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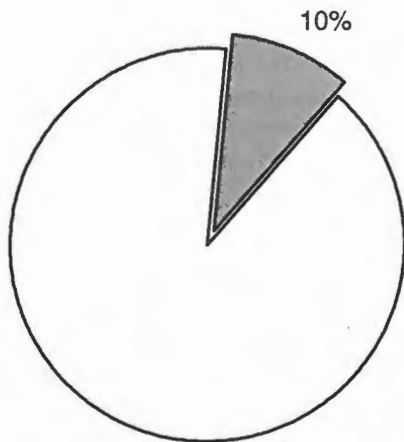


# Transportation and Parking

Office of Transportation

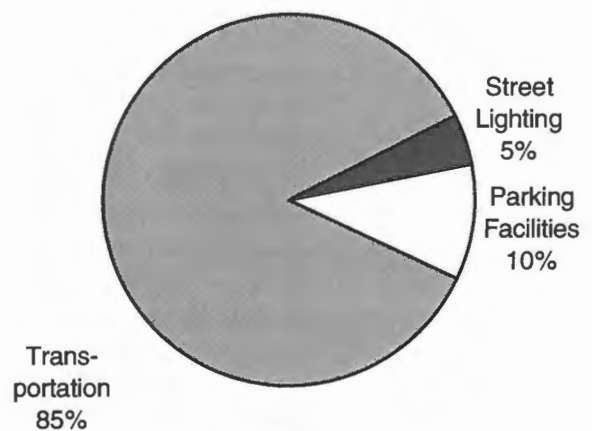
Percent of City Budget

Transportation and Parking = \$138.4 Million



City Budget = \$1.4 Billion

Bureau Pie Chart



## Service Area Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	81,023,130	79,781,351	-1,241,779	-6.9%
Capital	29,558,799	38,006,635	8,447,836	21.6%
Allocated Overhead Costs	2,502,755	2,492,489	-10,266	-5.8%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 113,084,684</b>	<b>\$ 120,280,475</b>	<b>\$ 7,195,791</b>	<b>0.6%</b>
Authorized Full-Time Positions	702	694	-8	-6.5%

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

## Service Area Highlights

### DESCRIPTION

The Transportation and Parking Service Area includes those funds and bureaus that plan, build, manage, maintain, and facilitate an effective and safe transportation system and provide access and mobility throughout the City.

The service area includes the Office of Transportation and its related funds: Transportation Operating Fund, Transportation Reserve Fund, and Gas Tax Bond Redemption Fund.

The service area also includes the Parking Facilities Fund, managed by the Bureau of General Services. This fund accounts for the operation and maintenance of six of the seven City-owned parking garages in downtown Portland (the Smart Park system). The six garages are the Third & Alder garage (Morrison Park East), the Tenth & Yamhill garage (Morrison Park West), the Fourth & Yamhill garage, the Naito (or Front) & Davis (Old Town) garage, the O'Bryant Square garage, and the First & Jefferson garage.

In addition to the Parking Facilities Fund, there are four bond redemption funds, managed by the Bureau of Financial Management and OMF Administration. Three of these funds, Morrison Park East, Morrison Park West, and Old Town, are not in use due to the refunding of debt. The last fund, the Parking Facilities Debt Redemption Fund, accounts for the resources and expenditures related to the refinanced debt that has previously been accounted for in the Morrison Park East, Morrison Park West, and Old Town Debt Funds. The Parking Facilities Debt Redemption fund also accounts for the resources and expenditures associated with the Central City Streetcar construction debt.

### MAJOR THEMES

#### Portland Office of Transportation

#### Service Level Reductions

Portland Transportation is reducing service levels by \$5.3 million to balance revenues and requirements.

- ◆ Bureau of Maintenance cuts total \$2.5 million.
- ◆ Bureau of Transportation Systems Management cuts total \$1.6 million.
- ◆ Bureau of Transportation Engineering & Development cuts total \$556,114.
- ◆ Office of the Director cuts total \$641,914.

#### Reduction in General Fund Support

In FY 2002-03, General Fund discretionary will be reduced by \$345,823. This represents the 7% across-the-board reduction directed by Council for all General Fund activities.

#### Continuing General Fund Support

The Adopted Budget for FY 2002-03 includes \$6.4 million in General Fund support:

- ◆ \$6.0 million on-going support for street light operations and maintenance
- ◆ \$350,000 for street light capital improvements
- ◆ \$84,795 to support an apprenticeship program within the Bureau of Maintenance

**Revenue Options**

PDOT has identified revenue options for making certain programs self-sufficient, totalling \$182,500 in new revenues:

- ◆ Area Parking Permit Program \$170,000
- ◆ Special Events \$12,500



# Office of Transportation

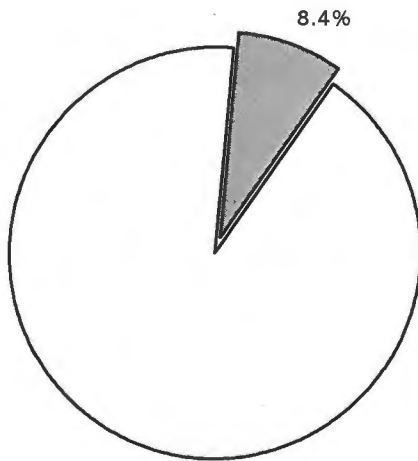
Transportation and Parking Service Area

Jim Francesconi, Commissioner-in-Charge

Brant Williams, Acting Director

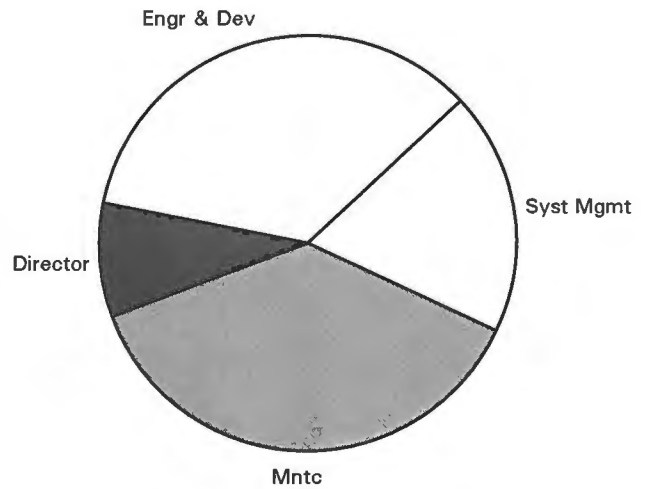
**Percent of City Budget**

Transp = \$117.8 Million



City Budget = \$1.4 Billion

**Bureau Divisions**

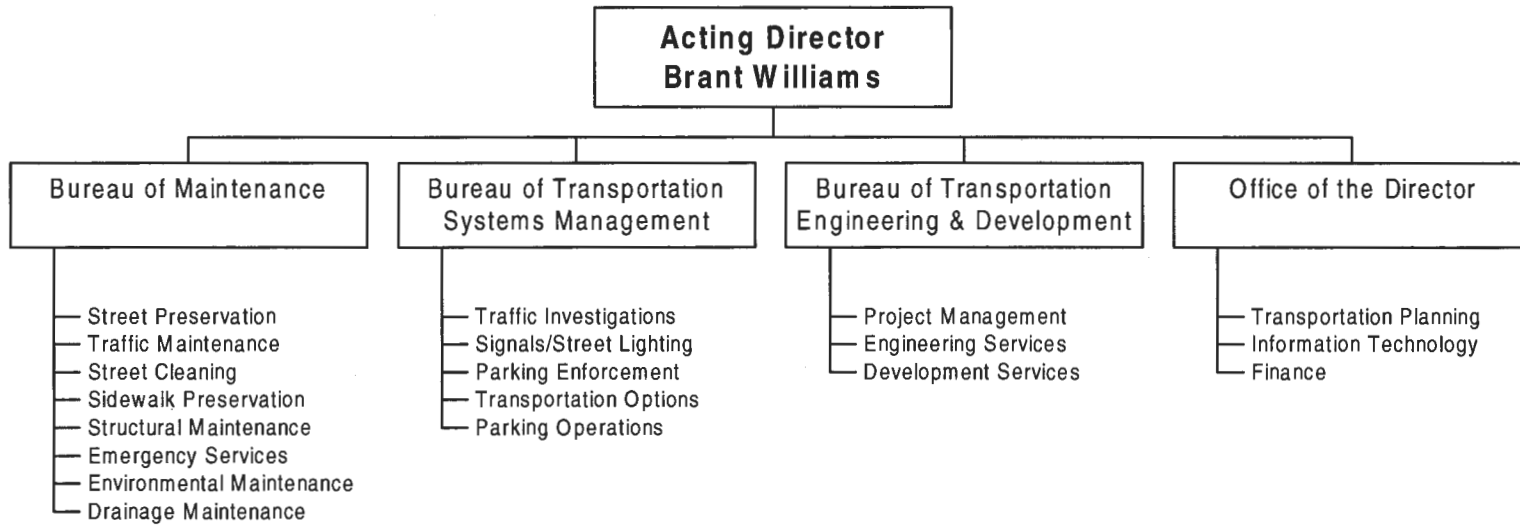


## Bureau Overview

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

# Portland Office of Transportation





## Bureau Summary

### BUREAU MISSION

The Portland Office of Transportation is a community partner in shaping a livable city. We plan, build, manage, and maintain an effective and safe transportation system that provides access and mobility.

### VISION AND VALUES

#### Vision

Portland will continue to be a national model for managing growth. The livability and economic health of the city will be maintained because of decisions made by community leaders and residents. Portland's downtown will continue to be the center of a safe, attractive, and vital city. Neighborhoods and community business districts will be thriving. Housing will be affordable, and family-wage jobs will be available.

Residents will have a broad range of safe and convenient transportation options and will frequently walk, bicycle, carpool, or ride public transit as their first choice of transportation. The community as a whole will have an attitude of stewardship in making transportation decisions, and will understand the relationship between transportation, the environment, and livability. Portland will have a competitive economic advantage because congestion is managed and air quality is good.

#### Values

In the Portland Office of Transportation we value:

- ◆ Serving public to the best of our collective ability, working cooperatively with the community, other jurisdictions and City bureaus, and contributing to a higher quality of life for future generations.
- ◆ A balanced, multi-modal transportation system that supports a healthy economy and a livable compact community.
- ◆ A well-maintained and safe transportation system.
- ◆ Respect for the natural environment as we plan, build, operate and maintain the transportation system.
- ◆ Using the public right-of-way to create a quality community by designing and constructing streetscapes that people are proud of and will use.
- ◆ A safe and supportive work environment for all employees; one that encourages innovation, efficiency, responsiveness, stewardship, independent thinking, respect, flexibility, professional growth, teamwork, and reasonable risk-taking.
- ◆ A work force that is diverse, efficient, hard-working, dedicated, productive, well-trained, and that effectively responds to the unexpected.
- ◆ Efficient and effective use of our financial, capital and human resources.

### BUREAU OVERVIEW

#### Portland Office of Transportation

The Portland Office of Transportation (PDOT) is organized into four bureaus. The functions and services performed by each bureau are described below.

## Transportation and Parking Service Area

**Bureau of  
Maintenance**

The Bureau of Maintenance (BOM) is charged with the responsibility of preserving the public investment of over \$5.5 billion in transportation facilities and \$1.5 billion in sewer infrastructure by inspecting, cleaning, maintaining, and repairing all transportation- and sewer-related infrastructure within the city of Portland. The infrastructure consists of streets, the sewer collection system, sidewalks, bridges, curbs, intersections, street corners, retaining walls, guardrails, stairways, traffic signals, traffic control devices, and parking meters. In addition, the bureau performs around-the-clock response to emergencies such as storms, floods, and other incidents that inhibit safe transportation. The bureau is currently organized into the following programs:

- ◆ Street Preservation Program
- ◆ Traffic Maintenance Program
- ◆ Street Cleaning Program
- ◆ Sidewalk Preservation and Safety Program
- ◆ Structural Maintenance Program
- ◆ Emergency Services Program
- ◆ Environmental Maintenance
- ◆ Stormwater Maintenance Program

**Bureau of  
Transportation  
Systems Management**

The Bureau of Transportation Systems Management (BTSM) manages and operates the transportation, traffic signal, parking and street lighting systems of the City of Portland. Responsibilities include maintaining and improving safety for the traveling public; reducing the number of traffic accidents; optimizing the efficiency of the transportation system; protecting the livability of the city's residential areas while accommodating economic development; managing and maintaining street lights; and maintaining and improving on-street paid parking to facilitate economic growth. The bureau is currently organized into the following programs:

- ◆ Electrical Maintenance Program
- ◆ Parking Enforcement Program
- ◆ Parking Operations Program
- ◆ Street Lighting Program
- ◆ Traffic Investigations Program
- ◆ Traffic Signals Program
- ◆ Transportation Options Program

**Bureau of  
Transportation  
Engineering and  
Development**

The Bureau of Transportation Engineering and Development (BTED) is the capital investment and development service arm of the Portland Office of Transportation. Responsibilities include developing and managing a variety of transportation projects that are multi-modal and responsive to the requirements of land use and urban design objectives in the community, including 2040 Town Centers and Main Streets, Neighborhoods, Freight Access, and Special Area Projects. The bureau facilitates public and private development of

job opportunities, which leads to jobs creation, housing construction, and enhanced neighborhood livability through oversight of private development activities. The bureau provides survey, design, inspection, and construction management and technical support for capital improvement projects. The bureau also ensures the safety and serviceability of City's bridges. The bureau is currently organized into the following programs:

- ◆ Project Management Program
- ◆ Engineering Services Program
- ◆ Development Services Program

### Office of Transportation Director

The Office of the Director (OTD) provides overall administrative, financial, and planning guidance and support for the Portland Office of Transportation. Responsibilities include development and implementation of transportation policies; participation in local and regional planning for transportation projects; and advocacy for City of Portland interests. OTD provides transportation studies and plans for development areas, coordinates the City's participation in the Regional Transportation System Plan, and supports the City's goal of increasing housing and employment growth in specific districts of the city. The Office of the Director is responsible for the development and operations of data resources including the Infrastructure Management System, Geographic Information System, technology management, and data management. The bureau provides financial services including financial planning and revenue forecasting; budget development and coordination; grant cost accounting; and processing accounts payable and receivables. The bureau is currently organized into the following programs:

- ◆ Transportation Planning Program
- ◆ Information Management Program
- ◆ Finance Program

## HIGHLIGHTS OF PROGRAMS AND SERVICES

### Community Building

PDOT continues to be a leader and key partner in planning and building a livable community. Major accomplishments in the past year include:

- ◆ *Portland Streetcar and Lovejoy Ramp* - The Portland Streetcar opened for service on July 20, 2001. It provides high-quality transit service to the existing neighborhood of Northwest Portland and to the Pearl District. The streetcar line also serves the Brewery Blocks and Museum Place developments, as well as Portland State University. The Lovejoy Ramp re-opened on May 3, 2002, reconnecting the east and west sides of the river via the Broadway Bridge.
- ◆ *Rosemont* - A 7.6 acre site in the Piedmont neighborhood was transformed into a livable community for seniors and low- and moderate-income residents. To support 165 units of new housing, a multi-modal network of new sidewalks, paths, and streets were installed for pedestrians, bicyclists, and cars.
- ◆ *Lents* - The first two major phases of the Lents neighborhood street paving work were completed on time and under budget in Summer 2002. 4,608 linear feet of new street paving was completed. Property owner support in a local improvement district (LID) was as high as 89% in this economically-disadvantaged area, offering a model for the rest of the city to follow in using LIDs.

- ◆ *Belmont/Morrison* - This project, completed in April 2001, enhanced the one-way couplet with curb extensions at transit stops, provided a redesigned traffic island at 25th Avenue to slow traffic speeds, and installed a new pedestrian crossing location. Pedestrian safety and business development opportunities were improved.
- ◆ *Hollywood/Sandy Boulevard Plan American Planning Association Award* - The Hollywood Town Center Plan is an example of blending economics, transportation, land use and urban design elements in a high-profile public process that resulted in an award winning street and urban design plan. Elements of the Plan include main street design features such as curb extensions, pedestrian amenities, and new zoning regulations to promote active ground floor retail and mixed use development. The Sandy Boulevard portion of the project will receive state funds to begin design in 2002 and construction in 2003-2004.

### economic Vitality

Transportation plays an integral role in helping to maintain the competitiveness and vitality of business and employment centers. Major accomplishments in the past year include:

- ◆ *Lower Albina Overcrossing* - For over 20 years, the Lower Albina industrial area has had access problems due to traffic blockages at five at-grade main line rail crossings at the south end of the Union Pacific Railroad Yard. The completed \$16.3 million Lower Albina overcrossing bridge now provides safe and efficient access. This project was funded through a unique combination of resources including a local improvement district, Union Pacific Railroad, Tri-Met Interstate MAX Project, Oregon Department of Transportation Rail Division, and City transportation funds and system development charge funding.
- ◆ *I-5 Trade Corridor* - Congestion on I-5 between I-84 and the Columbia River crossing is one of the single most important regional issues affecting Oregon and Washington economies in terms of commodity movement. As a partner with ODOT on this multi-phase project, PDOT has helped develop multi-modal alternatives to enable the community and I-5 users to make improvement choices.
- ◆ *Gateway Regional Center Plan* - PDOT received the largest Transportation and Growth Management (TGM) grant ever awarded by ODOT to develop street and boulevard design guidelines and a traffic operations plan for the Gateway Regional Center. The Plan will contain changes to the streetscape to encourage more mixed-use developments and pedestrian friendly improvements as the district develops.
- ◆ *Marine Drive-Rivergate* - This project improves vehicular capacity for Rivergate, relieves congestion, and supports the movement of freight to and from this major industrial area. A section of Marine Drive is being widened to 5-lanes with a center turn lane, bike lanes, sidewalks, bus pull-outs, and pedestrian refuges. Construction also includes facilities for stormwater quality treatment, hazardous spill containment, and noise reduction.

**Providing Options**

Providing attractive alternatives for how people choose to move about the community is a key strategy to preserve livability. Major accomplishments include:

- ◆ *Bike Award and Lane Miles* - In November 2001, Bicycle Magazine recognized Portland as Best Overall Bicycle Friendly City in the U.S. The Eastbank Esplanade and a walk and bike path completing the downtown River Walk loop were excellent additions to the system. There are over 220 miles of bikeways and over 3,100 bicycle trips across the Hawthorne Bridge daily. Portland was lauded for programs like "Missing Links" where the City spends \$100,000 a year to complete portions of the bike network that were unable to be completed as part of larger projects and to make small fixes to the system as well as maintain the bike lane network as part of street repaving projects. This year 24 projects were completed adding nearly five miles of bikeways to the bicycle network.
- ◆ *CarpoolMatchNW.org* - This project, launched in April 2002 during Portland's Earth day celebration, is a first of its kind project designed to reduce 163 million vehicle miles of travel and offset carbon dioxide (CO2) emissions in the Portland area by 70,000 metric tons in 10 years. This web-based rideshare matching system connects people interested in carpooling or vanpooling anywhere in the northern Willamette Valley. Funding from the Climate Trust, a non-profit organization created to fund clean air projects around the world and support from numerous partners such as Tri-Met, C-Tran and the region's transportation management associations made this project possible.
- ◆ *Fareless Square* - September 9, 2001 marked opening day for the extension of fareless square to Lloyd District. It is easier than ever to get around downtown and in Lloyd without driving. Portland residents and visitors can ride buses and MAX free and travel between businesses, restaurants, shopping, the convention center, hotels and their favorite destinations throughout this extended downtown, while reducing auto trips, improving our air quality and promoting commerce and livability of Portland. The funding agreement came together with contributions from Tri-Met, the City, Multnomah County, and the Lloyd District BID.

**Service Efficiency**

PDOT continues to strive to keep a lid on the cost of providing services. With a continuation of decreasing resources these efforts have a heightened importance:

- ◆ *Recycling* - Approximately 100,000 cubic yards of construction and maintenance waste was recycled or reused saving nearly \$1 million. Recycled items include asphalt, wood, metal signs, concrete, gravel, sweeper debris and leaves.
- ◆ *Sewer Pipe Technology* - A "no-dig" program was initiated, which allows crews to repair broken sewer pipes by installing a new liner without excavating the pipeline. Repairs can be made with minimal spot excavations. 109 repairs using the new technology were completed, saving over \$350,000.
- ◆ *Asset Management Plans* - Plans were completed for major infrastructure facilities (streets, traffic signals, signs, and street lights). The plans prescribe best management practices and strategies for protecting the public's investment in major infrastructure facilities.
- ◆ *LED Conversion* - 13,400 traffic signal incandescent light bulbs (reds & greens) were replaced with light emitting diode (LED) modules, reducing total traffic signal energy usage by 57%, saving 4.75 million KWH per year (worth \$335,000), and reducing annual maintenance costs by \$25,000.

- ◆ *Utility Coordination/Specs* - Utility excavations in the central business district have reduced the life span of street pavement, created traffic congestion and impacted adjacent residents and businesses. In partnership with business groups, utility companies, City bureaus and outside agencies, new standards have been adopted to improve trenching and pavement restoration, reduce the disruptions, and limit new excavations during the first five years after a repaving project.

## Safety

Providing improvements for the safety of the travelling public is a core mission responsibility. Noteworthy efforts include:

- ◆ *Red Light Running Camera Enforcement Program* - Implemented a program to address serious safety issues at five high-collision intersections. Frequency of red light violations has been reduced significantly.
- ◆ *Youth Education Program* - This program works to increase the safety and livability of Portland's neighborhoods through a school based education effort. This program encourages children to walk, ride bicycles, and use mass transit as a primary means of transportation and to instruct children in basic pedestrian, bicycle, transit and vehicle occupant safety. This year "Kids on the Move" reached nearly 15,000 children with transportation safety curricula. Bike and pedestrian hands-on safety training was conducted at eight elementary schools for three days training over 5000 students and fitting them with helmets and giving away a bike at each school. The popular summer "Play it Safe" program in cooperation with Bureaus of Parks, Police and Fire held programs in about 28 parks and trained over 1,300 in bike, pedestrian and fire safety and conducted helmet fittings and gave away 28 bikes.
- ◆ *Traffic safety Response at Schools* - Facilitated partnerships with school communities (including school police, administrators, safety coordinators, district transportation officials, parents, students, and neighborhood residents) to address school traffic and transportation issues, define problems, and provide low-cost solutions. In addition, five schools received grants to participate in Oregon's Safe Routes to School Program.
- ◆ *Audible Pedestrian Signals (APS)* - APS lets visually impaired citizens know when it's safe to cross the street at signalized intersection. APS devices were added to 20 crosswalks. A \$75,000 State grant has been approved to install APS devices at 10 to 15 additional crosswalks next fiscal year.

## SUMMARY OF BUDGET DECISIONS

### Service Level Reductions

Transportation is reducing service levels by \$5,284,810 to balance revenues and requirements:

- ◆ Reduced local and arterial street maintenance, resulting in an increase in the paving backlog (\$1,070,000).
- ◆ Eliminated street area landscape maintenance (\$529,000).
- ◆ Reduced livability services such as mowing and spraying, and street beautification (\$392,000).
- ◆ Reduced other Maintenance services (\$100,000).
- ◆ Reduced administrative support (\$399,000).
- ◆ Re-focused the Transportation Options Program to focus on public education efforts and removing barriers to alternative mode access in a few geographic areas (\$264,500).
- ◆ Decreased service (increased turn-around time) for requests for data collection, public inquiries regarding traffic investigations. Reduction in support or increase in cost recovery for special events. Eliminates two red light cameras. (\$468,200).

- ◆ Reduced upgrades, maintenance, and modernization of traffic signals (\$712,000).
- ◆ Reduced parking signs and pavement markings placed in the right-of-way to guide the public (\$40,000).
- ◆ Re-organized and reduced management in Parking Enforcement (\$56,700).
- ◆ Increased cost recovery (particularly on CIP projects) and internal efficiencies. Reduction in development partnering program (\$478,778).
- ◆ Reduced and re-organized Transportation Planning staff and projects (\$347,000).
- ◆ Reduced and re-organized Finance workload (\$188,000).
- ◆ Deferred IT server replacement (\$30,000).
- ◆ Transferred the Communications Director position to Planning and paying for a part-time Public Information Officer services (\$56,914).
- ◆ Reduced professional and technical services (\$152,718).

**General Fund Cuts**      General Fund cuts total (\$345,823).

- ◆ Decreased service for street lighting operations and maintenance; delayed re-installation of downed street lights, eliminated pole painting, curtailment of in-fill lighting, and reduced response to citizen concerns about lighting problems. (\$345,823).

**General Fund Support**      The General Fund supports the following services totalling \$6,424,151;

- ◆ Street Lighting Operations and Maintenance, \$5,989,251
- ◆ Apprenticeship Program, \$84,900
- ◆ Street Lighting Capital, \$350,000

**Revenue Options**      PDOT has identified revenue options for making certain program services self-sufficient, totalling \$182,500 in new revenues;

- ◆ Area Parking Permit Program \$170,000
- ◆ Special Events \$12,500

## Strategic Direction

### SIGNIFICANT ISSUES

#### Summary of Current Situation

PDOT faces significant budget cuts in its operating budget in coming years. Projected expenditure requirements are increasing while revenues are forecasted to remain flat. A number of factors contribute to this situation.

#### Responsibilities growing, more complex

A significant driver behind PDOT's growing expenditures is the expansion of its responsibilities. There are three interrelated principal factors: population growth, resulting in more demand for transportation facilities and services; the expansion, aging, and deterioration of inventory; and the assignment of new operating and fiscal responsibilities.

#### Population Growth

The 2000 Census reported that the Portland metropolitan area grew 21.8% since 1990, from 1.5 million to 1.85 million. Metro predicts that population in the region will grow to approximately 2.4 million by 2020.

This increase in population and density increases the use of and stress on the transportation system. In the past twenty years, Oregon's population has grown 20% and the vehicle miles traveled (VMT) on the system in the same period have increased by 40%. Higher VMT means more wear and tear, and greater maintenance and repair requirements.

#### Inventory Condition

PDOT's inventory has grown, is aging and deteriorating, and its use increases with population growth. For example, total improved pavement lane-miles have increased 51% since 1980. Over the same period, the backlog of unmet paving needs has grown 76%, from 285 to 502 lane-miles. Meanwhile, the paving budget increased only 29% (adjusted for inflation). Over the last 11 years, the budget has actually declined 7% while inventory increased 11%.

#### New responsibilities

The City's responsibilities for transportation system maintenance and management also grow as new amenities are added to the transportation system. Recent visible examples are the addition of the Streetcar system. This new City-owned asset is an important, dynamic addition to the cityscape and contributes significantly to the city's present and future livability. However, this and other additions to the system also require new long-term commitments for operations, maintenance, repair, and replacement.

Further, PDOT is now being asked to pay for some functions out of gas tax revenues which formerly were paid for by other sources, such as the Leaf Removal program. PDOT now pays for a portion of the cost of expanding Fareless Square to Lloyd Center. These additional responsibilities put pressure on PDOT's operating budget.



**Recent history of budget cuts**

PDOT has been in cutback mode for the last several years. Declining revenues and other initiatives such as the Administrative Services Review process have resulted in several rounds of cuts. In those past rounds of budget cutting, PDOT's strategies were:

- ◆ Program triage. Perform a basic triage to sort PDOT programs into three categories - basic, necessary, and desired - with the goal of prioritizing funding for basic programs and prioritizing cuts in desired programs.
- ◆ Short-term funding bridges. PDOT made internal cuts, implemented service delivery efficiencies, reduced contingency funds, re-organized programs, tapped one-time funding sources, and reduced its General Transportation Revenue capital investment program in order to reprogram GTR for ongoing programs.

However, PDOT has reached the limit of effectiveness of those strategies. Even if PDOT cut all services except those classified as basic, the budget would not be balanced. This means that cuts to at least some core services are required, as well as a new strategy for approaching these cuts. The new strategy is built around two central concepts:

**Service Level Bridges**

The concept of "service level bridges" is a means to identify areas where service levels can be reduced for the short- to medium-term without increasing the long term financial liability for the community.

For example, PDOT believes it is possible - in the short run - to reduce street pavement maintenance without having any additional streets fall into such disrepair as to require expensive reconstruction.

**Balance**

The City of Portland's transportation system has earned national acclaim for its innovation and creative approaches to solving difficult problems. While it might be tempting to cut back all functions not directly related to current system maintenance and operations, in the long run it is both fiscally and operationally more prudent to continue to invest at least at some level in future planning and innovative programs. The long-term risk of dismantling such high-quality programs is that they will be much more difficult and expensive to reestablish later than to maintain some basic level of this capacity today.

**MANAGEMENT GOALS & OBJECTIVES****Long-Term Goals**

The Portland Office of Transportation Strategic Plan outlines the office's vision, mission, values and priority issues. To achieve Portland's vision of the future, Portland Transportation will address the following five priority issues:

**Growth and Livability**

**Goal:** Ensure that the City's transportation system becomes more multi-modal, supports growth, enhances livability, and improves public safety.

**Maintenance and Preservation of the Transportation System**

**Goal:** Maintain and preserve the investment in the transportation infrastructure.

**External Communication**

**Goal :** Build effective working relationships with the public, customers, and other partners, and create awareness and understanding of transportation issues among city residents and City employees.

### **Staff Development and Organizational Efficiency and Effectiveness**

**Goal :** Make Portland Transportation an exemplary organization.

### **Funding**

**Goal :** Ensure that Portland Transportation has financial resources to maintain the public investment in the infrastructure, and to improve the transportation system to accommodate and manage growth and maintain regional accessibility.

## **COUNCIL PRIORITIES**

### **Council Issues and Priorities**

Portland Transportation continues to work toward the City's policy goals and meet major growth and livability objectives. The office invests in the central city and adjacent neighborhoods with significant housing and job opportunities. It maintains the citizens' investment in the transportation infrastructure. The office also develops transit, bicycle and pedestrian improvements to provide the public with transportation choices. These efforts are important to reduce congestion, increase safety, maintain quality of life and ensure mobility for all citizens and commerce.

Portland Transportation's activities support all of the Council's priorities, either directly or indirectly. The office most significantly impacts the following priorities:

- ◆ Ensure decent, affordable housing.
- ◆ Build a livable city through good planning and well-managed growth.
- ◆ Promote economic vitality and access to quality jobs for all.
- ◆ Maintain a financially stable city.
- ◆ Promote the inclusion of under-represented neighborhoods and groups in participation in City activities and services.
- ◆ Keep the central city vital.
- ◆ Build a multi-modal transportation system.
- ◆ Grow as an international city.
- ◆ Become a more effective partner in the region.
- ◆ Build a sense of community by promoting participation, connectedness, and partnerships.
- ◆ Continuously improve the delivery of quality public services.

### **Future Focus**

Portland Transportation addresses a number of strategic goals articulated in Portland Future Focus:

- ◆ Manage regional growth to provide effective public services at the lowest possible cost, to improve environmental quality, and to enhance the quality of life.
- ◆ Ensure that each neighborhood is healthy and vigorous.
- ◆ Retain and continue to develop the unique character of Portland as a major metropolitan area.
- ◆ Maintain Portland as the vibrant core of the region's commercial and cultural life.
- ◆ Implement alternatives to the automobile in the region.
- ◆ Encourage the conservation of resources and energy.

**Benchmarks**

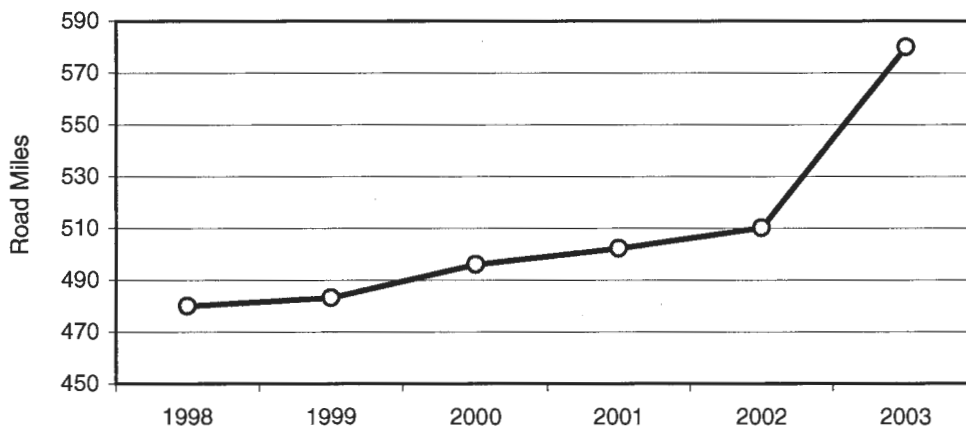
Portland Transportation addresses a number of Portland-Multnomah County Benchmarks, including but not limited to the following:

- ◆ Percentage of people who rate their neighborhood livability high.
- ◆ Percentage of citizens who feel safe and secure.
- ◆ Percentage of streets rated acceptably clean and percentage of citizens who rate their streets acceptably clean.
- ◆ Percentage of population that lives within one-half mile walk of transit service or bike path.
- ◆ Percentage of people who commute (one-way) within 30 minutes between where they live and work and percentage who commute to and from work and use multiple modes of transportation for commuting.
- ◆ Number of days per year the community meets government ambient air quality standards/carbon dioxide emissions as a percentage of 1990 emissions.
- ◆ Percentage of emergency service agencies with emergency plans and emergency response plans in place that are regularly exercised and updated.

# Performance Measures

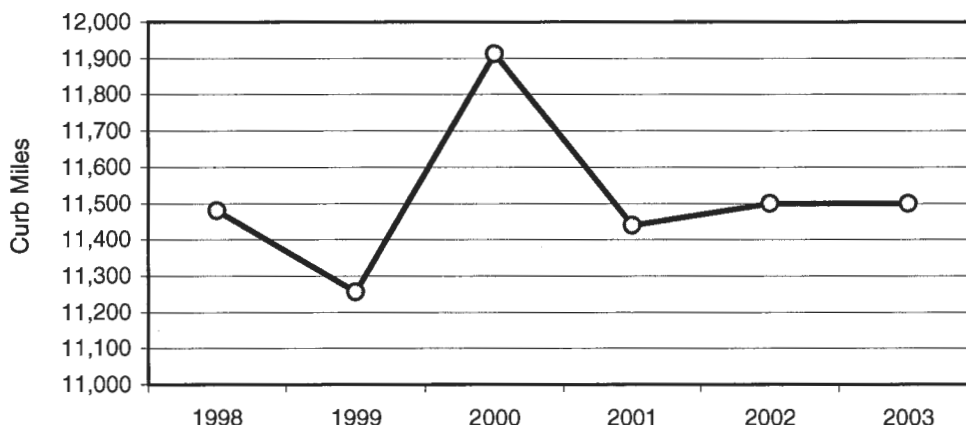
### Paving Backlog

- ◆ The backlog is increasing due to reduced funding.
- ◆ The budget for street preservation was cut by \$1,070,000 this fiscal year.



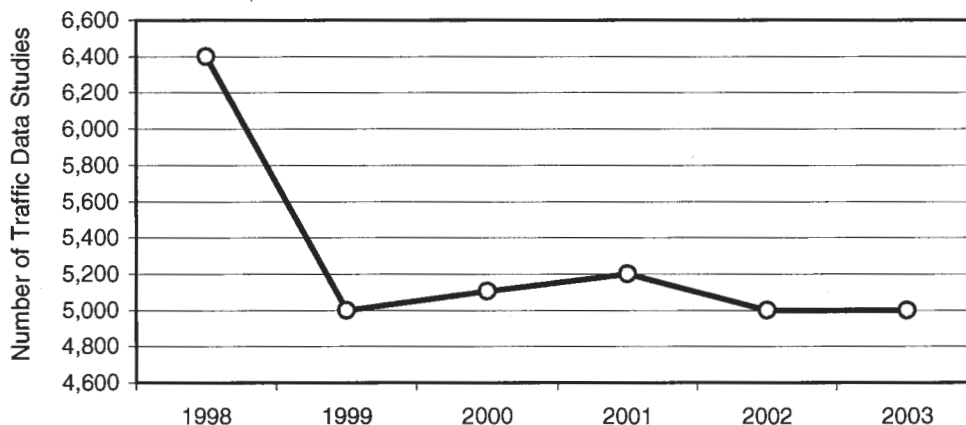
### Curb Miles Street Cleaned

- ◆ Arterial streets are cleaned ten times a year.
- ◆ Residential streets are cleaned four to five times a year
- ◆ The Central Business District is cleaned six nights a week.

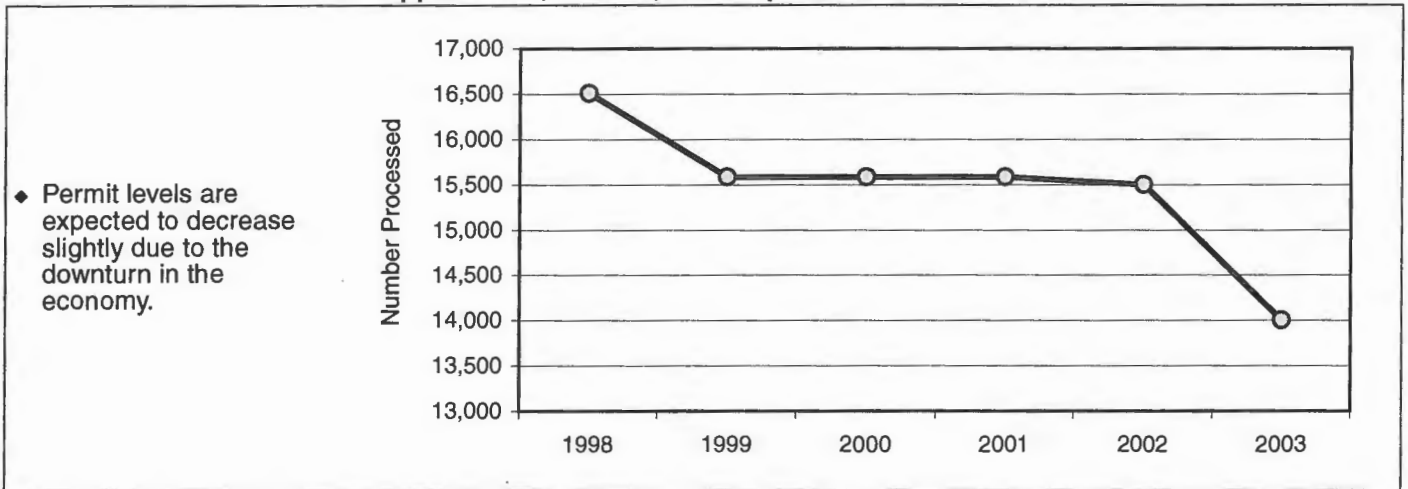


### Traffic Data Studies Performed

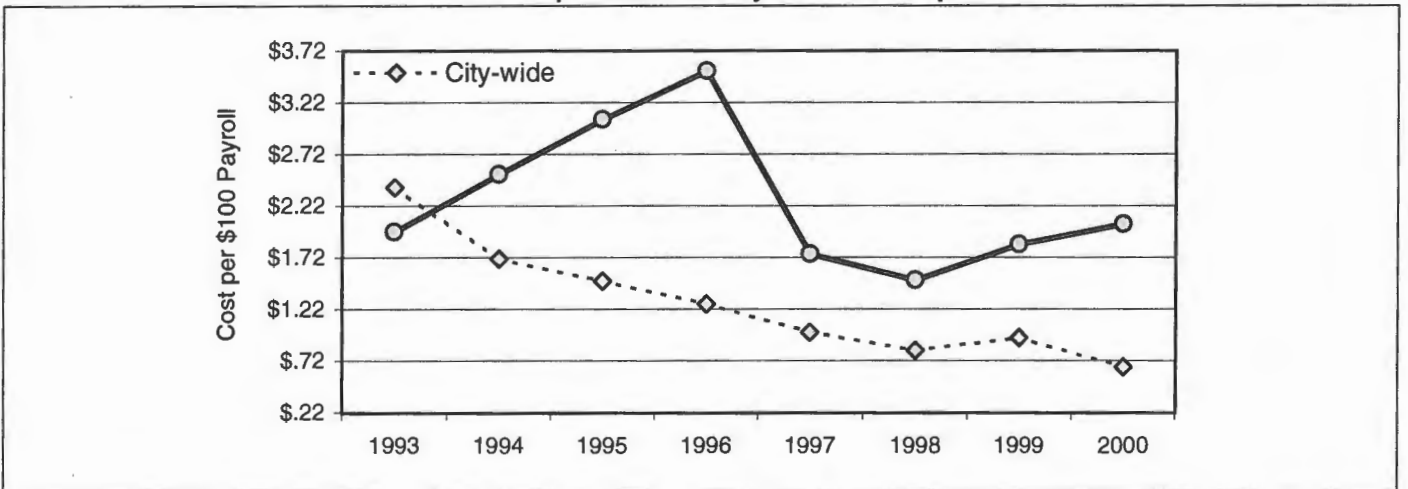
- ◆ Traffic data studies include making counts of traffic volumes, speeds, and turning movements.



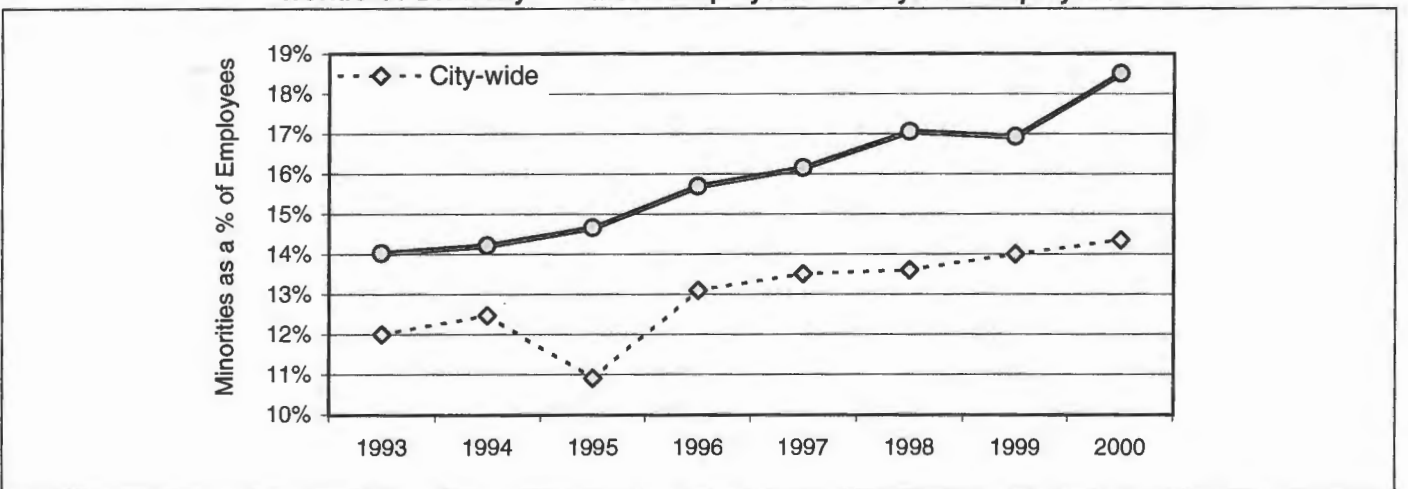
**Applications, Permits, and Acquisitions Processed**



**Bureau Loss Experience vs. Citywide Loss Experience**



**Workforce Diversity — Bureau Employees vs. Citywide Employees**



	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
<b>OFFICE OF TRANSPORTATION</b>						
<b>Affirmative Action Measures</b>						
Affirmative Action - Minority	17.0%	18.2%	17.7%	17.8%	17.9%	
Minority Employees as a Percent of Total						
Affirmative Action - Female	25.1%	25.3%	24.9%	24.4%	24.2%	
Female Employees as a Percent of Total						
<b>Bureau of Maintenance</b>						
<b>Risk Data</b>						
General Liability Claims per 200,000 Hours Worked	63.34	49.63	43.73	44.34		
Worker's Comp Claims per 200,000 Hours Worked	22.96	17.87	20.27	18.58		
Fleet Claims per 100,000 Miles Driven	3.36	1.68	1.60	1.20		
Fleet Claims Cost per 100,000 Miles Driven	\$25,221	\$3,307	\$2,790	\$1,010		
General Liability Claims Cost per \$100 Payroll	\$1.63	\$1.22	\$1.10	\$0.81		
Worker's Comp Claims Cost per \$100 Payroll	\$1.75	\$1.50	\$1.84	\$2.04		
<b>Street Preservation</b>						
<b>Workload</b>						
Paving Backlog (Road Miles)	480	483	496	502	510	580
The paving backlog represents the number of miles of streets that need maintenance work but have not been treated due to insufficient funds.						
<b>Traffic Maintenance</b>						
<b>Efficiency</b>						
Traffic Signs Maintained (Cost per Location)	28.52	31.93	45.83	39.00	40.00	40.00
<b>Street Cleaning</b>						
<b>Workload</b>						
Central Business District Sweeping (Curb Miles)	11,479	11,256	11,912	11,440	11,500	11,500
The City provides street cleaning on city streets.						
<b>Bureau of Transportation Systems Management</b>						
<b>Risk Data</b>						
General Liability Claims per 200,000 Hours Worked	13.01	15.78	11.64	11.50		
Worker's Comp Claims per 200,000 Hours Worked	7.44	10.21	4.85	13.15		
Fleet Claims per 100,000 Miles Driven	1.58	1.65	0.27	0.57		
Fleet Claims Cost per 100,000 Miles Driven	\$2,432	\$7,822	\$140	\$440		
General Liability Claims Cost per \$100 Payroll	\$0.14	\$0.24	\$1.78	\$0.00		
Worker's Comp Claims Cost per \$100 Payroll	\$1.01	\$0.94	\$0.58	\$0.44		
<b>Traffic Investigations</b>						
<b>Workload</b>						
Traffic Data Studies Performed	6,400	5,000	5,104	5,200	5,000	5,000
Traffic data studies include making counts of traffic volumes, speeds, and turning movements.						
<b>Effectiveness</b>						
% Response to Traffic Requests	45%	50%	50%	75%	75%	75%

	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
<b>Office of Transportation Director</b>						
<b>Risk Data</b>						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00	3.88		
Worker's Comp Claims per 200,000 Hours Worked	2.63	2.71	5.12	0.00		
Fleet Claims per 100,000 Miles Driven	0.00	0.00	0.00	0.00		
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0	\$0	\$0		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00	\$0.00		
Worker's Comp Claims Cost per \$100 Payroll	\$0.03	\$0.33	\$0.12	\$0.00		
<b>Transportation Planning</b>						
<b>Workload</b>						
Land Use Cases Reviewed	1,380	1,350	1,390	1,410	1,400	1,400
Public Meetings Attended or Conducted	509	569	500	500	500	
<b>OTD Management and Support</b>						
<b>Efficiency</b>						
Support Staff as a Percentage of Total Staff	5.75%	5.60%	..550	6.30%	5.00%	4.65%
<b>Bureau of Transportation Engineering &amp; Development</b>						
<b>Risk Data</b>						
General Liability Claims per 200,000 Hours Worked	8.35	4.43	8.42	8.74		
Worker's Comp Claims per 200,000 Hours Worked	2.78	3.69	3.51	5.56		
Fleet Claims per 100,000 Miles Driven	0.88	2.63	0.76	1.80		
Fleet Claims Cost per 100,000 Miles Driven	\$999	\$7,593	\$180	\$3,070		
General Liability Claims Cost per \$100 Payroll	\$0.02	\$0.03	\$1.35	\$0.01		
Worker's Comp Claims Cost per \$100 Payroll	\$0.09	\$0.08	\$0.20	\$0.17		
<b>Project Management</b>						
<b>Workload</b>						
Arterial Improvements Designed and Contracted (Lane Miles)	23.97	17.00	16.00	16.00	16.00	16.00
<b>Development Services</b>						
<b>Workload</b>						
Applications, Permits and Acquisitions Processed	16,509	15,583	15,583	15,585	15,500	14,000

The Development Services Program facilitates public and private development and regulates use of the street right-of-way.

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	41,957,961	43,109,728	42,660,949	43,615,733	43,709,220
External Materials and Services	16,558,905	17,139,779	21,973,918	20,364,506	20,266,033
Internal Materials and Services	13,111,824	13,328,976	15,912,625	15,492,626	15,513,695
Minor Capital Outlay	1,061,743	323,730	269,887	292,406	292,403
Equipment Cash Transfers	109,895	21,282	205,751	0	0
<b>Total Operating Budget</b>	<b>72,800,328</b>	<b>73,923,495</b>	<b>81,023,130</b>	<b>79,765,271</b>	<b>79,781,351</b>
Capital Improvements	44,360,754	40,303,993	29,558,799	37,985,598	38,006,635
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 117,161,082</b>	<b>\$ 114,227,488</b>	<b>\$ 110,581,929</b>	<b>\$ 117,750,869</b>	<b>\$ 117,787,986</b>
Allocated Overhead	3,245,146	3,249,914	2,502,755	2,338,701	2,492,489
<b>Total Cost with Allocated Overhead</b>	<b>120,406,228</b>	<b>117,477,402</b>	<b>113,084,684</b>	<b>120,089,570</b>	<b>120,280,475</b>
<b>RESOURCES</b>					
<b>Discretionary Revenues</b>					
General Transportation Revenues	77,210,271	64,701,674	56,363,696	60,013,107	60,050,224
General Fund	6,721,027	6,456,853	6,426,974	6,424,151	6,424,151
<b>Total Discretionary Revenues</b>	<b>83,931,298</b>	<b>71,158,527</b>	<b>62,790,670</b>	<b>66,437,258</b>	<b>66,474,375</b>
<b>Non-Discretionary Revenues</b>					
Grants & Donations	1,991,481	4,447,465	5,328,160	3,528,720	3,528,720
Contract Revenues	11,240,510	6,676,439	11,603,278	21,672,225	21,672,225
Interagency Revenues	15,226,882	24,834,550	20,902,050	17,754,547	17,754,547
Bureau Program Revenues	4,770,911	7,084,996	9,957,771	8,358,119	8,358,119
<b>Total Non-Discretionary Revenues</b>	<b>33,229,784</b>	<b>43,043,450</b>	<b>47,791,259</b>	<b>51,313,611</b>	<b>51,313,611</b>
<b>TOTAL RESOURCES</b>	<b>117,161,082</b>	<b>\$ 114,201,977</b>	<b>\$ 110,581,929</b>	<b>\$ 117,750,869</b>	<b>\$ 117,787,986</b>
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>DIVISIONS</b>					
Bureau of Maintenance	40,232,009	41,607,755	44,622,945	43,795,004	43,795,004
<i>Positions</i>	<i>398</i>	<i>401</i>	<i>405</i>	<i>399</i>	<i>399</i>
Bureau of Transportation Systems	17,877,908	17,681,730	20,159,417	22,103,094	22,118,094
<i>Positions</i>	<i>134</i>	<i>133</i>	<i>132</i>	<i>129</i>	<i>129</i>
Bureau of Transportation Engineering &	49,595,985	44,427,157	34,521,699	41,282,642	41,282,642
<i>Positions</i>	<i>121</i>	<i>121</i>	<i>120</i>	<i>120</i>	<i>120</i>
Office of Transportation Director	9,455,180	10,510,846	11,277,868	10,570,129	10,592,246
<i>Positions</i>	<i>61</i>	<i>62</i>	<i>45</i>	<i>45</i>	<i>46</i>
<b>TOTAL DIVISIONS</b>	<b>\$ 117,161,082</b>	<b>\$ 114,227,488</b>	<b>\$ 110,581,929</b>	<b>\$ 117,750,869</b>	<b>\$ 117,787,986</b>
<i>Positions</i>	<i>714</i>	<i>717</i>	<i>702</i>	<i>693</i>	<i>694</i>
<i>General Fund Discretionary Positions</i>	<i>12</i>	<i>12</i>	<i>12</i>	<i>12</i>	<i>12</i>



Office of Transportation AU 159

BUREAU PROGRAMS BY DIVISION

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>PROGRAMS</b>					
<b>BUREAU OF MAINTENANCE</b>					
Street Preservation	10,750,246	11,949,050	13,253,229	12,646,468	12,646,468
<i>Positions</i>	95	95	94	92	90
Traffic Maintenance	3,252,934	3,564,832	3,882,824	3,992,064	3,992,064
<i>Positions</i>	37	39	43	43	43
Street Cleaning	5,817,877	5,529,358	6,105,679	6,162,923	6,162,923
<i>Positions</i>	52	52	51	51	48
Sidewalk Preservation & Safety	2,246,884	2,236,575	2,358,225	2,517,695	2,517,695
<i>Positions</i>	23	23	23	24	24
Structural Maintenance	1,938,771	2,059,025	2,283,646	2,246,877	2,246,877
<i>Positions</i>	28	28	29	27	27
Emergency Services	698,183	725,980	196,192	232,612	232,612
<i>Positions</i>	2	2	2	2	2
Environmental Maintenance	6,550,444	6,680,262	7,254,722	7,181,805	7,181,805
<i>Positions</i>	83	82	83	88	85
Drainage Maintenance	3,384,337	3,583,735	3,574,085	3,307,695	3,307,695
<i>Positions</i>	28	28	30	30	38
BOM Management and Support	5,592,333	5,278,938	5,714,343	5,506,865	5,506,865
<i>Positions</i>	52	52	50	42	42
<b>TOTAL PROGRAMS</b>	<b>\$ 40,232,009</b>	<b>\$ 41,607,755</b>	<b>\$ 44,622,945</b>	<b>\$ 43,795,004</b>	<b>\$ 43,795,004</b>
<i>Positions</i>	<b>398</b>	<b>401</b>	<b>405</b>	<b>399</b>	<b>399</b>
<b>BUREAU OF TRANSPORTATION SYS-</b>					
Project Support	5,532	9,375	0	0	0
<i>Positions</i>	0	0	0	0	0
Traffic Calming	103	0	0	0	0
<i>Positions</i>	0	0	0	0	0
Electrical Maintenance	0	0	0	3,165,167	3,165,167
<i>Positions</i>	0	0	0	26	26
Parking Enforcement	2,905,311	3,054,912	3,482,317	3,463,159	3,463,159
<i>Positions</i>	54	54	54	53	53
Parking Operations	(27)	(10,368)	0	3,688,631	3,688,631
<i>Positions</i>	0	0	0	8	8
Street Lighting	0	0	0	0	5,336,895
<i>Positions</i>	0	0	0	0	0
Traffic Investigations	1,917,395	1,970,462	1,908,975	1,896,916	1,896,916
<i>Positions</i>	23	22	22	14	14
Traffic Signals	11,121,845	10,645,365	12,570,888	8,064,683	2,742,788
<i>Positions</i>	42	42	42	16	16
Transportation Options	953,447	993,889	984,787	1,008,965	1,008,965
<i>Positions</i>	7	7	6	6	6
BTSM Management and Support	974,302	1,018,095	1,212,450	815,573	815,573
<i>Positions</i>	8	8	8	6	6
<b>TOTAL PROGRAMS</b>	<b>\$ 17,877,908</b>	<b>\$ 17,681,730</b>	<b>\$ 20,159,417</b>	<b>\$ 22,103,094</b>	<b>\$ 22,118,094</b>
<i>Positions</i>	<b>134</b>	<b>133</b>	<b>132</b>	<b>129</b>	<b>129</b>
<b>BUREAU OF TRANSPORTATION ENGI-</b>					
Project Management	33,439,116	27,662,644	20,033,993	29,698,193	29,698,193
<i>Positions</i>	16	17	19	21	21
Engineering Services	11,133,973	12,499,998	9,635,703	7,065,933	7,065,933
<i>Positions</i>	59	59	58	57	57
Development Services	3,038,107	3,427,701	4,145,644	3,958,565	3,958,565
<i>Positions</i>	41	40	40	40	40
BTE&D Management and Support	1,984,789	836,814	706,359	559,951	559,951
<i>Positions</i>	5	5	3	2	2
<b>TOTAL PROGRAMS</b>	<b>\$ 49,595,985</b>	<b>\$ 44,427,157</b>	<b>\$ 34,521,699</b>	<b>\$ 41,282,642</b>	<b>\$ 41,282,642</b>
<i>Positions</i>	<b>121</b>	<b>121</b>	<b>120</b>	<b>120</b>	<b>120</b>
<b>OFFICE OF TRANSPORTATION DIREC-</b>					
Transportation Planning	1,836,688	1,870,106	2,148,984	1,427,605	1,427,605
<i>Positions</i>	16	16	17	14	15
Information Technology	3,965,872	4,848,412	5,149,157	4,705,007	4,705,007
<i>Positions</i>	25	26	12	12	12
Finance	1,379,552	1,365,533	1,205,175	1,508,255	1,508,255

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>PROGRAMS</b>					
<i>Positions</i>	14	13	13	17	17
OTD Management and Support	2,273,068	2,426,795	2,774,552	2,929,262	2,951,379
<i>Positions</i>	6	7	3	2	2
<b>TOTAL PROGRAMS</b>	<b>\$ 9,455,180</b>	<b>\$ 10,510,846</b>	<b>\$ 11,277,868</b>	<b>\$ 10,570,129</b>	<b>\$ 10,592,246</b>
<i>Positions</i>	61	62	45	45	46

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		
FY 2002-03	124,217,082	0	124,217,082	704.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>					
	(601,609)	0	(601,609)	0.0	Adj to match OMF Streetlighting CSL Target
	(372,758)	0	(372,758)	0.0	Adj to Streetcar debt service "project"
	(100,000)	0	(100,000)	0.0	BOM - Other Cuts
	250,000	0	250,000	2.0	BTSM - Streetlighting restore selected services
	(250,000)	0	(250,000)	0.0	BTSM - Streetlighting utilities reduction
	105,506	0	105,506	2.0	BTSM - Signals Program
	(105,506)	0	(105,506)	0.0	BTSM - Signals Program
	(632,339)	0	(632,339)	0.0	OMF Interagency Reduction
	201,036	0	201,036	2.0	BTSM - Transportation Options grant revenue
	220,090	0	220,090	4.0	BOM - Environmental Services IA revenue
<b>Mayor's Proposed Budget Decisions</b>					
	0	(1,070,000)	(1,070,000)	(1.0)	BOM - Street Preservation
	(529,000)	0	(529,000)	0.0	BOM - Street Area Landscaping Maint.
	(392,000)	0	(392,000)	(2.0)	BOM - Livability Services
	(65,000)	0	(65,000)	(1.0)	BOM - Stores Operation
	(334,000)	0	(334,000)	0.0	BOM - Support & Administration
	(264,500)	0	(264,500)	(2.0)	BTSM - Transportation Options (339,500 less
	(56,700)	0	(56,700)	(2.0)	BTSM - Parking Enforcement
	(403,200)	0	(403,200)	(2.0)	BTSM - Traffic Investigations
	(65,000)	0	(65,000)	0.0	BTSM - Traffic Investigations (red light)
	(512,000)	0	(512,000)	(2.0)	BTSM - Traffic Signal Maintenance
	(200,000)	0	(200,000)	0.0	BTSM - Signal Modification
	(40,000)	0	(40,000)	0.0	BTSM - Parking Operations
	(50,000)	0	(50,000)	0.0	BTED - Environmental Assessment
	(30,000)	0	(30,000)	0.0	BTES - Environmental Affairs
	(22,778)	0	(22,778)	0.0	BTED - Permit Operations
	(100,000)	0	(100,000)	0.0	BTED - Permit Engineering CIP
	(186,000)	0	(186,000)	0.0	BTED - Systems Development Charge
	(65,000)	0	(65,000)	0.0	BTED - Project Development
	(25,000)	0	(25,000)	0.0	BTED - Traffic Design Operations
	(347,000)	0	(347,000)	(3.0)	OTD - Transportation Planning
	(30,000)	0	(30,000)	0.0	OTD - Information Technology
	(188,000)	0	(188,000)	(3.0)	OTD - Finance
	(56,914)	0	(56,914)	(1.0)	OTD - Office of the Director PIO
	(55,352)	0	(55,352)	0.0	BTSM - PTE contracts
	(77,366)	0	(77,366)	0.0	BTED - PTE contracts
	(20,000)	0	(20,000)	0.0	OTD - PTE contracts
	(345,823)	0	(345,823)	(2.0)	BTSM - Street Light O&M (GF)
	0	350,000	350,000	0.0	BTSM - Street Light Capital (GF CRC)
	170,000	0	170,000	0.0	Revenue - Area Permits Program Full Cost
	(170,000)	0	(170,000)	0.0	GTR CSL Support
	12,500	0	12,500	0.0	Revenue - Special Events Cost Recovery
	(12,500)	0	(12,500)	0.0	GTR CSL Support
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>					
	15,000	0	15,000	0.0	Restore Inter-agency with OSD
	22,117	0	22,117	0.0	COPPEEA Development Fund
	84,433	0	84,433	1.0	Shift budget to fund Sr. Planner
	(84,433)	0	(84,433)	0.0	Shift budget to fund Sr. Planner
	(5,709,096)	(720,000)	(6,429,096)	(10.0)	Total FY 2002-03 Decision Packages
			<b>\$ 117,787,986</b>	<b>694.0</b>	<b>Total Adopted Budget</b>
<b>FY 2002-03 Decision Packages Not Accepted</b>					
	(676,000)	0	(676,000)	4.0	CBD - Sidewalk Scrubbing

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		
	(100,000)	0	(100,000)	1.0	CBD - Street Cleaning
	(545,000)	0	(545,000)	0.0	Leaf Removal
	75,000	0	75,000	0.0	Restore Lloyd District TMA
			<b>\$ (1,246,000)</b>	<b>5.0</b>	Total Decision Packages Not Accepted

# Bureau of Maintenance

## OVERVIEW

### Organizational Description

The Bureau of Maintenance (BOM) is charged with the responsibility of preserving the public investment of over \$5.5 billion in transportation facilities and \$1.5 billion in sewer infrastructure by inspecting, cleaning, maintaining, and repairing all transportation and sewer related infrastructure within the city of Portland. The infrastructure consists of paved streets, sewers, sidewalks, bridges, curbs, street corners, retaining walls, guardrails, stairways, traffic control devices, street lights, and parking spaces. In addition, the bureau performs around-the-clock response to emergencies such as storms, floods, and other incidents that inhibit safe transportation.

The bureau is currently organized into nine programs: Street Preservation, Traffic Maintenance, Street Cleaning, Sidewalk Preservation and Safety, Structural Maintenance, Emergency Services, Environmental Maintenance, Stormwater Maintenance, and BOM Management and Support.

## CHANGES FROM PRIOR YEAR

### Service Reductions

Bureau of Maintenance cuts total (\$2,490,000). Impacts include:

- ◆ Reduction of local and arterial street maintenance, resulting in an increase in the paving backlog (\$1,070,000)
- ◆ Elimination of street area landscape maintenance (\$529,000)
- ◆ Reduction of livability services such as mowing and spraying, and street beautification (\$392,000)
- ◆ Reduction in other Maintenance services (\$100,000)
- ◆ Reduction in administrative support (\$399,000)

## Overview of Programs

### STREET PRESERVATION

The City maintains local and arterial streets. The Bureau of Maintenance uses a Pavement Management System (PMS) based on visual inspection and structural testing to identify and prioritize maintenance projects. The PMS helps identify the most cost effective maintenance technique for each street based on its pavement condition. These techniques range from sealing cracks and patching holes to base repair and asphalt overlay.

### TRAFFIC MAINTENANCE

The Traffic Maintenance Program supports the maintenance of signalized intersections, partially controlled intersections, legends placed on the street surface, painted lines, crosswalks, traffic control signs, parking control signs, parking meters and street name signs.

### STREET CLEANING

The Street Cleaning Program is responsible for mechanically cleaning, on a regular basis, residential streets, arterial streets, the central business district, pedestrian subways, stairways, and trash receptacles. This program also responds to special events such as Clean Sweeps and Rose Festival activities.

### SIDEWALK PRESERVATION & SAFETY

The Sidewalk Preservation and Safety Program oversees the maintenance of sidewalks, curbs and corners. The City Charter assigns the responsibility for the maintenance of sidewalks to the owner of the abutting property. Transportation inspects the sidewalks and notifies the property owner of needed repairs. Non-reimbursed activities include inspections, permits issuance, corner maintenance and mall maintenance. The Americans with Disabilities Act (ADA) contains provisions that significantly affect facilities within the public right-of-way. This program's budget continues the ongoing program to upgrade existing corners to ADA standards.

### STRUCTURAL MAINTENANCE

The Structural Maintenance Program is responsible for maintaining vehicle and pedestrian structures in the City's right-of-way system. With engineering assistance from the Bureau of Transportation Engineering and Development, this program plans and conducts an annual maintenance program that ensures public safety and convenience and controls deterioration of these structures. Within the city of Portland these structures include major and minor bridges, stairways, retaining walls, the harbor wall along the Willamette River, guardrails, tunnels, fencing, and street furniture.

## **EMERGENCY SERVICES**

The Emergency Preparedness Program provides round the clock response to emergencies, including snow/ice, wind storms, floods, mud slides and other weather conditions; hazardous materials incidents; clean-up following certain police actions; sewer breaks or plugs; and other natural or man-made incidents that inhibit safe transportation or threaten public safety. During emergency operations, the bureau is reorganized and all personnel are available to make up the emergency crews.

## **ENVIRONMENTAL MAINTENANCE**

The Environmental Maintenance Program is responsible for cleaning and inspecting the sewer system, investigating customer problems, and repairing and reconstructing damaged, broken or deteriorated sewers. This program operates in support of the Bureau of Environmental Services, which funds the entire cost of this program through an interagency agreement.

