176,393
Capital Outlay					
561000 Land	729,237	339,811	500,000	0	0
562000 Buildings	2,000,000	0	0	0	0
563000 Improvements	2,741,066	800,073	17,678	0	0
564000 Capital Equipment	139,648	62,332	81,384	43,022	43,022
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	5,609,951	1,202,216	599,062	43,022	43,022
573000 Equipment Cash Transfers	335,930	174,488	0	0	0
576000 Minor Equipment Transfers	9,797	39,867	500	0	0
TOTAL DIVISION EXPENSES	\$ 38,194,632	\$ 36,188,003	\$ 38,877,002	\$ 39,150,856	\$ 38,985,856

Parks and Recreation Division AU 130

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00		FY 2000-01		FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	3	2	76,630	1	37,066	1	37,066
515	Accountant II	0	0	0	0	2	88,442	2	88,442
510	Accounting Technician	4	4	4	129,364	2	66,186	2	66,186
819	Administrative Assistant	0	0	0	0	2	91,380	2	91,380
230	Administrative Secretary	1	1	1	39,976	1	40,186	1	40,186
815	Administrative Specialist	3	2	3	78,543	2	52,349	2	52,349
920	Administrative Supervisor I	0	0	1	41,992	0	0	0	0
922	Administrative Supervisor II	0	1	0	0	1	43,848	1	43,848
2532	Applications Analyst II	0	0	1	49,058	0	0	0	0
3134	Architect	5	5	2	118,004	0	0	0	0
3140	Architectural Manager	0	0	0	0	1	74,318	1	74,318
3138	Architectural Supervisor	0	0	0	0	0	0	0	0
950	Assistant Management Analyst	2	2	2	87,097	0	0	0	0
962	Assistant Program Specialist	2	2	3	135,575	3	139,448	3	139,448
4125	Botanic Specialist	3	3	3	171,915	4	229,964	4	229,964
4120	Botanic Specialist I	0	0	2	71,264	2	77,168	2	77,168
4124	Botanic Specialist II	0	0	3	123,664	3	115,716	3	115,716
4127	Botanic Supervisor	1	0	1	63,509	1	63,710	1	63,710
3133	Building/Landscape Designer	1	1	2	92,392	0	0	0	0
928	Bureau Administrative Manager	2	2	2	148,146	0	0	0	0
1420	Carpenter	5	5	5	209,705	7	294,518	7	294,518
1421	Carpenter Lead	1	1	1	44,034	0	0	0	0
3236	Chief Planner	1	1	1	74,073	1	74,318	1	74,318
4131	City Forester	1	1	1	63,509	1	63,710	1	63,710
114	Clerical Specialist	4	4	3	88,176	0	0	0	0
7490	Community Relations Assistant	1	1	2	92,203	2	101,942	2	101,942
7492	Community Relations Specialist	0	0	0	5,395	1	42,351	1	42,351
1316	Construction Equip Operator II	1	1	1	41,627	0	0	0	0
1315	Construction Equipment Operator	0	0	0	0	1	35,457	1	35,457
1110	Custodian	1	1	1	29,155	1	29,252	1	29,252
975	Deputy Director	1	1	1	86,376	1	86,653	1	86,653
1453	Electrician	3	3	3	156,384	3	156,897	3	156,897
1457	Electrician, Supervising	1	1	1	57,472	1	57,659	1	57,659
1132	Facilities & Maint Supervisor	10	10	10	533,313	8	424,491	8	424,491
1136	Facilities & Maintenance Manager	1	1	1	74,073	0	0	0	0
1115	Facilities Maintenance Tech	1	4	4	167,764	5	212,535	5	212,535
1116	Facilities Maintenance Tech Lead	0	0	1	44,037	0	0	0	0
827	Financial Analyst	1	1	1	53,722	1	54,802	1	54,802
4129	Forestry Program Supervisor	1	1	1	53,053	1	55,446	1	55,446
1524	General Mechanic	1	1	1	41,941	2	85,014	2	85,014
4110	High Climber	8	8	8	326,304	9	368,280	9	368,280
4114	Horticulturist	5	6	6	267,721	23	918,850	23	918,850
4113	Horticulturist, Apprentice	22	25	24	955,028	0	0	0	0
4115	Horticulturist, Lead	0	0	0	0	1	41,950	1	41,950
614	Human Resources Coordinator	0	1	1	63,509	0	0	0	0
2541	Information Systems Analyst I	0	0	0	0	1	42,098	1	42,098
2542	Information Systems Analyst II	2	2	1	51,165	2	103,579	2	103,579
2543	Information Systems Analyst III	0	0	1	51,061	1	53,331	1	53,331
2544	Information Systems Analyst IV	1	1	0	0	0	0	0	0
2550	Information Systems Manager	1	1	0	0	0	0	0	0
2524	Information Systems Tech III	0	0	1	50,986	1	50,606	1	50,606
1240	Maintenance Mechanic	12	12	11	425,745	11	424,510	11	424,510
1208	Maintenance Worker	7	9	8	166,694	0	0	0	0
1200	Maintenance Worker	0	0	0	0	6	126,654	6	126,654
2540	MIS Support Technician	2	2	0	0	0	0	0	0
1237	Mower Operator	7	7	7	253,827	0	0	0	0
100	Office Support Specialist I	0	0	0	0	1	26,667	1	26,667
102	Office Support Specialist II	0	0	0	0	4	124,452	4	124,452
106	Office Support Specialist, Lead	0	0	0	0	1	39,062	1	39,062
1443	Painter	2	3	2	83,882	2	84,148	2	84,148
1215	Park Technician	27	30	29	1,050,792	33	1,200,705	33	1,200,705
4337	Parks & Recreation Director	1	1	1	100,755	1	101,088	1	101,088
2545	Principal Info Systems Analyst	0	0	1	63,573	1	66,414	1	66,414
966	Program Coordinator	0	0	0	0	1	52,129	1	52,129
968	Program Manager I	3	4	5	290,796	4	236,317	4	236,317
970	Program Manager II	0	1	2	92,088	1	54,154	1	54,154
972	Program Manager IV	0	0	1	38,545	0	0	0	0
964	Program Specialist	3	2	2	97,499	2	95,483	2	95,483
4335	Recreation & Operations Manager	1	0	0	0	2	139,484	2	105,532

Parks and Recreation Division AU 130

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
4325	Recreation Coordinator I	37	43	51	1,833,266	52	1,892,952	52	1,892,952
4326	Recreation Coordinator II	11	12	14	504,974	13	507,837	13	507,837
4322	Recreation Leader - Fulltime	10	17	12	332,937	17	463,678	17	463,678
4332	Recreation Supervisor	21	19	17	893,574	16	827,287	16	827,287
220	Secretarial Clerk I	3	1	1	29,302	0	0	0	0
816	Senior Administrative Specialist	1	2	1	39,531	2	60,279	2	60,279
930	Senior Bureau Administrative Mgr	0	0	0	0	2	143,268	2	143,268
828	Senior Financial Analyst	1	1	1	60,365	1	61,807	1	61,807
2552	Senior Information Systems Mgr	0	0	1	75,419	1	78,770	1	78,770
3231	Senior Planner	0	1	3	182,817	5	282,375	5	282,375
4333	Senior Recreation Supervisor	4	3	3	181,095	2	121,140	2	121,140
848	Senior Risk Specialist	1	1	1	60,365	1	60,570	1	60,570
1134	Sr Facilities & Maint Supervisor	4	5	4	231,588	5	288,684	5	288,684
410	Storekeeper	0	0	2	73,988	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	0	0	0	2	79,414	2	79,414
115	Supervising Clerk	0	0	1	34,752	0	0	0	0
3122	Surveyor I	0	1	1	41,867	0	0	0	0
3123	Surveyor II	0	0	0	0	1	48,048	1	48,048
3107	Technician I	0	1	0	0	0	0	0	0
3108	Technician II	1	1	2	61,097	2	87,853	2	87,853
3109	Technician III	0	0	0	0	1	58,030	1	58,030
4112	Tree Inspector	0	0	0	0	7	314,867	7	314,867
1214	Turf Maintenance Technician	0	0	0	0	7	254,695	7	254,695
1218	Utility Worker	23	26	30	1,056,399	0	0	0	0
1210	Utility Worker I	0	0	0	0	3	98,898	3	98,898
1211	Utility Worker II	0	0	0	0	28	992,597	28	992,597
1510	Welder	0	0	0	0	1	42,074	1	42,074
1513	Welder	1	1	1	41,941	0	0	0	0
TOTAL FULL-TIME POSITIONS		283	314	327	\$ 13,508,388	337	\$ 14,009,910	337	\$ 13,975,958