## **DRAINAGE MAINTENANCE**

The Stormwater Maintenance Program operates in conjunction with the Bureau of Environmental Services and is charged with maintaining the surface storm drainage system within the City of Portland. The Clean Water Act of 1972 established the City's responsibility for the quality of the outflow from the City's sewer and drainage systems. In order to comply with the regulations and guidelines set forth by a variety of federal, state and local agencies, a comprehensive program to manage the storm water drainage system and roadside vegetation has been developed and implemented.

## **BOM MANAGEMENT AND SUPPORT**

To maximize the efficiency and effectiveness of the field operations, the Support and Administration Program provides specialized administered direct support services to the other programs. These services include equipment management, materials handling; communication and radio dispatch; public information; facilities maintenance; personnel administration and loss control; finance and accounting; and program management.

Bureau of Maintenance AU 159

SUMMARY OF DIVISION BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	23,403,907	24,068,352	24,785,317	25,456,145	25,468,267
External Materials and Services	7,758,463	8,302,742	10,517,256	9,732,924	9,719,456
Internal Materials and Services	8,208,358	8,278,313	8,945,696	8,046,924	8,032,225
Minor Capital Outlay	59,922	40,065	192,402	167,104	167,101
Equipment Cash Transfers	99,895	5,852	30,000	0	0
<b>Total Operating Budget</b>	<b>39,530,545</b>	<b>40,695,324</b>	<b>44,470,671</b>	<b>43,403,097</b>	<b>43,387,049</b>
Capital Improvements	701,464	912,431	152,274	391,907	407,955
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 40,232,009</b>	<b>\$ 41,607,755</b>	<b>\$ 44,622,945</b>	<b>\$ 43,795,004</b>	<b>\$ 43,795,004</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>40,232,009</b>	<b>41,607,755</b>	<b>44,622,945</b>	<b>43,795,004</b>	<b>43,795,004</b>
<b>RESOURCES</b>					
Transportation Operating Fund	40,232,009	41,607,755	44,622,945	43,795,004	43,795,004
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Street Preservation	10,750,246	11,949,050	13,253,229	12,646,468	12,646,468
<i>Positions</i>	<i>95</i>	<i>95</i>	<i>94</i>	<i>92</i>	<i>90</i>
Traffic Maintenance	3,252,934	3,564,832	3,882,824	3,992,064	3,992,064
<i>Positions</i>	<i>37</i>	<i>39</i>	<i>43</i>	<i>43</i>	<i>43</i>
Street Cleaning	5,817,877	5,529,358	6,105,679	6,162,923	6,162,923
<i>Positions</i>	<i>52</i>	<i>52</i>	<i>51</i>	<i>51</i>	<i>48</i>
Sidewalk Preservation & Safety	2,246,884	2,236,575	2,358,225	2,517,695	2,517,695
<i>Positions</i>	<i>23</i>	<i>23</i>	<i>23</i>	<i>24</i>	<i>24</i>
Structural Maintenance	1,938,771	2,059,025	2,283,646	2,246,877	2,246,877
<i>Positions</i>	<i>28</i>	<i>28</i>	<i>29</i>	<i>27</i>	<i>27</i>
Emergency Services	698,183	725,980	196,192	232,612	232,612
<i>Positions</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
Environmental Maintenance	6,550,444	6,680,262	7,254,722	7,181,805	7,181,805
<i>Positions</i>	<i>83</i>	<i>82</i>	<i>83</i>	<i>88</i>	<i>85</i>
Drainage Maintenance	3,384,337	3,583,735	3,574,085	3,307,695	3,307,695
<i>Positions</i>	<i>28</i>	<i>28</i>	<i>30</i>	<i>30</i>	<i>38</i>
BOM Management and Support	5,592,333	5,278,938	5,714,343	5,506,865	5,506,865
<i>Positions</i>	<i>52</i>	<i>52</i>	<i>50</i>	<i>42</i>	<i>42</i>
<b>TOTAL PROGRAMS</b>	<b>\$ 40,232,009</b>	<b>\$ 41,607,755</b>	<b>\$ 44,622,945</b>	<b>\$ 43,795,004</b>	<b>\$ 43,795,004</b>
<i>Positions</i>	<b><i>398</i></b>	<b><i>401</i></b>	<b><i>405</i></b>	<b><i>399</i></b>	<b><i>399</i></b>



**Bureau of Maintenance AU 159**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	12,629,681	13,980,884	16,880,791	17,224,618	17,181,675
512000 Part-Time Employees	402,422	443,104	260,013	314,702	377,145
514000 Overtime	756,584	991,658	659,758	567,049	567,048
515000 Premium Pay	320,600	400,250	277,745	361,774	362,298
517000 Benefits	6,376,874	7,049,982	6,707,010	6,988,002	6,980,101
518000 Paid Absence	2,936,218	3,286,517	0	0	0
519000 Payroll Internal Allocation	0	(2,043,993)	0	0	0
<b>Total Personnel Services</b>	<b>23,422,379</b>	<b>24,108,402</b>	<b>24,785,317</b>	<b>25,456,145</b>	<b>25,468,267</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	124,741	129,971	59,250	56,500	56,500
522000 Utilities	558,591	454,910	479,291	1,132,708	1,087,376
523000 Equipment Rental	0	1,379	0	6,500	6,500
524000 Repair & Maintenance Services	989,413	1,709,761	2,171,742	1,510,950	1,510,950
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	31,748	76,824	30,313	0	0
531000 Office Supplies	24,931	38,369	12,683	42,215	42,215
532000 Operating Supplies	2,320,556	3,443,050	3,118,578	2,358,926	2,373,833
533000 Repair & Maintenance Supplies	3,645,409	2,514,915	4,460,109	4,330,672	4,333,452
534000 Minor Equipment & Tools	262,692	391,434	263,449	526,435	540,612
535000 Clothing & Uniforms	53,673	151,301	35,400	125,145	125,145
539000 Other Commodities External	(6,036)	(73,199)	(184,880)	(243,018)	(243,018)
541000 Education	91,998	85,268	64,345	77,620	77,620
542000 Local Travel	14,599	15,844	2,060	15,930	15,930
543000 Out-of-Town Travel	22,120	19,147	11,450	6,500	6,500
544000 Space Rental	121,792	158,468	145,740	193,796	193,796
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	30,104	49,853	0	0	0
<b>Total External Materials and Services</b>	<b>8,286,331</b>	<b>9,167,295</b>	<b>10,669,530</b>	<b>10,140,879</b>	<b>10,127,411</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	5,491,923	5,753,664	6,028,358	5,838,493	5,838,493
552000 Printing & Distribution	63,153	87,313	99,020	85,405	85,405
553000 Facilities Services	204,330	124,883	135,345	153,792	153,792
554000 Communications Services	453,847	537,759	480,819	487,025	487,025
555000 Data Processing Services	0	0	0	0	0
556000 Insurance	1,164,653	1,224,931	1,223,194	1,043,345	1,044,694
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	826,047	557,591	963,610	422,816	422,816
<b>Total Internal Materials and Services</b>	<b>8,203,953</b>	<b>8,286,141</b>	<b>8,930,346</b>	<b>8,030,876</b>	<b>8,032,225</b>
<b>Total Materials and Services</b>	<b>16,490,284</b>	<b>17,453,436</b>	<b>19,599,876</b>	<b>18,171,755</b>	<b>18,159,636</b>
<b>Capital Outlay</b>					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	143,887	0	0	0	0
564000 Capital Equipment	59,922	40,065	192,402	167,104	167,101
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>203,809</b>	<b>40,065</b>	<b>192,402</b>	<b>167,104</b>	<b>167,101</b>
573000 Equipment Cash Transfers	99,895	5,852	30,000	0	0
576000 Minor Equipment Transfers	15,642	0	15,350	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 40,232,009</b>	<b>\$ 41,607,755</b>	<b>\$ 44,622,945</b>	<b>\$ 43,795,004</b>	<b>\$ 43,795,004</b>

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FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 2000	FY 2001	FY 2001-02	Amount	FY 2002-03	Amount	FY 2002-03	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	2	1	2	73,295	0	0	0	0
515	Accountant II	1	2	2	94,890	0	0	0	0
530	Accounting Supervisor I	1	1	1	59,613	0	0	0	0
510	Accounting Technician	1	1	0	0	0	0	0	0
819	Administrative Assistant	5	5	4	245,149	4	258,184	4	258,184
926	Administrative Services Manager	2	2	1	73,237	1	75,648	1	75,648
815	Administrative Specialist	0	0	1	38,085	2	83,646	0	0
922	Administrative Supervisor II	1	1	1	54,440	1	60,830	1	60,830
1225	Asphalt Raker	11	11	11	404,514	11	417,791	11	417,791
1311	Automotive Equipment Operator I	54	54	53	2,052,585	55	2,192,689	55	2,192,689
1313	Automotive Equipment Operator II	15	15	15	611,205	15	631,410	15	631,410
1312	Automotive Equipment Operator II	0	7	7	285,229	7	294,658	7	294,658
1420	Carpenter	7	7	7	295,274	7	307,479	7	307,479
1419	Carpenter, Apprentice	0	0	1	41,454	0	0	0	0
114	Clerical Specialist	2	0	0	0	0	0	0	0
1410	Concrete Finisher	10	10	10	436,380	11	488,781	11	488,781
1316	Construction Equip Operator II	16	0	0	0	0	0	0	0
1315	Construction Equipment Operator	1	17	18	772,976	17	760,325	17	760,325
3153	Engineering Associate	1	0	0	0	0	0	0	0
1229	Environmental Systems Maint Tech	8	8	8	342,288	7	309,421	7	309,421
827	Financial Analyst	1	1	1	49,358	0	0	0	0
1524	General Mechanic	3	3	3	132,225	3	136,554	3	136,554
812	Intergovernmental Program Coord	0	0	1	83,466	1	85,886	1	85,886
314	Lead Service Dispatcher	1	0	0	0	0	0	0	0
1960	Maintenance Director	1	1	1	94,252	1	97,718	1	97,718
1200	Maintenance Worker	0	1	0	0	0	0	0	0
1208	Maintenance Worker	1	0	0	0	0	0	0	0
102	Office Support Specialist II	0	4	4	141,881	3	101,593	3	101,593
104	Office Support Specialist III	0	2	2	80,996	2	83,646	2	83,646
1443	Painter	1	1	1	43,638	1	45,080	1	45,080
1250	Parking Meter Technician	4	4	6	248,604	6	255,265	6	255,265
1251	Parking Meter Technician, Lead	1	1	1	43,514	1	44,955	1	44,955
1608	Paving Crew Leader	8	0	0	0	0	0	0	0
3169	Principal Engineer	1	1	1	85,384	1	88,197	1	88,197
966	Program Coordinator	2	2	2	112,279	2	118,222	2	118,222
968	Program Manager I	0	1	1	62,816	1	64,895	1	64,895
964	Program Specialist	0	0	1	46,155	0	0	0	0
3150	Public Works Inspector	1	1	1	50,752	1	52,430	1	52,430
1952	Public Works Manager	4	3	4	266,722	4	278,247	4	278,247
1950	Public Works Supervisor	20	21	20	1,129,756	21	1,209,135	21	1,209,135
222	Secretarial Assistant	1	0	0	0	0	0	0	0
108	Secretarial Assistant	0	1	0	0	0	0	0	0
221	Secretarial Clerk II	4	0	0	0	0	0	0	0
816	Senior Administrative Specialist	0	0	1	41,662	1	43,034	1	43,034
3166	Senior Engineer	0	2	2	135,596	2	148,707	2	148,707
3163	Senior Engineering Associate	2	1	1	61,381	1	63,413	1	63,413
1956	Senior Public Works Manager	4	4	4	314,683	4	334,749	4	334,749
848	Senior Risk Specialist	1	1	0	0	0	0	0	0
414	Senior Stores System Manager	1	1	1	62,816	1	60,028	1	60,028
315	Service Dispatcher	3	0	0	0	0	0	0	0
310	Service Dispatcher	0	3	3	110,886	3	114,570	3	114,570
311	Service Dispatcher, Lead	0	1	1	40,498	1	41,823	1	41,823
1230	Sewer Construction Crew Leader	8	8	8	358,592	10	454,600	10	454,600
1325	Sewer Vacuum Operator	6	0	0	0	0	0	0	0
2250	Sidewalk Inspector	4	4	4	173,388	4	187,377	4	187,377
1224	Sign Maker	1	1	1	43,638	1	45,080	1	45,080
410	Storekeeper	5	0	0	0	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	5	5	205,920	4	170,132	4	170,132
408	Storekeeper/Acquisition Spec III	0	2	2	94,556	2	97,676	2	97,676
411	Stores Supervisor I	2	0	0	0	0	0	0	0
1226	Street Maintenance Crew Leader	0	8	8	352,935	8	349,240	8	349,240
3107	Technician I	2	3	3	111,697	3	122,586	5	206,232
3108	Technician II	1	1	1	50,482	1	52,137	1	52,137
3109	Technician III	1	1	1	61,381	1	63,413	1	63,413
1227	Traffic Crew Leader	0	9	9	362,065	9	392,297	9	392,297
1440	Traffic Sign Crew Leader	9	0	0	0	0	0	0	0
650	Training & Development Analyst	1	0	0	0	0	0	0	0
1218	Utility Worker	127	0	0	0	0	0	0	0
1210	Utility Worker I	26	26	27	925,844	25	890,450	25	890,450

**Bureau of Maintenance AU 159**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
1211	Utility Worker II	0	128	129	4,738,095	130	4,922,696	130	4,922,696
1513	Welder	2	0	0	0	0	0	0	0
1510	Welder	0	2	2	82,264	2	84,982	2	84,982
<b>TOTAL FULL-TIME POSITIONS</b>		<b>398</b>	<b>401</b>	<b>405</b>	<b>\$ 16,880,791</b>	<b>399</b>	<b>\$ 17,181,675</b>	<b>399</b>	<b>\$ 17,181,675</b>

# Bureau of Transportation Systems Management

## OVERVIEW

### Organizational Description

The Bureau of Transportation Systems Management (BTSM) is the City agency responsible for operating and managing the City's transportation, parking and street lighting systems. This bureau is charged with the responsibility for: maintaining and improving the safety of these systems for the traveling public; reducing the number of traffic accidents; optimizing the efficiency of the transportation system; protecting the livability of the City's residential areas while accommodating economic development; and maintaining and improving on-street paid parking to facilitate economic growth, and to provide a source of discretionary revenue for Office of Transportation.

BTSM is currently organized into six programs: Traffic Investigations, Signals and Street Lighting, Transportation Options, Parking Operations, Parking Enforcement, and BTSM Management and Support.

## CHANGES FROM PRIOR YEAR

### Service Reductions

Bureau of Transportation Systems Management cuts total (\$1,596,752). Impacts include;

- ◆ Re-focusing the Transportation Options Program to focus on public education efforts and removing barriers to alternative mode access in a few geographic areas (\$264,500).
- ◆ Decreased service (increased turn-around time) for requests for data collection, public inquiries regarding traffic investigations. Reduction in support or increase in cost recovery for special events. Eliminates two red light cameras. (\$468,200).
- ◆ Reduction in upgrades, maintenance, and modernization of traffic signals (\$712,000).
- ◆ Reduction in parking signs and pavement markings placed in the right-of-way to guide the public (\$40,000).
- ◆ Re-organizes and reduces management in Parking Enforcement (\$56,700).
- ◆ Reduction in professional and technical services (\$55,352).

### Revenue Options

PDOT has identified two revenue options for making certain program services self-sufficient:

- ◆ Area Parking Permit Program \$170,000
- ◆ Special Events \$50,000

### General Fund Support Reductions

The Adopted Budget includes a reduction in General Fund support for:

- ◆ Street Lighting Operations and Maintenance (\$345,823).

# Overview of Programs

## ELECTRICAL MAINTENANCE

The Electrical Maintenance Program provides maintenance for the City's traffic signals and street lights. Field maintenance activities include inspection and periodic maintenance, responding to street light outage and traffic signal trouble calls, and upgrading traffic signals in response to safety and congestion concerns.

## PARKING ENFORCEMENT

The Parking Enforcement Program is charged with maintaining a safe and continuous traffic flow and to help ensure the availability of short-term, on-street parking spaces to support retail and commercial business throughout the city of Portland. This program ensures vehicle and pedestrian safety, manages parking space turnover and enforces neighborhood parking. Key services include clearing obstructions from intersections, crosswalks and sidewalks, removal of dangerous or abandoned vehicles, and issuing citations for parking violations.

## PARKING OPERATIONS

The Parking Operations program is responsible for the management of the street parking system. Activities include installing pay to park systems in meter districts and coordinating collection and control revenues. Activities also include installing signs and other parking control systems throughout the city to promote safe and efficient parking by the public. This program also manages special parking permit areas designed to meet Office of Transportation policy objectives.

## STREET LIGHTING

The Street Lighting program provides overall management for the City's street lights. This program reviews and approves the installation of street lights in new and redeveloped areas and pays to power and maintain existing street lights. This program monitors external power and maintenance costs and utility rate developments.

## TRAFFIC INVESTIGATIONS

The Traffic Investigations program consists of the District Traffic Operations, Data Collection and Parking Control. This program is the primary intake point from the public regarding traffic concerns. Activities include providing customer service for traffic safety, speeding and excessive traffic volumes; providing traffic control via signs and pavement marking systems; monitoring traffic safety and capacity improvements; and directing the installation of parking meters, signs and special parking areas.

## **TRAFFIC SIGNALS**

The Traffic Signals program promotes pedestrian, bicycle and motorist safety and mobility through the efficient operation, monitoring and improvements to the City's traffic signals. It provides for monitoring, reviewing and ordering of modifications to the signal system. It also includes the planning, design and construction review and monitoring of capital improvements. This program participates in regional traffic control efforts directing drivers to alternative routes to alleviate congestion and improve traffic safety.

## **TRANSPORTATION OPTIONS**

The Transportation Options program is responsible for helping to create a balanced transportation system. Activities include developing and encouraging alternatives to single-occupancy vehicles, such as carpools, work hour changes, transit use, walking and cycling. Outreach and educational efforts create curriculums to educate the public regarding modal choices and safety.

## **BTSM MANAGEMENT AND SUPPORT**

The BTSM Management and Support program provides key services such as monitoring and addressing bureau operational needs including budget and personnel. This program also provides central secretarial and public reception support for the Office of Transportation offices in the Portland Building.

**Bureau of Transportation Systems Management AU 159**

**SUMMARY OF DIVISION BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	7,990,195	8,566,963	8,809,989	8,842,657	8,844,578
External Materials and Services	5,867,277	5,984,831	6,240,641	6,749,509	6,748,937
Internal Materials and Services	1,372,921	1,231,944	1,123,544	1,405,457	1,419,108
Minor Capital Outlay	0	4,355	0	0	0
Equipment Cash Transfers	0	15,430	153,126	0	0
<b>Total Operating Budget</b>	<b>15,230,393</b>	<b>15,803,523</b>	<b>16,327,300</b>	<b>16,997,623</b>	<b>17,012,623</b>
Capital Improvements	2,647,515	1,878,207	3,832,117	5,105,471	5,105,471
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 17,877,908</b>	<b>\$ 17,681,730</b>	<b>\$ 20,159,417</b>	<b>\$ 22,103,094</b>	<b>\$ 22,118,094</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>17,877,908</b>	<b>17,681,730</b>	<b>20,159,417</b>	<b>22,103,094</b>	<b>22,118,094</b>
<b>RESOURCES</b>					
Transportation Operating Fund	17,877,908	17,681,730	20,159,417	22,103,094	22,118,094
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Project Support	5,532	9,375	0	0	0
<i>Positions</i>	0	0	0	0	0
Traffic Calming	103	0	0	0	0
<i>Positions</i>	0	0	0	0	0
Electrical Maintenance	0	0	0	3,165,167	3,165,167
<i>Positions</i>	0	0	0	26	26
Parking Enforcement	2,905,311	3,054,912	3,482,317	3,463,159	3,463,159
<i>Positions</i>	54	54	54	53	53
Parking Operations	(27)	(10,368)	0	3,688,631	3,688,631
<i>Positions</i>	0	0	0	8	8
Street Lighting	0	0	0	0	5,336,895
<i>Positions</i>	0	0	0	0	0
Traffic Investigations	1,917,395	1,970,462	1,908,975	1,896,916	1,896,916
<i>Positions</i>	23	22	22	14	14
Traffic Signals	11,121,845	10,645,365	12,570,888	8,064,683	2,742,788
<i>Positions</i>	42	42	42	16	16
Transportation Options	953,447	993,889	984,787	1,008,965	1,008,965
<i>Positions</i>	7	7	6	6	6
BTSM Management and Support	974,302	1,018,095	1,212,450	815,573	815,573
<i>Positions</i>	8	8	8	6	6
<b>TOTAL PROGRAMS</b>	<b>\$ 17,877,908</b>	<b>\$ 17,681,730</b>	<b>\$ 20,159,417</b>	<b>\$ 22,103,094</b>	<b>\$ 22,118,094</b>
<i>Positions</i>	<b>134</b>	<b>133</b>	<b>132</b>	<b>129</b>	<b>129</b>

Bureau of Transportation Systems Management AU 159

LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	4,871,024	4,096,015	6,340,965	6,475,041	6,475,041
512000 Part-Time Employees	175,582	213,429	397,649	545,763	607,353
514000 Overtime	154,545	96,592	315,419	224,202	222,787
515000 Premium Pay	80,824	20,137	58,730	69,544	69,544
517000 Benefits	2,170,923	1,770,751	2,382,579	2,487,837	2,498,324
518000 Paid Absence	990,351	792,424	0	0	0
519000 Payroll Internal Allocation	0	2,043,991	0	0	0
<b>Total Personnel Services</b>	<b>8,443,249</b>	<b>9,033,339</b>	<b>9,495,342</b>	<b>9,802,387</b>	<b>9,873,049</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	295,981	581,518	547,565	349,999	283,128
522000 Utilities	3,763,383	4,011,760	4,262,253	5,045,119	5,045,119
523000 Equipment Rental	0	0	13,223	356,490	356,490
524000 Repair & Maintenance Services	146,646	202,815	155,816	258,660	256,739
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	240,000	0	350,000	83,928	83,928
529000 Miscellaneous Services	127,286	294,573	245,238	327,026	327,026
531000 Office Supplies	4,476	11,465	45,693	54,524	54,524
532000 Operating Supplies	604,065	437,979	673,159	443,799	443,799
533000 Repair & Maintenance Supplies	693,968	584,671	1,204,055	420,952	420,952
534000 Minor Equipment & Tools	216,279	139,111	418,923	55,840	57,189
535000 Clothing & Uniforms	25,957	28,379	38,930	40,177	40,177
539000 Other Commodities External	6,675	(1,451)	0	0	0
541000 Education	40,677	31,977	71,145	52,150	52,150
542000 Local Travel	1,276	2,092	5,126	6,125	6,125
543000 Out-of-Town Travel	21,795	22,608	21,682	23,680	23,680
544000 Space Rental	110	435	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	8,858	9,981	13,000	13,000	13,000
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	22,030	17,213	542,151	95,860	95,860
<b>Total External Materials and Services</b>	<b>6,219,462</b>	<b>6,375,126</b>	<b>8,607,959</b>	<b>7,627,329</b>	<b>7,559,886</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	566,507	619,559	623,752	609,529	609,529
552000 Printing & Distribution	76,994	94,626	79,850	61,575	61,575
553000 Facilities Services	177,587	6,253	5,040	0	0
554000 Communications Services	162,122	222,984	0	0	0
555000 Data Processing Services	0	0	0	0	0
556000 Insurance	211,580	182,984	216,069	246,685	245,336
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	248,405	168,074	198,833	487,668	502,668
<b>Total Internal Materials and Services</b>	<b>1,443,195</b>	<b>1,294,480</b>	<b>1,123,544</b>	<b>1,405,457</b>	<b>1,419,108</b>
<b>Total Materials and Services</b>	<b>7,662,657</b>	<b>7,669,606</b>	<b>9,731,503</b>	<b>9,032,786</b>	<b>8,978,994</b>
<b>Capital Outlay</b>					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	1,761,019	951,597	196,874	563,921	562,051
564000 Capital Equipment	0	11,758	582,572	2,704,000	2,704,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>1,761,019</b>	<b>963,355</b>	<b>779,446</b>	<b>3,267,921</b>	<b>3,266,051</b>
573000 Equipment Cash Transfers	0	15,430	153,126	0	0
576000 Minor Equipment Transfers	10,983	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 17,877,908</b>	<b>\$ 17,681,730</b>	<b>\$ 20,159,417</b>	<b>\$ 22,103,094</b>	<b>\$ 22,118,094</b>



**Bureau of Transportation Systems Management AU 159**

**FULL-TIME POSITIONS**

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 2000	FY 2001	FY 2001-02	FY 2001-02	FY 2002-03	FY 2002-03	FY 2002-03	FY 2002-03
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	1	40,945	1	44,069	1	44,069
962	Assistant Program Specialist	1	0	0	0	0	0	0	0
1311	Automotive Equipment Operator I	3	3	3	115,878	3	119,706	3	119,706
114	Clerical Specialist	1	1	0	0	0	0	0	0
2203	Code Spec II Parking Enforcement	0	0	41	1,485,236	41	1,544,491	41	1,544,491
2201	Code Specialist I	0	0	3	93,842	3	106,937	3	106,937
2204	Code Specialist III	0	0	1	45,344	1	46,834	1	46,834
3255	Communications Engineer	1	1	0	0	0	0	0	0
1455	Electrical Supervisor	1	1	1	62,816	1	64,895	1	64,895
1453	Electrician	18	18	18	981,516	18	1,013,974	18	1,013,974
3251	Electronic Tech II Communication	2	0	0	0	0	0	0	0
3252	Electronic Tech II Traffic Signl	0	2	2	98,301	2	101,539	2	101,539
3164	Engineer	3	4	4	270,568	3	209,592	3	209,592
3153	Engineering Associate	4	4	4	195,333	4	212,839	4	212,839
2211	Field Representative II	1	1	0	0	0	0	0	0
827	Financial Analyst	1	1	0	0	0	0	0	0
2205	Junior Field Representative	4	4	1	32,531	1	33,596	1	33,596
2118	Lighting and Signal Inspector	2	2	2	119,142	2	123,066	2	123,066
116	Office Manager	1	1	0	0	0	0	0	0
102	Office Support Specialist II	0	0	7	234,747	4	133,533	4	133,533
104	Office Support Specialist III	0	0	1	37,685	4	149,366	4	149,366
2240	Parking Enforcement Deputy	39	41	0	0	0	0	0	0
3169	Principal Engineer	2	2	2	170,768	2	176,394	2	176,394
966	Program Coordinator	0	0	0	0	1	61,575	1	61,575
970	Program Manager II	2	2	2	119,567	3	201,864	3	201,864
971	Program Manager III	0	0	1	76,374	1	79,595	1	79,595
972	Program Manager IV	0	1	2	168,232	2	175,916	2	175,916
964	Program Specialist	7	5	5	277,815	2	111,679	2	111,679
1952	Public Works Manager	1	1	0	0	0	0	0	0
3359	Public Works Project Manager	2	2	2	134,994	2	146,228	2	146,228
1950	Public Works Supervisor	0	0	1	59,613	1	61,575	1	61,575
221	Secretarial Clerk II	7	7	0	0	0	0	0	0
930	Senior Bureau Administrative Mgr	1	1	0	0	0	0	0	0
3256	Senior Communications Engineer	0	0	1	71,661	1	75,648	1	75,648
3163	Senior Engineering Associate	8	8	7	420,164	8	499,702	8	499,702
3231	Senior Planner	2	2	2	114,937	1	63,413	1	63,413
3107	Technician I	6	4	4	148,943	4	173,565	4	173,565
3108	Technician II	7	6	6	296,060	5	255,442	5	255,442
3109	Technician III	3	4	5	299,807	5	314,328	5	314,328
912	Traffic Management Director	1	1	1	94,598	1	97,718	1	97,718
1218	Utility Worker	2	0	0	0	0	0	0	0
1211	Utility Worker II	0	2	2	73,548	2	75,962	2	75,962
<b>TOTAL FULL-TIME POSITIONS</b>		<b>134</b>	<b>133</b>	<b>132</b>	<b>\$ 6,340,965</b>	<b>129</b>	<b>\$ 6,475,041</b>	<b>129</b>	<b>\$ 6,475,041</b>

# Bureau of Transportation Engineering & Development

## OVERVIEW

### Organizational Description

The Bureau of Transportation Engineering and Development (BTED) is the capital investment and development service arm of the Portland Office of Transportation. The bureau's work is distributed among four programs: Project Management, Engineering Services, Development Services, and BTED Management and Support.

## CHANGES FROM PRIOR YEAR

### Service Reductions

Bureau of Transportation Engineering and Development cuts total (\$556,144).

- ◆ Increased cost recovery (particularly on CIP projects) and internal efficiencies. Reduction in development partnering program (\$478,778)
- ◆ Reduction in professional and technical services (\$77,366)

# Overview of Programs

## PROJECT MANAGEMENT

The Project Management program develops and manages a variety of transportation projects that are multi-modal and responsive to the requirements of land use and urban design objectives in the community. Project managers have the overall responsibility to guide a project through design and construction while managing scope, cost, and customer expectations. The projects are organized around the following key project types:

### **2040 Town Centers and Main Streets**

Project managers develop and construct projects in the high-priority areas of the Region 2040 Growth Concept. These areas require the highest level of urban design and integration with adjacent development. Expertise in urban design and public involvement will be a requirement for project managers working in these areas.

### **Neighborhoods**

Project managers lead local street and neighborhood projects including the construction of new streets through local improvement districts, traffic calming, and bike and pedestrian projects which remodel streets to meet local resident and business needs.

### **Freight Access**

This group manages industrial access and commerce related projects.

### **Special Area Projects**

This group manages projects such as the Streetcar, River District, light rail and North Macadam District.

A common goal of each of the teams is providing early project definition and cost estimating. This allows for better planning and budgeting within PDOT, as well as other agencies proposing transportation improvements such as the Portland Development Commission or the Planning Bureau through Community and Special District Plans.

## ENGINEERING SERVICES

The Engineering Services program provides survey, design, inspection, and construction management and technical support for a variety of the Office of Transportation's capital improvement projects. The program also ensures safety and serviceability of the City's bridges. This program is composed of five sections: Survey, Bridges and Structures, Construction Inspection, Civil Design and Traffic Design.

## DEVELOPMENT SERVICES

The Development Services program facilitates public and private development of job opportunities, which leads to jobs creation, housing construction, and enhanced neighborhood livability through oversight of private development activities. These outcomes in turn affect the transportation system, expansion and management of the pedestrian system, and regulation of private use of the street right-of-way. This program consists of four sections: Street Systems Management, Development Review, Right-of-Way Acquisition, and Permit Engineering.

## **BTE&D MANAGEMENT AND SUPPORT**

The BTED Management and Support program provides overall management and direction for the bureau.

**Bureau of Transportation Engineering & Development AU 159 SUMMARY OF DIVISION BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	5,429,030	5,279,944	5,054,518	5,108,817	5,103,828
External Materials and Services	879,587	1,129,024	3,357,862	3,084,939	3,084,939
Internal Materials and Services	1,708,575	979,189	857,219	778,955	778,955
Minor Capital Outlay	852,780	36,232	77,485	25,302	25,302
Equipment Cash Transfers	0	0	22,625	0	0
<b>Total Operating Budget</b>	<b>8,869,972</b>	<b>7,424,389</b>	<b>9,369,709</b>	<b>8,998,013</b>	<b>8,993,024</b>
Capital Improvements	40,726,013	37,002,768	25,151,990	32,284,629	32,289,618
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 49,595,985</b>	<b>\$ 44,427,157</b>	<b>\$ 34,521,699</b>	<b>\$ 41,282,642</b>	<b>\$ 41,282,642</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>49,595,985</b>	<b>44,427,157</b>	<b>34,521,699</b>	<b>41,282,642</b>	<b>41,282,642</b>
<b>RESOURCES</b>					
Transportation Operating Fund	49,595,985	44,427,157	34,521,699	41,282,642	41,282,642
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Project Management	33,439,116	27,662,644	20,033,993	29,698,193	29,698,193
<i>Positions</i>	16	17	19	21	21
Engineering Services	11,133,973	12,499,998	9,635,703	7,065,933	7,065,933
<i>Positions</i>	59	59	58	57	57
Development Services	3,038,107	3,427,701	4,145,644	3,958,565	3,958,565
<i>Positions</i>	41	40	40	40	40
BTE&D Management and Support	1,984,789	836,814	706,359	559,951	559,951
<i>Positions</i>	5	5	3	2	2
<b>TOTAL PROGRAMS</b>	<b>\$ 49,595,985</b>	<b>\$ 44,427,157</b>	<b>\$ 34,521,699</b>	<b>\$ 41,282,642</b>	<b>\$ 41,282,642</b>
<i>Positions</i>	121	121	120	120	120

Bureau of Transportation Engineering & Development AU 159

LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	5,069,194	5,127,666	6,663,351	6,913,469	6,913,469
512000 Part-Time Employees	312,908	229,724	1,156,507	1,639,074	1,639,074
514000 Overtime	158,979	266,790	14,012	18,669	18,669
515000 Premium Pay	13,663	20,106	15,641	14,179	14,179
517000 Benefits	2,166,063	2,181,970	2,456,366	2,556,239	2,556,239
518000 Paid Absence	959,616	1,008,077	0	0	0
<b>Total Personnel Services</b>	<b>8,680,423</b>	<b>8,834,333</b>	<b>10,305,877</b>	<b>11,141,630</b>	<b>11,141,630</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	5,330,249	4,130,701	4,758,044	4,777,784	4,777,784
522000 Utilities	2,143	5,984	85,000	86,255	86,255
523000 Equipment Rental	0	1,500	19,900	20,521	20,521
524000 Repair & Maintenance Services	24,362	11,324	83,771	44,120	44,120
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	2,283,934	4,432	1,519,711	4,553,523	4,553,523
529000 Miscellaneous Services	102,638	313,815	235,371	111,280	111,280
531000 Office Supplies	3,046	4,363	42,484	28,278	28,278
532000 Operating Supplies	142,365	125,578	171,895	163,959	163,959
533000 Repair & Maintenance Supplies	8,778	3,472	6,600	11,400	11,400
534000 Minor Equipment & Tools	130,996	90,826	55,671	45,466	45,466
535000 Clothing & Uniforms	3,416	2,686	9,770	10,545	10,545
539000 Other Commodities External	30,476	4,616	9,650	3,000	3,000
541000 Education	45,185	34,279	70,255	66,006	66,006
542000 Local Travel	2,926	2,080	2,500	2,000	2,000
543000 Out-of-Town Travel	32,409	13,746	22,385	23,900	23,900
544000 Space Rental	35,000	11,053	71,818	70,600	70,600
545000 Interest	0	0	0	0	0
546000 Refunds	80,670	22,730	10,700	14,700	14,700
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	130,541	571,058	220,720	110,199	110,199
<b>Total External Materials and Services</b>	<b>8,389,134</b>	<b>5,354,243</b>	<b>7,396,245</b>	<b>10,143,536</b>	<b>10,143,536</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	139,077	161,261	165,123	147,720	147,720
552000 Printing & Distribution	198,140	169,002	157,435	157,413	157,413
553000 Facilities Services	698,731	7,639	0	0	0
554000 Communications Services	149,878	177,040	79,698	66,620	66,620
555000 Data Processing Services	0	0	0	0	0
556000 Insurance	146,461	245,313	245,296	202,350	202,350
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	1,966,965	1,241,475	1,070,210	1,079,622	1,079,622
<b>Total Internal Materials and Services</b>	<b>3,299,252</b>	<b>2,001,730</b>	<b>1,717,762</b>	<b>1,653,725</b>	<b>1,653,725</b>
<b>Total Materials and Services</b>	<b>11,688,386</b>	<b>7,355,973</b>	<b>9,114,007</b>	<b>11,797,261</b>	<b>11,797,261</b>
<b>Capital Outlay</b>					
561000 Land	145,475	2,125,718	217,481	290,417	290,417
562000 Buildings	0	0	0	0	0
563000 Improvements	29,081,701	26,051,745	14,784,224	18,028,032	18,028,032
564000 Capital Equipment	0	0	77,485	25,302	25,302
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>29,227,176</b>	<b>28,177,463</b>	<b>15,079,190</b>	<b>18,343,751</b>	<b>18,343,751</b>
573000 Equipment Cash Transfers	0	18,777	22,625	0	0
576000 Minor Equipment Transfers	0	40,611	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 49,595,985</b>	<b>\$ 44,427,157</b>	<b>\$ 34,521,699</b>	<b>\$ 41,282,642</b>	<b>\$ 41,282,642</b>

**Bureau of Transportation Engineering & Development AU 159**

**FULL-TIME POSITIONS**

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 2000	FY 2001	FY 2001-02		FY 2002-03		FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
926	Administrative Services Manager	0	1	0	0	0	0	0	0
962	Assistant Program Specialist	1	1	0	0	0	0	0	0
3228	Associate Planner	1	1	1	40,856	1	49,632	1	49,632
3171	Chief Engineer	1	1	1	85,384	1	88,197	1	88,197
3173	City Engineer	1	1	1	94,598	1	97,718	1	97,718
2122	Electrical Inspector	1	0	0	0	0	0	0	0
345	Electronic Pre-Press Operator	1	1	1	40,498	0	0	0	0
3164	Engineer	2	3	3	202,926	3	209,592	3	209,592
3153	Engineering Associate	4	4	4	208,895	4	214,988	4	214,988
3165	Engineering Surveying Manager	1	1	1	73,237	1	75,648	1	75,648
2032	Environmental Resources Manager	1	1	1	67,205	1	67,434	1	67,434
827	Financial Analyst	1	0	1	50,104	0	0	0	0
104	Office Support Specialist III	0	4	3	123,949	4	174,276	4	174,276
3169	Principal Engineer	1	2	1	85,384	1	88,197	1	88,197
966	Program Coordinator	2	1	1	41,662	1	43,034	1	43,034
968	Program Manager I	0	0	0	0	1	51,624	1	51,624
970	Program Manager II	2	2	3	183,873	3	192,994	3	192,994
972	Program Manager IV	1	1	1	85,384	1	88,197	1	88,197
3152	Public Works Const/Inspect Supvr	1	1	2	138,900	2	143,884	2	143,884
3150	Public Works Inspector	7	7	7	355,264	7	367,010	7	367,010
3151	Public Works Inspector, Senior	7	7	6	335,194	6	350,001	6	350,001
3359	Public Works Project Manager	9	9	9	596,538	9	647,322	9	647,322
3217	Right-of-Way Agent	1	1	1	63,052	1	56,383	1	56,383
3219	Right-of-Way Services Manager	1	1	1	65,270	1	65,270	1	65,270
221	Secretarial Clerk II	4	0	0	0	0	0	0	0
3166	Senior Engineer	11	6	8	578,964	8	601,670	8	601,670
3163	Senior Engineering Associate	13	12	12	737,756	12	765,578	12	765,578
3167	Supervising Engineer	0	4	3	212,448	3	225,537	3	225,537
3120	Surveying Aide I	2	2	2	98,738	2	99,145	2	99,145
3121	Surveying Aide II	9	9	9	325,957	9	334,090	9	334,090
3124	Surveying Supervisor	1	1	1	63,401	1	68,326	1	68,326
3122	Surveyor I	5	5	5	236,788	5	243,931	5	243,931
3123	Surveyor II	1	2	2	99,632	2	102,896	2	102,896
3107	Technician I	7	7	7	276,835	7	275,085	7	275,085
3108	Technician II	14	14	14	651,909	14	672,415	14	672,415
3109	Technician III	7	8	8	442,750	8	453,395	8	453,395
<b>TOTAL FULL-TIME POSITIONS</b>		<b>121</b>	<b>121</b>	<b>120</b>	<b>\$ 6,663,351</b>	<b>120</b>	<b>\$ 6,913,469</b>	<b>120</b>	<b>\$ 6,913,469</b>

## Office of Transportation Director

### OVERVIEW

The Office of the Director (OTD) is responsible for overall administrative, financial and planning direction for the Portland Office of Transportation. The Director's Office recommends and ensures the implementation of transportation policies approved by City Council; coordinates program development opportunities as requested by the Commissioner-in-Charge; represents the Portland Office of Transportation to both public and private sector agencies; and provides administrative guidance and direction for the Office of Transportation. The bureau is currently organized into four programs: Transportation Planning, Information Technology, Finance, and OTD Management and Support.

### CHANGES FROM PRIOR YEAR

#### Service Reductions

Office of the Director cuts total (\$641,914). Impacts include:

- ◆ Reducing and reorganizing Transportation Planning staff and projects (\$347,000).
- ◆ Reducing and reorganizing Finance workload (\$188,000).
- ◆ Deferring IT server replacement (\$30,000).
- ◆ Transferring the Communications Director position to Planning and paying for a part-time Public Information Officer services (\$56,914).
- ◆ Reduction of professional and technical contracts (\$20,000).



# Overview of Programs

## TRANSPORTATION PLANNING

The current objectives for the Planning program emphasize work on significant regional transportation issues, especially the Regional Transportation System Plan. These objectives will support the City's goals for housing and employment growth in specific districts of the city. The Planning program provides transportation studies and plans for development areas. These efforts provide the framework for City transportation improvement. The Planning program consists of three areas: Policy Planning, Project Planning, and Transit (including Regional Rail).

## INFORMATION TECHNOLOGY

The Information Management program is responsible for ensuring the most effective use of available information technology tools and resources. The division focuses on infrastructure management system implementation and support; geographic information systems services and data; coordination of service from the Bureau of Information Technology; and development and stewardship of Transportation's data resources.

## FINANCE

The Finance program provides financial services for the Portland Office of Transportation. Services include coordination of the City's involvement in the regional transportation financing process; analysis and response for urban issues and State and federal issues, and overall management of the office's capital improvement program. This program also performs financial planning and revenue forecasting; budget development and coordination; grant and cost accounting; and processing and accounts payable and receivables.

During FY 2002, all finance and accounting functions in the Office of Transportation were consolidated into the Finance Division, and all Office of Transportation payroll services were consolidated into the Bureau of Maintenance. This budget reflects those changes.

## OTD MANAGEMENT AND SUPPORT

This program provides overall administrative guidance and direction for the entire Office of Transportation. Services include coordination of program development opportunities; development and implementation of transportation policies; and participation in regional planning for transportation projects and advocacy for City of Portland interests. This program coordinates personnel administration, loss control, training, and public information efforts through the media and other outreach methods.

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	5,134,716	5,194,469	4,011,125	4,208,114	4,292,547
External Materials and Services	2,053,578	1,723,182	1,858,159	797,134	712,701
Internal Materials and Services	1,821,970	2,839,530	4,986,166	5,261,290	5,283,407
Minor Capital Outlay	149,041	243,078	0	100,000	100,000
Equipment Cash Transfers	10,000	0	0	0	0
<b>Total Operating Budget</b>	<b>9,169,305</b>	<b>10,000,259</b>	<b>10,855,450</b>	<b>10,366,538</b>	<b>10,388,655</b>
Capital Improvements	285,762	510,587	422,418	203,591	203,591
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 9,455,067</b>	<b>\$ 10,510,846</b>	<b>\$ 11,277,868</b>	<b>\$ 10,570,129</b>	<b>\$ 10,592,246</b>
Allocated Overhead	3,245,146	3,249,914	2,502,755	2,338,701	2,492,489
<b>Total Cost with Allocated Overhead</b>	<b>12,700,213</b>	<b>13,760,760</b>	<b>13,780,623</b>	<b>12,908,830</b>	<b>13,084,735</b>
<b>RESOURCES</b>					
Transportation Operating Fund	9,455,067	10,510,846	11,277,868	10,570,129	10,592,246
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Transportation Planning	1,836,688	1,870,106	2,148,984	1,427,605	1,427,605
<i>Positions</i>	16	16	17	14	15
Information Technology	3,965,872	4,848,412	5,149,157	4,705,007	4,705,007
<i>Positions</i>	25	26	12	12	12
Finance	1,379,552	1,365,533	1,205,175	1,508,255	1,508,255
<i>Positions</i>	14	13	13	17	17
OTD Management and Support	2,273,068	2,426,795	2,774,552	2,929,262	2,951,379
<i>Positions</i>	6	7	3	2	2
<b>TOTAL PROGRAMS</b>	<b>\$ 9,455,180</b>	<b>\$ 10,510,846</b>	<b>\$ 11,277,868</b>	<b>\$ 10,570,129</b>	<b>\$ 10,592,246</b>
<i>Positions</i>	<b>61</b>	<b>62</b>	<b>45</b>	<b>45</b>	<b>46</b>

## Office of Transportation Director AU 159

## LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	3,043,869	3,192,682	2,732,537	2,763,958	2,827,371
512000 Part-Time Employees	344,257	275,252	672,704	475,066	475,066
514000 Overtime	55,609	43,119	17,115	20,107	20,107
515000 Premium Pay	2,691	2,178	(54,808)	2,600	2,600
517000 Benefits	1,343,757	1,361,457	968,494	998,974	1,019,994
518000 Paid Absence	568,531	630,756	0	0	0
<b>Total Personnel Services</b>	<b>5,358,714</b>	<b>5,505,444</b>	<b>4,336,042</b>	<b>4,260,705</b>	<b>4,345,138</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	799,574	863,781	850,375	280,928	280,928
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	50,000	0	0
524000 Repair & Maintenance Services	169,435	171,833	70,618	197,271	197,271
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	86,091	0	0	0
529000 Miscellaneous Services	361,846	151,360	279,500	45,000	45,000
531000 Office Supplies	33,242	47,185	58,750	86,623	86,623
532000 Operating Supplies	242,824	173,786	228,169	98,200	98,200
533000 Repair & Maintenance Supplies	0	401	57,300	5,568	5,568
534000 Minor Equipment & Tools	343,700	161,900	318,611	154,400	154,400
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	11,839	14,158	0	0	0
541000 Education	24,019	69,661	38,208	32,820	32,820
542000 Local Travel	6,865	8,258	3,315	555	555
543000 Out-of-Town Travel	28,177	25,822	16,735	9,875	9,875
544000 Space Rental	270	(5)	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	90,577	137,244	(15,921)	36,894	(47,539)
<b>Total External Materials and Services</b>	<b>2,112,368</b>	<b>1,911,475</b>	<b>1,955,660</b>	<b>948,134</b>	<b>863,701</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	1,826	1,113	1,030	1,832	1,832
552000 Printing & Distribution	35,739	26,768	135,297	177,867	177,867
553000 Facilities Services	968,643	1,537,011	1,604,648	1,588,983	1,588,983
554000 Communications Services	73,255	73,297	329,633	403,194	403,194
555000 Data Processing Services	296,209	523,132	2,331,866	2,429,872	2,429,872
556000 Insurance	44,565	56,337	55,459	92,033	92,033
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	400,707	633,191	528,233	567,509	589,626
<b>Total Internal Materials and Services</b>	<b>1,820,944</b>	<b>2,850,849</b>	<b>4,986,166</b>	<b>5,261,290</b>	<b>5,283,407</b>
<b>Total Materials and Services</b>	<b>3,933,312</b>	<b>4,762,324</b>	<b>6,941,826</b>	<b>6,209,424</b>	<b>6,147,108</b>
<b>Capital Outlay</b>					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	149,041	243,078	0	100,000	100,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>149,041</b>	<b>243,078</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>
573000 Equipment Cash Transfers	10,000	0	0	0	0
576000 Minor Equipment Transfers	4,000	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 9,455,067</b>	<b>\$ 10,510,846</b>	<b>\$ 11,277,868</b>	<b>\$ 10,570,129</b>	<b>\$ 10,592,246</b>

## Office of Transportation Director AU 159

## FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 2000	FY 2001	FY 2001-02		FY 2002-03		FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	2	2	82,908	3	121,104	3	121,104
515	Accountant II	1	1	1	47,445	3	147,015	3	147,015
516	Accountant III	0	1	1	52,208	1	53,933	1	53,933
530	Accounting Supervisor I	0	0	0	0	1	61,575	1	61,575
926	Administrative Services Manager	2	1	2	145,486	1	75,648	1	75,648
920	Administrative Supervisor I	1	0	0	0	0	0	0	0
2532	Applications Analyst II	1	1	0	0	0	0	0	0
2533	Applications Analyst III	6	4	1	57,408	1	59,988	1	59,988
2534	Applications Analyst IV	0	1	1	60,294	1	64,634	1	64,634
826	Assistant Financial Analyst	1	1	0	0	0	0	0	0
928	Bureau Administrative Manager	1	0	0	0	0	0	0	0
620	Bureau Human Resources Manager	0	1	0	0	0	0	0	0
3132	CADD Manager	0	1	0	0	0	0	0	0
827	Financial Analyst	1	1	2	117,831	4	230,278	4	230,278
3271	Graphics Illustrator II	1	1	1	50,482	1	52,137	1	52,137
610	Human Resources Analyst	0	1	0	0	0	0	0	0
2542	Information Systems Analyst II	5	5	1	45,719	1	49,249	1	49,249
2544	Information Systems Analyst IV	1	1	0	0	0	0	0	0
2550	Information Systems Manager	2	2	1	81,193	1	87,092	1	87,092
2546	Information Systems Supervisor	1	1	1	73,424	1	75,836	1	75,836
2523	Information Systems Tech II	1	1	1	45,881	1	49,402	1	49,402
812	Intergovernmental Program Coord	2	2	1	64,024	1	64,060	1	64,060
2240	Parking Enforcement Deputy	1	0	0	0	0	0	0	0
3229	Planner	4	4	4	192,192	3	148,896	3	148,896
832	Principal Financial Analyst	0	1	1	71,678	1	75,648	1	75,648
2545	Principal Info Systems Analyst	3	4	3	216,953	3	226,694	3	226,694
966	Program Coordinator	2	3	2	100,422	2	103,966	2	103,966
970	Program Manager II	1	1	1	66,061	0	0	0	0
972	Program Manager IV	3	3	2	170,768	2	172,228	2	172,228
3359	Public Works Project Manager	5	5	5	330,159	4	265,385	4	265,385
816	Senior Administrative Specialist	0	1	1	41,662	0	0	0	0
930	Senior Bureau Administrative Mgr	1	2	1	81,120	1	83,791	1	83,791
828	Senior Financial Analyst	1	0	0	0	0	0	0	0
952	Senior Management Analyst	0	1	1	61,458	1	64,895	1	64,895
3231	Senior Planner	3	3	3	184,143	2	126,826	3	190,239
115	Supervising Clerk	3	0	0	0	0	0	0	0
3107	Technician I	1	1	1	39,562	1	40,862	1	40,862
3108	Technician II	2	3	3	147,224	3	154,532	3	154,532
3109	Technician III	2	0	0	0	0	0	0	0
914	Transportation Director	1	1	1	104,832	1	108,284	1	108,284
<b>TOTAL FULL-TIME POSITIONS</b>		<b>61</b>	<b>62</b>	<b>45</b>	<b>\$ 2,732,537</b>	<b>45</b>	<b>\$ 2,763,958</b>	<b>46</b>	<b>\$ 2,827,371</b>

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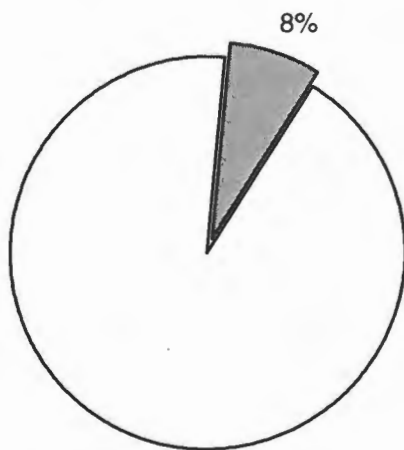
# Legislative, Administrative and Support Services

Portland Development Commission  
 Office of the City Attorney  
 Office of the City Auditor  
 Office of Management and Finance  
 Office of Government Relations  
 Bureau of Licenses

Office of the Mayor  
 Commissioner of Public Utilities  
 Commissioner of Public Works  
 Commissioner of Public Affairs  
 Commissioner of Public Safety  
 Special Appropriations

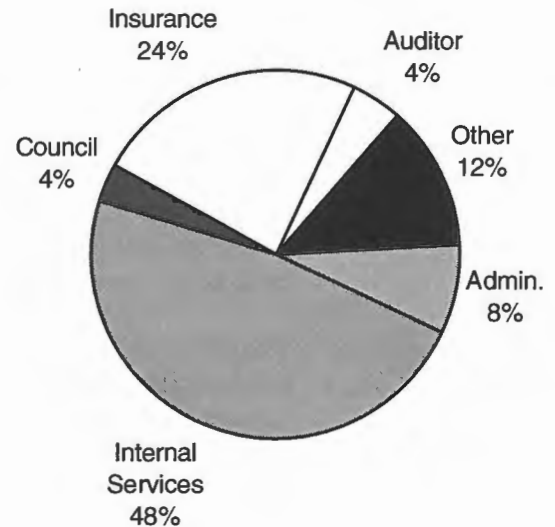
**Percent of City Budget**

**Leg/Admin/Support Services = \$104.2 Million**



**City Budget = \$1.4 Billion**

**Bureau Pie Chart**



## Service Area Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	186,918,455	170,514,152	-16,404,303	-13.8%
Capital	20,362,730	8,245,669	-12,117,061	-61.7%
Allocated Overhead Costs	2,712,658	2,976,245	263,587	3.7%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 209,993,843</b>	<b>\$ 181,736,066</b>	<b>\$ -28,257,777</b>	<b>-18.2%</b>
Authorized Full-Time Positions	711	701	-10	-6.8%

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

## Service Area Highlights

### DESCRIPTION

The Legislative, Administrative and Support Services Service Area includes the City's internal support bureaus, the offices of the Mayor and Commissioners, the Bureau of Licenses, and all Special Appropriations. The internal support bureaus are the Office of the City Attorney, the Office of the City Auditor, the Office of Government Relations, and the Office of Management and Finance.

### MAJOR THEMES

Significant reductions in this service area were taken in administrative and support services, primarily in the Office of Management and Finance. The Adopted Budget includes changes in each of the bureaus in this service area as follows:

#### Attorney

The City Attorney's budget includes a 7.24% reduction from current service level which totals \$207,677. The cuts range from downgrading two authorized Senior Deputy Attorney positions to lower level positions to reductions in external materials and services.

#### Auditor

The Adopted Budget for the Auditor's Office includes reductions of \$162,973, funding to conduct a business survey, and partial funding to provide for Closed Captioning of City Council meetings. The Auditor's Office will also begin more aggressive collection of delinquent accounts through the foreclosure process.

#### Office of Management and Finance

The Office of Management and Finance made 7% reductions in its internal support and administrative services. Funding was approved to enhanced security for City Hall and to support capital projects for the Public Safety Radio System. In addition, a municipal marketing program and a new administrative fee to support the City's deferred compensation program were approved, as well as customer assistance positions for the Integrated Regional Network Enterprise.

#### Special Appropriations

Special Appropriations will provide one-time funding for three new efforts for FY 2002-03: a special election in the Fall to elect a new Commissioner of Public Safety; a contribution to Multnomah County for the Children's Receiving Center in Gateway, and the creation of a professional development fund for employees represented by COPPEEA.



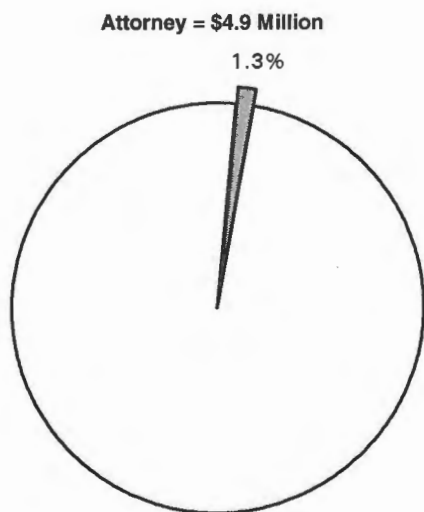
# Office of the City Attorney

Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

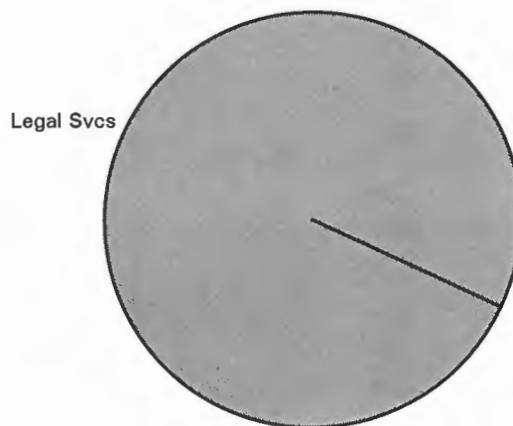
Jeffrey L. Rogers, City Attorney

**Percent of General Fund**



General Fund = \$365.5 Million

**Bureau Programs**

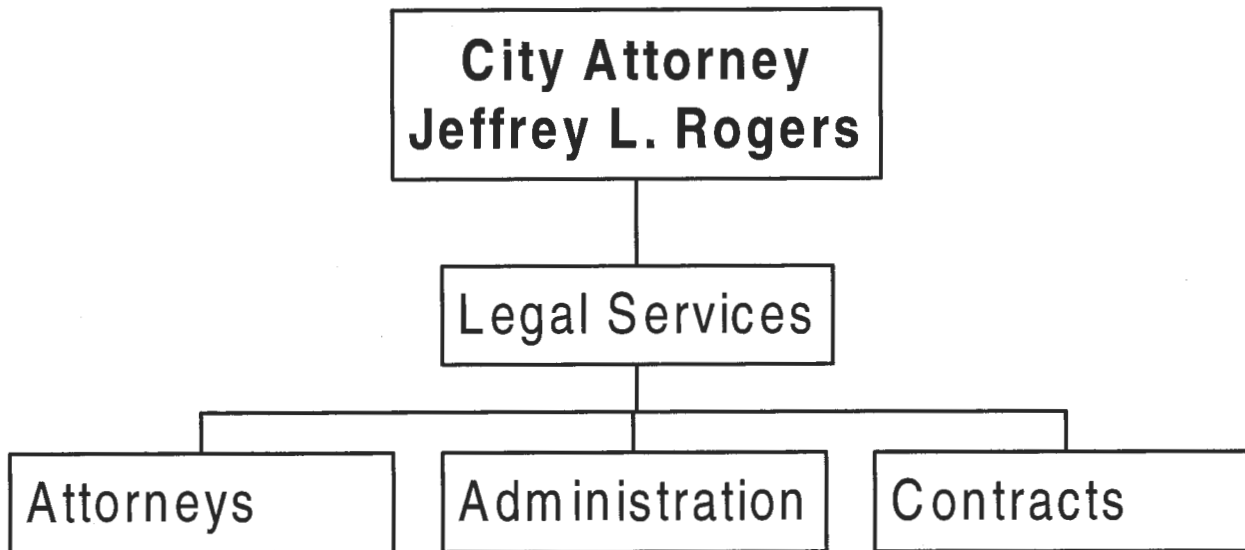


## Bureau Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	4,771,479	4,885,929	114,450	-3.2%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 4,771,479</b>	<b>\$ 4,885,929</b>	<b>\$ 114,450</b>	<b>-3.2%</b>
Authorized Full-Time Positions	40	38	-2	-10.2%

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

# Office of the City Attorney



## Bureau Summary

### BUREAU MISSION

To help the City achieve its policy goals in the public interest by providing excellent, objective, timely, and economical legal advice and advocacy unaffected by politics, personalities, or self-interest.

### BUREAU OVERVIEW

*The office provides many types of legal services.*

The City Attorney's Office provides legal services and programs for its clients, the City of Portland. The City Attorney is appointed by the full City Council and provides legal services as needed by all six elected officials and all City bureau managers and officials.

The legal staff handles work generated by citizens, the City Council, and City bureaus. Legal requirements include defending the City in court, initiating legal actions when appropriate in the public interest, handling other judicial and quasi-judicial actions, reviewing policies and programs, providing legal advice and counsel, producing formal legal opinions and performing any other legal services required by the City of Portland.

Legal services are required by City Code, state statutes, regulations, administrative requirements and federal law. In addition, the Oregon State Bar Association establishes ethical professional requirements that govern office lawyers and the legal work performed for the City and City officials.

At any given time the office is involved in issues including constitutional defense of municipal legislation, personnel and labor law issues, workers' compensation, land use litigation and planning, environmental issues, code enforcement, police and public records issues, fire and safety requirements, utilities and license fees, collections and work related to franchises, contracts, and more.

*The work includes training and educating employees and officials on legal issues in an effort to prevent problems.*

Consultative legal work encompasses advising, advocating, analyzing and reviewing activities and materials, negotiating actions, and drafting documents and legal instruments, and assisting in policy development and program implementation as requested and needed.

Office attorneys and paralegals work with Council members and their staff, officials, and bureaus to find legally acceptable ways to achieve public objectives and goals.

*Legal issues usually arise outside the office's direct control*

Legal services are affected by decisions made by City government, and by other municipalities and government entities. Legal issues usually originate outside of the office's direct control. The City Attorney's Office works with Council members and bureau managers to review the legal issues that may be associated with City projects.

Preventive law efforts play an important part in managing the City's legal needs to avoid problems. Attorneys are responsible for working on multiple projects that involve financial resources. Legal advice is sometimes required on short notice. However, the effects of legal advice are usually long term.

### Sources of program funding

The program consists of services partially supported by discretionary General Fund dollars, internal City overhead revenues, and interagency agreements. These funds support office operations through materials, services, and overhead expenses. Interagency agreement with selected agencies support additional specialized legal work in specific areas. Over 85% of the City Attorney's cost are for personnel services. The Office's indirect overhead costs are substantially less than those in private sector law firms and other law offices.

## HIGHLIGHTS OF PROGRAMS AND SERVICES

### Workload

The City of Portland's legal requirements continue to increase in amount and complexity, exceeding the capacity of the City Attorney's Office. As in recent years, this situation will likely result in the City needing to hire outside counsel to handle overflow and provide specialized legal work in some complex cases.

*The office competes with private law firms in litigation, land use, hiring, and other areas.*

Litigated cases are becoming larger and more complex. Historically, the most difficult and costly cases have been constitutional challenges in federal court to policies and programs put into place by City Council. Recently, however, the Office has been confronted with a wider range of major cases such as Qwest, Wellfield litigation, tax increment financing, Measure 7, and police death cases. The second largest exposure comes from tort cases filed against the City, especially against the Police Bureau.

The City's non-litigation legal workload is comprised of general advice, legal analysis and opinions for City Council, bureaus and managers, and consultation regarding the legal issues that arise in City programs. In this areas also, the office is facing increasingly complex matters including water billing, IPR, Portland Harbor, Title 14, SERT, forfeiture and others.

As noted above, the City is facing increasing complex legal demands.

### Other Cost Control Options

The staff of the Office of the City Attorney is rapidly shifting to computer-assisted legal research work. It is necessary to use automated legal research to stay competitive with private firms who compete directly with us in hiring as well as litigation. Although automated legal research is costly, the conversion saves time and money by reducing library expenses and the costly purchase of legal subscriptions.

## SUMMARY OF BUDGET DECISIONS

### Budget Decisions

The Adopted Budget has a 7.24% reduction from current service level which totals \$207,677. The Office of the City Attorney reduced Personnel Services and External Materials and Services to meet this reduction requirement. This reduction will be achieved by downgrading two authorized Senior Deputy Attorney positions to lower level positions. One full-time Office Support Specialist II position will be converted to a half-time position. External Materials and Services will be reduced by \$152,042. The impact of these cuts will mean reduced staff time on automated legal research projects, deferring the hire of the law clerks to assist attorneys, and cutting purchases such as legal publications, computer equipment, and office supplies.

### Revenue

The Adopted Budget is supported by General Fund discretionary revenues, General Fund overhead revenues, and interagency agreements based upon services provided to other City bureaus. One primary funding source is interagency which currently represents 43.6% of the total Adopted Budget. The General Fund discretionary is 35.3% and the overhead is 21.1% of the Adopted Budget.

# Strategic Direction

## SIGNIFICANT ISSUES

The City Attorney's Office faces one continuing major issue: insufficient resources to meet all the City's increasing legal needs. The City's legal work is not optional, it must be done as needed. There are only two ways of doing it: City lawyers or more expensive and less efficient outside counsel.

During the past decade, the City Attorney's budget and staff size has lagged substantially behind the growth of the City, City government, and every other central service bureau.

The City is proud this office has successfully "done more with less". As a result of reductions, the City is spending substantially more on outside legal services than may be appropriate.

### Cost Control

*Two ways to cut costs: increase paralegal use and decrease outside counsel use.*

### Reducing Attorney Costs

Two of the most effective ways to control the City's legal costs are to minimize the use of outside counsel and to maximize use of paralegal assistants and other non-attorney staff. The City's legal costs have increased in recent years as the City has hired outside firms to handle overflow work. Some of that overflow work could also be handled by paralegals.

## MAJOR INITIATIVES

### Initiatives

*The nature and amount of legal work is not under the control of the office.*

The office works on virtually all major initiatives in the City. At the outset of every major initiative by any Council member or bureau, it is necessary to determine whether there is legal authority for the proposed program. Next, it is necessary to craft the details of the program in such a way as to meet constitutional and statutory requirements. Third, after being adopted, all major City initiatives are subject to legal challenges, which may involve extended litigation. Fourth, even if the policy is potentially legally sound, the way it is implemented may be challenged long after it is in place.

Although the City Attorney's Office works on most major City initiatives, the content of the office's work generally depends on forces beyond its control. As noted, one of those forces is initiatives taken by City Council and bureaus. Other sources of legal work include litigation filed against the City by citizens and businesses, employment and disciplinary matters in bureaus, federal and state mandates, code enforcement matters, land use applications, environmental requirements, applications for workers' compensation, and intergovernmental initiatives. In some instances, the City Attorney's Office goes beyond traditional lawyering and plays a key role on major initiatives.

## MANAGEMENT GOALS & OBJECTIVES

### Long-Term Goals

The Office operates to fulfill the following long-term goals:

1. Perform top quality, professional work, unaffected by politics or personalities.
2. Pursue aggressive cost controls and expenditure restrictions to decrease costs and promote efficiencies.

3. Identify legal risks and repair legal problems, while nonetheless encouraging prudent risk-taking; when the City encounters legal obstacles, propose alternative legally acceptable ways to accomplish public objectives.
4. Expand environmental practices and procedures using recycled paper and supplies, recycling, and similar practices.
5. Make maximum feasible use of computerized research and other legal tools so as to limit expenditures and be able to compete with private firms which oppose the City in litigation.
6. Maintain an office environment and a level of compensation that allows the office to compete with private law firms in hiring and retaining top quality lawyers and staff.

## COUNCIL PRIORITIES

### Council Issues and Priorities

Because of its role as provider of legal services to all parts of the City, the office is necessarily working on virtually all of the City's priorities. The intensity of the legal work required varies from priority to priority.

It is anticipated that in the next two fiscal years, the office will be most actively providing legal advice and services on the following priorities identified by the Council:

*Virtually all major City initiatives require legal work.*

- ◆ Multi-modal transportation system.
- ◆ Maintain street networks.
- ◆ Diversify City work force.
- ◆ Dealing with growth and its implications, including how to pay for services.
- ◆ Providing access to jobs for Portland citizens.
- ◆ Neighborhood infrastructure.
- ◆ Public safety.
- ◆ FPD&R and PERS funding.
- ◆ Youth and families.
- ◆ 25-year vision.
- ◆ Unified planning strategy.
- ◆ Purchase property to link the Greenway.
- ◆ The City Attorney's Office also works internally to promote diversity and other goals.
- ◆ The office works with the League of Oregon Cities, the Oregon City Attorney's Association, the Oregon State Bar, and other community organizations and groups to promote policies and programs in support of goals found in the Portland/Multnomah Benchmarks and Future Focus.

# Overview of Programs

## LEGAL SERVICES

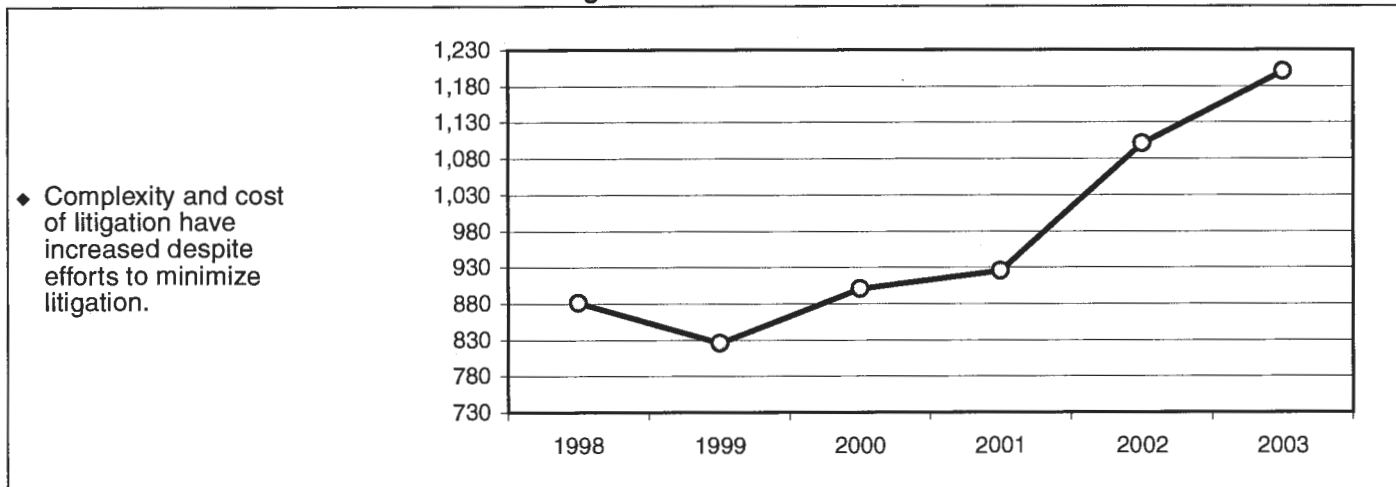
*All bureau staff work within the Legal Services Program*

The City Attorney's budget has one budget program that includes personnel, administrative and overhead costs. The Legal Services Program includes the following personnel: the City Attorney, Chief Deputies, Deputy City Attorneys, Paralegal Assistants, Legal Assistants, and Administrative Staff. All provide legal work directly to the City Council, bureaus, agencies and program managers.

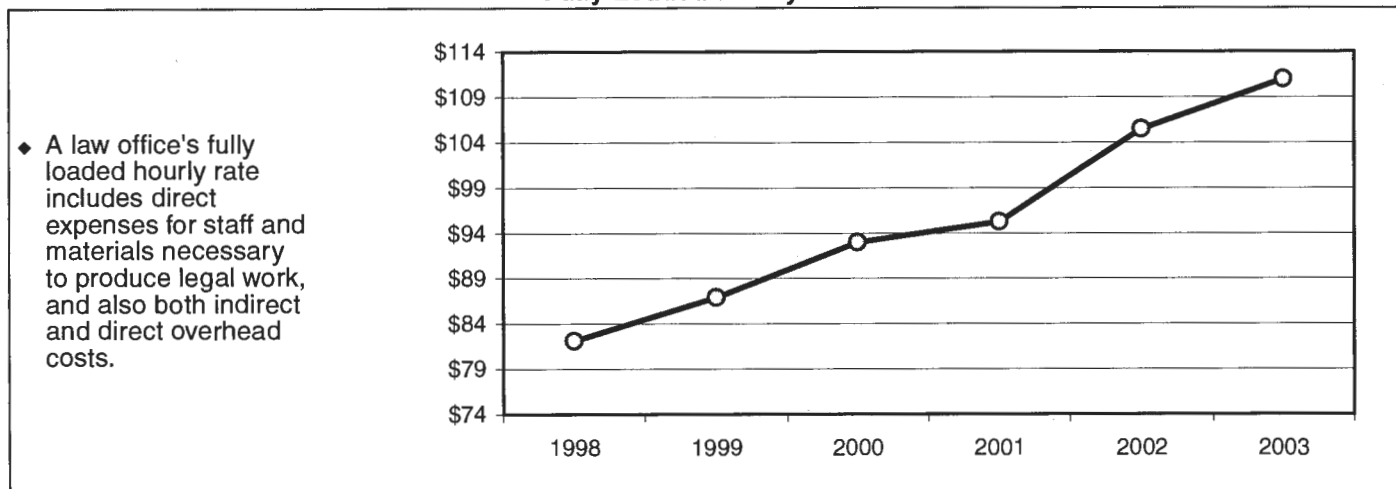
Legal Services include representing the City in court litigation, administrative proceedings, appeals, and other judicial processes. This program also provides advice, consultation and research on issues and questions regarding municipal operations and programs.

## Performance Measures

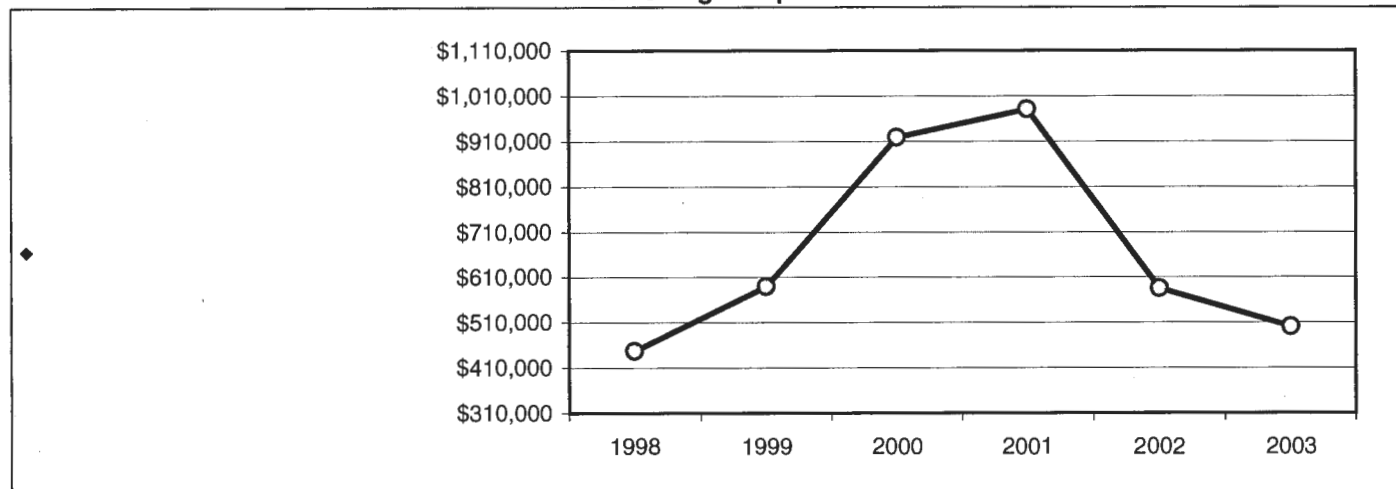
**Litigation Cases Handled**



**Fully Loaded Hourly Rate**

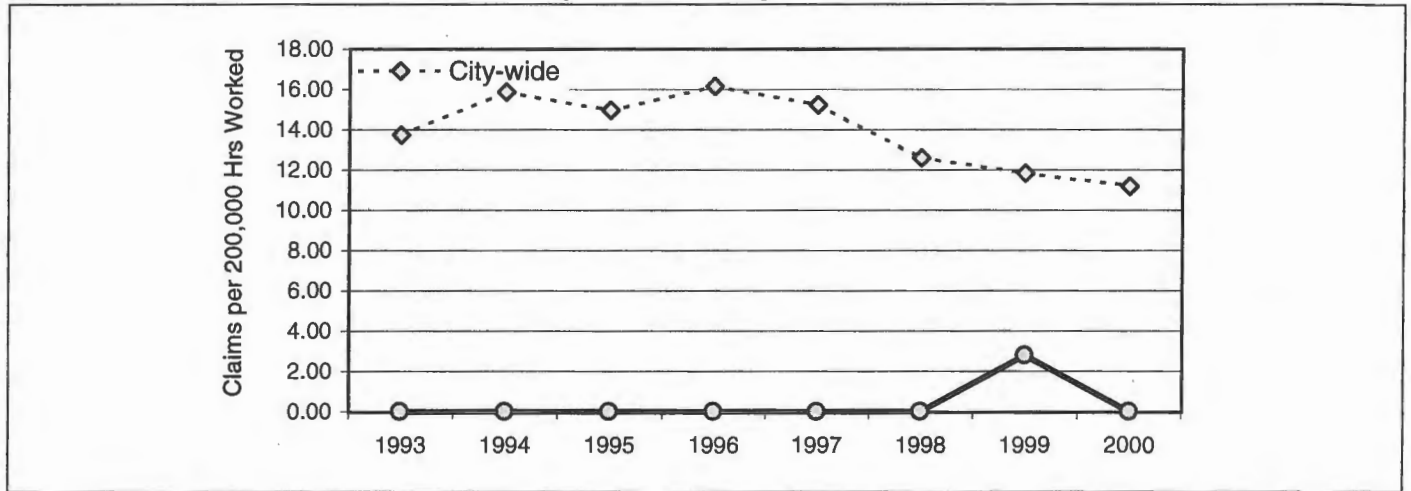


**Outside Legal Expense**

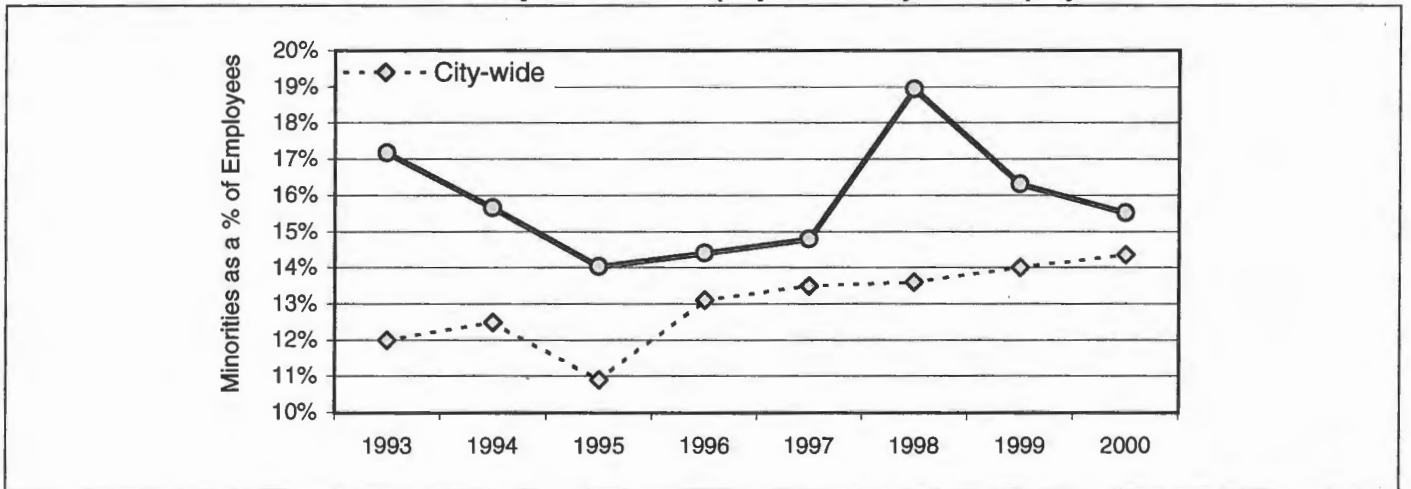




**Bureau Loss Experience vs. Citywide Loss Experience**



**Workforce Diversity — Bureau Employees vs. Citywide Employees**



	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
<b>OFFICE OF THE CITY ATTORNEY</b>						
<b>Affirmative Action Measures</b>						
Affirmative Action - Minority	15.0%	12.8%	14.6%	13.5%	13.2%	
Minority Employees as a Percent of Total						
Affirmative Action - Female	67.5%	66.7%	65.9%	64.9%	65.8%	
Female Employees as a Percent of Total						
<b>Office of the City Attorney</b>						
<b>Risk Data</b>						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	2.80	0.00		
Worker's Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00	0.00		
Fleet Claims per 100,000 Miles Driven	0.00	0.00	0.00	0.00		
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0	\$0	\$0		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.04	\$0.00		
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00	\$0.00		
<b>Legal Services</b>						
<b>Workload</b>						
Hourly Rate	\$82	\$87	\$93	\$95	\$105	\$111
A law office's fully loaded hourly rate includes direct expenses for staff and materials necessary to produce legal work, and also both indirect and direct overhead costs. The City Attorney's Office hourly costs are lower than local law firm billings rate						
Litigation Cases	881	825	900	925	1,100	1,200
Number, complexity and cost of litigation have increased despite efforts to minimize litigation.						
<b>Efficiency</b>						
Outside Legal Expense	\$447,521	\$589,051	\$918,384	\$980,000	\$585,000	\$500,000
Outside counsel costs skyrocketed after fiscal year 96-97. The City should reduce use of outside counsel. Hiring outside counsel is approximately twice as expensive as City Attorney work.						

Office of the City Attorney AU 312

SUMMARY OF BUREAU BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	3,693,006	3,911,344	4,010,178	4,105,935	4,105,935
External Materials and Services	310,121	298,842	303,048	312,960	312,960
Internal Materials and Services	364,289	400,268	458,253	467,034	467,034
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>4,367,416</b>	<b>4,610,454</b>	<b>4,771,479</b>	<b>4,885,929</b>	<b>4,885,929</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 4,367,416</b>	<b>\$ 4,610,454</b>	<b>\$ 4,771,479</b>	<b>\$ 4,885,929</b>	<b>\$ 4,885,929</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>4,367,416</b>	<b>4,610,454</b>	<b>4,771,479</b>	<b>4,885,929</b>	<b>4,885,929</b>
<b>RESOURCES</b>					
General Fund Discretionary	1,433,959	1,540,180	1,648,485	1,674,683	1,554,533
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	0	0	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	1,795,715	1,963,570	2,051,405	2,222,442	2,222,442
Program Revenue	11,915	18,534	0	0	0
Overhead Recovery	1,125,827	1,088,170	1,071,589	988,804	1,108,954
<b>Total Non-Discretionary Revenues</b>	<b>2,933,457</b>	<b>3,070,274</b>	<b>3,122,994</b>	<b>3,211,246</b>	<b>3,331,396</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>4,367,416</b>	<b>\$ 4,610,454</b>	<b>\$ 4,771,479</b>	<b>\$ 4,885,929</b>	<b>\$ 4,885,929</b>
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Administration	11,794	347	0	0	0
<i>Positions</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Legal Services	4,355,622	4,610,107	4,771,479	4,885,929	4,885,929
<i>Positions</i>	<i>39</i>	<i>40</i>	<i>40</i>	<i>38</i>	<i>38</i>
<b>TOTAL PROGRAMS</b>	<b>\$ 4,367,416</b>	<b>\$ 4,610,454</b>	<b>\$ 4,771,479</b>	<b>\$ 4,885,929</b>	<b>\$ 4,885,929</b>
<i>Positions</i>	<i>39</i>	<i>40</i>	<i>40</i>	<i>38</i>	<i>38</i>
<i>General Fund Discretionary Positions</i>	<i>13</i>	<i>14</i>	<i>14</i>	<i>13</i>	<i>13</i>

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	2,251,719	2,377,591	2,797,256	2,734,575	2,734,575
512000 Part-Time Employees	184,031	183,235	237,334	389,293	389,293
517000 Benefits	896,547	915,086	975,588	982,067	982,067
518000 Paid Absence	360,709	435,432	0	0	0
<b>Total Personnel Services</b>	<b>3,693,006</b>	<b>3,911,344</b>	<b>4,010,178</b>	<b>4,105,935</b>	<b>4,105,935</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	0	0	0	0	0
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	3,246	2,820	13,548	13,734	13,734
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	134,942	94,468	80,077	90,043	90,043
531000 Office Supplies	48,181	57,719	68,609	68,609	68,609
532000 Operating Supplies	89,241	92,756	99,640	99,400	99,400
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	7,197	5,775	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	19,633	23,692	30,467	30,467	30,467
542000 Local Travel	1,048	1,666	2,562	2,562	2,562
543000 Out-of-Town Travel	3,053	4,669	6,285	6,285	6,285
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	3,580	15,277	1,860	1,860	1,860
<b>Total External Materials and Services</b>	<b>310,121</b>	<b>298,842</b>	<b>303,048</b>	<b>312,960</b>	<b>312,960</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	2,258	3,650	3,090	4,120	4,120
552000 Printing & Distribution	50,875	52,638	55,282	54,105	54,105
553000 Facilities Services	182,886	184,711	193,103	199,488	199,488
554000 Communications Services	54,373	47,726	48,627	48,873	48,873
555000 Data Processing Services	15,726	42,078	43,751	42,635	42,635
556000 Insurance	58,171	69,465	68,361	67,320	67,320
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	46,039	50,493	50,493
559000 Other Fund Services	0	0	0	0	0
<b>Total Internal Materials and Services</b>	<b>364,289</b>	<b>400,268</b>	<b>458,253</b>	<b>467,034</b>	<b>467,034</b>
<b>Total Materials and Services</b>	<b>674,410</b>	<b>699,110</b>	<b>761,301</b>	<b>779,994</b>	<b>779,994</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL BUREAU EXPENSES</b>	<b>\$ 4,367,416</b>	<b>\$ 4,610,454</b>	<b>\$ 4,771,479</b>	<b>\$ 4,885,929</b>	<b>\$ 4,885,929</b>

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FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 2000	FY 2001	FY 2001-02	FY 2001-02	FY 2002-03	FY 2002-03	FY 2002-03	FY 2002-03
		No.	No.	No.	Amount	No.	Amount	No.	Amount
920	Administrative Supervisor I	1	0	0	0	0	0	0	0
922	Administrative Supervisor II	1	0	0	0	0	0	0	0
924	Administrative Supervisor III	0	1	1	65,686	1	68,236	1	68,236
962	Assistant Program Specialist	1	1	1	51,647	1	55,262	1	55,262
714	Chief Deputy City Attorney	2	2	2	179,737	2	117,795	2	117,795
715	City Attorney	1	1	1	104,832	1	108,284	1	108,284
114	Clerical Specialist	2	0	0	0	0	0	0	0
711	Deputy City Attorney II	4	4	4	255,480	4	339,621	4	339,621
712	Deputy City Attorney III	7	3	3	233,664	3	335,405	3	335,405
2543	Information Systems Analyst III	1	1	1	59,556	1	64,477	1	64,477
240	Legal Assistant	6	6	6	301,439	6	311,555	6	311,555
102	Office Support Specialist II	0	2	2	65,416	1	35,454	1	35,454
709	Paralegal Assistant	3	4	4	204,014	3	161,191	3	161,191
970	Program Manager II	1	0	0	0	0	0	0	0
971	Program Manager III	0	1	1	74,040	1	75,648	1	75,648
713	Senior Deputy City Attorney	9	13	13	1,141,444	13	996,802	13	996,802
828	Senior Financial Analyst	0	1	1	60,301	1	64,845	1	64,845
<b>TOTAL FULL-TIME POSITIONS</b>		<b>39</b>	<b>40</b>	<b>40</b>	<b>\$ 2,797,256</b>	<b>38</b>	<b>\$ 2,734,575</b>	<b>38</b>	<b>\$ 2,734,575</b>

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			
FY 2002-03	5,091,662	0	5,091,662	40.0	FY 2002-03 Current Service Level Estimate	
<b>CSL Adjustments</b>						
	1,817	0	1,817	0.0	OMF-HR Cost Pool Adjustment	
	(2,334)	0	(2,334)	0.0	Facilities BOMA Adjustment	
	1,019	0	1,019	0.0	Facilities BOMA Adjustment - Bureau Retains	
	13,335	0	13,335	0.0	New Funding - City Hall Security	
	0	0	0	(1.0)	Convert Paralegal to Part-time	
<b>Mayor's Proposed Budget Decisions</b>						
	(15,877)	0	(15,877)	0.0	Misc. Materials & Services	
	(86,317)	0	(86,317)	0.0	Office / Operating Supplies	
	(27,926)	0	(27,926)	0.0	Sr. Deputy Attorney -Reclass	
	(27,709)	0	(27,709)	(1.0)	Office Support Specialist	
	(49,848)	0	(49,848)	0.0	Miscellaneous Services	
	(708)	0	(708)	0.0	OMF-HR Cost Training Reduction	
	309	0	309	0.0	OMF-HR Cost Training Reductio - Add Back	
	(20,396)	0	(20,396)	0.0	OMF-Internal Services Cuts	
	8,902	0	8,902	0.0	OMF-Internal Services Cuts - Add back Bureau	
<b>Approved Budget Additions and Reductions</b>						
	0	0	0	0.0	None	
<b>Adopted Budget Additions and Reductions</b>						
	0	0	0	0.0	None	
	(205,733)	0	(205,733)	(2.0)	Total FY 2002-03 Decision Packages	
				<b>\$ 4,885,929</b>	<b>38.0</b>	Total Adopted Budget
<hr/>						
<b>FY 2002-03 Decision Packages Not Accepted</b>						
	0	0	0	0.0	None	
				<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Accepted

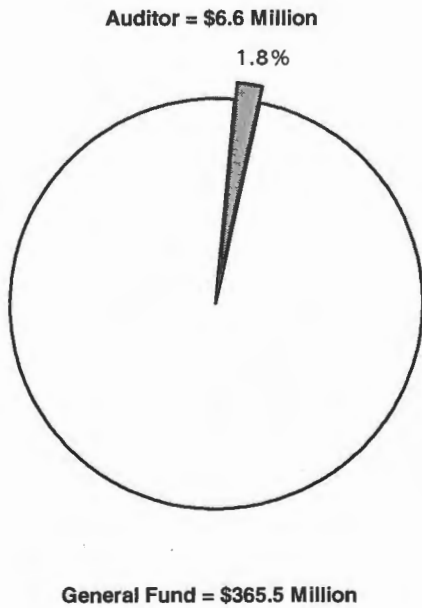


# Office of the City Auditor

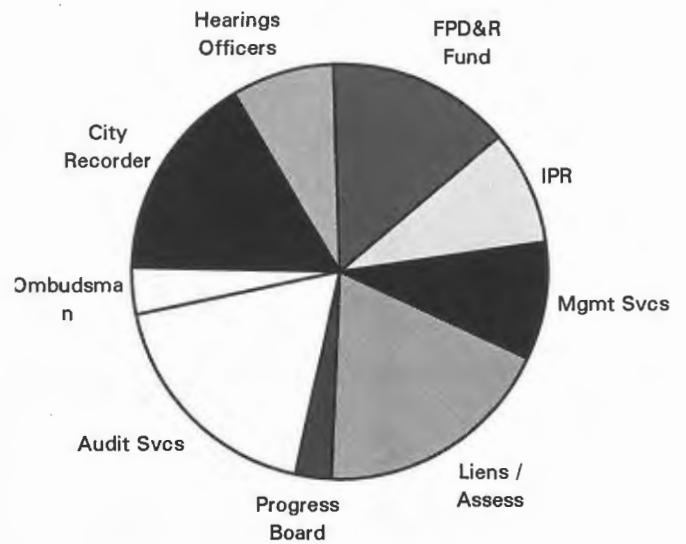
Legislative, Administrative and Support Services Service Area

Gary Blackmer, City Auditor

**Percent of General Fund**



**Bureau Programs**

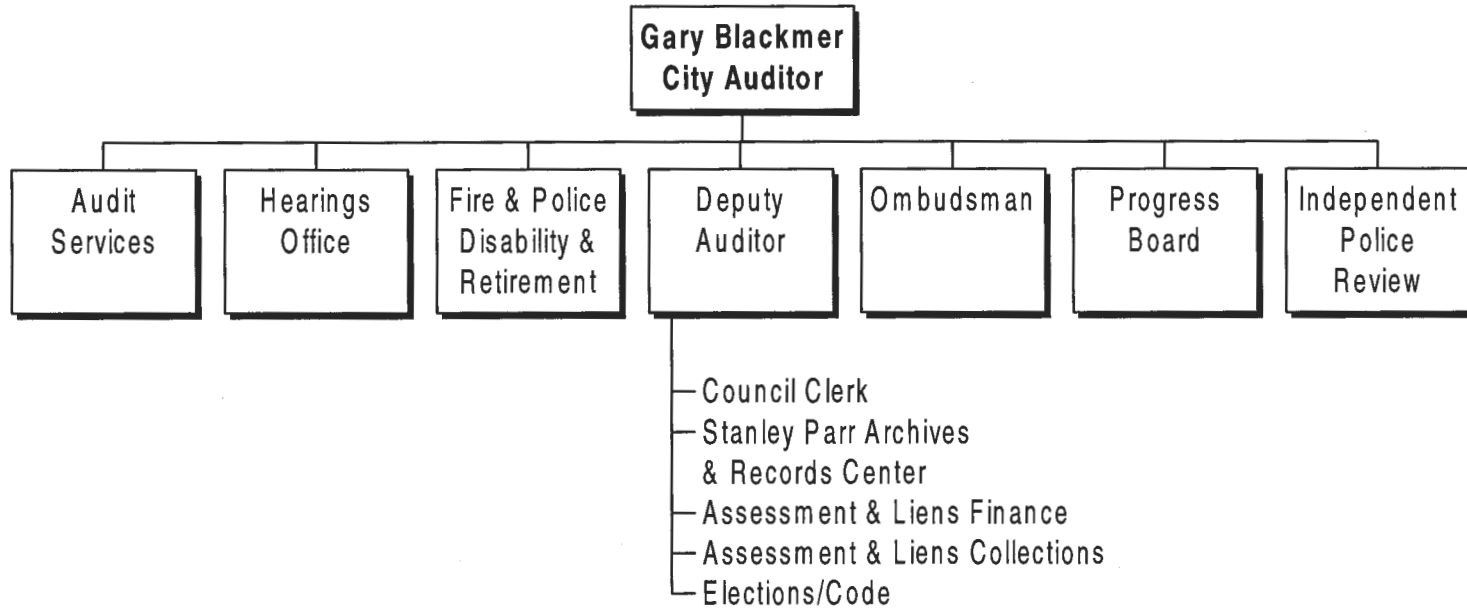


**Bureau Overview**

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	6,256,016	6,639,591	383,575	0.3%
Capital	184,239	0	-184,239	-100.0%
Allocated Overhead Costs	0	0	0	0.0%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 6,440,255</b>	<b>\$ 6,639,591</b>	<b>\$ 199,336</b>	<b>-2.5%</b>
Authorized Full-Time Positions	66	65	-1	-6.9%

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

### Office of the City Auditor





## Bureau Summary

### BUREAU MISSION

The mission of the City Auditor's Office is to foster open and accountable government. This is accomplished by providing access to City information, and conducting independent and impartial reviews that promote fair, efficient, and quality services.

### VISION AND VALUES

Citizens will have increased confidence in City government knowing that an independent Auditor's Office is improving their City services and access to information. The Auditor's Office has the following vision and values:

We value our unique position of independence of the Auditor's Office in the Commission form of government.

We value professionalism in the quality of our work and our interactions with each other, with other bureaus, and the public.

We value open and accountable government to achieve continuous improvement in City services to the public.

### BUREAU OVERVIEW

#### Organizational Description

The City Auditor is the sixth elected official of the City of Portland. In the commission form of government, the Auditor provides accountability for the use of public resources and access to information for all Council members and the public. The Auditor is required by City Charter to be professionally certified and is prohibited from running for any other elected City position while in office.

The City Charter assigns the Auditor a variety of responsibilities: financial and performance audits, supervision of City elections, maintenance of all official business records of the City, provide official certifications, act as the Secretary of the Fire and Police Disability and Retirement system, and perform responsibilities concerning Assessments and Liens. The Hearings Office was assigned to the Auditor's Office in 1990. The Portland Multnomah Progress Board was moved to the City Auditor's Office on January 1, 2000. The Ombudsman Office started operating on July 1, 2001. The Independent Police Review started taking citizen complaints on January 2, 2002. These final two programs were assigned to the City Auditor due to the independence, integrity and impartiality of this Office.

#### Operations

##### Audit Services

This division conducts independent performance audits and analyses that provide objective information for City officials, management and the public. The Audit Services Division also manages the contract with the outside accounting firm which conducts the annual audit of the City's financial statements as required by State law.

### **City Recorder**

As Clerk of the Council, the City Recorder Division develops, maintains current and historical documentation of City business records and provides this information to Council, bureaus and the public. This division provides a central point for contracts and payments, maintains and distributes the City Code, is responsible for applying state records retention requirements, and provides for records storage, retrieval and destruction.

*The Assessments and Liens Division administers the financing of property enhancements.*

### **Assessments and Liens**

This division administers the financing and collection of assessments of local improvement districts (LIDs) for improvements to streets, sidewalks, sewers, and special projects, such as the Portland Streetcar LID. All collection of City imposed assessments on property is centralized in this section. The division assists the Office of Planning and Development Review in their code enforcement efforts by collecting fees and penalties. Assessments and Liens is also responsible for collecting and financing sidewalk repair assessments for the Bureau of Maintenance and system development charges for the Parks Bureau, the Office of Transportation and the Bureau of Environmental Services.

### **Fire and Police Disability and Retirement Fund**

The City Auditor serves as Secretary of the Fire and Police Disability and Retirement Fund and is one of the eleven-member Board of Trustees. This division administers all pension and disability matters, including disbursing payments to qualifying police officers and firefighters.

### **Hearings Officers**

This division carries out two hearings functions: land use and City Code. The Land Use Hearings Officer is responsible for holding public hearings and making decisions to allow or deny land use permits. The Code Hearings Officer provides enforcement of the City Code in proceedings initiated by other bureaus and also hears appeals from citizens on code enforcement determinations made by bureaus.

*The Progress Board measures whether the community is reaching its vision and goals.*

### **Portland Multnomah Progress Board**

The Portland Multnomah Progress Board identifies and reports on indicators (benchmarks) which collectively gauge whether the community is meeting its goals and vision for the future. Staff maintain trend data on over 60 benchmarks on the Internet and provide technical assistance on Census and other data. In addition, board staff produce special reports analyzing individual benchmarks, as well as assisting other organizations to adopt performance-based efforts.

### **Ombudsman Office**

The Ombudsman Office provides an independent, impartial office to investigate public complaints about the administrative acts of City agencies. When warranted the office recommends changes toward the goal of promoting higher standards of quality, efficiency and justice in the provision of City services.

### **Independent Police Review**

The Independent Police Review (IPR) division provides the central intake point for citizen complaints against the police, determines the best manner for addressing the complaint and ensures it is handled in a timely, thorough and fair manner. The IPR facilitates the work of the City Council appointed Citizen Review Committee (CRC) and addresses policy and training issues relating to the level of service provided by the Portland Police Bureau.

### **Management Services**

The Management Services division provides leadership and support for all Auditor's Office activities. Services include budgeting and accounting, human resource functions, payroll matters, purchasing and managing information technology systems.

The Auditor is also responsible for overseeing election processes for the City of Portland. Staff in the Management Services division receive, process and file all declarations of candidacy for City office, contributions and expenditure reports, initiative, referendum, and recall petitions, and Council-originated ballot measures.

## **HIGHLIGHTS OF PROGRAMS AND SERVICES**

### **Adopted Budget**

The Auditor's Office FY 2002-03 Adopted Budget supports ongoing activities, programs, and services provided to citizens, other City bureaus and agencies. These services continue to be provided with fewer managers, more efficient use of staff, and an increased span of control effected in the 1998-99 budget submission.

### **Better City Government**

The Auditor's Office Adopted Budget preserves the core functions of the Auditor's Office and funds the new efforts undertaken during the last 18 months. The Auditor's Office has put into place the E-Files system for electronic archiving of documents, the Ombudsman Office and the Independent Police Review program. The Auditor's Office is also committed to maintaining the Portland Policy repository and putting City policies on the Internet. These projects contribute to a better City government and make information more accessible to its citizens.

## **SUMMARY OF BUDGET DECISIONS**

The Auditor's Office made \$162,973 in reductions and absorbed the cost of the IPR investigator which amounted to \$49,050. The office reorganized its organization and reporting structure and will continue to add new programs and activities without increases in management and administrative staff.

### **Budget Reductions**

#### **Eliminate Senior Management Auditor position**

The Auditor's Office eliminated a one-half time Senior Management Auditor position in order to reduce expenditures. This position assisted with the Service Efforts and Accomplishments Reports (SEA) and conducted audits.

#### **Eliminate position in Assessment and Liens**

The Auditor's Office eliminated one full-time office support position in the Assessment and Liens Division due to reorganized workloads and increased efficiencies in this division.

### **Reclassify position for Foreclosure**

The Auditor's Office will implement a foreclosure program in the next fiscal year. The office expects to increase collections by at least \$500,000 per year for the next two years. The Auditor's Office will reclassify one existing position within the Assessment and Liens division to a limited term Program Manager position to administer the foreclosure program.

### **Reduction in Materials and Services**

The Auditor's Office budget reflects a reduction in the Materials and Services budget. Some of these reductions are due to the elimination of two staff positions. The other Materials and Services reductions may impact the ability to hire outside experts, decelerate implementation of efforts to improve services to the public, delay technological advances and slow efforts to deploy the E-Files system to other bureaus.

## **Funded Activities**

### **Closed Captioning**

The Auditor's Office Adopted Budget contains partial funding to provide closed captioning of City Council meetings. The Auditor's Office will negotiate a new contract with the vendor to determine the level of services to be funded.

### **Business Survey**

The Adopted Budget includes funding to conduct a business survey.

### **City's Annual Financial Audit**

The Auditor's Office manages the contract with the outside accounting firm which prepares the annual audit of the City's financial statements. The adopted budget includes additional funding for this contract.

### **Revenue Enhancements**

The Adopted Budget includes a program of aggressive collection efforts aimed at reducing the level of delinquent liens. The Auditor's Office plans to collect \$500,000 in delinquent liens during FY 2002-03.

## **FUNDING SOURCES**

### **General Fund**

The Auditor's Office receives partial funding from General Fund discretionary resources and the overhead allocation.

### **Interagency Revenues**

The Auditor's Office receives revenue from other City agencies through interagency service agreements with the following funds and bureaus to provide support for specific programs: LID Construction Fund, the Fire and Police Disability and Retirement Fund, the bureaus of Police, Environmental Services, Licenses, and the Office of Planning and Development Review.

### **Intergovernmental Revenues**

The Auditor's Office has intergovernmental agreements for specific programs and services with Multnomah County, the Port of Portland, Tri-Met, and the Oregon Department of Transportation.

**Other Funding Sources**

The Auditor's Office receives revenue from Planning Bureau permit fees for partial support of the Land Use Appeals process and miscellaneous revenues from the sale of copies of the City Code and City Charter.

## Strategic Direction

### SIGNIFICANT ISSUES

Changing conditions and public expectations have created challenges for the Auditor's Office. In some cases solutions are already being put in place. In other cases the Auditor's Office is proposing solutions to be implemented when time and administrative resources permit.

**Open and accountable government**

The independent and objective work performed by the Auditor's Office staff is expected by the public. The office fulfills its role with a range of services, from public records access to impartial recommendations for organizational improvement. This core work is sustained on a day-to-day basis.

**Space Shortage at SPARC**

The Stanley Parr Archives and Records Center (SPARC) is approximately 99% full. The Auditor's Office is mid-way through implementation of the E-files system. This electronic storage system will extend the useful life of the building, take advantage of new technologies, and increase public access to City records.

**Rising public expectations for access to City information**

The increased popularity of the Internet is creating a public expectation for access to City information through that medium. Use of the Internet can also reduce printing and mailing costs for distributing information such as the City Charter and Code, Council Agenda, and audit reports.

**Changing community needs**

Migration, new household structures, and an aging population are creating an entirely different community than anything Portland has seen in the past. City bureaus need to understand and respond effectively to citizens' changing patterns of service needs and civic involvement. The Portland Multnomah Progress Board is a Census Affiliate, helping bureau managers understand impacts on housing needs, transportation patterns, park and recreation activities, foreign language needs, economic development opportunities, and other services affected by demographic shifts.

**Escalating costs for the Lien Accounting System**

The Auditor's Office interagency agreement with the Bureau of Information Technology has increased by \$80,000 (26%) over the last two fiscal years. The Auditor's Office will seek solutions that avoid passing the increased costs to customers. The Lien Accounting System is over ten years old and is becoming too expensive to operate in its current configuration. The office will prepare a plan to migrate the system to a different platform during the next fiscal year.

### MAJOR INITIATIVES

**Significant Changes**

The City Auditor was sworn into office on January 4, 2000. He reviewed the roles and responsibilities of the City Auditor, prepared a presentation for City Council, and proposed a plan for significant changes within the Office. Many of these changes are underway or already completed. Some of the initiatives effectively respond to the significant issues already identified, while other responses need to be developed for effectively dealing with other issues.

**Quality Services**

Portland's Audit Services is a nationally recognized leader in performance auditing. Its ongoing efforts produce recommendations that enhance the efficiency and effectiveness of City services. The public also has an expectation that City services will be provided in a fair and equitable manner. Council supports this viewpoint and funded the creation of two new programs in the Auditor's Office. The Ombudsman Office and Independent Police Review Division provide means of complaint resolution for citizens who feel they haven't been treated fairly. Both of these offices will ensure an independent review of complaints and can make policy recommendations to prevent similar incidents in the future.

**E-Files**

The E-Files system has been successfully installed at the Archives Center and the Auditor's Office is beginning to capture Council documents in electronic format. This technology provides a framework for electronic storage and access of documents and will reduce the need for additional space at SPARC. Council agendas, documents submitted to Council, and policies furnished on the Internet will all be easier to accomplish with E-Files. Publishing on the Internet reduces printing and mailing costs and provides instant access to citizens in their homes, businesses, or libraries.

The Auditor's Office will install this system in the Mayor's and Commissioners' offices this fiscal year. The office will formulate a plan, timeline and budget to implement this system on a citywide basis.

**Foreclosure**

The City has not foreclosed on a delinquent property in 30 years. While more aggressive collections efforts can be undertaken, without the real possibility of foreclosure, many property owners will continue to ignore monthly bills. Over \$6.3 million in delinquent lien payments are due the City, mostly for code enforcement activities of OPDR. This budget incorporates a plan for the Assessment and Liens program to fund a two-year temporary position to manage the collections strategies, up to and including foreclosure, which could generate at least \$500,000 annually. The office will work closely with other City staff to settle accounts, and will rely on the Ombudsman Office to provide an avenue of review, when requested by the property owner, in order to avoid endangering vulnerable residents.

**Lien Accounting System Replacement**

The Auditor's Office cost to use the enterprise server has increased to nearly \$205,000 annually, reaching a point where replacement is justified on a financial as well as age basis. The office will work with the Bureau of Information Technology to rewrite the current 10 year old system in an updated software language and migrate it to a different platform.

**MANAGEMENT GOALS & OBJECTIVES****Management Objectives for FY 2002-03**

The Auditor's Office plans to achieve the following objectives in FY 2002-2003:

- ◆ Complete eight audits that will help improve the City's public accountability and identify opportunities for increased efficiency and effectiveness.
- ◆ Continue to work closely with City bureaus and elected officials to improve the City's performance management and reporting systems.
- ◆ Provide bureau staff with the capability of electronically reviewing Council documentation for weekly sessions.
- ◆ Install the E-Files system in the Mayor's and Commissioners' Offices and train staff in its use.
- ◆ Organize and coordinate the information on the City's Internet web site. Maintain and update the web site with current information on a weekly basis.

- ◆ Develop a plan and timeline for implementing the E-Files system on a citywide basis.
- ◆ Develop and implement a plan to rewrite the current Lien Accounting System software to operate on another platform and migrate the system off the City's enterprise server. Develop software that is more user friendly, cost efficient, and accessible to customers in a web-based environment.
- ◆ Administer a foreclosure process; establish policies, procedures, and recommendations on how the City should proceed with foreclosures and install a manager.
- ◆ Develop a database for the Land Use Hearings Office.
- ◆ Update the Progress Board benchmarks and publish the annual report.
- ◆ Study at least one benchmark in detail and prepare a report on it.
- ◆ Provide citizens an independent, efficient, and accessible system for receiving and addressing complaints, grievances or concerns with City government.
- ◆ Fully implement the Independent Police Review program; prepare quarterly reports for Council; hire an outside expert to review officer involved shootings and deaths in custody for policy recommendations.

### Long-Term Goals

The Auditor's Office plans to achieve these long-term goals during the next five years:

- ◆ Focus on core responsibilities and appropriate activities and transfer other duties to other bureaus to best serve the needs of the public.
- ◆ Gather and objectively report information to help improve City services, to assist Council decision-making, and to better engage citizens and businesses in collaborative problem-solving.
- ◆ Provide an information system for the storage, management, and retrieval of official City records in both paper-based and electronic forms.
- ◆ Provide citizen and bureau access to current and retrospective information on the City Code, City Charter, Council documentation and other City records through effective use of information technology.
- ◆ Provide a full range of services for assisting citizens in resolving problems with City bureaus.
- ◆ Insure citizen complaints that have not been resolved at the bureau level are listened to, reviewed, and responded to in a comprehensive and timely manner including recommendations for systemic change.

## COUNCIL PRIORITIES

### Council Issues and Priorities

#### Support Quality Education to Produce Well Educated Citizens

**Monitoring and Technical Assistance:** The Auditor was a member of the Portland Public School Best Use of Facilities Task Force that provided expertise on audit and management related issues. With assistance from Progress Board staff, the Portland Public schools and the Portland Development Commission surveyed families to identify strategies for maintaining enrollment levels.

**School Success Benchmark:** The Portland Multnomah Progress Board has completed several major studies of the factors leading to school success, worked closely with the Commission on Children, Families, and Communities as well as the Leaders Roundtable.



**Maintain a Financially Stable City of Portland**

*Financial Condition Report:* The Audit Services Division regularly produces a financial condition report that identifies warning trends that can affect the City's financial position and ability to sustain its services. Another report is scheduled to be published in the Spring of 2002.

**Maintain and Improve our Parks, Green Spaces, Water, and Air Sheds**

*Parks Audit:* The Audit Services Division has completed a major audit of Parks operations with a primary focus on maintenance issues.

*Salmon Study:* The Portland Multnomah Progress Board completed a detailed study of salmon in the Johnson Creek watershed that identified the factors, relevant laws, and agencies involved in protecting the water quality, stream conditions, the fish and habitat.

**Keep the Central City Vital**

*Technical Assistance:* Several of the elements of a vital central city are also Progress Board benchmarks. Board staff have offered assistance in developing additional measures and analyzing data to help assess progress toward the 25-Year Vision.

**Become a More Effective Partner in the Region**

*Progress Board Partnership:* The Portland Multnomah Progress Board is comprised of executives from the cities of Gresham, Fairview, Multnomah County, the Portland School District, the Port of Portland, the Housing Authority, Portland State University, Portland Community College and Metro, as well as several business community representatives and citizens. Through these relationships and common benchmark goals, the mayor and other agency officials have established strong partnerships.

**Build a Sense of Community by Promoting Participation, Connectedness, and Partnerships**

*City Recorder:* Public access to City information is the responsibility of this division. This ensures the public is notified of the Council meetings, that they have the opportunity to speak, and that they can research past Council decisions. The Auditor's Office will be placing more information about the City on the Internet.

*Elections:* Citizens can monitor and participate in government through the electoral process. The Auditor's Office provides citizens, candidates and the media easy access to current and historical election information through the Internet.

**Continuously Improve the Delivery of Quality Public Services**

*Performance Audits:* Only the Audit Services division has the charter authority and mission of improving the delivery of services throughout the City of Portland. Through its audits, the division has identified management improvements in the City for the past 16 years.

***SEA Report:*** The Audit Services Division produces the annual Service Efforts and Accomplishments Report (SEA). This report gathers and analyzes performance measures from the City's nine largest bureaus to provide objective information to assess improvements in efficiency and effectiveness. The SEA report also includes the results of the Auditor's citizen survey on satisfaction with City services. This report is used with the benchmarks report to provide information for the decision-makers in the City and County government.

***Ombudsman Office/Independent Police Review:*** One of the Auditor's Office major initiatives is to provide a full range of services for assisting citizens in resolving problems with City bureaus. The Auditor's Office has established the Ombudsman Office and the Independent Police Review program to respond to complaints in a comprehensive and timely manner including recommendations for systemic changes.

# Overview of Programs

## OMBUDSMAN OFFICE

The Office of the Ombudsman was established by City Council on July 1, 2001. It is an independent, impartial office, responsible to the City Auditor, that investigates the administrative acts of City agencies in a non-adversarial manner. When warranted, the office recommends appropriate changes to promote higher standards of competency, efficiency and justice in the provision of City services. The Ombudsman has access to all public records, but has no authority to make or reverse a decision.

The Ombudsman's job is to investigate complaints and determine whether a citizen has been treated unfairly by the City. If a complaint is justified, staff will work with the citizen and the agency to find a fair solution or will recommend changes in policies or procedures to avoid subsequent problems. If a complaint is not justified, the office will explain the reasoning and the public interest implications to the citizen. This helps protect employees from unfounded criticism. The Ombudsman provides a significant role in making sure concerns are addressed, and in turn, helps to avoid more costly conflicts. The office is committed to increasing trust in local government.

## INDEPENDENT POLICE REVIEW

The Independent Police Review (IPR) division within the Office of the City Auditor was established July 1, 2001. The division oversees the acceptance and resolution of citizen complaints about police and develops recommendations to improve the Portland Police Bureau.

While the Police Bureau retains primary authority for investigating complaints, the staff of the IPR receives the initial complaints, reviews police investigative findings, monitors and reports on complaint status, and conducts independent investigations when warranted. A Citizen Review Committee, appointed by City Council, reviews and decides on citizen appeals of investigation findings. The Committee also reviews complaint trends and advises the Police Bureau on ways to improve practices that contribute to citizen complaints.

The office has the authority to initiate independent investigations using staff or contract employees if the Director believes that the Police Bureau investigation might not be timely, thorough, complete or sufficiently fair. IPR will prepare frequent public reports on the status and resolution of citizen complaints. This division is implementing an ongoing outreach program to inform citizens and police officers of the operation of the complaint handling system. Evaluation surveys are distributed regularly to monitor customer service goals. The Auditor has received City Council approval to hire an outside expert to review officer involved shootings and in custody deaths and to make policy recommendations.

## AUDIT SERVICES

The mission of Audit Services is to promote honest, efficient, effective and fully accountable City government. The program addresses this mission by conducting independent audits and analyses that provide objective information to City officials, management and the public. The program also prepares the annual Service Efforts and Accomplishments Report which includes the City Auditor's Citizen Survey.

Performance and financial audit reports identify savings and revenue enhancements, strengthen management controls and improve the efficiency and effectiveness of City government operations. Since 1985, the Audit Services program has issued over 135 reports and identified over \$17.6 million in measurable financial benefits to the City. Bureaus have implemented or are in the process of implementing over 85% of audit report recommendations.

## **CITY RECORDER**

The City Recorder program develops, maintains and provides accurate and objective documentation of City business and acts as an information clearinghouse for the Council, bureaus and the public. This program is implementing an electronic records management program that allows easy access to citywide information.

### **Council Clerk/ Contracts**

As Clerk of the Council, the City Recorder program is responsible for preparing the Council agenda, processing City ordinances and resolutions, and transcribing the official summary minutes of Council meetings. The division maintains the official copy of the Portland City Code, City Charter, Portland Policy Repository, and coordinates the publishing of the City Code in paper, CD Rom and on-line. The City Recorder division also receives accounting documents, contracts and data from other bureaus and provides this information to the public and other City bureaus as requested. Through this division, the City Auditor gives final approval to all claims for payment against the City, disburses payments, and maintains current files of all City contracts.

### **Records Management/ Archives**

The Archives and Records Management program is responsible for semi-current and inactive records storage, confidential destruction, preservation of historical records, and provision of reference and retrieval services for the general public and city employees at the Stan Parr Archives and Records Center (SPARC). This program develops and distributes retention and disposal schedules for all City agencies and negotiates retention periods and policy disclosure statutes in cooperation with the Oregon State Archives. This program assists the elected officials in managing their public records legally and efficiently and is committed to documenting and preserving evidence of City actions and City government history. In addition, Records/Archives is responsible for maintaining the City's historical records and provides expertise concerning City records issues.

## **LIENS & ASSESSMENTS**

The Assessment and Liens program helps plan and finance local improvement projects, assist in code enforcement efforts and provide low-cost financing to property owners for street, sewer and sidewalk improvements. This program oversees the LID Construction Fund, the Bancroft Bond Fund and the Assessment Collection Fund. This program is responsible for the legal lien notifications of the City, maintaining the City's official electronic lien docket as required by state law, and the billing and collection of current and delinquent installment payment assessments.

### **Program Revenues**

The program is entirely funded through fees and charges paid by property owners and, to a limited extent, interagency revenues from the Office of Transportation, and the Bureau of Environmental Services.

In FY 2000-01, over \$11.5 million in liens receivable was collected on City assessments for street, sewer and sidewalk improvements and code enforcement efforts. New accounts created that year totalled 2,629 with a total assessed value of over \$4.9 million. There are currently 11,000 active accounts, with a total value of over \$40 million. It is anticipated that assessment and collection activity will increase significantly in the ensuing year with the assessment of the Portland Streetcar and Lents improvement projects.

The division's assessment portfolio includes Transportation, the Bureaus of Parks, and Environmental Services SDCs; Local Improvement District assessments; nuisance abatement, derelict building, code violation, and demolition assessments; sidewalk assessments; and the private plumbing loan program. Also the LID program has been utilized to finance speed bumps, street lighting, and, in part, the Portland Streetcar and various pedestrian access improvements.

**Future Issues**

As the City seeks to implement Metro 2040 goals and address a large backlog of infrastructure needs, it is anticipated there may be greater reliance on the Local Improvement District process to finance infrastructure development creatively.

**FIRE & POLICE DISABILITY & RETIREMENT FUND**

This program manages the City's Fire and Police Disability and Retirement System, which was authorized by the voters in 1948 and revised by them in 1989. This program is supported by the proceeds of a continuing property tax levy authorized in 1948. Program personnel support the fund's board of trustees, advise and assist members of the retirement system, provide claims management service, prepare payments for members of the system and their survivors, and manage the Employee Assistance Program for the Fire and Police bureaus.

**Revisions**

The revision of this program, authorized by voters in 1989, significantly affected the way this program does business. The revisions emphasized rehabilitation and return to work of disabled personnel, limited claims due to stress, and changed the list of work-related injuries. These changes, particularly those affecting disability eligibility and return to work, require a more active role of staff in investigating and processing claims and greatly increase the need to counsel members on eligibility requirements and program options.

**Budgeted Costs**

This program includes only the personnel costs of managing the Fire and Police Disability and Retirement System. The Auditor's Office is fully reimbursed for these costs through an interagency service agreement. All other costs are budgeted directly in the Fire and Police Disability and Retirement Fund.

**HEARINGS OFFICERS**

The City's Hearing Officers are a vital and integral part of the Land Use and Code Enforcement processes. The Hearings Officers program encompasses two hearings functions: Land Use and City Code.

- Land Use** The Land Use Hearings Officer is responsible for holding public hearings and making decisions to allow or deny land use permits. Public hearing process and timelines for decision-making are strictly governed by state law and the City Code. The Land Use Hearings Officer provides a public process for review of land use permit applications and ensures that Land Use applications are reviewed in a fair and open process and that the decisions are legally supportable.
- City Code** The Code Hearings Officer provides a means of fair and efficient enforcement of City Code requirements. The appeal functions of the Code Hearings Officer ensure administrative determinations of the various bureaus are legally supportable, fair and appropriate by allowing parties an opportunity to obtain an impartial review of those determinations and decisions.
- The Code Hearings Officer enforces the City Code in proceedings initiated by the Office of Planning and Development Review (OPDR), the Bureau of Environmental Services (BES), and the Bureau of Fire, Rescue and Emergency Services. The Code Hearings Officer also hears appeals from code enforcement determinations made by OPDR, the Police Bureau, the Licenses Bureau, and BES and hears appeals of all vehicle tows. Drug-Free Zone, Prostitution Free Zone, Park Exclusions, and Adult Care Facility appeals are also heard by the Office.
- Program Revenues** The Hearings Officers program is partially supported by fees, interagency service agreements and intergovernmental contracts. Fees are charged for the program's services to the Land Use Program of the Bureau of Planning and the Code Enforcement and Neighborhood Improvement Programs of OPDR. Costs for code appeal hearings are recovered either by interagency service agreements or intergovernmental contracts.

## MANAGEMENT SERVICES

The Management Services Division provides leadership and support for all activities of the Auditor's Office. These functions include budgeting, accounting, human resource and payroll matters, purchasing and supplies, and information technology systems. The division monitors problem-solving efforts throughout the office and serves as a contact point for other agencies in the City.

- Elections and City Code** This program is also responsible for overseeing the election processes for the City and maintaining the City Code. Staff receive, process, and file all declarations of candidacy for City office; contributions and expenditure reports; initiative, referendum, and recall petitions; and Council originated ballot measures.
- The division supports all functions of the Auditor's Office to ensure good management of the operational programs.

## PROGRESS BOARD

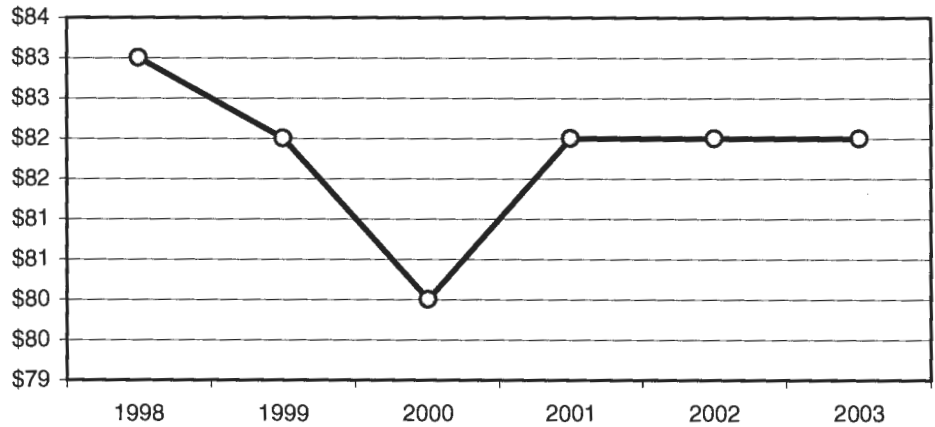
This program provides research and technical assistance to the Portland Multnomah Progress Board. The Board's staff maintain trend data on over 60 benchmarks on its web site and produce in-depth benchmark analyses. The staff also have Census Affiliate status and provide technical assistance to City and County agencies regarding demographic data.

The Portland Multnomah Progress Board was established in 1994 and funded jointly by the City and Multnomah County to identify and report on indicators (benchmarks) which collectively gauge whether the community is meeting its goals and vision for the future. These benchmarks measure the livability of the community, environmental concerns, education system concerns, and the shift to a world economy. The local government, business, and educational leaders who serve on the board track major trends in the community and act as a catalyst for performance improvements as gauged by the benchmarks.

# Performance Measures

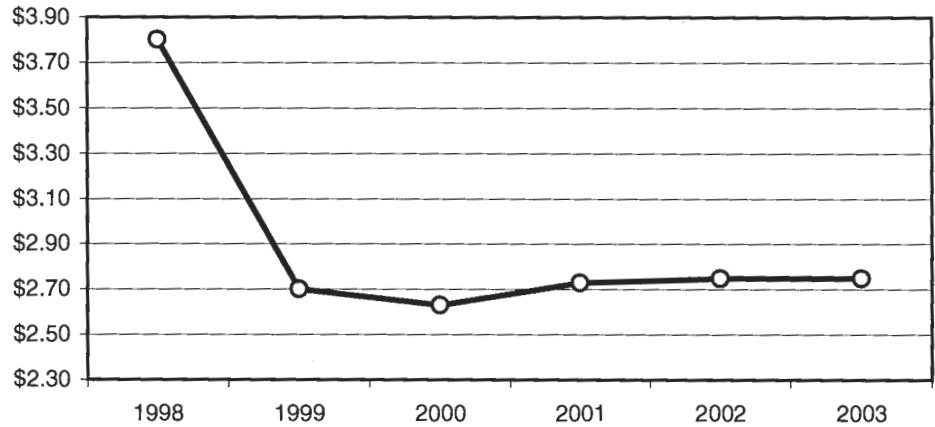
**Full cost per Audit Hour**

◆ The full costs per Audit Hour have decreased since FY 1997.



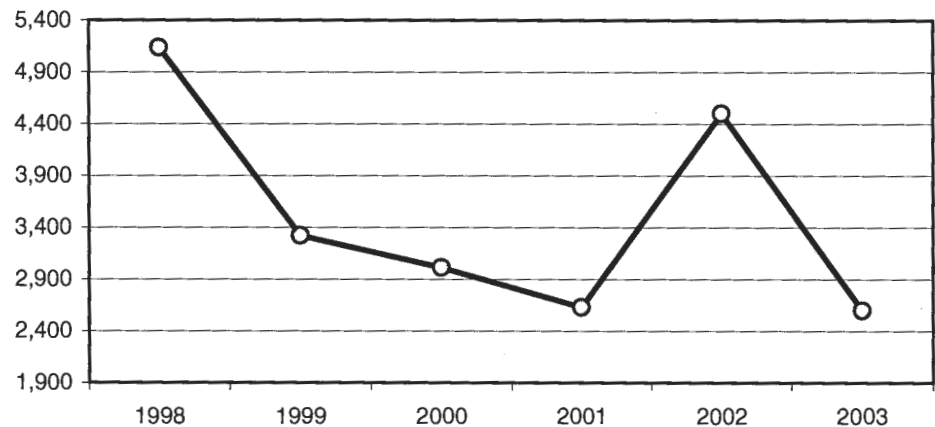
**Direct Cost per Retrieval and Delivery of Record**

◆ Direct costs have decreased since FY 1996.



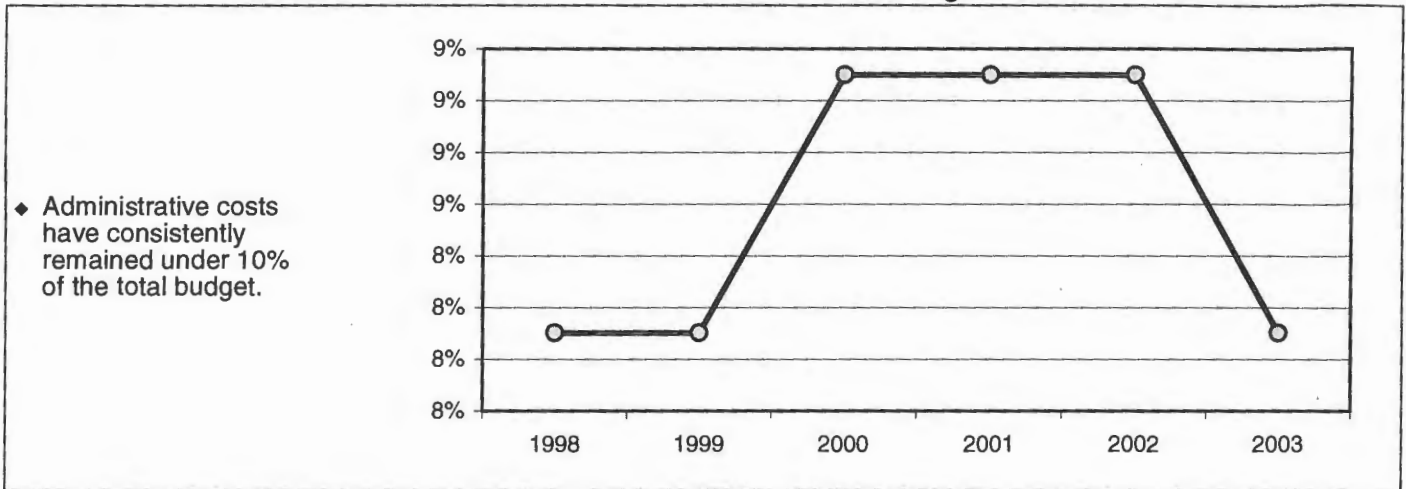
**New Liens Recorded**

◆ The number of new liens recorded has fluctuated since FY 1997 due to special projects, such as the Central City Streetcar.