Parks and Recreation Division AU 130

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	37,654,078	2,250	37,656,328	330.1	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(551,458)	0	(551,458)	(8.0)	PP&R - 2.5% Cut in General Fund Disc. Budget
	(129,224)	0	(129,224)	(3.0)	PP&R - 5.0% Cut in Support & Admin (GF Disc.)
	176,866	0	176,866	3.0	PP&R - Flowerbeds, restrooms, wknd cleaning
	400,232	114,436	514,668	7.0	PP&R - Fund O&M for New Responsibilities
	250,000	0	250,000	4.0	PP&R - Provide Additional Maintenance Funding
	0	300,000	300,000	0.0	PP&R - Fund SUN Schools Initiative
	(20,000)	0	(20,000)	0.0	PP&R - Ops Reduction to Fund Pioneer Square
	20,000	0	20,000	0.0	PP&R - Fund Increase for Pioneer Square
	250,000	0	250,000	0.0	PP&R - Additional Senior Center Funding
	90,000	0	90,000	1.0	PP&R - Audit Implementation
	62,000	0	62,000	1.0	PP&R - Fund Youth Violence Coordinator (1/2GF)
	0	265,000	265,000	1.5	PP&R - Second Year of 2020 Plan
	(20,600)	0	(20,600)	0.0	PP&R - Shift resources to Downtown Service
	275,373	0	275,373	0.0	PP&R - SEI and TLC/TNT Programs from BHCD
	(45,867)	0	(45,867)	0.0	PP&R - Net Change of BGS I/As Revisions
	57,770	0	57,770	0.0	PP&R - Net Increase in Park Revenue (rents, I/As)
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	(120,000)	(120,000)	0.0	Reduce 1stYear of New Senior Center Funding
	0	(45,000)	(45,000)	0.0	Reduce 1stYear of Audit Implementation
	815,092	514,436	1,329,528	6.5	Total FY 2000-01 Decision Packages
			\$ 38,985,856	336.6	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	130,000	0	130,000		Program Guide
	200,314	0	200,314	0.0	IT Hardware & Software Replacement
	3,665	0	3,665	0.0	Downtown Flower Pots Maintenance
			\$ 333,979	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	300,000	0	300,000	0.0	Fund SUN Schools Initiative Ongoing
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	300,000	0	300,000	0.0	0
			\$ 300,000	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Golf Division

OVERVIEW

Mission

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

The mission of the Golf Program is to provide low cost golf as a recreational activity to area residents. In addition, due to a reputation for maintaining a high level of quality, the program assists in attracting outside tourist and convention business, which benefits both the resident golfer, by supplementing the program revenue needs, as well as the Portland area in general. Golf course maintenance is performed by City employees, while clubhouse operations are managed by private contractors.

Maintenance

Maintenance of the golf courses is performed by City employees. Managed by the Director of Golf, each facility has a Golf Course Superintendent, an Assistant Superintendent, an on-site mechanic, and several greenskeepers to meet the agronomic needs of the site. The focus on course maintenance is to allow golf to be played in a high quality, challenging way, while at the same time targeting specific out-of-play areas to return to a more natural state, thereby creating habitat for wildlife.

Clubhouse Facilities

Clubhouse facilities are managed by private contractors. These contracts are administered by the Director of Golf and include collection of greens fees, sales of golf equipment and clothing, sales of food and beverage, cart rentals, golf lessons and marshalling of the course. Each concessionaire has a pro-shop staff and qualified food service personnel who act as the City's representatives to the public.

Youth Programs

The golf program is very active in reaching out to area youth. A teaching professional is employed to visit Portland Interscholastic League (PIL) schools giving golf lessons in the P.E. classes. These classes take place over one to two weeks at each school and the students learn basic swing fundamentals and rules and procedures for the game.

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

The EAGLE program, in its tenth year and nationally acclaimed, selects deserving high school youth from disadvantaged backgrounds and puts them to work in the pro-shops and on the golf courses. Students earn minimum wage and are given work study credits by their schools. Participation is for two years, and successful completion can lead to a full four year scholarship to a state university funded through the Evans Scholarship Foundation.

Capital Expenditures

The main focus of the Golf Capital Improvement Program will be to update facilities to meet the needs of the users and to compete with the many modern golf facilities that have been built in the Portland area over the past several years.

The primary project this fiscal year will be to design and construct a suitable support facility for the 36-hole course at Heron Lakes (\$391,071). Other projects budgeted this fiscal year are minor capital projects at Heron Lakes Clubhouse and Eastmoreland Clubhouse (\$50,000), and fairway topdressing at Eastmoreland and Rose City (\$41,400).

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	2,157,119	2,225,577	2,414,339	2,486,808	2,486,808
External Materials and Services	1,475,983	1,494,781	1,356,402	1,465,318	1,465,318
Internal Materials and Services	435,087	552,449	576,214	563,811	563,811
Minor Capital Outlay	101,000	150,928	180,000	195,000	195,000
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	4,169,189	4,423,735	4,526,955	4,710,937	4,710,937
Capital Improvements	986,651	1,213,214	3,862,447	482,471	482,471
TOTAL BUREAU EXPENDITURES	\$ 5,155,840	\$ 5,636,949	\$ 8,389,402	\$ 5,193,408	\$ 5,193,408
Allocated Overhead	134,322	171,324	164,841	222,737	187,163
Total Cost with Allocated Overhead	5,290,162	5,808,273	8,554,243	5,416,145	5,380,571
RESOURCES					
Golf Fund		5,636,949	8,389,402	5,193,408	5,193,408
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
		0	0	0	0
<i>Positions</i>		0	0	0	0
Golf Operations		5,636,949	8,389,402	5,193,408	5,193,408
<i>Positions</i>		27	31	32	32
TOTAL PROGRAMS		\$ 5,636,949	\$ 8,389,402	\$ 5,193,408	\$ 5,193,408
<i>Positions</i>		27	31	32	32

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,101,472	1,146,327	1,294,605	1,335,272	1,335,272
512000 Part-Time Employees	226,200	240,800	414,672	503,257	503,257
514000 Overtime	29,305	28,283	31,000	36,000	36,000
515000 Premium Pay	23,327	24,152	23,500	32,000	32,000
517000 Benefits	573,360	583,041	650,562	659,514	659,514
518000 Paid Absence	203,455	202,974	0	0	0
Total Personnel Services	2,157,119	2,225,577	2,414,339	2,566,043	2,566,043
Materials and Services					
External Materials and Services					
521000 Professional Services	34,666	125,577	161,172	3,000	3,000
522000 Utilities	109,387	120,035	117,950	135,650	135,650
523000 Equipment Rental	13,896	29,242	11,000	12,700	12,700
524000 Repair & Maintenance Services	73,873	127,135	50,000	49,000	49,000
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	774,359	700,701	676,950	754,124	754,124
531000 Office Supplies	1,562	3,325	1,950	4,300	4,300
532000 Operating Supplies	186,604	232,982	195,000	222,003	222,003
533000 Repair & Maintenance Supplies	202,301	198,320	188,000	193,844	193,844
534000 Minor Equipment & Tools	32,580	40,677	27,700	30,300	30,300
535000 Clothing & Uniforms	5,334	5,200	7,150	6,600	6,600
539000 Other Commodities External	1,386	2,112	1,200	2,000	2,000
541000 Education	4,039	4,099	5,250	5,800	5,800
542000 Local Travel	922	975	1,350	1,500	1,500
543000 Out-of-Town Travel	3,574	3,425	7,402	5,000	5,000
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	52,701	43,563	55,500	43,500	43,500
Total External Materials and Services	1,497,184	1,637,368	1,507,574	1,469,321	1,469,321
Internal Materials and Services					
551000 Fleet Services	78,752	87,481	95,989	109,956	109,956
552000 Printing & Distribution	1,113	3,003	4,470	4,740	4,740
553000 Facilities Services	0	6	0	0	0
554000 Communications Services	8,449	9,604	11,348	14,666	14,666
555000 Data Processing Services	5,943	6,788	7,425	16,646	16,646
556000 Insurance	54,753	64,152	66,462	73,362	73,362
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	313,720	405,940	390,520	352,274	352,274
Total Internal Materials and Services	462,730	576,974	576,214	571,644	571,644
Total Materials and Services	1,959,914	2,214,342	2,083,788	2,040,965	2,040,965
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	7,363	0	0	0	0
563000 Improvements	937,686	1,046,102	3,672,284	391,400	391,400
564000 Capital Equipment	93,758	150,928	218,991	195,000	195,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	1,038,807	1,197,030	3,891,275	586,400	586,400
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 5,155,840	\$ 5,636,949	\$ 8,389,402	\$ 5,193,408	\$ 5,193,408

Golf Division AU 617

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
815	Administrative Specialist	0	0	0	13,046	0	13,087	0	13,087
3134	Architect	0	0	1	59,002	1	59,196	1	59,196
1132	Facilities & Maint Supervisor	4	4	4	217,732	4	218,484	4	218,484
4175	Golf Courses Manager	1	1	1	60,365	1	60,570	1	60,570
1220	Greenskeeper I	12	12	15	543,915	16	582,160	16	582,160
1221	Greenskeeper II	5	5	5	190,840	5	191,405	5	191,405
1222	Greenskeeper III	5	5	5	209,705	5	210,370	5	210,370
TOTAL FULL-TIME POSITIONS		27	27	31	\$ 1,294,605	32	\$ 1,335,272	32	\$ 1,335,272

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	4,572,225	0	4,572,225	31.4	FY 2000-01 Current Service Level Estimate
CSL Adjustments	(16,000)	0	(16,000)	0.0	Correct Error in Target Load Amount
Mayor's Proposed Budget Decisions	0	168,909	168,909	1.0	O&M increase for Red Tail Course
	0	482,471	482,471	0.0	FY 2001 Capital Program
	(3,041)	0	(3,041)	0.0	Adjust Interagency Payments
	(11,156)	0	(11,156)	0.0	5% Cut in Support and Admin
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	(30,197)	651,380	621,183	1.0	Total FY 2000-01 Decision Packages
			\$ 5,193,408	32.4	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Portland International Raceway Division

OVERVIEW

Portland International Raceway (PIR) is a separate enterprise fund within Portland Parks and Recreation. It is a self-sustaining operation which manages the world-class road course, a motor-cross track, open air exhibit areas, and complementary spectator facilities.