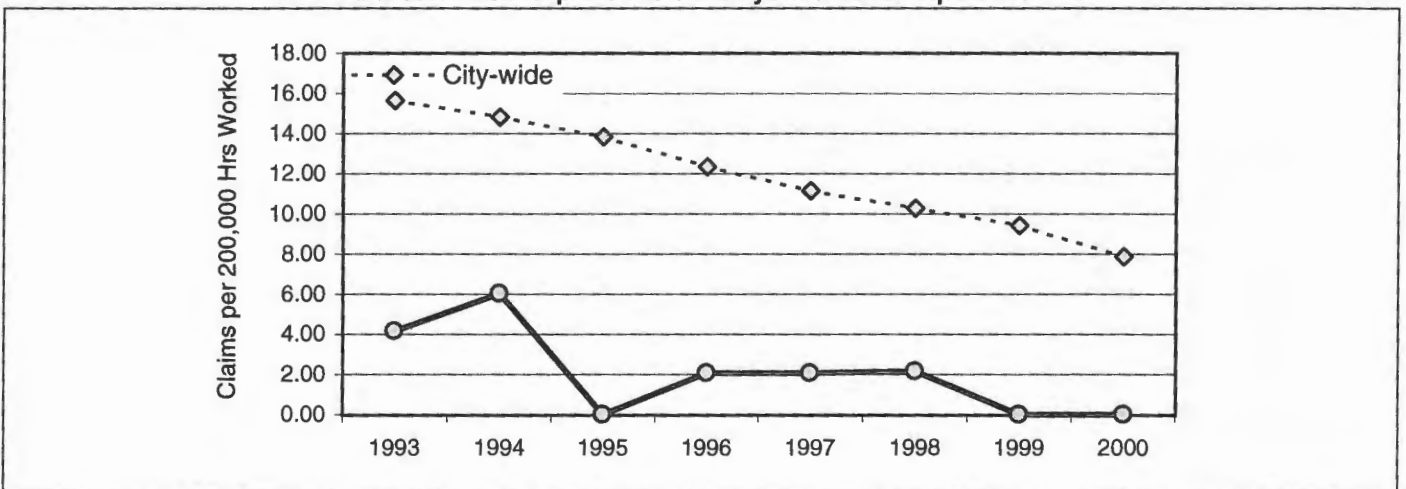




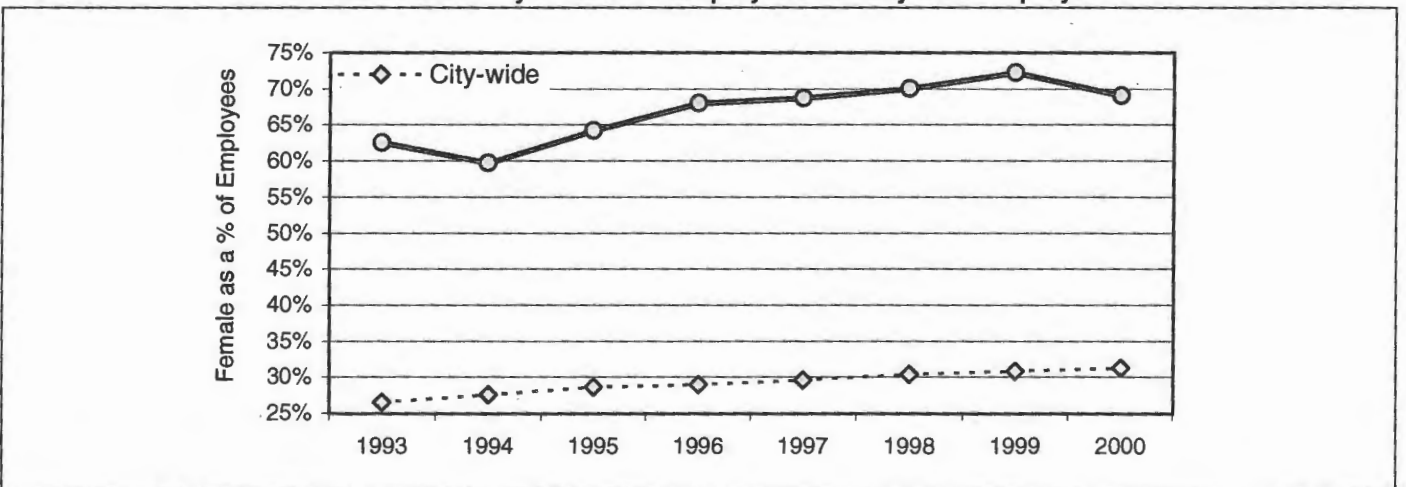
**Administrative Costs as a % of Total Budget**



**Bureau Loss Experience vs. Citywide Loss Experience**



**Workforce Diversity — Bureau Employees vs. Citywide Employees**



	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
<b>OFFICE OF THE CITY AUDITOR</b>						
<b>Affirmative Action Measures</b>						
Affirmative Action - Minority	16.0%	15.7%	13.7%	17.9%	16.9%	
Minority Employees as a Percent of Total						
Affirmative Action - Female	68.0%	70.6%	68.6%	60.7%	61.0%	
Female Employees as a Percent of Total						
<b>Office of the City Auditor</b>						
<b>Risk Data</b>						
General Liability Claims per 200,000 Hours Worked	0.00	2.15	0.00	0.00		
Worker's Comp Claims per 200,000 Hours Worked	2.08	2.15	0.00	0.00		
Fleet Claims per 100,000 Miles Driven	0.00	0.00	0.00	0.00		
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0	\$0	\$0		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.07	\$0.00	\$0.00		
Worker's Comp Claims Cost per \$100 Payroll	\$0.04	\$0.69	\$0.00	\$0.00		
<b>Ombudsman Office</b>						
<b>Workload</b>						
Number of cases opened					200	200
<b>Effectiveness</b>						
Percentage of citizens who are satisfied or very satisfied with the service they received					80%	80%
<b>Efficiency</b>						
Percentage of cases closed within 30 days					50%	50%
<b>Audit Services</b>						
<b>Workload</b>						
Number of reports issued	7	9	9	9	9	9
<b>Effectiveness</b>						
Percent of report recommendations implemented -- Goal is 90%	86%	85%	85%	90%	90%	90%
<b>Efficiency</b>						
Full cost per Audit Hour	\$83	\$82	\$80	\$82	\$82	\$82
<b>City Recorder</b>						
<b>Workload</b>						
Number of checks/deposit advices processed	203,100	177,755	221,331	223,100	230,300	232,000
Record & Center Retrieval Requests	46,776	44,884	56,724	45,000	45,000	46,000
<b>Efficiency</b>						
Direct cost per retrieval and delivery of record from Records Center	\$3.80	\$2.70	\$2.63	\$2.73	\$2.75	\$2.75
<b>Liens &amp; Assessments</b>						
<b>Workload</b>						
New Liens Assessed	5,136	3,320	3,013	2,629	4,500	2,600
<b>Effectiveness</b>						
Total # of Liens Delinquent	7,754	7,053	6,442	5,931	5,850	5,800
<b>Efficiency</b>						
# of Delinquent Accounts Per Staff	1,051	901	794	593	650	644
<b>Fire &amp; Police Disability &amp; Retirement Fund</b>						
<b>Workload</b>						
Performance measurements are reported in the FPD&R budget						

	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
<b>Hearings Officers</b>						
<b>Workload</b>						
Code Proceedings filed	290	243	205	220	238	240
<b>Management Services</b>						
<b>Effectiveness</b>						
Percent of City Auditor performance measures fully achieved -- Goal 100%	98%	99%	100%	100%	100%	100%
<b>Efficiency</b>						
Administrative Costs under 10% of total budget	8%	8%	9%	9%	9%	8%
<b>Progress Board</b>						
<b>Workload</b>						
Number of Benchmark Audits issued		1	2	2	2	2
<b>Effectiveness</b>						
Number of organizations that added benchmarks to their accountability systems, assisted by the Progress Board		2	4	4	4	4

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	3,542,914	3,605,460	4,343,463	4,690,316	4,690,316
External Materials and Services	377,527	354,700	793,955	846,384	802,950
Internal Materials and Services	776,877	850,102	1,118,598	1,146,325	1,146,325
Minor Capital Outlay	14,010	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>4,711,328</b>	<b>4,810,262</b>	<b>6,256,016</b>	<b>6,683,025</b>	<b>6,639,591</b>
Capital Improvements	0	114,116	184,239	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 4,711,328</b>	<b>\$ 4,924,378</b>	<b>\$ 6,440,255</b>	<b>\$ 6,683,025</b>	<b>\$ 6,639,591</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>4,711,328</b>	<b>4,924,378</b>	<b>6,440,255</b>	<b>6,683,025</b>	<b>6,639,591</b>
<b>RESOURCES</b>					
General Fund Discretionary	1,231,339	1,174,076	2,292,249	2,319,818	2,418,714
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	0	0	0	0
Contract Revenues	104,758	81,615	91,813	91,813	91,813
Interagency Revenues	1,861,537	1,936,525	2,271,473	2,561,226	2,415,226
Program Revenue	93,944	125,164	141,088	133,066	133,066
Overhead Recovery	1,416,443	1,606,998	1,643,632	1,577,102	1,580,772
<b>Total Non-Discretionary Revenues</b>	<b>3,476,682</b>	<b>3,750,302</b>	<b>4,148,006</b>	<b>4,363,207</b>	<b>4,220,877</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>4,708,021</b>	<b>\$ 4,924,378</b>	<b>\$ 6,440,255</b>	<b>\$ 6,683,025</b>	<b>\$ 6,639,591</b>
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Ombudsman Office	0	53,490	234,999	255,251	255,251
<i>Positions</i>	0	0	3	3	3
Independent Police Review	0	51,888	509,136	589,005	589,005
<i>Positions</i>	0	0	7	7	7
Audit Services	965,918	955,467	1,072,839	1,101,350	1,203,916
<i>Positions</i>	9	9	9	9	9
City Recorder	862,912	1,049,805	1,173,025	1,067,909	1,067,909
<i>Positions</i>	11	12	12	12	12
Liens & Assessments	1,152,188	1,073,796	1,191,083	1,228,870	1,228,870
<i>Positions</i>	16	14	13	12	12
Fire & Police Disability & Retirement	638,355	728,629	823,576	974,850	974,850
<i>Positions</i>	9	10	12	12	12
Hearings Officers	511,819	444,582	525,444	520,219	520,219
<i>Positions</i>	5	5	5	5	5
Management Services	404,751	436,153	723,129	747,594	601,594
<i>Positions</i>	4	6	3	3	3
Progress Board	175,385	130,568	187,024	197,977	197,977
<i>Positions</i>	2	2	2	2	2
<b>TOTAL PROGRAMS</b>	<b>\$ 4,711,328</b>	<b>\$ 4,924,378</b>	<b>\$ 6,440,255</b>	<b>\$ 6,683,025</b>	<b>\$ 6,639,591</b>
<i>Positions</i>	<b>56</b>	<b>58</b>	<b>66</b>	<b>65</b>	<b>65</b>
<i>General Fund Discretionary Positions</i>	<b>13</b>	<b>15</b>	<b>19</b>	<b>19</b>	<b>19</b>

## Office of the City Auditor AU 336

## LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	2,090,024	2,180,569	3,135,247	3,389,021	3,389,021
512000 Part-Time Employees	157,196	131,313	95,238	87,571	87,571
514000 Overtime	693	707	800	800	800
515000 Premium Pay	2,433	711	2,250	2,250	2,250
517000 Benefits	910,628	895,399	1,109,928	1,210,674	1,210,674
518000 Paid Absence	381,940	396,761	0	0	0
<b>Total Personnel Services</b>	<b>3,542,914</b>	<b>3,605,460</b>	<b>4,343,463</b>	<b>4,690,316</b>	<b>4,690,316</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	223,159	298,530	563,165	437,884	460,450
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	9,864	4,659	35,811	46,457	46,457
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	16,292	28,070	90,991	123,134	87,134
531000 Office Supplies	14,190	11,702	39,890	41,247	41,247
532000 Operating Supplies	44,922	52,957	157,197	119,314	89,314
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	30,141	31,379	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	13,215	11,914	25,470	26,337	26,337
542000 Local Travel	988	877	3,267	3,377	3,377
543000 Out-of-Town Travel	17,445	14,287	21,421	22,150	22,150
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	2,026	1,500	1,500
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	7,311	6,086	38,956	24,984	24,984
<b>Total External Materials and Services</b>	<b>377,527</b>	<b>460,461</b>	<b>978,194</b>	<b>846,384</b>	<b>802,950</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	1,885	1,760	1,854	2,369	2,369
552000 Printing & Distribution	123,542	99,842	110,598	118,706	118,706
553000 Facilities Services	303,561	348,103	354,993	359,774	359,774
554000 Communications Services	54,993	53,331	57,244	64,844	64,844
555000 Data Processing Services	236,078	279,451	465,462	468,636	468,636
556000 Insurance	56,018	66,715	65,668	67,313	67,313
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	800	900	58,979	64,683	64,683
559000 Other Fund Services	0	0	0	0	0
<b>Total Internal Materials and Services</b>	<b>776,877</b>	<b>850,102</b>	<b>1,114,798</b>	<b>1,146,325</b>	<b>1,146,325</b>
<b>Total Materials and Services</b>	<b>1,154,404</b>	<b>1,310,563</b>	<b>2,092,992</b>	<b>1,992,709</b>	<b>1,949,275</b>
<b>Capital Outlay</b>					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	14,010	8,355	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>14,010</b>	<b>8,355</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	3,800	0	0
<b>TOTAL BUREAU EXPENSES</b>	<b>\$ 4,711,328</b>	<b>\$ 4,924,378</b>	<b>\$ 6,440,255</b>	<b>\$ 6,683,025</b>	<b>\$ 6,639,591</b>

## Office of the City Auditor AU 336

## FULL-TIME POSITIONS

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	1	1	38,438	1	42,825	1	42,825
516	Accountant III	1	1	1	50,461	1	53,933	1	53,933
819	Administrative Assistant	3	3	4	167,589	4	193,926	4	193,926
815	Administrative Specialist	3	2	0	0	0	0	0	0
3212	Assessment Analyst	1	1	0	0	0	0	0	0
950	Assistant Management Analyst	0	0	1	44,346	1	44,824	1	44,824
962	Assistant Program Specialist	2	3	7	317,419	7	339,180	7	339,180
844	Assistant Risk Specialist	1	2	3	113,585	3	150,951	3	150,951
928	Bureau Administrative Manager	1	1	1	76,296	1	82,245	1	82,245
3	City Auditor	1	1	1	75,878	1	78,384	1	78,384
859	Claims Technician	1	1	2	53,931	2	75,862	2	75,862
858	Claims Technician, Assistant	1	1	1	29,627	1	32,788	1	32,788
7492	Community Relations Specialist	0	0	1	42,099	1	49,757	1	49,757
131	Customer Accounts Specialist I	6	5	5	165,860	5	171,364	5	171,364
541	Deputy City Auditor	1	1	1	66,061	1	68,236	1	68,236
538	Director Of Audits	1	1	1	85,384	1	88,197	1	88,197
827	Financial Analyst	1	1	1	44,939	1	48,967	1	48,967
245	Hearings Clerk	3	3	3	128,853	3	134,802	3	134,802
935	Hearings Officer	2	2	2	141,903	2	146,976	2	146,976
2544	Information Systems Analyst IV	1	1	0	0	0	0	0	0
2523	Information Systems Tech II	0	1	0	0	0	0	0	0
716	Legal Advisor	1	1	1	87,810	1	94,593	1	94,593
536	Management Auditor	3	3	3	146,183	3	156,425	3	156,425
100	Office Support Specialist I	1	1	1	31,096	1	32,113	1	32,113
102	Office Support Specialist II	2	2	3	97,833	2	66,497	2	66,497
104	Office Support Specialist III	3	3	2	76,322	2	76,884	2	76,884
966	Program Coordinator	2	2	2	117,021	2	122,868	2	122,868
968	Program Manager I	0	0	0	0	1	52,826	1	52,826
970	Program Manager II	2	3	4	229,668	4	264,426	4	264,426
964	Program Specialist	2	2	2	104,317	2	114,283	2	114,283
960	Program Technician	0	0	1	32,594	1	39,923	1	39,923
450	Records Center Specialist	0	0	2	56,732	2	61,105	2	61,105
850	Risk Supervisor	1	1	1	68,999	1	71,848	1	71,848
816	Senior Administrative Specialist	2	2	2	74,256	1	43,034	1	43,034
537	Senior Management Auditor	6	6	6	369,747	6	388,979	6	388,979
<b>TOTAL FULL-TIME POSITIONS</b>		<b>56</b>	<b>58</b>	<b>66</b>	<b>\$ 3,135,247</b>	<b>65</b>	<b>\$ 3,389,021</b>	<b>65</b>	<b>\$ 3,389,021</b>

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		
FY 2002-03	6,689,571	0	6,689,571	66.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	0	35,000	35,000	0.0	Business Survey
	(162,973)	0	(162,973)	(1.0)	Program Reduction
	(22,808)	0	(22,808)	0.0	OMF Internal service cuts- sum of savings
	14,574	0	14,574	0.0	City Hall Security
	(1,531)	0	(1,531)	0.0	Facilities BOMA Adjustment
	2,291	0	2,291	0.0	OMF-HR Cost Pool Adjustment
	(535)	0	(535)	0.0	OMF BHR Training Reduction
	(15,187)	0	(15,187)	0.0	OMF Internal Services Cuts-GF Savings
	(1,020)	0	(1,020)	0.0	Facilities BOMA Adjustment
	(357)	0	(357)	0.0	OMF BHR Training Reduction
	0	146,000	146,000	1.0	Lien Collection Interagency with LID
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	0
<b>Adopted Budget Additions and Reductions</b>	0	(146,000)	(146,000)	(1.0)	Lien Collection Interagency with LID
	0	102,566	102,566	0.0	Funding for Audit
	(187,546)	137,566	(49,980)	(1.0)	Total FY 2002-03 Decision Packages
			<b>\$ 6,639,591</b>	<b>65.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Accepted</b>	30,000	0	30,000	0.0	Closed Captioning-grant replacement
	0	(145,790)	(145,790)	(1.0)	General Fund to support collection of liens.
			<b>\$ (115,790)</b>	<b>(1.0)</b>	Total Decision Packages Not Accepted





# Office of Government Relations

Legislative, Administrative and Support Services Service Area

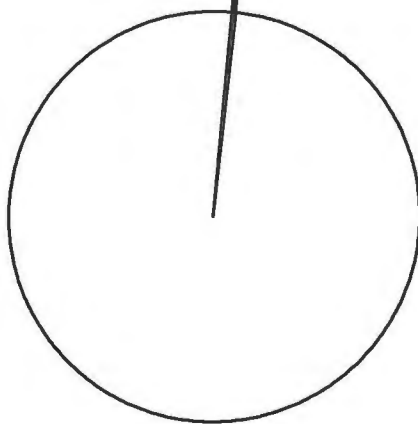
Mayor Vera Katz, Commissioner-in-Charge

Marge Kafoury, Director

**Percent of General Fund**

Gov Rel = \$751.6 Thousand

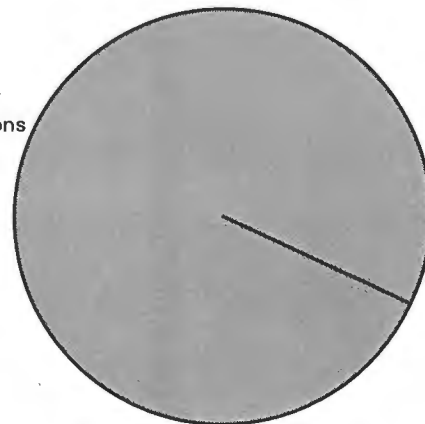
0.2%



General Fund = \$365.5 Million

**Bureau Programs**

Gov Relations

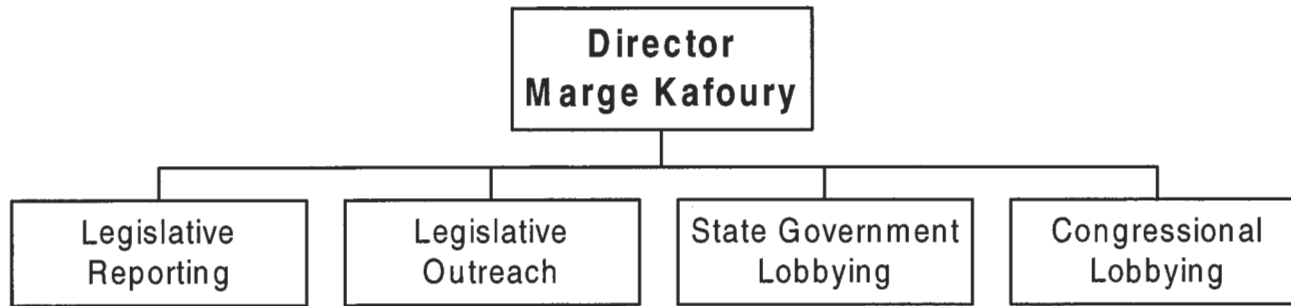


## Bureau Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	725,481	751,627	26,146	-2.0%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 725,481</b>	<b>\$ 751,627</b>	<b>\$ 26,146</b>	<b>-2.0%</b>
Authorized Full-Time Positions	4	5	1	18.2%

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

## Office Of Government Relations



# Bureau Summary

## BUREAU OVERVIEW

### Organizational Description

The Office of Government Relations provides government representation for all City bureaus and offices, the Mayor, and members of the City Council in advancing City objectives with the Congress, the State Legislature and other governments. The office also provides assistance to City Council members in achieving their outlined goals and objectives.

## HIGHLIGHTS OF PROGRAMS AND SERVICES

### Program Overview

The Adopted Budget provides for representation of City Council issues by Government Relations in advancing City objectives with local and State government, and the United States Congress. Government Relations continues to administer the City's Washington, D.C. lobbying contract. Government Relations will continue working to enhance and improve the Legislative Tracking System, incorporating suggestion from bureaus to make it easier to use. Government Relations is continuing the Council-directed outreach with the Oregon Legislative delegation throughout the state. The office provides information and help with grants and appropriations for the City, monitors federal initiatives, and is liaison with national member associations.

The Adopted Budget reflects a legislative session year for Government Relations. The office in Salem will be open and staff will be spending more than six months in Salem lobbying on the City's behalf and will continue its efforts in Washington, D.C. to advance the Council's goals.

Government Relations will develop the 2003 Legislative Session package for Council approval.

## SUMMARY OF BUDGET DECISIONS

Expenditures in the Adopted Budget reflects a legislative session year for Government Relations. The office in Salem will be open, and staff will spend more than six months in Salem lobbying on the City's behalf.

Funding in FY 2002-03 supports staff travel to Washington, D.C. to lobby for increased appropriations to advance the Council's goals. Staff will also continue to travel around the state to further the Council Outreach Program with legislators outside the city of Portland legislative delegation area. Staff will continue regular meetings with the Portland area delegation as well.

## FUNDING SOURCES

Government Relations is funded by General Fund discretionary and overhead resources. Additionally three Interagency agreements help fund the office's Washington, D.C. lobbying contract.

## **BUDGET NOTES**

### **Lobbying Contract**

The office of Government Relations will continue to contract for lobbying services in Washington, D. C. Any decisions by the Office of Government Relations to terminate the contract for these services will be undertaken in consultation with the bureaus providing funds for that contract: Water, BES and PDOT. Termination of the lobbying contract will also terminate the interagency agreement between the affected bureaus.

## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

**Long-Term Goals**            The Office of Government Relations will continue with the Council Outreach Program and endeavor to establish and enhance working relationships with other jurisdictions located around the State.

**Management Objectives for FY 2002-03**            Government Relations will continue working with Oregon's Congressional Delegation on issues relative to the economic vitality of the city of Portland. The Office will also maintain the City's working relationships with legislators in keeping them apprised of City issues and areas of concern throughout the State. We will also be representing the City of Portland at the 2003 Legislative Session.

### COUNCIL PRIORITIES

**Council Issues and Priorities**            The Office of Government Relations works for the entire City Council. Their goals become the goals of the Office.

Government Relations currently works and will continue to work with Congress and the Legislature to advance Council goals which include but are not limited to:

- ◆ Affordable Housing
- ◆ Growth Management
- ◆ Support for Education Funding
- ◆ Economic Development
- ◆ Financial Stability for the City
- ◆ Adequate Funding for Police Officers and Public Safety Programs
- ◆ Clean Air and Water Quality
- ◆ Viable Transportation Systems
- ◆ Partner with State Legislators Outside Portland Area
- ◆ Funding for a Vital Central City

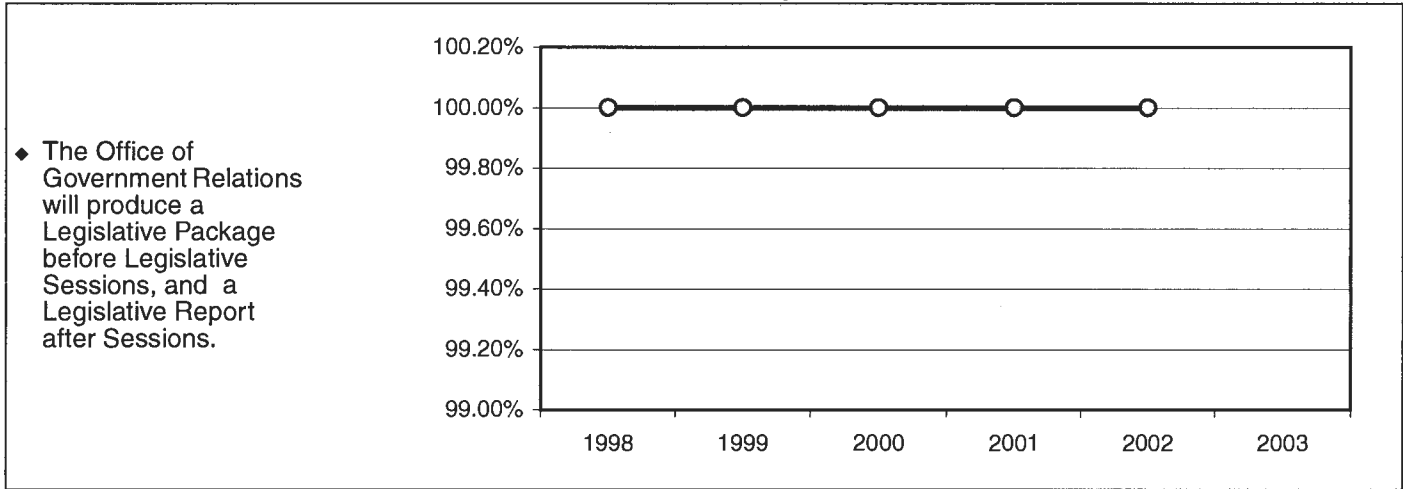
## Overview of Programs

### GOVERNMENT RELATIONS

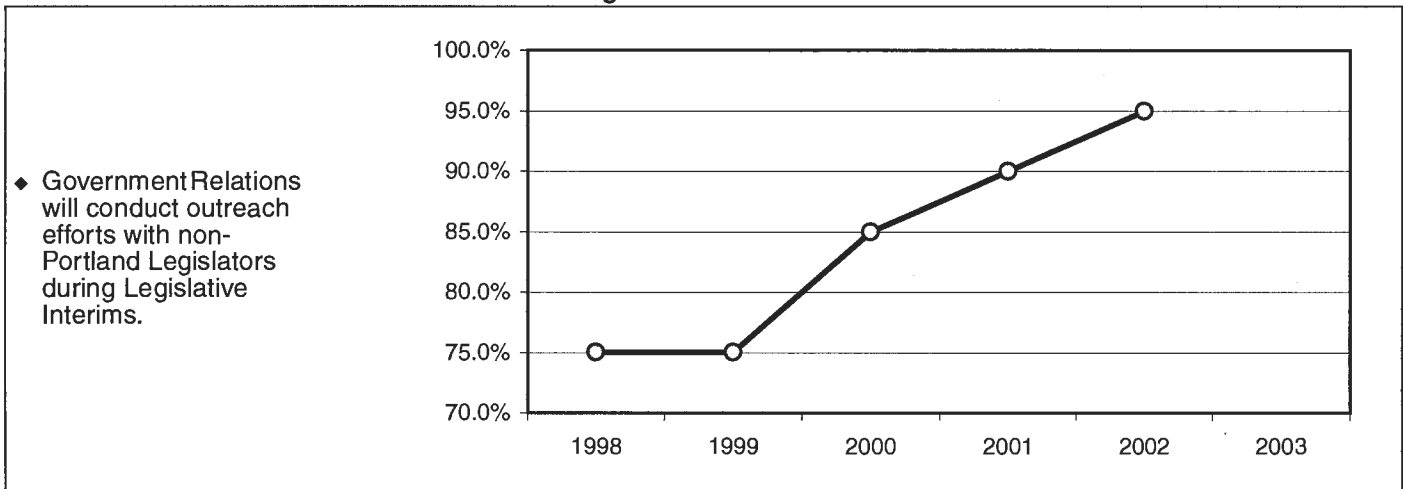
The Office of Government Relations supports government representation for the mayor and members of the City Council in advancing City objectives with the Congress, State Legislature and local government agencies. The office supports the Council and assists them with their goals and objectives. Government Relations also administers the Washington, D.C. lobbying contract. The contract provides for full staffing and support for visiting city officials. Contractors for the Office of Government Relations who are located in Washington, D.C. also provide information and assistance with grants and appropriations for the City, monitor federal initiatives, and are a liaison with national member associations.

# Performance Measures

### Representation at Legislature



### Legislative Outreach



**Office of Government Relations AU 303**

**PERFORMANCE MEASURES**

	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
<b>OFFICE OF GOVERNMENT RELATIONS</b>						
<b>Affirmative Action Measures</b>						
Affirmative Action - Minority	0.0%	0.0%	0.0%	0.0%	0.0%	
Minority Employees as a Percent of Total						
Affirmative Action - Female	75.0%	75.0%	75.0%	75.0%	75.0%	
Female Employees as a Percent of Total						
<b>Government Relations</b>						
<b>Risk Data</b>						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00	0.00		
Worker's Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00	0.00		
Fleet Claims per 100,000 Miles Driven	0.00	0.00	0.00	0.00		
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0	\$0	\$0		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00	\$0.00		
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00	\$0.00		
<b>Government Relations</b>						
<b>Workload</b>						
Legislative Reporting	100.00%	100.00%	100.00%	100.00%	100.00%	
Legislative Outreach	75.0%	75.0%	85.0%	90.0%	95.0%	

Office of Government Relations AU 303

SUMMARY OF BUREAU BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	372,940	407,417	374,161	425,523	425,523
External Materials and Services	234,118	152,803	240,189	224,696	224,696
Internal Materials and Services	64,706	120,952	111,131	101,408	101,408
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>671,764</b>	<b>681,172</b>	<b>725,481</b>	<b>751,627</b>	<b>751,627</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 671,764</b>	<b>\$ 681,172</b>	<b>\$ 725,481</b>	<b>\$ 751,627</b>	<b>\$ 751,627</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>671,764</b>	<b>681,172</b>	<b>725,481</b>	<b>751,627</b>	<b>751,627</b>
<b>RESOURCES</b>					
General Fund Discretionary	263,691	283,196	316,842	344,569	319,438
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	0	0	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	41,970	43,390	43,390	43,390	43,390
Program Revenue	0	0	0	0	0
Overhead Recovery	366,103	354,586	365,249	363,668	388,799
<b>Total Non-Discretionary Revenues</b>	<b>408,073</b>	<b>397,976</b>	<b>408,639</b>	<b>407,058</b>	<b>432,189</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>671,764</b>	<b>\$ 681,172</b>	<b>\$ 725,481</b>	<b>\$ 751,627</b>	<b>\$ 751,627</b>
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Government Relations	671,764	681,172	725,481	751,627	751,627
<i>Positions</i>	<i>4</i>	<i>5</i>	<i>4</i>	<i>5</i>	<i>5</i>
<b>TOTAL PROGRAMS</b>	<b>\$ 671,764</b>	<b>\$ 681,172</b>	<b>\$ 725,481</b>	<b>\$ 751,627</b>	<b>\$ 751,627</b>
<i>Positions</i>	<i>4</i>	<i>5</i>	<i>4</i>	<i>5</i>	<i>5</i>
<i>General Fund Discretionary Positions</i>	<i>4</i>	<i>5</i>	<i>4</i>	<i>5</i>	<i>5</i>



Office of Government Relations AU 303

LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	238,944	255,856	279,219	306,847	306,847
512000 Part-Time Employees	1,812	9,900	0	10,472	10,472
517000 Benefits	93,258	101,171	94,942	108,204	108,204
518000 Paid Absence	38,926	40,490	0	0	0
<b>Total Personnel Services</b>	<b>372,940</b>	<b>407,417</b>	<b>374,161</b>	<b>425,523</b>	<b>425,523</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	182,400	112,800	155,000	150,400	150,400
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	0	4,000	1,500	1,500
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	0	0	3,000	0	0
531000 Office Supplies	2,868	2,328	4,500	3,500	3,500
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	1,745	70	3,319	8,000	8,000
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	3,213	4,763	3,500	3,000	3,000
541000 Education	530	120	0	0	0
542000 Local Travel	3,466	3,820	8,500	7,800	7,800
543000 Out-of-Town Travel	12,628	6,758	16,000	12,000	12,000
544000 Space Rental	8,813	0	20,000	9,800	9,800
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	18,455	22,144	22,370	28,696	28,696
<b>Total External Materials and Services</b>	<b>234,118</b>	<b>152,803</b>	<b>240,189</b>	<b>224,696</b>	<b>224,696</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	6,239	21,932	0	14,700	14,700
552000 Printing & Distribution	3,411	2,995	3,643	3,750	3,750
553000 Facilities Services	26,019	26,253	27,569	28,367	28,367
554000 Communications Services	12,091	11,656	11,107	10,923	10,923
555000 Data Processing Services	8,314	47,412	54,309	30,323	30,323
556000 Insurance	8,632	10,704	10,500	10,809	10,809
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	4,003	2,536	2,536
559000 Other Fund Services	0	0	0	0	0
<b>Total Internal Materials and Services</b>	<b>64,706</b>	<b>120,952</b>	<b>111,131</b>	<b>101,408</b>	<b>101,408</b>
<b>Total Materials and Services</b>	<b>298,824</b>	<b>273,755</b>	<b>351,320</b>	<b>326,104</b>	<b>326,104</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL BUREAU EXPENSES</b>	<b>\$ 671,764</b>	<b>\$ 681,172</b>	<b>\$ 725,481</b>	<b>\$ 751,627</b>	<b>\$ 751,627</b>

Office of Government Relations AU 303

FULL-TIME POSITIONS

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
230	Administrative Secretary	0	1	0	0	1	18,432	1	18,432
807	Government Relations Assistant	1	1	1	51,126	1	52,806	1	52,806
810	Government Relations Director	1	1	1	94,598	1	97,718	1	97,718
808	Government Relations Lobbyist	2	2	2	133,495	2	137,891	2	137,891
<b>TOTAL FULL-TIME POSITIONS</b>		<b>4</b>	<b>5</b>	<b>4</b>	<b>\$ 279,219</b>	<b>5</b>	<b>\$ 306,847</b>	<b>5</b>	<b>\$ 306,847</b>

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		
FY 2002-03	756,571	0	756,571	5.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	(4,712)	0	(4,712)	0.0	OMF Internal Service cuts- Sum of savings
	(315)	0	(315)	0.0	Facilities BOMA Adjustment
	(1,763)	0	(1,763)	0.0	OMF-Cost Pool Adjustment
	1,904	0	1,904	0.0	City Hall Security
	(58)	0	(58)	0.0	OMF BHR Training Reduction
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	0	0	0	0.0	None
	(4,944)	0	(4,944)	0.0	Total FY 2002-03 Decision Packages
			<b>\$ 751,627</b>	<b>5.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Accepted</b>	(52,251)	0	(52,251)	0.0	Adjust Wash. D.C. contract and BIT Interagency
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Accepted

# Bureau of Licenses

Legislative, Administrative and Support Services Service Area

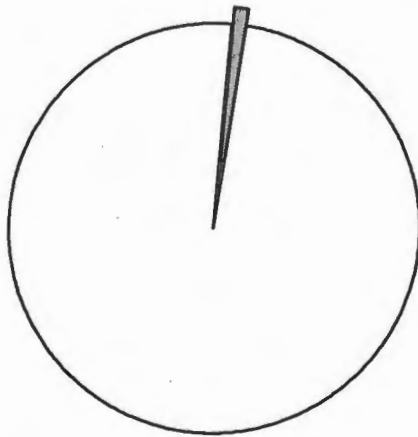
Jim Francesconi, Commissioner-in-Charge

Jim Wadsworth, Director

**Percent of General Fund**

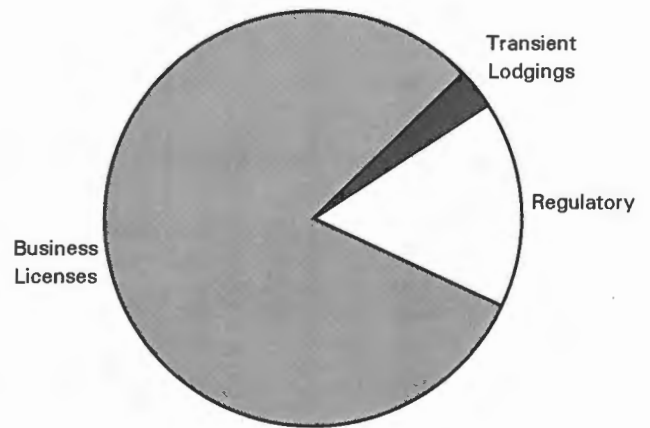
Licenses = \$3.8 Million

1.0%



General Fund = \$365.5 Million

**Bureau Programs**

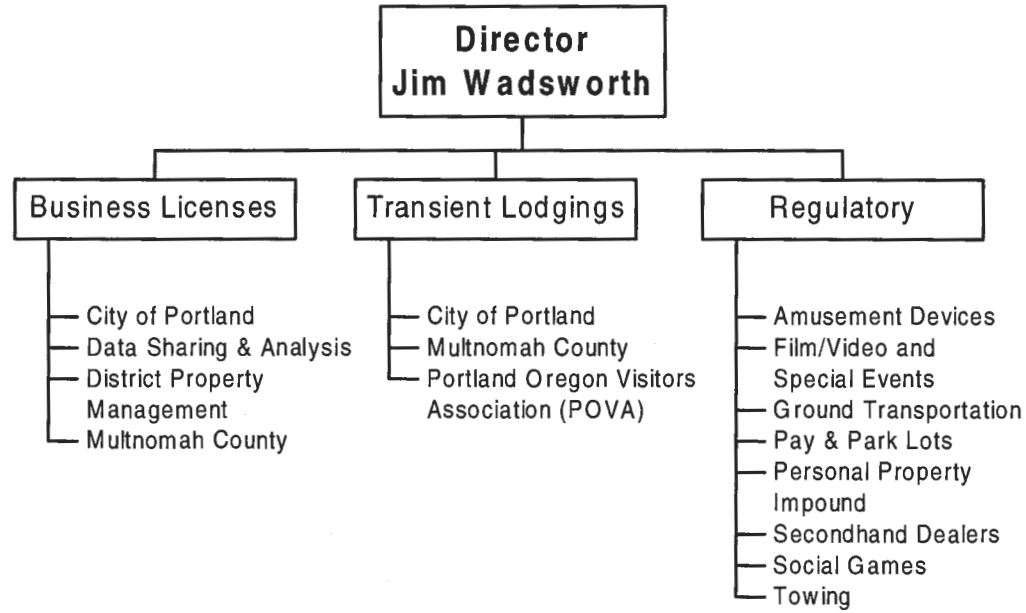


**Bureau Overview**

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	3,649,383	3,773,814	124,431	-2.2%
Capital	0	0	0	0.0%
Allocated Overhead Costs	260,202	232,841	-27,361	-15.4%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 3,909,585</b>	<b>\$ 4,006,655</b>	<b>\$ 97,070</b>	<b>-3.1%</b>
Authorized Full-Time Positions	39	38	-1	-7.9%

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

# Bureau Of Licenses



## Bureau Summary

### BUREAU MISSION

Help create an environment in which people in our neighborhoods, businesses, government and other agencies work together through common sense licensing, regulation, and revenue collection to promote public safety, support business, and enhance the livability and economic vitality of Portland and surrounding communities.

### VISION AND VALUES

#### Values

The Bureau of Licenses is committed to the following values as a means to accomplish its assigned mission:

- ◆ **Innovation:** Actively seeking better ways to solve problems and provide services.
- ◆ **Flexibility:** Being adaptable to changes in how we do our jobs.
- ◆ **Quality Service:** Being courteous, friendly, caring, accurate, efficient, timely, respectful and accessible to customers and co-workers.
- ◆ **Diversity:** Being equitable, inclusive and respectful of different cultures, languages and the unique nature of individuals.
- ◆ **Professionalism:** Having integrity and honesty, and being well trained and competent, helpful, knowledgeable, respectful, hard working, and conscientious.

### BUREAU OVERVIEW

#### Organizational Description

The bureau has programs in three major areas:

#### Revenue Collection

The revenue collection program area includes the Business License program through which the consolidated Portland business license/Multnomah County business income tax is collected. This area also includes the transient lodgings, business property management license, various regulatory program licenses, and liquor license applications.

#### Event Coordination

The bureau permits and coordinates with other bureaus, jurisdictions and agencies special events such as parades and runs, film and video projects, public marches and demonstrations, and other similar types of events within the city limits under applicable City ordinances and regulations.

#### Business Regulation

Licenses administers multiple regulatory programs which monitor the activities of towing, personal property impounds, for hire ground transportation, pay and park lots, second-hand dealers, amusement devices and social games.

## HIGHLIGHTS OF PROGRAMS AND SERVICES

### Overview

The major focus of the Bureau of Licenses is to identify, license, process and validate tax returns, collect license and tax payments, and audit a variety of license and regulatory fees and taxes paid by citizens, visitors and businesses in the city of Portland and Multnomah County, and national and international businesses doing business in Portland and/or Multnomah County.

### Operations

To meet this objective, the bureau will continue to incorporate information technology to automate many functions and improve the response time, accuracy, quality, consistency, and cost effectiveness of customer and client services. An example is the recently developed business portal, [www : BUSINESSINPORTLAND . ORG](http://www.businessinportland.org), developed in partnership with Oregon Economic and Community Development Department to provide businesses, citizens, and other jurisdictions and agencies information and access to government services.

The bureau has continued to implement process improvements and expand use of quality management and performance measurement tools within the bureau's operational and strategic management efforts. The bureau has been functionally realigned and has adopted a management matrix which spans functions, programs and processes. The realignment also allows for more flexibility in workforce deployment and workload management and further increases in productivity and internal capacity.

During FY 2002-03 the bureau will:

- ◆ Continue to expand the capabilities of the Business License Information System (BLIS) to improve productivity, data accessibility and enhancement, and saleable client services;
- ◆ Use the Internet to enhance filing for tax and fee payers;
- ◆ Continue efforts to develop electronic filing and funds transfer capabilities through BLIS and e-commerce;
- ◆ Complete the initial development and enhancement of the City Internet business portal for referral to existing services available from the City, County, State, and not-for-profits, and information on how to begin doing business in Portland; and
- ◆ Transition the City Internet business portal to the Portland Development Commission Small Business Support program.

### Total Revenue Collection

In FY 2002-03, the bureau will collect an estimated \$108 million in revenues for the City, Multnomah County and other agencies.

## SUMMARY OF BUDGET DECISIONS

There are two significant changes from the prior year's budget.

### Enhance Revenue Collection Capacity

Funding in FY 2000-01 allowed additional programming and development of the Business License Information System (BLIS), and the addition of three full-time and one part-time revenue-collecting employees. Administrative Service Review cuts in 2001-02 reduced the additional revenue collecting employees by 1.5 positions. The FY 2002-03 contains funding for the remaining two revenue-collecting positions.

**Service Improvement Initiative Efforts**

The bureau continues efforts to improve staff and organizational proficiency to better serve its many and varied customers. All management and staff are being trained in applying the principles of performance measurement, project planning and management, process improvement, activity-based costing, and resource and organizational realignment to enhance service delivery and increase interacting with and availability of information to the public and other agencies.

To increase effectiveness of these services and to better serve our diverse customers, licensees and community, the bureau is implementing a multi-year diversity plan. The purpose is to:

- ◆ Increase cultural competency levels of staff and manager.
- ◆ Increase the minority and women applicant pools from which employees are selected to better represent the community served.
- ◆ Establish partnerships with diverse organizations, associations, and groups representing minority and women-owned businesses for development of multi-language information, materials, and forms in the bureau's program areas.
- ◆ Create a more inclusive environment that celebrates the diversity of our employees, recognizes their unique differences and encourages employees to apply them in solving problems and improving customer service.
- ◆ Work closer with other bureaus and offices to identify common diversity issues and find solutions using shared resources.

**FUNDING SOURCES**

The majority of funding for bureau operations comes from General Fund discretionary resources, and in part represents fee revenues collected to regulate specific business activities such as the towing of vehicles requested by the City, the County or the Portland International Airport, second-hand dealers, and taxicab and other for-hire ground transportation.

Additional funding is provided by agencies outside the City that contract with the bureau to collect revenues for programs, such as Multnomah County Business Income Tax, Portland Oregon Visitors Association, and the Downtown and Lloyd Business Improvement Districts.

The bureau also partners with other jurisdictions on specific projects (e.g. the business portal) to improve service delivery and quality of services.

## Strategic Direction

### SIGNIFICANT ISSUES

- Economic Impact** The biggest challenge facing the Bureau of Licenses in FY 2002-03 will be maintaining service levels and revenue collection efficiency and effectiveness for the City and County during the domestic and international economic recession. Recessionary factors generally weaken revenue collections, and can add confusion and uncertainty within the overall taxation revenue base.
- Small Business Support** In cooperation with the Portland Development Commission (PDC) and members of the business community, the bureau will continue to enhance small business support through links to existing services and identifying possible new services and service delivery methods. Moreover, moving the business portal to PDC should enhance the new PDC Small Business program efforts.
- Workload** The bureau expects that audit, tax return and collection, customer service, and IT support staff will face increased workloads in helping customers comply with requirements of the bureau's programs. However, as processes are further streamlined and re-engineered, and computer technology is used to perform more routine functions, staff should pursue tax return productivity gains, improve handling of exceptions, and improve revenue collections.
- There will also be increased costs in the Taxi program to regulate executive cars and shuttle vans as requested by Council. The bureau will partner with the Portland Office of Transportation, Portland Police Bureau, and Tri-Met Security to provide increased for-hire ground transportation enforcement.

### MANAGEMENT GOALS & OBJECTIVES

In FY 1999-00, the Bureau of Licenses reviewed how it has been doing business and the internal environment in which it operates. The bureau continues to work toward accomplishing the following goals:

- ◆ Realigned staff resources by functions (FY 00-01) and defined and implemented a system to measure bureau processes, outcomes, successes and improvements (completed in FY 01-02).
- ◆ Re-evaluate all represented and support positions in the bureau reflective of the completed realignment by functions. Working with Bureau of Human Resources began August 2001. (Position descriptions to BHR February 2002.)
- ◆ Continue information technology development, systems enhancements and requirements, and data sharing.
- ◆ Enhance all staff information technology proficiency and continue to identify and implement training plans to maintain a highly skilled, technologically proficient, TQM capable and knowledgeable workforce.
- ◆ Continue to identify marketing strategies for bureau data, services, knowledge, skills and abilities to position the bureau to develop new programs, clients and revenue collection opportunities.



## COUNCIL PRIORITIES

### Council Issues and Priorities

#### Small Business Assistance

The bureau, in collaboration with the bureaus of Purchases and Housing and Community Development, Portland Development Commission, the Commissioners' staff, and Oregon Economic and Community Development Department, developed a small business support proposal that involved City bureaus and outside agencies and associations. The Portland Development Commission will be the lead agency for the City in FY 2002-03 in implementing a business assistance and support program that will span City services. In accordance with PDC's taking the City lead in Small Business Support, the City business portal will be transferred to PDC in 2003 to use the remaining OECD portal development grant money to assume responsibility for the portal and to better market the portal to businesses, agencies, and citizens.

#### Business Improvement Districts

The bureau will assist in developing and administering business improvement districts (BID) throughout the city as opportunities present themselves. Two existing BIDs are operational and several others may be considered for formation. The bureau has worked closely with advocates for a proposed Hawthorne BID which will require a new, markedly different ordinance to reflect the Hawthorne BID environment and perhaps the majority of the remaining neighborhood business districts.

#### For-Hire Ground Transportation

To provide innovative, cost effective and common sense regulations, the bureau continues to work with representatives of the Port of Portland, Portland Oregon Visitors Association, Tri-Met, the taxi and for-hire ground transportation and towing industries, and citizens to promote service quality standards and ensure public safety.

## Overview of Programs

### BUSINESS LICENSES

Through the Business License program, the bureau identifies licensees, processes and validates tax returns, collects fees and tax revenue, and audits a variety of business license fees and taxes paid by businesses in the City of Portland and Multnomah County. The largest of these is the consolidated Portland business license/Multnomah County business income tax (MCBIT).

*In FY 2002-03, business license and income tax revenues for the City and County will total \$80 million.*

Business license revenue is the second largest source of General Fund revenues for the City with receipts expected exceed \$48 million in FY 2002-03. Additionally \$32 million is anticipated to be collected for the County during the next fiscal year.

Program staff use computer and data-matching technology to identify businesses subject to the business license law and MCBIT, collect accounts, maintain accurate records, audit accounts for accuracy and help businesses comply with the law.

For budget purposes, this program includes the Downtown Property Management program supporting business improvement districts.

### REGULATORY PROGRAMS

The Regulatory program involves application issuance, compliance, and regulation of various program permits. Regulatory programs include second-hand dealers, pay and park lots, social games, amusement devices, taxicabs and other for-hire ground transportation, towing, and personal property impounds.

Regulation of the liquor licensing endorsement program was moved to the Police Bureau and Office of Neighborhood Involvement in FY 2000-01. The Bureau of Licenses will continue to collect the license application and renewal fees.

Under intergovernmental agreements, this program also administers contract towing for Portland International Airport and Multnomah County Sheriff's Office.

Film/Video and Special Event Coordination continues as part of the Regulatory section. A rewrite of the Special Event ordinance and regulation enhanced the special event permit program. Due to smaller events no longer requiring permits, the bureau will see a decrease in program revenue.

### TRANSIENT LODGINGS

The program includes identifying operators subject to the tax, processing and validating tax returns, collecting taxes, auditing accounts for accuracy, maintaining appropriate records, and assisting operators in complying with tax payments.

The bureau continues to collect this tax for Multnomah County within the boundaries of Portland. The County added a 2.5% increase to fund the Convention Center expansion and the Civic Stadium (PGE Park) renovation. The bureau began collecting this increase in April, 2000. The bureau will pursue the collection of *all* Multnomah County transient lodging taxes beginning with the 2002 tax year.

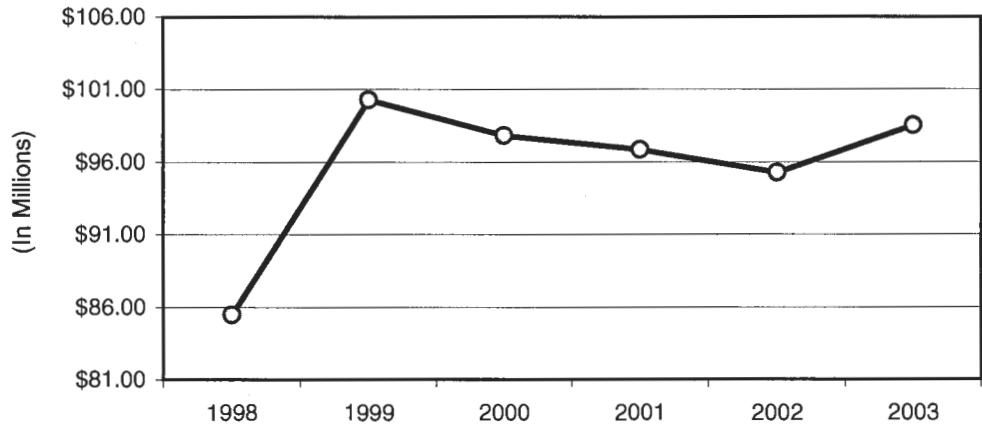
*The transient lodgings tax will provide \$10 million to the General Fund in FY 2002-03.*

In total, the transient lodgings tax generates over \$21 million annually for distribution to the City and Multnomah County. The Transient Lodgings Tax program is the fourth largest source of General Fund revenue for the City, with receipts expected to exceed \$10 million in FY 2002-03. This program also provides approximately \$2 million in funding for POVA to support tourism activity.

# Performance Measures

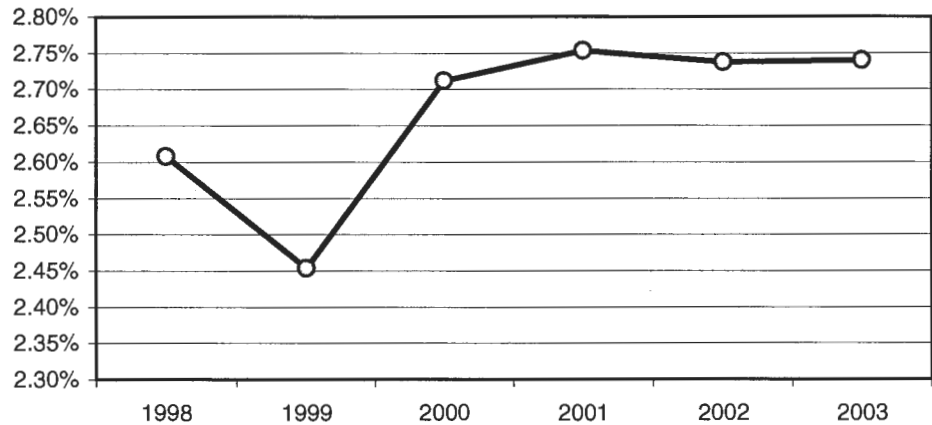
**Business Licenses Total Revenue Collected**

- ◆ The FY 1999 increase was due to a one-time only surcharge applied to MCBIT payers to support schools.
- ◆ Portland's local economy has been declining in recent years.



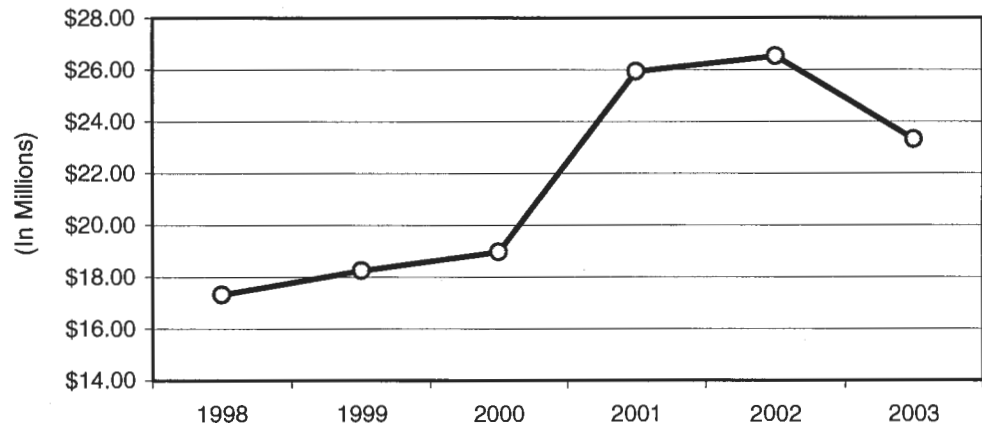
**Expenses as a Percent of Revenue**

- ◆ Increases are primarily associated with the Business License Information System application development project.



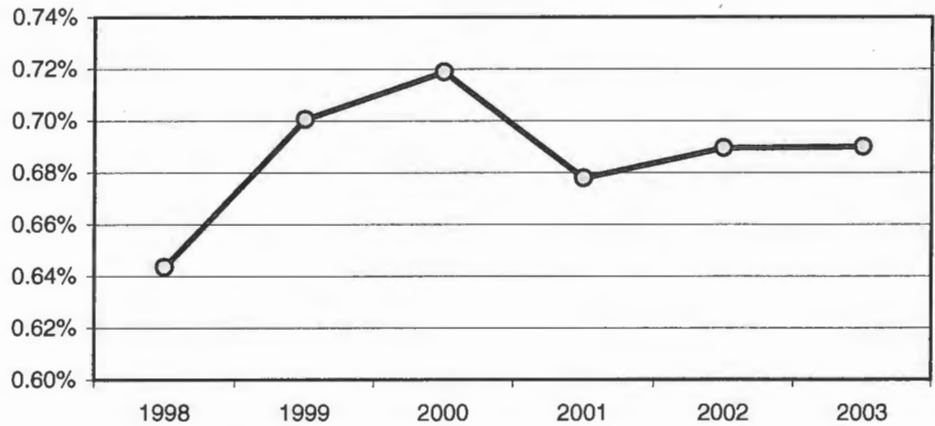
**Transient Lodging Tax Collected**

- ◆ In April, 2000, Multnomah County temporarily added 2.5% tax for the expansion of the Convention Center and renovation of Civic Stadium.
- ◆ Transient Lodgings revenues are expected to decline after September 11, 2001.

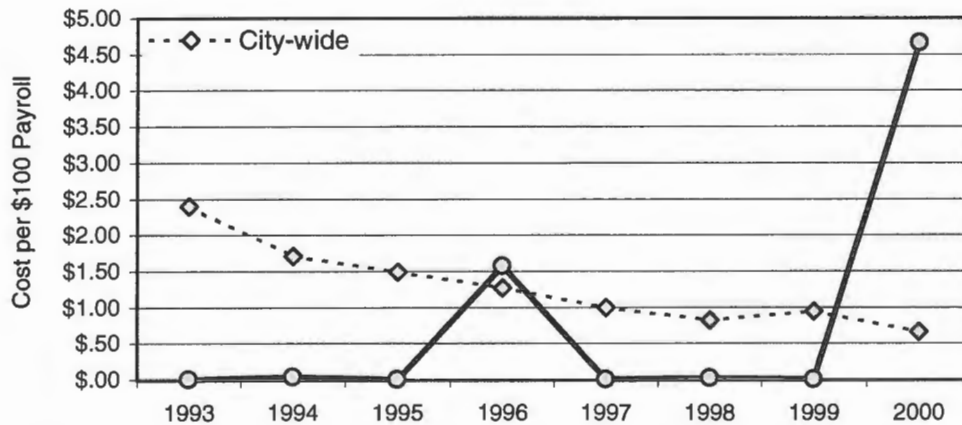


**Transient Lodgings - Expenses as % of Revenues**

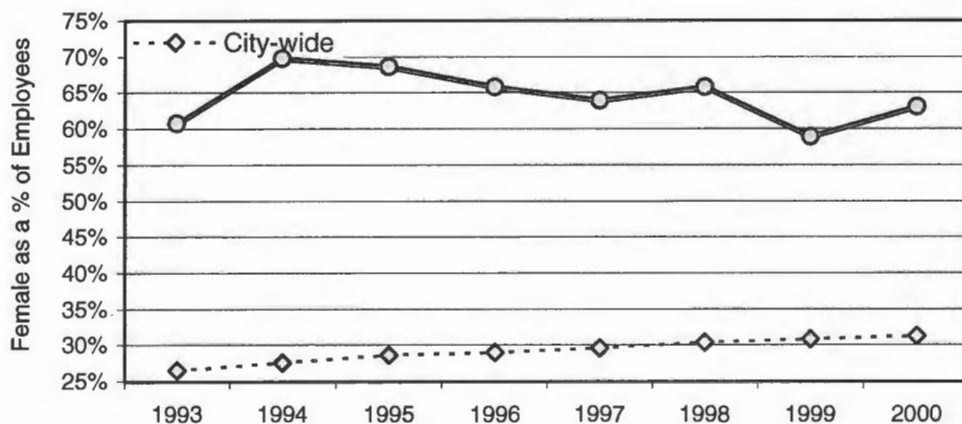
- ◆ These ratios reflect Transient Lodging Taxes, collected quarterly, from approximately 187 hotels and motels in Portland and transient lodgings in the County, and from Convention & Tourism.
- ◆ In FYs 1998-99 the allocation of expenses was changed to better reflect the activity of the program.
- ◆ In FY 2001, the County's temporary 2.5% tax increase reduced the expense ratio.



**Bureau Loss Experience vs. Citywide Loss Experience**



**Workforce Diversity — Bureau Employees vs. Citywide Employees**



Bureau of Licenses AU 316

PERFORMANCE MEASURES

	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
<b>BUREAU OF LICENSES</b>						
<b>Affirmative Action Measures</b>						
Affirmative Action - Minority	15.8%	17.1%	15.8%	13.9%	13.9%	
Minority Employees as a Percent of Total						
Affirmative Action - Female	60.5%	60.0%	63.2%	63.9%	63.9%	
Female Employees as a Percent of Total						
<b>Bureau of Licenses</b>						
<b>Risk Data</b>						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	2.94	2.96		
Worker's Comp Claims per 200,000 Hours Worked	0.00	6.10	0.00	2.96		
Fleet Claims per 100,000 Miles Driven	0.00	0.00	0.00	0.00		
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0	\$0	\$0		
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.35	\$0.00		
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.02	\$0.00	\$4.66		
<b>Business Licenses</b>						
<b>Workload</b>						
Business Licenses - No. of Monetary Transactions	174,808	179,698	163,645	161,310	162,254	162,543
Business Licenses - No. of Monetary Transactions** The old information system was only able to track transaction counts for BL. Implementation of BLIS in 1998 allows a more complete and accurate tracking.						
<b>Effectiveness</b>						
Business Licenses -- Total Revenue Collected	\$85.44	\$100.25	\$97.82	\$96.85	\$95.26	\$98.52
Total Revenue Collected**** Business License revenue as well as revenue collected for MCBIT, APP & SPEV programs						
<b>Efficiency</b>						
Business Licenses - % Expenses are of revenue	2.61%	2.45%	2.71%	2.75%	2.74%	2.74%
Business Licenses Program (BL) -- Percentage of revenues that are expensed*****Until 7/1/00, BL expenses were calculated against City license revenue only. After 7/1/00, BL expenses are calculated against all BL revenues because this comparison gives a						
<b>Regulatory Programs</b>						
<b>Workload</b>						
Regulatory Permits - No. of Permits Issued	6,806	6,705	3,972	1,820	2,020	2,030
<b>Effectiveness</b>						
Regulatory - Length of Time Handling Liquor Apps	56	42	42	NA	NA	NA
Regulatory Permits -- Length of Time Handling Liquor Applications in days						
<b>Efficiency</b>						
Regulatory - % of Expenses per Permit	1.5370%	1.7101%	0.8305%	0.3513%	0.3604%	0.3601%
Regulatory Permits -- Percentage of Expenses per Permit						
<b>Transient Lodgings</b>						
<b>Workload</b>						
Transient Lodging - No. of Hotel/Motel Audits Performed	27	26	19	25	25	25
Transient Lodging -- No. of Hotel/Motel audits performed						
<b>Effectiveness</b>						
Transient Lodging Tax Collected	\$17.30	\$18.24	\$18.97	\$25.92	\$26.51	\$23.32
Transient Lodging Tax Collected****Transient Lodging revenue totals include collection of Multnomah County Transient Lodging Tax and Convention & Tourism.						