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

Although best known as the home of the Freightliner/G.I. Joe's Portland 200 CART race, which just completed its 17th successful year, the facility attracts over 500,000 spectators to about 135 events annually and is in use nearly every day of the year. The raceway provides a safe place for groups, clubs, and organizations to conduct both racing and non-racing vehicle-oriented events. More than 20,000 people participate in driver training courses, recreational shows and competitive events annually.

Resources

Revenues for maintenance of the facility come from track rentals and a multi-year concessions agreement which grants the exclusive rights to sell food and beverage at PIR events.

Requirements

The FY 2000-01 Adopted Budget provides appropriation for personnel, materials, services and equipment needed to operate and maintain the facility.

Portland International Raceway Division AU 608

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	393,290	406,262	420,648	426,050	426,050
External Materials and Services	304,592	350,675	382,200	269,298	269,298
Internal Materials and Services	153,987	73,791	65,719	117,819	117,819
Minor Capital Outlay	0	8,337	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	851,869	839,065	868,567	813,167	813,167
Capital Improvements	0	35,000	40,000	40,000	0
TOTAL BUREAU EXPENDITURES	\$ 851,869	\$ 874,065	\$ 908,567	\$ 853,167	\$ 813,167
Allocated Overhead	40,419	63,096	57,993	18,546	18,039
Total Cost with Allocated Overhead	892,288	937,161	966,560	871,713	831,206
RESOURCES					
Portland International Raceway Fund		874,065	908,567	853,167	813,167
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Portland International Raceway		874,065	908,567	853,167	813,167
<i>Positions</i>		6	6	6	6
TOTAL PROGRAMS		\$ 874,065	\$ 908,567	\$ 853,167	\$ 813,167
<i>Positions</i>		6	6	6	6

Portland International Raceway Division AU 608

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	198,176	210,697	250,913	251,119	251,119
512000 Part-Time Employees	48,413	39,533	50,055	60,000	60,000
514000 Overtime	8,411	10,882	10,771	12,000	12,000
515000 Premium Pay	3,089	2,470	3,000	3,000	3,000
517000 Benefits	97,600	102,186	105,909	99,931	99,931
518000 Paid Absence	37,601	40,494	0	0	0
Total Personnel Services	393,290	406,262	420,648	426,050	426,050
Materials and Services					
External Materials and Services					
521000 Professional Services	87,200	127,708	20,000	20,000	20,000
522000 Utilities	40,029	38,451	41,000	41,000	41,000
523000 Equipment Rental	3,468	3,260	5,000	2,000	2,000
524000 Repair & Maintenance Services	81,955	78,863	160,000	85,000	80,000
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	7,252	5,890	15,000	6,000	6,000
531000 Office Supplies	1,641	1,057	2,000	2,000	2,000
532000 Operating Supplies	7,601	7,323	7,000	10,000	10,000
533000 Repair & Maintenance Supplies	38,789	50,954	90,000	64,098	64,098
534000 Minor Equipment & Tools	5,781	2,711	8,000	8,000	8,000
535000 Clothing & Uniforms	2,820	2,101	3,000	3,000	3,000
539000 Other Commodities External	0	0	0	0	0
541000 Education	240	0	800	800	800
542000 Local Travel	1,164	1,468	1,200	1,200	1,200
543000 Out-of-Town Travel	694	0	1,200	1,200	1,200
544000 Space Rental	0	284	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	25,958	30,605	28,000	30,000	30,000
Total External Materials and Services	304,592	350,675	382,200	274,298	269,298
Internal Materials and Services					
551000 Fleet Services	5,643	6,816	5,475	5,301	5,301
552000 Printing & Distribution	539	530	1,385	1,435	1,435
553000 Facilities Services	0	0	0	0	0
554000 Communications Services	14,509	11,834	12,171	11,434	11,434
555000 Data Processing Services	722	881	964	2,562	2,562
556000 Insurance	24,106	19,456	20,157	25,341	25,341
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	108,468	69,274	25,567	71,746	71,746
Total Internal Materials and Services	153,987	108,791	65,719	117,819	117,819
Total Materials and Services	458,579	459,466	447,919	392,117	387,117
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	40,000	35,000	0
564000 Capital Equipment	0	8,337	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	8,337	40,000	35,000	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 851,869	\$ 874,065	\$ 908,567	\$ 853,167	\$ 813,167

Portland International Raceway Division AU 608

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
1132	Facilities & Maint Supervisor	1	1	1	54,433	1	53,990	1	53,990
1240	Maintenance Mechanic	1	1	1	38,755	1	38,879	1	38,879
1200	Maintenance Worker	0	0	0	0	1	21,109	1	21,109
1208	Maintenance Worker	1	1	1	21,044	0	0	0	0
1237	Mower Operator	1	1	1	36,261	0	0	0	0
4352	Racetrack Manager	1	1	1	60,365	1	60,570	1	60,570
816	Senior Administrative Specialist	1	1	1	40,055	1	40,186	1	40,186
1214	Turf Maintenance Technician	0	0	0	0	1	36,385	1	36,385
TOTAL FULL-TIME POSITIONS		6	6	6	\$ 250,913	6	\$ 251,119	6	\$ 251,119

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	774,723	0	774,723	6.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	0	40,000	40,000	0.0	Forty Mile Loop Fencing from Contingency
	44,346	0	44,346	0.0	Net Adjustment to Interagency Payments
	(5,902)	0	(5,902)	0.0	5% Cut in Support and Admin
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	(40,000)	(40,000)	0.0	Tech Adj - 40 Mile Loop Fencing
	38,444	0	38,444	0.0	Total FY 2000-01 Decision Packages
			\$ 813,167	6.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Parks Bond Construction Division

OVERVIEW

The \$58.8 million General Obligation Bond Issue (GOBI) for park improvements was passed by voters in November 1994, and implementation started in the spring of 1995.

Overview

Renovating and upgrading park infrastructure as well as making park features comply with the Americans with Disabilities Act requirements are the focus of most of the GOBI projects. The bond measure also provided funds for building two new community centers, renovating six existing community centers, renovating five pools, and developing fourteen new soccer fields and six new softball fields. Other general improvements include renovating tennis courts, basketball courts, playing fields, fencing, landscaping, parking lots, wading pools, improving drainage, and installing new site furniture.

FY 2000-01 Projects FY 2000-01 will mark the completion of GOBI capital program. The last of the bond proceeds from the 1994 Parks G.O. bond initiative (approximately \$1.5 million) will be spent during the first few months of the new fiscal year.

Parks Bond Construction Division AU 765

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	53,692	1,736	0	0	0
External Materials and Services	68,593	512	0	0	0
Internal Materials and Services	35,884	159	0	0	0
Minor Capital Outlay	1,423,814	5,560	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	1,581,983	7,967	0	0	0
Capital Improvements	17,251,619	16,452,140	11,382,519	1,463,485	1,463,485
TOTAL BUREAU EXPENDITURES	\$ 18,833,602	\$ 16,460,107	\$ 11,382,519	\$ 1,463,485	\$ 1,463,485
Allocated Overhead	0	25,000	25,000	0	0
Total Cost with Allocated Overhead	18,833,602	16,485,107	11,407,519	1,463,485	1,463,485
RESOURCES					
Parks Bond Construction Fund		16,460,107	11,382,519	1,463,485	1,463,485
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Construc, Design & Capital Imp		16,460,107	11,382,519	1,463,485	1,463,485
<i>Positions</i>		<i>18</i>	<i>10</i>	<i>0</i>	<i>0</i>
TOTAL PROGRAMS		\$ 16,460,107	\$ 11,382,519	\$ 1,463,485	\$ 1,463,485
<i>Positions</i>		<i>18</i>	<i>10</i>	<i>0</i>	<i>0</i>

Parks Bond Construction Division AU 765

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	761,883	674,734	376,496	0	0
512000 Part-Time Employees	36	0	25,359	0	0
514000 Overtime	632	57	4,299	0	0
515000 Premium Pay	268	126	0	0	0
517000 Benefits	320,855	282,553	158,622	0	0
518000 Paid Absence	123,318	113,968	0	0	0
Total Personnel Services	1,206,992	1,071,438	564,776	0	0
Materials and Services					
External Materials and Services					
521000 Professional Services	1,038,149	1,183,733	336,626	50,000	50,000
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	195	413	2,500	0	0
524000 Repair & Maintenance Services	964	3,006	5,000	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	54,887	48,357	0	0	0
529000 Miscellaneous Services	41,515	45,799	13,640	0	0
531000 Office Supplies	10,169	23,778	5,000	0	0
532000 Operating Supplies	15,788	15,390	3,000	0	0
533000 Repair & Maintenance Supplies	2,660	534	1,500	0	0
534000 Minor Equipment & Tools	109,302	142,301	17,095	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	5,285	9,551	1,000	0	0
541000 Education	2,310	2,250	2,000	0	0
542000 Local Travel	224	129	1,000	0	0
543000 Out-of-Town Travel	970	2,294	1,600	0	0
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	119,314	154,472	15,000	0	0
Total External Materials and Services	1,401,732	1,632,007	404,961	50,000	50,000
Internal Materials and Services					
551000 Fleet Services	10,629	7,501	12,450	0	0
552000 Printing & Distribution	42,906	55,642	23,625	0	0
553000 Facilities Services	130	45	0	0	0
554000 Communications Services	55,646	45,666	20,046	0	0
555000 Data Processing Services	0	0	0	0	0
556000 Insurance	0	0	0	0	0
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	501,222	365,931	312,844	0	0
Total Internal Materials and Services	610,533	474,785	368,965	0	0
Total Materials and Services	2,012,265	2,106,792	773,926	50,000	50,000
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	15,608,587	13,281,877	10,043,817	1,413,485	1,413,485
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	15,608,587	13,281,877	10,043,817	1,413,485	1,413,485
573000 Equipment Cash Transfers	5,758	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 18,833,602	\$ 16,460,107	\$ 11,382,519	\$ 1,463,485	\$ 1,463,485

Parks Bond Construction Division AU 765

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
3134	Architect	5	3	1	41,301	0	0	0	0
3138	Architectural Supervisor	1	1	0	0	0	0	0	0
826	Assistant Financial Analyst	1	1	1	30,192	0	0	0	0
3133	Building/Landscape Designer	4	4	0	18,478	0	0	0	0
114	Clerical Specialist	1	1	1	19,333	0	0	0	0
7492	Community Relations Specialist	1	1	1	26,977	0	0	0	0
1132	Facilities & Maint Supervisor	2	3	2	90,498	0	0	0	0
970	Program Manager II	0	1	0	15,877	0	0	0	0
972	Program Manager IV	0	0	1	38,545	0	0	0	0
816	Senior Administrative Specialist	1	1	1	9,803	0	0	0	0
3231	Senior Planner	0	0	1	5,738	0	0	0	0
1134	Sr Facilities & Maint Supervisor	1	1	1	30,183	0	0	0	0
3109	Technician III	1	1	1	49,571	0	0	0	0
TOTAL FULL-TIME POSITIONS		18	18	10	\$ 376,496	0	\$ 0	0	\$ 0

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	0	0	0	0.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	0	1,500,000	1,500,000	0.0	GOBI - Budget remaining GOBI Balance to Close
	0	(36,515)	(36,515)	0.0	Portion of Package Move to a Fund-Level Cash Transfer to balance AU Expenditures
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	1,463,485	1,463,485	0.0	Total FY 2000-01 Decision Packages
			\$ 1,463,485	0.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Parks Construction Division

OVERVIEW

The Parks Construction Fund accounts for all parks capital activity except the 1994 GOBI and the two enterprise funds for golf and Portland International Raceway. Eleven full-time positions are accounted for in this fund. These positions acquire park land (using SDC funds) and manage the General Fund capital projects.

Projects

For FY 2000-01, the capital activity includes park land acquisition and improvements funded by the Parks System Development Charge (SDC) that was created in the fall of 1998. In addition, the fund is budgeted to receive a \$1,520,000 transfer from the General Fund for the following projects:

The Parks Construction Fund will receive \$1,520,000 from the General Fund for seven capital projects.

- ◆ \$167,000 to replace about half of the tile roof at the Multnomah Art Center.
- ◆ \$200,000 as the third payment (of three) to OMSI for the purchase of its former building in Washington Park, which will be remodeled as the new Children's Museum location.
- ◆ \$18,000 for a feasibility study for the Red Electric Line Trail.
- ◆ \$265,000 for the OMSI/Children's Museum renovation.
- ◆ \$677,000 to begin making structural improvements to the University Park Community Center.
- ◆ \$130,000 for the Zoo interchange sidewalk and bike path.
- ◆ \$63,000 for technical studies related to the renovation of Wilson Pool.

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	0	0	0	0	0
External Materials and Services	0	0	0	0	0
Internal Materials and Services	0	0	0	0	0
Minor Capital Outlay	0	59,363	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	0	59,363	0	0	0
Capital Improvements	0	2,333,214	13,596,939	13,343,249	13,343,249
TOTAL BUREAU EXPENDITURES	\$ 0	\$ 2,392,577	\$ 13,596,939	\$ 13,343,249	\$ 13,343,249
Allocated Overhead	0	0	5,454	48,308	47,006
Total Cost with Allocated Overhead	0	2,392,577	13,602,393	13,391,557	13,390,255
RESOURCES					
Parks Construction Fund		2,392,577	13,596,939	13,343,249	13,343,249
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
CIP		2,392,577	13,596,939	13,343,249	13,343,249
Positions		0	3	11	11
TOTAL PROGRAMS	\$	2,392,577	\$ 13,596,939	\$ 13,343,249	\$ 13,343,249
Positions		0	3	11	11

Parks Construction Division AU 766

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	0	27,001	137,402	577,949	577,949
512000 Part-Time Employees	0	0	0	32,327	32,327
514000 Overtime	0	175	0	0	0
517000 Benefits	0	2,739	56,645	214,542	214,542
Total Personnel Services	0	29,915	194,047	824,818	824,818
Materials and Services					
External Materials and Services					
521000 Professional Services	0	21,449	154,654	108,624	108,624
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	0	80,097	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	0	9	0	1,000	1,000
531000 Office Supplies	0	0	1,750	800	800
532000 Operating Supplies	0	0	750	1,200	1,200
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	0	0	0
535000 Clothing & Uniforms	0	0	0	600	600
539000 Other Commodities External	0	0	0	0	0
541000 Education	0	0	400	2,200	2,200
542000 Local Travel	0	0	100	450	450
543000 Out-of-Town Travel	0	0	500	3,750	3,750
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	0	3,448	50,000	500	500
Total External Materials and Services	0	24,906	288,251	119,124	119,124
Internal Materials and Services					
551000 Fleet Services	0	0	1,604	1,553	1,553
552000 Printing & Distribution	0	1,657	7,057	22,026	22,026
553000 Facilities Services	0	0	0	0	0
554000 Communications Services	0	0	1,243	766	766
555000 Data Processing Services	0	0	0	12,679	12,679
556000 Insurance	0	0	0	0	0
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	0	94,016	772,641	550,436	550,436
Total Internal Materials and Services	0	95,673	782,545	587,460	587,460
Total Materials and Services	0	120,579	1,070,796	706,584	706,584
Capital Outlay					
561000 Land	0	48,436	5,305,095	2,695,937	2,695,937
562000 Buildings	0	0	537,000	0	0
563000 Improvements	0	2,193,647	6,490,001	9,080,910	9,080,910
564000 Capital Equipment	0	0	0	35,000	35,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	2,242,083	12,332,096	11,811,847	11,811,847
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 0	\$ 2,392,577	\$ 13,596,939	\$ 13,343,249	\$ 13,343,249

Parks Construction Division AU 766

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
3134	Architect	0	0	0	17,701	3	177,588	3	177,588
3133	Building/Landscape Designer	0	0	1	27,718	3	139,041	3	139,041
7492	Community Relations Specialist	0	0	0	21,582	0	14,119	0	14,119
1132	Facilities & Maint Supervisor	0	0	0	0	2	104,544	2	104,544
968	Program Manager I	0	0	0	0	1	60,570	1	60,570
970	Program Manager II	0	0	0	19,053	1	61,994	1	61,994
816	Senior Administrative Specialist	0	0	0	0	1	20,093	1	20,093
3231	Senior Planner	0	0	1	32,337	0	0	0	0
3108	Technician II	0	0	1	19,011	0	0	0	0
TOTAL FULL-TIME POSITIONS		0	0	3	\$ 137,402	11	\$ 577,949	11	\$ 577,949

Parks Construction Division AU 766

BUDGET DECISIONS

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	0	0	0	11.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	0	148,000	148,000	0.0	CIP - Red Electric Line
	0	665,000	665,000	0.0	CIP - OMSI Children's Museum Renovation
	0	677,000	677,000	0.0	CIP - University Park
	0	167,000	167,000	0.0	CIP - Multnomah Art Center Roof
	0	200,000	200,000	0.0	CIP - OMSI Children's Museum - Acquisition
	0	1,259,243	1,259,243	0.0	CIP - Zoo Interchange/Children's Museum Sidewalk
	0	63,000	63,000	0.0	CIP - Wilson Pool - Mechanical & Plumbing Study
	0	11,095,831	11,095,831	0.0	CIP - FY2001 non-CRC Capital Program
	0	(931,825)	(931,825)	0.0	Portion of Package Move to a Fund-Level Cash Transfer to balance AU Expenditures
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	13,343,249	13,343,249	0.0	Total FY 2000-01 Decision Packages
			\$ 13,343,249	11.0	Total Proposed Budget
FY2000-01 Decision Packages Not Funded					
	0	2,113,768	2,113,768		CIP - FY2001 Unfunded Projects
			\$ 2,113,768	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	450,000	450,000	0.0	OMSI Children's Annex - Renovation
	0	92,000	92,000	0.0	Urban Forestry/HQ Maintenance Facility Study
	0	69,000	69,000	0.0	Mt. Tabor Yard Renovation Study
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	611,000	611,000	0.0	0
			\$ 611,000	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Bonded Debt Interest and Sinking Fund – 302

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	4,999,979	5,501,146	7,303,361	7,303,361	7,773,685	7,773,685
Prior Year Property Taxes	237,888	178,436	125,000	125,000	125,000	125,000
	5,237,867	5,679,582	7,428,361	7,428,361	7,898,685	7,898,685
Miscellaneous Revenues						
Interest Earned	124,037	112,832	50,000	50,000	50,000	50,000
	124,037	112,832	50,000	50,000	50,000	50,000
Total External Revenues	5,361,904	5,792,414	7,478,361	7,478,361	7,948,685	7,948,685
Internal Revenues						
Beginning Fund Balance	1,416,177	799,262	481,124	481,124	0	0
TOTAL RESOURCES	\$ 6,778,081	\$ 6,591,676	\$ 7,959,485	\$ 7,959,485	\$ 7,948,685	\$ 7,948,685
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	5,978,821	5,970,384	7,959,485	7,959,485	7,948,685	7,948,685
Unappropriated Ending Balance						
Unappropriated Ending Balance	799,260	621,292	0	0	0	0
	799,260	621,292	0	0	0	0
Total Fund Requirements	6,778,081	6,591,676	7,959,485	7,959,485	7,948,685	7,948,685
TOTAL REQUIREMENTS	\$ 6,778,081	\$ 6,591,676	\$ 7,959,485	\$ 7,959,485	\$ 7,948,685	\$ 7,948,685

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to refinancing renovation to, construction of, and improvements to certain City public investments including Civic Stadium, the Portland Center of the Performing Arts, the City's park system, and the Bureau of Fire, Rescue & Emergency Services' infrastructure.