**Bureau of Licenses AU 316**

**PERFORMANCE MEASURES**

	<b>Actual FY 1997-98</b>	<b>Actual FY 1998-99</b>	<b>Actual FY 1999-00</b>	<b>Actual FY 2000-01</b>	<b>Yr End Est. FY 2001-02</b>	<b>Adopted FY 2002-03</b>
<b>Efficiency</b>						
Transient Lodging % Expenses are of Revenue	0.64%	0.70%	0.72%	0.68%	0.69%	0.69%
Transient Lodging -- Percent Expenses are of Revenue						

**Bureau of Licenses AU 316**

**SUMMARY OF BUREAU BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	2,244,456	2,447,499	2,467,343	2,519,960	2,519,960
External Materials and Services	325,954	403,899	314,558	363,262	395,262
Internal Materials and Services	564,621	647,908	867,482	858,592	858,592
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>3,135,031</b>	<b>3,499,306</b>	<b>3,649,383</b>	<b>3,741,814</b>	<b>3,773,814</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 3,135,031</b>	<b>\$ 3,499,306</b>	<b>\$ 3,649,383</b>	<b>\$ 3,741,814</b>	<b>\$ 3,773,814</b>
Allocated Overhead	459,004	196,774	260,202	230,776	232,841
<b>Total Cost with Allocated Overhead</b>	<b>3,594,035</b>	<b>3,696,080</b>	<b>3,909,585</b>	<b>3,972,590</b>	<b>4,006,655</b>
<b>RESOURCES</b>					
General Fund Discretionary	1,956,470	2,177,935	2,419,626	2,561,509	2,593,509
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	32,059	12,941	0	0
Contract Revenues	528,273	620,619	564,253	581,181	581,181
Interagency Revenues	52,967	54,662	92,243	58,499	58,499
Program Revenue	597,321	614,031	560,320	540,625	540,625
<b>Total Non-Discretionary Revenues</b>	<b>1,178,561</b>	<b>1,321,371</b>	<b>1,229,757</b>	<b>1,180,305</b>	<b>1,180,305</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>3,135,031</b>	<b>\$ 3,499,306</b>	<b>\$ 3,649,383</b>	<b>\$ 3,741,814</b>	<b>\$ 3,773,814</b>
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.                      Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
<b>PROGRAMS</b>					
Business Licenses	2,606,869	2,969,108	3,045,951	3,014,733	3,046,733
<i>Positions</i>	34	39	33	32	32
Regulatory Programs	462,820	427,484	510,600	611,544	611,544
<i>Positions</i>	7	6	6	6	6
Transient Lodgings	65,342	102,714	92,832	115,537	115,537
<i>Positions</i>	1	1	1	1	1
Property Management	0	0	0	0	0
<i>Positions</i>	0	0	0	0	0
<b>TOTAL PROGRAMS</b>	<b>\$ 3,135,031</b>	<b>\$ 3,499,306</b>	<b>\$ 3,649,383</b>	<b>\$ 3,741,814</b>	<b>\$ 3,773,814</b>
<i>Positions</i>	<b>42</b>	<b>46</b>	<b>39</b>	<b>38</b>	<b>38</b>
<i>General Fund Discretionary Positions</i>	<b>33</b>	<b>36</b>	<b>31</b>	<b>31</b>	<b>31</b>



**Bureau of Licenses AU 316**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	1,356,623	1,485,646	1,787,049	1,840,552	1,840,552
512000 Part-Time Employees	45,551	36,468	36,716	22,803	22,803
514000 Overtime	10,253	3,582	0	0	0
515000 Premium Pay	11	1,557	0	0	0
517000 Benefits	590,433	635,992	643,578	656,605	656,605
518000 Paid Absence	241,585	284,254	0	0	0
<b>Total Personnel Services</b>	<b>2,244,456</b>	<b>2,447,499</b>	<b>2,467,343</b>	<b>2,519,960</b>	<b>2,519,960</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	20,796	14,950	0	0	0
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	4,540	1,214	3,800	3,300	3,300
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	84,037	218,863	178,290	157,296	157,296
531000 Office Supplies	58,319	8,494	44,009	66,801	98,801
532000 Operating Supplies	51,496	71,214	18,000	63,405	63,405
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	49,851	23,640	20,000	2,750	2,750
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	46,249	32,171	24,500	26,260	26,260
542000 Local Travel	4,800	28,855	23,459	42,470	42,470
543000 Out-of-Town Travel	2,056	1,463	0	0	0
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	3,810	3,035	2,500	980	980
<b>Total External Materials and Services</b>	<b>325,954</b>	<b>403,899</b>	<b>314,558</b>	<b>363,262</b>	<b>395,262</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	0	0	0	0	0
552000 Printing & Distribution	83,674	75,955	91,155	85,129	85,129
553000 Facilities Services	324,862	324,918	292,471	286,219	286,219
554000 Communications Services	46,895	45,654	51,365	51,518	51,518
555000 Data Processing Services	61,662	49,445	247,726	240,506	240,506
556000 Insurance	40,503	52,254	51,532	61,110	61,110
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	4,275	3,695	133,233	134,110	134,110
559000 Other Fund Services	2,750	95,987	0	0	0
<b>Total Internal Materials and Services</b>	<b>564,621</b>	<b>647,908</b>	<b>867,482</b>	<b>858,592</b>	<b>858,592</b>
<b>Total Materials and Services</b>	<b>890,575</b>	<b>1,051,807</b>	<b>1,182,040</b>	<b>1,221,854</b>	<b>1,253,854</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL BUREAU EXPENSES</b>	<b>\$ 3,135,031</b>	<b>\$ 3,499,306</b>	<b>\$ 3,649,383</b>	<b>\$ 3,741,814</b>	<b>\$ 3,773,814</b>

Bureau of Licenses AU 316

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 2000	FY 2001	FY 2001-02	FY 2001-02	FY 2002-03	FY 2002-03	FY 2002-03	FY 2002-03
		No.	No.	No.	Amount	No.	Amount	No.	Amount
531	Accounting Supervisor II	0	0	0	0	1	64,895	1	64,895
926	Administrative Services Manager	0	1	1	65,302	2	133,179	2	133,179
815	Administrative Specialist	1	0	0	0	0	0	0	0
922	Administrative Supervisor II	1	0	0	0	0	0	0	0
2532	Applications Analyst II	1	2	2	100,739	2	105,464	2	105,464
2534	Applications Analyst IV	1	1	1	0	0	0	0	0
535	Assistant Management Auditor	1	0	0	0	0	0	0	0
2220	Assistant Regulatory Specialist	3	0	0	0	0	0	0	0
114	Clerical Specialist	9	0	0	0	0	0	0	0
2202	Code Specialist II	0	10	7	289,338	6	258,799	6	258,799
2204	Code Specialist III	0	1	1	43,727	0	0	0	0
2207	Code Specialist, Lead	0	1	2	93,318	5	222,372	5	222,372
2210	Field Representative	6	0	0	0	0	0	0	0
2211	Field Representative II	4	0	0	0	0	0	0	0
2543	Information Systems Analyst III	0	1	0	0	0	0	0	0
2213	License Bureau Director	1	1	1	92,461	1	92,812	1	92,812
536	Management Auditor	3	4	4	229,510	3	172,163	3	172,163
100	Office Support Specialist I	0	0	1	27,380	0	0	0	0
102	Office Support Specialist II	0	11	9	307,295	10	346,371	10	346,371
104	Office Support Specialist III	0	2	2	74,098	1	41,607	1	41,607
2545	Principal Info Systems Analyst	1	1	0	0	0	0	0	0
966	Program Coordinator	0	0	1	52,215	1	53,155	1	53,155
968	Program Manager I	5	4	3	186,013	1	59,397	0	0
964	Program Specialist	1	1	1	58,067	1	58,506	1	58,506
2222	Regulatory Program Administrator	4	4	3	167,586	3	168,252	3	168,252
952	Senior Management Analyst	0	0	0	0	0	0	1	59,397
537	Senior Management Auditor	0	0	0	0	1	63,580	1	63,580
7494	Sr Community Relation Specialist	0	1	0	0	0	0	0	0
<b>TOTAL FULL-TIME POSITIONS</b>		<b>42</b>	<b>46</b>	<b>39</b>	<b>\$ 1,787,049</b>	<b>38</b>	<b>\$ 1,840,552</b>	<b>38</b>	<b>\$ 1,840,552</b>

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		
FY 2002-03	3,758,310	0	3,758,310	38.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	(1,091)	0	(1,091)	0.0	Facilities BOMA adjustment
	1,540	0	1,540	0.0	OMF HR cost pool adjustment
	(408)	0	(408)	0.0	OMF BHR Training reduction
	(16,537)	0	(16,537)	0.0	OMF Internal Services cuts - GF savings
<b>Approved Budget Additions and Reductions</b>	32,000	0	32,000	0.0	BID pass through
<b>Adopted Budget Additions and Reductions</b>	0	0	0	0.0	None
	15,504	0	15,504	0.0	Total FY 2002-03 Decision Packages
			<b>\$ 3,773,814</b>	<b>38.0</b>	Total Adopted Budget
<b>FY 2002-03 Reduction Packages Not Accepted</b>	(140,887)	0	(140,887)	2.0	7% reduction
			<b>\$ (140,887)</b>	<b>2.0</b>	Total Reduction Packages Not Accepted

# Office of Management and Finance

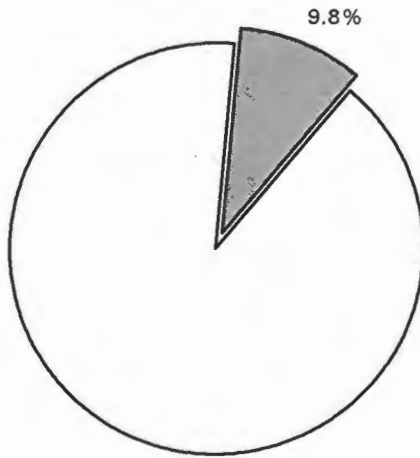
Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

Timothy Grewe, Chief Administrative Officer

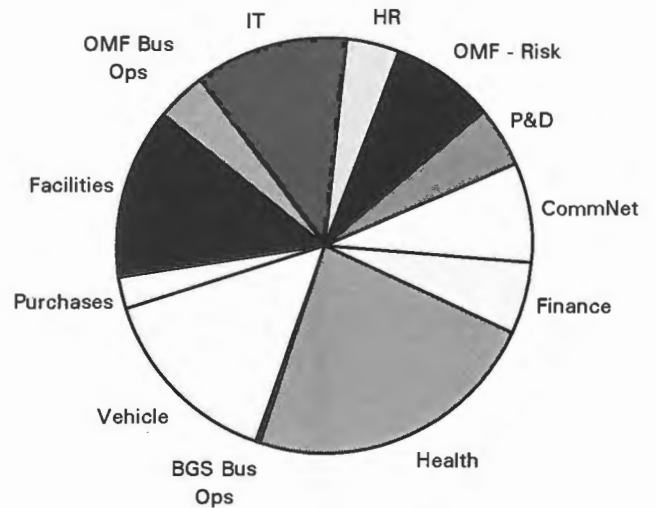
**Percent of City Budget**

OMF = \$136.7 Million



City Budget = \$1.4 Billion

**Bureau Divisions**

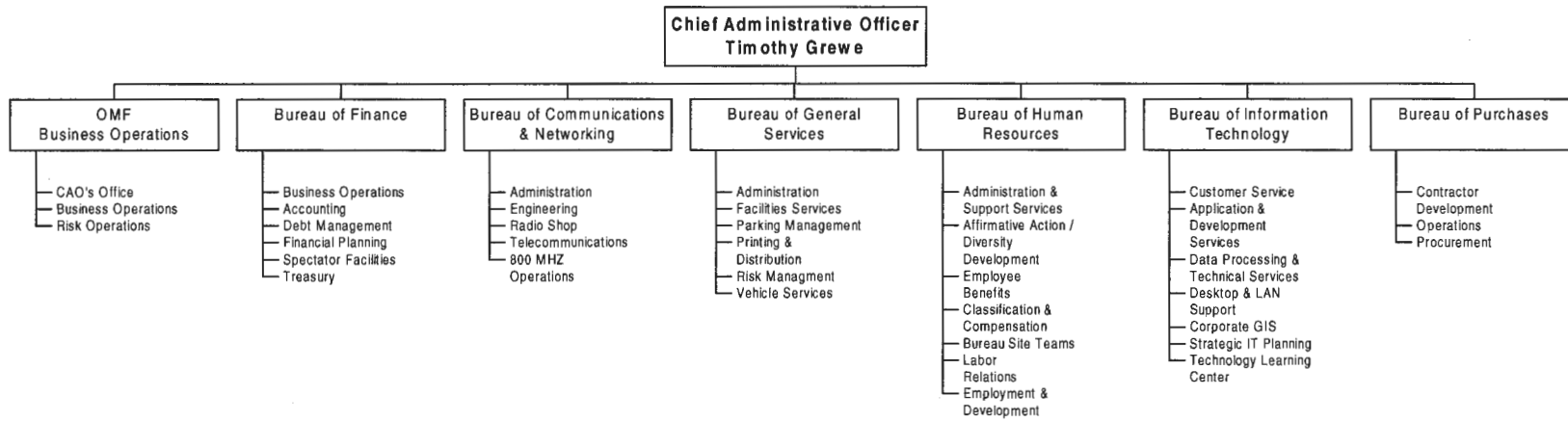


## Bureau Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	146,765,713	128,466,172	-18,299,541	-17.2%
Capital	20,178,491	8,245,669	-11,932,822	-61.4%
Allocated Overhead Costs	2,452,456	2,743,404	290,948	5.8%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 169,396,660</b>	<b>\$ 139,455,245</b>	<b>\$ -29,941,415</b>	<b>-22.2%</b>
Authorized Full-Time Positions	519	514	-5	-6.4%

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

### Office of Management and Finance



The Bureaus of Communications and Networking and Information Technology will be merged into a single Bureau of Technology Services in the fall of 2002.

## Bureau Summary

### BUREAU MISSION

The Office of Management and Finance's mission is:

*Leadership, Management, Stewardship*

Supporting the administrative and operational needs of the City to enhance quality service delivery to the public.

*Values*

The Office of Management and Finance has established the following values:

**Customer Focus** - We value an effective balance between service provision and regulation. We achieve this balance by striving to know the core business needs of our customers, establishing mutual understandings about our service capacity, and using a problem solving approach.

**Coordination & Partnerships** - We value a spirit of collaboration, cooperation, and effective communication in our work within the Office of Management and Finance and among City bureaus, our City Council, other agencies, and the public.

**Respect & Integrity** - We value and practice personal and organizational integrity, fiscal and operational accountability, and protecting the public trust. We practice inclusiveness, respecting diversity at all times.

**Stewardship** - We value sound management practices in the responsibilities entrusted to us by City Council, City bureaus, and the public.

**Strategic Perspective** - We value preparedness coupled with shared recognition of constraints and opportunities. We serve the City best through advance planning and anticipating issues.

**Knowledgeable, Dedicated Workforce** - We consider our employees our greatest asset. We strive to maintain a safe and supportive workplace based on principles of accountability and service.

**Sustainability** - We value and maintain business practices that respect the natural environment and further the City's goals for sustainability.

### BUREAU OVERVIEW

The Office of Management and Finance (OMF) is the primary advisor and provider of central services to the City Council and City bureaus. These services include financial management, human resources, information technology, purchases, urban services, and centralized services, such as vehicles, facilities, communications, printing and distribution services, and risk management. In addition, OMF serves external customers, such as vendors doing business with the City and applicants for City jobs.

*OMF is undergoing two organizational changes.*

OMF was created by the City Council on May 3, 2002 to achieve efficiencies and savings in City administrative and support services. The Chief Administrative Officer recently concluded a thorough assessment of OMF's organizational structure to ensure it is effectively supporting OMF's goals and objectives while maximizing available resources. Effective July 1, the bureaus of Financial Planning and Financial Management will be merged into a single Bureau of Finance, which is reflected in the Adopted Budget. In addition, the Bureau of Communications and Networking Services and the Bureau of Information Technology will be merged in the Fall of 2002 into the Bureau of Technology Services.

## **OMF Bureaus**

OMF's goals are accomplished through the following bureaus and programs:

### **OMF Business Operations**

OMF Business Operations is the administrative arm of OMF, which provides management, support, and coordination for all Office of Management and Finance's internal business operations. The program includes the Chief Administrative Officer's (CAO's) office, OMF Business Operations, and Risk Business Operations.

### **Bureau of Finance**

The Bureau of Finance is composed of the Accounting, Debt Management, Financial Planning, Spectator Facilities, and Treasury programs. Through these programs, the bureau provides financial management and planning services in a variety of areas, such as financial reporting and planning, investments, debt issuance, spectator facilities activities, and grants management.

### **Bureau of Human Resources**

Human Resources provides strategic leadership and management of Citywide human resource systems, which link to the business strategies of the Council and City bureaus.

*OMF provides a wide variety of services.*

### **Bureau of General Services**

General Services provides many of the City's internal support services. The bureau includes management and oversight of Facilities Services, Parking Facilities, Printing and Distribution, Risk Management, and Vehicle Services programs.

### **Bureau of Information Technology**

Information Technology (IT) provides leadership and management in strategic Citywide information technology planning and development activities.

### **Bureau of Purchases**

The Bureau of Purchases provides leadership and management of the City's procurement process and management and implementation of the City Council's Fair Contracting and Employment Strategy.

**Bureau of Communications and Networking Services**

The Communications (ComNet) program provides leadership to the Council and bureaus in strategic planning and management of the City's communications-related equipment and systems. ComNet also procures, operates, and maintains the City's communications-related equipment and systems.

**SUMMARY OF BUDGET DECISIONS**

The FY 2002-03 Adopted Budget for OMF is \$136 million. This is approximately \$30 million (18%) less than the FY 2001-02 Revised Budget.

Reductions were taken in OMF's General Fund bureaus, as required by the City Council, together with voluntary 7% reductions made by OMF's internal service funds in recognition of the City's financial challenges. Other budget reductions and adjustments were primarily the result of reduced capital requirements due to the completion of capital projects, retirement of debt, and health benefit plan redesign.

*OMF continues to examine ways to be more efficient.*

OMF's budget reductions for FY 2002-03 are in addition to over \$10 million in savings achieved through the Administrative Services Review effort in FY 1999-00 and FY 2000-01. OMF continues to look at its organizational structure and streamlining processes and systems to achieve efficiencies; however, budget reductions will have service impacts.

OMF's reductions for the Adopted Budget, as compared to the FY 2001-02 Revised Budget, are described below by program:

**Facilities**

The Facilities Services' budget reflects a 27% reduction as a result of reduced capital requirements and major maintenance reserves for City Hall, the 1900 Building, Police facilities, and Vehicle Services' facilities. 1.5 Maintenance Technicians are reduced - impacting repair and preventive maintenance of facilities. In addition, janitorial services for Police facilities, the Portland Building, the 1900 Building, and City Hall are reduced.

**Printing and Distribution**

This program reflects a 9% reduction and the elimination of two positions. These reductions are attributable to lower service levels being requested by bureaus due to increased use of technology for disseminating information.

**Risk Management**

This program increases by 1.7%. Risk's 7% internal service fund reductions are offset by increases in Workers' Compensation costs as a result of claims activity. In addition, the City's Loss Control Manager is being eliminated at a time when claims costs are increasing.

**Vehicle Services**

The Vehicle Services' budget decreases approximately 19% due to the completion of a large capital project in FY 2001-02 and extended vehicle replacement cycles.

**ComNet**

Communications decreases by 41% as a result of reduced capital costs for implementation of the IRNE. In addition, 7% reductions are achieved by reduced telecommunications equipment, radio shop, and 800 MHz rates. \$257,950 in one-time capital set-aside funds were provided to support capital projects for the 800 MHz system.

**Health Administration**

This program's costs decline by approximately 21% as a result of plan redesign to contain escalating health care costs.

**Information Technology**

This program's costs are reduced 16% from the FY 2001-02 Revised Budget as a result of Geographic Information System (GIS) debt retirement and the 7% internal service fund cuts. Six positions and the Technology Learning Center are eliminated, and the GIS program will relocate from the PacWest Building to the Portland Building, resulting in a rent reduction. This move also achieves a higher occupancy rate for the Portland Building and positively impacts the Facilities Fund.

**Purchases**

This bureau's reductions impact the City's Fair Contracting program and the bureau's Operations program through the elimination of two positions and City support for the Oregon Association of Minority Entrepreneurs (OAME) community office. In addition, participants will have to pay for contractor development services previously supported by the City.

**Financial Management**

The Adopted Budget maintains staff in Financial Planning and reduces its interagency agreement with the Bureau of Information Technology by \$45,000. In addition, the Grants Office is reduced by one position and is being transferred organizationally from Accounting to Financial Planning. This is being done in recognition of the commonality of work and to achieve efficiencies to minimize the loss of staff support.

**Human Resources**

The Bureau of Human Resources' Citywide training program has been significantly reduced and two positions have been eliminated.

**OMF Business Operations**

A Program Manager II position has been added to assist OMF, the Portland Department of Transportation (PDOT), and the Bureau of Planning with public information activities. Interagency agreements with PDOT and Planning each support one-third of the position, respectively. OMF's discretionary target has been adjusted to support its one-third share of the position.

OMF Business Operations' materials and services budget is significantly reduced and the Chief Administrative Officer's special projects staff have largely been reallocated to other OMF program and activities.

**Impact of Reductions**

The reductions highlighted above will result in lower customer service levels to meet the City's evolving business needs. The reduction of prudent major maintenance facilities reserves, extended vehicle replacement cycles, and a decreased ability to focus on effective loss prevention may result in increased costs in the future. Likewise, Citywide training program reductions will impact the ability to invest in and train managers, supervisors, and employees on citywide human resources rules, etc., potentially increasing costs due to increased labor and employee relations issues. The reassignment of staff in the Chief Administrative Officer (CAO)'s office and reductions taken in OMF Business Operations impact the CAO's ability to achieve OMF's work plan and to absorb new and important Council projects.

**FUNDING SOURCES**

The Office of Management and Finance is funded by a combination of resources. The bureaus of Finance and Purchasing are funded primarily by General Fund overhead and discretionary resources. OMF Business Operations and the bureaus of General Services, Communications, Information Technology, and Human Resources are funded primarily through interagency revenues.



**New Revenues**

Some new revenue sources are included in the FY 2002-03 Adopted Budget. OMF will assess a quarterly administrative fee to be paid by each of the five deferred compensation providers. The fee equates to .05% of the average annual balance of assets under management and is estimated at \$65,000 for FY 2002-03. While the fee will not fully offset the operating costs of the program, it will provide a stable funding source for approximately half of the program's costs.

*A new municipal marketing program is being started.*

Other new revenues are from interagency agreements and a new program. A \$75,000 interagency is established with the Pension Debt Redemption Fund in support of Treasury staff costs associated with PERS pension liability issues. In addition, the Adopted Budget provides for the implementation of a municipal marketing partnership program. Under such a program, the City would enter into contracts with corporations and collect fees for providing commercial marketing opportunities through sponsorships and advertising. Program requirements are estimated to be \$121,000 per year. Projected net revenue is \$25,000, which would be used to offset staff costs.

## Strategic Direction

### MAJOR INITIATIVES

OMF has the following major initiatives for FY 2002-03:

#### **Citywide Administrative Efficiencies**

The City's Chief Administrative Officer will continue to provide leadership to ensure the City's administrative services are delivered efficiently and at least cost. As part of this effort, the Bureau of Communications and Networking Services and the Bureau of Information Technology will be merged to form a new Bureau of Technology Services in the Fall of 2002. In addition, a focused review will be conducted of OMF's Vehicle Services and Risk Management operations, as well as the Citywide budget process, to identify potential opportunities for better anticipating and meeting customers' business needs, improving customer service, streamlining systems and processes, and maximizing effectiveness.

It should also be noted that FY 2002-03 will mark the first full year of implementation of the new Citywide service delivery model for human resources, with service agreements and performance measures in place.

#### **Employee Health Care Benefits**

OMF will continue to provide leadership in benefits redesign to contain costs while providing employees with a competitive health care program.

#### **New GASB Reporting**

OMF will implement new financial reporting standards developed by the Governmental Accounting Standards Board (GASB). This change in reporting is mandatory. Failure to comply will result in a qualified opinion of the City's financial reports. This would impact the City's Aaa bond rating, thereby significantly increasing borrowing costs.

#### **IBIS Replacement / Enhancement**

OMF will continue to review alternatives for replacement and/or enhancement to the Integrated Business Information System (IBIS) to provide better management information upon which to base decisions and to establish financial systems to support planned City e-government and e-commerce business.

#### **800 MHz Radio System Major Maintenance**

Communications and Networking Services will continue maintenance and system enhancement projects to add greater coverage and protect the investment in the 800 MHz system.

#### **Integrated Regional Network Enterprise**

The Integrated Regional Network Enterprise (IRNE) will be operational in FY 2002-03. The IRNE will provide a high-speed, high-capacity link among government buildings and represents a major investment designed to remove technological barriers for government participation in the e-commerce economy. Once this link is in place, various public service enhancements can occur.

#### **Fire Station Construction**

In cooperation with the Bureau of Fire, Rescue and Emergency Services, OMF will continue to provide project management in the construction of four new fire stations and renovation of three stations.

## MANAGEMENT GOALS & OBJECTIVES

The Office of Management and Finance (OMF) provides for a number of strategic directions in FY 2002-03 and beyond. These include the following:

### Leadership and Stewardship of Resources

**Strengthen OMF's leadership and stewardship of the City's human, technological, financial, and capital resources.**

OMF will undertake this effort through the following activities:

- ◆ Undertake a critical evaluation of existing service delivery approaches based on cost effectiveness, quality of service, and accountability in light of OMF's performance over time, as well as comparisons to similar jurisdictions nationwide.
- ◆ Continue the existing competitiveness study for OMF services and establish benchmarks.
- ◆ Model the City's sustainability vision by establishing sustainability objectives and implementing a comprehensive sustainability program.
- ◆ Implement education and outreach efforts to increase the visibility of OMF and increase awareness of the organization's value and role to internal and external customers, users, and stakeholders.

### Professional Workforce and Workplace

**Continue to recruit and to develop an expert workforce and develop a workplace based on basic values of accountability, stewardship, inclusion, and service.**

OMF will continue these efforts with the following activities:

- ◆ Develop and implement an organization-wide communication plan for timely and relevant communication of information to employees, key customers, users, and stakeholders.
- ◆ Conduct a comprehensive workforce needs assessment leading to the development and implementation of a workforce training and development plan.
- ◆ Develop and implement an organization-wide workforce turnover and management succession plan.
- ◆ Continue to foster efforts to weave diversity and inclusion into all aspects of our work.
- ◆ Engage all OMF employees in discussions of the organization's mission, vision, values, and strategic goals.
- ◆ Continue to develop a workplace distinguished by a sense of safety and a responsiveness to the diversity and needs of our workforce.
- ◆ Recognize the need to balance work and personal life to ensure a healthy workforce.

### Management Skills

**Enhance the management skill sets necessary to lead the organization.**

OMF will undertake this effort through the following activities:

- ◆ Develop a clear set of management skill sets and competencies and expectations based on strategic goals and objectives.
- ◆ Develop and implement a comprehensive management training and development program across the organization.
- ◆ Continue the development and implementation of sound performance management practices that establish clear expectations, provide organizational support for success, and hold individuals at all levels of the organization accountable for results.

- ◆ Further build teamwork and the ability of organizational leaders to work together on addressing Citywide issues.

### **Efficiency Through Technology**

#### **Maximize the cost-effective use of technology in all aspects of OMF's work.**

OMF will undertake this effort through the following activities:

- ◆ Develop a comprehensive strategic technology plan for OMF.
- ◆ Undertake a comprehensive examination of the City's technology infrastructure requirements and develop an investment plan.
- ◆ Continue to explore ways to use technology including investing in and promoting the use of e-business, e-commerce, and e-government in order to increase ease of City and public use of our services.
- ◆ Continue to develop and implement Citywide standards consistent with the core business needs of users.
- ◆ Conduct an assessment of user training needs and provide appropriate support.

### **Partnerships**

#### **Strengthen OMF's collaborative business partnerships with customers, users, and stakeholders.**

OMF will undertake this effort through the following activities:

- ◆ Involve customers, users, and stakeholders in establishing customer service standards based on the principle of balancing service provisions with our regulatory mandates and financial constraints.
- ◆ Capitalize on opportunities to partner with other government jurisdictions and appropriate entities to achieve economies of scale in the delivery of cost-effective and quality services.
- ◆ Establish basic and consistent standards of service delivery and value, including operating policies and procedures, across all OMF bureaus.
- ◆ Establish, administer, and report specific performance measures within all OMF bureaus.
- ◆ Regularly communicate with our customers and stakeholders on projects and issues which will impact them.
- ◆ Periodically survey customer satisfaction with our services.

## **COUNCIL PRIORITIES**

### **Future Focus**

The Office of Management and Finance provides administrative and support services to the Mayor, City Council, and City bureaus. While many of OMF's activities contribute most directly to the goal to "maintain a financially stable City," operating bureaus' service delivery to the public is dependent on many OMF services -- procurement, office space, vehicles and equipment, and the like. As a result, OMF supports all of Council's strategic goals and objectives.

### **Portland/Multnomah Benchmarks**

OMF partners with the Council and City bureaus in delivery of service to Portland's citizens. OMF's activities contribute most directly to the benchmarks of Economic Prosperity, Government Performance, Neighborhood Livability, Diverse Workforce, Growth, Public Safety, Jobs and Infrastructure, Multi-Modal Transportation, and Access to High Speed Internet.

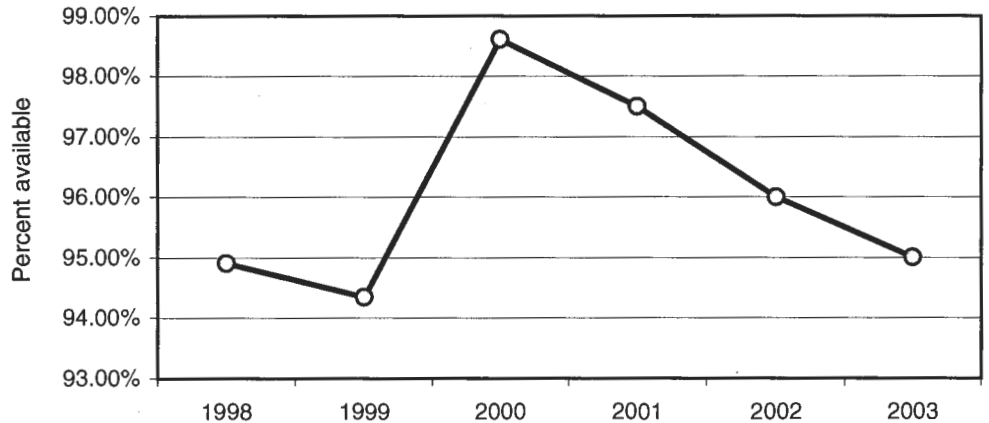
OMF also shares information with and receives input from citizens through community budget forums, the Public Utility Review Board, and other citizen committees and boards.

OMF participates in a variety of forums with other regional jurisdictions (Metro, the City of Gresham, Multnomah County, etc.) on a variety of issues. The City's Chief Administrative Officer regularly attends the metro area managers meeting to share and discuss issues of common interest. Additionally, OMF regularly collaborates with business and community agencies, such as the Chamber of Commerce, the Regional Arts and Culture Council, and the Association for Portland Progress.

# Performance Measures

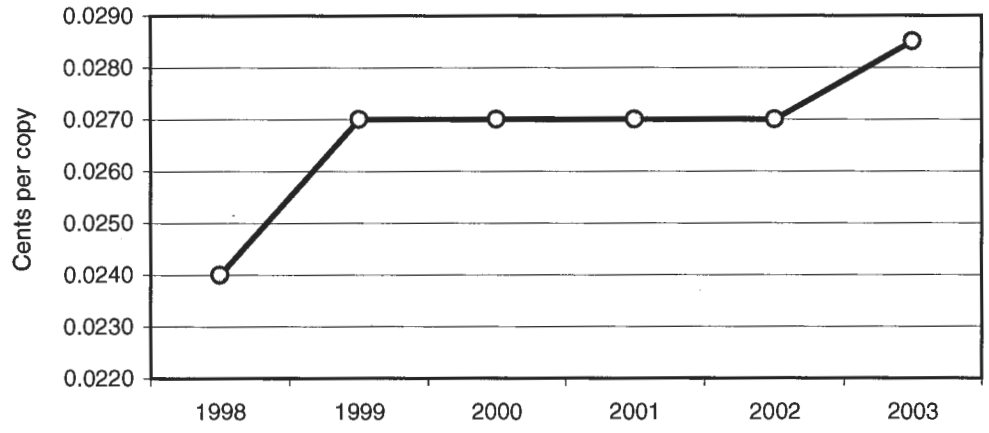
**Percentage Availability of All Vehicles**

- ◆ This measure reflects the total percentage of time vehicles are not in the shop for repairs or maintenance.
- ◆ Vehicles have been available 94% of the time or better in the last 5 years.



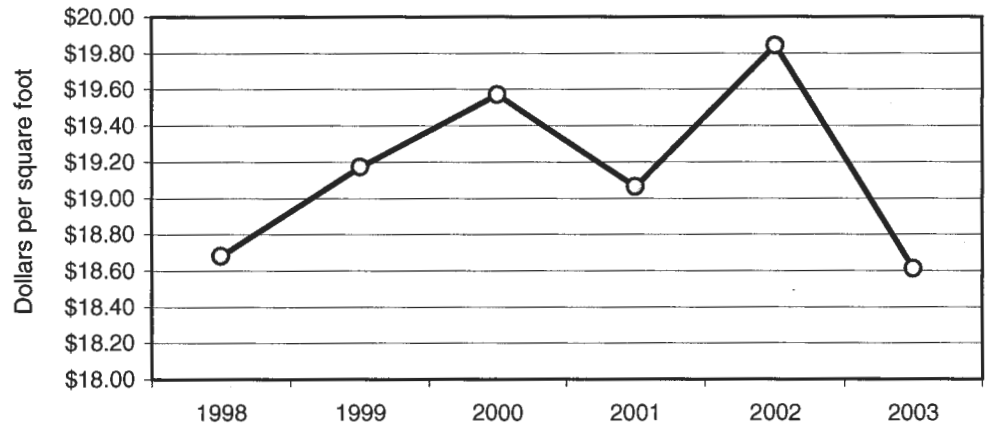
**Basic Copy Center Rate**

- ◆ Through efficiencies and increased volume, Printing and Distribution has increased the basic copy center rate only twice in the last eleven years.
- ◆ Over an eleven year period, inflation has averaged 3.2%, while the basic copy center rate has only increased the equivalent of 1.9%.



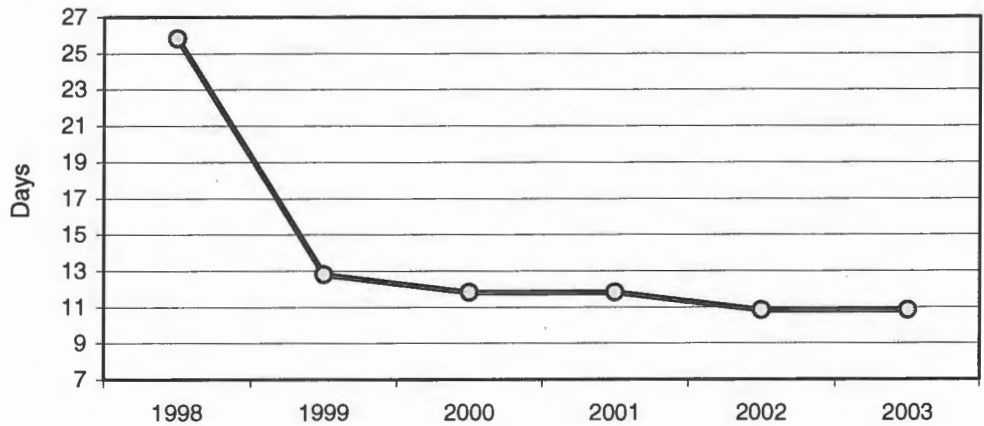
**Average Rental Rate for City-Owned Property Leased to City Bureaus**

- ◆ The rental rate has stayed close to the rate of inflation for the last 10 years.
- ◆ The reduction in FY 2003 is due to basing square footages on BOMA standards.

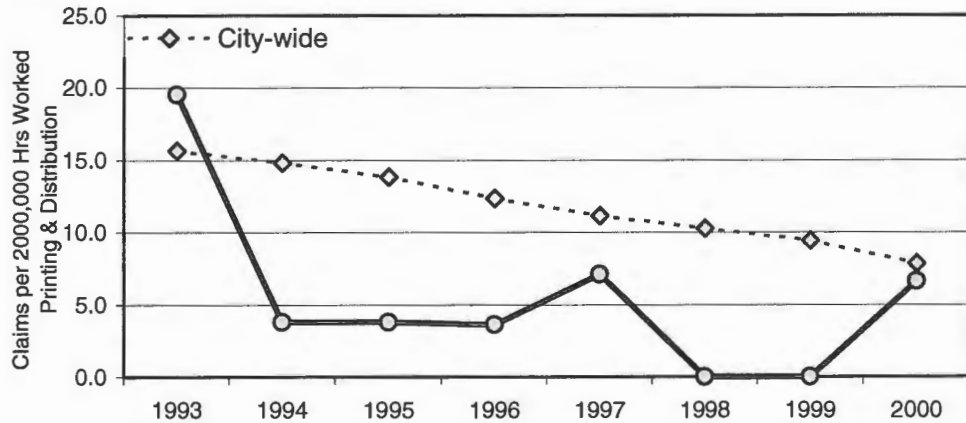


**Processing Time (Days) for Formal Contracts**

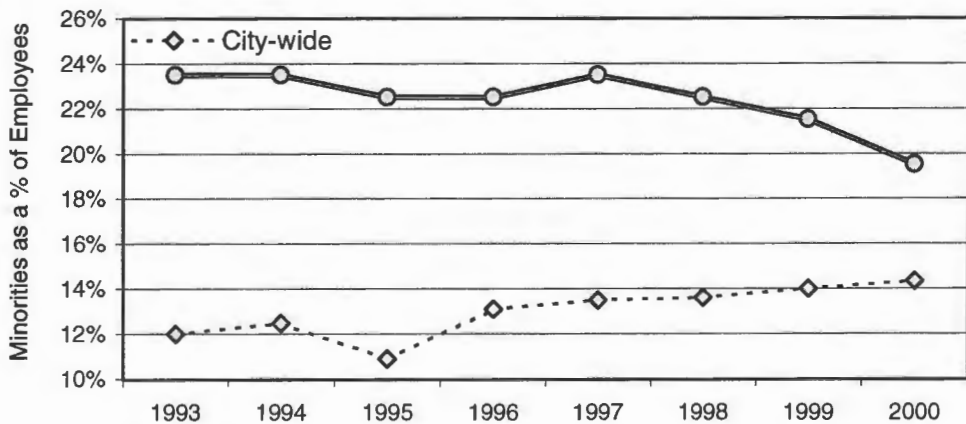
- ◆ Time to process a contract from bid acceptance was reduced substantially during FY 1998-99.
- ◆ Further streamlining of contract processes (pending state legislation and city process improvements) are planned to create greater efficiencies in coming years.
- ◆ Budget restrictions may delay the further planning and implementation of streamlining processes.



**Bureau Loss Experience vs. Citywide Loss Experience**



**Workforce Diversity — Bureau Employees vs. Citywide Employees**



Office of Management and Finance AU

PERFORMANCE MEASURES

	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
<b>OFFICE OF MANAGEMENT AND FINANCE</b>						
<b>Affirmative Action Measures</b>						
Affirmative Action - Minority	21.5%	19.9%	19.0%	18.8%	19.1%	
Minority Employees as a Percent of Total						
Affirmative Action - Female	37.8%	38.6%	38.8%	38.4%	38.6%	
Female Employees as a Percent of Total						
<b>Communication Services</b>						
<b>Radio Shop</b>						
<b>Workload</b>						
Number of pieces of electronic equipment maintained	5,072	5,411	5,734	5,993	6,120	6,120
<b>Effectiveness</b>						
Percentage of customers surveyed rating services good or very good		98%	100%	100%	100%	100%
<b>Efficiency</b>						
Number of pieces of electronic equipment maintained per technician	403	404	489	596	609	609
<b>800 MHz Operations</b>						
<b>Workload</b>						
Number of communication units accessing system	5,339	5,748	6,049	6,353	6,400	6,400
<b>Effectiveness</b>						
Percentage of time system operated without failure	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
<b>Efficiency</b>						
Number of communication units per employee	834	858	680	588	593	593
<b>Telecommunications</b>						
<b>Workload</b>						
Number of Service Requests Processed	2,823	3,091	4,060	3,649	3,536	3,400
<b>Effectiveness</b>						
Percentage of Customers Surveyed Rating Services Good or Very Good		93%	100%	100%	100%	100%
<b>Efficiency</b>						
Service Requests per Telephone Coordinator	941	1,030	1,015	912	884	850
<b>Facilities Services</b>						
<b>Operations &amp; Maintenance</b>						
<b>Efficiency</b>						
Carbon footprint - Electricity usage						TBD
This measure will allow for tracking electricity usage and therefore our carbon footprint year to year.						
<b>Efficiency</b>						
Carbon footprint - Natural gas usage						TBD
This measure will allow for tracking natural gas usage, and therefore our carbon footprint, year to year.						
<b>Property Management</b>						
<b>Workload</b>						
Total square footage of facilities managed		2,745,263	3,073,796	3,073,796	3,114,592	3,114,592
<b>Efficiency</b>						
Average rental rate for City-owned property leased to City bureaus	\$18.68	\$19.17	\$19.57	\$19.06	\$19.84	\$18.61
<b>Project Management</b>						
<b>Workload</b>						
Value of capital improvements completed			\$28,095,134	\$18,292,790	\$15,229,000	\$32,253,403



	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
Value of capital improvements planned			\$28,095,134	\$29,100,500	\$44,935,000	\$32,253,403
<b>Effectiveness</b>						
Percentage of projects completed within authorized schedule and budget			100%	NA	100%	100%
<b>Efficiency</b>						
Cost per square foot for new construction			\$179.00	NA	\$141.00	\$195.00
Cost per square foot for renovated space			\$23.00	\$27.00	\$40.00	\$56.00
<b>Facilities Maintenance</b>						
<b>Effectiveness</b>						
Percentage of City facilities maintained in good or better condition			100%	90%	90%	90%
Percentage of maintenance service requests resolved within 24 hours			95%	30%	50%	50%
Percentage of maintenance mechanic time devoted to preventive maintenance			35%	20%	25%	30%
<b>Vehicle Services</b>						
<b>Maintenance &amp; Repair</b>						
<b>Workload</b>						
Number of Work Orders Issued	22,333	16,719	20,646	22,201	23,000	23,500
Maintenance and Repair work orders opened for vehicles which come in for service.						
<b>Effectiveness</b>						
Percentage availability of all vehicles	94.90%	94.34%	98.61%	97.50%	96.00%	95.00%
<b>Efficiency</b>						
Number of Work Orders per Vehicle	8.90	6.42	7.94	8.67	8.83	8.89
<b>Fuel Management</b>						
<b>Efficiency</b>						
Carbon footprint - Gasoline fuel usage						TBD
This measure will allow for tracking gasoline usage, and therefore our carbon footprint, year to year.						
<b>Efficiency</b>						
Carbond footprint - Diesel fuel usage						TBD
This measure will allow for tracking diesel fuel usage, and therefore our carbon footprint, year to year.						
<b>Vehicle Pool</b>						
<b>Workload</b>						
Number of Vehicle Pool Trips	2,861	2,878	2,742	2,936	3,000	3,100
<b>Capital Replacement</b>						
<b>Workload</b>						
Number of Vehicles/Equipment in Vehicle Services Inventory	2,508	2,603	2,608	2,562	2,602	2,642
<b>Efficiency</b>						
Percentage of Planned Replacement Vehicles Purchased	68%	87%	82%	65%	90%	90%
<b>Printing &amp; Distribution Services</b>						
<b>Copy Services</b>						
<b>Workload</b>						
Total number of copies	29,044,799	32,069,427	27,308,630	20,133,446	19,000,000	21,123,900
<b>Distribution</b>						
<b>Workload</b>						
Total number of pieces mailed	3,775,000	5,300,000	5,345,678	4,150,007	4,500,000	4,500,000
<b>Effectiveness</b>						
Delivery routes completed on time		98%	98%	98%	98%	98%
<b>Efficiency</b>						
Total number of pieces mailed per employee	629,167	883,333	890,946	754,547	818,182	800,000

	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
<b>Duplicating</b>						
<b>Workload</b>						
Total number of work orders completed	25,797	25,850	29,477	30,598	29,950	30,000
<b>Effectiveness</b>						
Work shipped on time	97.9%	96.9%	97.9%	98.1%	98.0%	98.0%
<b>Efficiency</b>						
Basic Copy Center Rate	0.0240	0.0270	0.0270	0.0270	0.0270	0.0285
<b>Microfilm</b>						
<b>Workload</b>						
Total number of work orders completed	1,911	2,226	1,173	1,064	1,100	1,150
<b>Effectiveness</b>						
Work shipped on time	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Efficiency</b>						
Total number of work orders completed per employee	956	1,113	782	532	440	450
<b>Financial Management</b>						
<b>Financial Planning &amp; Grants</b>						
<b>Workload</b>						
Number of Major Policy Reviews				5	5	5
No. of Budget Documents Produced	8	8	5	6	6	6
No. of PURB Meetings	65	54	57	41	50	50
<b>Effectiveness</b>						
Accuracy of Financial Forecast (Percent Within Actuals)	2.3%	1.0%	1.0%	1.0%	3.0%	1.0%
GFOA Budget Quality Award	1	1	1	1	1	1
Quality puppy time index	0.47	0.32	0.73	0.76	0.43	0.65
<b>Efficiency</b>						
Financial Outlooks Issued Within 20 Days of AP End		75%	75%	75%	75%	75%
<b>Bureau of Financial Management</b>						
<b>Workload</b>						
No. of Invoices Issued	2,600	2,700	3,968	4,000	3,705	4,100
Number of Active Federal Grants	146	167	163	160	160	175
Investment Portfolio	\$575	\$538	\$550	\$598	\$375	\$375
Long-Term Debt Under Issuance	\$1.00	\$1.21	\$1.55	\$1.93	\$1.93	\$1.93
Oregon Arena Management Financial Plans	2	1	1	1	1	1
<b>Effectiveness</b>						
No. of Grant Audit Findings	6	3	1	0	0	0
Accounts Payable Turnaround Time (Days From Receipt)	1-3 Days	1-3 Days	1-3 Days	1-3 Days	1-3 Days	1-3 Days
GFOA CAFR Compliance Certificate	1	1	1	1	1	1
No. Days After FY End to Issue CAFR	165	165	165	215	165	165
No. of Payroll Checks Without Error	155,000	163,000	162,132	163,000	163,000	162,500
Percent of Invoices Collected Within 60 Days	85%	85%	85%	65%	85%	85%
<b>Efficiency</b>						
City's Bond Rating	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa
<b>Human Resources</b>						
<b>Human Resources</b>						
<b>Workload</b>						
Diversity Development (D.D.)-Number of trainee hours in D.D. Classes			N.A.	3,500	3,500	3,500

Office of Management and Finance AU

PERFORMANCE MEASURES

	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
Hours Spent in Collective Bargaining	2,000	1,900	2,200	2,500	2,500	2,500
Hours Spent in Contract Administration	5,018	5,200	4,800	5,200	5,200	5,200
Number of Classification Actions	2,231	375	2,300	300	1,865	300
Training Participant Hours	12,300	12,950	13,100	14,160	13,900	13,000
Employment Opportunities Posted	200	208	244	250	250	250
Personnel Action Notices Processed	8,095	16,000	13,672	13,320	13,500	14,600
Alternate Employment Activities					NA	40
Training Plans, Expanded Transfers, Alternative Lists, Reinstatements						
Number of Employment Applications Received					NA	25,000
<b>Effectiveness</b>						
Percent Reduction in Number of Contract Administration Grievances	65.0%	0.0%	2.6%	2.0%	2.0%	250.0%
Percent of Workforce Classifications Reviewed Annually	55%	17%	49%	25%	52%	20%
Percent of Exam Appeals Resolved Prior to Civil Service Board Action	87%	94%	95%	95%	85%	80%
Percent of Customer Service Surveys on Exams With Ratings of 4 or 5 on a Scale of 1-5	93%	96%	95%	95%	100%	90%
Parity Achievement-% of City employees from Protected Classes	N.A.	14%	15%	16%	16%	17%
Percent of Affirmative Action Plan Implemented	100%	80%	90%	85%	100%	100%
Percent EEO Complaints Investigated	100%	85%	70%	90%	100%	100%
Percent of Training Professional Services Costs Funded Through Participant Fees			87.0%	90.0%	90.0%	93.0%
Length of Time to Establish Eligibility Lists	55	37	35	40	47	35
<b>Efficiency</b>						
Average Personal Services Costs Per Classification Action	\$346	\$85	\$459	\$75	\$100	\$100
Personal Services Costs Per Training Participant Hour	\$7.02	\$5.07	\$4.78	\$4.78	\$5.00	\$0.00
<b>Information Technology</b>						
<b>Computer Services</b>						
<b>Workload</b>						
Application and Development Hours Billed		17,000	17,850	17,264	16,240	17,427
IBM Online Transactions Per Day		120,000	120,000	144,704	151,939	159,536
<b>Effectiveness</b>						
Help Desk Tier 1 Response			50%	78%	75%	75%
Resolve Desk Top Problems Within 10 Minutes						
<b>Effectiveness</b>						
Help Desk Tier 2 Response			98%	98%	98%	98%
Resolve Desk Top Problems Within 4 Hours						
Network Problem Resolution (Business Day)				90%/4 hours	90%/4 hours	90%/4 hours
Help Desk Calls Recorded			48%	98%	98%	100%
IBM System Availability	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
<b>Efficiency</b>						
Networked Devices Per Technician	101	101	52	83	100	110
<b>Risk Management</b>						
<b>Insurance &amp; Claims Administration/Claims</b>						
<b>Workload</b>						
Number of general & fleet liability claims	1,013	1,043	1,024	1,030	1,030	1,030

	Actual FY 1997-98	Actual FY 1998-99	Actual FY 1999-00	Actual FY 2000-01	Yr End Est. FY 2001-02	Adopted FY 2002-03
<b>Effectiveness</b>						
Incurring cost of general liability claims per \$100 payroll	0.99	1.11	0.51	1.08	1.08	1.08
Incurring cost of fleet liability claims per 100,000 miles driven	4.85	4.46	2.90	3.54	3.54	3.54
<b>Efficiency</b>						
Number of general liability claims per 200,000 hours worked	12.62	12.07	11.26	11.48	11.48	11.48
Number of fleet liability claims per 100,000 miles driven	1.30	1.35	1.23	1.26	1.26	1.26
<b>Workers Compensation Admin/Claims</b>						
<b>Workload</b>						
Number of workers compensation claims	357	345	314	341	341	341
<b>Effectiveness</b>						
Incurring cost of workers compensation claims per \$100 payroll	0.82	0.94	0.66	0.86	0.86	0.86
<b>Efficiency</b>						
Number of workers compensation claims per 200,000 hours worked	10.27	9.55	7.86	8.52	8.52	8.52
<b>Bureau of Purchases</b>						
<b>Purchases</b>						
<b>Workload</b>						
Project Manager and Inspector Training - Number of Students	211	265	275	300	300	300
Centralized training for the City's project managers and inspectors increases, standardizes, and updates their knowledge on City construction contracting policies and procedures.						
<b>Effectiveness</b>						
Processing Time (Days) For Formal Contracts	26	13	12	12	11	11
Processing formal contracts in an efficient manner is important to the City's bureaus. Purchases seeks to provide excellent customer service by reducing processing time without compromising the City of Portland's legal and social responsibilities.						
<b>Effectiveness</b>						
Percentage of Hours Worked by Minority and Women Contractors on City Projects	18%	21%	22%	24%	24%	24%
The adoption of the Fair Contracting and Employment Strategy by City Council allows the City of Portland to utilize fair and inclusive contracting practices to ensure that all qualified community members can take part in the bidding process.						
<b>Purchasing Admin</b>						
<b>Workload</b>						
Number of EEO Certifications Processed	3,500	3,525	3,575	3,600	3,625	3,625
<b>Procurement</b>						
<b>Workload</b>						
Requisitions and Formal Bids	1,900	1,950	2,000	2,050	2,100	2,100
Processing Time for Formal Contracts	26	13	12	12	11	11
Customer bureaus have increasingly expected the Bureau of Purchases to shorten contract cycle time on high-priority projects, and we have worked to improve and streamline the process. In fiscal year 1998-99, the Bureau of Purchases cut in half the time to process formal contracts.						
Percentage of Requisitions to POs in Less Than 15 Days	90%	90%	90%	90%	90%	90%
<b>Contractor Development</b>						
<b>Workload</b>						
Prime Contracts < \$200,000 Awarded to M/W/ESB Contractors	16%	27%	30%	30%	30%	30%
Percentage of Hours Worked by Minorities and Women on City Projects	18%	21%	24%	24%	24%	24%
Project Manager Training - Number of Students	211	265	275	300	300	300

Office of Management and Finance AU

SUMMARY OF BUREAU BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	26,526,360	27,785,259	38,553,256	39,702,643	39,899,404
External Materials and Services	65,195,391	68,133,012	85,329,484	67,779,450	67,591,235
Internal Materials and Services	21,918,967	10,031,239	12,820,294	14,098,301	14,089,739
Minor Capital Outlay	7,534,031	5,883,982	10,027,387	6,885,794	6,885,794
Equipment Cash Transfers	16,070	4,750	35,292	0	0
<b>Total Operating Budget</b>	<b>121,190,819</b>	<b>111,838,242</b>	<b>146,765,713</b>	<b>128,466,188</b>	<b>128,466,172</b>
Capital Improvements	15,178,165	9,117,357	20,178,491	8,094,540	8,245,669
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 136,368,984</b>	<b>\$ 120,955,599</b>	<b>\$ 166,944,204</b>	<b>\$ 136,560,728</b>	<b>\$ 136,711,841</b>
Allocated Overhead	2,370,551	2,350,447	2,452,456	2,564,242	2,743,404
<b>Total Cost with Allocated Overhead</b>	<b>138,739,535</b>	<b>123,306,046</b>	<b>169,396,660</b>	<b>139,124,970</b>	<b>139,455,245</b>
<b>RESOURCES</b>					
<b>Resources</b>					
BGS-Facilities Services	25,969,840	18,731,332	25,281,332	18,521,223	18,521,279
BGS-Printing & Distribution	6,713,461	6,065,500	6,965,994	6,411,300	6,338,410
BGS-Risk	8,973,620	8,484,499	11,097,913	11,243,300	11,283,300
BGS-Vehicle Services	18,454,952	16,748,661	24,884,123	20,092,376	20,092,376
Communication Services	10,693,843	11,352,500	18,256,311	10,759,587	10,760,574
Health Insurance	29,617,641	36,297,166	39,889,507	31,474,630	31,474,630
Information Services	16,071,178	8,242,852	19,560,702	16,368,576	16,351,364
Discretionary General Fund	5,203,003	4,329,789	3,243,789	2,839,246	2,696,077
<b>Total Discretionary Revenues</b>	<b>121,697,538</b>	<b>110,252,299</b>	<b>149,179,671</b>	<b>117,710,238</b>	<b>117,518,010</b>
<b>Non-Discretionary Revenues</b>					
Interagency Revenues	6,934,908	3,436,302	11,354,747	12,071,877	12,272,049
Bureau Program Revenues	795,799	785,135	1,235,553	1,450,073	1,450,073
Overhead Revenues	6,940,739	6,481,863	5,174,233	5,328,540	5,471,709
<b>Total Non-Discretionary Revenues</b>	<b>14,671,446</b>	<b>10,703,300</b>	<b>17,764,533</b>	<b>18,850,490</b>	<b>19,193,831</b>
<b>TOTAL RESOURCES</b>	<b>136,368,984</b>	<b>\$ 120,955,599</b>	<b>\$ 166,944,204</b>	<b>\$ 136,560,728</b>	<b>\$ 136,711,841</b>

Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.  
 Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.

<b>DIVISIONS</b>					
Health Administration	29,617,641	36,297,166	39,889,507	31,474,630	31,474,630
<i>Positions</i>	0	7	6	6	6
Financial Planning	0	0	0	0	0
<i>Positions</i>	0	0	0	0	0
OMF Business Operations	7,947,930	3,178,996	4,543,802	5,057,988	5,118,160
<i>Positions</i>	64	25	35	33	34
BGS Business Operations	0	4	322,795	343,140	343,140
<i>Positions</i>	0	0	3	3	3
Financial Management	6,356,213	5,571,877	7,454,552	7,275,889	7,415,889
<i>Positions</i>	62	62	58	58	58
Human Resources	3,033,851	3,515,657	5,610,216	5,657,633	5,657,633
<i>Positions</i>	34	37	55	53	53
Information Technology	16,071,213	8,242,852	19,560,702	16,368,576	16,351,364
<i>Positions</i>	50	50	129	127	128
Risk Management	8,973,620	8,484,499	11,097,913	11,243,300	11,283,300
<i>Positions</i>	0	27	19	18	18
Printing & Distribution Services	6,713,461	6,065,500	6,965,994	6,411,300	6,338,410
<i>Positions</i>	31	29	29	27	27
Vehicle Services	18,454,952	16,748,661	24,884,123	20,092,376	20,092,376
<i>Positions</i>	81	83	83	83	83
Facilities Services	25,969,840	18,731,332	25,281,332	18,521,223	18,521,279
<i>Positions</i>	37	37	35	35	35
Communication Services	10,693,843	11,352,500	18,256,311	10,759,587	10,760,574
<i>Positions</i>	35	38	38	42	42
Bureau of Purchases	2,536,420	2,766,555	3,076,957	3,355,086	3,355,086

Office of Management and Finance AU

SUMMARY OF BUREAU BUDGET

DIVISIONS		28	28	29	27	27
<i>Positions</i>						
<b>TOTAL DIVISIONS</b>	<b>\$</b>	<b>136,368,984</b>	<b>\$ 120,955,599</b>	<b>\$ 166,944,204</b>	<b>\$ 136,560,728</b>	<b>\$ 136,711,841</b>
<i>Positions</i>		<b>422</b>	<b>423</b>	<b>519</b>	<b>512</b>	<b>514</b>
<i>General Fund Discretionary Positions</i>		<b>44</b>	<b>63</b>	<b>46</b>	<b>44</b>	<b>44</b>

# OMF Business Operations

## OVERVIEW

The OMF Business Operations program includes the Chief Administrative Officer's (CAO's) office, OMF Business Operations, and Risk Business Operations. The CAO's office provides leadership and direction for the Office of Management and Finance as well as support of special projects. OMF Business Operations and Risk Business Operations are administrative arms of OMF, providing management, support, and coordination for all OMF internal business operations.

## CHANGES FROM PRIOR YEAR

### FY 2002-03 Budget Decisions

#### CAO's Office

The CAO's special projects team is effectively reduced by .65 FTE through reallocation of staff time to other OMF program areas, such as Spectator Facilities and Employee Benefits. The reduction in dedicated staff to the CAO will reduce the ability to respond to new Council projects and/or may negatively impact the quality of work or turnaround time.

#### Project Funding

OMF Business Operations' budget is reduced by approximately \$173,000. Materials and services have been significantly reduced, which decreases the CAO's ability to support unplanned projects and to fund projects currently underway which are expected to have ongoing financial requirements - e.g. implementation of GASB 34, e-government and e-commerce efforts, and continued work with regard to Administrative Services Review framework plans.

*Budget reductions will impact OMF's ability to support various projects.*

#### Public Information Activities

A Program Manager II position has been added to assist OMF, the Portland Department of Transportation (PDOT), and the Bureau of Planning with public information activities. Interagencies with PDOT and Planning each support one-third of the position, respectively. OMF's discretionary target has been adjusted to support its one-third of the position.

#### Municipal Marketing Partnership Program

The Adopted Budget provides for the implementation of a municipal marketing partnership program. Under such a program, the City would enter into contracts with corporations and collect fees for providing commercial marketing opportunities through sponsorships and advertising. Program expenses are estimated to be \$121,000 per year. Projected net revenue is \$25,000, which will be utilized to offset staff costs.

### Organizational Efficiencies

To achieve internal organizational efficiencies, budget development and monitoring for the Bureaus of Purchases, Human Resources, and Information Technology will become centralized in OMF Business Operations within current resources. This will allow the bureaus to redirect staff to other critical services, while preserving the bureau directors' ability to shape and manage budget.

## Overview of Programs

### CAO'S OFFICE

The Chief Administrative Officer's office provides leadership and management for all OMF programs and activities. In addition, the program also provides advice to the Council and City bureaus in Citywide matters, both within and beyond the scope of services delivered by OMF, as well as leadership and/or participation in a variety of Council special projects and economic development projects.

### OMF BUSINESS OPERATIONS

OMF Business Operations is an administrative arm of OMF, which provides management, support, and coordination for all OMF internal business operations.

### RISK BUSINESS OPERATIONS

Risk Business Operations is an administrative arm of OMF, providing management, support, and coordination for activities related to the Risk Management Division of the Bureau of General Services and the Workers Compensation and Insurance and Claims funds.



**OMF Business Operations AU 307 & 346**

**SUMMARY OF DIVISION BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	4,189,368	2,181,981	2,682,454	2,677,287	2,767,545
External Materials and Services	1,375,159	332,305	1,050,999	1,229,729	1,229,729
Internal Materials and Services	2,383,403	664,710	810,349	1,150,972	1,120,886
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>7,947,930</b>	<b>3,178,996</b>	<b>4,543,802</b>	<b>5,057,988</b>	<b>5,118,160</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 7,947,930</b>	<b>\$ 3,178,996</b>	<b>\$ 4,543,802</b>	<b>\$ 5,057,988</b>	<b>\$ 5,118,160</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>7,947,930</b>	<b>3,178,996</b>	<b>4,543,802</b>	<b>5,057,988</b>	<b>5,118,160</b>
<b>RESOURCES</b>					
General Fund Discretionary	1,401,675	353,482	85,251	30,086	30,086
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	0	0	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	5,507,421	1,701,653	4,458,551	4,856,586	4,916,758
Program Revenue	1,166	23,933	0	171,316	171,316
Overhead Recovery	1,037,668	1,099,928	0	0	0
<b>Total Non-Discretionary Revenues</b>	<b>6,546,255</b>	<b>2,825,514</b>	<b>4,458,551</b>	<b>5,027,902</b>	<b>5,088,074</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>7,947,930</b>	<b>\$ 3,178,996</b>	<b>\$ 4,543,802</b>	<b>\$ 5,057,988</b>	<b>\$ 5,118,160</b>
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.                      Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
<b>PROGRAMS</b>					
CAO'S Office	696,714	391,119	0	401,690	491,948
<i>Positions</i>	<i>0</i>	<i>0</i>	<i>3</i>	<i>3</i>	<i>4</i>
OMF Business Operations	1,916,736	1,267,534	3,939,537	3,986,430	3,956,344
<i>Positions</i>	<i>11</i>	<i>8</i>	<i>25</i>	<i>24</i>	<i>24</i>
Risk Business Operations	3,918,952	120	604,265	669,868	669,868
<i>Positions</i>	<i>36</i>	<i>0</i>	<i>7</i>	<i>6</i>	<i>6</i>
BGS Administrative Services	1,415,528	1,520,223	0	0	0
<i>Positions</i>	<i>17</i>	<i>17</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>TOTAL PROGRAMS</b>	<b>\$ 7,947,930</b>	<b>\$ 3,178,996</b>	<b>\$ 4,543,802</b>	<b>\$ 5,057,988</b>	<b>\$ 5,118,160</b>
<i>Positions</i>	<i>64</i>	<i>25</i>	<i>35</i>	<i>33</i>	<i>34</i>

OMF Business Operations AU 307 & 346

LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	2,534,673	1,321,872	1,923,836	1,866,733	1,934,969
512000 Part-Time Employees	124,603	65,989	71,664	129,204	129,204
514000 Overtime	2,273	995	3,000	3,005	3,005
515000 Premium Pay	4,989	324	0	0	0
517000 Benefits	1,074,497	533,084	683,954	678,345	700,367
518000 Paid Absence	448,333	259,717	0	0	0
<b>Total Personnel Services</b>	<b>4,189,368</b>	<b>2,181,981</b>	<b>2,682,454</b>	<b>2,677,287</b>	<b>2,767,545</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	572,669	254,363	263,743	262,195	262,195
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	6,614	1,809	101,919	105,102	105,102
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	137,411	4,763	122,000	101,912	101,912
531000 Office Supplies	27,862	13,382	86,798	115,013	115,013
532000 Operating Supplies	2,399	1,098	70,406	118,092	118,092
533000 Repair & Maintenance Supplies	1	0	1,800	23,893	23,893
534000 Minor Equipment & Tools	501,368	26,122	62,404	56,728	56,728
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	844	683	2,500	2,570	2,570
541000 Education	24,126	10,898	81,235	83,510	83,510
542000 Local Travel	5,988	11	2,694	3,076	3,076
543000 Out-of-Town Travel	16,225	7,406	10,887	13,775	13,775
544000 Space Rental	0	0	5,000	0	0
545000 Interest	0	0	1,900	0	0
546000 Refunds	0	0	1,250	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	79,652	11,770	236,463	343,863	343,863
<b>Total External Materials and Services</b>	<b>1,375,159</b>	<b>332,305</b>	<b>1,050,999</b>	<b>1,229,729</b>	<b>1,229,729</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	6,244	3,255	5,819	5,819	5,819
552000 Printing & Distribution	113,193	15,145	49,263	50,938	50,938
553000 Facilities Services	1,229,245	292,747	208,277	218,978	218,978
554000 Communications Services	70,903	27,200	28,694	38,196	38,196
555000 Data Processing Services	821,770	293,940	72,682	311,020	311,020
556000 Insurance	45,423	22,102	29,830	39,380	39,380
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	92,185	10,321	415,784	486,641	456,555
559000 Other Fund Services	4,440	0	0	0	0
<b>Total Internal Materials and Services</b>	<b>2,383,403</b>	<b>664,710</b>	<b>810,349</b>	<b>1,150,972</b>	<b>1,120,886</b>
<b>Total Materials and Services</b>	<b>3,758,562</b>	<b>997,015</b>	<b>1,861,348</b>	<b>2,380,701</b>	<b>2,350,615</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 7,947,930</b>	<b>\$ 3,178,996</b>	<b>\$ 4,543,802</b>	<b>\$ 5,057,988</b>	<b>\$ 5,118,160</b>

**OMF Business Operations AU 307 & 346**

**FULL-TIME POSITIONS**

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 2000	FY 2001	FY 2001-02	FY 2001-02	FY 2002-03	FY 2002-03	FY 2002-03	FY 2002-03
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	2	2	76,828	2	80,325	2	80,325
515	Accountant II	4	5	5	225,933	5	243,192	5	243,192
819	Administrative Assistant	0	1	0	0	0	0	0	0
926	Administrative Services Manager	2	1	0	0	1	75,648	1	75,648
815	Administrative Specialist	3	0	0	0	1	35,037	1	35,037
920	Administrative Supervisor I	2	1	0	47,965	0	0	0	0
922	Administrative Supervisor II	0	0	0	0	1	53,855	1	53,855
2534	Applications Analyst IV	0	0	1	67,746	0	0	0	0
826	Assistant Financial Analyst	3	3	3	155,789	3	163,431	3	163,431
962	Assistant Program Specialist	0	0	1	53,810	1	55,583	1	55,583
844	Assistant Risk Specialist	4	0	0	0	0	0	0	0
928	Bureau Administrative Manager	1	1	1	71,219	1	76,567	1	76,567
620	Bureau Human Resources Manager	0	1	0	0	0	0	0	0
840	Chief Administrative Officer	0	1	1	119,746	1	128,747	1	128,747
932	Chief Bureau Administrative Mgr	0	1	1	89,856	1	92,812	1	92,812
859	Claims Technician	2	0	0	0	0	0	0	0
858	Claims Technician, Assistant	3	0	0	0	0	0	0	0
114	Clerical Specialist	2	0	0	0	0	0	0	0
817	Director's Administrative Assist	0	0	1	45,136	1	48,546	1	48,546
837	Finance & Admin Director	1	0	0	0	0	0	0	0
827	Financial Analyst	0	0	1	59,613	0	0	0	0
838	General Services Director	1	1	0	0	0	0	0	0
2542	Information Systems Analyst II	1	0	2	103,055	0	0	0	0
2543	Information Systems Analyst III	1	0	1	63,773	0	0	0	0
951	Management Analyst	2	0	0	0	0	0	0	0
102	Office Support Specialist II	0	2	7	222,477	6	211,326	6	211,326
106	Office Support Specialist, Lead	0	0	1	40,498	1	41,823	1	41,823
953	Principal Management Analyst	2	0	0	0	0	0	0	0
968	Program Manager I	1	1	1	61,162	1	64,572	1	64,572
970	Program Manager II	0	0	0	0	0	0	1	68,236
972	Program Manager IV	0	0	0	0	1	87,966	1	87,966
973	Program Manager V	1	1	1	94,598	0	0	0	0
964	Program Specialist	1	0	0	0	0	0	0	0
853	Risk Management Director	1	0	0	0	0	0	0	0
846	Risk Specialist	3	0	0	0	0	0	0	0
850	Risk Supervisor	3	0	1	69,555	1	71,848	1	71,848
220	Secretarial Clerk I	1	0	0	0	0	0	0	0
221	Secretarial Clerk II	4	0	0	0	0	0	0	0
816	Senior Administrative Specialist	4	0	0	0	0	0	0	0
930	Senior Bureau Administrative Mgr	0	0	1	81,120	1	83,791	1	83,791
828	Senior Financial Analyst	0	0	0	0	1	60,844	1	60,844
952	Senior Management Analyst	3	3	3	173,957	3	190,820	3	190,820
848	Senior Risk Specialist	4	0	0	0	0	0	0	0
115	Supervising Clerk	1	0	0	0	0	0	0	0
<b>TOTAL FULL-TIME POSITIONS</b>		<b>64</b>	<b>25</b>	<b>35</b>	<b>\$ 1,923,836</b>	<b>33</b>	<b>\$ 1,866,733</b>	<b>34</b>	<b>\$ 1,934,969</b>

**OMF Business Operations AU 307 & 346**

**BUDGET DECISIONS**

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2002-03	5,053,289	0	5,053,289	37.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>					
	(193,788)	0	(193,788)	0.0	OMF Admin M&S Reductions
	121,000	0	121,000	0.0	Municipal Marketing Program
	116,999	0	116,999	1.0	Program Manager IV -- Limited Term
	30,086	0	30,086	0.0	Public Information Officer I/A
	(52,860)	0	(52,860)	(1.0)	Risk Management Reductions
	(16,738)	0	(16,738)	0.0	Internal Service Reductions & Adjustments
	0	0	0	(3.0)	Net of Transfer of OMF Desktop Staff to BIT
	0	0	0	(1.0)	Reduction of 1 FTE to Part-time - Savings
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>					
	60,172	0	60,172	1.0	I/A for Public Information Officer
	64,871	0	64,871	(3.0)	Total FY 2002-03 Decision Packages
			<b>\$ 5,118,160</b>	<b>34.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>					
	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded

# BGS Business Operations

## OVERVIEW

The Bureau of General Services (BGS) Business Operations program provides management and coordination for the Bureau of General Services' divisions. These include Vehicle Services, Facilities Services, Printing & Distribution, and Risk Management. This program also includes management of the City's Smart Park system of garages. The program is funded by interagency agreements from the bureau's divisions and the Parking Fund.

**BGS Business Operations AU 307**

**SUMMARY OF DIVISION BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	0	0	280,643	293,654	293,654
External Materials and Services	0	4	24,721	29,108	29,108
Internal Materials and Services	0	0	17,431	20,378	20,378
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	0	4	322,795	343,140	343,140
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 0</b>	<b>\$ 4</b>	<b>\$ 322,795</b>	<b>\$ 343,140</b>	<b>\$ 343,140</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	0	4	322,795	343,140	343,140
<b>RESOURCES</b>					
General Fund Discretionary	0	4	0	0	0
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	0	0	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	0	0	322,795	343,140	343,140
Program Revenue	0	0	0	0	0
<b>Total Non-Discretionary Revenues</b>	0	0	322,795	343,140	343,140
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>0</b>	<b>\$ 4</b>	<b>\$ 322,795</b>	<b>\$ 343,140</b>	<b>\$ 343,140</b>
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.                      Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
<b>PROGRAMS</b>					
BGS Business Operations	0	4	322,795	343,140	343,140
<i>Positions</i>	0	0	3	3	3
<b>TOTAL PROGRAMS</b>	<b>\$ 0</b>	<b>\$ 4</b>	<b>\$ 322,795</b>	<b>\$ 343,140</b>	<b>\$ 343,140</b>
<i>Positions</i>	0	0	3	3	3

**BGS Business Operations AU 307**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	0	0	211,837	221,537	221,537
517000 Benefits	0	0	68,806	72,117	72,117
<b>Total Personnel Services</b>	<b>0</b>	<b>0</b>	<b>280,643</b>	<b>293,654</b>	<b>293,654</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	0	0	900	1,491	1,491
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	0	0	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	0	0	0	0	0
531000 Office Supplies	0	4	234	3,148	3,148
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	1,913	2,913	2,913
534000 Minor Equipment & Tools	0	0	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	0	0	1,200	2,670	2,670
542000 Local Travel	0	0	0	0	0
543000 Out-of-Town Travel	0	0	1,250	2,785	2,785
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	0	0	19,224	16,101	16,101
<b>Total External Materials and Services</b>	<b>0</b>	<b>4</b>	<b>24,721</b>	<b>29,108</b>	<b>29,108</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	0	0	720	745	745
552000 Printing & Distribution	0	0	1,467	1,517	1,517
553000 Facilities Services	0	0	10,360	10,788	10,788
554000 Communications Services	0	0	2,060	2,511	2,511
555000 Data Processing Services	0	0	1,284	1,348	1,348
556000 Insurance	0	0	1,540	1,669	1,669
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	0	0	0	1,800	1,800
<b>Total Internal Materials and Services</b>	<b>0</b>	<b>0</b>	<b>17,431</b>	<b>20,378</b>	<b>20,378</b>
<b>Total Materials and Services</b>	<b>0</b>	<b>4</b>	<b>42,152</b>	<b>49,486</b>	<b>49,486</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 0</b>	<b>\$ 4</b>	<b>\$ 322,795</b>	<b>\$ 343,140</b>	<b>\$ 343,140</b>

**BGS Business Operations AU 307**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
920	Administrative Supervisor I	0	0	1	53,810	1	55,583	1	55,583
838	General Services Director	0	0	1	94,598	1	97,718	1	97,718
970	Program Manager II	0	0	1	63,429	1	68,236	1	68,236
<b>TOTAL FULL-TIME POSITIONS</b>		<b>0</b>	<b>0</b>	<b>3</b>	<b>\$ 211,837</b>	<b>3</b>	<b>\$ 221,537</b>	<b>3</b>	<b>\$ 221,537</b>

**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		
FY 2002-03	343,140	0	343,140	3.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	0	0	0	0.0	None
	0	0	0	0.0	0
	0	0	0	0.0	0
	0	0	0	0.0	0
	0	0	0	0.0	0
	0	0	0	0.0	0
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	0	0	0	0.0	None
	0	0	0	0.0	Total FY 2002-03 Decision Packages
			<b>\$ 343,140</b>	<b>3.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded



## Facilities Services

### OVERVIEW

Facilities Services manages the City's facility requirements, except for buildings owned and operated by the bureaus of Water; Environmental Services; Parks and Recreation; and Fire, Rescue and Emergency Services.

*Facilities Services works to ensure City buildings are structurally sound and well maintained.*

The division's activities include:

- ◆ Facility planning
- ◆ Remodeling and new construction project management
- ◆ Real property management
- ◆ Building maintenance

Facilities Services fully recovers its operational and maintenance costs through interagency rental rate charges. Customers may also choose to enter into service agreements for the provision of a variety of discretionary facility related services.

#### **FY 2001-02 Accomplishments**

Facilities had a number of accomplishments in FY 2001-02. Two fire and rescue stations were renovated and occupied, and several major capital improvement projects for the Portland Building, 1900 Building, and Police facilities were completed. In addition, measures were taken to enhance City facility security, as September 11 demonstrated the need for heightened security.

#### **FY 2002-03 Major Initiatives**

In FY 2002-03, Facilities will construct four new fire stations and complete three station renovations. With these projections, 11 of the 21 fire station renovations approved and funded through the November 1998 bond measure will be complete and reoccupied. It should also be noted that the new stations are being constructed, using the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program as a guideline to achieve City sustainability objectives.

### CHANGES FROM PRIOR YEAR

#### **Budget Decisions**

The Facilities Services' Adopted Budget reflects a 27% reduction from the FY 2001-02 Revised Budget. The reductions are a result of reduced capital requirements and major maintenance reserves for City Hall, the 1900 Building, and Police and Vehicle Services' facilities due to project completion.

Additionally, voluntary 7% reductions were made to achieve savings for Facilities' customers in light of the City's financial challenges. Those reductions will result in diminished service levels including:

- ◆ Reduced major maintenance reserves
- ◆ Lower repair and preventative maintenance levels
- ◆ Lower levels of janitorial services for the Portland Building, City Hall, the 1900 Building, and Police facilities

Reductions may also have the impact of increasing future costs.

Facilities Services

Legislative, Administrative and Support Services Service Area

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As a result of September 11, the FY 2002-03 budget provides for expanded security for the Portland Building, the 1900 Building, City Hall, Justice Center, and the Portland 911 Communications Center.

# Overview of Programs

## PROPERTY MANAGEMENT

Property Management is responsible for the City's real properties and provides the following services:

- ◆ Evaluation of real property transactions
- ◆ Negotiation of the acquisition and disposal of real property
- ◆ Management of the City's commercial property leases and rentals
- ◆ Evaluation and disposal of unassigned or surplus property

## PROJECT MANAGEMENT

Project Management provides construction planning and management services, including:

- ◆ Construction cost estimates
- ◆ Consultant selection and management
- ◆ Capital improvement project planning
- ◆ Coordination of moves
- ◆ Construction management
- ◆ Record-keeping for construction and related contract documents

## OPERATIONS & MAINTENANCE

Operations and Maintenance's activities include:

- ◆ Development and implementation of security policies and procedures
- ◆ Operation of a 24 hour, seven-day-a-week building maintenance and repair program
- ◆ Management of the operations and maintenance dispatch center
- ◆ Management of the facility center work order management system
- ◆ Preventive maintenance of building systems, including HVAC, electrical, and plumbing
- ◆ Annual building inspection program to protect the City's buildings infrastructure
- ◆ Administration of custodial contracts
- ◆ Management of the elevator program
- ◆ Recycling and waste management services
- ◆ Landscape services for building grounds

## ADMINISTRATIVE SUPPORT

Administrative Support provides overall management and support to Facilities Services. This program's budget includes the interagency service agreements with OMF Business Operations and BGS Business Operations as the providers of administrative and financial services, include rate setting, budgeting, and billing.

**Facilities Services AU 732**

**SUMMARY OF DIVISION BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	1,904,704	2,242,726	2,520,502	2,211,512	2,211,377
External Materials and Services	8,559,140	7,679,108	13,024,539	8,135,421	7,984,285
Internal Materials and Services	1,101,292	1,249,425	1,335,793	1,543,106	1,543,304
Minor Capital Outlay	0	11,465	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>11,565,136</b>	<b>11,182,724</b>	<b>16,880,834</b>	<b>11,890,039</b>	<b>11,738,966</b>
Capital Improvements	14,404,704	7,548,608	8,400,498	6,631,184	6,782,313
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 25,969,840</b>	<b>\$ 18,731,332</b>	<b>\$ 25,281,332</b>	<b>\$ 18,521,223</b>	<b>\$ 18,521,279</b>
Allocated Overhead	870,609	706,480	831,782	842,114	925,154
<b>Total Cost with Allocated Overhead</b>	<b>26,840,449</b>	<b>19,437,812</b>	<b>26,113,114</b>	<b>19,363,337</b>	<b>19,446,433</b>
<b>RESOURCES</b>					
Facilities Services Fund	25,969,840	18,731,332	25,281,332	18,521,223	18,521,279
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Operations & Maintenance	0	0	0	10,697,054	10,570,175
<i>Positions</i>	0	0	0	23	23
Building Operations	607	4,305,191	376,764	0	0
<i>Positions</i>	0	3	3	0	0
Property Management	417,601	1,113,802	167,914	189,077	189,081
<i>Positions</i>	2	2	2	3	3
Project Management	14,081,209	7,123,625	14,205,018	6,775,715	6,926,843
<i>Positions</i>	12	9	8	8	8
Facilities Maintenance	10,457,666	5,298,807	9,636,878	0	0
<i>Positions</i>	19	21	21	0	0
Administrative Support	1,012,757	889,907	894,758	859,377	835,180
<i>Positions</i>	4	2	1	1	1
<b>TOTAL PROGRAMS</b>	<b>\$ 25,969,840</b>	<b>\$ 18,731,332</b>	<b>\$ 25,281,332</b>	<b>\$ 18,521,223</b>	<b>\$ 18,521,279</b>
<i>Positions</i>	<b>37</b>	<b>37</b>	<b>35</b>	<b>35</b>	<b>35</b>

**Facilities Services AU 732**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	1,461,924	1,553,914	1,854,928	1,910,835	1,910,700
512000 Part-Time Employees	4,756	37,648	0	0	0
514000 Overtime	65,695	75,539	45,135	39,240	39,240
515000 Premium Pay	32,632	31,541	18,181	18,704	18,704
517000 Benefits	631,804	671,259	726,645	808,117	808,117
518000 Paid Absence	251,047	304,729	0	0	0
<b>Total Personnel Services</b>	<b>2,447,858</b>	<b>2,674,630</b>	<b>2,644,889</b>	<b>2,776,896</b>	<b>2,776,761</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	1,296,905	1,558,148	2,551,354	1,248,360	1,248,360
522000 Utilities	1,426,457	1,555,618	1,922,008	2,777,309	2,777,309
523000 Equipment Rental	17,858	7,561	0	0	0
524000 Repair & Maintenance Services	3,222,140	3,234,848	4,021,566	3,724,258	3,693,168
525000 Non-Capital Improvement	5,038,996	3,399,448	7,105,315	4,261,826	4,412,955
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	1,798,550	1,197,839	113,594	11,622	11,622
531000 Office Supplies	15,015	14,935	7,520	8,840	8,840
532000 Operating Supplies	91,012	100,968	77,329	103,826	53,326
533000 Repair & Maintenance Supplies	339,212	349,381	200,446	350,078	350,078
534000 Minor Equipment & Tools	3,266,914	793,462	94,980	51,681	51,681
535000 Clothing & Uniforms	1,254	1,472	1,381	2,286	2,286
539000 Other Commodities External	184	569	0	0	0
541000 Education	16,296	13,457	17,494	18,701	18,701
542000 Local Travel	1,803	1,972	2,111	1,220	1,220
543000 Out-of-Town Travel	3,529	539	740	567	567
544000 Space Rental	1,045,628	763,870	917,262	0	779,515
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	847,963	632,183	974,709	1,444,498	595,437
<b>Total External Materials and Services</b>	<b>18,429,716</b>	<b>13,626,270</b>	<b>18,007,809</b>	<b>14,005,072</b>	<b>14,005,065</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	54,352	64,494	58,162	59,950	59,950
552000 Printing & Distribution	53,893	38,911	51,734	54,716	54,716
553000 Facilities Services	0	2,459	0	0	0
554000 Communications Services	605,453	298,694	441,253	461,448	461,448
555000 Data Processing Services	70,816	56,028	54,659	53,743	53,743
556000 Insurance	92,639	116,141	117,146	199,360	199,360
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	772,307	855,690	869,152	910,038	910,236
<b>Total Internal Materials and Services</b>	<b>1,649,460</b>	<b>1,432,417</b>	<b>1,592,106</b>	<b>1,739,255</b>	<b>1,739,453</b>
<b>Total Materials and Services</b>	<b>20,079,176</b>	<b>15,058,687</b>	<b>19,599,915</b>	<b>15,744,327</b>	<b>15,744,518</b>
<b>Capital Outlay</b>					
561000 Land	0	0	0	0	0
562000 Buildings	3,442,806	986,550	2,996,528	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	11,465	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>3,442,806</b>	<b>998,015</b>	<b>2,996,528</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	40,000	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 25,969,840</b>	<b>\$ 18,731,332</b>	<b>\$ 25,281,332</b>	<b>\$ 18,521,223</b>	<b>\$ 18,521,279</b>

**Facilities Services AU 732**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	1	48,114	1	48,255	1	48,255
3134	Architect	1	0	0	0	0	0	0	0
962	Assistant Program Specialist	1	1	1	47,596	2	99,547	2	99,547
1052	Assistant Trades Supervisor	2	2	2	103,836	2	110,216	2	110,216
3164	Engineer	1	1	1	67,642	1	67,902	1	67,902
1136	Facilities & Maintenance Manager	1	1	1	77,064	1	72,977	1	72,977
1115	Facilities Maintenance Tech	13	12	12	528,900	12	546,351	12	546,216
1116	Facilities Maintenance Tech Lead	2	2	2	90,334	2	95,546	2	95,546
1140	Facilities Services Manager	0	1	0	0	1	92,812	1	92,812
2542	Information Systems Analyst II	0	1	0	0	0	0	0	0
102	Office Support Specialist II	0	2	2	84,198	0	0	0	0
966	Program Coordinator	1	1	1	57,824	1	60,037	1	60,037
968	Program Manager I	0	1	1	57,074	1	61,364	1	61,364
970	Program Manager II	7	9	8	496,439	8	516,207	8	516,207
972	Program Manager IV	1	0	1	89,856	0	0	0	0
960	Program Technician	0	0	0	0	2	74,726	2	74,726
221	Secretarial Clerk II	2	1	1	43,235	0	0	0	0
3108	Technician II	1	0	0	0	0	0	0	0
3109	Technician III	2	0	0	0	0	0	0	0
1054	Trades Supervisor	1	1	1	62,816	1	64,895	1	64,895
<b>TOTAL FULL-TIME POSITIONS</b>		<b>37</b>	<b>37</b>	<b>35</b>	<b>\$ 1,854,928</b>	<b>35</b>	<b>\$ 1,910,835</b>	<b>35</b>	<b>\$ 1,910,700</b>

**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		
FY 2002-03	19,864,703	0	19,864,703	36.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	(191,989)	0	(191,989)	(1.0)	7% Rate Reductions (Non-Fund level)
	(185,512)	0	(185,512)	0.0	Bureau Reductions in Service
	54,700	0	54,700	0.0	City Hall Security
	(275,250)	0	(275,250)	0.0	Capital Project Adjustments (SPARC, PCC, BIT)
	(934,536)	0	(934,536)	0.0	Service Level Adjustment with BFRES GO Bond
	(6,616)	0	(6,616)	0.0	Internal Service Fund Savings
	195,723	0	195,723	0.0	Technical Adjustments
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	0	198	198	0.0	COPPEA Professional Development
	(142)	0	(142)	0.0	Technical Adjustments
	(1,343,622)	198	(1,343,424)	(1.0)	Total FY 2002-03 Decision Packages
			<b>\$ 18,521,279</b>	<b>35.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded

## Printing & Distribution Services

### OVERVIEW

Printing and Distribution (P&D) provides services to City bureaus, Multnomah County, the State of Oregon, and other governmental agencies.

Services include traditional printing and bindery, electronic printing and pre-press, inserting and addressing of mail, microfilming, blueprinting, purchasing, maintaining copy machines, xerographing, and mail processing and delivering of interoffice and U.S. mail and supplies. Most services are provided in house with approximately 30% of reproduction work done by outside vendors.

*Competitive rates and quality service have yielded a broader customer base.*

Productivity gains have been achieved by ongoing investment in new, technologically advanced equipment, while at the same time minimizing rate increases. For example, customers are consuming more of P&D's digital printing services, which results in higher productivity and a better quality product. P&D's rate for basic copy center services has remained flat for the past four years. Over the past 10 years, the rates for all other P&D service elements have increased less than the rate of inflation.

P&D has been entrepreneurial as well by securing work from other regional governmental agencies by successful competitive bid. The increased customer base benefits City customers by keeping rates as low as possible.

### CHANGES FROM PRIOR YEAR

Printing & Distribution's FY 2002-03 Adopted Budget reflects an 8% reduction and the elimination of two positions. The reductions are attributable to lower service levels being requested by bureaus due in large part to the increased use of technology for disseminating information.

## Overview of Programs

### COPY SERVICES

Copy Services provides consultation to determine and procure the appropriate equipment to meet the business needs of the customer. The provision of paper supplies and management of the vendor maintenance contract are also responsibilities of the program.

### DISTRIBUTION

Distribution provides delivery of incoming and outgoing interoffice and U.S. mail and print shop orders. Special deliveries are available by request.

### DUPLICATING

P&D's main print shop provides traditional in-house and vended duplicating services to its internal and external customers. Inserting and addressing, photographic and graphics services, variable data services, electronic printing, printing on demand, and digital pre-press services are also available.

*Two downtown locations serve customers.*

Printing & Distribution's site at the Development Building offers reprographics services to City agencies and the public doing business with the City. This facility also offers limited copy center services to building tenants.

### MICROFILM

Microfilm provides 16 and 35 mm filming, processing, jacketing, indexing, and duplicating services. The program also provides secure off-site storage for archived film.

### OPERATIONS

Operations provides overall management and administrative support to the other programs in Printing and Distribution. In addition, this program's budget includes the interagency service agreement with OMF Business Operations and BGS Business Operations, which provide financial and other administrative support services for Printing and Distribution.



**Printing & Distribution Services AU 354**

**SUMMARY OF DIVISION BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	1,769,365	1,724,416	1,829,368	1,715,477	1,715,477
External Materials and Services	3,810,619	3,373,644	3,848,379	3,690,882	3,617,992
Internal Materials and Services	633,592	681,327	702,747	630,635	630,635
Minor Capital Outlay	499,885	286,113	585,500	374,306	374,306
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>6,713,461</b>	<b>6,065,500</b>	<b>6,965,994</b>	<b>6,411,300</b>	<b>6,338,410</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 6,713,461</b>	<b>\$ 6,065,500</b>	<b>\$ 6,965,994</b>	<b>\$ 6,411,300</b>	<b>\$ 6,338,410</b>
Allocated Overhead	253,183	222,758	228,723	183,276	199,236
<b>Total Cost with Allocated Overhead</b>	<b>6,966,644</b>	<b>6,288,258</b>	<b>7,194,717</b>	<b>6,594,576</b>	<b>6,537,646</b>
<b>RESOURCES</b>					
Print/Dist Services Operating Fund	6,713,461	6,065,500	6,965,994	6,411,300	6,338,410
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Copy Services	342,131	390,607	404,582	534,741	534,741
<i>Positions</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
Distribution	2,062,168	1,695,628	1,960,223	1,924,084	1,886,046
<i>Positions</i>	<i>6</i>	<i>3</i>	<i>4</i>	<i>4</i>	<i>4</i>
Duplicating	3,305,213	2,967,177	3,466,356	2,930,199	2,895,347
<i>Positions</i>	<i>20</i>	<i>19</i>	<i>19</i>	<i>16</i>	<i>16</i>
Microfilm	94,207	126,453	210,261	259,657	259,657
<i>Positions</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>3</i>	<i>3</i>
Operations	909,742	885,635	924,572	762,619	762,619
<i>Positions</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
Non-Budget	0	0	0	0	0
<i>Positions</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>TOTAL PROGRAMS</b>	<b>\$ 6,713,461</b>	<b>\$ 6,065,500</b>	<b>\$ 6,965,994</b>	<b>\$ 6,411,300</b>	<b>\$ 6,338,410</b>
<i>Positions</i>	<i>31</i>	<i>29</i>	<i>29</i>	<i>27</i>	<i>27</i>

**Printing & Distribution Services AU 354**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	985,022	981,750	1,207,919	1,176,892	1,176,892
512000 Part-Time Employees	23,244	22,730	45,500	40,061	40,061
514000 Overtime	60,334	35,969	78,500	27,500	27,500
515000 Premium Pay	31,819	19,895	25,500	16,000	16,000
517000 Benefits	475,078	465,363	471,949	455,024	455,024
518000 Paid Absence	193,868	198,709	0	0	0
<b>Total Personnel Services</b>	<b>1,769,365</b>	<b>1,724,416</b>	<b>1,829,368</b>	<b>1,715,477</b>	<b>1,715,477</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	0	3,000	2,000	2,000	2,000
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	43,640	86,985	88,000	90,150	90,150
524000 Repair & Maintenance Services	462,321	488,555	402,209	514,950	514,950
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	2,552,382	2,146,508	2,594,988	2,443,452	2,370,562
531000 Office Supplies	4,496	2,827	4,100	4,020	4,020
532000 Operating Supplies	667,833	580,888	667,382	560,900	560,900
533000 Repair & Maintenance Supplies	8,691	12,833	5,700	7,500	7,500
534000 Minor Equipment & Tools	49,102	26,591	43,000	26,310	26,310
535000 Clothing & Uniforms	3,119	2,079	1,500	1,200	1,200
539000 Other Commodities External	296	174	0	0	0
541000 Education	5,436	9,312	22,500	12,300	12,300
542000 Local Travel	3,745	3,765	3,000	3,500	3,500
543000 Out-of-Town Travel	8,045	1,435	11,000	5,000	5,000
544000 Space Rental	344	0	3,000	14,600	14,600
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	1,169	8,692	0	5,000	5,000
<b>Total External Materials and Services</b>	<b>3,810,619</b>	<b>3,373,644</b>	<b>3,848,379</b>	<b>3,690,882</b>	<b>3,617,992</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	29,578	29,291	34,406	33,202	33,202
552000 Printing & Distribution	0	0	0	0	0
553000 Facilities Services	186,110	174,121	187,364	183,558	183,558
554000 Communications Services	33,481	28,715	31,655	33,272	33,272
555000 Data Processing Services	162,529	219,178	200,742	137,427	137,427
556000 Insurance	38,757	42,612	42,022	47,011	47,011
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	183,137	187,410	206,558	196,165	196,165
<b>Total Internal Materials and Services</b>	<b>633,592</b>	<b>681,327</b>	<b>702,747</b>	<b>630,635</b>	<b>630,635</b>
<b>Total Materials and Services</b>	<b>4,444,211</b>	<b>4,054,971</b>	<b>4,551,126</b>	<b>4,321,517</b>	<b>4,248,627</b>
<b>Capital Outlay</b>					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	499,885	286,113	585,500	374,306	374,306
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>499,885</b>	<b>286,113</b>	<b>585,500</b>	<b>374,306</b>	<b>374,306</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 6,713,461</b>	<b>\$ 6,065,500</b>	<b>\$ 6,965,994</b>	<b>\$ 6,411,300</b>	<b>\$ 6,338,410</b>

**Printing & Distribution Services AU 354**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
515	Accountant II	1	1	1	47,445	1	49,005	1	49,005
337	Distribution Technician	5	3	4	146,676	4	151,924	4	151,924
339	Distribution Technician, Lead	0	1	1	38,605	1	39,881	1	39,881
346	Electronic Pre-Press Oper Lead	1	1	1	46,238	1	47,753	1	47,753
345	Electronic Pre-Press Operator	2	2	2	78,210	1	41,447	1	41,447
102	Office Support Specialist II	1	1	1	34,320	1	35,454	1	35,454
341	Print & Dist Cust Svc Rep Lead	1	1	1	46,064	1	47,753	1	47,753
340	Print & Distrib Cust Svc Rep	0	2	3	116,311	3	122,148	3	122,148
966	Program Coordinator	1	1	1	53,938	1	58,001	1	58,001
968	Program Manager I	1	1	1	62,816	1	64,895	1	64,895
972	Program Manager IV	1	1	1	83,774	1	88,064	1	88,064
350	Reprographic Operator I	10	8	6	200,554	6	210,720	6	210,720
351	Reprographic Operator II	6	4	4	160,492	3	124,341	3	124,341
353	Reprographic Operator III	2	2	2	92,476	2	95,506	2	95,506
<b>TOTAL FULL-TIME POSITIONS</b>		<b>31</b>	<b>29</b>	<b>29</b>	<b>\$ 1,207,919</b>	<b>27</b>	<b>\$ 1,176,892</b>	<b>27</b>	<b>\$ 1,176,892</b>

**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		
FY 2002-03	6,451,986	0	6,451,986	29.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	(106,690)	0	(106,690)	(2.0)	Business slow down adjustment
	(9,826)	0	(9,826)	0.0	7% Reductions -- Internal Service Funds
	15,451	0	15,451	0.0	Adjustment for Copier Replacement & BES Transfer
	60,379	0	60,379	0.0	Revised M&S expenses -- Bureau Adjustments
<b>Approved Budget Additions and Reductions</b>	(72,890)	0	(72,890)	0.0	Response to Parks Bond Levy Failure
<b>Adopted Budget Additions and Reductions</b>	0	0	0	0.0	None
	(113,576)	0	(113,576)	(2.0)	Total FY 2002-03 Decision Packages
			<b>\$ 6,338,410</b>	<b>27.0</b>	<b>Total Adopted Budget</b>
<b>FY 2002-03 Decision Packages Not Funded</b>	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	<b>Total Decision Packages Not Funded</b>

# Risk Management

## OVERVIEW

*The City self insures its general and fleet liability and workers' compensation programs.*

Risk Management provides management and administration of the City's self-insured Workers' Compensation and Liability Insurance Programs. Additionally, it provides leadership in loss prevention activities in order to minimize claims exposure and resulting claims costs.

## CHANGES FROM PRIOR YEAR

*Reductions will impact loss prevention activities at a time when claims costs are increasing.*

Similar to other OMF internal service funds, Risk Management voluntarily reduced operating costs by 7% (\$178,352), in response to the City's fiscal challenges. The reductions were achieved through the elimination of the Loss Control Manager position, a reduction in Risk's interagency with OMF Business Operations, which equates to the loss of one clerical position dedicated to Risk activities, and miscellaneous reductions in materials and services.

## Overview of Programs

### **INSURANCE & CLAIMS ADMINISTRATION/CLAIMS**

The Insurance and Claims Program manages and administers the City's self-insured fleet and general liability program, the commercial insurance portfolio, and provides Citywide leadership in loss prevention.

### **WORKERS COMPENSATION ADMIN/CLAIMS**

The Workers' Compensation Program manages and administers the City's self-insured Workers' Compensation self-insurance program and collaborates with the Insurance and Claims Program in Citywide loss prevention activities aimed toward minimizing occupational injury and illness.

**Risk Management AU 572 & 577**

**SUMMARY OF DIVISION BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	0	1,686,927	1,419,089	1,345,977	1,345,977
External Materials and Services	4,837,366	4,805,320	7,384,594	7,523,088	7,563,088
Internal Materials and Services	4,136,254	1,992,252	2,294,230	2,374,235	2,374,235
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>8,973,620</b>	<b>8,484,499</b>	<b>11,097,913</b>	<b>11,243,300</b>	<b>11,283,300</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 8,973,620</b>	<b>\$ 8,484,499</b>	<b>\$ 11,097,913</b>	<b>\$ 11,243,300</b>	<b>\$ 11,283,300</b>
Allocated Overhead	282,666	269,612	262,653	269,227	274,239
<b>Total Cost with Allocated Overhead</b>	<b>9,256,286</b>	<b>8,754,111</b>	<b>11,360,566</b>	<b>11,512,527</b>	<b>11,557,539</b>
<b>RESOURCES</b>					
Insurance and Claims Operating Fund	8,973,620	8,484,499	11,097,913	11,243,300	11,283,300
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Insurance & Claims Administration/ Positions	5,397,783 0	4,762,077 14	6,565,447 10	6,791,970 9	6,831,970 9
Workers Compensation Admin/Claims Positions	3,575,837 0	3,722,422 13	4,532,466 10	4,451,330 9	4,451,330 9
<b>TOTAL PROGRAMS</b>	<b>\$ 8,973,620</b>	<b>\$ 8,484,499</b>	<b>\$ 11,097,913</b>	<b>\$ 11,243,300</b>	<b>\$ 11,283,300</b>
Positions	0	27	19	18	18

**Risk Management AU 572 & 577**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	0	1,049,939	1,042,160	1,014,282	1,014,282
512000 Part-Time Employees	0	16,552	17,160	0	0
515000 Premium Pay	0	100	0	0	0
517000 Benefits	0	419,608	359,769	331,695	331,695
518000 Paid Absence	0	200,728	0	0	0
<b>Total Personnel Services</b>	<b>0</b>	<b>1,686,927</b>	<b>1,419,089</b>	<b>1,345,977</b>	<b>1,345,977</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	870,587	441,591	335,885	331,013	371,013
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	5,508	5,478	5,632	5,632
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	3,966,779	4,280,992	6,935,177	7,082,363	7,082,363
531000 Office Supplies	0	8,954	13,404	13,780	13,780
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	15,104	14,716	15,128	15,128
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	0	10,925	9,154	9,410	9,410
542000 Local Travel	0	2,975	9,696	9,968	9,968
543000 Out-of-Town Travel	0	5,951	9,320	7,580	7,580
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	33,320	51,764	48,214	48,214
<b>Total External Materials and Services</b>	<b>4,837,366</b>	<b>4,805,320</b>	<b>7,384,594</b>	<b>7,523,088</b>	<b>7,563,088</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	0	2,767	5,570	5,150	5,150
552000 Printing & Distribution	325	25,867	51,472	36,100	36,100
553000 Facilities Services	0	165,015	103,718	91,167	91,167
554000 Communications Services	0	32,931	24,576	24,753	24,753
555000 Data Processing Services	0	93,137	66,598	65,778	65,778
556000 Insurance	0	26,831	17,628	17,020	17,020
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	4,135,929	1,645,704	2,024,668	2,134,267	2,134,267
<b>Total Internal Materials and Services</b>	<b>4,136,254</b>	<b>1,992,252</b>	<b>2,294,230</b>	<b>2,374,235</b>	<b>2,374,235</b>
<b>Total Materials and Services</b>	<b>8,973,620</b>	<b>6,797,572</b>	<b>9,678,824</b>	<b>9,897,323</b>	<b>9,937,323</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 8,973,620</b>	<b>\$ 8,484,499</b>	<b>\$ 11,097,913</b>	<b>\$ 11,243,300</b>	<b>\$ 11,283,300</b>

**Risk Management AU 572 & 577**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
920	Administrative Supervisor I	0	1	0	0	0	0	0	0
844	Assistant Risk Specialist	0	2	2	92,504	2	99,333	2	99,333
928	Bureau Administrative Manager	0	1	1	77,064	1	79,595	1	79,595
859	Claims Technician	0	3	3	115,752	3	119,580	3	119,580
858	Claims Technician, Assistant	0	2	2	64,184	2	68,601	2	68,601
2543	Information Systems Analyst III	0	1	0	0	0	0	0	0
102	Office Support Specialist II	0	5	0	0	0	0	0	0
106	Office Support Specialist, Lead	0	1	0	0	0	0	0	0
853	Risk Management Director	0	1	1	89,856	1	92,812	1	92,812
846	Risk Specialist	0	2	2	112,648	2	118,614	2	118,614
850	Risk Supervisor	0	3	2	139,111	1	71,848	1	71,848
848	Senior Risk Specialist	0	5	6	351,041	6	363,899	6	363,899
<b>TOTAL FULL-TIME POSITIONS</b>		<b>0</b>	<b>27</b>	<b>19</b>	<b>\$ 1,042,160</b>	<b>18</b>	<b>\$ 1,014,282</b>	<b>18</b>	<b>\$ 1,014,282</b>

**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		
FY 2002-03	11,421,652	0	11,421,652	19.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	(178,352)	0	(178,352)	(1.0)	Risk Cuts - Loss Prevention FTE, OS II, Ext. M&S
	(11,867)	0	(11,867)	0.0	7% Internal Service Reductions
	11,867	0	11,867	0.0	Buy Back of Risk Services
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	0	40,000	40,000	0.0	Police Shooting Study
	(178,352)	40,000	(138,352)	(1.0)	Total FY 2002-03 Decision Packages
			<b>\$ 11,283,300</b>	<b>18.0</b>	<b>Total Adopted Budget</b>
<b>FY 2002-03 Decision Packages Not Funded</b>	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	<b>Total Decision Packages Not Funded</b>



## Vehicle Services

### OVERVIEW

Vehicle Services acquires, modifies, services, repairs, and disposes of vehicles and equipment owned, leased, and rented by the City. The Division operates eight garages (the Kerby Garage and seven strategically located satellite facilities to best serve its customers), a body and paint facility, and a fabrication shop. A downtown motor pool provides vehicles on a convenient and short-term basis to meet the business needs of City bureaus located in the downtown area.

*The City's fleet has become more sophisticated to support evolving customer business needs.*

The number of City vehicles has grown by over 700 units in the last ten years. The increase in both number and sophistication of the City's fleet improves a bureau's ability to deliver service. Vehicle Services' budget trends reflect increasing expenditures due to rising costs of vehicles and equipment as well as expensive repair and replacement components, test/diagnostic equipment, and increased repair time.

Vehicle Services has managed expenditures and limited staff growth by implementing efficiencies, employing technology, and adhering to responsible replacement schedules for equipment and vehicles. As a result, Vehicle Services has been able to maintain a high level of vehicle availability and reliability, while continuing to improve service.

### CHANGES FROM PRIOR YEAR

Service charges to customer bureaus will be reduced by 7% during FY 2002-03. These reductions, following the cuts made in FY 2001-02 from the Administrative Services Review, will have a significant impact on services.

Some changes in the methodology of accounting for the funding of replacement vehicles, however, will lessen the negative impacts. Beginning in FY 2002-03, the accounting of replacement funds will recognize the program as a single account, rather than tracking each bureau's replacement funds separately. As a single account, balances between bureaus can be offset, eliminating the need to maintain positive balances in every bureau. As a result, less cash will be necessary in the replacement program. Replacement collections in Vehicle Services will be reduced. An annual dividend will be credited to customers through interagency agreements.

Reductions in charges to customers reflect fewer resources available for the maintenance of vehicles in FY 2002-03. The FY 2001-02 reductions extended the lifecycles of all vehicles, increasing the average age of all vehicles. The average availability (not in the repair shop) of vehicles to customers is expected to decline because of these actions.

## Overview of Programs

### OPERATIONS

Operations provides overall management and administrative support for the programs within the Vehicle Services Division. Specific activities include the purchase of new and replacement vehicles, management of the repair parts activity, performance of a variety of administrative activities, and responsibility for the management information system.

### MAINTENANCE & REPAIR

Maintenance and Repair is responsible for the preparation of new vehicles and equipment, scheduled preventive maintenance, and unscheduled repairs of City vehicles and equipment.

### FUEL MANAGEMENT

Fuel Management provides fuel for City vehicles and equipment. Fuel is provided from City-operated facilities and commercial vendors.

### BODY AND PAINT

Body and Paint assists the Maintenance and Repair program in the preparation of new vehicles. Additionally, they provide body and paint restoration of damaged City vehicles and equipment.

### FABRICATION

Fabrication provides metal work such as welding, machining, bending, and cutting used in the repair and/or modification of City vehicles and equipment.

### VEHICLE POOL

The Vehicle Pool maintains unassigned vehicles for occasional and short-term use by City bureaus not requiring a full-time assigned car.

### LEASE EQUIPMENT

Lease Equipment manages the leasing of vehicles for extended use when leasing is deemed to be more cost effective than purchase. This program also manages the rental of large passenger vans, buses, and other atypical vehicles for short-term or seasonal use.

### CAPITAL REPLACEMENT

Capital Replacement tracks funds designated for the purchase of replacement vehicles.

### NEW EQUIPMENT/CASH TRANSFERS

The New Equipment/Cash Transfers program tracks all funds designated for the purchase of new vehicles requested by customers.

## **POLICE UNDERCOVER ACCOUNT**

The Police Undercover Account tracks funds designated for the purchase or lease of undercover vehicles for assignment to the Bureau of Police.

Vehicle Services AU 562

SUMMARY OF DIVISION BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	4,748,219	4,922,185	5,412,996	5,693,629	5,693,629
External Materials and Services	6,829,648	6,845,622	8,166,267	7,007,856	7,007,856
Internal Materials and Services	872,818	1,009,731	1,143,526	1,312,403	1,312,403
Minor Capital Outlay	6,004,267	3,971,123	9,062,334	6,078,488	6,078,488
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>18,454,952</b>	<b>16,748,661</b>	<b>23,785,123</b>	<b>20,092,376</b>	<b>20,092,376</b>
Capital Improvements	0	0	1,099,000	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 18,454,952</b>	<b>\$ 16,748,661</b>	<b>\$ 24,884,123</b>	<b>\$ 20,092,376</b>	<b>\$ 20,092,376</b>
Allocated Overhead	300,731	479,712	555,907	530,551	566,678
<b>Total Cost with Allocated Overhead</b>	<b>18,755,683</b>	<b>17,228,373</b>	<b>25,440,030</b>	<b>20,622,927</b>	<b>20,659,054</b>
<b>RESOURCES</b>					
Fleet Services Operating Fund	18,454,952	16,748,661	24,884,123	20,092,376	20,092,376
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Operations	1,098,638	1,099,097	1,004,500	1,090,377	1,090,377
<i>Positions</i>	<i>9</i>	<i>9</i>	<i>9</i>	<i>10</i>	<i>10</i>
Maintenance & Repair	6,719,137	6,882,058	9,245,538	7,749,274	7,749,274
<i>Positions</i>	<i>54</i>	<i>55</i>	<i>55</i>	<i>55</i>	<i>55</i>
Fuel Management	1,924,537	2,201,816	2,112,243	2,077,889	2,077,889
<i>Positions</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
Body and Paint	868,238	808,852	969,866	965,441	965,441
<i>Positions</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>
Fabrication	609,377	468,897	787,412	705,471	705,471
<i>Positions</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>
Vehicle Pool	125,261	71,699	417,435	413,804	413,804
<i>Positions</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
Lease Equipment	1,081,487	932,989	1,334,275	989,728	989,728
<i>Positions</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
Capital Replacement	5,825,810	3,979,873	7,956,929	6,023,904	6,023,904
<i>Positions</i>	<i>3</i>	<i>5</i>	<i>5</i>	<i>4</i>	<i>4</i>
New Equipment/Cash Transfers	202,467	303,380	1,055,925	0	0
<i>Positions</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Police Undercover Account	0	0	0	76,488	76,488
<i>Positions</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>TOTAL PROGRAMS</b>	<b>\$ 18,454,952</b>	<b>\$ 16,748,661</b>	<b>\$ 24,884,123</b>	<b>\$ 20,092,376</b>	<b>\$ 20,092,376</b>
<i>Positions</i>	<b><i>81</i></b>	<b><i>83</i></b>	<b><i>83</i></b>	<b><i>83</i></b>	<b><i>83</i></b>

**Vehicle Services AU 562**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	2,785,729	2,910,554	3,824,225	3,964,258	3,964,258
512000 Part-Time Employees	6,637	0	10,000	10,000	10,000
514000 Overtime	73,700	48,095	42,000	42,000	42,000
515000 Premium Pay	37,545	35,150	35,000	35,000	35,000
517000 Benefits	1,317,215	1,368,424	1,501,771	1,642,371	1,642,371
518000 Paid Absence	527,393	559,962	0	0	0
<b>Total Personnel Services</b>	<b>4,748,219</b>	<b>4,922,185</b>	<b>5,412,996</b>	<b>5,693,629</b>	<b>5,693,629</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	2,578	6,247	7,500	22,500	22,500
522000 Utilities	104,210	104,308	125,000	0	0
523000 Equipment Rental	1,076,486	918,464	1,276,776	930,291	930,291
524000 Repair & Maintenance Services	794,801	760,682	1,140,833	956,741	956,741
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	226,726	310,541	314,000	272,727	272,727
531000 Office Supplies	10,788	6,880	16,150	15,150	15,150
532000 Operating Supplies	2,054,109	2,353,902	2,242,755	2,192,000	2,192,000
533000 Repair & Maintenance Supplies	2,298,604	2,116,432	2,664,168	2,267,147	2,267,147
534000 Minor Equipment & Tools	110,900	77,119	159,000	139,000	139,000
535000 Clothing & Uniforms	24,495	30,473	40,000	44,000	44,000
539000 Other Commodities External	122	0	0	0	0
541000 Education	20,593	33,862	40,000	40,300	40,300
542000 Local Travel	123	265	300	300	300
543000 Out-of-Town Travel	3,570	4,491	13,200	13,700	13,700
544000 Space Rental	53,428	51,456	60,000	45,000	45,000
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	48,115	70,500	66,585	69,000	69,000
<b>Total External Materials and Services</b>	<b>6,829,648</b>	<b>6,845,622</b>	<b>8,166,267</b>	<b>7,007,856</b>	<b>7,007,856</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	0	0	0	0	0
552000 Printing & Distribution	24,221	22,041	25,155	23,830	23,830
553000 Facilities Services	165,832	250,101	1,445,296	534,252	534,252
554000 Communications Services	46,453	45,251	40,681	42,848	42,848
555000 Data Processing Services	78,999	42,922	38,733	37,645	37,645
556000 Insurance	152,010	250,043	238,463	220,808	220,808
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	405,303	399,373	454,198	453,020	453,020
<b>Total Internal Materials and Services</b>	<b>872,818</b>	<b>1,009,731</b>	<b>2,242,526</b>	<b>1,312,403</b>	<b>1,312,403</b>
<b>Total Materials and Services</b>	<b>7,702,466</b>	<b>7,855,353</b>	<b>10,408,793</b>	<b>8,320,259</b>	<b>8,320,259</b>
<b>Capital Outlay</b>					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	22,010	0	0	0	0
564000 Capital Equipment	5,982,257	3,971,123	9,062,334	6,078,488	6,078,488
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>6,004,267</b>	<b>3,971,123</b>	<b>9,062,334</b>	<b>6,078,488</b>	<b>6,078,488</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 18,454,952</b>	<b>\$ 16,748,661</b>	<b>\$ 24,884,123</b>	<b>\$ 20,092,376</b>	<b>\$ 20,092,376</b>

**Vehicle Services AU 562**

**FULL-TIME POSITIONS**

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 2000	FY 2001	FY 2001-02	Amount	FY 2002-03	Amount	FY 2002-03	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	1	43,318	1	46,598	1	46,598
926	Administrative Services Manager	1	1	1	72,639	1	75,684	1	75,684
962	Assistant Program Specialist	1	1	1	48,095	1	51,728	1	51,728
1516	Auto Body Restorer	5	5	5	219,938	5	226,720	5	226,720
929	Bureau Operations Manager	1	1	1	77,063	1	79,671	1	79,671
1520	Industrial Machinist	1	1	1	44,075	1	45,518	1	45,518
2522	Information Systems Tech I	1	1	1	39,099	1	40,340	1	40,340
1200	Maintenance Worker	1	1	1	15,331	1	15,849	1	15,849
1208	Maintenance Worker	0	0	0	6,571	0	6,786	0	6,786
1530	Motorcycle Mechanic	1	1	1	44,075	1	45,344	1	45,344
100	Office Support Specialist I	1	1	1	31,096	1	32,113	1	32,113
102	Office Support Specialist II	1	1	1	34,320	1	35,455	1	35,455
966	Program Coordinator	0	1	1	46,675	1	54,241	1	54,241
407	Storekeeper II Auto Parts Spec	4	5	5	205,920	5	211,891	5	211,891
411	Stores Supervisor I	1	0	0	0	0	0	0	0
413	Stores System Manager	1	1	1	59,613	1	61,339	1	61,339
1058	Trades Manager	1	1	1	69,555	1	71,848	1	71,848
1054	Trades Supervisor	6	6	6	336,206	6	353,549	6	353,549
1533	Vehicle & Equip Mechanic Lead	2	2	2	92,518	2	95,546	2	95,546
1532	Vehicle & Equipment Mechanic	46	47	47	2,071,526	47	2,138,651	47	2,138,651
1060	Vehicle Services Manager	1	1	1	89,856	1	92,812	1	92,812
1513	Welder	3	3	3	130,914	3	135,240	3	135,240
1511	Welder, Lead	1	1	1	45,822	1	47,335	1	47,335
<b>TOTAL FULL-TIME POSITIONS</b>		<b>81</b>	<b>83</b>	<b>83</b>	<b>\$ 3,824,225</b>	<b>83</b>	<b>\$ 3,964,258</b>	<b>83</b>	<b>\$ 3,964,258</b>

**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		
FY 2001-02	20,842,700	0	20,842,700	83.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	(67,114)	0	(67,114)	0.0	7% Internal Services Reduction -- M&S
	(545,000)	0	(545,000)	0.0	Vehicle Services Reductions
	67,115	0	67,115	0.0	Savings from I/A Agreements reprogrammed
	(205,325)	0	(205,325)	0.0	Customer Reductions and Adjustments
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	0	0	0	0.0	None
	(750,324)	0	(750,324)	0.0	Total FY 2002-03 Decision Packages
			<b>\$ 20,092,376</b>	<b>83.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded

## Communication Services

### OVERVIEW

Communications and Networking Services (ComNet) provides leadership to the Council and bureaus in strategic planning and management of the City's communications-related equipment and systems. Additionally, it provides the City, as well as regional external customers, with expert telecommunications services.

ComNet procures, operates, and maintains the City's communications-related equipment and systems, including:

- ◆ The Integrated Regional Network Enterprise (IRNE), a regional broadband telecommunications network providing advanced telecommunications systems and services to government, education, and public safety institutions in the region.
- ◆ Public safety radio systems for voice and mobile data, including maintenance of the system's infrastructure.
- ◆ Radio management services covering installation, maintenance, and repair.
- ◆ Other electronic services, including the provision and maintenance of sirens, radar guns, and video systems.

The Bureau of Communications and Networking Services will merge with the Bureau of Information Technology in the Fall of 2002 to form the Bureau of Technology Services. The merger is expected to provide a more efficient, direct, and unified approach to Citywide technology services.

### CHANGES FROM PRIOR YEAR

ComNet's budget decreases significantly from the prior year as a result of reduced capital costs for implementation of the IRNE. In addition, OMF internal service fund voluntary reductions were achieved by reduced telecommunications equipment, radio shop, and 800 MHz rates.

*Council authorizes funding for 800 MHz Public Safety Radio System capital projects.*

In addition, the Council authorized funding for the Public Safety Radio Enhancement Project (PREP) in the amount of approximately \$665,000. The funding will provide for system enhancement for coverage and reliability and for major maintenance for the aging system. The PREP project is funded through a combination of ongoing reductions in operational spending and one-time General Fund capital set aside funding.

## Overview of Programs

### DIVISION ADMINISTRATION

The Administration program provides management and administrative support for Communications and Networking Services, including stores inventory, contracting, direct service, and sales to bureaus and external customers of radio and telecommunications services, including the IRNE. ComNet Administration also includes an interagency agreement with OMF Business Operations for financial and other administrative services.

### RADIO SHOP

The Radio Shop installs, maintains, and repairs the City's electronic and communications equipment, video equipment, and fiber optic systems. Services are performed at the Electronics Maintenance Shop and at customer sites as required. 24 hour on-call service is available.

### 800 MHZ OPERATIONS

The Public Safety Radio System (800 MHz) program manages the operations of the regional system, including maintaining the backbone equipment (e.g., microwave towers which transmit and receive radio signals), and the electronic hardware and software which control the complex network infrastructure.

### ENGINEERING

The Engineering program provides expert design consultation, project and construction management, and quality assurance for radio and telecommunications projects. These projects includes the IRNE, radio communications, wireless and wireline data transmission, microwave, remote control, television surveillance, fire cable network, fiber optics, telemetry, and audio systems. In addition, Engineering is responsible for managing the radio frequency licensing requirements with the Federal Communications Commission and the Association of Public Safety Communications Officers.

### TELECOMMUNICATIONS

The Telecommunications program provides voice, video, and data services, including telephone, cellular phones, pagers, and data network backbones. It also manages Citywide contracts for telephone services, data networking, network management, wiring, and other telecommunications-related services and products. This program also configures, manages, and operates the Integrated Regional Network Enterprise, voice mail, circuits, extension, and automatic call distribution. It also provides wiring services and manages customer order fulfillment.



## **CASH TRANSFERS**

Cash Transfers coordinates the procurement of electronic equipment requested by City bureaus and external agencies and manages the transfer of funds for payment.

## **REPLACEMENT EQUIPMENT**

Replacement Equipment receives and holds funds for the future replacement of existing electronic equipment.

**Communication Services AU 360**

**SUMMARY OF DIVISION BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	2,227,111	2,313,679	2,486,932	3,304,018	3,304,018
External Materials and Services	6,221,405	4,890,694	3,759,820	4,469,610	4,469,610
Internal Materials and Services	927,108	1,067,428	1,043,224	1,089,603	1,090,590
Minor Capital Outlay	528,688	1,511,950	252,050	433,000	433,000
Equipment Cash Transfers	16,070	0	35,292	0	0
<b>Total Operating Budget</b>	<b>9,920,382</b>	<b>9,783,751</b>	<b>7,577,318</b>	<b>9,296,231</b>	<b>9,297,218</b>
Capital Improvements	773,461	1,568,749	10,678,993	1,463,356	1,463,356
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 10,693,843</b>	<b>\$ 11,352,500</b>	<b>\$ 18,256,311</b>	<b>\$ 10,759,587</b>	<b>\$ 10,760,574</b>
Allocated Overhead	283,988	275,475	237,278	259,496	276,732
<b>Total Cost with Allocated Overhead</b>	<b>10,977,831</b>	<b>11,627,975</b>	<b>18,493,589</b>	<b>11,019,083</b>	<b>11,037,306</b>
<b>RESOURCES</b>					
Communications Services Operating	10,693,843	11,352,500	18,256,311	10,759,587	10,760,574
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Division Administration	837,621	1,035,363	1,212,320	1,121,139	1,121,139
<i>Positions</i>	6	5	5	6	6
Radio Shop	1,409,164	1,425,946	1,449,033	1,493,189	1,493,189
<i>Positions</i>	10	11	11	10	10
800 MHz Operations	1,830,894	1,261,316	2,147,186	2,030,415	2,030,415
<i>Positions</i>	9	9	5	9	9
Engineering	198,448	444,635	501,360	227,341	227,341
<i>Positions</i>	1	2	5	2	2
Telecommunications	5,431,362	4,893,275	12,472,645	5,887,503	5,888,490
<i>Positions</i>	9	12	12	15	15
Cash Transfers	870,165	1,880,535	448,684	0	0
<i>Positions</i>	0	0	0	0	0
Replacement Equipment	116,189	411,430	25,083	0	0
<i>Positions</i>	0	0	0	0	0
<b>TOTAL PROGRAMS</b>	<b>\$ 10,693,843</b>	<b>\$ 11,352,500</b>	<b>\$ 18,256,311</b>	<b>\$ 10,759,587</b>	<b>\$ 10,760,574</b>
<i>Positions</i>	<b>35</b>	<b>38</b>	<b>38</b>	<b>42</b>	<b>42</b>

**Communication Services AU 360**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	1,399,981	1,570,315	2,084,213	2,338,909	2,338,909
512000 Part-Time Employees	42,796	9,290	73,121	30,527	30,527
514000 Overtime	26,350	34,323	61,000	41,000	41,000
515000 Premium Pay	35,623	41,465	41,000	40,100	40,100
517000 Benefits	581,314	646,921	767,332	853,482	853,482
518000 Paid Absence	226,824	257,261	0	0	0
<b>Total Personnel Services</b>	<b>2,312,888</b>	<b>2,559,575</b>	<b>3,026,666</b>	<b>3,304,018</b>	<b>3,304,018</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	455,453	410,187	189,118	301,300	301,300
522000 Utilities	26,565	26,407	31,500	31,000	31,000
523000 Equipment Rental	986	3,718	12,000	6,000	6,000
524000 Repair & Maintenance Services	900,846	418,105	669,836	523,779	523,779
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	3,593,544	2,724,256	4,764,977	2,368,178	2,368,178
531000 Office Supplies	9,924	10,160	12,000	15,000	15,000
532000 Operating Supplies	35,467	82,719	184,968	70,000	70,000
533000 Repair & Maintenance Supplies	266,219	258,028	283,970	366,850	366,850
534000 Minor Equipment & Tools	1,121,735	1,551,399	3,851,745	870,367	870,367
535000 Clothing & Uniforms	716	6,514	8,400	7,300	7,300
539000 Other Commodities External	56	9	0	0	0
541000 Education	29,075	41,364	55,600	55,100	55,100
542000 Local Travel	5,170	5,463	6,700	7,100	7,100
543000 Out-of-Town Travel	40,012	38,845	86,874	68,500	68,500
544000 Space Rental	42,199	74,543	89,247	85,542	85,542
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	38,159	14,718	31,500	437,000	437,000
<b>Total External Materials and Services</b>	<b>6,566,126</b>	<b>5,666,435</b>	<b>10,278,435</b>	<b>5,213,016</b>	<b>5,213,016</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	50,274	113,225	51,996	56,663	56,663
552000 Printing & Distribution	19,053	14,828	25,734	15,108	15,108
553000 Facilities Services	432,660	418,894	386,751	423,665	423,665
554000 Communications Services	0	0	0	0	0
555000 Data Processing Services	46,261	86,837	104,922	107,208	107,208
556000 Insurance	48,264	61,224	60,438	81,650	81,650
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	372,686	378,382	413,383	405,309	406,296
<b>Total Internal Materials and Services</b>	<b>969,198</b>	<b>1,073,390</b>	<b>1,043,224</b>	<b>1,089,603</b>	<b>1,090,590</b>
<b>Total Materials and Services</b>	<b>7,535,324</b>	<b>6,739,825</b>	<b>11,321,659</b>	<b>6,302,619</b>	<b>6,303,606</b>
<b>Capital Outlay</b>					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	829,561	2,050,900	3,872,694	1,152,950	1,152,950
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>829,561</b>	<b>2,050,900</b>	<b>3,872,694</b>	<b>1,152,950</b>	<b>1,152,950</b>
573000 Equipment Cash Transfers	16,070	0	35,292	0	0
576000 Minor Equipment Transfers	0	2,200	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 10,693,843</b>	<b>\$ 11,352,500</b>	<b>\$ 18,256,311</b>	<b>\$ 10,759,587</b>	<b>\$ 10,760,574</b>

**Communication Services AU 360**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
3253	Comm Switch Tech	0	0	0	0	0	0	1	54,726
3258	Commun & Networking Svcs Mgr	0	0	1	94,599	1	97,718	1	97,718
3255	Communications Engineer	0	4	4	237,545	3	191,233	3	191,233
3250	Electronic Tech I Traffic Signal	0	3	0	0	0	0	0	0
3251	Electronic Tech II Communication	6	6	7	370,445	8	437,810	7	383,084
3248	Electronics Technician Assistant	5	4	3	115,013	2	78,719	2	78,719
3249	Electronics Technician I: Commun	3	0	3	135,970	4	187,251	4	187,251
1136	Facilities & Maintenance Manager	1	1	1	77,064	1	79,594	1	79,594
2541	Information Systems Analyst I	3	3	3	145,034	4	192,246	4	192,246
2542	Information Systems Analyst II	1	1	1	48,221	3	158,036	3	158,036
2550	Information Systems Manager	0	1	1	90,202	1	81,244	1	81,244
102	Office Support Specialist II	2	2	2	63,169	3	97,109	3	97,109
104	Office Support Specialist III	1	1	1	37,981	1	41,823	1	41,823
966	Program Coordinator	1	2	1	53,306	2	118,346	2	118,346
968	Program Manager I	0	0	1	62,072	1	70,220	1	70,220
972	Program Manager IV	2	1	1	85,042	1	88,196	1	88,196
964	Program Specialist	2	2	2	113,391	1	58,506	1	58,506
3256	Senior Communications Engineer	2	1	1	69,603	1	61,596	1	61,596
2552	Senior Information Systems Mgr	1	1	1	84,354	1	88,030	1	88,030
1056	Senior Trades Supervisor	1	1	1	62,816	1	64,896	1	64,896
1138	Sr Facilities & Maintenance Mgr	0	1	0	0	0	0	0	0
405	Storekeeper/Acquisition Spec I	0	0	1	38,929	1	40,507	1	40,507
406	Storekeeper/Acquisition Spec II	0	1	1	40,507	1	42,533	1	42,533
408	Storekeeper/Acquisition Spec III	1	1	0	0	0	0	0	0
3109	Technician III	2	0	0	0	0	0	0	0
1054	Trades Supervisor	1	1	1	58,950	1	63,296	1	63,296
<b>TOTAL FULL-TIME POSITIONS</b>		<b>35</b>	<b>38</b>	<b>38</b>	<b>\$ 2,084,213</b>	<b>42</b>	<b>\$ 2,338,909</b>	<b>42</b>	<b>\$ 2,338,909</b>

**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		
FY 2002-03	11,776,755	0	11,776,755	38.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>					
	(172,673)	0	(172,673)	0.0	7% cuts, excluding 800 MHz
	(251,800)	0	(251,800)	0.0	7% cut to 800 MHz
	406,967	0	406,967	0.0	800 MHz Major Maintenance
	86,890	0	86,890	1.0	800 MHz staffing
	124,384	0	124,384	2.0	IRNE External Customer Support
	0	257,950	257,950	0.0	CRC Funding for 800 MHz
	(21,196)	0	(21,196)	0.0	7% Internal Service Reductions
	0	0	0	1.0	Office Support Specialist II
	(1,447,690)	0	(1,447,690)	0.0	IRNE Adjustment
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	0	987	987	0.0	COPPEA Professional Development
	(1,275,118)	258,937	(1,016,181)	4.0	Total FY 2002-03 Decision Packages
			<b>\$ 10,760,574</b>	<b>42.0</b>	<b>Total Adopted Budget</b>
<b>FY 2002-03 Decision Packages Not Funded</b>					
	229,891	0	229,891	3.0	800 MHz Staffing
	900,000	0	900,000	0.0	800 MHz Major Maintenance
			<b>\$ 1,129,891</b>	<b>3.0</b>	<b>Total Decision Packages Not Funded</b>

# Financial Management

## OVERVIEW

The Bureau of Finance is composed of the Accounting, Debt Management, Financial Planning, Spectator Facilities, Treasury, and Business Operations programs. Through these programs, the bureau provides financial management and planning services in a variety of areas, such as financial reporting and planning, investments, debt issuance, spectator facilities activities, and grants management.

## CHANGES FROM PRIOR YEAR

### Organizational Structural Changes

The Adopted Budget reflects the merger of the Bureaus of Financial Planning and Financial Management into the Bureau of Finance. This organizational change is made as part of OMF's ongoing review for doing business more effectively and at least cost.

The FY 2002-03 Adopted Budget also reflects the transfer of responsibility for the City's Deferred Compensation program from the Bureau of Human Resources to the Treasury program. This functionally occurred in December 2001.

*The City's Deferred Compensation Program has experienced significant growth in size and complexity over the years.*

While the program's funds are invested by deferred compensation providers pursuant to the instructions of the participants, program assets are City assets which are being held in trust for the exclusive benefit of City employees. Given the financial requirements of the program, it was determined that the program should reside in Treasury. Since it is a benefit that the City offers its employees, there continues to be coordination with the Employee Benefits program in Human Resources. Additionally, the Employee Benefits Manager is a member of the City's Deferred Compensation Committee.

### Budget Reductions

Financial Management has two reductions in the Adopted Budget. The Grants activity is reduced by one position. A \$45,000 reduction in Financial Planning's interagency with Information Technology decreases Financial Planning's ability to streamline the budget process and systems from a technological standpoint.

### Revenue Enhancements

The City has proposed assessing an administrative fee to be paid quarterly by each deferred compensation provider, which equates to .05% of the average annual balance of assets under management. Next year's revenue estimate is \$65,000. While the fee will not fully offset the operating costs of the program, it will provide a stable funding source for approximately half of the program's costs. This funding methodology is one that is accepted and currently in place in other municipalities throughout the country. Multnomah County has recently implemented a similar administrative fee.

A \$75,000 interagency is established with the Pension Debt Redemption Fund in support of Treasury staff costs associated with ensuring the City's best interests are being heard and considered with regard to PERS pension liability issues.

## Overview of Programs

### BUREAU OF FINANCIAL MANAGEMENT

This program includes Accounting, Treasury, Debt Management, and the bureau's Business Operations program. These divisions are responsible for the following:

#### Business Operations

Business Operations provides leadership and management oversight to the divisions within the Bureau of Finance. Additionally, it provides internal financial consulting services on a broad range of projects in support of City bureau programs and economic development and housing activities of the Portland Development Commission.

#### Accounting

Accounting provides accounting, financial reporting, and management of the City's corporate accounting systems and processes. The activities of the program include the following:

- ◆ Ensure accounting operations throughout the City result in accurate, complete, and timely information.
- ◆ Provide internal controls to safeguard the City's assets against loss, theft, or misuse.
- ◆ Support the ability of operating bureaus to deliver services to Portland's citizens.
- ◆ Support preservation of the Aaa credit rating from Moody's Investors Services.
- ◆ Prepare financial reports that comply with current accounting principles and regulatory requirements.
- ◆ Prepare the Comprehensive Annual Financial Report (CAFR).
- ◆ Ensure compliance with various federal, state, and City regulations and statutes, including IRS, Federal Labor Standards Act, City collective bargaining agreements, and the like.

#### Debt Management

Debt Management provides expertise in managing a long-term financial strategy for maintaining the City's infrastructure and for funding a wide variety of capital projects. Program activities include rebate compliance and management, debt transaction management, conduit financing, investor and credit relations, and financial analysis for special projects.

#### Treasury

The City's Treasury, in practical terms, serves as the City's bank. The program manages the City's investment program and provides cash and investment accounting, trustee account activities, and passport processing functions. Additionally, Treasury is responsible for management and administration of the City's Deferred Compensation program. Monitoring the Fire and Police Disability and Retirement Fund and the Public Employees Retirement System are also key activities performed by Treasury to ensure the City's financial liabilities are planned for and proactively addressed.

### FINANCIAL PLANNING & GRANTS

The Financial Planning and Grants program provides fiduciary oversight and leadership for all City funds.

**Financial Planning**

Financial Planning provides leadership and management of the following activities:

- ◆ Operating and capital budget planning, development, and monitoring, including operational review of the City utilities in concert with the City's Public Utility Review Board
- ◆ Long-range financial forecasting for the General Fund and related funds
- ◆ Conducting and/or participating in a variety of Council and/or bureau financial and economic studies
- ◆ Assisting the Bureau of Human Resources in costing out collective bargaining proposals and employee group classification-compensation studies
- ◆ Financial review and analysis of state legislation

**Grants**

Grants has the following activities:

- ◆ Development and refinement of the General Fund overhead model
- ◆ Grants administration and accounting
- ◆ Grants training, education, and interface with bureaus and granting agencies
- ◆ Preparation of the federal indirect cost plan
- ◆ Preparation and coordination with the City's independent Auditor for the Single Federal Audit
- ◆ Administration of and compliance with Davis Bacon requirements

**SPECTATOR FACILITIES**

Spectator Facilities provides operational and financial management and oversight for the City's spectator facilities, such as the Oregon Arena and PGE Park.