Principal and interest on these bonds are paid from property taxes. The City is obligated to levy an annual ad valorem tax, without limitation to rate or amount, upon all property within the City sufficient to service the debt.

Bonded Debt Interest and Sinking Fund – 302

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
General Obligation Bonds, 1986 Series C						
12/1/1986 - Due 12/1	30,130,000					
		2000/01	825,000	5.50%	69,713	894,713
		2001/02	855,000	5.50%	23,513	878,513
		TOTAL	1,680,000		93,225	1,773,225
General Obligation Parks Bonds, 1995 Series A						
03/01/1995 - Due 6/1	20,000,000					
		2000/01	760,000	7.00%	963,828	1,723,828
		2001/02	815,000	5.10%	910,628	1,725,628
		2002/03	855,000	5.20%	869,063	1,724,063
		2003/04	900,000	5.25%	824,603	1,724,603
		2004/05	950,000	5.30%	777,353	1,727,353
		2005/06	1,000,000	5.30%	727,003	1,727,003
		2006/07	1,050,000	5.40%	674,003	1,724,003
		2007/08	1,105,000	5.50%	617,303	1,722,303
		2008/09	1,170,000	5.60%	556,528	1,726,528
		2009/10	1,235,000	5.70%	491,008	1,726,008
		2010/11	1,305,000	5.75%	420,613	1,725,613
		2011/12	1,380,000	5.75%	345,575	1,725,575
		2012/13	1,460,000	5.75%	266,225	1,726,225
		2013/14	1,540,000	5.75%	182,275	1,722,275
		2014/15	1,630,000	5.75%	93,725	1,723,725
		TOTAL	17,155,000		8,719,728	25,874,728
General Obligation Parks Bonds, 1995 Series B						
03/01/1995 - Due 6/1	38,800,000					
		2000/01	1,480,000	7.00%	1,851,093	3,331,093
		2001/02	1,585,000	5.10%	1,747,493	3,332,493
		2002/03	1,665,000	5.15%	1,666,658	3,331,658
		2003/04	1,750,000	5.20%	1,580,910	3,330,910
		2004/05	1,840,000	5.25%	1,489,910	3,329,910
		2005/06	1,940,000	5.25%	1,393,310	3,333,310
		2006/07	2,040,000	5.30%	1,291,460	3,331,460
		2007/08	2,150,000	5.40%	1,183,340	3,333,340
		2008/09	2,265,000	5.50%	1,067,240	3,332,240
		2009/10	2,390,000	5.50%	942,665	3,332,665
		2010/11	2,520,000	5.70%	811,215	3,331,215
		2011/12	2,665,000	5.75%	667,575	3,332,575
		2012/13	2,815,000	5.75%	514,338	3,329,338
		2013/14	2,980,000	5.75%	352,475	3,332,475
		2014/15	3,150,000	5.75%	181,125	3,331,125
		TOTAL	33,235,000		16,740,805	49,975,805
General Obligation Emergency Facility Bonds, 1999 Series A						
06/01/1999 - Due 6/1	24,500,000					
		2000/01	830,000	4.50%	1,169,038	1,999,038
		2001/02	860,000	4.50%	1,131,688	1,991,688
		2002/03	900,000	4.50%	1,092,988	1,992,988
		2003/04	930,000	4.50%	1,052,488	1,982,488
		2004/05	970,000	4.50%	1,010,638	1,980,638
		2005/06	1,010,000	4.50%	966,988	1,976,988
		2006/07	1,050,000	5.00%	921,538	1,971,538
		2007/08	1,100,000	5.00%	869,038	1,969,038
		2008/09	1,140,000	5.00%	814,038	1,954,038
		2009/10	1,200,000	4.90%	757,038	1,957,038
		2010/11	1,250,000	5.00%	698,238	1,948,238
		2011/12	1,310,000	5.00%	635,738	1,945,738
		2012/13	1,370,000	5.00%	570,238	1,940,238
		2013/14	1,440,000	5.13%	501,738	1,941,738
		2014/15	1,510,000	5.13%	427,938	1,937,938
		2015/16	1,580,000	5.13%	350,550	1,930,550
		2016/17	1,660,000	5.13%	269,575	1,929,575

Bonded Debt Interest and Sinking Fund – 302

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2017/18	1,750,000	5.13%	184,500	1,934,500
		2018/19	1,850,000	5.13%	94,813	1,944,813
		TOTAL	23,710,000		13,518,800	37,228,800
COMBINED DEBT SERVICE	113,430,000					
		2000/01	3,895,000		4,053,670	7,948,670
		2001/02	4,115,000		3,813,320	7,928,320
		2002/03	3,420,000		3,628,708	7,048,708
		2003/04	3,580,000		3,458,000	7,038,000
		2004/05	3,760,000		3,277,900	7,037,900
		2005/06	3,950,000		3,087,300	7,037,300
		2006/07	4,140,000		2,887,000	7,027,000
		2007/08	4,355,000		2,669,680	7,024,680
		2008/09	4,575,000		2,437,805	7,012,805
		2009/10	4,825,000		2,190,710	7,015,710
		2010/11	5,075,000		1,930,065	7,005,065
		2011/12	5,355,000		1,648,888	7,003,888
		2012/13	5,645,000		1,350,800	6,995,800
		2013/14	5,960,000		1,036,488	6,996,488
		2014/15	6,290,000		702,788	6,992,788
		2015/16	1,580,000		350,550	1,930,550
		2016/17	1,660,000		269,575	1,929,575
		2017/18	1,750,000		184,500	1,934,500
		2018/19	1,850,000		94,813	1,944,813
TOTAL FUND DEBT SERVICE			\$ 75,780,000		\$ 39,072,558	\$ 114,852,558

Golf Fund – 154

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Concessions	204,862	197,260	169,000	150,000	189,985	189,985
Parks & Recreation Facilities	5,250,727	5,126,961	5,364,800	4,843,000	6,521,355	6,521,355
Rents and Reimbursements	7,599	20	7,000	7,100	0	0
	5,463,188	5,324,241	5,540,800	5,000,100	6,711,340	6,711,340
Miscellaneous Revenues						
Bond and Note Sales	0	0	8,370,000	6,650,000	0	0
Interest Earned	56,580	70,597	54,000	8,000	80,000	80,000
Other Miscellaneous	0	344	0	3,900	0	0
Private Grants/Donations	1,585	6,000	0	0	0	0
Sales Miscellaneous	4,308	7,382	3,800	0	10,800	10,800
	62,473	84,323	8,427,800	6,661,900	90,800	90,800
Total External Revenues	5,525,661	5,408,564	13,968,600	11,662,000	6,802,140	6,802,140
Internal Revenues						
Beginning Fund Balance	917,230	875,044	194,404	185,346	470,521	470,521
TOTAL RESOURCES	\$ 6,442,891	\$ 6,283,608	\$ 14,163,004	\$ 11,847,346	\$ 7,272,661	\$ 7,272,661
REQUIREMENTS						
Bureau Expenses						
Personal Services						
	2,157,119	2,225,577	2,414,339	2,465,000	2,566,043	2,566,043
External Materials and Services						
Communications Services	8,449	9,604	11,348	0	14,666	14,666
Data Processing Services	5,943	6,788	7,425	0	16,646	16,646
Facilities Services	0	6	0	0	0	0
Fleet Services	78,752	87,481	95,989	0	109,956	109,956
Insurance	54,753	64,152	66,462	0	73,362	73,362
Printing & Distribution	1,113	3,003	4,470	0	4,740	4,740
Auto Port Operating	2,880	0	0	0	0	0
Environmental Services	0	4,915	0	0	0	0
Finance & Administration	16,354	7,989	8,431	0	8,575	8,575
Parking Facilities	0	3,120	3,120	0	3,120	3,120
Parks Bureau	294,486	389,727	378,969	563,000	340,579	340,579
Transportation	0	189	0	0	0	0
	462,730	576,974	576,214	563,000	571,644	571,644
Capital Outlay	1,038,807	1,197,030	3,891,275	3,984,000	586,400	586,400
Total Bureau Expenses	5,155,840	5,636,949	8,389,402	8,343,000	5,193,408	5,193,408
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	4,686,992	0	1,446,603	1,482,177
Compensation Adjustment	0	0	59,769	0	0	0
	0	0	4,746,761	0	1,446,603	1,482,177
General Fund Overhead	134,322	171,324	164,841	156,825	222,737	187,163
Fund Cash Transfers						
Golf Revenue Bond	280,000	292,500	862,000	577,000	344,000	344,000
Pension Debt Redemption Fund	0	0	0	0	65,913	65,913
	280,000	292,500	862,000	577,000	409,913	409,913
Debt Retirement	(2,319)	(2,511)	0	2,300,000	0	0
Unappropriated Ending Balance						
Unappropriated Ending Balance	875,048	185,346	0	470,521	0	0
	875,048	185,346	0	470,521	0	0
Total Fund Requirements	1,287,051	646,659	5,773,602	3,504,346	2,079,253	2,079,253
TOTAL REQUIREMENTS	\$ 6,442,891	\$ 6,283,608	\$ 14,163,004	\$ 11,847,346	\$ 7,272,661	\$ 7,272,661

FUND OVERVIEW

The Golf Operating Fund is designed to account for a self sufficient, revenue based golf program within Portland Parks and Recreation. The program supports five regulation-sized golf courses at four sites, along with clubhouses and other support facilities. The courses encompass approximately 750 acres within the metropolitan area.