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SUMMARY OF DIVISION BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	4,030,010	4,090,895	4,264,739	4,504,321	4,504,321
External Materials and Services	577,069	465,368	626,943	545,518	685,518
Internal Materials and Services	1,737,194	1,010,864	2,557,140	2,226,050	2,226,050
Minor Capital Outlay	11,940	0	5,730	0	0
Equipment Cash Transfers	0	4,750	0	0	0
<b>Total Operating Budget</b>	<b>6,356,213</b>	<b>5,571,877</b>	<b>7,454,552</b>	<b>7,275,889</b>	<b>7,415,889</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 6,356,213</b>	<b>\$ 5,571,877</b>	<b>\$ 7,454,552</b>	<b>\$ 7,275,889</b>	<b>\$ 7,415,889</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>6,356,213</b>	<b>5,571,877</b>	<b>7,454,552</b>	<b>7,275,889</b>	<b>7,415,889</b>
<b>RESOURCES</b>					
General Fund Discretionary	1,613,779	1,067,276	2,388,987	2,221,510	2,051,543
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	0	0	0	0
Contract Revenues	142,512	277,985	137,562	132,227	132,227
Interagency Revenues	1,288,979	1,275,096	1,039,784	1,048,993	1,188,993
Program Revenue	370,358	429,178	801,000	848,948	848,948
Overhead Recovery	2,940,585	2,522,342	3,087,219	3,024,211	3,194,178
<b>Total Non-Discretionary Revenues</b>	<b>4,742,434</b>	<b>4,504,601</b>	<b>5,065,565</b>	<b>5,054,379</b>	<b>5,364,346</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>6,356,213</b>	<b>\$ 5,571,877</b>	<b>\$ 7,454,552</b>	<b>\$ 7,275,889</b>	<b>\$ 7,415,889</b>
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.                      Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
<b>PROGRAMS</b>					
Financial Planning & Grants	1,485,831	1,376,142	2,119,123	2,005,725	2,005,725
<i>Positions</i>	13	13	12	14	14
Spectator Facilities	279,477	256,446	315,365	324,847	324,847
<i>Positions</i>	4	4	2	2	2
Bureau of Financial Management	4,590,905	3,939,289	5,020,064	4,945,317	5,085,317
<i>Positions</i>	45	45	44	42	42
<b>TOTAL PROGRAMS</b>	<b>\$ 6,356,213</b>	<b>\$ 5,571,877</b>	<b>\$ 7,454,552</b>	<b>\$ 7,275,889</b>	<b>\$ 7,415,889</b>
<i>Positions</i>	<b>62</b>	<b>62</b>	<b>58</b>	<b>58</b>	<b>58</b>



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LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	2,462,119	2,522,250	3,145,472	3,307,724	3,307,724
512000 Part-Time Employees	86,646	19,700	24,873	25,596	25,596
514000 Overtime	13,909	6,435	25,000	25,000	25,000
515000 Premium Pay	3,655	1,500	0	0	0
517000 Benefits	1,018,866	1,028,663	1,069,394	1,146,001	1,146,001
518000 Paid Absence	444,815	512,347	0	0	0
<b>Total Personnel Services</b>	<b>4,030,010</b>	<b>4,090,895</b>	<b>4,264,739</b>	<b>4,504,321</b>	<b>4,504,321</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	259,540	285,102	154,978	68,377	208,377
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	20,978	19,967	23,431	24,204	24,204
524000 Repair & Maintenance Services	4,096	3,398	22,654	31,622	31,622
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	72,308	13,369	51,504	70,077	70,077
531000 Office Supplies	17,164	14,055	49,544	55,254	55,254
532000 Operating Supplies	53,187	22,348	15,526	18,413	18,413
533000 Repair & Maintenance Supplies	14	0	0	0	0
534000 Minor Equipment & Tools	28,011	16,320	31,183	29,537	29,537
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	149	126	1,000	1,000	1,000
541000 Education	59,691	40,349	54,949	56,841	56,841
542000 Local Travel	271	403	849	883	883
543000 Out-of-Town Travel	37,110	23,948	35,224	40,921	40,921
544000 Space Rental	0	230	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	24,550	25,753	186,101	148,389	148,389
<b>Total External Materials and Services</b>	<b>577,069</b>	<b>465,368</b>	<b>626,943</b>	<b>545,518</b>	<b>685,518</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	266	1,860	150	155	155
552000 Printing & Distribution	118,487	96,658	118,026	122,000	122,000
553000 Facilities Services	205,134	188,920	277,886	256,166	256,166
554000 Communications Services	54,250	53,020	60,245	52,350	52,350
555000 Data Processing Services	1,066,736	413,781	519,831	480,596	480,596
556000 Insurance	49,472	58,887	55,574	47,566	47,566
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	242,849	197,738	1,525,428	1,267,217	1,267,217
559000 Other Fund Services	0	0	0	0	0
<b>Total Internal Materials and Services</b>	<b>1,737,194</b>	<b>1,010,864</b>	<b>2,557,140</b>	<b>2,226,050</b>	<b>2,226,050</b>
<b>Total Materials and Services</b>	<b>2,314,263</b>	<b>1,476,232</b>	<b>3,184,083</b>	<b>2,771,568</b>	<b>2,911,568</b>
<b>Capital Outlay</b>					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	11,940	0	5,730	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>11,940</b>	<b>0</b>	<b>5,730</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	4,750	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 6,356,213</b>	<b>\$ 5,571,877</b>	<b>\$ 7,454,552</b>	<b>\$ 7,275,889</b>	<b>\$ 7,415,889</b>

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FULL-TIME POSITIONS

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	6	8	9	328,616	7	285,280	7	285,280
515	Accountant II	6	6	4	185,838	5	238,846	5	238,846
516	Accountant III	0	6	7	356,825	7	370,108	7	370,108
533	Accounting Manager	1	1	1	85,384	1	88,197	1	88,197
531	Accounting Supervisor II	2	1	1	66,061	1	68,236	1	68,236
532	Accounting Supervisor III	0	2	2	125,216	2	134,850	2	134,850
510	Accounting Technician	10	2	2	66,612	2	70,908	2	70,908
511	Accounts Payable Audit Clerk	1	0	0	0	0	0	0	0
926	Administrative Services Manager	1	1	1	65,270	1	70,178	1	70,178
920	Administrative Supervisor I	1	1	1	53,810	1	55,583	1	55,583
2531	Applications Analyst I	0	1	0	0	0	0	0	0
2534	Applications Analyst IV	1	1	0	0	0	0	0	0
826	Assistant Financial Analyst	1	0	0	0	0	0	0	0
944	City Economist	1	1	1	81,120	1	83,791	1	83,791
860	City Treasurer	1	1	1	80,974	1	87,090	1	87,090
114	Clerical Specialist	4	0	0	0	0	0	0	0
829	Debt Analyst	0	0	0	0	1	58,509	1	58,509
834	Debt Manager	1	1	1	81,120	1	83,791	1	83,791
942	Economist I	2	2	2	125,632	2	129,790	2	129,790
943	Economist II	1	1	1	73,237	0	0	0	0
827	Financial Analyst	2	1	3	166,349	2	114,367	2	114,367
839	Financial Management Director	0	1	1	94,598	1	97,718	1	97,718
836	Financial Planning Director	1	1	1	83,418	1	89,694	1	89,694
870	Investment Officer	1	1	0	0	0	0	0	0
100	Office Support Specialist I	0	1	1	31,096	1	32,113	1	32,113
102	Office Support Specialist II	0	4	4	133,848	4	138,149	4	138,149
104	Office Support Specialist III	0	1	1	40,498	1	41,823	1	41,823
833	Principal Debt Analyst	2	2	2	122,859	1	64,561	1	64,561
832	Principal Financial Analyst	2	3	3	202,077	2	144,009	2	144,009
966	Program Coordinator	0	0	0	0	1	56,368	1	56,368
968	Program Manager I	1	0	0	0	0	0	0	0
970	Program Manager II	2	1	1	66,061	1	68,236	1	68,236
971	Program Manager III	0	0	1	75,558	1	79,595	1	79,595
220	Secretarial Clerk I	1	0	0	0	0	0	0	0
221	Secretarial Clerk II	2	0	0	0	0	0	0	0
816	Senior Administrative Specialist	0	0	0	0	1	41,934	1	41,934
831	Senior Debt Analyst	1	1	1	56,638	1	64,895	1	64,895
828	Senior Financial Analyst	7	8	5	296,757	7	449,105	7	449,105
952	Senior Management Analyst	0	1	0	0	0	0	0	0
<b>TOTAL FULL-TIME POSITIONS</b>		<b>62</b>	<b>62</b>	<b>58</b>	<b>\$ 3,145,472</b>	<b>58</b>	<b>\$ 3,307,724</b>	<b>58</b>	<b>\$ 3,307,724</b>

**Financial Management AU 307**

**BUDGET DECISIONS**

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2002-03	7,549,070	0	7,549,070	58.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	(63,278)	0	(63,278)	(1.0)	Economist 1 Funding
<b>Mayor's Proposed Budget Decisions</b>	65,000	0	65,000	1.0	Deferred Compensation Fee
	0	0	0	0.0	OH/ Discretionary Shift
	(11,921)	0	(11,921)	0.0	Internal Service Fund Reductions
	(2,648)	0	(2,648)	0.0	Technical Adjustments
	(188,488)	0	(188,488)	0.0	Admin I/A Reductions
	63,278	0	63,278	1.0	Economist I Funding Shift
	(90,349)	0	(90,349)	(1.0)	Grants Staff Reduction
	0	0	0	0.0	Overhead/ Discretionary Shift
	(45,000)	0	(45,000)	0.0	BFP Technology Reduction
	225	0	225	0.0	Internal Service Adjustments
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	0	140,000	140,000	0.0	Pension Bond Reimbursement
	(273,181)	140,000	(133,181)	0.0	Total FY 2002-03 Decision Packages
			<b>\$ 7,415,889</b>	<b>58.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>	(184,402)	0	(184,402)	1.4	Financial Planning Reductions
			<b>\$ (184,402)</b>	<b>1.4</b>	Total Decision Packages Not Funded

## Health Administration

### OVERVIEW

Health Administration provides leadership and expertise to the Council and the Labor-Management Benefits Committee in developing the strategic direction of the City benefits programs. The program is responsible for the management and administration of the City's employee benefit programs and plans. Other responsibilities and activities include:

- ◆ Coordination of the Labor-Management Benefits Committee
- ◆ Administration of COBRA and Retiree continuation coverage
- ◆ Coordination of health and wellness programs at a level which can be supported within available resources based on program reductions
- ◆ Management and administration of the City's employee assistance program
- ◆ Conducting new employee benefit orientation sessions, as well as annual enrollment forums to educate employees on benefit design changes
- ◆ Administration of the health care continuation component of the Family Medical Leave Act (FMLA)
- ◆ Negotiation and management of medical vendors, the flexible spending account administrator, employee assistance program vendor, group life and long term disability vendor, benefits consultants, and the Third Party Administrator contracts
- ◆ Development and implementation of employee benefit communication strategy

### Major Initiatives

Plan redesign efforts will continue in FY 2002-03 to curtail rising costs and to maintain prudent Incurred But Not Reported (IBNR) and Large Claim reserve levels.

Health Administration AU 465

SUMMARY OF DIVISION BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	0	380,133	387,264	422,088	422,088
External Materials and Services	28,711,644	35,665,079	39,110,942	30,601,170	30,601,170
Internal Materials and Services	905,997	251,954	391,301	451,372	451,372
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	29,617,641	36,297,166	39,889,507	31,474,630	31,474,630
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 29,617,641</b>	<b>\$ 36,297,166</b>	<b>\$ 39,889,507</b>	<b>\$ 31,474,630</b>	<b>\$ 31,474,630</b>
Allocated Overhead	189,752	209,957	181,357	228,117	240,110
<b>Total Cost with Allocated Overhead</b>	29,807,393	36,507,123	40,070,864	31,702,747	31,714,740
<b>RESOURCES</b>					
Health Insurance Fund	29,617,641	36,297,166	39,889,507	31,474,630	31,474,630
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Health Insurance	29,617,641	36,297,166	39,889,507	31,474,630	31,474,630
Positions	0	7	6	6	6
<b>TOTAL PROGRAMS</b>	<b>\$ 29,617,641</b>	<b>\$ 36,297,166</b>	<b>\$ 39,889,507</b>	<b>\$ 31,474,630</b>	<b>\$ 31,474,630</b>
Positions	0	7	6	6	6

Health Administration AU 465

LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	0	233,835	279,596	309,331	309,331
512000 Part-Time Employees	0	2,953	0	0	0
514000 Overtime	0	4,609	2,165	1,200	1,200
517000 Benefits	0	102,129	105,503	111,557	111,557
518000 Paid Absence	0	36,607	0	0	0
<b>Total Personnel Services</b>	<b>0</b>	<b>380,133</b>	<b>387,264</b>	<b>422,088</b>	<b>422,088</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	1,002,187	1,379,737	1,363,039	1,674,852	1,674,852
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	0	987	987	987
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	24,569,573	27,207,899	37,635,768	28,890,025	28,890,025
531000 Office Supplies	0	2,822	4,342	4,342	4,342
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	1,089	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	0	5,462	6,109	6,109	6,109
542000 Local Travel	0	0	0	0	0
543000 Out-of-Town Travel	0	523	3,839	3,000	3,000
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	3,139,884	7,067,547	96,858	21,855	21,855
<b>Total External Materials and Services</b>	<b>28,711,644</b>	<b>35,665,079</b>	<b>39,110,942</b>	<b>30,601,170</b>	<b>30,601,170</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	0	31	206	206	206
552000 Printing & Distribution	0	34,631	27,272	36,836	36,836
553000 Facilities Services	0	29,040	14,236	27,082	27,082
554000 Communications Services	0	8,336	6,868	8,610	8,610
555000 Data Processing Services	0	140,650	121,473	122,141	122,141
556000 Insurance	0	6,294	6,202	5,988	5,988
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	905,997	32,972	215,044	250,509	250,509
<b>Total Internal Materials and Services</b>	<b>905,997</b>	<b>251,954</b>	<b>391,301</b>	<b>451,372</b>	<b>451,372</b>
<b>Total Materials and Services</b>	<b>29,617,641</b>	<b>35,917,033</b>	<b>39,502,243</b>	<b>31,052,542</b>	<b>31,052,542</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 29,617,641</b>	<b>\$ 36,297,166</b>	<b>\$ 39,889,507</b>	<b>\$ 31,474,630</b>	<b>\$ 31,474,630</b>

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**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
815	Administrative Specialist	0	2	2	67,732	1	34,922	1	34,922
632	Benefits Manager	0	1	1	85,384	1	88,197	1	88,197
614	Human Resources Coordinator	0	1	1	56,969	1	58,979	1	58,979
2542	Information Systems Analyst II	0	1	0	0	0	0	0	0
816	Senior Administrative Specialist	0	2	2	69,511	3	127,233	3	127,233
<b>TOTAL FULL-TIME POSITIONS</b>		<b>0</b>	<b>7</b>	<b>6</b>	<b>\$ 279,596</b>	<b>6</b>	<b>\$ 309,331</b>	<b>6</b>	<b>\$ 309,331</b>

**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		
FY 2002-03	31,124,330	0	31,124,330	6.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	12,058	0	12,058	0.0	BOMA Adjustment
	(3,191)	0	(3,191)	0.0	7% Internal Service Reductions
	341,433	0	341,433	0.0	Revised Claim Costs
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	0	0	0	0.0	None
	350,300	0	350,300	0.0	Total FY 2002-03 Decision Packages
			<b>\$ 31,474,630</b>	<b>6.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded

# Human Resources

## OVERVIEW

The Human Resources (HR) Program provides strategic leadership and management of Citywide human resource systems, which link to the overall business strategies of the Council and bureaus. The program is responsible for the development, refinement, and oversight of the City's Human Resources administrative rules and procedures. The program is also responsible, through corporate level activities and site teams, for assisting bureaus in the recruitment, development, and retention of a competent and high quality workforce, which is representative of the community.

### HR Programs

#### HR Corporate Activities

Human Resources provides a number of activities that benefit all City bureaus. These activities include the following:

**Labor Relations:** Labor Relations activities include acting as the City's official representative in labor negotiations and assisting bureaus in responding to and resolving grievances and other disciplinary matters. In addition, Human Resources oversees compliance with federal and state labor laws, City policies, and collective bargaining agreements.

**Classification and Compensation:** Human Resources plans, designs, implements, monitors, and maintains Citywide classification and compensation plans, programs, rules, and systems. The bureau also provides technical expertise and services to City bureaus to ensure compliance with collective bargaining agreements and federal and state laws. The bureau conducts job audits and compensation reviews of individual positions and classifications, as well as managing and participating in employee group classification and compensation studies.

*FY 2002-03 will mark the first full year of implementation for the Citywide human resources service delivery model.*

**Employee Benefits:** The Employee Benefits section provides leadership and expertise to the Council and the Labor Management Benefits Committee in developing a strategic direction for City benefit programs. Additionally, it manages and administers the City's employee benefit programs and plans, COBRA and retiree benefit continuation coverage, the health care component of the Family Medical Leave Act, and the employee assistance program and employee benefit communication and education.

**Affirmative Action/Diversity Development:** Affirmative Action/Diversity Development provides leadership, oversight, and support in the development of a diverse workforce; creation of an inclusive workplace culture; and compliance with Affirmative Action/Equal Employment Opportunity laws, regulations, and guidelines.

**Employment and Development:** The Employment and Development section manages Citywide executive recruitments and Citywide recruitments for cross-bureau classification series. It also provides expert consultation regarding testing procedures and processes to the HR site teams, ensures compliance with rules and procedures, manages applicant intake, and generates eligible registers. Additionally, the program manages the Citywide layoff, redeployment, and injured worker processes.



**HR Site Teams** The site teams are responsible and accountable for supporting assigned bureaus with essential human resource services and ensuring compliance with Citywide Human Resources administrative rules, procedures, and collective bargaining agreements. The site teams are the bureaus' liaison with the corporate HR program managers and shall collaborate with them as appropriate to ensure assigned bureau needs and priorities are effectively addressed.

## **CHANGES FROM PRIOR YEAR**

**Administrative Services Review** FY 2002-2003 will mark the first full year of implementation for the citywide service delivery model for the provision of human resources systems and services. Service agreements have been developed between the Bureau of Human Resources and City bureaus to delineate the services to be provided.

**Reductions** The bureau's FY 2002-03 Adopted Budget is reduced \$87,000. The reduction is achieved through restructuring the corporate HR training function. A training needs assessment will be conducted to determine training that should be provided on a Citywide basis to all City employees. Based on the results of the assessment, the development of curriculum and delivery of training will likely be a combination of external vendors, in-house trainers, and computer-based training. The assessment will involve input from bureaus on standard Citywide training needs.

**Current Service Level Add Package** The interagency service agreements for FY 2002-03 are based on BHR's FY 2001-02 current service level adjusted for the July 1, 2001 2.9% COLA. The FY 2001-02 adjusted current service level is then inflated by allowable inflation factors to arrive at current service level for FY 2002-03. The interagencies also include a FY 2002-03 COLA component.

**Organizational Efficiencies** To achieve internal organizational efficiencies, budget development and monitoring for the Bureau of Human Resources will be performed by OMF Business Operations within current resources. This allows BHR to redirect staff time currently spent on these activities to other critical services, while preserving the bureau director's ability to shape and manage the bureau's budget.

Human Resources AU 307

SUMMARY OF DIVISION BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	1,984,880	2,317,105	3,982,501	4,163,417	4,163,417
External Materials and Services	495,039	623,379	784,575	649,037	649,037
Internal Materials and Services	553,932	575,173	843,140	845,179	845,179
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>3,033,851</b>	<b>3,515,657</b>	<b>5,610,216</b>	<b>5,657,633</b>	<b>5,657,633</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 3,033,851</b>	<b>\$ 3,515,657</b>	<b>\$ 5,610,216</b>	<b>\$ 5,657,633</b>	<b>\$ 5,657,633</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>3,033,851</b>	<b>3,515,657</b>	<b>5,610,216</b>	<b>5,657,633</b>	<b>5,657,633</b>
<b>RESOURCES</b>					
General Fund Discretionary	1,693,531	1,886,139	234,774	0	0
<b>Non-Discretionary Revenues</b>					
Grants & Donations	53,985	0	0	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	10,686	312,164	5,375,442	5,657,633	5,657,633
Program Revenue	21,206	19,209	0	0	0
Overhead Recovery	1,254,443	1,298,145	0	0	0
<b>Total Non-Discretionary Revenues</b>	<b>1,340,320</b>	<b>1,629,518</b>	<b>5,375,442</b>	<b>5,657,633</b>	<b>5,657,633</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>3,033,851</b>	<b>\$ 3,515,657</b>	<b>\$ 5,610,216</b>	<b>\$ 5,657,633</b>	<b>\$ 5,657,633</b>
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.                      Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
<b>PROGRAMS</b>					
Human Resources	3,033,851	3,515,657	5,610,216	5,657,633	5,657,633
<i>Positions</i>	<i>34</i>	<i>37</i>	<i>55</i>	<i>53</i>	<i>53</i>
<b>TOTAL PROGRAMS</b>	<b>\$ 3,033,851</b>	<b>\$ 3,515,657</b>	<b>\$ 5,610,216</b>	<b>\$ 5,657,633</b>	<b>\$ 5,657,633</b>
<i>Positions</i>	<i>34</i>	<i>37</i>	<i>55</i>	<i>53</i>	<i>53</i>

**Human Resources AU 307**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	1,221,536	1,419,985	2,987,553	3,105,650	3,105,650
512000 Part-Time Employees	39,220	106,391	0	0	0
514000 Overtime	4,279	1,769	3,000	3,000	3,000
515000 Premium Pay	50	647	0	0	0
517000 Benefits	512,928	570,003	991,948	1,054,767	1,054,767
518000 Paid Absence	206,867	218,310	0	0	0
<b>Total Personnel Services</b>	<b>1,984,880</b>	<b>2,317,105</b>	<b>3,982,501</b>	<b>4,163,417</b>	<b>4,163,417</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	206,420	395,522	435,979	234,521	234,521
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	18,338	28,671	28,859	23,459	23,459
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	109,367	78,620	76,719	74,133	74,133
531000 Office Supplies	30,167	35,645	27,902	23,302	23,302
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	7,960	20,307	9,450	9,450	9,450
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	70,505	30,367	24,465	22,450	22,450
542000 Local Travel	242	9	400	300	300
543000 Out-of-Town Travel	28,485	20,380	9,837	8,637	8,637
544000 Space Rental	1,347	417	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	160	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	22,048	13,441	170,964	252,785	252,785
<b>Total External Materials and Services</b>	<b>495,039</b>	<b>623,379</b>	<b>784,575</b>	<b>649,037</b>	<b>649,037</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	2,206	3,162	3,598	3,789	3,789
552000 Printing & Distribution	83,748	112,008	90,810	95,623	95,623
553000 Facilities Services	201,497	238,238	183,787	223,610	223,610
554000 Communications Services	43,907	49,591	52,214	61,639	61,639
555000 Data Processing Services	195,155	138,600	159,507	159,356	159,356
556000 Insurance	27,019	33,124	33,710	45,061	45,061
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	400	450	319,514	256,101	256,101
559000 Other Fund Services	0	0	0	0	0
<b>Total Internal Materials and Services</b>	<b>553,932</b>	<b>575,173</b>	<b>843,140</b>	<b>845,179</b>	<b>845,179</b>
<b>Total Materials and Services</b>	<b>1,048,971</b>	<b>1,198,552</b>	<b>1,627,715</b>	<b>1,494,216</b>	<b>1,494,216</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 3,033,851</b>	<b>\$ 3,515,657</b>	<b>\$ 5,610,216</b>	<b>\$ 5,657,633</b>	<b>\$ 5,657,633</b>

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FULL-TIME POSITIONS

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	0	1	5	243,535	5	246,440	5	246,440
920	Administrative Supervisor I	0	1	1	49,138	1	52,840	1	52,840
924	Administrative Supervisor III	1	1	1	61,741	1	66,591	1	66,591
627	Affirmative Action Manager	0	1	1	71,934	1	77,353	1	77,353
962	Assistant Program Specialist	0	1	0	0	0	0	0	0
844	Assistant Risk Specialist	0	1	0	0	0	0	0	0
934	Chief Bureau Operations Manager	0	1	1	89,856	1	92,812	1	92,812
635	Classification/Compensation Mgr	0	0	1	72,800	1	83,791	1	83,791
114	Clerical Specialist	6	0	0	0	0	0	0	0
630	Employee Relations Manager	1	1	1	76,951	1	79,489	1	79,489
637	HR Bureau Site Manager	0	0	4	254,008	4	312,405	4	312,405
610	Human Resources Analyst	3	1	4	215,240	2	99,096	2	99,096
614	Human Resources Coordinator	6	6	13	814,036	13	911,934	13	911,934
640	Human Resources Director	1	1	1	94,598	1	97,718	1	97,718
102	Office Support Specialist II	0	7	8	216,291	7	201,147	7	201,147
104	Office Support Specialist III	0	1	1	35,880	1	41,823	1	41,823
625	Recruitment & Selection Manager	1	1	1	80,662	1	83,791	1	83,791
222	Secretarial Assistant	1	0	0	0	0	0	0	0
221	Secretarial Clerk II	1	0	0	0	0	0	0	0
816	Senior Administrative Specialist	4	3	3	126,229	3	110,352	3	110,352
612	Senior Human Resources Analyst	7	9	9	484,654	10	548,068	10	548,068
115	Supervising Clerk	1	0	0	0	0	0	0	0
650	Training & Development Analyst	1	0	0	0	0	0	0	0
<b>TOTAL FULL-TIME POSITIONS</b>		<b>34</b>	<b>37</b>	<b>55</b>	<b>\$ 2,987,553</b>	<b>53</b>	<b>\$ 3,105,650</b>	<b>53</b>	<b>\$ 3,105,650</b>

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		
FY 2002-03	5,597,756	0	5,597,756	55.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>					
	149,012	0	149,012	0.0	HR COLA
<b>Mayor's Proposed Budget Decisions</b>					
	(89,135)	0	(89,135)	(2.0)	BHR Training Reduction
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.0	None
	59,877	0	59,877	(2.0)	Total FY 2002-03 Decision Packages
			<b>\$ 5,657,633</b>	<b>53.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>					
	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded

# Information Technology

## OVERVIEW

The Bureau of Information Technology provides leadership in strategic Citywide information technology planning and development activities and services, including:

- ◆ Corporate Geographic Information Systems
- ◆ Support for the City's financial management systems (IBIS) and other Citywide administrative applications
- ◆ Data network administration
- ◆ E-mail administration
- ◆ Virus protection and recovery
- ◆ HelpDesk/Desktop support

## CHANGES FROM PRIOR YEAR

### **FY 2002-07 Strategic Business Plan**

The FY 2002-03 Adopted Budget for the Bureau of Information Technology (BIT) totals \$16 million - a \$3.2 million decrease from the current year. The reduction is attributed to:

- ◆ \$195,000 in savings associated with the Administrative Review effort which achieves the total of \$1.3 million in savings directed by the Council
- ◆ A reduced beginning fund balance resulting from meeting the bonded debt expenditure covenant associated with the Corporate GIS Hub project in the current year
- ◆ A 7% operating budget reduction as directed by Council

In FY 2002-03, in accordance with the Administrative Review initiative, BIT will continue to build a consolidated IT service delivery organization with an e-government focus. The goal is to support a standard, corporate infrastructure that will yield additional savings.

BIT's FY 2002-07 strategic business plan will guide the City of Portland's information technology efforts. In recognition of the City's financial challenges, this plan calls for ambitious changes at a time when budget resources are very tight. Therefore, the plan is cost neutral.

There are three major consolidation efforts projected for FY 2003:

- ◆ Implementation of a consolidated of HelpDesk/Desktop service model
- ◆ Transfer of OMF and Fire Bureau vertical applications staff (including GIS) and supporting materials and services
- ◆ Continued review, update, and implementation of IT standards and policies

## Overview of Programs

### CORPORATE GIS

The Corporate Geographic Information Systems (CGIS) program manages the design of data structures, hardware and software configurations, and procedures for sharing data and information that have geographic features. The goal of CGIS is to ensure there is a Citywide effort to share data and applications efficiently.

Corporate GIS is supported by the General Fund, interagency revenues, and bonded debt. In FY 2002-03 the CGIS Budget totals approximately \$1.8 million and supports costs associated with implementation of the program's largest and most critical project, the Enterprise GIS Hub (Hub).

The Hub is a large-scale, enterprise-wide spatial data warehouse that uses relational database management systems and GIS technologies to support storage, maintenance, and access to corporate data. The Hub will serve as a central repository for corporate data that can be shared among all bureaus across multiple GIS platforms. The program's expenses include nine staff and materials and services to support implementation of the Hub and on-going operating costs, including database development, address standards, and layer maintenance.

### COMPUTER SERVICES

This program is composed of four direct service areas: Application and Development, HelpDesk/Desktop and Local Area Network (LAN) Support, Data Processing and Technical Support, and Corporate Geographic Information Systems. This program provides services to:

- ◆ Manage Citywide integrated information networks which link multiple, independent City organizations.
- ◆ Develop, implement, operate, and maintain quality and cost effective information systems to support the City's business activities.
- ◆ Support users of information technology by providing troubleshooting and service restoration.
- ◆ Develop Citywide e-government strategies for improved application of technology to improve citizen access to information and services and improve the internal effectiveness of the City operations.

Information Technology AU 550

SUMMARY OF DIVISION BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	4,037,258	4,104,223	11,368,095	11,445,015	11,551,653
External Materials and Services	3,265,461	2,914,904	6,997,118	3,379,483	3,235,294
Internal Materials and Services	8,279,243	1,120,394	1,073,716	1,544,078	1,564,417
Minor Capital Outlay	489,251	103,331	121,773	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>16,071,213</b>	<b>8,242,852</b>	<b>19,560,702</b>	<b>16,368,576</b>	<b>16,351,364</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 16,071,213</b>	<b>\$ 8,242,852</b>	<b>\$ 19,560,702</b>	<b>\$ 16,368,576</b>	<b>\$ 16,351,364</b>
Allocated Overhead	189,622	186,453	154,756	251,461	261,255
<b>Total Cost with Allocated Overhead</b>	<b>16,260,835</b>	<b>8,429,305</b>	<b>19,715,458</b>	<b>16,620,037</b>	<b>16,612,619</b>
<b>RESOURCES</b>					
Information Technology Fund	16,071,213	8,242,852	19,560,702	16,368,576	16,351,364
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
IT Planning	9,376,859	3,876	0	0	0
<i>Positions</i>	<i>50</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Corporate GIS	0	2,382,323	5,665,635	1,855,505	1,855,505
<i>Positions</i>	<i>0</i>	<i>9</i>	<i>9</i>	<i>8</i>	<i>8</i>
Computer Services	6,694,354	5,856,653	13,895,067	14,513,071	14,495,859
<i>Positions</i>	<i>0</i>	<i>41</i>	<i>120</i>	<i>119</i>	<i>120</i>
<b>TOTAL PROGRAMS</b>	<b>\$ 16,071,213</b>	<b>\$ 8,242,852</b>	<b>\$ 19,560,702</b>	<b>\$ 16,368,576</b>	<b>\$ 16,351,364</b>
<i>Positions</i>	<i>50</i>	<i>50</i>	<i>129</i>	<i>127</i>	<i>128</i>

Information Technology AU 550

LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	2,488,838	2,572,585	8,089,797	8,347,656	8,427,251
512000 Part-Time Employees	93,405	56,264	361,346	117,598	117,598
514000 Overtime	40,658	30,692	97,257	157,178	157,178
515000 Premium Pay	13,171	8,981	20,309	23,704	23,704
517000 Benefits	987,505	1,006,696	2,799,386	2,798,879	2,825,922
518000 Paid Absence	413,681	429,005	0	0	0
<b>Total Personnel Services</b>	<b>4,037,258</b>	<b>4,104,223</b>	<b>11,368,095</b>	<b>11,445,015</b>	<b>11,551,653</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	1,109,311	1,206,160	3,687,728	133,129	133,129
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	314,168	146,208	0	0	0
524000 Repair & Maintenance Services	160,590	160,946	206,402	232,219	232,219
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	165,817	148,139	44,633	45,882	45,882
531000 Office Supplies	9,065	4,909	9,074	9,020	9,020
532000 Operating Supplies	901,163	892,872	1,296,862	1,134,657	1,088,657
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	242,047	167,308	410,106	761,985	724,434
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	51,985	28,275	227,649	248,586	248,586
542000 Local Travel	892	0	1,082	84	84
543000 Out-of-Town Travel	23,176	6,460	29,927	18,015	18,015
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	287,247	153,627	1,083,655	795,906	735,268
<b>Total External Materials and Services</b>	<b>3,265,461</b>	<b>2,914,904</b>	<b>6,997,118</b>	<b>3,379,483</b>	<b>3,235,294</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	1,508	794	1,442	1,442	1,442
552000 Printing & Distribution	44,555	10,204	23,050	12,080	12,080
553000 Facilities Services	453,966	531,991	505,346	600,310	600,310
554000 Communications Services	186,376	167,872	86,617	104,531	104,531
555000 Data Processing Services	109,780	26,778	162,323	167,078	167,078
556000 Insurance	32,727	47,847	47,150	45,524	45,524
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	675,333	102,622	0	0	0
559000 Other Fund Services	6,774,998	232,286	244,788	613,113	633,452
<b>Total Internal Materials and Services</b>	<b>8,279,243</b>	<b>1,120,394</b>	<b>1,070,716</b>	<b>1,544,078</b>	<b>1,564,417</b>
<b>Total Materials and Services</b>	<b>11,544,704</b>	<b>4,035,298</b>	<b>8,067,834</b>	<b>4,923,561</b>	<b>4,799,711</b>
<b>Capital Outlay</b>					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	489,251	103,331	121,773	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>489,251</b>	<b>103,331</b>	<b>121,773</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	3,000	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 16,071,213</b>	<b>\$ 8,242,852</b>	<b>\$ 19,560,702</b>	<b>\$ 16,368,576</b>	<b>\$ 16,351,364</b>



**Information Technology AU 550**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	1	40,127	1	44,808	1	44,808
815	Administrative Specialist	2	2	2	67,591	1	34,776	1	34,776
2532	Applications Analyst II	4	2	4	217,304	3	165,634	3	165,634
2533	Applications Analyst III	2	4	6	365,460	9	574,301	9	574,301
2534	Applications Analyst IV	3	3	3	198,516	4	275,579	4	275,579
928	Bureau Administrative Manager	3	2	2	152,506	1	77,924	2	157,519
934	Chief Bureau Operations Manager	0	0	0	0	2	184,674	2	184,674
2516	Data Processing Operations Mgr.	1	0	0	0	0	0	0	0
975	Deputy Director	0	1	1	85,365	0	0	0	0
318	Emergency Comm Operator II	0	0	0	0	0	0	0	0
2541	Information Systems Analyst I	1	0	2	88,411	3	152,669	3	152,669
2542	Information Systems Analyst II	4	3	14	753,637	24	1,410,245	24	1,410,245
2543	Information Systems Analyst III	2	6	20	1,058,899	13	782,946	13	782,946
2544	Information Systems Analyst IV	5	2	9	559,385	8	535,415	8	535,415
2550	Information Systems Manager	0	0	4	314,671	4	314,308	4	314,308
2546	Information Systems Supervisor	0	1	3	205,338	3	222,727	3	222,727
2522	Information Systems Tech I	0	0	0	0	1	49,943	1	49,943
2523	Information Systems Tech II	5	4	13	637,398	13	688,057	13	688,057
2524	Information Systems Tech III	0	0	1	52,978	2	114,338	2	114,338
2554	Information Technology Director	1	1	1	94,598	1	97,718	1	97,718
100	Office Support Specialist I	0	0	1	31,096	0	0	0	0
2545	Principal Info Systems Analyst	9	13	22	1,543,639	22	1,612,493	22	1,612,493
966	Program Coordinator	1	1	1	62,046	0	0	0	0
968	Program Manager I	0	0	1	63,453	0	0	0	0
970	Program Manager II	0	0	1	71,933	0	0	0	0
971	Program Manager III	0	0	1	68,415	1	74,895	1	74,895
972	Program Manager IV	0	0	2	170,730	0	0	0	0
973	Program Manager V	0	0	3	262,394	2	191,706	2	191,706
816	Senior Administrative Specialist	2	0	0	0	0	0	0	0
2552	Senior Information Systems Mgr	4	4	11	923,907	8	706,184	8	706,184
3107	Technician I	0	0	0	0	1	36,316	1	36,316
<b>TOTAL FULL-TIME POSITIONS</b>		<b>50</b>	<b>50</b>	<b>129</b>	<b>\$ 8,089,797</b>	<b>127</b>	<b>\$ 8,347,656</b>	<b>128</b>	<b>\$ 8,427,251</b>

**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		
FY 2002-03	16,692,213	0	16,692,213	127.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	(771,460)	0	(771,460)	(7.0)	7% BIT Service Reductions
	326,542	0	326,542	4.0	Transfer of Fire Applications Staff
	239,750	0	239,750	3.0	Transfer of OMF Desktop Staff
	(338,916)	0	(338,916)	0.0	Technical Adjustment -- Personal Services Estimate
	85,000	0	85,000	0.0	Increased I/As with GIS
	1,447	0	1,447	0.0	Internal Service Adjustments (net)
	134,000	0	134,000	0.0	GIS Relocation to Portland Building
<b>Approved Budget Additions and Reductions</b>	(37,551)	0	(37,551)	0.0	Response to Parks Bond Levy Failure
<b>Adopted Budget Additions and Reductions</b>	0	20,339	20,339	0.0	COPPEA Professional Development
	0	0	0	1.0	Restoration of Position; cut taken elsewhere
	(361,188)	20,339	(340,849)	1.0	Total FY 2002-03 Decision Packages
			<b>\$ 16,351,364</b>	<b>128.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded

## Bureau of Purchases

### OVERVIEW

The Bureau of Purchases provides leadership and management of the City's procurement and contractor development activities. These activities are undertaken by the bureau's three divisions: Contractor Development, Procurement, and Operations.

#### Contractor Development

Contractor Development is responsible for implementing the Council's Fair Contracting and Employment Strategy, which includes:

- ◆ Implementation of the Sheltered Market program
- ◆ Providing technical assistance for small firms
- ◆ Implementation of good faith efforts requirements
- ◆ Outreach to minority, women-owned, and emerging small businesses (M/W/ESB)
- ◆ Coordinating Equal Employment Opportunity certification
- ◆ Contract compliance and monitoring

#### Procurement

Procurement administers the City's competitive bidding and contracting process to acquire goods and services for City bureaus and ensures compliance with applicable laws. Additionally, the program provides expert consulting services to bureaus with regard to Professional, Technical, and Expert (PTE) contracts.

#### Operations

Operations administers the City's procurement and travel contracts, as well as the City's EEO Program and Prequalification program. In addition, the bureau's internal business needs are supported through this program.

### CHANGES FROM PRIOR YEAR

#### Reductions

The Bureau of Purchases' Adopted Budget is reduced by \$193,302 through the following actions:

- ◆ Elimination of a Program Coordinator position (\$76,557) in the Contractor Development program. This position was vacated and the work has been realigned within the team.
- ◆ A \$15,000 decrease in support for the regional Mentor Protege program, reducing the number of small businesses supported by the City from four to three.
- ◆ Elimination of rent at the Oregon Association of Minority Enterprises (OAME) community office (\$5,400). The office currently assists City staff with outreach to community members and targeted firms in support of the Fair Contracting and Employment Strategy.
- ◆ Technical Assistance program (\$50,000) funding would shift a portion of the cost for the technical assistance to the participating contractors.
- ◆ Elimination of an Office Support Specialist III position (\$46,345) in the Operations program. The reduction of this position will require EEO certifications to shift from annual to biennial certification.

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**Organizational  
Efficiencies**

To achieve internal organizational efficiencies, budget development and monitoring for the Bureau of Purchases will be performed by OMF Business Operations within existing resources. This allows Purchases to redirect staff time currently spent on these activities to other critical services, while preserving the bureau director's ability to shape and manage the bureau's budget.

**Bureau of Purchases AU 319 & 307**

**SUMMARY OF DIVISION BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	1,635,445	1,820,989	1,918,673	1,926,248	1,926,248
External Materials and Services	512,841	537,585	550,587	518,548	518,548
Internal Materials and Services	388,134	407,981	607,697	910,290	910,290
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>2,536,420</b>	<b>2,766,555</b>	<b>3,076,957</b>	<b>3,355,086</b>	<b>3,355,086</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 2,536,420</b>	<b>\$ 2,766,555</b>	<b>\$ 3,076,957</b>	<b>\$ 3,355,086</b>	<b>\$ 3,355,086</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>2,536,420</b>	<b>2,766,555</b>	<b>3,076,957</b>	<b>3,355,086</b>	<b>3,355,086</b>
<b>RESOURCES</b>					
General Fund Discretionary	494,018	619,884	534,186	587,650	614,448
<b>Non-Discretionary Revenues</b>					
Grants & Donations	23,910	0	0	0	0
Contract Revenues	90,163	216,710	297,582	297,582	297,582
Interagency Revenues	127,822	146,489	158,175	165,525	165,525
Program Revenue	92,464	93,320	0	0	0
Overhead Recovery	1,708,043	1,690,152	2,087,014	2,304,329	2,277,531
<b>Total Non-Discretionary Revenues</b>	<b>2,042,402</b>	<b>2,146,671</b>	<b>2,542,771</b>	<b>2,767,436</b>	<b>2,740,638</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>2,536,420</b>	<b>\$ 2,766,555</b>	<b>\$ 3,076,957</b>	<b>\$ 3,355,086</b>	<b>\$ 3,355,086</b>
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Purchases	0	28	3,076,957	3,355,086	3,355,086
<i>Positions</i>	0	0	29	27	27
Purchasing Admin	510,790	746,595	0	0	0
<i>Positions</i>	6	7	0	0	0
Procurement	1,069,469	883,143	0	0	0
<i>Positions</i>	11	11	0	0	0
Contractor Development	956,161	1,136,789	0	0	0
<i>Positions</i>	11	10	0	0	0
<b>TOTAL PROGRAMS</b>	<b>\$ 2,536,420</b>	<b>\$ 2,766,555</b>	<b>\$ 3,076,957</b>	<b>\$ 3,355,086</b>	<b>\$ 3,355,086</b>
<i>Positions</i>	<b>28</b>	<b>28</b>	<b>29</b>	<b>27</b>	<b>27</b>

**Bureau of Purchases AU 319 & 307**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	1,042,420	1,167,593	1,429,499	1,438,770	1,438,770
514000 Overtime	0	197	0	0	0
515000 Premium Pay	4,532	5,151	0	0	0
517000 Benefits	426,230	461,727	489,174	487,478	487,478
518000 Paid Absence	162,263	186,321	0	0	0
<b>Total Personnel Services</b>	<b>1,635,445</b>	<b>1,820,989</b>	<b>1,918,673</b>	<b>1,926,248</b>	<b>1,926,248</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	361,133	362,395	358,732	294,993	294,993
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	28,364	26,357	40,000	41,360	41,360
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	8,638	6,063	41,866	57,269	57,269
531000 Office Supplies	23,166	26,907	29,000	29,986	29,986
532000 Operating Supplies	8,046	11,862	9,000	9,306	9,306
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	1,620	0	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	44,181	73,495	44,489	40,602	54,602
541000 Education	22,643	14,457	9,500	9,952	9,952
542000 Local Travel	112	0	350	361	361
543000 Out-of-Town Travel	16,230	14,458	7,650	7,815	7,815
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	(1,292)	1,591	10,000	26,904	12,904
<b>Total External Materials and Services</b>	<b>512,841</b>	<b>537,585</b>	<b>550,587</b>	<b>518,548</b>	<b>518,548</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	5,296	5,170	5,665	5,863	5,863
552000 Printing & Distribution	63,030	56,465	71,399	58,840	58,840
553000 Facilities Services	94,968	104,191	99,711	138,168	138,168
554000 Communications Services	26,536	29,041	32,841	28,539	28,539
555000 Data Processing Services	68,832	58,997	69,862	68,397	68,397
556000 Insurance	27,446	38,406	37,711	24,199	24,199
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	47,950	17,436	290,508	586,284	586,284
559000 Other Fund Services	54,076	98,275	0	0	0
<b>Total Internal Materials and Services</b>	<b>388,134</b>	<b>407,981</b>	<b>607,697</b>	<b>910,290</b>	<b>910,290</b>
<b>Total Materials and Services</b>	<b>900,975</b>	<b>945,566</b>	<b>1,158,284</b>	<b>1,428,838</b>	<b>1,428,838</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL DIVISION EXPENSES</b>	<b>\$ 2,536,420</b>	<b>\$ 2,766,555</b>	<b>\$ 3,076,957</b>	<b>\$ 3,355,086</b>	<b>\$ 3,355,086</b>

**Bureau of Purchases AU 319 & 307**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	1	1	1	51,126	1	52,806	1	52,806
962	Assistant Program Specialist	1	1	0	0	1	45,887	1	45,887
102	Office Support Specialist II	1	1	1	29,078	1	31,940	1	31,940
104	Office Support Specialist III	3	3	5	186,090	3	122,664	3	122,664
419	Procurement Assistant	4	4	3	109,200	3	116,146	3	116,146
424	Procurement Director	1	1	1	85,384	1	88,197	1	88,197
423	Procurement Manager	2	2	0	0	0	0	0	0
420	Procurement Specialist	1	1	2	85,132	2	92,728	2	92,728
421	Procurement Specialist, Senior	5	5	5	271,782	5	285,481	5	285,481
966	Program Coordinator	4	4	5	260,748	4	234,587	4	234,587
971	Program Manager III	0	0	2	151,419	2	155,389	2	155,389
964	Program Specialist	5	5	4	199,540	4	212,945	4	212,945
<b>TOTAL FULL-TIME POSITIONS</b>		<b>28</b>	<b>28</b>	<b>29</b>	<b>\$ 1,429,499</b>	<b>27</b>	<b>\$ 1,438,770</b>	<b>27</b>	<b>\$ 1,438,770</b>

**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.

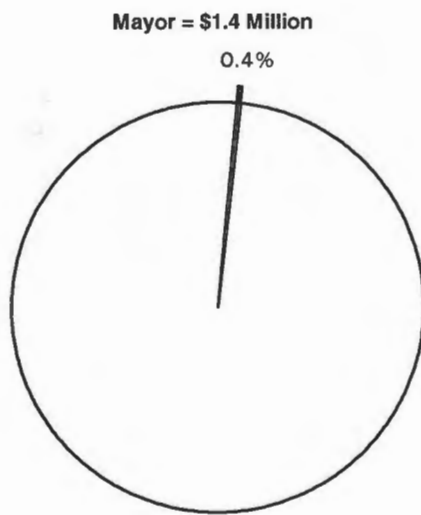
ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2002-03	3,559,484	0	3,559,484	29.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	(193,302)	0	(193,302)	(2.0)	CDD and Operations Reductions
	0	0	0	0.0	Overhead/ Discretionary Shift
	(11,096)	0	(11,096)	0.0	Internal Service Fund Adjustments
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	0	0	0	0.0	None
	(204,398)	0	(204,398)	(2.0)	Total FY 2002-03 Decision Packages
			<b>\$ 3,355,086</b>	<b>27.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded

# Office of the Mayor

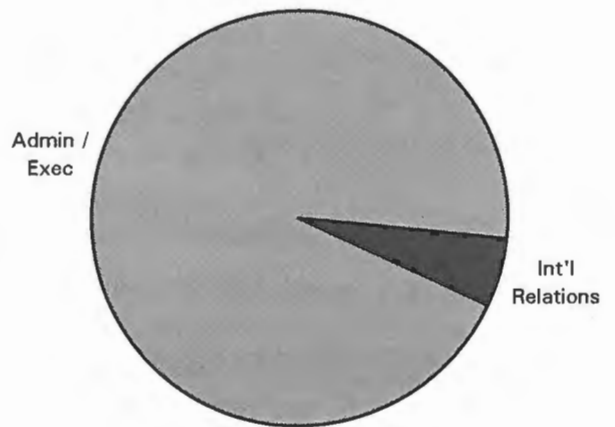
Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

**Percent of General Fund**



**Bureau Programs**



## Bureau Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	1,444,705	1,380,608	-64,097	-9.6%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 1,444,705</b>	<b>\$ 1,380,608</b>	<b>\$ -64,097</b>	<b>-9.6%</b>
Authorized Full-Time Positions	15	15	0	-5.5%

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

## Bureau Summary

### BUREAU MISSION

The Office of the Mayor strives for excellence in implementing the Mayor's vision and supporting her leadership.

### BUREAU OVERVIEW

As a member of the City Council, Mayor Katz oversees the following bureaus:

- ◆ Office of the City Attorney
- ◆ Office of Management and Finance
- ◆ Bureau of Police
- ◆ Bureau of Planning
- ◆ Office of Governmental Relations
- ◆ Office of Planning and Development Review
- ◆ Portland Development Commission

Being the general representative of the City, the Mayor serves as liaison to various organizations. These include:

- ◆ Civil Service Board
- ◆ Education Advocate
- ◆ Fire and Police Disability and Retirement Board
- ◆ Portland Multnomah Progress Board (co-chair)
- ◆ Workforce Development Board
- ◆ Portland Historic Landmarks Commission
- ◆ Design Commission
- ◆ Adjustment Committee
- ◆ Building Board of Appeals
- ◆ Public Safety Coordinating Council
- ◆ Portland Planning Commission
- ◆ Leaders Roundtable
- ◆ Mayor's Business Roundtable
- ◆ Portland/Oregon Visitors Association
- ◆ METRO Policy Advisory Committee

As part of her Executive Order dated June 12, 2002, reassigning bureau portfolios, the Mayor added the Office of Planning and Development Review to her portfolio. This decision will allow the Mayor's office to improve and expand on the regulatory and policy reforms for this bureau, which began with the adoption of Blueprint 2000.



## **HIGHLIGHTS OF PROGRAMS AND SERVICES**

The Mayor is charged with the responsibility to exercise careful supervision over the general affairs of the City. In doing so, some of the Mayor's duties include preparing a proposed City budget each year, chairing Council meetings, and assigning bureau oversight to Council members.

## **SUMMARY OF BUDGET DECISIONS**

In order to meet the required reductions, the Office of the Mayor made cuts to its budgets for materials and services and personal services. Interagency agreements were also reduced to provide savings to the General Fund.

## Overview of Programs

### ADMINISTRATIVE/EXECUTIVE

#### **Coordination and Constituent Service**

The Administrative/Executive program oversees several functions within the Office of the Mayor. The program coordinates activities and workload of the City Council and City officials and supports the legislative duties of the Mayor. The program establishes policies for the Mayor's bureaus and ensures they are efficient and responsive to the Mayor and the Council's directives.

The program plays a significant role in facilitating communication between City bureaus and the public and encourages citizen participation. It is important to respond to and to seek resolution to citizen concerns. To achieve this, the program develops and maintains communications between City government and numerous community groups.

#### **Education Advocate**

In 1998, in recognition of the importance of a quality education that prepares young people for entry into the workforce, post-secondary education, and training, the Mayor created the position of Education Advocate for the City.

#### **Workforce Development**

The Workforce Development program focuses on school-to-work opportunities, developing a more cohesive, coordinated youth employment system and increasing coordination and capacity in adult workforce development programs.

### INTERNATIONAL RELATIONS

The Office of International Relations provides leadership and staff support in the planning and implementation of the metropolitan region's international economic development program. The office is a resource for international economic and cultural exchange opportunities. Program staff advise the Mayor, City Council, City bureaus and staff, and the community on issues of international protocol. The office fosters active and widely supported sister city organizations and relationships. The goal of the office is to increase the international profile and prestige of the City of Portland.

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	1,091,563	1,003,935	979,697	962,976	956,763
External Materials and Services	62,967	73,108	58,597	32,904	32,904
Internal Materials and Services	228,306	353,517	406,411	390,941	390,941
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>1,382,836</b>	<b>1,430,560</b>	<b>1,444,705</b>	<b>1,386,821</b>	<b>1,380,608</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 1,382,836</b>	<b>\$ 1,430,560</b>	<b>\$ 1,444,705</b>	<b>\$ 1,386,821</b>	<b>\$ 1,380,608</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>1,382,836</b>	<b>1,430,560</b>	<b>1,444,705</b>	<b>1,386,821</b>	<b>1,380,608</b>
<b>RESOURCES</b>					
General Fund Discretionary	528,062	587,250	627,065	633,749	585,331
<b>Non-Discretionary Revenues</b>					
Grants & Donations	1,013	50,043	16,445	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	0	0	0	0	0
Program Revenue	78,114	74,750	78,159	89,184	82,971
Overhead Recovery	775,647	718,517	723,036	663,888	712,306
<b>Total Non-Discretionary Revenues</b>	<b>854,774</b>	<b>843,310</b>	<b>817,640</b>	<b>753,072</b>	<b>795,277</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>1,382,836</b>	<b>\$ 1,430,560</b>	<b>\$ 1,444,705</b>	<b>\$ 1,386,821</b>	<b>\$ 1,380,608</b>
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Administrative/Executive	1,246,422	1,348,151	1,373,986	1,313,660	1,307,447
<i>Positions</i>	14	14	14	14	14
International Relations	136,414	82,409	70,719	73,161	73,161
<i>Positions</i>	2	2	1	1	1
<b>TOTAL PROGRAMS</b>	<b>\$ 1,382,836</b>	<b>\$ 1,430,560</b>	<b>\$ 1,444,705</b>	<b>\$ 1,386,821</b>	<b>\$ 1,380,608</b>
<i>Positions</i>	16	16	15	15	15
<i>General Fund Discretionary Positions</i>	6	6	6	6	6

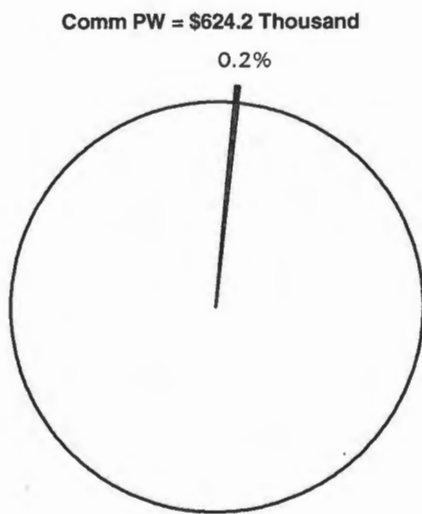


# Commissioner of Public Works

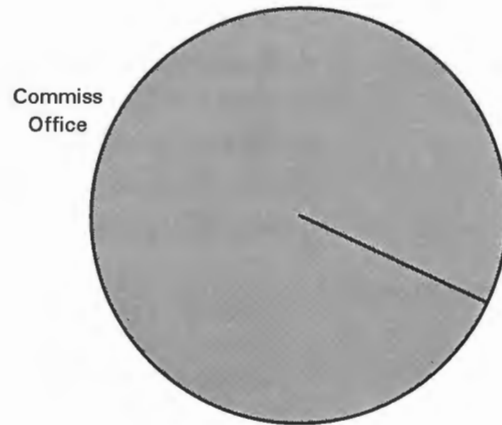
Legislative, Administrative and Support Services Service Area

Erik Sten, Commissioner-in-Charge

Percent of General Fund



Bureau Programs



## Bureau Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	651,068	624,170	-26,898	-9.4%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 651,068</b>	<b>\$ 624,170</b>	<b>\$ -26,898</b>	<b>-9.4%</b>
Authorized Full-Time Positions	8	7	-1	-17.3%

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

## Bureau Summary

### BUREAU OVERVIEW

The Office of the Commissioner of Public Works encompasses the legislative, policy setting, and management responsibilities of the Commissioner as set out in Chapter 2 of the City Charter. These include legislative functions, policy development, bureau management, internal office management, citizen outreach, and the Commissioner's responsibilities as a civic leader.

The Commissioner of Public Works is responsible for overseeing several City bureaus, as assigned by the Mayor. The Commissioner's responsibilities include:

- ◆ Bureau of Fire, Rescue and Emergency Services
- ◆ Bureau of Housing and Community Development
- ◆ Bureau of Emergency Communications
- ◆ Office of Cable Communications and Franchise Management
- ◆ Regional Arts & Culture Council

Commissioner Sten also has oversight for:

- ◆ The Endangered Species Act (ESA) Program. This is the City's response to the listing of local steelhead and salmon species as threatened under the federal ESA.
- ◆ The City's global warming action plan. As part of this assignment, Commissioner Sten is the City's representative to the International Council on Local Environmental Initiatives (ICLEI).

The Commissioner also serves as the City's liaison to several organizations:

- ◆ Emergency Medical Services Policy Board
- ◆ BOEC Users Group
- ◆ BOEC Finance Committee
- ◆ Mt. Hood Cable Regulatory Commission
- ◆ Portland Cable Access Board
- ◆ Portland Development Commission Housing Program
- ◆ Housing Authority of Portland
- ◆ Housing and Community Development Commission

The office's total budget for FY 2002-03 is \$624,710. The office has seven FTE - a reduction of one FTE from the previous fiscal year.

### SUMMARY OF BUDGET DECISIONS

The office reduced one position and adjustments were made to interagency agreements to provide savings to the General Fund. In addition, funds were added to the office to equalize the appropriation for all commissioners' offices.

Commissioner of Public Works AU 190

SUMMARY OF BUREAU BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	513,725	532,132	533,297	510,158	510,534
External Materials and Services	19,564	3,371	6,968	10,925	10,925
Internal Materials and Services	77,865	96,224	110,803	102,711	102,711
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>611,154</b>	<b>631,727</b>	<b>651,068</b>	<b>623,794</b>	<b>624,170</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 611,154</b>	<b>\$ 631,727</b>	<b>\$ 651,068</b>	<b>\$ 623,794</b>	<b>\$ 624,170</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>611,154</b>	<b>631,727</b>	<b>651,068</b>	<b>623,794</b>	<b>624,170</b>
<b>RESOURCES</b>					
General Fund Discretionary	273,528	285,255	302,189	303,216	281,348
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	0	0	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	0	0	0	0	0
Program Revenue	2,546	0	0	0	0
Overhead Recovery	335,080	346,472	348,879	320,578	342,822
<b>Total Non-Discretionary Revenues</b>	<b>337,626</b>	<b>346,472</b>	<b>348,879</b>	<b>320,578</b>	<b>342,822</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>611,154</b>	<b>\$ 631,727</b>	<b>\$ 651,068</b>	<b>\$ 623,794</b>	<b>\$ 624,170</b>
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
<b>PROGRAMS</b>					
Commissioner's Office	611,154	631,727	651,068	623,794	624,170
<i>Positions</i>	<i>8</i>	<i>8</i>	<i>8</i>	<i>7</i>	<i>7</i>
<b>TOTAL PROGRAMS</b>	<b>\$ 611,154</b>	<b>\$ 631,727</b>	<b>\$ 651,068</b>	<b>\$ 623,794</b>	<b>\$ 624,170</b>
<i>Positions</i>	<i>8</i>	<i>8</i>	<i>8</i>	<i>7</i>	<i>7</i>
<i>General Fund Discretionary Positions</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>3</i>	<i>3</i>

Commissioner of Public Works AU 190

LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	344,494	313,718	397,010	379,855	379,855
512000 Part-Time Employees	4,729	40,885	0	0	0
517000 Benefits	128,518	133,434	136,287	130,303	130,679
518000 Paid Absence	35,984	44,095	0	0	0
<b>Total Personnel Services</b>	<b>513,725</b>	<b>532,132</b>	<b>533,297</b>	<b>510,158</b>	<b>510,534</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	0	0	0	0	0
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	217	211	225	225	225
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	0	0	0	0	0
531000 Office Supplies	1,268	844	1,000	1,000	1,000
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	10,618	0	1,043	5,000	5,000
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	3,193	1,620	3,500	3,500	3,500
541000 Education	578	135	200	200	200
542000 Local Travel	0	0	0	0	0
543000 Out-of-Town Travel	3,690	561	1,000	1,000	1,000
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	0	0	0	0	0
<b>Total External Materials and Services</b>	<b>19,564</b>	<b>3,371</b>	<b>6,968</b>	<b>10,925</b>	<b>10,925</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	108	573	309	515	515
552000 Printing & Distribution	6,749	3,477	7,064	5,964	5,964
553000 Facilities Services	46,720	47,425	49,149	50,777	50,777
554000 Communications Services	10,141	9,006	9,515	9,535	9,535
555000 Data Processing Services	7,390	21,728	23,011	17,270	17,270
556000 Insurance	6,757	14,015	13,748	13,578	13,578
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	8,007	5,072	5,072
559000 Other Fund Services	0	0	0	0	0
<b>Total Internal Materials and Services</b>	<b>77,865</b>	<b>96,224</b>	<b>110,803</b>	<b>102,711</b>	<b>102,711</b>
<b>Total Materials and Services</b>	<b>97,429</b>	<b>99,595</b>	<b>117,771</b>	<b>113,636</b>	<b>113,636</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL BUREAU EXPENSES</b>	<b>\$ 611,154</b>	<b>\$ 631,727</b>	<b>\$ 651,068</b>	<b>\$ 623,794</b>	<b>\$ 624,170</b>



**Commissioner of Public Works AU 190**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
230	Administrative Secretary	1	1	1	34,778	1	36,115	1	36,115
2	Commissioner	1	1	1	80,808	1	83,478	1	83,478
821	Commissioners Assistant I	0	1	1	42,099	0	0	0	0
822	Commissioners Assistant II	5	4	4	177,923	4	196,829	4	196,829
824	Executive Assistant	1	1	1	61,402	1	63,433	1	63,433
<b>TOTAL FULL-TIME POSITIONS</b>		<b>8</b>	<b>8</b>	<b>8</b>	<b>\$ 397,010</b>	<b>7</b>	<b>\$ 379,855</b>	<b>7</b>	<b>\$ 379,855</b>

**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		
FY 2002-03	676,781	0	676,781	8.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	(49,846)	0	(49,846)	(1.0)	7% Bureau Cut - Position Reduction
	3,423	0	3,423	0.0	City Hall Security
	(5,841)	0	(5,841)	0.0	Internal Service Funds 7% Reductions
	(598)	0	(598)	0.0	Facilities BOMA Adjustment
	(125)	0	(125)	0.0	HR Reductions (Training Package)
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	376	0	376	0.0	Equalization of Commissioners' Offices
	(52,611)	0	(52,611)	(1.0)	Total FY 2002-03 Decision Packages
			<b>\$ 624,170</b>	<b>7.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded



# Commissioner of Public Safety

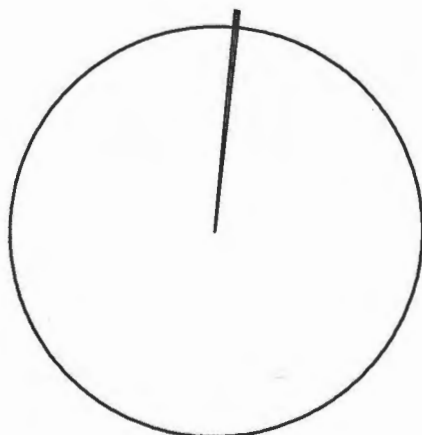
Legislative, Administrative and Support Services Service Area

## Vacant, Commissioner-in-Charge

**Percent of General Fund**

Comm PS = \$513.9 Thousand

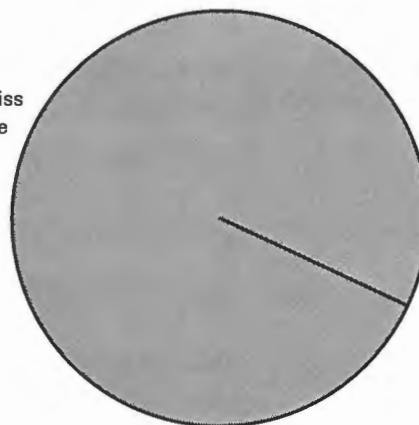
0.1%



General Fund = \$365.5 Million

**Bureau Programs**

Commiss  
Office



### Bureau Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	653,418	513,895	-139,523	-25.6%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 653,418</b>	<b>\$ 513,895</b>	<b>\$ -139,523</b>	<b>-25.6%</b>
Authorized Full-Time Positions	6	5	-1	-21.2%

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

## Bureau Summary

### BUREAU OVERVIEW

The Office of the Commissioner of Public Safety consists of one administrative program which includes all personnel and material resources to fulfill the policy setting, legislative, and bureau management responsibilities of the Commissioner as outlined in Chapter 2 of the Portland City Charter.

As a member of the City Council, the Commissioner of Public Safety is responsible for overseeing various City bureaus. In FY 2001-02 these included:

- ◆ Portland Office of Transportation
- ◆ Office of Planning and Development Review
- ◆ Regional Arts and Culture Council

The Commissioner of Public Safety also serves as the City's liaison to several inter-governmental organizations. In FY 2001-02 his assignments included:

- ◆ Portland Historic Landmarks Commission
- ◆ Design Commission
- ◆ Metro Joint Policy Advisory Committee on Transportation
- ◆ Portland Streetcar, Inc.
- ◆ League of Oregon Cities

The seat of the Commissioner of Public Safety is currently vacant due to the resignation of Commissioner Charlie Hales in May, 2002. A special election will be held in September to fill the seat.