In FY 2000-01, the newly remodeled Redtail course will be in full operation. Formally called Progress Downs, this course underwent a major renovation and was closed for most of the previous fiscal year.

Golf Revenue Bond Redemption Fund – 353

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Bond and Note Sales	0	0	270,000	0	0	0
Interest Earned	13,823	12,608	13,000	12,100	12,500	12,500
	13,823	12,608	283,000	12,100	12,500	12,500
Total External Revenues	13,823	12,608	283,000	12,100	12,500	12,500
Internal Revenues						
Other Cash Transfers						
Golf Fund	280,000	292,500	862,000	577,000	344,000	344,000
	280,000	292,500	862,000	577,000	344,000	344,000
Total Internal Revenues	280,000	292,500	862,000	577,000	344,000	344,000
Beginning Fund Balance	243,862	232,919	232,845	232,754	231,854	0
TOTAL RESOURCES	\$ 537,685	\$ 538,027	\$ 1,377,845	\$ 821,854	\$ 588,354	\$ 356,500
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	304,765	305,273	1,144,615	821,854	357,000	356,500
Unappropriated Ending Balance						
Reserve for Future Years	0	0	233,230	0	0	0
Unappropriated Ending Balance	232,920	232,754	0	0	231,354	0
	232,920	232,754	233,230	0	231,354	0
Total Fund Requirements	537,685	538,027	1,377,845	821,854	588,354	356,500
TOTAL REQUIREMENTS	\$ 537,685	\$ 538,027	\$ 1,377,845	\$ 821,854	\$ 588,354	\$ 356,500

FUND OVERVIEW

This fund pays principal and interest on for a line of credit established in 2000 to make improvements at Eastmoreland, Heron Lakes, Redtail (previously known as Progress Downs), and Rose City golf courses. Debt service on these bonds is payable from and secured by net revenues of the golf system.

Golf Revenue Bond Redemption Fund – 353

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+i
Golf System Revenue Bonds, 2000 Series A						
02/01/2000 - Due 11/1	3,600,000					
		2000/01	0	variable	0	0
		2001/02	3,600,000	variable	288,000	3,888,000
		TOTAL	3,600,000		288,000	3,888,000
Golf System Revenue Bonds, 2000 Series B						
02/01/2000 - Due 11/1						
	341,000	2000/01	341,000	5.40%	15,485	356,485
		TOTAL	341,000		15,485	356,485
COMBINED DEBT SERVICE						
	3,941,000					
		2000/01	341,000		15,485	356,485
		2001/02	3,600,000		288,000	3,888,000
TOTAL FUND DEBT SERVICE			\$ 3,941,000		\$ 303,485	\$ 4,244,485

Parks Bond Construction Fund – 504

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	2,067,214	1,024,317	103,346	240,000	25,000	25,000
Other Miscellaneous	0	5,664	0	0	0	0
	2,067,214	1,029,981	103,346	240,000	25,000	25,000
Total External Revenues	2,067,214	1,029,981	103,346	240,000	25,000	25,000
Internal Revenues						
Beginning Fund Balance	43,520,197	26,753,819	11,304,173	11,298,693	1,475,000	1,475,000
TOTAL RESOURCES	\$ 45,587,411	\$ 27,783,800	\$ 11,407,519	\$ 11,538,693	\$ 1,500,000	\$ 1,500,000
REQUIREMENTS						
Bureau Expenses						
Personal Services						
	1,206,992	1,071,438	564,776	1,000,000	0	0
External Materials and Services						
	1,401,732	1,632,007	404,961	1,500,000	50,000	50,000
Communications Services	55,646	45,666	20,046	0	0	0
Facilities Services	130	45	0	0	0	0
Fleet Services	10,629	7,501	12,450	0	0	0
Printing & Distribution	42,906	55,642	23,625	0	0	0
Auto Port Operating	8,142	0	0	0	0	0
Environmental Services	26,094	12,016	10,000	0	0	0
Finance & Administration	42,762	45,896	31,260	0	0	0
Parking Facilities	0	7,800	7,800	0	0	0
Parks Bureau	287,958	184,973	253,784	0	0	0
Planning	24,000	0	0	0	0	0
Purchases & Stores	48,403	0	0	0	0	0
Transportation	62,124	352	0	0	0	0
Water Bureau	1,739	114,894	10,000	0	0	0
	610,533	474,785	368,965	0	0	0
Capital Outlay	15,608,587	13,281,877	10,043,817	7,538,693	1,413,485	1,413,485
Equipment Cash Transfers						
Printing & Distribution	5,758	0	0	0	0	0
	5,758	0	0	0	0	0
Total Bureau Expenses	18,833,602	16,460,107	11,382,519	10,038,693	1,463,485	1,463,485
Fund Requirements						
General Fund Overhead						
	0	25,000	25,000	25,000	0	0
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	36,515	36,515
	0	0	0	0	36,515	36,515
Unappropriated Ending Balance						
Unappropriated Ending Balance	26,753,809	11,298,693	0	1,475,000	0	0
	26,753,809	11,298,693	0	1,475,000	0	0
Total Fund Requirements	26,753,809	11,323,693	25,000	1,500,000	36,515	36,515
TOTAL REQUIREMENTS	\$ 45,587,411	\$ 27,783,800	\$ 11,407,519	\$ 11,538,693	\$ 1,500,000	\$ 1,500,000

FUND OVERVIEW

The Parks Bond Construction Fund was established to account for capital improvements funded by a \$58.8 million General Obligation Bond Issue. This capital program, sometimes referred to as the GOBI, was passed by voters in November 1994, and implementation began in the spring of 1995.

- ◆ Most of the 114 projects funded from the bond issue were focused on renovating and upgrading existing park infrastructure (playgrounds, restrooms, paths, irrigation and lighting) as well as making park features comply with the Americans with Disabilities Act requirements.
- ◆ The bond measure also responded to Portland's growing demand for more recreational opportunities by providing funds to build two new community centers, renovate six existing community centers and five pools, and develop fourteen new soccer fields and six new softball fields.

The final project from this bond measure is scheduled to begin in late spring or early summer of 2000.

The GOBI was planned as a five-year capital program. As of January 2000, in its fifth year, 94 out of 114 projects have been completed. Two projects at North Park Blocks and O'Bryant Square were dropped due to shifting funds to other projects that had costs higher than previously estimated. All remaining projects are underway and nearing completion with the exception of Johnson Creek Park, where construction is expected to begin during the dry weather season of late spring or early summer. Other projects may extend into FY 2000-01, depending on the final completion of punch list items. A total of \$1.5 million is included in the Adopted Budget to complete these items.

Parks Construction Fund – 505

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Service Charges and Fees						
Public Works/Utility Charge	0	535,727	892,000	985,000	1,000,000	1,000,000
Rents and Reimbursements	0	25,655	0	0	0	0
	0	561,382	892,000	985,000	1,000,000	1,000,000
Local Sources						
Local Cost Sharing	0	138,699	2,434,347	920,000	3,685,787	3,720,787
	0	138,699	2,434,347	920,000	3,685,787	3,720,787
Miscellaneous Revenues						
Bond and Note Sales	0	0	5,700,000	0	1,800,000	1,800,000
Collection of Assessment	0	14,777	0	0	0	0
Interest Earned	0	73,576	57,100	57,100	72,000	72,000
Private Grants/Donations	0	72,878	0	0	56,000	56,000
	0	161,231	5,757,100	57,100	1,928,000	1,928,000
Total External Revenues	0	861,312	9,083,447	1,962,100	6,613,787	6,648,787
Internal Revenues						
Other Cash Transfers						
General Fund	0	2,595,564	2,077,000	2,077,000	1,520,000	1,520,000
	0	2,595,564	2,077,000	2,077,000	1,520,000	1,520,000
Federal Grants Transfers						
	0	0	28,726	28,726	2,549,218	2,514,218
Interfund Service Reimbursements						
Environmental Services	0	176,009	33,325	1,726,650	0	0
Housing & Community Development	0	16,358	0	0	0	0
Portland Parks Trust	0	50,230	1,215,000	0	445,000	445,000
Transportation	0	13,450	33,325	0	0	0
Water Bureau	0	0	451,650	0	0	0
	0	256,047	1,733,300	1,726,650	445,000	445,000
Total Internal Revenues	0	2,851,611	3,839,026	3,832,376	4,514,218	4,479,218
Beginning Fund Balance	0	0	1,200,929	1,320,347	3,147,069	3,147,069
TOTAL RESOURCES	\$ 0	\$ 3,712,923	\$ 14,123,402	\$ 7,114,823	\$ 14,275,074	\$ 14,275,074
REQUIREMENTS						
Bureau Expenses						
Personal Services	0	29,915	194,047	250,000	824,818	824,818
External Materials and Services	0	24,906	288,251	350,000	119,124	119,124
Communications Services	0	0	1,243	0	766	766
Data Processing Services	0	0	0	0	12,679	12,679
Fleet Services	0	0	1,604	0	1,553	1,553
Printing & Distribution	0	1,657	7,057	0	22,026	22,026
Environmental Services	0	0	0	0	12,376	12,376
Finance & Administration	0	0	0	0	20,602	20,602
Government Bond Redemption	0	0	760,000	0	0	0
Parking Facilities	0	0	0	0	4,680	4,680
Parks Bureau	0	94,016	12,641	800,000	512,778	512,778
	0	95,673	782,545	800,000	587,460	587,460
Capital Outlay	0	2,242,083	12,332,096	2,519,002	11,811,847	11,811,847
Total Bureau Expenses	0	2,392,577	13,596,939	3,919,002	13,343,249	13,343,249
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	501,769	0	682,907	684,209
Compensation Adjustment	0	0	4,440	0	0	0
	0	0	506,209	0	682,907	684,209
General Fund Overhead	0	0	5,454	48,752	48,308	47,006
Fund Cash Transfers						
Intermediate Debt Fund	0	0	0	0	200,000	200,000