### SUMMARY OF BUDGET DECISIONS

The budget includes three main adjustments:

- ◆ The office eliminated one position, generating a savings of \$45,066. Adjustments were also made to interagency agreements to provide savings to the General Fund.
- ◆ The office's appropriation was decreased \$7,197. The funds were provided to other commissioners' offices to equalize all their budgets.
- ◆ The office's budget was decreased \$110,275 due to the seat of the Commissioner of Public Safety being vacant for part of FY 2002-03. The one-time savings is being re-appropriated to the Planning Bureau to support work on the Farmers' Market project.

Commissioner of Public Safety AU 191

SUMMARY OF BUREAU BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	494,454	513,475	513,337	486,081	377,106
External Materials and Services	28,604	27,712	28,481	42,486	33,989
Internal Materials and Services	81,280	96,714	111,600	102,800	102,800
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>604,338</b>	<b>637,901</b>	<b>653,418</b>	<b>631,367</b>	<b>513,895</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 604,338</b>	<b>\$ 637,901</b>	<b>\$ 653,418</b>	<b>\$ 631,367</b>	<b>\$ 513,895</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>604,338</b>	<b>637,901</b>	<b>653,418</b>	<b>631,367</b>	<b>513,895</b>
<b>RESOURCES</b>					
General Fund Discretionary	269,238	290,907	303,285	307,048	219,474
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	0	0	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	0	0	0	0	0
Program Revenue	20	31	0	0	0
Overhead Recovery	335,080	346,963	350,133	324,319	294,421
<b>Total Non-Discretionary Revenues</b>	<b>335,100</b>	<b>346,994</b>	<b>350,133</b>	<b>324,319</b>	<b>294,421</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>604,338</b>	<b>\$ 637,901</b>	<b>\$ 653,418</b>	<b>\$ 631,367</b>	<b>\$ 513,895</b>
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.                      Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
<b>PROGRAMS</b>					
Commissioner's Office	604,338	637,901	653,418	631,367	513,895
Positions	6	6	6	5	5
<b>TOTAL PROGRAMS</b>	<b>\$ 604,338</b>	<b>\$ 637,901</b>	<b>\$ 653,418</b>	<b>\$ 631,367</b>	<b>\$ 513,895</b>
Positions	6	6	6	5	5
General Fund Discretionary Positions	3	3	3	2	2

Commissioner of Public Safety AU 191

LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	339,000	339,750	373,339	333,162	266,530
512000 Part-Time Employees	10,946	12,001	13,216	39,816	20,094
514000 Overtime	0	275	0	0	0
517000 Benefits	114,752	125,288	126,782	113,103	90,482
518000 Paid Absence	29,756	36,161	0	0	0
<b>Total Personnel Services</b>	<b>494,454</b>	<b>513,475</b>	<b>513,337</b>	<b>486,081</b>	<b>377,106</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	7,275	8,780	8,811	12,000	9,600
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	0	0	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	1,039	1,736	1,612	2,000	1,600
531000 Office Supplies	911	869	936	1,200	960
532000 Operating Supplies	1,170	3,709	3,097	2,000	1,600
533000 Repair & Maintenance Supplies	905	0	831	1,000	800
534000 Minor Equipment & Tools	0	377	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	2,158	4,561	5,599	5,360	4,288
541000 Education	2,672	2,805	2,093	5,000	4,000
542000 Local Travel	0	0	0	0	0
543000 Out-of-Town Travel	9,135	4,875	5,502	9,000	7,200
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	3,339	0	0	4,926	3,941
<b>Total External Materials and Services</b>	<b>28,604</b>	<b>27,712</b>	<b>28,481</b>	<b>42,486</b>	<b>33,989</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	1,997	954	2,678	578	578
552000 Printing & Distribution	5,811	4,009	6,646	5,719	5,719
553000 Facilities Services	47,067	47,479	49,659	51,302	51,302
554000 Communications Services	7,436	7,932	7,408	7,437	7,437
555000 Data Processing Services	6,806	23,509	25,605	19,789	19,789
556000 Insurance	12,163	12,831	12,598	13,537	13,537
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	7,006	4,438	4,438
559000 Other Fund Services	0	0	0	0	0
<b>Total Internal Materials and Services</b>	<b>81,280</b>	<b>96,714</b>	<b>111,600</b>	<b>102,800</b>	<b>102,800</b>
<b>Total Materials and Services</b>	<b>109,884</b>	<b>124,426</b>	<b>140,081</b>	<b>145,286</b>	<b>136,789</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL BUREAU EXPENSES</b>	<b>\$ 604,338</b>	<b>\$ 637,901</b>	<b>\$ 653,418</b>	<b>\$ 631,367</b>	<b>\$ 513,895</b>

**Commissioner of Public Safety AU 191**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
2	Commissioner	1	1	1	80,808	1	83,478	1	66,782
822	Commissioners Assistant II	4	4	4	218,878	3	167,239	3	133,792
824	Executive Assistant	1	1	1	73,653	1	82,445	1	65,956
<b>TOTAL FULL-TIME POSITIONS</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>\$ 373,339</b>	<b>5</b>	<b>\$ 333,162</b>	<b>5</b>	<b>\$ 266,530</b>

**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		
FY 2001-02	679,686	0	679,686	6.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>	(45,066)	0	(45,066)	(1.0)	7% Reduction - Position Reduction
	3,443	0	3,443	0.0	City Hall Security
	(5,984)	0	(5,984)	0.0	Internal Service Funds 7% Reductions
	(603)	0	(603)	0.0	Facilities BOMA Adjustment
	(109)	0	(109)	0.0	HR Reductions (Training Package)
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>	(7,197)	0	(7,197)	0.0	Equalization of Commissioners' Offices
	0	(110,275)	(110,275)	0.0	Savings to Planning - Farmers' Market Support
	(55,516)	(110,275)	(165,791)	(1.0)	Total FY 2002-03 Decision Packages
			<b>\$ 513,895</b>	<b>5.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded



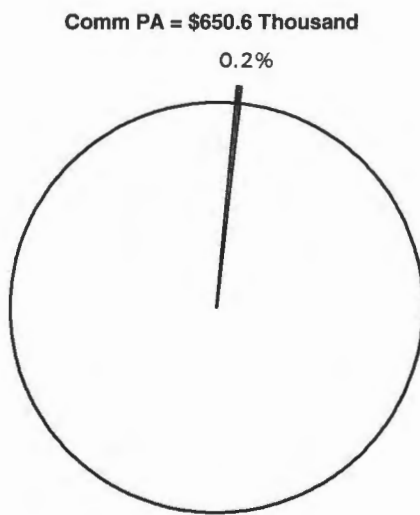


# Commissioner of Public Affairs

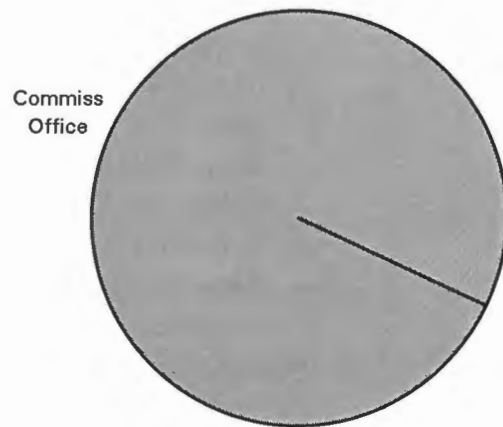
Legislative, Administrative and Support Services Service Area

Dan Saltzman, Commissioner-in-Charge

Percent of General Fund



Bureau Programs



## Bureau Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	656,425	650,558	-5,867	-6.3%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 656,425</b>	<b>\$ 650,558</b>	<b>\$ -5,867</b>	<b>-6.3%</b>
Authorized Full-Time Positions	7	7	0	-5.5%

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

## Bureau Summary

### BUREAU OVERVIEW

As a member of the City Council, the Commissioner of Public Affairs is responsible for overseeing various City bureaus. These include:

- ◆ Bureau of Water Works
- ◆ Bureau of Environmental Services
- ◆ Office of Sustainable Development

Commissioner Saltzman also serves as the City's liaison to many organizations. These include:

- ◆ Airport Issues Roundtable
- ◆ Regional Water Consortium Board
- ◆ Water Quality Advisory Committee
- ◆ Metro Solid Waste Advisory Committee
- ◆ Metro Policy Advisory Committee
- ◆ Metropolitan Exposition and Recreation Commission
- ◆ Multnomah County Animal Control
- ◆ Public Safety Coordinating Council
- ◆ Sustainable Development Commission

The Office of the Commissioner of Public Affairs provides policy development and administration services. These functions are combined into one program which includes all personnel and material resources to fulfill the policy, legislative, and bureau management responsibilities of the Commissioner as outlined in Chapter 2 of the Portland City Charter.

### SUMMARY OF BUDGET DECISIONS

The FY 2002-03 Adopted Budget includes the following adjustments:

- ◆ Staff will be required to take a two-day furlough during the last two pay periods in December. This will impact personnel services in both salaries and PERS payments.
- ◆ The office has decreased its professional services budget because of having in-house expertise and a more experienced staff.
- ◆ Funds for out-of-town travel were eliminated entirely. Out-of-town travel will be limited to those trips where all expenses are paid in full by the requesting agency.
- ◆ Additional reductions were taken in the categories of office and operating supplies, minor equipment, and other commodities. Reductions in these categories will curtail the purchase of software and hardware upgrades and reduce the purchase of supplies and minor equipment.
- ◆ Interagency agreements were reduced to help provide savings to the General Fund.
- ◆ Funds were added to the office to equalize the commissioners' offices.

# Strategic Direction

## MAJOR INITIATIVES

Commissioner Dan Saltzman is responsible for overseeing the Bureau of Environmental Services, the Bureau of Water Works, and the Office of Sustainable Development.

Commissioner Saltzman's priorities include:

- ◆ Leading the way toward a more sustainable environment through the Green Building Initiative and, in partnership with the Portland Development Commission, fostering economic development featuring growth of a local sustainable industries sector.
- ◆ Ensuring the safe delivery of high quality drinking water to the Portland Metropolitan Region.
- ◆ Working with the Office of Sustainable Development on strategies to meet and exceed the 60% recycling goal in Portland.
- ◆ Providing the most comprehensive and efficient emergency preparedness system for the safety of our citizens.
- ◆ Enacting reforms to reduce the cost of government.
- ◆ Increasing City investment in early childhood development, after school activities, child abuse prevention, and intervention programs.
- ◆ Implementing the Clean River Plan and combined sewage overflow projects to restore the health of the Willamette River watershed.

## MANAGEMENT GOALS & OBJECTIVES

To meet the stated priorities of his office, Commissioner Saltzman has defined the following goals and specific strategies:

### Investment in Early Childhood Development

**GOAL: Increasing City investment in early childhood development, after school activities, child abuse prevention, and intervention programs.**

The strategies toward this goal include to:

- ◆ Work for the creation of a Children's Investment Fund to enhance the delivery of proven programs designed to reduce child abuse, improve early childhood learning, and increase the availability of child care and after-school alternatives.
- ◆ Continue to work with Multnomah County on the construction and establishment of the Child Abuse Receiving Center.

### Decreasing the Cost of Government

**GOAL: Enacting reforms to reduce the cost of government.**

The strategies toward this goal include to:

- ◆ Continue successful consolidation of City and County Information and Referral services.
- ◆ Work toward providing fiber optic infrastructure using sewers as conduits to enhance the City's existing system and to explore possible opportunities for revenue generation.

Commissioner of Public Affairs AU 192

SUMMARY OF BUREAU BUDGET

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	474,301	443,342	512,919	530,634	530,634
External Materials and Services	23,884	17,769	32,595	13,586	16,791
Internal Materials and Services	85,739	97,486	110,911	103,133	103,133
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>583,924</b>	<b>558,597</b>	<b>656,425</b>	<b>647,353</b>	<b>650,558</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 583,924</b>	<b>\$ 558,597</b>	<b>\$ 656,425</b>	<b>\$ 647,353</b>	<b>\$ 650,558</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>583,924</b>	<b>558,597</b>	<b>656,425</b>	<b>647,353</b>	<b>650,558</b>
<b>RESOURCES</b>					
General Fund Discretionary	248,844	212,371	309,164	301,833	281,787
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	0	0	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	0	0	0	26,389	26,389
Program Revenue	0	0	0	0	0
Overhead Recovery	335,080	346,226	347,261	319,131	342,382
<b>Total Non-Discretionary Revenues</b>	<b>335,080</b>	<b>346,226</b>	<b>347,261</b>	<b>345,520</b>	<b>368,771</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>583,924</b>	<b>\$ 558,597</b>	<b>\$ 656,425</b>	<b>\$ 647,353</b>	<b>\$ 650,558</b>
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.                      Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
<b>PROGRAMS</b>					
Commissioner's Office	583,924	558,597	656,425	647,353	650,558
Positions	7	7	7	7	7
<b>TOTAL PROGRAMS</b>	<b>\$ 583,924</b>	<b>\$ 558,597</b>	<b>\$ 656,425</b>	<b>\$ 647,353</b>	<b>\$ 650,558</b>
Positions	7	7	7	7	7
<i>General Fund Discretionary Positions</i>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Commissioner of Public Affairs AU 192

LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	291,131	278,621	343,458	353,721	353,721
512000 Part-Time Employees	31,842	19,806	43,000	56,655	56,655
515000 Premium Pay	0	188	0	0	0
517000 Benefits	118,953	107,477	126,461	120,258	120,258
518000 Paid Absence	32,375	37,250	0	0	0
<b>Total Personnel Services</b>	<b>474,301</b>	<b>443,342</b>	<b>512,919</b>	<b>530,634</b>	<b>530,634</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	12,495	8,401	23,043	0	3,205
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	452	439	469	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	90	15	0	35	35
531000 Office Supplies	2,487	1,621	2,065	1,171	1,171
532000 Operating Supplies	1,755	2,610	1,923	1,505	1,505
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	0	2,567	2,567
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	4,019	2,386	2,162	2,357	2,357
541000 Education	1,474	2,250	1,995	1,000	1,000
542000 Local Travel	52	47	0	44	44
543000 Out-of-Town Travel	1,060	0	938	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	0	0	0	4,907	4,907
<b>Total External Materials and Services</b>	<b>23,884</b>	<b>17,769</b>	<b>32,595</b>	<b>13,586</b>	<b>16,791</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	275	332	309	309	309
552000 Printing & Distribution	6,826	4,531	5,800	6,321	6,321
553000 Facilities Services	50,391	51,297	53,505	55,343	55,343
554000 Communications Services	10,047	8,887	9,664	9,548	9,548
555000 Data Processing Services	6,730	19,067	20,505	14,833	14,833
556000 Insurance	11,470	13,372	13,121	11,707	11,707
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	8,007	5,072	5,072
559000 Other Fund Services	0	0	0	0	0
<b>Total Internal Materials and Services</b>	<b>85,739</b>	<b>97,486</b>	<b>110,911</b>	<b>103,133</b>	<b>103,133</b>
<b>Total Materials and Services</b>	<b>109,623</b>	<b>115,255</b>	<b>143,506</b>	<b>116,719</b>	<b>119,924</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL BUREAU EXPENSES</b>	<b>\$ 583,924</b>	<b>\$ 558,597</b>	<b>\$ 656,425</b>	<b>\$ 647,353</b>	<b>\$ 650,558</b>

**Commissioner of Public Affairs AU 192**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
230	Administrative Secretary	1	0	1	36,000	1	36,902	1	36,902
2	Commissioner	1	1	1	80,808	1	82,838	1	82,838
821	Commissioners Assistant I	0	1	1	43,000	1	44,072	1	44,072
822	Commissioners Assistant II	2	1	0	0	1	60,533	1	60,533
823	Commissioners Assistant III	1	1	1	63,128	0	0	0	0
824	Executive Assistant	1	1	1	61,402	1	64,750	1	64,750
900	Staff Assistant	1	2	2	59,120	2	64,626	2	64,626
<b>TOTAL FULL-TIME POSITIONS</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>\$ 343,458</b>	<b>7</b>	<b>\$ 353,721</b>	<b>7</b>	<b>\$ 353,721</b>

**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		
FY 2002-03	673,647	0	673,647	7.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>					
	(49,616)	0	(49,616)	0.0	7% Reduction - M&S Reductions & Furlough
	3,691	0	3,691	0.0	City Hall Security
	(5,988)	0	(5,988)	0.0	Internal Service Funds 7% Reductions
	(645)	0	(645)	0.0	Facilities BOMA Adjustment
	(125)	0	(125)	0.0	HR Reductions (Training Package)
	0	26,389	26,389	0.0	Interagency with BES for Citizen Outreach
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>					
	3,205	0	3,205	0.0	Equalization of Commissioners' Offices
	(49,478)	26,389	(23,089)	0.0	Total FY 2002-03 Decision Packages
			<b>\$ 650,558</b>	<b>7.0</b>	Total Adopted Budget
<b>FY 2002-03 Decision Packages Not Funded</b>					
	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	Total Decision Packages Not Funded

# Commissioner of Public Utilities

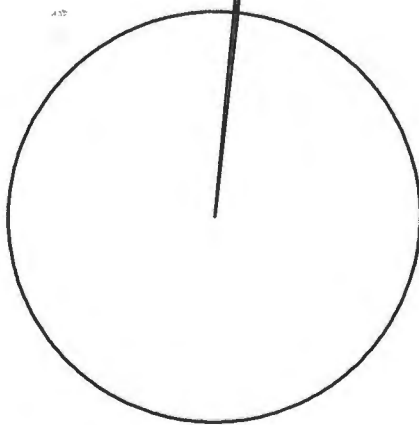
Legislative, Administrative and Support Services Service Area

Jim Francesconi, Commissioner-in-Charge

Percent of General Fund

Comm PU = \$624.2 Thousand

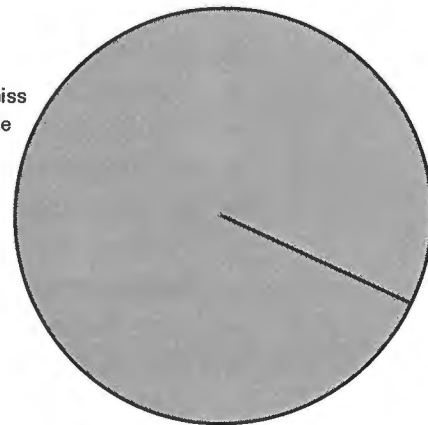
0.2%



General Fund = \$365.5 Million

Bureau Programs

Commiss  
Office



## Bureau Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	662,365	624,170	-38,195	-10.9%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 662,365</b>	<b>\$ 624,170</b>	<b>\$ -38,195</b>	<b>-10.9%</b>
Authorized Full-Time Positions	7	7	0	-5.5%

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

## Bureau Summary

### BUREAU OVERVIEW

The Commissioner of Public Utilities is responsible for overseeing several City bureaus. These include:

- ◆ Bureau of Parks and Recreation
- ◆ Office of Transportation
- ◆ Office of Neighborhood Involvement
- ◆ Bureau of Licenses

The Commissioner also serves as the City's liaison to several organizations. These include:

- ◆ Business License Board of Appeals
- ◆ Mayor's Business Roundtable
- ◆ Pioneer Courthouse Square
- ◆ Pittock Mansion Advisory Committee
- ◆ Metropolitan Human Rights Center
- ◆ Elders in Action
- ◆ Oregon League of Cities
- ◆ Portland Street Car, Inc.
- ◆ Rose Festival Association
- ◆ Taxicab Board of Review
- ◆ Towing Board of Review
- ◆ Urban Forestry Commission
- ◆ PDC Small Business Advocate

### SUMMARY OF BUDGET DECISIONS

The Adopted Budget results in reduction of approximately .50 FTE and a reduction of about \$17,000 in External Materials and Services. In addition, interagency agreements were reduced to help provide savings to the General Fund, and \$3,616 was added to help equalize the appropriation of all the commissioners' offices.



# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

Commissioner Francesconi's goals reflect his lifelong concern for children and families and include support of schools, parks, open space and economic vitality. That is what makes great neighborhoods and a great city. The commissioner has the following goals:

### Portland Schools

#### Build Partnerships with the Schools

The objectives for this goal include to:

- ◆ Continue support of 11 SUN Schools which offer after-school and evening activities for more than 5,000 children and their parents.
- ◆ Expand the SUN Schools program into additional schools with the greatest need.
- ◆ Continue to convince employers to adopt schools and offer endowment funds, volunteers and mentors, and service learning opportunities.
- ◆ Find additional ways to support the schools through new and innovative partnerships.

### Parks and Public Spaces

#### Create More Parks, Natural Areas, and Exciting Public Spaces

This includes efforts to:

- ◆ Work with the Parks Board and non-profit Parks Foundation to incrementally implement the Parks 2020 vision.
- ◆ Provide affordable, quality recreational opportunities in all our neighborhoods, especially for youth, seniors, and low income families.
- ◆ With revenue from the Parks systems development charge and assistance from the non-profit Parks Foundation, purchase parks and natural areas, especially in neighborhoods that are park deficient and are facing growth.
- ◆ With the assistance of Metro, make additional key connections on the Willamette Greenway Trail.

### Economic Vitality

#### Maintain Economic Vitality for the City

The objectives for this goal include to:

- ◆ Continue efforts to strengthen Portland State University, especially in the areas of engineering and fine arts, and make it a world class school.
- ◆ Assist the Oregon Health Sciences University with their efforts to increase the biosciences contribution to our local economy.
- ◆ Continue strengthening neighborhood business districts.
- ◆ Continue small business workshops to help new and minority business owners connect with financial resources and gain valuable information about business practices.
- ◆ Working with the Bureau of Licenses, the Portland Development Commission, and the Office of the Mayor, ensure that small and minority business interests are included in the City's economic strategies.
- ◆ Continue to maintain the downtown area as one of the cleanest cities in the country.
- ◆ Continue transportation planning effort to maximize the capacity of the I-5 trade corridor.

**Efficient City Management****Improve City Management**

This includes efforts to:

- ◆ Work to make City bureaus more efficient.
- ◆ Monitor management improvements resulting from the Bureau of Parks and Recreation's performance audit to ensure that the efficiencies gained continue.
- ◆ Ensure the highest quality emergency response by the Fire Bureau while continuing to identify cost savings.
- ◆ Monitor implementation of the Major Policy Review resolution.

**Transportation****Improve Transportation**

This includes efforts to:

- ◆ Reduce traffic accidents through the photo enforcement of red-light violations.
- ◆ Implement the NE Alberta streetscape improvements to support neighborhood retail development.
- ◆ Construct neighborhood street and traffic calming projects in the Lents Neighborhood.
- ◆ Replace the weight-limited Bybee Blvd over-crossing over McLoughlin Blvd (US 99E).
- ◆ Support the addition of 800 housing units by being a partner in the Hope VI (Columbia Villa) project.

**Commissioner of Public Utilities AU 193**

**SUMMARY OF BUREAU BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	507,726	509,627	517,529	496,925	500,541
External Materials and Services	27,441	17,721	29,015	13,764	13,764
Internal Materials and Services	94,115	106,444	115,821	109,865	109,865
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>629,282</b>	<b>633,792</b>	<b>662,365</b>	<b>620,554</b>	<b>624,170</b>
Capital Improvements	0	0	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 629,282</b>	<b>\$ 633,792</b>	<b>\$ 662,365</b>	<b>\$ 620,554</b>	<b>\$ 624,170</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>629,282</b>	<b>633,792</b>	<b>662,365</b>	<b>620,554</b>	<b>624,170</b>
<b>RESOURCES</b>					
General Fund Discretionary	294,202	287,566	315,340	301,698	281,682
<b>Non-Discretionary Revenues</b>					
Grants & Donations	0	0	0	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	0	0	0	0	0
Program Revenue	0	0	0	0	0
Overhead Recovery	335,080	346,226	347,025	318,856	342,488
<b>Total Non-Discretionary Revenues</b>	<b>335,080</b>	<b>346,226</b>	<b>347,025</b>	<b>318,856</b>	<b>342,488</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>629,282</b>	<b>\$ 633,792</b>	<b>\$ 662,365</b>	<b>\$ 620,554</b>	<b>\$ 624,170</b>
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.                      Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
<b>PROGRAMS</b>					
Commissioner's Office	629,282	633,792	662,365	620,554	624,170
<i>Positions</i>	7	7	7	7	7
<b>TOTAL PROGRAMS</b>	<b>\$ 629,282</b>	<b>\$ 633,792</b>	<b>\$ 662,365</b>	<b>\$ 620,554</b>	<b>\$ 624,170</b>
<i>Positions</i>	7	7	7	7	7
<i>General Fund Discretionary Positions</i>	3	3	3	3	3

Commissioner of Public Utilities AU 193

LINE ITEM DETAIL

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	337,483	328,360	373,423	364,262	364,262
512000 Part-Time Employees	0	12,933	10,020	0	0
517000 Benefits	127,941	129,664	134,086	132,663	136,279
518000 Paid Absence	42,302	38,670	0	0	0
<b>Total Personnel Services</b>	<b>507,726</b>	<b>509,627</b>	<b>517,529</b>	<b>496,925</b>	<b>500,541</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	15,379	2,665	12,421	2,665	2,665
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	135	1,660	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	275	202	1,031	100	100
531000 Office Supplies	3,903	5,850	3,037	3,889	3,889
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	1,349	1,412	1,424	1,424
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	606	336	1,083	1,456	1,456
541000 Education	1,217	1,355	1,204	1,688	1,688
542000 Local Travel	1,362	1,998	1,608	0	0
543000 Out-of-Town Travel	2,661	859	2,670	2,542	2,542
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	2,038	2,972	2,889	0	0
<b>Total External Materials and Services</b>	<b>27,441</b>	<b>17,721</b>	<b>29,015</b>	<b>13,764</b>	<b>13,764</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	0	0	0	0	0
552000 Printing & Distribution	13,500	10,910	9,746	11,561	11,561
553000 Facilities Services	50,523	52,301	53,205	54,965	54,965
554000 Communications Services	9,954	9,726	10,249	9,969	9,969
555000 Data Processing Services	7,263	19,836	21,171	15,481	15,481
556000 Insurance	11,315	11,991	11,763	12,817	12,817
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	8,007	5,072	5,072
559000 Other Fund Services	1,560	1,680	1,680	0	0
<b>Total Internal Materials and Services</b>	<b>94,115</b>	<b>106,444</b>	<b>115,821</b>	<b>109,865</b>	<b>109,865</b>
<b>Total Materials and Services</b>	<b>121,556</b>	<b>124,165</b>	<b>144,836</b>	<b>123,629</b>	<b>123,629</b>
<b>Capital Outlay</b>					
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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL BUREAU EXPENSES</b>	<b>\$ 629,282</b>	<b>\$ 633,792</b>	<b>\$ 662,365</b>	<b>\$ 620,554</b>	<b>\$ 624,170</b>

**Commissioner of Public Utilities AU 193**

**FULL-TIME POSITIONS**

Class	Title	Actual FY 2000	Actual FY 2001	Revised FY 2001-02		Proposed FY 2002-03		Adopted FY 2002-03	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
2	Commissioner	1	1	1	80,808	1	83,478	1	83,478
821	Commissioners Assistant I	5	2	3	139,069	3	126,421	3	126,421
822	Commissioners Assistant II	0	1	1	52,686	1	54,413	1	54,413
823	Commissioners Assistant III	0	1	0	0	0	0	0	0
7452	Community Service Aide II	0	1	1	30,306	1	27,079	1	27,079
824	Executive Assistant	1	1	1	70,554	1	72,871	1	72,871
<b>TOTAL FULL-TIME POSITIONS</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>\$ 373,423</b>	<b>7</b>	<b>\$ 364,262</b>	<b>7</b>	<b>\$ 364,262</b>

**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		
FY 2002-03	673,269	0	673,269	7.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>	0	0	0	0.0	None
<b>Mayor's Proposed Budget Decisions</b>					
	(49,588)	0	(49,588)	0.0	7% Reductions - M&S and Furlough
	3,681	0	3,681	0.0	City Hall Security
	(6,039)	0	(6,039)	0.0	Internal Service Funds 7% Reductions
	(644)	0	(644)	0.0	Facilities BOMA Adjustment
	(125)	0	(125)	0.0	HR Reductions (Training Package)
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.0	None
<b>Adopted Budget Additions and Reductions</b>					
	3,616	0	3,616	0.0	Equalization of Commissioners' Offices
	(49,099)	0	(49,099)	0.0	Total FY 2002-03 Decision Packages
			<b>\$ 624,170</b>	<b>7.0</b>	<b>Total Adopted Budget</b>
<b>FY 2002-03 Decision Packages Not Funded</b>					
	0	0	0	0.0	None
			<b>\$ 0</b>	<b>0.0</b>	<b>Total Decision Packages Not Funded</b>



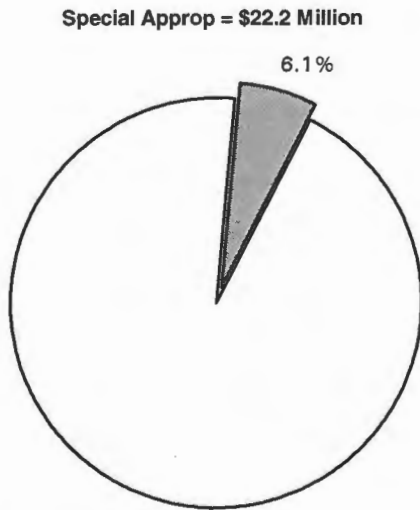
# Special Appropriations

Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

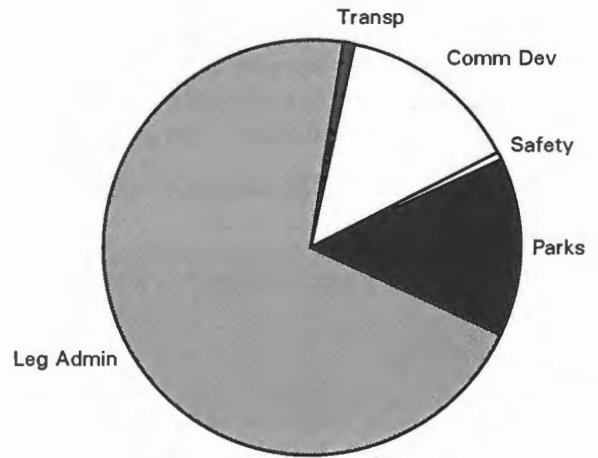
Timothy Grewe, Chief Administrative Officer

**Percent of General Fund**



General Fund = \$365.5 Million

**Bureau Divisions**



## Bureau Overview

Expenditures in Millions	Revised FY 2001-02	Adopted FY 2002-03	Change from Prior Year	Per Capita Change
Operating	20,682,402	22,203,618	1,521,216	1.5%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
<b>Total Cost with Allocated Overhead</b>	<b>\$ 20,682,402</b>	<b>\$ 22,203,618</b>	<b>\$ 1,521,216</b>	<b>1.5%</b>
Authorized Full-Time Positions	0	0	0	0.0%

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

## Bureau Summary

### BUREAU OVERVIEW

*Special appropriations support programs that provide Citywide benefits*

Special Appropriations are primarily used for General Fund expenditures on services or projects which are not specific to a bureau and which provide Citywide benefit. These include payments to non-City agencies, funding for City programs, and some City set-asides. Some Special Appropriations are one-time allocations, while others are ongoing.

From time to time, ongoing Special Appropriations are moved from this organizational unit and incorporated into the budget of the respective managing City bureau. In such cases, expenditures will be shown here as \$0, but will be reflected in the appropriate bureau's budget.

### HIGHLIGHTS OF PROGRAMS AND SERVICES

*General Fund discretionary resources are limited*

The primary source for Special Appropriations is General Fund discretionary funding. Because of the weakened condition of the City's General Fund, resources for Special Appropriations in FY 2002-03 are extremely limited. Overhead cost recovery and interagency revenue from other City bureaus are additional funding sources.

The Adopted Budget for FY 2002-03 budget for Special Appropriations is approximately \$22.2 million.

### SUMMARY OF BUDGET DECISIONS

#### **New Appropriations**

There are three new special appropriations for FY 2002-03, all funded on a one-time basis. One is a Special Election appropriation which provides \$200,000 for expenses related to an election to be held in the Fall of 2002 to select a new Commissioner of Public Safety, a seat vacated by the early departure of Commissioner Charlie Hales. The second new appropriation funds the City's contribution to Multnomah County for the Children's Receiving Center to be built in Gateway. This allocation had previously been budgeted as part of the City's capital set aside and is being moved into AU 401, Special Appropriations in order to expend the funds. The third new special appropriation provides \$125,000 to support a professional development fund for employees represented by the City of Portland Planning and Engineering Employees Association (COPPEEA).

#### **Discontinued Appropriations**

Four special appropriations have been closed out, either because the original term has expired or due to the need to eliminate programs to match the lower projected revenues.

Regional Drug Initiative \$29,699

Oregon Historical Society \$36,407

Employee Suggestions Program \$6,673

Waterfront Development Activities \$500,902

#### **Cuts to Existing Appropriations**

To achieve an overall reduction in expenditures in this organizational unit, 7% cuts were applied to most of the special appropriations that represent discretionary expenditures. Special appropriations were not reduced for most of the economic development programs of the Portland Development Commission, in exchange for the elimination of one special appropriation which provided City funds to PDC's Waterfront Development Activities



**Carryover**

The unspent balance of one special appropriation (IRS rebate) will be carried from FY 2001-02 to FY 2002-03. The funds will be added to General Fund contingency and made available via the Fall 2002 budget monitoring process, if sufficient funds exist at the time.

## Strategic Direction

### SIGNIFICANT ISSUES

#### **Regional Arts and Culture Council**

The Special Appropriations for the Regional Arts and Culture Council (RACC) supports RACC's base budget as well as one-time allocations for specific arts organizations and arts-related programs. For FY 2002-03, the City will provide \$2,004,207 in ongoing resources for RACC's base budget and \$375,000 in one-time resources.

#### **Early Childhood Development**

In August 2000, via resolution #35914, the City Council stated its intention to commit \$1 million annually in support of early childhood development efforts as a complement to infrastructure developments in urban renewal areas. Initially funded at \$1 million in FY 2001-02, the appropriation was reduced in the Fall budget monitoring process by \$80,000 for a revised total of \$920,000. The FY 2002-03 Adopted Budget amount for Early Childhood Development is \$940,550. It should be noted that Council changed the funding from ongoing to one-time resources. This decision was made in light of a Children's Levy that will be voted on in the Fall 2002 election. If passed, the levy could fund the activities currently being supported by this special appropriation. If the levy fails, the Early Childhood Development program funding will end June 30, 2003.

#### **Gateway Children's Receiving Center**

In June 2001, City Council passed ordinance #175699 approving the Gateway Regional Center urban renewal plan. As part of that action, Council authorized \$1 million in expenditures in FY 2002-03 to Multnomah County in support of the development of a children's receiving center in the Gateway district. These funds were originally incorporated as part of the City's capital set aside. In order to expend the resources in FY 2002-03, they must be transferred into a special appropriation.

## Overview of Programs

### PUBLIC SAFETY SERVICE AREA

#### Pioneer Square Security

##### Center Code 40112001

This special appropriation funds enhanced security at Pioneer Courthouse Square. These resources augment funds provided for Pioneer Square in another special appropriation, Downtown Services.

#### Public Safety Coordinating Council

##### Center Code 40105030

This special appropriation funds a local group that plans for the use of State and local resources to serve local offenders and coordinates local criminal justice policy across jurisdictions.

#### Regional Drug Initiative - Federal Grant

##### Center Codes 40105299 and 40105201

This special appropriation has been discontinued, as the grant has expired. It was last funded in FY 2001-02. It represented a federal grant that was passed through the City to the Regional Drug Initiative (RDI) as an administrative function. This appropriation was completely offset by federal funds and did not impact General Fund requirements.

#### Regional Drug Initiative - City

##### Center Code 40105006

This special appropriation has been discontinued as the grant expired. It was last funded in FY 2001-02. It was the City's contribution toward the cost of a multi-jurisdictional partnership in the metropolitan area to fight illegal drug activity. The City funds were used for education and community involvement projects that did not qualify for funding under the RDI grant.

### PARKS & RECREATION SERVICE AREA

#### Cultural Tourism

##### Center Code 40101001

This special appropriation has been discontinued. It was last funded in FY 1999-00. It provided support for facilities development and remodeling of the Portland Art Museum as part of an initiative to attract significant artistic and cultural events to the city. FY 1999-00 was the last year of a five-year commitment to provide \$200,000 annual General Fund support.

#### Holiday Festival

##### Center Code 40105035

This special appropriation provides funding for a winter holiday festival in downtown Portland.

**MERC/PCPA****Center Code 40110036**

Per the recommendation of the City and the Metro Facilities Consolidation Committee, this appropriation supports the Portland Center for Performing Arts' tenant relief, capital maintenance and improvement efforts. The appropriation is part of a larger Visitors Facilities intergovernmental agreement signed by the City of Portland, Multnomah County and Metro regional government.

**Oregon Historical Society****Center Code 40101004**

This special appropriation has been discontinued. It was last funded in FY 2000-01. It provided funds in support of various activities of the Oregon Historical Society including the City's use of the OHS library and the Society's planning for the Year 2000 citywide celebration. \$35,000 had been appropriated in the Adopted Budget for FY 2000-01, but the appropriation was eliminated in the Fall 2001 budget monitoring process as part of overall reductions to General Fund-supported programs.

**Portland Center Stage****Center Code 40113001**

This special appropriation has been discontinued. It was last funded in FY 2001-02. It provided one-time funding that enabled the Council to support Portland Center Stage.

**Regional Arts and Culture Council****Center Code 40101002**

This special appropriation provides funds for the Regional Arts and Culture Council (RACC), an independent non-profit agency. It combines ongoing resources to support RACC's base budget as well as one-time allocations for support to specific arts organizations and arts-related grants match program.

**School Surplus Property****Center Code 40105034**

This special appropriation has been discontinued. The final year of funding was FY 1999-00 due to a carryover from the prior year. In FY 1998-99, this special appropriation provided one-time support of \$7.0 million to the Portland Public Schools through the purchase of excess school properties which were then added to the parks system.

**COMMUNITY DEVELOPMENT SERVICE AREA****BHCD - Workforce Development****Center Code 40110048**

This special appropriation provides support for information and referral services to connect job seekers in northeast Portland with job training, placement, and social service programs. Particular emphasis is placed on helping clients overcome barriers to employment, such as lack of child care, transportation, or health care.

**Block by Block Weatherization****Center Code 40133001**

This program provides attic insulation and installation of effective, low cost energy conservation measures by local contractors to more than 1,300 low-income families per year. This appropriation is primarily grant funded.

<b>Civil Rights Enforcement</b>	<b>Center Code 40103012</b>  This special appropriation provides funds to support contracts with the Oregon Bureau of Labor and Industry (BOLI) and the Fair Housing Council to coordinate the enforcement of the City's civil rights ordinance. It is managed by BHCD.
<b>Civil Rights Mediation</b>	<b>Center Code 40105031</b>  This special appropriation has been discontinued. It was last funded in FY 1999-00. It was used to fund services that supported Portland's civil rights ordinance.
<b>Clean and Safe</b>	<b>Center Code 40106001</b>  This special appropriation funds the City's share of the Downtown Business Improvement District (BID), based on the management of commercial, residential and rental building space in the district. These charges to downtown property managers support guides, marketing strategy, enhanced security, and street-cleaning services downtown.
<b>Downtown Services</b>	<b>Center Code 40115001</b>  This special appropriation supports services to keep downtown Portland a safe and attractive center for people and businesses. Contracted services include bicycle patrol and public restroom cleaning in the downtown parks, and security for Pioneer Square. It also funds an interagency with the Parks Bureau for flower pots along the transit mall and light rail corridor. This appropriation is separate from and in addition to the Clean and Safe special appropriation.
<b>Early Childhood Development</b>	<b>Center Code 40116001</b>  This special appropriation provides funding for early childhood development activities in Multnomah County. In FY 2002-03, Council changed the funding of this appropriation from ongoing to one-time resources. Accordingly, funding for this special appropriation is scheduled to end June 30, 2002.
<b>Endangered Species Act (ESA)</b>	<b>Center Code 40110200</b>  This special appropriation has been discontinued. It was last funded in FY 1999-00. It provided support to General Fund bureaus for their efforts responding to requirements of the Endangered Species Act. The City's ESA program is now in the Bureau of Planning, funded by a General Fund set-aside and interagencies with other bureaus.
<b>Fair Housing of Oregon</b>	<b>Center Code 40103014</b>  This special appropriation has been transferred into the budget of the Bureau of Housing and Community Development. It was last budgeted as a special appropriation in FY 2001-02. The special appropriation had provided funds for fair housing enforcement.
<b>Oregon Bureau of Labor and Industries</b>	<b>Center Code 40103013</b>  This special appropriation has been transferred into the Bureau of Housing and Community Development. It was last budgeted as a special appropriation in FY 2000-01. It supported enforcement of the City's civil rights ordinance.

## Legislative, Administrative and Support Services Service Area

<b>PDC 2040</b>	<b>Center Code 40110026</b>	This special appropriation has been discontinued. It was last funded in FY 1999-00. It provided funds to the Portland Development Commission (PDC) for the planning of the 2040 Development Implementation.
<b>PDC - 2040 Development Implementation</b>	<b>Center Code 40110055</b>	This special appropriation provides funds to PDC for infrastructure projects that meet the City's 2040 goals (including jobs) and plans for growth.
<b>PDC - Business Districts Program</b>	<b>Center Code 40110050</b>	The Business District program administered by PDC provides technical assistance to local businesses to facilitate the formation and growth of business district associations. These are pass-through funds to the Alliance of Portland Neighborhood Business Associations.
<b>PDC - Citywide Business Development</b>	<b>Center Code 40110047</b>	The Citywide Business Development program of PDC engages in efforts to retain and expand businesses in Portland to create family-wage jobs.
<b>PDC - Enterprise Zone Program</b>	<b>Center Code 40110038</b>	This special appropriation provides funds for PDC's efforts to recruit businesses to locate in the Enterprise Zone in Portland's north/northeast neighborhoods.
<b>PDC - Regional Business Development</b>	<b>Center Code 40110054</b>	PDC's Regional Business Development program engages in efforts to recruit businesses to the metropolitan area to create family-wage jobs. This program also supports business recruitment efforts in Portland. The funds are supplemented by private sector and regional public partner funds.
<b>PDC - Small Business Program</b>	<b>Center Code 40114001</b>	This appropriation supports PDC's new Small Business program which is designed to help small businesses stay healthy, competitive and to expand in the Portland area.
<b>PDC - Storefront Improvements</b>	<b>Center Code 40110037</b>	This special appropriation has been discontinued. It was last funded in FY 2000-01. It funded storefront and facade improvements in designated commercial districts of Portland. PDC continues to operate this program with the remaining balance from previous appropriations and other existing funds.
<b>PDC - Targeted Industry Jobs</b>	<b>Center Code 40110051</b>	The Targeted Industry program provides resources to work with industry clusters to support their growth and expansion in a strategic manner. This program functions as a part of the Citywide Business Development work.

**PDC - Waterfront  
Development Activities****Center Code 40110052**

This special appropriation has been discontinued. It was last funded in FY 2001-02. It was a transfer to PDC's Waterfront Development urban renewal fund and supported business, housing and revitalization efforts in the district.

**Portland Area Schools****Center Code 40105025**

This special appropriation has been discontinued. It was last funded in FY 1999-00. It was a one-time allocation of General Fund resources for summer school and operational or management efficiencies in Portland area schools.

**TRANSPORTATION SERVICE AREA****Employee Transit  
Program****Center Code 40108001**

This appropriation funds a program to encourage alternative transit modes for City employees in order to relieve traffic congestion and improve air quality.

**LEGISLATIVE & ADMINISTRATION SERVICE AREA****Business License  
Refunds****Center Code 40111001**

This special appropriation covers refunds required when businesses overpay business license fees.

**Children's Receiving  
Center****Center Code 40119001**

This special appropriation represents a one-time payment to Multnomah County to support the development of a children's receiving center in the Gateway district.

**City Membership and  
Dues****Center Code 40105001**

This special appropriation funds the costs related to City's memberships and dues to various organizations to which the City subscribes as a municipality.

**Compensation  
Adjustments****Center Code 40110004**

This special appropriation is a set-aside for General Fund adjustments to salaries and benefits for City employees, based on projections of inflation. These funds are distributed as necessary to bureaus during the Spring budget monitoring process each fiscal year

**COPPEA Professional  
Development Fund****Center Code 40118001**

This special appropriation provides resources for a professional development fund for employees represented by the City of Portland Planning and Engineering Employees Association (COPPEEA). This appropriation resulted from the June 2002 settlement of the City's contract with COPPEEA, and will be budgeted for FY 2002-03 and FY 2003-04. City bureaus with COPPEEA employees will transfer to this special appropriation their share of the resources necessary to cover these training expenses.

**Council Emergency  
Fund****Center Code 40110006**

This is an annual appropriation for use by the mayor and commissioners as specified by City Charter 2-105a 14, and 2-108.

## Legislative, Administrative and Support Services Service Area

**DCTU Service Improvement****Center Code 40110056**

This special appropriation has been discontinued. It was last funded in FY 2001-02 due to carryovers from the prior year. It funded efforts related to the goals and objectives of the Service Improvement Initiative (SII).

**DCTU Training****Center Code 40110042**

This special appropriation has been discontinued. It was last funded in FY 2001-02 due to carryovers from the prior year. It provided support for training of employees represented by the District Council Trade Union (DCTU).

**Employee Suggestion Program****Center Code 40105015**

This special appropriation has been discontinued. It was last funded in FY 1999-00. It had been appropriated in the FY 2001-02 Adopted Budget, but was later eliminated as part of the Fall 2001 budget monitoring process. It had provided funds to support to recognize and encourage innovative suggestions from City employees that would save the City money.

**Human Resources Transition****Center Code 40110040**

This special appropriation has been discontinued. It was last funded in FY 2001-02. It was one-time funding for human resources transition costs related to the Administrative Services Review initiative.

**Innovations Loan Fund****Center Code 40105014**

This special appropriation has been discontinued. It was last funded in FY 2000-01. It enabled the City to encourage, recognize, and implement innovative and entrepreneurial projects at the bureau level.

**IRS Rebate****Center Code 40110031**

This special appropriation is established to fund potential arbitrage rebates payments to the Internal Revenue Service and related expenses. It is a carryover from previous years that will be incorporated into the Special Appropriations budget in the Fall budget monitoring process.

**Leaders Roundtable****Center Code 40105013**

This special appropriation is the City's share of support for an advisory group of community leaders which is convened to coordinate and improve interrelated services.

**Management Council****Center Code 40110005**

This is an annual appropriation for development activities and meetings of the City's bureau managers.

**Qwest Refund****Center Code 40110057**

This special appropriation has been discontinued. It was last funded in FY 2000-01. It provided funding for a franchise fee refund to Qwest.



**Special Election**

**Center code 40117001**

This special appropriation provides one-time funds for a special election to be held in the Fall of 2002 to elect a new Commissioner of Public Safety.

**Unemployment Insurance**

**Center Code 40110003**

This special appropriation provides for the General Fund share of the cost of the City's unemployment insurance claims.

**Special Appropriations AU 401**

**SUMMARY OF BUREAU BUDGET**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>EXPENDITURES</b>					
<b>Operating Budget</b>					
Personal Services	8,200	28,725	0	0	0
External Materials and Services	17,063,070	16,844,466	20,460,303	21,998,782	21,982,708
Internal Materials and Services	783,038	181,314	222,099	220,910	220,910
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
<b>Total Operating Budget</b>	<b>17,854,308</b>	<b>17,054,505</b>	<b>20,682,402</b>	<b>22,219,692</b>	<b>22,203,618</b>
Capital Improvements	0	1,883,000	0	0	0
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 17,854,308</b>	<b>\$ 18,937,505</b>	<b>\$ 20,682,402</b>	<b>\$ 22,219,692</b>	<b>\$ 22,203,618</b>
Allocated Overhead	0	0	0	0	0
<b>Total Cost with Allocated Overhead</b>	<b>17,854,308</b>	<b>18,937,505</b>	<b>20,682,402</b>	<b>22,219,692</b>	<b>22,203,618</b>
<b>RESOURCES</b>					
General Fund Discretionary	17,303,644	18,554,965	20,428,896	22,088,067	20,949,165
<b>Non-Discretionary Revenues</b>					
Grants & Donations	176,003	57,880	134,713	0	0
Contract Revenues	0	0	0	0	0
Interagency Revenues	55,000	65,000	0	0	1,110,782
Program Revenue	0	0	0	0	0
Overhead Recovery	319,661	259,660	118,793	131,625	143,671
<b>Total Non-Discretionary Revenues</b>	<b>550,664</b>	<b>382,540</b>	<b>253,506</b>	<b>131,625</b>	<b>1,254,453</b>
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>17,854,308</b>	<b>\$ 18,937,505</b>	<b>\$ 20,682,402</b>	<b>\$ 22,219,692</b>	<b>\$ 22,203,618</b>
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.                      Non-Discretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
<b>DIVISIONS</b>					
Public Safety Service Area	203,712	85,733	282,032	177,567	177,567
<i>Positions</i>	0	0	0	0	0
Parks & Recreation Service Area	3,523,473	4,992,543	3,313,515	2,800,707	3,056,689
<i>Positions</i>	0	0	0	0	0
Community Development Service Area	8,822,811	3,588,493	3,766,994	4,138,688	4,138,688
<i>Positions</i>	0	0	0	0	0
Transportation Service Area	140,183	125,292	144,133	139,432	139,432
<i>Positions</i>	0	0	0	0	0
Legislative & Administration Service	5,164,129	10,145,444	13,175,728	14,963,298	14,691,242
<i>Positions</i>	0	0	0	0	0
<b>TOTAL DIVISIONS</b>	<b>\$ 17,854,308</b>	<b>\$ 18,937,505</b>	<b>\$ 20,682,402</b>	<b>\$ 22,219,692</b>	<b>\$ 22,203,618</b>
<i>Positions</i>	0	0	0	0	0
<i>General Fund Discretionary Positions</i>	0	0	0	0	0

**Special Appropriations AU 401**

**BUREAU PROGRAMS BY DIVISION**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>PROGRAMS</b>					
<b>PUBLIC SAFETY SERVICE AREA</b>					
Pioneer Square Security	0	0	90,000	149,737	149,737
<i>Positions</i>	0	0	0	0	0
Public Safety Coordinating Council	0	0	28,768	27,830	27,830
<i>Positions</i>	0	0	0	0	0
Regional Drug Initiative - Federal Grant	176,002	57,880	134,713	0	0
<i>Positions</i>	0	0	0	0	0
Regional Drug Initiative-City	27,710	27,853	28,551	0	0
<i>Positions</i>	0	0	0	0	0
<b>TOTAL PROGRAMS</b>	<b>\$ 203,712</b>	<b>\$ 85,733</b>	<b>\$ 282,032</b>	<b>\$ 177,567</b>	<b>\$ 177,567</b>
<i>Positions</i>	0	0	0	0	0
<b>PARKS &amp; RECREATION SERVICE AREA</b>					
Cultural Tourism	200,000	0	0	0	0
<i>Positions</i>	0	0	0	0	0
Holiday Festival	26,850	0	50,000	46,500	46,500
<i>Positions</i>	0	0	0	0	0
MERC/PCPA	600,000	600,000	591,600	600,000	630,982
<i>Positions</i>	0	0	0	0	0
Oregon Historical Society	35,000	35,000	0	0	0
<i>Positions</i>	0	0	0	0	0
Portland Center Stage	0	0	200,000	0	0
<i>Positions</i>	0	0	0	0	0
Regional Arts & Culture Commission	2,661,623	2,474,543	2,471,915	2,154,207	2,379,207
<i>Positions</i>	0	0	0	0	0
Schools Surplus Property	0	1,883,000	0	0	0
<i>Positions</i>	0	0	0	0	0
<b>TOTAL PROGRAMS</b>	<b>\$ 3,523,473</b>	<b>\$ 4,992,543</b>	<b>\$ 3,313,515</b>	<b>\$ 2,800,707</b>	<b>\$ 3,056,689</b>
<i>Positions</i>	0	0	0	0	0
<b>COMMUNITY DEVELOPMENT SERVICE</b>					
BHCD Workforce Development	97,895	96,837	109,045	105,489	105,489
<i>Positions</i>	0	0	0	0	0
Block by Block Weatherization	203,895	195,427	207,617	202,807	202,807
<i>Positions</i>	0	0	0	0	0
Civil Rights Enforcement	0	0	14,828	14,344	14,344
<i>Positions</i>	0	0	0	0	0
Civil Rights Mediation	16,832	0	0	0	0
<i>Positions</i>	0	0	0	0	0
Clean & Safe (BID)	16,246	15,351	18,879	16,439	16,439
<i>Positions</i>	0	0	0	0	0
Downtown Services	823,843	811,186	792,442	775,765	775,765
<i>Positions</i>	0	0	0	0	0
Early Childhood Development	0	0	920,000	940,550	940,550
<i>Positions</i>	0	0	0	0	0
Endangered Species Act	607,514	0	0	0	0
<i>Positions</i>	0	0	0	0	0
Children's Receiving Center	0	0	0	1,000,000	1,000,000
<i>Positions</i>	0	0	0	0	0
Fair Housing of Oregon	11,510	7,673	26,172	0	0
<i>Positions</i>	0	0	0	0	0
Oregon Bureau of Labor and Industries	10,248	17,352	0	0	0
<i>Positions</i>	0	0	0	0	0
PDC 2040	1,043,400	0	0	0	0
<i>Positions</i>	0	0	0	0	0
PDC 2040 Implementation	521,648	1,000,000	345,264	133,377	133,377
<i>Positions</i>	0	0	0	0	0
PDC Business Districts Program	54,015	50,327	51,588	53,662	53,662
<i>Positions</i>	0	0	0	0	0
PDC Citywide Business Development	466,866	457,251	433,702	451,138	451,138
<i>Positions</i>	0	0	0	0	0
PDC Enterprise Zone Program	0	50,000	51,252	53,312	53,312
<i>Positions</i>	0	0	0	0	0
PDC Regional Business Development	100,000	100,523	138,040	143,590	143,590
<i>Positions</i>	0	0	0	0	0

**Special Appropriations AU 401**

**BUREAU PROGRAMS BY DIVISION**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>PROGRAMS</b>					
PDC Small Business Program	0	0	118,909	123,689	123,689
<i>Positions</i>	0	0	0	0	0
PDC Storefront Improvements	0	200,000	0	0	0
<i>Positions</i>	0	0	0	0	0
PDC Targeted Industry Jobs	119,244	116,788	119,713	124,526	124,526
<i>Positions</i>	0	0	0	0	0
PDC Waterfront Dev. Activities	479,657	469,778	419,543	0	0
<i>Positions</i>	0	0	0	0	0
Portland Area Schools	4,249,998	0	0	0	0
<i>Positions</i>	0	0	0	0	0
<b>TOTAL PROGRAMS</b>	<b>\$ 8,822,811</b>	<b>\$ 3,588,493</b>	<b>\$ 3,766,994</b>	<b>\$ 4,138,688</b>	<b>\$ 4,138,688</b>
<i>Positions</i>	0	0	0	0	0
<b>TRANSPORTATION SERVICE AREA</b>					
Employee Transit Program	140,183	125,292	144,133	139,432	139,432
<i>Positions</i>	0	0	0	0	0
<b>TOTAL PROGRAMS</b>	<b>\$ 140,183</b>	<b>\$ 125,292</b>	<b>\$ 144,133</b>	<b>\$ 139,432</b>	<b>\$ 139,432</b>
<i>Positions</i>	0	0	0	0	0
<b>LEGISLATIVE &amp; ADMINISTRATION SER-</b>					
Business License Refunds	4,677,665	6,405,377	5,308,768	5,551,863	5,551,863
<i>Positions</i>	0	0	0	0	0
City Membership and Dues	242,779	193,374	189,064	240,172	240,172
<i>Positions</i>	0	0	0	0	0
Compensation Adjustments	0	1,000	6,798,694	8,450,768	8,053,712
<i>Positions</i>	0	0	0	0	0
COPPEEA Professional Development	0	0	0	0	125,000
<i>Positions</i>	0	0	0	0	0
Council Emergency Funds	7,096	0	5,000	5,000	5,000
<i>Positions</i>	0	0	0	0	0
DCTU Service Improvements	0	96,849	135,000	0	0
<i>Positions</i>	0	0	0	0	0
DCTU Training	27,962	162,528	128,465	0	0
<i>Positions</i>	0	0	0	0	0
Employee Suggestion Program	7,267	0	0	0	0
<i>Positions</i>	0	0	0	0	0
Special Election	0	0	0	200,000	200,000
<i>Positions</i>	0	0	0	0	0
HR Transition Costs	8,200	35,425	310,612	0	0
<i>Positions</i>	0	0	0	0	0
Innovations Fund	0	28,400	0	0	0
<i>Positions</i>	0	0	0	0	0
IRS Rebate	0	0	84,100	0	0
<i>Positions</i>	0	0	0	0	0
Leaders Roundtable	10,137	10,190	10,370	10,038	10,038
<i>Positions</i>	0	0	0	0	0
Management Council	0	5	5,655	5,457	5,457
<i>Positions</i>	0	0	0	0	0
Qwest Refund	0	3,067,152	0	0	0
<i>Positions</i>	0	0	0	0	0
Unemployment Insurance	183,023	145,144	200,000	500,000	500,000
<i>Positions</i>	0	0	0	0	0
<b>TOTAL PROGRAMS</b>	<b>\$ 5,164,129</b>	<b>\$ 10,145,444</b>	<b>\$ 13,175,728</b>	<b>\$ 14,963,298</b>	<b>\$ 14,691,242</b>
<i>Positions</i>	0	0	0	0	0

**Special Appropriations AU 401**

**LINE ITEM DETAIL**

	Actual FY 1999-00	Actual FY 2000-01	Revised FY 2001-02	Proposed FY 2002-03	Adopted FY 2002-03
<b>Personnel Services</b>					
511000 Full-Time Employees	0	21,268	0	0	0
517000 Benefits	8,200	7,457	0	0	0
<b>Total Personnel Services</b>	<b>8,200</b>	<b>28,725</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Materials and Services</b>					
<b>External Materials and Services</b>					
521000 Professional Services	0	70,162	0	0	0
522000 Utilities	3,026	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	0	0	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	9,283,015	4,658,125	4,505,074	4,243,423	4,468,423
531000 Office Supplies	4,278	1,616	1,500	0	0
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	9,437	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	348	0	0	0
541000 Education	28,858	180,243	129,215	350	125,350
542000 Local Travel	224	0	200	200	200
543000 Out-of-Town Travel	1,899	1,914	0	100	100
544000 Space Rental	5,500	0	0	1,242	1,242
545000 Interest	6,018	14,689	0	0	0
546000 Refunds	4,671,647	6,390,688	5,308,768	5,551,863	5,551,863
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	3,058,605	5,517,244	10,515,546	12,201,604	11,835,530
<b>Total External Materials and Services</b>	<b>17,063,070</b>	<b>16,844,466</b>	<b>20,460,303</b>	<b>21,998,782</b>	<b>21,982,708</b>
<b>Internal Materials and Services</b>					
551000 Fleet Services	0	0	200	206	206
552000 Printing & Distribution	12,798	15,682	19,708	17,704	17,704
553000 Facilities Services	1,778	1,644	5,880	0	0
554000 Communications Services	0	0	0	0	0
555000 Data Processing Services	25	0	0	0	0
556000 Insurance	0	0	0	0	0
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	160,923	163,988	196,311	203,000	203,000
559000 Other Fund Services	607,514	0	0	0	0
<b>Total Internal Materials and Services</b>	<b>783,038</b>	<b>181,314</b>	<b>222,099</b>	<b>220,910</b>	<b>220,910</b>
<b>Total Materials and Services</b>	<b>17,846,108</b>	<b>17,025,780</b>	<b>20,682,402</b>	<b>22,219,692</b>	<b>22,203,618</b>
<b>Capital Outlay</b>					
561000 Land	0	1,883,000	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
567000 Infrastructure	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>1,883,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
<b>TOTAL BUREAU EXPENSES</b>	<b>\$ 17,854,308</b>	<b>\$ 18,937,505</b>	<b>\$ 20,682,402</b>	<b>\$ 22,219,692</b>	<b>\$ 22,203,618</b>

**Special Appropriations AU 401**

**BUDGET DECISIONS**

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2002-03	21,298,984	600,000	21,898,984	0.0	FY 2002-03 Current Service Level Estimate
<b>CSL Adjustments</b>					
	(249,754)	0	(249,754)	0.0	Business License Refunds
	286,784	258,000	544,784	0.0	Compensation Adjustments
	(940,550)	940,550	0	0.0	Early Childhood Development
<b>Mayor's Proposed Budget Decisions Programs</b>					
	(500,902)	0	(500,902)	0.0	Waterfront Development
	(6,673)	0	(6,673)	0.0	Employee Suggestion Program
	(36,407)	0	(36,407)	0.0	Oregon Historical Society
	(29,699)	0	(29,699)	0.0	Regional Drug Initiative
<b>7% Reductions</b>					
	(15,265)	0	(15,265)	0.0	Block by Block Weatherization
	40,000	0	40,000	0.0	City Membership and Dues
	(1,080)	0	(1,080)	0.0	Civil Rights Enforcement
	(3,199)	0	(3,199)	0.0	Clean and Safe
	(58,391)	0	(58,391)	0.0	Downtown Services
	(10,495)	0	(10,495)	0.0	Employee Transit Program
	(3,500)	0	(3,500)	0.0	Holiday Festival
	(794)	0	(794)	0.0	Leaders Roundtable
	(428)	0	(428)	0.0	Management Council
	(2,095)	0	(2,095)	0.0	Public Safety Coord. Council
	(150,084)	0	(150,084)	0.0	Regional Arts and Culture Council
	(7,939)	0	(7,939)	0.0	Workforce Development
<b>New Funding</b>					
	0	150,000	150,000	0.0	RACC - Arts Grant Match
	0	200,000	200,000	0.0	Special Election
	0	1,000,000	1,000,000	0.0	Children's Receiving Center
<b>Adjustments</b>					
	8,400	0	8,400	0.0	MERC
	55,000	0	55,000	0.0	Pioneer Square Security
	0	(200,000)	(200,000)	0.0	RACC - Ballet
	0	(200,000)	(200,000)	0.0	RACC - Opera
	0	(200,000)	(200,000)	0.0	RACC - Arts Stabilization
	(123)	0	(123)	0.0	Council Emergency Funds
	(648)	0	(648)	0.0	Gen Fund Discretionary adjustmnt.
<b>Approved Budget Additions and Reductions</b>					
	0	225,000	225,000	0.0	Arts support (one-time)
<b>Adopted Budget Additions and Reductions</b>					
	30,982	0	30,982	0.0	Increase MERC by CPI, per contract.
	0	125,000	125,000	0.0	Create COPPEEA Prof Dev Fund
	0	(258,000)	(258,000)	0.0	Reduce Comp Set-Aside by Parks Mowing
	(139,056)	0	(139,056)	0.0	Reduce Comp Set-Aside by Planning COPPEEA
	(12,046)	0	(12,046)	0.0	Reduce General Fund discretionary
	12,046	0	12,046	0.0	Increase General Fund overhead
	(1,735,916)	2,040,550	304,634	0.0	Total FY 2002-03 Decision Packages
			<b>\$ 22,203,618</b>	<b>0.0</b>	<b>Total Adopted Budget</b>
<b>FY 2002-03 Reduction Packages Not Taken</b>					
	(9,336)	0	(9,336)	0.0	2040 Implementation
	(3,756)	0	(3,756)	0.0	Business Districts
	(31,580)	0	(31,580)	0.0	Citywide Business Development
	(3,732)	0	(3,732)	0.0	Enterprise Zone
	(10,051)	0	(10,051)	0.0	Regional Business Development
	(8,658)	0	(8,658)	0.0	Small Business Program
	(8,717)	0	(8,717)	0.0	Targeted Industry Jobs

# Glossary

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

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

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

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

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

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

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

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

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

**BUDGET:** The financial, operating, and management plan for the City that establishes annual appropriations in accordance with State of Oregon 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 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 current year revised budget, less one-time expenditures, plus an inflation factor. 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.

**FINANCIAL PLANNING DIVISION:** The Responsibility Unit within the Office of Finance and Administration which 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; Purchases and Stores; Planning; Community Development; the Offices of the Mayor and the City Council; Auditor; Finance and Administration; General Services; 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 provides police, fire, parks, and other services. Enterprise funds are specific purpose operating funds, which are self-supporting from user charges and fees. In the City of Portland, water, sewer, and stormwater services are provided by enterprise funds. Other operating funds are established as special revenue funds where revenues collected are dedicated to a specific service or activity. The Transportation Operating Fund is supported mainly by state shared Gas Tax Revenues, which are restricted to the benefit of the motoring public.

- **RESERVE FUNDS:** Reserve funds are established to provide a place for emergency and counter-cyclical reserve monies. Dollars must be transferred from these funds to operating funds 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 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 city-wide 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 Fleet, 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 organizational unit 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 Bureau of Financial Planning, which is responsible for planning and administering the budget process.

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

**ORS:** Oregon Revised 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.

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