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Pension Debt Redemption Fund	0	0	0	0	610	610
	0	0	0	0	200,610	200,610
Unappropriated Ending Balance						
Unappropriated Ending Balance	0	1,320,346	14,800	3,147,069	0	0
	0	1,320,346	14,800	3,147,069	0	0
Total Fund Requirements	0	1,320,346	526,463	3,195,821	931,825	931,825
TOTAL REQUIREMENTS	\$ 0	\$ 3,712,923	\$ 14,123,402	\$ 7,114,823	\$ 14,275,074	\$ 14,275,074

FUND OVERVIEW

The Parks Construction Fund was created in FY 1998-99 as a way to improve and streamline the financial management and accounting for capital improvement program expenditures for Portland Parks and Recreation. Projects approved through the capital review committee using General Fund resources are included here, as well as projects funded with non-discretionary resources, including the Park System Development Charge that was established in the fall of 1998. A total of \$1,520,000 of General Fund discretionary resources is included in the FY 2000-01 Adopted Budget.

Portland International Raceway Fund – 156

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Concessions	153,572	164,055	175,000	178,000	175,000	175,000
Rents and Reimbursements	686,624	653,231	700,000	730,000	708,000	708,000
	840,196	817,286	875,000	908,000	883,000	883,000
Miscellaneous Revenues						
Interest Earned	7,997	2,571	8,000	4,000	5,000	5,000
Other Miscellaneous	5,715	4,204	0	0	0	0
	13,712	6,775	8,000	4,000	5,000	5,000
Total External Revenues	853,908	824,061	883,000	912,000	888,000	888,000
Internal Revenues						
Beginning Fund Balance	153,750	115,370	120,710	2,270	39,072	39,072
TOTAL RESOURCES	\$ 1,007,658	\$ 939,431	\$ 1,003,710	\$ 914,270	\$ 927,072	\$ 927,072
REQUIREMENTS						
Bureau Expenses						
Personal Services						
	393,290	406,262	420,648	428,000	426,050	426,050
External Materials and Services						
Communications Services	14,509	11,834	12,171	0	11,434	11,434
Data Processing Services	722	881	964	0	2,562	2,562
Fleet Services	5,643	6,816	5,475	0	5,301	5,301
Insurance	24,106	19,456	20,157	0	25,341	25,341
Printing & Distribution	539	530	1,385	0	1,435	1,435
Environmental Services	90,000	35,000	0	0	40,000	40,000
Finance & Administration	95	0	0	0	0	0
Parks Bureau	18,373	29,163	23,567	61,000	26,746	26,746
Transportation	0	5,111	2,000	0	5,000	5,000
	153,987	108,791	65,719	61,000	117,819	117,819
Capital Outlay	0	8,337	40,000	40,000	35,000	0
Total Bureau Expenses	851,869	874,065	908,567	851,000	853,167	813,167
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	27,082	0	42,670	83,177
Compensation Adjustment	0	0	10,068	0	0	0
	0	0	37,150	0	42,670	83,177
General Fund Overhead	40,419	63,096	57,993	24,198	18,546	18,039
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	12,689	12,689
	0	0	0	0	12,689	12,689
Unappropriated Ending Balance						
Unappropriated Ending Balance	115,370	2,270	0	39,072	0	0
	115,370	2,270	0	39,072	0	0
Total Fund Requirements	155,789	65,366	95,143	63,270	73,905	113,905
TOTAL REQUIREMENTS	\$ 1,007,658	\$ 939,431	\$ 1,003,710	\$ 914,270	\$ 927,072	\$ 927,072

FUND OVERVIEW

The Portland International Raceway (PIR) Operating Fund is a separate enterprise fund within Portland Parks and Recreation. It is a wholly self-sustaining operation which manages the world-class road course, motocross track, open air exhibit areas, and related spectator facilities. The facility attracts over 500,000 spectators to about 135 events annually and is used nearly every day of the year.

Portland Parks Memorial Trust Funds – 602

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Service Charges and Fees						
Concessions	32,781	48,376	55,000	50,000	50,000	50,000
Parking Fees	111,572	140,534	143,000	136,615	146,000	146,000
Parks & Recreation Facilities	969,249	1,078,684	942,000	1,088,110	1,082,025	1,082,025
Rents and Reimbursements	192,574	224,776	210,830	292,300	283,000	283,000
	1,306,176	1,492,370	1,350,830	1,567,025	1,561,025	1,561,025
Miscellaneous Revenues						
Interest Earned	177,240	158,231	175,250	157,300	126,250	126,250
Other Miscellaneous	41	0	0	0	0	0
Private Grants/Donations	217,587	451,030	11,200	252,000	52,000	52,000
	394,868	609,261	186,450	409,300	178,250	178,250
Total External Revenues	1,701,044	2,101,631	1,537,280	1,976,325	1,739,275	1,739,275
Internal Revenues						
Federal Grants Transfers						
	41,257	0	0	0	0	0
Interfund Service Reimbursements						
Environmental Services						
	0	4,500	0	0	0	0
	0	4,500	0	0	0	0
Total Internal Revenues	41,257	4,500	0	0	0	0
Beginning Fund Balance	2,617,736	2,598,505	3,241,869	3,241,869	2,591,412	2,591,412
TOTAL RESOURCES	\$ 4,360,037	\$ 4,704,636	\$ 4,779,149	\$ 5,218,194	\$ 4,330,687	\$ 4,330,687
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Communications Services	304	314	325	0	375	375
Printing & Distribution	605	221	0	0	0	0
Finance & Administration	1,250	1,663	2,111	0	2,096	2,096
Neighborhood Involvement	0	7,000	7,500	0	7,500	7,500
Parks Bureau	1,098,130	720,927	617,476	1,773,302	703,516	703,516
Parks Construction	0	50,230	1,215,000	0	445,000	445,000
	1,100,289	780,355	1,842,412	1,773,302	1,158,487	1,158,487
Capital Outlay	3,489	7,000	0	0	0	0
Total Bureau Expenses	1,761,542	1,462,767	2,861,892	2,626,782	2,232,479	2,232,479
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	1,890,948	0	2,070,949	2,070,949
	0	0	1,890,948	0	2,070,949	2,070,949
Unappropriated Ending Balance						
Unappropriated Ending Balance	2,598,495	3,241,869	26,309	2,591,412	27,259	27,259
	2,598,495	3,241,869	26,309	2,591,412	27,259	27,259
Total Fund Requirements	2,598,495	3,241,869	1,917,257	2,591,412	2,098,208	2,098,208
TOTAL REQUIREMENTS	\$ 4,360,037	\$ 4,704,636	\$ 4,779,149	\$ 5,218,194	\$ 4,330,687	\$ 4,330,687

LINE ITEM DETAIL – AU 450

Materials and Services

External Materials and Services

521000 Professional Services	61,063	12,005	14,192	0	9,000	9,000
522000 Utilities	2,545	2,262	2,500	0	3,012	3,012
523000 Equipment Rental	583	686	6,100	0	7,000	7,000
524000 Repair & Maintenance Services	51,726	35,998	195,425	853,480	199,500	199,500
528000 Local Match Payments	233,457	216,298	195,000	0	219,000	219,000
529000 Miscellaneous Services	88,459	58,272	129,700	0	116,000	116,000
531000 Office Supplies	5,212	572	2,775	0	3,000	3,000
532000 Operating Supplies	53,302	71,858	123,075	0	135,000	135,000
533000 Repair & Maintenance Supplies	2,492	24,308	48,758	0	56,000	56,000
534000 Minor Equipment & Tools	30,330	66,324	70,425	0	98,000	98,000

535000	Clothing & Uniforms	10,660	16,823	18,650	0	26,000	26,000
539000	Other Commodities External	76,580	126,193	148,775	0	133,400	133,400
541000	Education	3,769	3,088	7,900	0	10,000	10,000
543000	Out-of-Town Travel	12,002	10,432	12,000	0	15,000	15,000
549000	Miscellaneous	25,584	30,293	44,205	0	44,080	44,080
Total External Materials and Services		657,764	675,412	1,019,480	853,480	1,073,992	1,073,992
Internal Materials and Services							
552000	Printing & Distribution	605	221	0	0	0	0
554000	Communications Services	304	314	325	0	375	375
559000	Other Fund Services	1,099,380	779,820	1,842,087	1,773,302	1,158,112	1,158,112
Total Internal Materials and Services		1,100,289	780,355	1,842,412	1,773,302	1,158,487	1,158,487
Total Materials and Services		1,758,053	1,455,767	2,861,892	2,626,782	2,232,479	2,232,479
Capital Outlay							
563000	Improvements	3,489	0	0	0	0	0
564000	Capital Equipment	0	7,000	0	0	0	0
Total Capital Outlay		3,489	7,000	0	0	0	0
TOTAL Bureau Expenses		\$ 1,761,542	\$ 1,462,767	\$ 2,861,892	\$ 2,626,782	\$ 2,232,479	\$ 2,232,479

FUND OVERVIEW

The Portland Parks Trust Fund, which consists of 15 separate funds, was established to receive donations from grants, neighborhood associations, foundations, Friends organizations, and others who designate funds to be applied to specific parks or projects. Trust fund expenditures are governed by a written set of guidelines that encourage leveraging trust fund expenditures as a match with other sources of support. Trust fund contributions are often one-time investments. They are also used to provide specific benefits to a particular park or constituency and generally benefit the overall growth and mission of the entire park system.

FY 2000-01 Budget

The FY 2000-01 Portland Parks Trust Fund Adopted Budget includes \$100,000 support for sponsorships, and \$70,000 for maintenance and property taxes of rental properties. The Youth Trust fund is budgeted for \$233,000 to be used for recreation opportunities for low-income youth.

Activities

The Oaks Pioneer Church Trust includes \$24,662 for building and landscape maintenance. The Forest Park Trust is budgeted to use \$20,000 for matching funds to leverage funds from outside organizations for acquisitions to the park. The Willamette Park Trust has \$39,300 budgeted for parking management services. The North Portland Trust fund has \$42,500 budgeted for North Portland priority recreation and activities in agreement with the local neighborhood and business community, with the funding coming from ticket surcharges at selected events at Portland International Raceway.

Activities in the other trust funds are at approximately the same level as in FY 1999-00, and include:

- ◆ \$271,525 for the Children's Museum Trust.
- ◆ \$1,400 for the F.L. Beach Rose Visibility Trust.
- ◆ \$5,000 for the Delta Park Trust.
- ◆ \$10,000 for the SP 4449 Trust.
- ◆ \$100,000 for the Columbia South Shore Trails Trust.
- ◆ \$2,000 for the Rose Garden Trust.
- ◆ \$443,133 for the Recreation Trust.

- ◆ \$22,000 for the Parks Operations Trust.
- ◆ \$1,500 for the Portland International Raceway Timing Tower Trust.

Spectator Facilities Operating Fund – 160

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	3,415,422	2,642,069	0	0	0	0
Parking Fees	1,398,112	1,206,067	1,156,778	1,439,528	1,485,593	1,485,593
Rents and Reimbursements	738,846	161,156	2,873,902	3,456,101	3,564,203	3,564,203
	5,552,380	4,009,292	4,030,680	4,895,629	5,049,796	5,049,796
Miscellaneous Revenues						
Bond and Note Sales	0	0	0	0	66,000,000	66,000,000
Interest Earned	423,159	470,325	418,556	418,556	409,690	409,690
Other Miscellaneous	223,701	82,757	79,620	79,620	4,077,018	4,077,018
Refunds	8,259	0	0	0	0	0
Sale of Capital Assets	0	3,239	0	0	0	0
	655,119	556,321	498,176	498,176	70,486,708	70,486,708
Total External Revenues	6,207,499	4,565,613	4,528,856	5,393,805	75,536,504	75,536,504
Internal Revenues						
Other Cash Transfers						
General Fund	679,000	462,500	0	0	0	0
	679,000	462,500	0	0	0	0
Total Internal Revenues	679,000	462,500	0	0	0	0
Beginning Fund Balance	5,965,040	7,718,280	7,888,333	7,888,333	34,086,085	1,786,085
TOTAL RESOURCES	\$ 12,851,539	\$ 12,746,393	\$ 12,417,189	\$ 13,282,138	\$ 109,622,589	\$ 77,322,589
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Communications Services	0	120	350	350	478	478
Facilities Services	1,184	3,156	6,219	6,219	7,800	7,800
Fleet Services	0	76	0	0	0	0
Printing & Distribution	0	4,539	1,000	127	520	520
Finance & Administration	123,862	244,556	364,775	364,775	399,020	399,020
Planning	0	0	0	28,000	0	0
Transportation	0	0	85,000	85,000	0	0
	125,046	252,447	457,344	484,471	407,818	407,818
Capital Outlay	660,196	309,528	1,148,313	134,590	29,400,000	29,400,000
Total Bureau Expenses	1,172,872	1,127,869	2,796,596	7,800,403	32,960,421	32,960,421
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	5,924,943	0	38,086,512	5,786,512
	0	0	5,924,943	0	38,086,512	5,786,512
General Fund Overhead	106,538	0	0	0	0	0
Fund Cash Transfers						
Improvement Bond Int & Sinking	0	264,400	264,558	264,558	264,335	264,335
Intermediate Debt Fund	678,840	0	0	0	0	0
Pension Debt Redemption Fund	0	0	0	0	6,026	6,026
Transportation Operating	0	266,287	200,000	200,000	0	0
	678,840	530,687	464,558	464,558	270,361	270,361
Debt Retirement	3,175,007	3,199,504	3,231,092	3,231,092	38,305,295	38,305,295
Unappropriated Ending Balance						
Unappropriated Ending Balance	7,718,282	7,888,333	0	1,786,085	0	0
	7,718,282	7,888,333	0	1,786,085	0	0
Total Fund Requirements	11,678,667	11,618,524	9,620,593	5,481,735	76,662,168	44,362,168
TOTAL REQUIREMENTS	\$ 12,851,539	\$ 12,746,393	\$ 12,417,189	\$ 13,282,138	\$ 109,622,589	\$ 77,322,589
LINE ITEM DETAIL – AU 203						
Materials and Services						
External Materials and Services						
521000 Professional Services	361,420	391,990	947,837	6,962,040	2,227,279	2,227,279

522000	Utilities	0	23,496	36,774	26,796	28,345	28,345
523000	Equipment Rental	0	100	0	0	0	0
524000	Repair & Maintenance Services	1,257	93,700	100,324	95,643	146,676	146,676
525000	Non-Capital Improvement	0	0	50,000	50,000	0	0
529000	Miscellaneous Services	1,043	48,732	39,279	35,403	38,267	38,267
531000	Office Supplies	0	460	235	314	330	330
532000	Operating Supplies	0	4,687	8,396	2,814	2,956	2,956
534000	Minor Equipment & Tools	4,011	1,904	0	1,684	1,768	1,768
535000	Clothing & Uniforms	0	44	775	775	814	814
539000	Other Commodities External	0	524	465	248	261	261
546000	Refunds	17,756	0	0	0	0	0
549000	Miscellaneous	2,143	257	6,854	5,625	705,907	705,907
Total External Materials and Services		387,630	565,894	1,190,939	7,181,342	3,152,603	3,152,603
Internal Materials and Services							
551000	Fleet Services	0	76	0	0	0	0
552000	Printing & Distribution	0	4,539	1,000	127	520	520
553000	Facilities Services	1,184	3,156	6,219	6,219	7,800	7,800
554000	Communications Services	0	120	350	350	478	478
559000	Other Fund Services	123,862	244,556	449,775	477,775	399,020	399,020
Total Internal Materials and Services		125,046	252,447	457,344	484,471	407,818	407,818
Total Materials and Services		512,676	818,341	1,648,283	7,665,813	3,560,421	3,560,421
Capital Outlay							
563000	Improvements	618,166	258,538	1,138,723	125,000	29,400,000	29,400,000
564000	Capital Equipment	42,030	50,990	9,590	9,590	0	0
Total Capital Outlay		660,196	309,528	1,148,313	134,590	29,400,000	29,400,000
TOTAL Bureau Expenses		\$ 1,172,872	\$ 1,127,869	\$ 2,796,596	\$ 7,800,403	\$ 32,960,421	\$ 32,960,421

FUND OVERVIEW

Fund Description

The Spectator Facilities Operating Fund is an enterprise fund within the Office of Management and Finance which was established to budget, monitor, and account for resources and requirements for the Oregon Arena Project and other activities.

Major Programs

The Fund is composed of four major program categories: parking operations, Memorial Coliseum operations, other Arena project activities and Civic Stadium redevelopment project. The Spectator Facilities Division within the Office of Management and Finance oversees these programs.

Program Activities

Major program activities for the Arena Public Facilities' include operations and maintenance, capital improvements, financial planning, contract administration, special projects, and liaison activities between the City and the Oregon Arena Corporation (OAC), other governmental agencies, private citizens and groups.

The program activities for the Civic Stadium redevelopment project include addressing deferred capital maintenance needs of the Civic Stadium including structural, safety, ADA, and operational deficiencies.